



**NSAH (Alliance Homes) Limited**  
**Group financial statements**  
**For the year ended 31 March 2025**

# NSAH (Alliance Homes) Limited

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# NSAH (Alliance Homes) Limited

Board Members, Strategic Leadership Team, Advisors and Bankers

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## Board members

Andrew Willis	Chair
Joy Luxford	Chair of the Audit and Risk Committee (appointed 1 April 2025) <i>Appointed as Full Board Member 24 September 2024</i>
Carol Rosati OBE	Senior Independent Director and Chair of the Remuneration Committee <i>People and Culture Committee revised to Remuneration Committee 21 May 2025</i>
Louise Swain	Chief Executive
Richard Gaunt	Board Member <i>Retired as Chair of the Audit and Risk Committee 31 March 2025</i>
Paul Foster	Board Member <i>Retired as Asset Committee Chair 21 May 2025</i>
Sarah Frost	Board Member (retired 24 September 2024)
Ciaran Cronnelly	Board Member
Amanda Hamilton-Stanley	Board Member
Venura Perera	Board Member -Co-optee (appointed 11 June 2025)

## Strategic Leadership Team

Louise Swain	Chief Executive
Jon McMahon	Chief Financial Officer (appointed 6 January 2025)
Claudette Marciano	Chief Financial Officer (resigned 18 June 2024)
Philippa Armstrong-Owen	Director of Business Services
Iain Lock	Chief Operating Officer
Helen Grantham	Director of People and Communications
Matt Bingham	Director of Digital and Change
Robert Staplin	Acting Chief Financial Officer (24 June 2024 to 6 January 2025)

## Advisors

Principal solicitors	Trowers and Hamlins Solicitors LLP, 3 Bunhill Row, London, EC1Y 8YZ
Bankers	Barclays Bank Plc, 1 Churchill Place, London, E14 5HP
External auditors	Beever and Struthers, 150 Minories, London, EC3N 1LS

## Corporate

Registered office	40 Martingale Way, Portishead, BS20 7AW
Website	<a href="http://www.alliancehomes.org.uk">www.alliancehomes.org.uk</a>

# NSAH (Alliance Homes) Limited

Board Members, Strategic Leadership Team, Advisors and Bankers

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## Group members

NSAH (Alliance Homes) Limited

Alliance Homes (Ventures) Ltd

Alliance Homes Partnerships Limited (non-trading entity)

Alliance Living Care Ltd (non-trading entity)

Alliance Homes Sales Limited (dormant entity)

Alliance Homes Design and Build Company Limited (dormant entity)

NSAH (Alliance Homes) Limited is a Community Benefit Society incorporated under the Co-operative and Community Benefit Societies Act 2014, registered with the Financial Conduct Authority (FCA) with registration number 29804R. Regulator of Social Housing (RSH) registration number: L4459.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

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## Principal activities

### Who we are

Alliance Homes is a housing association that makes a positive difference to people's lives. Our core business is providing and managing homes. We own and manage over 7,000 homes.

We're helping to tackle the national housing shortage by building at least 2,000 new affordable homes across our operating area over the next 10 years.

There are other activities that add value to what we do, and we place a strong emphasis on partnership working to deliver these services. We work with a range of partners from other housing associations to build homes, to community organisations and our strategic partner North Somerset Council to deliver support services.

We operate primarily in North Somerset but stretch to the surrounding local authority areas of Bristol, South Gloucestershire, Bath and North East Somerset ("BANES") and Sedgemoor.

We are a Community Benefit Society registered with the Financial Conduct Authority as a Registered Provider and are regulated by the Regulator of Social Housing (RSH) in accordance with the Housing and Regeneration Act 2008.

### Why we exist

Our purpose is clear. We exist to create great places to live that our customers are proud to call home.

We believe that a secure home is central to the success of people's lives. We offer safe, secure, and affordable homes that our customers can make their own.

But it's not just bricks and mortar. We care about the people who live in our homes, and we provide support services and help our neighbourhoods to thrive.

### The Group

The Alliance Homes Group includes the following:

- **NSAH (Alliance Homes) Limited** is the parent company and Registered Social Landlord. It is a Community Benefit Society and owns and manages over 7,000 properties.
- **Alliance Homes Partnerships Limited** provided maintenance and repairs services to the Group and two other local housing associations. It is a company limited by shares and commenced trading in April 2018. The company ceased trading in March 2025.
- **Alliance Homes (Ventures) Ltd** generates electricity via photovoltaic panels. It is a company limited by shares.
- **Alliance Living Care Ltd** provided domiciliary care services. The company ceased trading in November 2021.
- **Alliance Homes Sales Limited** is a dormant company that has not yet traded.
- **Alliance Homes Design and Build Company Limited** is a dormant company that has not yet traded.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

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## Strategic priorities

Our Corporate Strategy ("Plan A 2.0") sets out our Focussed Five Strategic Priorities which creates the thread to what we all do every day.

### 1. Delivering a great customer experience

- Deliver consistency in our services as the bedrock for a great customer experience
- Proactively develop a customer centric culture
- Use customer segmentation and customer insights to shape our services
- Ensure that our services are designed to deliver first point of resolution and where possible fully self service

### 2. Building more affordable homes

- Build the right homes in the right places

### 3. Being a green an ethical business

- Invest in a range of initiatives to reduce our environmental impact and carbon footprint.
- Embed green principles and develop ways to evolve our culture of sustainability.

### 4. Investing in existing homes and neighbourhoods

- Ensure our assets are viable in the long term by using data and insight to drive investment decisions.
- Provide safe and secure homes by complying with all landlord health and safety requirements.

### 5. Being a great place to work

- Improve reward and recognition approach to improve colleague satisfaction and attract talent (aligned to values).
- Improve talent acquisition and candidate experience to attract a more diverse workforce.
- Increase colleague engagement and Trust Index as part of Great Place to Work.
- Develop and retain existing talent to ensure we have the right skills to deliver the plan.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

### Group financial highlights – 3-year summary

The Group's three-year statement of comprehensive income, statement of financial position and cashflows are summarised below.

	2025	2024	2023
	£'m	£'m	£'m
<b>Statement of comprehensive income</b>			
Turnover	62.9	55.1	51.8
Operating surplus	13.9	11.2	9.9
Net interest payable	(5.7)	(4.7)	(4.2)
Surplus for the year	8.2	6.6	5.7
<b>Statement of financial position</b>			
Net book value of housing properties	312.4	274.1	228.9
Total assets less current liabilities	350.4	307.9	259.3
Loan balances	190.0	163.5	125.0
Reserves	127.3	119.1	112.4
<b>Statement of cash flows</b>			
Net cash from operating activities	28.3	17.5	21.0
Construction of new properties and works to existing properties	(51.5)	(59.2)	(42.1)
Grants received	8.2	7.2	0.7
Net borrowings	26.5	38.5	24.0

The results show an improvement over the previous delivering a surplus for the year of £8.2m (2024: £6.6m).

The net book value of housing properties and total assets less current liabilities increased significantly as a result of our investment in delivering new homes and improving existing homes. Loan balances have increased to fund the development of new homes.

Cash flows for the year are set out in the cash flow statement on page 48. £51.5m (2024: £59.2m) was spent on the construction of new properties and works to existing properties, being funded by increased borrowings, grants, and re-invested cash from operating activities.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

## Capital structure and treasury

Our capital structure is based on bank borrowings, spread across three main lenders. There are no inter-company loan borrowings. At 31 March 2025, the breakdown of borrowings was:

	Arranged £m	Drawn £m	Undrawn £m
Loan borrowings	265.0	190.0	75.0

During the year, net loans of £26.5m were drawn to fund the development programme, increasing the total amount drawn to £190.0m (2024: £163.5m).

Further details regarding the bank loans are contained in note 23 of these financial statements.

## Liquidity

Our Internally set Golden Rules require us to hold a minimum cash balance of £5m and to hold sufficient liquidity to cover the next 18 months of net cash requirements.

## Credit rating

The credit rating agency Moody's awarded us an A2 credit rating following its annual review of our operating and financial performance.

## Loan covenant compliance

Loan covenants as determined by our respective lenders are monitored regularly and were met throughout the year and at the year-end for all loan facilities.

## Loan sustainability performance indicators

One of our lenders, Lloyds Bank, require sustainability performance indicators. These are disclosed in note 12 of these financial statements.



# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

## Value for Money (VfM)

### Our Approach to Value for Money (“VfM”)

Ensuring value for money is key to our strategic thinking and corporate strategy (called Plan A 2.0). It underpins our focused five business priorities:



Delivering  
a great  
customer  
experience



Building  
more  
affordable  
homes



Being a  
green and  
ethical  
business



Investing  
in existing  
homes and  
neighbourhoods



Being a  
great place  
to work

We focus on achieving value for money to ensure we are commercially adept and financially resilient. Our 5 overarching VFM principles are embedded in everything we do as we know that value for money creates the potential for generating greater surpluses that directly support reinvestment in our homes and services to customers. Our value for money principles are:



Doing things  
economically



Doing  
things  
right



Maximising  
the return on  
our assets



Getting the best  
from our  
colleagues



Achieving  
the right  
outcomes

Value for money requires balancing cost and quality to drive optimum business and customer service decisions:

- We are a long term, asset driven business, so decisions we make will reflect this. We will ensure that all decisions consider overall cost effectiveness.
- Our service offering will meet legal, contractual, and regulatory requirements, and we will only provide services above this level where they can demonstrably contribute to the achievement of our objectives or if a customer pays for these services.
- Overheads, including business support services, are actively managed and flex in size to reflect the scale, complexity and requirements of our business activities.
- Our colleague offer is competitive, tailored to each sector or employment market. We will use a mixed economy of permanent, fixed term and contracted employees to achieve flexibility, high quality results and maximum business efficiency.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

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### 2024/25 summary

During 2024/25 we continued to drive value for money across the business, aligned to our VfM principles. This report provides an overview of our performance against the commitments we set out in 2023/24, showing strong culture of delivery VfM from teams across Alliance.

Over the last twelve months, 18 of our 24 commitments have been met, with work started and in a position of ongoing delivery for the remaining 6. We have also taken forward several actions over and above those we planned to deliver, demonstrating how VfM is now becoming embedded within our BAU (Business As Usual) thinking as well as within our strategic planning cycle.

We know that the operating environment is challenging. Customer demand for our services is changing and there are more requirements against a tighter regulatory/legal framework - and this is set against a backdrop of macroeconomic volatility.

Our focus in 2024/25 has been to drive efficiency by:

- Reviewing our operating structures and investing in our people.
- Designing new processes that work for customers and the business.
- Attracting grants to support the delivery of our services.
- Reviewing our funding mechanisms to ensure they support the delivery of our ambitions.
- Exploring opportunities for automation in how we work.
- Analysing our assets and taking sensible decisions to manage them more effectively.
- Ensuring our purchasing and supply change arrangements are competitive.

## Doing things economically



Doing things economically



This principle considers effective and efficient ways to provide services and being innovative and using digital technology and research to design better ways to work.

## 2024/25

Our 24/25 commitments	What we have we achieved	RAG
Roll-out the connect portal widely to customers to promote digital adoption for those who prefer to transact in a more agile way, anytime.	<ul style="list-style-type: none"> <li>➤ Connect self-service portal has been rolled out to all customers – we have 2,321 subscribers.</li> <li>➤ The system is live, in use and supporting more customers wo choose to use digital platforms to access some services in that away.</li> <li>➤ We have an ongoing Connect portal development plan to evolve functionality.</li> </ul>	
Exit the AHP repairs partnership to allow us to focus entirely on driving better service outcomes for Alliance customers.	<ul style="list-style-type: none"> <li>➤ We formally ended our repairs partnership with Brighter Places in March 25.</li> <li>➤ In doing so, we are now able to focus our service delivery on serving Alliance customers only, bringing efficiencies in our operating geography and management of repairs demand.</li> <li>➤ At the same time, we evaluated our resourcing mix and took decisions to reduce our headcount to ensure we have the right people in the right roles.</li> </ul>	
Embed dynamic scheduling and automation to provide greater operational efficiencies in our repairs and maintenance service – deploying	<ul style="list-style-type: none"> <li>➤ We have trialled the introduction of dynamic scheduling to some services to improve the efficiency of the repairs service.</li> <li>➤ We have not migrated to a full replacement of the dynamic scheduling system, but we have launched a project to replace our repairs and maintenance contractor management system (Total) with a new system, Total Connect. This will have dynamic scheduling capabilities</li> </ul>	

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## Strategic Report

For the year ended 31 March 2025

the right resources to the right job, right first time.	and allow us to delivery services with greater efficiency and effectiveness. ➤ We have made improvements in how utilise current systems which has resulted in performance gains in operational areas, including first time fix.	
Utilise technology to support with asset intelligence as well as business processes efficiencies.	<ul style="list-style-type: none"><li>➤ We have evolved our data and insight tools to provide line of sight on the things that matter most to customers and colleagues.</li><li>➤ Power BI reporting is now embedded as a reporting fundamental, allowing opportunity to pull data from multiple sources.</li><li>➤ This data maturity is adding value to our governance, customer and stakeholder reporting, as well as supporting improvements in developing new process such as customer non-access and new homes onboarding.</li><li>➤ We have developed a customer profiling concept ('Top Track') that creates a single view of customer experience using behavioural analytics, which will thereon support how we operationally triage service delivery.</li><li>➤ This year, we have launched an asset management system replacement project, selecting Cx Assets. This will create systems and data alignment, improving our data quality and associated processes.</li><li>➤ We have invested in the trial of technology-enabled monitoring in our homes using devices that measure and monitor the environmental conditions in homes, which can then be used to inform preventative measure that tackle damp and mould.</li></ul>	

## Our plans and priorities for 2025/26

25/26 Commitment	How this will drive VfM
Continue to drive customer digital adoption through the Connect self - serve platform.	Increasing our rate of digital adoption will allow for more efficiencies in our customer contact environment.
Replace the legacy repairs and maintenance system (Total) with Total Connect	A new system will support a lean approach to process redesign, improvements in job scheduling, costing and commercial reporting insights.
Replace the legacy asset management system (Keystone) with Cx Assets	Cx Assets will provide better data assurance and data quality which will allow us to refine our

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

	financial assumptions and business planning decisions.
Roll-out a pilot of the 'Top Track' customer profiling tool	Using nuanced customer profiling will support better operational case management, transitioning towards a more proactive business model.
Explore opportunities to increase digitally enabled services, including AI potential	Assessing the potential of digital service solutions, including the power of AI, offers potential to generate operational efficiencies.

## Doing things right



Doing  
things right



This principle ensures that we have clear strategies, policies and processes to deliver the vision of the business with robust quality assurance.

## 2024/25

Our 24/25 commitments	What we have we achieved	RAG
Automate processes where possible to avoid human intervention, improving compliance with procedures	<ul style="list-style-type: none"><li>➤ We have taken several steps to improve our internal process and have recruited to specialist Business Analysts to support this work.</li><li>➤ We have evolved the functionality of Cx Housing to improve case management.</li><li>➤ A detailed review of workflow to improve management of HHSRS cases has been completed and is now ready to implement.</li><li>➤ A new online learning and development platform has been launched, Learn 365, which will continue to drive greater assurances in our mandatory training, learning opportunities and colleague self-service content</li><li>➤ PowerBI is well established as a tool to enable greater data insights to help identify areas of process strength (and weakness).</li></ul>	

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## Strategic Report

For the year ended 31 March 2025

	<ul style="list-style-type: none"><li>➤ Microsoft Co-Pilot is used discreetly and lightly, and we are continuing to explore how AI might support our business activities, going forward.</li><li>➤ We have completed a review of our telephony system to ensure we provide great contact centre services, and a business case for a replacement solution is well underway.</li></ul>	
Enhance quality assurance systems to ensure adherence to policies and procedures	<ul style="list-style-type: none"><li>➤ A Quality Assurance model has been designed and is being implemented.</li><li>➤ The QA offer is administered by the Business Services team and supports the internal audit programme. On a rolling basis, our 'policy promises and procedural commitments are tested, to determine the strength of our adherence and overall internal controls.</li></ul>	
Continue to drive commercial value through the repairs service, through procurement and contract management of services and materials supply chain	<ul style="list-style-type: none"><li>➤ Reviewing our supply chain contracts and maximising the value for money of our purchasing arrangements has generated financial savings and efficiencies.</li><li>➤ We have awarded several contracts through direct award, competitive tendering and via frameworks in line with our financial regulations.</li><li>➤ Some of the procurement activity and cost efficiencies savings are summarised in the table below:</li></ul>	

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

Contract Description	Contract Start Date	Contract End Date	Base Price	Tendered Price	Contract Term Saving	Saving	Annual Saving
Bourneville Road - replacement floors	5/17/2024	6/21/2024	£30,000	£16,718	£13,282	44.27%	£13,282
Servicing and Maintenance of Passenger Lifts	6/1/2024	5/30/2027	£291,000	£168,945	£122,055	41.94%	£40,685
Multi-functional Printers	9/1/2024	8/31/2027	£45,000	£13,000	£32,000	71.11%	£10,667
IT Security software	9/22/2024	9/21/2025	£20,405	£19,502	£903	4.43%	£903
Electricity - half-hourly supplies	10/1/2024	9/30/2025	£230,182	£207,671	£22,511	9.78%	£22,511
Electricity - non half-hourly supplies	10/1/2024	9/30/2025	£318,530	£269,644	£48,886	15.35%	£48,886
Electricity - UMS supplies	10/1/2024	9/30/2025	£6,684	£5,386	£1,298	19.42%	£1,298
Gas supplies	10/1/2024	9/30/2025	£332,483	£257,926	£74,557	22.42%	£74,557
Disaster Recovery Services	10/28/2024	10/27/2027	£187,000	£181,000	£6,000	3.21%	£2,000
Rent Data Analytical Services	1/23/2025	1/22/2029	£192,722	£170,603	£22,119	11.48%	£11,060
Lintel and Facade repairs - Portbury	2/17/2025	4/30/2025	£100,000	£52,920	£47,080	47.08%	£47,080
Learning Management System	4/1/2025	3/31/2028	£72,000	£45,792	£26,208	36.40%	£8,736
All figures exclude VAT			£1,826,006	£1,409,107	£416,899	22.83%	£281,664

## Our plans and priorities for 2025/26

25/26 Commitment	How this will drive VfM
Embed the Quality Assurance framework to support our internal controls	Embedding routine QA will provide assurance that we are doing the rights things, in the right way and improve procedure adherence.

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## Strategic Report

For the year ended 31 March 2025

Continue to optimise our processes through automation, making the best use of technology where there is a demonstrable business case (i.e. new telephony system)	Designing new processes that build-in digital automation allows us to remove waste, improve consistency and efficiency.
Kickstart the initial phase of reviewing Plan A 2.0 prior to its 2027 expiry	A review of our corporate strategy will ensure we have a vision and roadmap that connects with colleagues and customers, anchoring our 'north star' for the business for the next 5 years.
Continue to drive savings and efficiency gains through effective procurement practices when we purchase goods and services	Robust procurement practices that are commercial and competitive will directly evidence Vfm outcomes.

## Maximising the return on our assets



Maximising  
the return on  
our assets



This principle sets out the way we will manage our existing assets and how we will create new assets to achieve maximum value from our assets for us and for our customers.

## 2024/25

Our 24/25 commitments	What we have we achieved	RAG
Turning empty homes around quicker and implement an MOT inspection approach.	<ul style="list-style-type: none"><li>➤ We made significant gains in empty homes performance in 24/25 with year-end void loss of 2.33%. This is a reduction from the 2.53% in 23/24, although behind our budget target of 2.01%</li><li>➤ We have segmented our empty homes reporting to reflect those homes within 'general churn' and those which are under asset review / are not being relet due to business decisions.</li><li>➤ Our MOT pilot project is underway, with the appointment of a Project Manager. The reshaping of the project is now set against a compelling 'why' for customers and</li></ul>	



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## Strategic Report

For the year ended 31 March 2025

	the business. The deployment of the pilot operationally will continue into 2025/26.	
Roll out the Alliance Home Quality Standard and the culture to support it.	➤ Our Alliance Home Quality Standard has been rolled out as the new standard for our investment in empty homes. We will be transitioning beyond empty homes and will use the MOT pilot to baseline the current condition of our homes and the requirements to bring them in line with the new standard.	
Strategically evaluate our assets and their performance for problematic archetypes	<ul style="list-style-type: none"> <li>➤ We have evolved our strategic asset management approaches and have identified a portfolio of homes that are unlikely to support our long-term financial health because of their investment demands and age.</li> <li>➤ This work has resulted in a strategic disposal programme of 260 homes over the next 5 years underpinned by a newly approved Disposal Policy, as well as stimulating considerations around the future management of high-risk buildings.</li> <li>➤ The Board has directed the ambition for strategic asset evaluation, and this was a key theme for discussion its strategy away day in December.</li> </ul>	
Develop a sustainability strategy for assets and wider business infrastructure	<ul style="list-style-type: none"> <li>➤ Our inaugural Sustainability Strategy 2025 – 2028 was co-created with our Board and with customers and approved officially in February 2025. The work was led by our newly appointed Sustainability Manager.</li> <li>➤ The strategy provides a roadmap for the next three years on our journey to achieving EPC C and net zero to 2050, and within it, the things we need to do corporately to align out business practices and wider infrastructure.</li> </ul>	
Continue to develop new affordable homes, targeting 185 completions	<ul style="list-style-type: none"> <li>➤ New Homes Delivery continued across our operating geography with 158 completions being achieved. This was behind the forecast target of 185 completions due to contractor delays out of our direct control (reflecting a green RAG) – which will roll over for completion in 25/26.</li> <li>➤ 89 homes (56%) were built for Social Rent, 12 homes (8%) were built for Affordable Rent, and 57 homes (36%) were built for Shared Ownership.</li> </ul>	
Continue to sell Shared Ownership homes, 67 sales at a margin of at least 16%	<ul style="list-style-type: none"> <li>➤ 70 shared ownership sales completed against a target of 67.</li> <li>➤ This achieved a surplus of £9.2m against a budget of £8.2m, although the overall margin achieved was 15.10% against a budgeted target of 16%.</li> </ul>	

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

### Our plans and priorities for 2025/26

25/26 Commitment	How this will drive VfM
Complete the property MOT pilot, evaluate its success and explore routes to scaling up more widely	Knowing more about the condition of our homes, how they are used, and the broader customer experience will allow us to plan and deliver services proactively.
Mature our approach to asset disposals, securing 10 sales in-year, aligned to a Board ambition for 260 sales over the next 5 years.	Asset churn is a healthy and necessary to ensure we avoid investing in homes that cannot meet financial viability thresholds, quality standards or customer demands, thereby limiting unreasonable abortive investment costs – proceeds from sale to be ring-fenced to invest in existing homes and building new supply.
Deliver our sustainability strategy including a baseline carbon reduction plan and acceleration of retrofit projects	A review of our corporate strategy will ensure we have a vision and roadmap that connects with colleagues and customers, anchoring our 'north star' for the business for the next 5 years.
Deliver our ambition for new affordable homes, achieving a programme target of 175 build completions	New homes provide future rental income and asset value that strengthens our long-term financial health.
Deliver our ambition for new affordable homes, achieving a programme target of 58 shared ownership sales achieving at least £515k surplus	Building and selling shared ownership homes provides surpluses that supports our reinvestment ambitions.

### Getting the best from our colleagues



Getting the best  
from our  
colleagues



This principle ensures that we invest in our colleagues to create a high-performance culture with opportunities for development and promoting innovation. It addresses how we will support our colleagues to upskill, support and retain them as they deliver high-quality services in an agile way.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

### 2024/25

Our 24/25 commitments	What we have we achieved	RAG
Implement actions arising from GPTW, aiming for re-certification in 2024/25	<ul style="list-style-type: none"> <li>➤ GPTW is embedded as a colleague satisfaction measurement tool and actions from 24/25 have been taken forward in collaboration with our colleague forum Your voice.</li> <li>➤ We achieved accreditation with satisfaction gains, with 76% of colleagues believing Alliance is a great place to work which represents a 3% increase from the previous year.</li> <li>➤ We have refined our learning and development offer, developed a Leadership Excellence Framework and taken steps to understand out talent management approach through targeted service level conversations.</li> <li>➤ We have developed EDI plans and launched a refreshed EDI strategy. In the spring of 2024, we also completed a deep dive into our culture focusing on equality diversity and inclusion in conjunction with the Housing Diversity Network and RSM. In December 2024, we were awarded the RACE equality code accreditation.</li> </ul>	
Review our colleague offer to ensure it can keep pace with market movement	<ul style="list-style-type: none"> <li>➤ We have made some steps to improve our colleague offer but know the employment market is competitive.</li> <li>➤ We have worked within our pay principles to make adjustment to roles where there is a business case.</li> <li>➤ We have continued to enhance our wellbeing offer to colleagues through a range of initiatives including events celebrating of diversity, staff awards, learning and development opportunities, rethinking our Alliance Day to be taken at a time that works for colleagues and utilising our on-the-spot recognition budget more widely.</li> <li>➤ We have also reviewed with colleagues our benefits package to ensure we remain competitive.</li> <li>➤ We have been focusing on colleague professional development, with several managers successfully completing their CIH level 5 qualification. We also had several of our housing team colleagues successfully complete the Housing Professional Passport.</li> </ul>	
Embed the ASK performance framework for all colleagues	<ul style="list-style-type: none"> <li>➤ ASK performance reviews are fully rolled out and embedded and now part of our performance culture / language.</li> <li>➤ ASK is manager driven, but the People team are engaged at a Business Partnering level to ensure it is used</li> </ul>	

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

	effectively to drive development and performance of our colleagues.	
Review organisation design to ensure the right resource balance to deliver ambitions	➤ We have made several key changes in our organisation design this year. Exiting the repairs partnership with Brighter Places, created opportunity to make changes within our repairs structure including creating a Service Director tier under the COO to build resilience and capacity.	

## Our plans and priorities for 2025/26

25/26 Commitment	How this will drive VfM
Create a cultural storyboard that sets out the DNA of Alliance and supports the migration towards a performance culture, as well as creating a foundation for shaping the next iteration of our corporate strategy	Clarity of purpose and the culture we want to support the delivery of our ambitions will create alignment between colleagues and customers, and that drive the right outcomes.
Embed our leadership excellence framework and introduce a development programme against the framework	Great leadership is a cornerstone of high performance and ensuring we have the right leadership capacity will support innovation, growth and measurable outcomes.
Continue to work on our great place to work action plan alongside our colleagues and continue to work on our EDI actions with our EDI champions	Attracting and retaining talent, as well as promoting inclusion, is essential to our long-term resilience and reduces the adverse impacts of a high turnover organisation.
Review our organisation design to ensure we are set up for success, with the right people in the right seats, with the right skills.	Deploying our people resources effectively will drive efficiencies in how we are organised to deliver against the agreed 'measures that matter'.

## Achieving the right outcomes



Achieving  
the right  
outcomes



This principle sets out how we will self-assess our business effectiveness and measure how successful we have been in achieving our corporate plan objectives, and what value has been delivered.

## 2024/25

Our 24/25 commitments	What we have we achieved	RAG
<b>Customer</b>		
Continue to maximise opportunities for grant funding to support a range of services including our support contract and community investment activities	<ul style="list-style-type: none"> <li>➤ We have continued to work in partnership with North Somerset Council to attract grant funding to support our service delivery. For the coming year 25/26 we have secured: <ul style="list-style-type: none"> <li>○ £1,143,579 towards overheads for 25/25 and this will cover a range of community services, including: support, home for hospital and recovery of social care debt</li> <li>○ £348,259 for our carers service</li> <li>○ £57,942 for our social prescribing service</li> <li>○ We have been awarded (jointly with partners within consortia grant bid) over £500k to support our community investment activities over the next 5 years</li> </ul> </li> </ul>	
Support customers with debt advice to and protect primary rent debt payments	<ul style="list-style-type: none"> <li>➤ Our money advice service has continued to generate measurable benefits to support customers, protecting primary rent debt payments.</li> <li>➤ In 24/25 our service across a range of money matters generated total financial outcomes of £2,247,393.</li> </ul>	
Publish full Tenant Satisfaction Measures to the RSH and track benchmarks, learning and other sector insights to promote continuous	<ul style="list-style-type: none"> <li>➤ Our TSMs for 24/25 were published within the regulatory deadlines and show a year-on-year increase in satisfaction of 6% - from 68% in 23/24 to 74% in 24/25.</li> <li>➤ We continue to monitor and benchmark against sector comparisons, accepting that there is a lag between</li> </ul>	

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

improvement in service delivery	reporting metrics and the annual RSH report of sector performance.	
<b>Financial</b>		
Continue to understand our cost base and levers for greater efficiencies, particular around Social Housing Cost Per Unit	<ul style="list-style-type: none"> <li>➤ More effective job allocation, diagnosis and route management achieved an improved Maintenance Operative efficiency year on year from 55.0% to 58.5% - a 6.4% increase equivalent to approximately £525k of saved subcontractor costs.</li> <li>➤ Better property allocation and empty home processes achieved a reduction in the level of void loss from 2.94% in Q1 to 2.05% in Q4, and improvement equivalent to approximately £384k of rental income.</li> </ul>	
Maximise the potential of financial markets and potential funding mix to optimise our balanced loan portfolio as we plan in 2024/25 for refinancing	<ul style="list-style-type: none"> <li>➤ We consistently have an active dialogue with financial institutions and with our treasury advisers, Savills Financial Consultants, benchmark our lending portfolio to ensure we have a balanced portfolio which aligns to market trends.</li> </ul>	
Conclude negotiations with funders to vary interest cover covenants to create additional business plan capacity / headroom	<ul style="list-style-type: none"> <li>➤ We continue to renegotiate tight covenants with funders to achieve covenants that are set at a level that work in the current and forecast future Social Housing environment. We have made good progress with this and expect to soon agree a long-term conclusion that works well and creates significant capacity for Alliance.</li> <li>➤ We are finalising the new terms of a Revolving Credit Facility as part of our funding mix. The new terms will provide more capacity.</li> </ul>	
Review of optimum balance of mixed economy for service delivery, including the insource / outsource opportunities for operational and back-office services	<ul style="list-style-type: none"> <li>➤ Staffing levels are continually reviewed to ensure the correct balance for efficiency and service delivery.</li> <li>➤ 23/24 Income was £55,435k with a staffing cost of £17,586k compared to 24/25 Income of £63,259k and staffing cost of £17,299k which shows whilst revenue has increased significantly, we have maintained as stable cost basis for staffing.</li> </ul>	

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

### Plans for 2025/26

25/26 Commitment	How this will drive VfM
Continue to maximise opportunities for grant funding to support a range of services including our support contract and community investment	Securing grant funding enables us to continue to deliver added value community service that are financially independent of the core landlord service.
Support customers with debt advice to and protect primary rent debt payments	Providing debt support and money advice services drives down rent arrears and creates greater opportunity for income security.
Publish full Tenant Satisfaction Measures to the RSH and track benchmarks, learning and other sector insights to promote continuous improvement in service delivery	TSMs provide transparency of our service experience and will direct continuous improvement in the things that matter most to customers and Alliance.
Continue renegotiations with funders to vary interest cover covenants	Competitive and market aligned loan covenants will create additional business plan capacity / headroom to deliver our ambitions.
Tack the disposals programme sales frequency and values against required liquidity forecasts	To ensure we raise funding at the right time, comply with the liquidity Golden Rule and Treasury Management Policy.
Maximise return alternative revenue streams, e.g. rental of commercial units and garages	Generating more income in to the business will create additional headroom gains for reinvestment.
Review processes within finance and procurement to create efficiency	Lean processes and financial control enhancements will help support the business become more cost effective.

# NSAH (Alliance Homes) Limited

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### Sector VfM metrics

The metrics below shows the Group's performance against a selected peer group and the RSH global accounts performance for 2023/24. The selected peer group includes other relevant housing associations of a similar size and geographic location to NSAH (Alliance Homes) Limited.

RSH metric	Actual 2024 £'000	Peer group 2024 £'000	RSH global accounts 2024 £'000	Actual 2025 £'000	Target 2025 £'000	Target 2026 £'000
Reinvestment	21.6%	8.8%	7.7%	<b>16.1%</b>	16.5%	14.3%
New supply delivered (social housing)	2.5%	1.8%	1.7%	<b>2.2%</b>	2.4%	2.4%
New supply delivered (non-social housing)	0.0%	0.0%	0.0%	<b>0.0%</b>	0.0%	0.0%
Gearing	55.6%	36.8%	48.1%	<b>55.3%</b>	57.3%	58.7%
EBITDA MRI interest cover	144.7%	145.2%	88.8%	<b>129.8%</b>	139.0%	143.8%
Headline social housing cost per unit	£5,647	£4,742	£5,759	<b>£5,930</b>	£6,434	£6,460
Operating margin – social housing lettings	18.1%	16.7%	21.6%	<b>22.4%</b>	17.5%	17.5%
Operating margin – overall	19.0%	16.3%	16.9%	<b>21.4%</b>	21.7%	21.8%
Return on capital employed	3.7%	2.6%	2.2%	<b>4.0%</b>	4.1%	4.0%

Peer group and RSH global metrics are aggregates as calculated in the Regulator of Social Housing's VfM benchmarking tool.

### Reinvestment

The reinvestment metric looks at the investment in properties (existing stock and new supply) as a percentage of the value of total properties held.

The number of new properties completed in the year was lower than targeted resulting in a decrease in investment in new supply. However, the investment in existing properties increased. The net effect results in the actual metric being slightly below target but still comfortably ahead of our peer group and sector aggregate.

Total investment expenditure in properties in 2025/26 is planned to rise by 3.5% giving rise to a target metric of 14.3%.



# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

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### ***New supply delivered (social housing)***

The new supply metric sets out the number of new social housing and non-social housing units that have been newly constructed (acquired or developed) in the year as a proportion of total social housing units and non-social housing units owned at period end.

We completed 158 units during the year against a target of 185. The metric was therefore lower than anticipated. However, we continue to exceed our peers and the sector aggregate reflecting our ambitious development programme.

Our target for 2025/26 is to complete 175 units.

### ***Gearing***

The gearing metric assesses how much of the adjusted assets are made up of debt and the degree of dependence on debt finance.

Gearing is expected to increase over the next few years as loans are drawn-down to finance the development programme. In 2024/25, loans drawn-down were not as high as anticipated resulting in a lower gearing metric compared to the target.

We have high headroom levels for gearing and our results are within our funders' covenant levels indicating the capacity within our business plan for future investment.

### ***EBITDA MRI interest cover***

The EBITDA MRI interest cover measure is a key indicator for liquidity and investment capacity. It seeks to measure the level of surplus that is generated compared to interest payable; the measure avoids any distortions stemming from the depreciation charge. Gains from the disposal of fixed assets (housing and non-housing) are excluded from the metric.

During the year, interest payable was lower than anticipated because of loan drawn-downs not being as high as anticipated. Capitalised major works are also included in the metric, and these were significantly higher than planned. The net effect resulted in the EBITDA-MRI for the year being below target.

The target for 2025/26 includes higher interest payable resulting from further loan draw-downs, and a higher operating surplus that will more than offset the interest payable to give an improved EBITDA MRI.

### ***Headline social housing cost per unit***

The headline social housing cost per unit metric assesses the headline social housing cost per unit. It is a proxy cash measure of a social housing cost per unit. This means it excludes non-cash items such as depreciation, amortisation and write downs.

Despite the cost per unit being lower than the target for the year, it is still higher than our peer group and sector aggregate. This trend is set to continue as we push forward with our plans to invest in and improve our existing properties. Our capitalised major repairs spend over the coming years contribute towards the increases in our cost per unit.

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## Strategic Report

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As the number of units is increasing year-on-year, we expect to incur more costs because there will be more units to maintain. However, we anticipate cost savings from efficiencies and expect the cost per unit to plateau going forwards.

### **Operating margins**

The operating margins demonstrate the profitability of operating assets before exceptional expenses are taken into account.

The operating margins are intrinsically linked to the headline cost per unit measure; the more that is spent on services, the less the operating margin is likely to be where cost increases outpace rent increases.

Our margins are in line with our peer group and sector aggregates. In 2024/25, the operating margin on social housing lettings exceeded the target, hence the margin was higher. The operating surplus for 2025/26 is anticipated to be lower and the margin expected to reduce.

### **Return on capital employed ("ROCE")**

The Return on capital employed compares the operating surplus to total assets less current liabilities to assess the efficient investment of capital resources.

Our ROCE has continued to perform well against our benchmarking groups over recent years.

It is expected to remain fairly constant as both operating surpluses and total assets less current liabilities are expected to rise in line with each other.

### **Group Surplus**

	Actual	Actual	Target	Target
	2024	2025	2025	2026
Internal metric	£'000	£'000	£'000	£'000
Group surplus	£6,602	<b>£8,469</b>	£7,962	£8,702

Going forward, our group surplus is projected to increase due to the income generated from new units completed as part of our development programme.

The planned investment in new and existing properties will be funded by new borrowings, hence additional interest costs will be incurred.

## Strategic priority – Delivering a great customer experience

### Listening to customers

We put customers at the heart of our decision making, using their feedback to improve our services and ensure we meet their needs.

We worked with customers to develop our Customer Engagement Framework, which sets out our vision and approach to engagement, and includes information about the ways we connect with customers and how they can share feedback with us.

One way we do this is through HIVE, our online community of over 660 customers, where they can share their feedback through surveys and discussion forums. Over the past year, HIVE has taken part in 18 consultations, giving feedback on important policy changes, community investment and the development of new strategies.

We know that not all customers can easily access or use digital platforms, and have been focused on reaching more diverse customers, especially older residents living in our age-related schemes (for those aged 50+).

To help with this, we have grown our customer engagement team and set up community catch-ups, facilitated consultations and supported resident groups.

From August 2024 to March 2025, 430 customers took part in 38 engagement events, providing us with feedback on a range of themes from community safety to neighbourhood management.

We welcomed five new members to our Customer Feedback Panel. In 2025, the panel started training with Tentacles Consultancy, who help housing associations improve how they listen to and involve customers, to better develop their scrutiny role and how they shape our services. We plan to introduce more customer groups and panels in 2025-26.

Listening to customer feedback is also an important part of our complaints handling process, and we value feedback from customers when we don't get things right.

We review every complaint that we receive, seeing it as an opportunity to improve our services.

The Feedback team has established regular "lessons learnt" sessions with service managers following complaints. These sessions look at the most common trends and themes in complaints across different areas of the organisation. This is helping us address issues and improve our services for customers.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

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### Home repairs service

This year we've made significant progress improving our repairs service. By collaborating with our internal teams and suppliers we identified customer-focused efficiencies that have delivered a better service. Our efforts were reflected in a rise in customer satisfaction of more than 5.4% and which now stands at 78.3%.

We reviewed and restructured our Repairs team, setting clear objectives for managers and giving them greater flexibility in how to achieve them. This empowered teams to innovate and find more efficient ways of working.

By making better use of data, we increased the number of repairs completed on the first visit. Managers now have improved visibility of van stock, which means operatives arrive at customers' homes with the right parts and materials. We also work more closely with our suppliers to ensure they understand our upcoming needs and can provide the right items for our teams. This improved coordination has helped us reduce delays and operate more efficiently.

During the year, we ended our repairs and safety compliance partnership with Brighter Places, a Bristol-based housing association, to free up more time and resources to focus on delivering services to our own customers.

### Income and lettings

In 2024-25, we welcomed 667 customers to their new homes. We've reduced the number of days to re-let a property from 67 days to 63 days, which has lowered rent loss from 2.61% to 2.33%.

Of these new lettings, 36 households had been homeless and were placed in temporary housing. Working with North Somerset Council, we helped them find a safe and secure place to live while they wait for long-term housing.

We also welcomed ten new Rent to Buy customers, a tenure type that helps people save towards a deposit and make the first step towards homeownership.

A key focus for 2024-25 was making sure homes go to the right people at the right time. This included helping customers who chose to move from homes that were bigger than they needed to move to smaller, more affordable homes.

Our Income Team has worked closely with customers to prevent and reduce rent arrears. They've done this by offering a dedicated and supportive service tailored to the specific needs of each customer.

By providing proactive help, they're able to offer guidance, resources and assistance to help customers maintain stable tenancies.

### Tenancy Services

It's been a busy year for our community environment team, making sure that neighbourhoods are safe, clean and welcoming. We want our customers to feel proud of where they live, not just in their homes, but in their communities too.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

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At Grasmere Drive, a scheme of more than 100 customers, we restored the communal garden, clearing away rubbish and fly-tipping to create a space where residents can connect, reduce isolation and build stronger relationships.

In 2024-25, our community safety team responded to 462 cases of anti-social behaviour, working closely with local partners, including Safer, Stronger North Somerset and Avon and Somerset Police.

## Supporting our customers

We deliver a range of support services to help customers and residents of North Somerset live well and manage challenges such as financial difficulty and housing needs.

As the cost of living continues to affect many, demand for our support services is high, but the impact of our work also eases pressure on statutory social care services.

Our Home from Hospital service supports patients returning home safely anywhere in North Somerset, helping the NHS make significant savings from bed-day costs.

Our Home Energy Advice Service helps customers with energy issues, damp and mould as well as offering financial support.

The Carers Support Service offers activities and advocacy for hundreds of young and unpaid adult carers in North Somerset.

Our accredited Money Advisors support customers dealing with debt and in 2024-25 secured financial outcomes of £2,224,392 through income maximisation, grant and other fund applications, as well as appeals and support with backdated claims.

Understanding our customers' needs has been one of our key priorities. In early 2025 we launched Life Through Your Lens, a customer data collection project designed to gain a better understanding of our customers lived experiences. By collecting data on their needs and of their household members, we want to create more tailored services.

## Digital transformation

Last year saw the launch of our customer portal Connect, one of our biggest ever changes to our customer service. Connect is securely integrated into our systems, so customers can use it to easily report repairs, make payments and manage appointments, whenever they want, from wherever they want. We saw a large number of customers register for Connect at launch and by the end of the year more than 2,000 customers had signed up.

During the year the team also integrated a range of other improvements, including workflow enhancements to our housing management software. We improved the resilience of our disaster recovery service by moving it to the cloud.

## Strategic priority – Building more affordable homes

Delivering new affordable homes remains a key strategic priority for us and we are continuing to invest in our new homes programme, alongside investing in our existing stock.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

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In the past year, we delivered 158 new homes, bringing the total number of homes we own and manage to over 7,156 homes. This means we're now providing affordable housing to more households and families than ever before.

During 24/25, we continued to prioritise energy efficiency for our new homes, with 45% achieving EPC A rating. A standout example is Elm Grove in Nailsea, where we welcomed our first customers. All 52 homes are being built to the Passivhaus standard, one of the highest standards of energy performance.

During the last year we laid solid plans to deliver even more homes in 2025/26 and get closer to our target of 2,000 new homes by 2033. Our pipeline for next year will see us deliver 175 homes for social rent, affordable rent and shared ownership.

## Strategic priority – Being a green and ethical business

### Sustainability

Over the past year, we've made strong progress in becoming a greener organisation and future-proofing our homes. Our new Sustainability Manager and Retrofit Project Manager have been in post for a year and during that time they've both driven major environmental improvements.

We launched our first sustainability strategy, shaped by input from customers, colleagues and our board. It sets out our path to net zero by 2050, with a three-year action plan across eight key themes.

Our Warmer Greener Living project delivered retrofit upgrades, such as insulation and solar panels, to 239 homes. These improvements will mean reduced utility bills for our customers and homes that are fit for the future.

Looking ahead, we'll upgrade over 300 more homes over the next three years, backed by £4.3 million of our own investment and £2.9 million from our successful bid for government funding.

### Governance

We are rated as G1/V2 by the Regulator of Social Housing and have self-assessed ourselves as fully compliant with the Economic Standards. We are fully compliant with over 70% of the Consumer Standards expectations and have detailed action plans in place where we have identified further improvements can be made. We also retained our A2 Moody's credit rating.

# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

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## Strategic priority – Investing in existing homes and neighbourhoods

### Improving homes

We once again increased our spending on major works for existing homes and as a result delivered more home upgrades than ever before. We fitted 170 bathrooms and wet-rooms, 388 doors, and 135 more kitchens compared with the previous year.

We delivered this increase while also developing a more customer-focused approach. That approach has seen customer satisfaction with major works rise to 83% from 80% in 2023/24.

In the next year we're aiming to achieve an even higher level of customer satisfaction and to carry out a greater number of major works to customers' homes.

### Community Investments

Our community hubs and gardens continue to bring residents together, helping to build resilience and strengthening their communities.

A notable project was the Beacon of Hope, a sculpture created with local students and artists in response to the Knife Angel's visit to Weston-super-Mare. The sculpture now stands proudly in the Bournville neighbourhood as a lasting symbol of hope.

In partnership with SuperCulture, a Weston-super-Mare-based arts organisation, we've collaborated on a range of activities focused on wellbeing and reducing isolation.

Our contractors have contributed over £41,000 in social value. This support helped deliver the Beacon of Hope project, fund 200 Christmas hampers for families most in need and deliver our wider community development projects.

Our gardens and green spaces offer activities such as Nature Tots for parents and toddlers, while also helping to reduce food poverty. This year we grew 309kg of fresh produce, distributed to the community through our hubs and local community centres.

In 2025, we awarded over £31,000 in funding to 11 local organisations through our Communities Together Grants. As a customer-led funding programme, the grant empowers local communities and ensures that investments meet our customers' priorities.

## Strategic priority – Being a great place to work

During 2024-25, Alliance Homes continued to strengthen its reputation, earning its third consecutive Great Place to Work® certification. With 76% of colleagues agreeing it's a great workplace to work, this is a 3% improvement from the previous year.

We also retained our Best Workplaces™ for Women accreditation and were recognised among the UK's Best Workplaces™ in the Charity & Not-For-Profit sector. Colleague feedback highlighted a strong culture of fairness and safety, with over 90% affirming equitable treatment across race, gender and sexual orientation.



# NSAH (Alliance Homes) Limited

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For the year ended 31 March 2025

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Alliance Homes is dedicated to talent development and recognition. Our Above and Beyond reward programme and annual Colleague Awards celebrated exceptional contributions. Seven young colleagues were shortlisted in HQN's Housing's Next Generation competition, with one reaching the semi-finals.

Our teams also made a meaningful impact in the community when a team of 33 colleagues raised over £5,600 for Weston Hospicecare by completing the Welsh Three Peaks Challenge.

## Environmental, social and governance reporting (ESG)

Annually the Group prepares an ESG report. The latest update for this financial year will be available on our website from October 2025.

## Risk management

We recognise the importance of effective risk management and make sure we continuously monitor our operating environment as this helps us to proactively identify and address key threats and opportunities as we work to achieve our strategic objectives.

We have an established, well embedded risk management culture and supporting framework that enables the active management of risk throughout our business. We make sure that we empower our colleagues to manage risks at the most appropriate level with the support of our operational leads, our Strategic Leadership Team, the Audit and Risk Committee and the Board.

Our Audit and Risk Committee plays a key role in risk management. The Committee monitors and reviews the risk and control framework, including the assessment and management of the risk system, ensuring there is a rigorous process for the identification and evaluation of risks. The Committee gives detailed scrutiny to our key risks on behalf of the Board. This helps the Board in the regular review of the individual and combined material risks faced by the organisation and its plans and strategies to help mitigate and manage them effectively.

Our independent risk advisors carry out an annual review of our risk management methodology and risk registers and help provide assurance over our alignment with best practice and the Sector risk profile.

Our Board sets its appetite for risk. This is set in the context of the Group's risk capacity and ensures that we manage and mitigate our exposure so far as we are able. We also ensure that where mitigations can be strengthened, we take action to close the gaps in our risk response. We are aware that risks continuously evolve and change so amendments to risks, including the identification of new risks are proposed as part of decision making, are then considered by the Board or Audit and Risk Committee. In addition, reports presented to our Boards and Committees outline the risks involved in the matter under consideration.

The current key risks to the successful achievement of our objectives and their key controls are below.



# NSAH (Alliance Homes) Limited

## Strategic Report

For the year ended 31 March 2025

Risk	Uncontrolled, Unbudgeted Spend
Key controls	<ul style="list-style-type: none"><li>• Prudent budgeting</li><li>• Financial Reporting</li><li>• Performance reporting</li><li>• Mixed economy of internal and external resources</li></ul>

Risk	Failure of the DLO
Key controls	<ul style="list-style-type: none"><li>• Customer Satisfaction monitoring</li><li>• Performance reporting</li><li>• Competitive employment package</li><li>• Training</li><li>• Financial reporting</li></ul>

Risk	Insufficient Business Plan capacity to deliver sufficient planned investment in our existing homes
Key controls	<ul style="list-style-type: none"><li>• Stress tested Business Plan</li><li>• Quality stock data and Asset strategy</li><li>• Detailed budget planning</li><li>• Competitively procured contracts</li></ul>

Risk	Failure to comply with Loan covenants
Key controls	<ul style="list-style-type: none"><li>• External advice taken from treasury advisors on financial planning assumptions</li><li>• Monthly management accounting and covenant compliance monitoring</li><li>• Quarterly forecasts presented to Board</li><li>• Financial Plan approved by Board</li><li>• Financial Plan stress tested</li><li>• Horizon scanning on a quarterly basis</li></ul>

Risk	Failure to provide a quality accommodation that meets relevant standards
Key controls	<ul style="list-style-type: none"><li>• Self Assessment against Standards</li><li>• Established Policies and Procedures</li><li>• Asset Committee</li><li>• Performance Monitoring of Stock</li><li>• Customer Satisfaction Monitoring</li><li>• Stock condition survey programme</li></ul>

# NSAH (Alliance Homes) Limited

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For the year ended 31 March 2025

Risk	Failure to comply with Fire, Gas, Water, Asbestos, Lifts and Electrical inspection obligations
Key controls	<ul style="list-style-type: none"><li>• Professional registrations for Trades</li><li>• Joint working with strategic partners eg Avon Fire and Rescue</li><li>• Third party assurance</li><li>• Self-Assessment against Standards</li><li>• Established Policies and Procedures</li><li>• Asset Committee</li><li>• Performance Monitoring</li></ul>

Risk	Failure to meet EPC C by 2030 and longer-term net zero requirements
	<ul style="list-style-type: none"><li>• Plan A strategy commitment</li><li>• Performance monitoring of stock</li><li>• Approved Business Plan and retrofit budget</li><li>• Grant Funding secured</li><li>• PV installation</li></ul>

Risk	Poor Performance of Maintenance Contractor
Risk	Damp and Mould in customer Homes
Key controls	<ul style="list-style-type: none"><li>• Established MHSBS Damp and Mould Policies and Procedures</li><li>• Performance Monitoring of Stock</li><li>• Customer Satisfaction Monitoring</li></ul>
	<ul style="list-style-type: none"><li>• Stock condition survey programme with specialist surveyors</li></ul>

Risk	Cost of insurance is greater than budget
Key controls	<ul style="list-style-type: none"><li>• Insurance Advisors</li><li>• Insurance Brokers</li><li>• Policies in place for all portfolios</li><li>• Claims performance monitoring</li></ul>

Risk	Inadequate cash to meet requirements
Key controls	<ul style="list-style-type: none"><li>• Golden rules for liquidity and cash</li><li>• Cash flow forecasting</li><li>• Budget monitoring</li><li>• Business planning</li></ul>

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Risk	Failure to comply with health and safety obligations as an employer
Key controls	<ul style="list-style-type: none"><li>• Health and safety management system</li><li>• Health and Safety oversight by accountable individuals</li><li>• Training</li><li>• Third party assurance</li><li>• Self-Assessment against Standards</li><li>• Established Policies and Procedures</li><li>• Performance Monitoring</li></ul>

Risk	Financial failure of deposit counterparty
Key controls	<ul style="list-style-type: none"><li>• Monitoring and reporting of counterparty credit ratings</li><li>• Minimum credit rating requirements for counterparties</li><li>• Maximum deposit limits</li></ul>

Risk	Failure to mitigate impact or recover from a major incident/disaster resulting in non-availability of office space, staff or essential services
Key controls	<ul style="list-style-type: none"><li>• Disaster Recovery Business Continuity plans and incident protocols</li><li>• Insurance cover</li><li>• Recovery testing</li></ul>

## Statement of compliance

The Board confirms that this strategic report has been prepared in accordance with the principles set out in paragraph 4.7 of the 2018 SORP for Registered Social Housing Providers.



**Andrew Willis**  
**Chair**  
40 Martingale Way  
Portishead

# **NSAH (Alliance Homes) Limited**

## **Group Board Report**

For the year ended 31 March 2025

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The Board of NSAH (Alliance Homes) Limited presents its report together with the audited financial statements of the Group for the year ended 31 March 2025.

## **Principal activities, business review, and future developments**

Details of the Group's principal activities, performance and future development are contained within the Strategic Report.

## **Board structure**

The Group is governed by a Board of nine people, made up of seven non-executive Board members, one co-optee and the Chief Executive Officer. The Board members who served during the year and up to the date of signing the financial statements are listed on page 2.

## **Delegation**

The Board is responsible for setting our strategy as well as overseeing performance. Specific responsibilities were delegated in the year to committees each with their own specific terms of reference. Day-to-day performance is delegated to the Strategic Leadership Team.

During the year the Board operated three Committees:

### **Audit and Risk Committee**

Responsible for bringing independent scrutiny and challenge to provide the parent and subsidiary Boards with assurance as it exercises oversight of:

- financial reporting
- external audit
- internal audit
- internal control
- risk and control framework
- customer complaints

The Committee also acts as a direct access point under the Group's whistleblowing policy.

### **People and Culture Committee**

Responsible for ensuring that appropriate policies and arrangements are in place and keep the effectiveness of those policies and arrangements under review for:

- organisational change and culture
- the development of leaders
- appraisal methods
- pensions
- equality and diversity and inclusion
- significant or material changes to the colleague structure
- remuneration of the Board, Committee members and colleagues

# NSAH (Alliance Homes) Limited

## Group Board Report

For the year ended 31 March 2025

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- revisions of standing orders
- board member expenses

## Asset Committee

To bring independent oversight over investment into our existing homes and neighbourhoods and other property assets. Seeking to ensure the delivery of Plan A 2.0 and specifically the objective of “investing in existing homes and neighbourhoods” which effectively underpins a great customer service.

On 21 May 2025 the Board agreed a further evolution of its governance structures towards a unitary board, also refining the supporting governance structures to facilitate whole board collaboration and participation and reduce duplication. As a component part of this the decision has been taken to step down the Asset Committee and the People and Culture Committee, transfer those remits back to matters reserved for the Board and introducing a Remuneration Committee with a tighter focus on effectiveness of performance appraisals, pay strategies and succession.

## Board remuneration

Fees paid to Board members are routinely independently reviewed against market levels having regard to the size, complexity, resources, and benchmarking information on Board member pay in comparable organisations. The level of remuneration is ultimately determined by the Board on recommendation from the People and Culture Committee.

The Board sets the pay and benefits of the Chief Executive Officer and the terms on which the Chief Executive Officer can agree other colleagues' salaries.

The Chief Executive Officer and all members of the Strategic Leadership Team are members of the Association's defined contribution pension scheme and participate on the same terms as all other eligible colleagues.

## Company membership

The Alliance Homes Group operates a Company Membership Application Policy that sets out the criteria by which applications for shareholding membership of NSAH (Alliance Homes) Limited are considered.

## National Housing Federation Code of Governance

We have adopted the National Housing Federation (NHF) 2020 Code of Governance and we regularly self-assess ourselves against this code and comply in full.

## Regulation

The regulator's assessment on compliance with its Governance and Financial Viability Standard is expressed in grades from G1 to G4 for governance and V1 to V4 for viability. For both governance and viability, the first two grades indicate compliance with the standard.

# NSAH (Alliance Homes) Limited

## Group Board Report

For the year ended 31 March 2025

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In December 2024, the Regulator published a regulatory judgement for NSAH (Alliance Homes) Limited (NSAH) following a stability check and responsive engagement. This regulatory judgement confirmed a governance grading of G1 and a financial viability regrading to V2 from V1.

The Regulator noted increasing investment in its existing homes which is weakening interest cover; a development programme that includes homes for shared ownership sale, exposing it to housing market risks; and other sources of non-social housing income to support the social housing business. For these reasons, a regrading of V2 was given.

## Employees

We were again certified as a great place to work by the internationally recognised Great Places to Work (GPTW). GPTW also recognised and ranked us as one of the UK's Best Workplaces™ for Women and in the Charity and Not-for-profit sector.

This is a great achievement, and one we're all proud of, especially as it's based on our own team members' views. Our colleagues were surveyed against a set of criteria that GPTW has identified as what makes a great work culture. Their responses were then evaluated to see where we are on each element of the Great Places to Work index.

Alliance's agile work practices, flexible working and the level of trust between team members as well as between managers and their teams are just some of the reasons why colleagues at Alliance Homes believe it's a great place to work.

## Statement of the Board's responsibilities in respect of these financial statements

The Board is responsible for preparing the report and financial statements in accordance with applicable law and regulations.

The Co-operative and Community Benefit Societies Act 2014 and registered social housing legislation require the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and Association and of the income and expenditure for the period of account.

In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently,
- Make judgements and estimates that are reasonable and prudent,
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Association will continue in business.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and Association and enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Society Act 2014, the Co-operative and Community Benefit Societies

# NSAH (Alliance Homes) Limited

## Group Board Report

For the year ended 31 March 2025

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(Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It has general responsibility for taking reasonable steps to safeguard the assets of the Group and Association and to prevent and detect fraud and other irregularities.

The Board are responsible for the maintenance and integrity of the Group's Association's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Internal controls assurance

Systems of internal control are designed to manage, rather than eliminate, the risk of failure to business objectives. Our internal control system is intended to provide reasonable, and not absolute, assurance against material misstatements or loss.

The Board has overall responsibility for establishing and maintaining the system of internal control and for reviewing its effectiveness. They are responsible for a range of issues covering strategic and operational matters with key elements of the control framework including the adoption of the National Housing Federation Code of Governance 2020, which sets out the standards an organisation should achieve if it is to be well governed.

The Board regularly assesses its compliance with the NHF 2020 Code of Governance and can confirm compliance with this. The Board confirms that it has taken all reasonable steps to ensure the organisation adheres to all relevant law and achieves the expectations of the Regulatory Standards issued by the Regulator of Social Housing, including the introduction of remediation plans where improvements can be made.

The arrangements adopted by the board in reviewing the effectiveness of the system of internal control, together with some of the key elements of the control framework include:

- Board members and colleagues follow the Rules of the Association, Standing Orders, Financial Regulations and policies and procedures which cover issues such as delegated authority, procurement, segregation of duties, accounting, treasury management, health and safety, data and asset protection and fraud prevention and detection;
- Financial reporting procedures including annual budget setting and reporting on a quarterly basis to the Board;
- Long-term strategic financial plans annually created, stress tested and reviewed by the Board. These are revised during the year if necessary;
- An annual independent review of our risk management framework which enables the Board to confirm that there is an on-going process for identifying, evaluating and managing the significant risks faced by the Group. This process has been in place throughout the year under review and is up to date as at the date of the annual report;
- External audit arrangements, including presentation of management letters;
- Appointed internal auditors and a strategy and programme of independent internal audits in accordance with recognised professional standards;
- Quarterly review by the Board of key performance indicators to assure progress towards the achievement of objectives;

# NSAH (Alliance Homes) Limited

## Group Board Report

For the year ended 31 March 2025

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- Quarterly review by the Audit and Risk Committee of risk throughout the year with consideration of strategic risks also considered by the Board. Remit relevant risk registers are also considered by committees of the Board;
- A fraud policy and associated register are maintained, and fraud controls and awareness form a regular part of the internal audit programme. The fraud register is made available to the Audit and Risk Committee;
- Reports from the Committees are made to each subsequent Board meetings with their minutes also made available;
- All Board members, Committee members and colleagues are covered by Directors and Officers Liability insurance to protect them from claims made against them in their capacity as representatives of the organisation.

The Board has received the annual assurance reports of the Audit and Risk Committee and the Strategic Leadership Team which includes evidence to support the review of the effectiveness of the systems of internal control. This process involves the Heads of Service reviewing and confirming to the Strategic Leadership Team that throughout the year there were adequate systems of internal control in place. The Strategic Leadership Team provides their assurance to the Audit and Risk Committee whose chair provides a report for the Board. This system is supported by evidence to provide the required level of assurance including details of the key policies and internal control systems together with external evidence from internal and external auditors and other key external stakeholders.

The Board has reviewed the Audit and Risk Committee's annual report on the effectiveness of the system of internal control and has taken account of any changes needed to maintain the effectiveness of the risk management and control process. Where issues have been identified, action plans are in place and will be enacted.

The Regulator of Social Housing (RSH) has confirmed Alliance's regulatory gradings as G1/V2.

The Board cannot delegate responsibility for the system of internal control, but it can, and has, delegated to the Audit and Risk Committee responsibility for reviewing the effectiveness of the system of internal control.

## Going concern

The financial statements have been prepared on a going concern basis which the Directors consider to be appropriate for the following reasons.

The Board, after reviewing the long-term financial plans for the Group and Association is of the opinion that, taking account of severe but plausible downsides, the Group and Association have adequate resources to continue to meet their liabilities over the period of 12 months from the date of approval of the financial statements.

The Board believe that the Group and Association have sufficient funding in place and expect the Group to be compliant with its debt covenants, even in severe but plausible downside scenarios.



# NSAH (Alliance Homes) Limited

## Group Board Report

For the year ended 31 March 2025

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The Directors are confident that the Group and Association will have sufficient funds to continue to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

## Public Benefit Entity

As a public benefit entity, NSAH (Alliance Homes) Limited has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

## Annual General Meeting

The Annual General Meeting will be held on 3 September 2025.

## Disclosure of information to auditors

At the date of making this report each of the Group's Directors, as set out on page 2, confirm the following:

- so far as each Director is aware, there is no relevant information needed by the Group's auditors in connection with preparing their report of which the Group's auditors are unaware, and
- each Director has taken all the steps that he/she ought to have taken as a Director in order to make him/herself aware of any relevant information needed by the Group's auditors in connection with preparing their report and to establish that the Group's auditors are aware of that information.

## Auditors

Beever and Struthers were appointed as external auditor for a term of three years for the audit of the three years ending 31 March 2023 to 2025. The term is now expiring, and the external audit work is currently being tendered for future years.

## Approval

The report of the Board Report was approved by the Board on 31 July 2025 and signed on its behalf by:



**Andrew Willis**

**Chair**

40 Martingale Way

Portishead

BS20 7AW

# **NSAH (Alliance Homes) Limited**

Independent Auditor's report to the members of NSAH (Alliance Homes) Limited

For the year ended 31 March 2025

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## **Opinion**

We have audited the financial statements of NSAH (Alliance Homes) Limited (the Association) and its subsidiaries (the Group) for the year ended 31 March 2025 which comprise the Consolidated Statement of Comprehensive Income, Association Statement of Comprehensive Income, Statement of Financial Position, Consolidated Statement of Changes in Reserves, Association Statement of Changes in Reserves, and Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the Association's affairs as at 31 March 2025 and of the Group's income and expenditure and the Association's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

# **NSAH (Alliance Homes) Limited**

Independent Auditor's report to the members of NSAH (Alliance Homes) Limited

For the year ended 31 March 2025

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## **Other information**

The other information comprises the information included in the Strategic Report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- the Association has not maintained a satisfactory system of control over transactions; or
- the Association has not kept adequate accounting records; or
- the Association's financial statements are not in agreement with books of account; or
- we have not received all the information and explanations we require for our audit.

## **Responsibilities of the Board**

As explained more fully in the Statement of Board's Responsibilities set out on pages 37-38, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

# **NSAH (Alliance Homes) Limited**

Independent Auditor's report to the members of NSAH (Alliance Homes) Limited

For the year ended 31 March 2025

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## **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## **Extent to which the audit was considered capable of detecting irregularities, including fraud**

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws and regulations that affect the Group and Association, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws and regulations that we identified included the Co-operative and Community Benefit Societies Act, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board have in place to prevent and detect fraud. We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations and fraud was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing recognising the nature of the Group's activities and the regulated nature of the Group's activities.

# NSAH (Alliance Homes) Limited

Independent Auditor's report to the members of NSAH (Alliance Homes) Limited

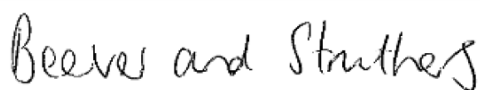
For the year ended 31 March 2025

- 
- We reviewed financial statements disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above.
  - We enquired of the Board about actual and potential litigation and claims.
  - We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
  - In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

## Use of our report

This report is made solely to the Association, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and Section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Association those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association for our audit work, for this report, or for the opinions we have formed.



**Beever and Struthers**  
**Chartered Accountants**  
Statutory Auditor  
150 Minories  
London  
EC3N 1LS

Date: 28 August 2025

# NSAH (Alliance Homes) Limited

## Statement of comprehensive income

For the year ended 31 March 2025

		Group		Association	
		2025	2024	2025	2024
	Note	£'000	£'000	£'000	£'000
<b>Turnover</b>	2	<b>62,926</b>	<b>55,088</b>	<b>59,889</b>	<b>51,844</b>
Cost of sales	2	(7,810)	(3,103)	(7,810)	(3,103)
Operating expenditure	2	(41,649)	(41,491)	(38,351)	(38,355)
Gain on disposal of property, plant and equipment	5	709	900	709	900
Movement in fair value of investment properties		(273)	(122)	(273)	(122)
<b>Operating surplus</b>	6	<b>13,903</b>	<b>11,272</b>	<b>14,164</b>	<b>11,164</b>
Interest receivable and similar income	7	1,179	747	1,098	684
Interest payable and financing charges	7	(6,886)	(5,417)	(6,886)	(5,417)
<b>Surplus before tax</b>		<b>8,196</b>	<b>6,602</b>	<b>8,376</b>	<b>6,431</b>
Taxation	8	-	-	-	-
<b>Surplus for the year after tax</b>		<b>8,196</b>	<b>6,602</b>	<b>8,376</b>	<b>6,431</b>
<b>Other comprehensive income</b>					
Actuarial gain/(loss) in respect of pension schemes	11	-	21	-	21
Movement in fair value of contract asset		-	(17)	-	(17)
<b>Total comprehensive income for the year</b>		<b>8,196</b>	<b>6,606</b>	<b>8,376</b>	<b>6,435</b>

The Group and Association's results relate wholly to continuing activities and the notes on pages 49 to 95 form an integral part of these financial statements.

The financial statements on pages 45 to 95 were approved by the Board and authorised for issue on 31 July 2025 and signed on its behalf by:



**Andrew Willis**  
Chair



**Joy Luxford**  
Board Member



**Philippa Armstrong-Owen**  
Company Secretary

# NSAH (Alliance Homes) Limited

## Statement of financial position

As at 31 March 2025

		Group		Association	
		2025	2024	2025	2024
	Note	£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible fixed assets – housing properties	12	312,355	274,091	312,355	274,091
Tangible fixed assets – other	13	17,180	17,433	11,104	11,056
Investment properties	14	3,477	3,750	3,477	3,750
Fixed asset investments	15	-	-	5,070	5,070
		<b>333,012</b>	<b>295,274</b>	<b>332,006</b>	<b>293,697</b>
<b>Current assets</b>					
Stocks and work in progress	16	5,919	8,647	5,919	8,573
Debtors	17	6,765	6,311	6,012	5,040
Cash and cash equivalents	18	16,267	9,982	14,212	7,999
		<b>28,951</b>	<b>24,940</b>	<b>26,143</b>	<b>21,612</b>
Creditors: amounts falling due within one year	19	(11,576)	(12,350)	(11,039)	(11,172)
<b>Net current assets</b>		<b>17,375</b>	<b>12,590</b>	<b>15,104</b>	<b>10,440</b>
<b>Total assets less current liabilities</b>		<b>350,387</b>	<b>307,864</b>	<b>347,110</b>	<b>304,407</b>
Creditors: amounts falling due after more than one year	20	(223,115)	(188,788)	(223,115)	(188,788)
Pension - defined benefit liability	11	-	-	-	-
<b>Total net assets</b>		<b>127,272</b>	<b>119,076</b>	<b>123,995</b>	<b>115,619</b>
<b>Reserves</b>					
Income and expenditure reserve		127,272	119,076	123,995	115,619
<b>Total reserves</b>		<b>127,272</b>	<b>119,076</b>	<b>123,995</b>	<b>115,619</b>

The notes on pages 49 to 95 form an integral part of these financial statements.

The financial statements on pages 45 to 95 were approved and authorised for issue by the Board on 31 July 2025 and were signed on its behalf by:



**Andrew Willis**  
Chair



**Joy Luxford**  
Board Member



**Philippa Armstrong-Owen**  
Company Secretary

## NSAH (Alliance Homes) Limited

### Statement of changes in reserves

For the year ended 31 March 2025

	Group £'000	Association £'000
<b>Income and expenditure reserve</b>		
Balance at 1 April 2023	112,470	109,184
Surplus for the year	6,602	6,431
Actuarial gain in respect of pension schemes	21	21
Movement in fair value of contract asset	(17)	(17)
<b>Balance at 31 March 2024</b>	<b>119,076</b>	<b>115,619</b>
Surplus for the year	8,196	8,376
Actuarial gain in respect of pension schemes	-	-
Movement in fair value of contract asset	-	-
<b>Balance at 31 March 2025</b>	<b>127,272</b>	<b>123,995</b>

The notes on pages 49 to 95 form an integral part of these financial statements.



# NSAH (Alliance Homes) Limited

Consolidated statement of cash flows

For the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
<b>Net cash generated from operating activities</b>	26	<b>28,334</b>	<b>17,463</b>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(51,450)	(59,158)
Proceeds from the sale of tangible fixed assets		1,187	900
Grants received		8,160	7,180
Interest received		1,181	747
		<b>(40,922)</b>	<b>(50,331)</b>
<b>Cash flows from financing activities</b>			
Interest and finance costs paid		(7,609)	(6,120)
Interest element of finance lease rental payments		-	(27)
New secured loans		44,000	59,000
Repayment of borrowings		(17,500)	(20,500)
Capital element of finance lease repayments		(7)	(258)
Loan issue fees		(11)	(11)
		<b>18,873</b>	<b>32,084</b>
<b>Net change in cash and cash equivalents</b>		<b>6,285</b>	<b>(784)</b>
Cash and cash equivalents at beginning of year		9,982	10,766
<b>Cash and cash equivalents at the year end</b>	18	<b>16,267</b>	<b>9,982</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 1. Principal accounting policies

### Legal status

NSAH (Alliance Homes) is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing as a Private Housing Association. The registered office is 40 Martingale Way, Portishead, BS20 7AW.

The Group comprises the following non-dormant entities:

Name	Incorporation	Registered/Non-registered
NSAH (Alliance Homes) Limited	Co-operative and Community Benefit Societies Act 2014	Registered
Alliance Homes (Ventures) Ltd	Companies Act 2006	Non-registered
Alliance Homes Partnerships Limited	Companies Act 2006	Non-registered
Alliance Living Care Ltd	Companies Act 2006	Non-registered

### Basis of Accounting

The Group's financial statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. The Group is required under the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969 to prepare consolidated Group financial statements.

The financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The financial statements are prepared on the historical cost basis of accounting as modified by the revaluation of investment properties, non-basic financial instruments, pension provision, and are presented in sterling £'000 for the year ended 31 March 2025.

The Group's financial statements have been prepared in compliance with FRS 102. The Group meets the definition of a public benefit entity (PBE).

### **Parent company disclosure exemptions**

In preparing the separate financial statements of the Parent Entity, advantage has been taken of the following disclosure exemptions available in FRS 102:

- No cash flow statement has been presented for the Parent Entity,
- Disclosures in respect of the Parent Entity's financial instruments have not been presented as equivalent disclosures have been provided in respect of the Group as a whole, and

# NSAH (Alliance Homes) Limited

## Notes to the financial statements

For the year ended 31 March 2025

- 
- No disclosure has been given for the aggregate remuneration of the key management personnel of the Parent Entity as their remuneration is included in the totals for the Group as a whole.

### Basis of consolidation

The consolidated financial statements incorporate the results of NSAH (Alliance Homes) Limited and all of its subsidiary undertakings as at 31 March 2025 using the acquisition method of accounting as required. The results of subsidiary undertakings are included from the date of acquisition, being the date the Group obtains control.

### Going concern

The Group's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future. No significant concerns have been noted in the business plan updated for 2025/26 and therefore we consider it appropriate to continue to prepare the financial statements on a going concern basis.

### Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the statement of financial position date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

#### Significant Judgements:

- Development expenditure:** The Group capitalises development expenditure in accordance with the accounting policy described on page 56. Initial capitalisation of costs is based on management's judgement that the development scheme is confirmed, usually when Board approval has taken place including access to the appropriate funding. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.
- Categorisation of housing properties:** The Group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Group has considered if the asset is held for social benefit or to earn commercial rentals. The Group has determined that market rented property and student accommodation are investment properties.
- Impairment:** The Group considers whether indicators of impairment exist in relation to tangible assets. Indicators considered include external sources of information such as market value, market interest rates and returns on investment, actual or proposed changes to the technological, economic or legal environment, obsolescence or damage to the asset, operational changes or internal reporting which indicates that the asset is performing worse than expected. The Group also considers expected future

# NSAH (Alliance Homes) Limited

## Notes to the financial statements

For the year ended 31 March 2025

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performance of the asset. See note 12 for more information. Any impairment loss is charged to the Statement of Comprehensive Income.

Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value less costs to sell or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified.

Following a trigger for impairment, the Group perform impairment tests based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties.

The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential to the Group as the existing property. The cash flows are derived from the business plan for the next 30 years and do not include restructuring activities that the Group is not yet permitted to or significant future investments that will enhance the assets' performance of the cash generating unit being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash flows and the growth rate used for extrapolation purposes.

The Group did not identify any cash generating units for impairment.

- d) **Lease accounting:** Whether the risks and rewards of ownership in relation to individual leases indicate that it should be accounted for as a finance lease or an operating lease. The carrying value of finance leases at 31 March 2025 was £2k.

### Key Sources of Estimation Uncertainty:

- a) **Tangible fixed assets:** Other than investment properties, tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values. The carrying value of tangible fixed assets at 31 March 2025 was £329,535k.
- b) **Revaluation of investment properties:** The Group carries its investment property at fair value, with changes in fair value being recognised in the Statement of Comprehensive Income. The Group engaged independent valuation specialists to determine fair value at the reporting period date. The valuer used a valuation technique based on a discounted cash flow model. The determined fair value of the investment property is most sensitive to the estimated yield as well as the long-term vacancy rate. The key assumptions used

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

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to determine the fair value of investment property are further explained in note 14. The carrying value of investment properties at 31 March 2025 was £3,477k.

- c) **Pension and other post-employment benefits:** The cost of defined benefit pension plans and other post-employment benefits are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of these plans, such estimates are subject to significant uncertainty. In determining the appropriate discount rate, management considers the interest rates of corporate bonds in the respective currency with at least AA rating, with extrapolated maturities corresponding to the expected duration of the defined benefit obligation. The underlying bonds are further reviewed for quality, and those having excessive credit spreads are removed from the population bonds on which the discount rate is based, on the basis that they do not represent high quality bonds. The mortality rate is based on publicly available mortality tables for the specific sector. Future salary increases and pension increases are based on expected future inflation rates for the respective sector. Further details are given in note 11.

## Business combinations

Acquisitions of other entities in the social housing sector that are in substance a gift to Housing Association Group Limited are treated as non-reciprocal transfers where the substance of the transaction is gifting control of one entity to another. These are also known as non-exchange transfers. In this case the fair value of the gifted assets and liabilities are recognised as a gain or loss in the Statement of Comprehensive Income account in the year of the transaction.

## Turnover and revenue recognition

Turnover represents rental income receivable, amortised capital grant, revenue grants from Local Authorities and the Homes England, income from the sale of shared ownership and other properties developed for outright sale and other income.

Rental income is recognised when the property is available for let, net of voids. Income from property sales is recognised on legal completion. Charges for support services is recognised under the contractual arrangements.

Sales of properties developed for outright sale are included in Turnover and Cost of Sales and are recognised on legal completion.

## Service charges

Service charge income and costs are recognised on an accruals basis. The Group operates both fixed and variable service charges on a scheme by scheme basis in full consultation with residents. Where variable service charges are used the charges will include an allowance for the surplus or deficit from prior years, with the surplus being returned to residents by a reduced charge and a deficit being recovered by a higher charge. Until these are returned or recovered, they are held as creditors or debtors in the Statement of Financial Position.

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Notes to the financial statements

For the year ended 31 March 2025

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Where periodic expenditure is required a provision may be built up over the years, in consultation with the residents; until these costs are incurred this liability is held in the Statement of Financial Position within long term creditors.

## Support services income and costs

Support services contract income received from Administering Authorities is accounted for as charges for support services income in Turnover as per note 2. The related support costs are matched against this income in the same note. Support charges included in the rent are included in the Statement of Comprehensive Income from social housing lettings note 3 and matched against the relevant costs.

## Loan interest costs

Loan interest costs are calculated using the effective interest method of the difference between the loan amount at initial recognition and amount of maturity of the related loan.

## Loan finance issue costs

These are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised. Where loans are redeemed during the year, any redemption penalty and any connected loan finance issue costs are recognised in the Statement of Comprehensive Income account in the year in which the redemption took place.

## Taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income, except that a change attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Association's subsidiaries operate and generate taxable income.

Deferred balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits,
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met, and
- Where timing differences relate to interests in subsidiaries, associates and joint ventures and the Group can control their reversal and such reversal is not considered probable in the foreseeable future.

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

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Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair value of liabilities acquired and the amount that will be assessed for tax.

Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

## Value Added Tax

The Group charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. All amounts disclosed in the financial statements are inclusive of VAT to the extent that it is suffered by the Group and not recoverable.

## Tangible fixed assets and depreciation

### ***Housing properties***

Tangible fixed assets are stated at cost, less accumulated depreciation. Donated land/assets or assets acquired at below market value from a government source, i.e., Local Authority, are included as a liability in the Statement of Financial Position at the fair value less consideration paid.

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion of construction. For mixed tenure housing properties, costs are allocated in line with floor area.

Freehold land is not depreciated.

Where a housing property comprises two or more major components with substantially different useful economic lives (UELs), each component is accounted for separately and depreciated over its individual UEL. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

The Group depreciates freehold housing properties by component on a straight-line basis over the estimated UELs of the component categories.

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

UEs for identified components are as follows:

	Years
Structure	100
Roofs	50
Bathrooms	30
Wall/loft insulation and energy improvements	30
Windows	30
Doors	25
Electrical rewiring	25
Kitchens	20
Central heating systems	15
Boilers	12

The Group depreciates housing properties held on long term leases in the same manner as freehold properties, except where the unexpired lease term is shorter than the longest component life envisaged, in which case the unexpired term of the lease is adopted as the useful economic life of the relevant component category.

## ***Other tangible fixed assets***

Depreciation is charged on other tangible fixed assets on a straight-line basis over the expected economic useful lives which are as follows:

	Years
Freehold land	nil
Freehold offices	25 - 50
Garage doors and roofs	15
Office refurbishment	7
Operatives' vans (in line with the lease term)*	4
Computers and office equipment	3
Furniture, fixtures and fittings	3
Photovoltaic panels	25
Photovoltaic panel convertors	10
Pigeon mesh	over the remaining useful life of the photovoltaic panels

\*If the term is extended, depreciation is charged in line with the extended term.



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Notes to the financial statements

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## Low-cost home ownership properties

The costs of low-cost home ownership properties are split between current and tangible fixed assets on the basis of the first tranche portion. The first tranche portion is accounted for as a current asset and the sale proceeds shown in turnover. The remaining element of the shared ownership property is accounted for as a tangible fixed asset and subsequent sales treated as sales of fixed assets/property sales in operating profit.

## Capitalisation of development costs

Development costs which arise directly from the construction or acquisition of a property are capitalised to housing properties in the course of construction. Capital expenditure on schemes which are aborted is charged to the Statement of Comprehensive Income in the year in which it is recognised that the schemes will not be developed to completion.

## Capitalisation of interest and administration costs

Interest on loans financing development is capitalised up to the month of the completion of the scheme and only when development activity is in progress.

Administration costs relating to development activities are capitalised only to the extent that they are incremental to the development process and directly attributable to bringing the property into their intended use.

## Leasing and hire purchase

Where assets are financed by hire purchase contracts and leasing agreements that give rights approximating to ownership (finance leases), they are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as obligations to the lessor in creditors. They are depreciated over the shorter of the lease term and their economic useful lives.

Lease payments are analysed between capital and interest components so that the interest element of the payment is charged to the Statement of Comprehensive Income over the term of the lease and is calculated so that it represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

Other leases are treated as operating leases and payments are charged to the Statement of Comprehensive Income on a straight-line basis over the term of the lease.

Reverse premiums and similar incentives received on leases to enter into operating lease agreements are released to Statement of Comprehensive Income over the term of the lease.

## Investment property

Investment property includes commercial and other properties not held for the social benefit of the Group. Investment property is measured at cost on initial recognition, which includes purchase cost and any directly attributable expenditure, and subsequently at fair value at the reporting date. Fair value is determined annually by external valuers and derived

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

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from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the Statement of Comprehensive income. There are no restrictions on realisation or remittance of income or disposal proceeds.

## Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment. Where merger relief is applicable, the cost of the investment in a subsidiary undertaking is measured at the nominal value of the shares issued together with the fair value of any additional consideration paid.

## Stock and properties held for sale

Stocks of materials are stated at the lower of cost and net realisable value being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each reporting date, stock and properties held for sale are assessed for impairment. If there is evidence of impairment, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the Statement of Comprehensive Income.

## Short-term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Comprehensive Income in other operating expenses.

## Non-government grants

Grants received from non-government sources are recognised under the performance model. If there are no specific performance requirements the grants are recognised when received or receivable. Where grant is received with specific performance requirements it is recognised as a liability until the conditions are met and then it is recognised as Turnover.

## Social Housing and other government grants

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in Turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. SHG received for items of cost written off in the Statement of Comprehensive Income Account is included as part of Turnover.

When Social Housing Grant (SHG) in respect of housing properties in the course of construction exceeds the total cost to date of those housing properties, the excess is shown as a current liability.

SHG must be recycled by the Group under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects

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For the year ended 31 March 2025

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approved by the Homes England and Greater London Authority. However, SHG may have to be repaid if certain conditions are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as Turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

## Recycling of Capital Grant

Where Social Housing Grant is recycled, as described above, the SHG is credited to a fund which appears as a creditor until used to fund the acquisition of new properties or fire safety works, where recycled grant is known to be repayable it is shown as a creditor within one year.

## Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the reporting date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the reporting date.

## Retirement benefits

The cost of providing retirement pensions and related benefits is charged to management expenses over the periods benefiting from the employees' services.

The disclosures in the accounts follow the requirements of Section 28 of FRS 102 in relation to multi-employer funded schemes in which the group has a participating interest. The pension scheme assets are measured at fair value and liabilities are measured on actuarial basis using the projected unit credit method.

The Group participates in the Local Government Pension Scheme (LGPS) administered by Avon Pension Fund, a multi-employer defined benefit final salary scheme. Alliance Homes exited the scheme post year-end. The amounts charged to operating surplus are the costs arising from the employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs. The net interest cost on the net defined benefit liability is charged to surplus for the year and included within finance costs. Remeasurement of the net assets/defined liability are recognised in other comprehensive income. Defined benefit schemes are funded in separate trustee administered funds.

Upon exiting a LGPS scheme, the final termination payments are set off against the provision against the scheme at the preceding year-end. Where the final termination payments exceed the provision at the preceding year-end, the excess is charged to operating expenditure in the current year.

The Group operates a defined contribution scheme to provide retirement benefits for all employees. Contributions to the scheme are calculated as a percentage of pensionable salary and are charged to operating expenditure in the Statement of Comprehensive Income in the period to which they relate. Monthly contributions from each member are invested in the scheme in accordance with the wishes of each member.

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Notes to the financial statements

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## Financial Instruments

Financial assets and financial liabilities are measured at transaction price initially, plus, in the case of a financial asset or financial liability not at fair value through the Statement of Comprehensive Income, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

At the end of each reporting period, financial instruments are measured as follows, without any deduction for transaction costs the entity may incur on sale or other disposal:

- Debt instruments that meet the conditions in paragraph 11.8(b) or 11.8(bA) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.
- Commitments to receive or make a loan to another entity which meet the conditions in para 11.8(c) of FRS 102 are measured at cost less impairment.
- Investments in non-convertible preference shares and non-puttable ordinary shares or preference shares are measured at:
  - Fair value with changes in fair value recognised in the Statement of Comprehensive Income if the shares are publicly traded or their value can otherwise be measured reliably, and
  - At cost less impairment for all other such investments.

*Financial instruments held by the Group are classified as follows:*

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at amortised cost using the effective interest method,
- Financial liabilities such as bonds and loans are held at amortised cost using the effective interest method,
- Loans to or from subsidiaries including those that are due on demand are held at amortised cost using the effective interest method,

*Financial assets and financial liabilities at fair value are classified using the following fair value hierarchy:*

- The best evidence of fair value is a quoted price in an active market.
- When quoted prices are unavailable, the price of a recent transaction for an identical asset, adjusted to reflect any circumstances specific to the sale, such as a distress sale, if appropriate.
- Where there is no active market or recent transactions then a valuation technique is used to estimate what the transaction price would have been on the measurement date in an arm's length exchange motivated by normal business considerations.

## Loans

All loans held by the Group are classified as basic financial instruments in accordance with FRS 102. They are measured at transaction price plus transaction costs initially, and

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

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subsequently at amortised cost using the effective interest rate method. Loans repayable within one year are not discounted.

## Impairment of Financial Assets

Financial assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of financial assets is impaired. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income immediately.

The following financial instruments are assessed individually for impairment:

- All equity instruments regardless of significance; and
- other financial assets that are individually significant.

Other financial instruments are assessed for impairment either individually or grouped on the basis of similar credit risk characteristics.

An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

- For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
- For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.

If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed either directly or by adjusting an allowance account. The reversal cannot result in a carrying amount (net of any allowance account) which exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of the reversal is recognised in the Statement of Comprehensive Income immediately.

## Contract asset

The Group recognises a non-basic financial asset in relation to the contract with North Somerset Council, under which the Group is able to recover pension costs incurred within the Alliance Homes – Ebdon Court LGPS Pension Scheme with the Avon Pension Fund.

The contract entitles the Group to receive cash from North Somerset Council if contributions increase over a set amount (17% - 23% cap and collar) or at the expiry of the contract. Management is comfortable that because of the cap and collar arrangement, the value of the contract asset will not be materially different from that of the pension liability.

The contract asset is included in the Statement of Financial Position at fair value, and is revalued at each reporting date. Any movements on the contract asset are recognised in other comprehensive income in the period to which they relate.

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For the year ended 31 March 2025

## 2. Particulars of turnover, cost of sales, operating expenditure and operating surplus

Group	Turnover 2025 £'000	Cost of sales 2025 £'000	Operating expenditure 2025 £'000	Surplus on disposal 2025 £'000	Movement in fair values 2025 £'000	Operating surplus 2025 £'000
<b>Social housing lettings (note 3)</b>	<b>45,258</b>	<b>-</b>	<b>(35,116)</b>	<b>-</b>	<b>-</b>	<b>10,142</b>
<b>Other social housing activities</b>						
First tranche low-cost home ownership sales	9,186	(7,810)	-	-	-	1,376
Charges for support services	71	-	(26)	-	-	45
Charges for support services – restricted grants	1,481	-	(1,481)	-	-	-
Community development	103	-	(295)	-	-	(192)
Community development – restricted grants	29	-	(29)	-	-	-
Development services	-	-	(527)	-	-	(527)
Management services	84	-	(71)	-	-	13
Abortive scheme costs	-	-	(30)	-	-	(30)
	<b>10,954</b>	<b>(7,810)</b>	<b>(2,459)</b>	<b>-</b>	<b>-</b>	<b>685</b>
<b>Non-social housing activities</b>						
Commercial lettings	920	-	(426)	-	-	494
Electricity generation	1,942	-	(865)	-	-	1,077
Home repairs service	2,434	-	(2,312)	-	-	122
Other	1,418	-	(471)	-	-	947
Gain on disposal of property, plant and equipment	-	-	-	709	-	709
Fair value of investment properties	-	-	-	-	(273)	(273)
	<b>62,926</b>	<b>(7,810)</b>	<b>(41,649)</b>	<b>709</b>	<b>(273)</b>	<b>13,903</b>

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Notes to the financial statements

For the year ended 31 March 2025

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Support services restricted grants above relate to the Carer Support Fund and the Supporting People Fund. Expenditure of £318k and £1,163k respectively was incurred during the year. Restricted grants of £nil and £259k respectively were held at the year-end.

Community development restricted grants above relate to the Big Local Trust for the Worle Big Local Plan. There are no restricted grants remaining at the year-end.

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Notes to the financial statements

For the year ended 31 March 2025

Group	Turnover 2024 £'000	Cost of sales 2024 £'000	Operating expenditure 2024 £'000	Surplus on disposal 2024 £'000	Movement in fair values 2024 £'000	Operating surplus 2024 £'000
<b>Social housing lettings (note 3)</b>	<b>42,814</b>	<b>-</b>	<b>(35,051)</b>	<b>-</b>	<b>-</b>	<b>7,763</b>
<b>Other social housing activities</b>						
First tranche low-cost home ownership sales	4,405	(3,103)	-	-	-	1,302
Charges for support services	30	-	(30)	-	-	-
Charges for support services – restricted grants	1,446	-	(1,446)	-	-	-
Community development	206	-	(332)	-	-	(126)
Community development – restricted grants	128	-	(128)	-	-	-
Development services	-	-	(545)	-	-	(545)
Management services	73	-	(70)	-	-	3
Abortive scheme costs	-	-	(19)	-	-	(19)
	<b>6,288</b>	<b>(3,103)</b>	<b>(2,570)</b>	<b>-</b>	<b>-</b>	<b>615</b>
<b>Non-social housing activities</b>						
Commercial lettings	811	-	(429)	-	-	382
Electricity generation	2,071	-	(870)	-	-	1,201
Home repairs service	2,265	-	(2,148)	-	-	117
Other	839	-	(423)	-	-	416
Gain on disposal of property, plant and equipment	-	-	-	900	-	900
Fair value of investment properties	-	-	-	-	(122)	(122)
	<b>55,088</b>	<b>(3,103)</b>	<b>(41,491)</b>	<b>900</b>	<b>(122)</b>	<b>11,272</b>



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Support services restricted grants above relate to the Carer Support Fund and the Supporting People Fund. Expenditure of £294k and £1,152k respectively was incurred during the year. Restricted grants of £nil and £423k respectively were held at the year-end.

Community development restricted grants above relate to the Big Local Trust for the Worle Big Local Plan and a restricted grant of £136k was held at the year-end.

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For the year ended 31 March 2025

Association	Turnover 2025 £'000	Cost of sales 2025 £'000	Operating expenditure 2025 £'000	Surplus on disposal 2025 £'000	Movement in fair values 2025 £'000	Operating surplus 2025 £'000
<b>Social housing lettings (note 3)</b>	<b>45,258</b>	-	<b>(34,995)</b>	-	-	<b>10,263</b>
<b>Other social housing activities</b>						
First tranche low-cost home ownership sales	9,186	(7,810)	-	-	-	1,376
Charges for support services	71	-	(26)	-	-	45
Charges for support services – restricted grants	1,481	-	(1,481)	-	-	-
Community development	103	-	(295)	-	-	(192)
Community development – restricted grants	29	-	(29)	-	-	-
Development services	-	-	(527)	-	-	(527)
Management services	84	-	(71)	-	-	13
Abortive scheme costs	-	-	(30)	-	-	(30)
	<b>10,954</b>	<b>(7,810)</b>	<b>(2,459)</b>	-	-	<b>685</b>
<b>Non-social housing activities</b>						
Commercial lettings	920	-	(426)	-	-	494
Gift aid	1,286	-	-	-	-	1,286
Other	1,471	-	(471)	-	-	1,000
Gain on disposal of property, plant and equipment	-	-	-	709	-	709
Fair value of investment properties	-	-	-	-	(273)	(273)
	<b>59,889</b>	<b>(7,810)</b>	<b>(38,351)</b>	<b>709</b>	<b>(273)</b>	<b>14,164</b>

Support services restricted grants above relate to the Carer Support Fund and the Supporting People Fund. Expenditure of £318k and £1,163k respectively was incurred during the year. Restricted grants of £nil and £259k respectively were held at the year-end.

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Community development restricted grants above relate to the Big Local Trust for the Worle Big Local Plan. There are no restricted grants remaining at the year-end.

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For the year ended 31 March 2025

Association	Turnover 2024 £'000	Cost of sales 2024 £'000	Operating expenditure 2024 £'000	Surplus on disposal 2024 £'000	Movement in fair values 2024 £'000	Operating surplus 2024 £'000
<b>Social housing lettings (note 3)</b>	<b>42,814</b>	<b>-</b>	<b>(34,934)</b>	<b>-</b>	<b>-</b>	<b>7,880</b>
<b>Other social housing activities</b>						
First tranche low-cost home ownership sales	4,405	(3,103)	-	-	-	1,302
Charges for support services	30	-	(30)	-	-	-
Charges for support services – restricted grants	1,446	-	(1,446)	-	-	-
Community development	206	-	(332)	-	-	(126)
Community development – restricted grants	128	-	(128)	-	-	-
Development services	-	-	(545)	-	-	(545)
Management services	73	-	(70)	-	-	3
Abortive scheme costs	-	-	(19)	-	-	(19)
	<b>6,288</b>	<b>(3,103)</b>	<b>(2,570)</b>	<b>-</b>	<b>-</b>	<b>615</b>
<b>Non-social housing activities</b>						
Commercial lettings	811	-	(429)	-	-	382
Gift aid	1,039	-	-	-	-	1,039
Other	892	-	(422)	-	-	470
Gain on disposal of property, plant and equipment	-	-	-	900	-	900
Fair value of investment properties	-	-	-	-	(122)	(122)
	<b>51,844</b>	<b>(3,103)</b>	<b>(38,355)</b>	<b>900</b>	<b>(122)</b>	<b>11,164</b>

## **NSAH (Alliance Homes) Limited**

Notes to the financial statements

For the year ended 31 March 2025

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Support services restricted grants above relate to the Carer Support Fund and the Supporting People Fund. Expenditure of £294k and £1,152k respectively was incurred during the year. Restricted grants of £nil and £423k respectively were held at the year-end.

Community development restricted grants above relate to the Big Local Trust for the Worle Big Local Plan and a restricted grant of £136k was held at the year-end.

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 3. Particulars of turnover and operating expenditure from social housing lettings

Group	General housing 2025 £'000	Supported housing 2025 £'000	Shared ownership 2025 £'000	Total 2025 £'000	Total 2024 £'000
<b>Turnover</b>					
Rent receivable, net of identifiable service charges and net of voids	41,019	445	1,042	42,506	38,212
Service charge income	128	628	1,637	2,393	4,339
Amortised government grants	266	18	75	359	263
<b>Turnover from social housing lettings</b>	<b>41,413</b>	<b>1,091</b>	<b>2,754</b>	<b>45,258</b>	<b>42,814</b>
<b>Operating expenditure</b>					
Management	(9,852)	(67)	(494)	(10,413)	(9,196)
Service charge costs	(3,936)	(27)	(197)	(4,160)	(5,564)
Routine maintenance	(10,857)	(69)	(10)	(10,936)	(10,746)
Planned maintenance	(2,596)	(17)	-	(2,613)	(2,186)
Major repairs expenditure	(965)	(6)	-	(971)	(1,972)
Bad debts	(216)	(1)	(11)	(228)	(187)
Depreciation of housing properties	(5,483)	(37)	(275)	(5,795)	(5,200)
<b>Operating expenditure on social housing lettings</b>	<b>(33,905)</b>	<b>(224)</b>	<b>(987)</b>	<b>(35,116)</b>	<b>(35,051)</b>
<b>Operating surplus on social housing lettings</b>	<b>7,508</b>	<b>867</b>	<b>1,767</b>	<b>10,142</b>	<b>7,763</b>
Void losses	(957)	(30)	-	(987)	(987)

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

Association	General housing 2025 £'000	Supported housing 2025 £'000	Shared ownership 2025 £'000	Total 2025 £'000	Total 2024 £'000
<b>Turnover</b>					
Rent receivable, net of identifiable service charges and net of voids	41,019	445	1,042	42,506	38,212
Service charge income	128	628	1,637	2,393	4,339
Amortised government grants	266	18	75	359	263
<b>Turnover from social housing lettings</b>	<b>41,413</b>	<b>1,091</b>	<b>2,754</b>	<b>45,258</b>	<b>42,814</b>
<b>Operating expenditure</b>					
Management	(9,852)	(67)	(494)	(10,413)	(9,196)
Service charge costs	(3,936)	(27)	(197)	(4,160)	(5,564)
Routine maintenance	(10,736)	(69)	(10)	(10,815)	(10,629)
Planned maintenance	(2,596)	(17)	-	(2,613)	(2,186)
Major repairs expenditure	(965)	(6)	-	(971)	(1,972)
Bad debts	(216)	(1)	(11)	(228)	(187)
Depreciation of housing properties	(5,483)	(37)	(275)	(5,795)	(5,200)
<b>Operating expenditure on social housing lettings</b>	<b>(34,784)</b>	<b>(224)</b>	<b>(987)</b>	<b>(34,995)</b>	<b>(34,934)</b>
<b>Operating surplus on social housing lettings</b>	<b>7,629</b>	<b>867</b>	<b>1,767</b>	<b>10,263</b>	<b>7,880</b>
Void losses	(957)	(30)	-	(987)	(987)

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 4. Accommodation owned, managed and in development

Group and Association	2024 No.	Additions No.	Disposals No.	Other No.	2025 No.
<b>Social housing</b>					
General needs – social rent	5,970	88	(7)	-	6,051
General needs – affordable rent	724	13	-	(2)	735
Supported housing and housing for older people	46	-	-	-	46
Shared ownership	286	57	(3)	-	340
<b>Total social housing owned</b>	<b>7,026</b>	<b>158</b>	<b>(10)</b>	<b>(2)</b>	<b>7,172</b>
<i>Accommodation managed for others</i>					
Low-cost home ownership	194	-	-	-	-
<b>Total social housing owned and managed</b>	<b>7,220</b>	<b>158</b>	<b>(10)</b>	<b>(2)</b>	<b>7,366</b>
<b>Non-social housing</b>					
Market rented	3	-	(1)	-	2
<b>Total owned and managed</b>	<b>7,223</b>	<b>158</b>	<b>(11)</b>	<b>(2)</b>	<b>7,368</b>

The Group also owns 1,629 (2024: 1,629) garages, 51 (2024: 48) shops, and manages 515 (2024: 514) Right to Buy leasehold flats where the freehold is retained.

## 5. Gain on disposal of property, plant and equipment

Group and Association	Right to buy 2025 £'000	Right to Acquire 2025 £'000	Low cost home ownership staircasing 2025 £'000	Strategic sales 2025 £'000	Non-housing 2025 £'000	Total 2025 £'000	Total 2024 £'000
Disposal proceeds	140	183	327	537	-	1,187	1,165
Carrying value of disposals	(72)	(143)	(174)	(46)	(43)	(478)	(265)
	<b>68</b>	<b>40</b>	<b>153</b>	<b>591</b>	<b>(43)</b>	<b>709</b>	<b>900</b>

## 6. Operating surplus



# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

The operating surplus is stated after charging:

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Auditors' remuneration (excluding VAT):				
- Audit of group financial statements	49	48	49	48
- Audit of subsidiaries' financial statements	16	16	-	-
- Non-audit services	4	3	4	3
Operating lease rentals - land and buildings	11	10	11	10
Operating lease rentals – equipment	4	5	4	5
Depreciation of housing properties	5,795	5,173	5,795	5,173
Depreciation of other fixed assets	2,138	1,892	1,603	1,343
Amortisation of loan issue costs	136	136	136	136

## 7. Net interest

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
<b>Interest receivable and similar income</b>				
Interest receivable	1,179	747	1,098	684

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

	Group		Association	
	2025	2024	2025	2024
Interest payable and financing costs	£'000	£'000	£'000	£'000
Loans	7,777	6,529	7,777	6,529
Finances leases	-	27	-	27
Interest on defined benefit pension	-	17	-	17
	7,777	6,573	7,777	6,573
On financial liabilities measured at fair value				
Interest capitalised on housing properties under construction	(891)	(1,156)	(891)	(1,156)
	6,886	5,417	6,886	5,417
Capitalisation rate used to determine finance costs capitalised	4.01%	4.12%	4.01%	4.12%

Finance leases are secured on the assets to which they relate.

## 8. Tax on surplus/(deficit) on ordinary activities

Group	2025	2024
	£'000	£'000
<b>Current tax</b>		
Current tax on profit for the year	-	-

The charge for the year can be reconciled to the Statement of Comprehensive Income as follows:

Group	2025	2024
	£'000	£'000
<b>Total tax reconciliation</b>		
<b>Surplus on ordinary activities before tax</b>	<b>8,196</b>	<b>6,602</b>
Theoretical tax at UK corporation tax rate 25% (2024: 25%)	2,049	1,651
Surplus of charitable entity not subject to corporation tax	(1,773)	(1,347)
Gift Aid payment to parent	(277)	(321)
Capital allowances super-deduction	-	-
Movement in deferred tax not recognised	1	17
<b>Total tax charge</b>	<b>-</b>	<b>-</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

The Association is exempt from UK corporation tax under section 505 of the Income and Corporation Taxes Act 1988.

## 9. Board Members' and Strategic Leadership Team emoluments

Key management personnel have the authority and responsibility for planning, directing, and controlling the activities of the Group. They comprise the Board and Strategic Leadership Team.

Non-executive Board Member remuneration for the year ended 31 March:

	2025	2024
Group and Association	£	£
Andrew Willis	15,681	14,695
Richard Gaunt	8,363	8,363
Carol Rosati OBE	8,852	8,886
Paul Foster	8,363	8,363
Sarah Frost	2,905	6,000
Ciaran Cronnelly	6,000	6,000
Amanda Hamilton-Stanley	6,000	6,000
Joy Luxford	6,000	2,000
	<b>62,164</b>	<b>60,307</b>

Expenses paid during the year to Board Members amounted to £1k (2024: £2k).

Emoluments for the Strategic Leadership Team, including the Chief Executive, for the year ended 31 March:

	2025	2024
	£	£
Emoluments payable	658	782
Pension contributions	71	73
Termination benefits	42	57
	<b>771</b>	<b>912</b>

Emoluments payable to the Chief Executive, excluding pension contributions, were £166k (2024: £158k).

The Chief Executive was also the highest paid director, and participates in the defined contribution scheme at the same contribution levels as all eligible staff. The employer's contribution paid on behalf of the Chief Executive amounted to £18k (2024: £20k).

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 10. Employee information

The average number of persons employed during the year expressed in full time equivalents (37 hours per week) was:

	2025	2024
Group and Association	No.	No.
Administration	71	70
Development	12	12
Housing support and care	184	182
Maintenance operatives	96	94
	<b>363</b>	<b>358</b>

Employee costs for the year were:

	2025	2024
Group and Association	£'000	£'000
Wages and salaries	14,044	13,344
Social security costs	1,408	1,321
Pension contributions	1,096	1,782
	<b>16,548</b>	<b>16,447</b>

Aggregate number of full-time equivalent staff whose remuneration (including compensation for loss of office) exceeded £60,000 in the period:

	2025	2024
Group and Association	No.	No.
£60,001 - £70,000	9	8
£70,001 - £80,000	3	4
£80,001 - £90,000	7	4
£90,001 - £100,000	1	-
£100,001 - £110,000	1	-
£110,001 - £120,000	-	2
£120,001 - £130,000	3	1
£130,001 - £140,000	-	-
£140,001 - £150,000	-	-
£150,001 - £160,000	-	2
£160,001 - £170,000	1	-

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 11. Pension obligations

The Group no longer has an admitted body in the Avon Pension Scheme, which is a multi-employer, defined benefit scheme administered by the Avon Pension Fund under the regulations governing the Local Government Pension Scheme (LGPS).

At 1 April 2024, the Group had one admitted body in the Avon Pension Scheme comprising the Ebdon Court scheme. The Ebdon Court scheme exited the Avon Pension Scheme on 18 October 2024.

At 1 April 2023, the Group had two admitted bodies in the Avon Pension Scheme comprising the Ebdon Court scheme and the Alliance Homes scheme. The Alliance Homes scheme exited the Avon Pension Scheme on 30 June 2023.

Present values of defined benefit obligation, fair value of assets and defined benefit asset (liability):

	2025	2024
Group and Association	£'000	£'000
Fair value of plan assets	-	609
Present value of defined benefit obligation	-	(602)
	-	7
Effect of asset ceiling	-	(7)
	-	-

Changes in the fair value of plan assets:

	2025	2024
Group and Association	£'000	£'000
Opening fair value of plan assets	609	29,119
Interest on plan assets	-	27
Administration costs	-	-
Remeasurements	-	16
Employer contributions	-	66
Member contributions	-	3
Benefits/transfers paid	-	(50)
Scheme exit value	(609)	(28,572)
	-	609

The actual return on plan assets was £nil (2024: £44k).

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## Changes in the present value of defined benefit obligation:

	2025	2024
Group and Association	£'000	£'000
Opening defined benefit obligation	(602)	(32,668)
Service cost	-	(13)
Interest cost	-	(26)
Remeasurements	-	12
Member contributions	-	(3)
Curtailments	-	(58)
Benefits/transfers paid	-	50
Scheme exit value	602	32,104
	-	(602)

## Changes in asset ceiling:

	2025	2024
Group and Association	£'000	£'000
Asset ceiling at the beginning of the year	(7)	-
Interest income	-	-
Remeasurements - changes in asset ceiling (excluding interest income)	7	(7)
Asset ceiling at the end of the year	-	(7)

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## Defined benefit costs recognised in statement of comprehensive income (SOCl):

	2025	2024
Group and Association	£'000	£'000
Amounts charged to operating costs:		
NSAH (Alliance Homes) Limited exit costs	-	500
Current service cost	-	13
Curtailments	-	58
Administration costs	-	-
<b>Total operating charge</b>	<b>-</b>	<b>571</b>
Amounts charged to finance costs:		
Interest on plan assets	-	(27)
Interest on pension liabilities	-	44
<b>Interest payable and financing charge</b>	<b>-</b>	<b>17</b>

Interest on pension liabilities includes £18k in respect the NSAH (Alliance Homes) Limited to the point of its exit from the Avon Pension Scheme.

## Defined benefit costs recognised in other comprehensive income:

	2025	2024
Group and Association	£'000	£'000
Actuarial gains / (losses) on plan assets	-	16
Actuarial gains on defined benefit obligations	-	12
Changes in asset ceiling	-	(7)
	<b>-</b>	<b>21</b>

## Fair value of assets:

	2025	2024
Group and Association	£'000	£'000
Equities	-	304
Government bonds	-	140
Other bonds	-	55
Property	-	32
Cash/liquidity	-	(93)
Other	-	171
	<b>-</b>	<b>609</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## Major categories of plan assets as a percentage of total plan assets:

	2025	2024
	%	%
Equities	-	50.0
Government bonds	-	23.0
Other bonds	-	9.0
Property	-	5.2
Cash/liquidity	-	(15.3)
Other	-	28.1
	-	<b>100.0</b>

## Financial assumptions:

	2025	2024
	%	%
Increase in salaries	-	4.2
Increase in pension payments	-	2.8
Discount rate	-	4.9
Inflation (CPI)	-	2.7

## Life expectancy assumptions:

	2025	2024
	Years	Years
Future pensioner age 65 in 20 years time - male	-	23.3
Future pensioner age 65 in 20 years time - female	-	25.8
Current pensioner age 65 - male	-	22.0
Current pensioner age 65 - female	-	24.1



# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

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## Post retirement mortality assumptions (normal health):

	2025	2024
Non-retired members	-	SAPS 3 CMI_[1.50%] (100% males, 94% females)
Retired members	-	SAPS 3 CMI_[1.50%] (95% males, 94% females)

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 12. Tangible fixed assets – housing properties

Group and Association	Properties held for lettings		Properties under construction		Total £'000
	Social housing lettings £'000	Low cost home ownership £'000	Social housing lettings £'000	Low cost home ownership £'000	
<b>Cost</b>					
At 1 April 2024	254,034	29,260	23,605	9,633	316,532
Additions	-	-	24,535	12,862	37,397
Works to existing properties	12,125	-	-	-	12,125
Interest capitalised	-	-	617	274	891
Schemes completed	27,692	9,726	(27,692)	(9,726)	-
Transfers to assets held for sale	-	-	-	(5,919)	(5,919)
Disposals	(920)	(179)	-	-	(1,099)
<b>At 31 March 2025</b>	<b>292,931</b>	<b>38,807</b>	<b>21,065</b>	<b>7,124</b>	<b>359,927</b>
<b>Depreciation</b>					
At 1 April 2024	(41,011)	(1,430)	-	-	(42,441)
Charge for the year	(5,568)	(227)	-	-	(5,795)
Released on disposal	659	5	-	-	664
<b>At 31 March 2025</b>	<b>(45,920)</b>	<b>(1,652)</b>	<b>-</b>	<b>-</b>	<b>(47,572)</b>
<b>Net book value</b>					
<b>At 31 March 2025</b>	<b>247,011</b>	<b>37,155</b>	<b>21,065</b>	<b>7,124</b>	<b>312,355</b>
At 1 April 2024	213,023	27,830	23,605	9,633	274,091

Housing properties comprise:

Group and Association	2025 £'000	2024 £'000
Freeholds	311,698	273,420
Long leaseholds	657	671
	<b>312,355</b>	<b>274,091</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## Expenditure on works to existing properties:

	2025	2024
Group and Association	£'000	£'000
Improvement works capitalised	2,183	2,209
Components capitalised	9,942	6,325
Amounts charged to expenditure	971	1,972
	<b>13,096</b>	<b>10,506</b>

Freehold land and buildings with a carrying amount of £60.0m (2024: £74.4m) have been pledged to secure borrowings of the Association. The Association is not allowed to pledge these assets as security for other borrowings or to sell them to another entity.

## Lloyds loan sustainability performance indicators:

Association	2025	2024
KPI - Average SAP score of retained properties owned at 31 March 2022	77.06	76.15
KPI - Build completions (with a minimum of 75% at EPC B or above) first let at or below Local Housing Allowance (No.)	153	150
KPI - Total potential energy capacity of PV panels installed (KW)	315,366	28,242
Strategic Decarbonisation Programme value of work carried per the Lloyds loan definition (£'000)	1,373	2,987
Fire Safety Remediation Programme value of work carried per the Lloyds loan definition (£'000)	428	-

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 13. Tangible fixed assets – other

Group	Freehold offices £'000	Office and other equipment £'000	Motor vehicles £'000	IT equipment £'000	Garages £'000	Photo- voltaic panels £'000	Pigeon mesh £'000	Total £'000
<b>Cost</b>								
At 1 April 2024	13,468	268	1,967	7,979	161	12,993	330	37,166
Additions	1,137	27	-	530	-	-	234	1,928
Disposals	(536)	-	-	-	-	-	-	(536)
<b>At 31 March 2025</b>	<b>14,069</b>	<b>295</b>	<b>1,967</b>	<b>8,509</b>	<b>161</b>	<b>12,993</b>	<b>564</b>	<b>38,558</b>
<b>Depreciation</b>								
At 1 April 2024	(4,758)	(191)	(1,958)	(5,874)	(6)	(6,925)	(21)	(19,733)
Charge for the year	(530)	(41)	(7)	(1,016)	(9)	(504)	(31)	(2,138)
Released on disposal	493	-	-	-	-	-	-	493
<b>At 31 March 2025</b>	<b>(4,795)</b>	<b>(232)</b>	<b>(1,965)</b>	<b>(6,890)</b>	<b>(15)</b>	<b>(7,429)</b>	<b>(52)</b>	<b>(21,378)</b>
<b>Net book value</b>								
<b>At 31 March 2025</b>	<b>9,274</b>	<b>63</b>	<b>2</b>	<b>1,619</b>	<b>146</b>	<b>5,564</b>	<b>512</b>	<b>17,180</b>
At 1 April 2024	8,710	77	9	2,105	155	6,068	309	17,433

The net book value of assets held under finance leases amounted to £2k (2024: £9k).

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

Association	Freehold offices £'000	Office and other equipment £'000	Motor vehicles £'000	IT equipment £'000	Garages £'000	Total £'000
<b>Cost</b>						
At 1 April 2024	13,468	268	1,967	7,979	161	23,843
Additions	1,137	27	-	530	-	1,694
Disposals	(536)	-	-	-	-	(536)
<b>At 31 March 2025</b>	<b>14,069</b>	<b>295</b>	<b>1,967</b>	<b>8,509</b>	<b>161</b>	<b>25,001</b>
<b>Depreciation</b>						
At 1 April 2024	(4,758)	(191)	(1,958)	(5,874)	(6)	(12,787)
Charge for the year	(530)	(41)	(7)	(1,016)	(9)	(1,603)
Released on disposal	493	-	-	-	-	493
<b>At 31 March 2025</b>	<b>(4,795)</b>	<b>(232)</b>	<b>(1,965)</b>	<b>(6,890)</b>	<b>(15)</b>	<b>(13,897)</b>
<b>Net book value</b>						
<b>At 31 March 2025</b>	<b>9,274</b>	<b>63</b>	<b>2</b>	<b>1,619</b>	<b>146</b>	<b>11,104</b>
At 1 April 2024	8,710	77	9	2,105	155	11,056

The net book value of assets held under finance leases amounted to £2k (2024: £9k).

## 14. Investment properties

Group and Association	2025 £'000	2024 £'000
1 April	3,750	3,872
Loss from adjustment in fair value	(273)	(122)
<b>31 March</b>	<b>3,477</b>	<b>3,750</b>

Investment properties (commercial and market rent) were valued at 31 March 2025 by professional qualified external valuers. These valuations were undertaken by Jones Lang LaSalle and were carried out in accordance with the Royal Institute of Chartered Surveyors (RICS) Valuation – Global Standards.

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 15. Fixed asset investments

Group and Association	Alliance Homes (Ventures) Ltd £'000	Alliance Living Care Ltd £'000	Total £'000
<b>Cost</b>			
At 1 April 2024 and at 31 March 2025	5,000	70	5,070
<b>Share of retained profits</b>			
At 1 April 2024 and at 31 March 2025	-	-	-
<b>Net book value at 31 March 2025</b>	<b>5,000</b>	<b>70</b>	<b>5,070</b>
Net book value at 31 March 2024	5,000	70	5,070

NSAH (Alliance Homes) Limited holds 100 Ordinary £1 shares in Alliance Homes Partnerships Limited. Until 21 March 2025, NSAH (Alliance Homes) Limited held 98 Ordinary £1 shares in Alliance Homes Partnerships Limited, with the remaining 2 Ordinary £1 shares held by Brighter Places and the Bristol Communities Land Trust.

## 16. Stocks and work in progress

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
First tranche shared ownership properties:				
Completed	873	2,226	873	2,226
Work in progress	5,046	6,347	5,046	6,347
Repairs – work in progress	-	74	-	-
	<b>5,919</b>	<b>8,647</b>	<b>5,919</b>	<b>8,573</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 17. Debtors

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Rent and service charges receivable	1,473	1,561	1,473	1,561
Less: provision for bad and doubtful debts	(1,183)	(1,262)	(1,183)	(1,262)
	290	299	290	299
Amounts due from North Somerset Council	1,347	1,307	1,347	1,307
Amounts due from subsidiary undertakings	-	-	250	-
Other debtors	717	548	125	172
Prepayments and accrued income	4,411	4,157	4,000	3,262
	<b>6,765</b>	<b>6,311</b>	<b>6,012</b>	<b>5,040</b>

All debtors are due within one year.

## 18. Cash and cash equivalents

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Cash at bank and in hand	16,267	9,982	14,212	7,999

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 19. Creditors: amounts falling due within one year

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade creditors	2,853	2,778	2,473	2,296
Amounts owed to North Somerset Council	1,177	1,416	1,177	1,416
Amounts owed to group undertakings	-	-	-	189
Rent and service charges paid in advance	1,666	893	1,666	893
Accruals and deferred income	5,207	6,703	5,174	5,842
Deferred capital grants (note 21)	387	288	387	288
Other creditors	284	265	160	241
Obligations under finance leases (note 28)	2	7	2	7
	<b>11,576</b>	<b>12,350</b>	<b>11,039</b>	<b>11,172</b>

## 20. Creditors: amounts falling due after more than one year

	2025	2024
Group and Association	£'000	£'000
Bank and other loans (note 23)	190,000	163,500
Less: issue costs	(928)	(1,053)
Deferred capital grants (note 21)	33,997	26,328
Recycled capital grant fund (note 22)	46	11
Obligations under finance leases (note 28)	-	2
	<b>223,115</b>	<b>188,788</b>



# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 21. Deferred capital grants

Group and Association	2025 £'000	2024 £'000
<b>Cost</b>		
At 1 April	27,790	20,609
Grants received during the year	8,160	7,181
Grants transferred to recycled capital grant fund	(33)	-
<b>At 31 March</b>	<b>35,917</b>	<b>27,790</b>
<b>Amortisation</b>		
At 1 April	(1,174)	(911)
Released to income in the year	(359)	(263)
<b>At 31 March</b>	<b>(1,533)</b>	<b>(1,174)</b>
<b>Net book value at 31 March</b>	<b>34,384</b>	<b>26,616</b>
Falling due within one year (note 19)	387	288
Falling due after more than one year (note 20)	33,997	26,328
	<b>34,384</b>	<b>26,616</b>

Included in grants received during the year is £660k (2024: £460k) from the Department for Energy Security and Net Zero (DESNZ) relating to the Social Housing Decarbonisation Fund Wave 2.1.

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 22. Recycled capital grant fund

	2025	2024
Group and Association	£'000	£'000
At 1 April	11	11
<b>Inputs into recycled capital grant fund</b>		
Grants recycled	33	-
Interest accrued	2	-
<b>Recycling of grant</b>		
Grant utilised	-	-
Other	-	-
<b>At 31 March</b>	<b>46</b>	<b>11</b>

## 23. Debt analysis

	2025	2024
Group and Association	£'000	£'000
Bank loans	190,000	163,500
Less: issue costs	(928)	(1,053)
<b>Total borrowings</b>	<b>189,072</b>	<b>162,447</b>

Based on lenders' earliest repayment dates, borrowings are repayable as follows:

	2025	2024
Group and Association	£'000	£'000
In one year or less, or on demand	-	-
In two years or more and less than five years	-	13,157
In five years or more	189,072	149,291
<b>Total borrowings</b>	<b>189,072</b>	<b>162,447</b>

<b>Undrawn facilities</b>	<b>75,000</b>	<b>101,500</b>
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£70m of the loan outstanding is at a fixed rate of 3.745%, £20m is at a fixed rate of 3.39%, £40m is at a fixed rate of 3.45%, and £40m is at a fixed rate of 3.46%. £20m of the loan outstanding is at variable rate interest.

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

£75m of the total facilities is a Revolving Credit Facility. As at 31 March 2025, £75m was undrawn. Interest under this facility is on variable rates with the final repayment date being 31 March 2027.

Loans are secured on the assets of the Association.

## 24. Analysis of changes in net debt

Group	At 1 April 2024 £'000	Cash flows £'000	Non-cash movements £'000	At 31 March 2025 £'000
Cash and cash equivalents	9,982	6,285	-	16,267
Bank loans due less than one year	-	-	-	-
Bank loans due more than one year	(162,447)	(26,500)	(125)	(189,072)
Finance lease commitments in less than one year	(7)	7	(2)	(2)
Finance lease commitments in more than one year	(2)	-	2	-
<b>Total net debt</b>	<b>(152,474)</b>	<b>(20,208)</b>	<b>(125)</b>	<b>(172,807)</b>

Association	At 1 April 2024 £'000	Cash flows £'000	Non-cash movements £'000	At 31 March 2025 £'000
Cash and cash equivalents	7,999	6,213	-	14,212
Bank loans due less than one year	-	-	-	-
Bank loans due more than one year	(162,447)	(26,500)	(125)	(189,072)
Finance lease commitments in less than one year	(7)	7	(2)	(2)
Finance lease commitments in more than one year	(2)	-	2	-
<b>Total net debt</b>	<b>(154,457)</b>	<b>(20,280)</b>	<b>(125)</b>	<b>(174,862)</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 25. Non-equity share capital

	2025	2024
Group and Association	£	£
<b>Allotted, issued and fully paid</b>		
At 1 April	18	20
Issued during the year	2	-
Cancelled during the year	(2)	(2)
<b>At 31 March</b>	<b>18</b>	<b>18</b>

The par value of each share is £1. The shares do not have a right to any dividend or distribution in a winding-up and are not redeemable. Each share has full voting rights.

## 26. Cash flow from operating activities

	2025	2024
	£'000	£'000
Net surplus	8,196	6,602
<b>Adjustments for non-cash items:</b>		
Depreciation of tangible fixed assets	7,933	7,065
Amortisation of grants and fees	(359)	(262)
(Decrease)/increase in stock	2,728	(6,860)
Decrease/(increase) in trade and other debtors	(454)	843
Increase/(decrease) in trade and other creditors	(1,036)	838
Pension costs less contributions payable	-	(3,545)
Carrying amount of tangible fixed asset disposals	478	181
<b>Adjustments for investing or financing activities:</b>		
Decrease/(increase) in fair value of investment properties	273	122
Proceeds from the sale of tangible fixed assets	(1,187)	(900)
Transfers to housing properties	5,919	8,573
Interest and financing costs	6,886	5,417
Interest received	(1,179)	(747)
Amortisation of loan arrangement fees	136	136
<b>Net cash generated from operating activities</b>	<b>28,334</b>	<b>17,463</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 27. Financial instruments

	Group		Association	
	2025	2024	2025	2024
Financial assets	£'000	£'000	£'000	£'000
Measured at amortised cost:				
Rent and service charges receivable	1,473	1,561	1,473	1,561
Amounts due from North Somerset Council	1,347	1,307	1,347	1,307
Amounts due from subsidiary undertakings	-	-	250	-
Other debtors	717	548	125	172
Cash and cash equivalents	16,267	9,982	14,212	7,999
	<b>19,804</b>	<b>13,398</b>	<b>17,407</b>	<b>11,039</b>

	Group		Association	
	2025	2024	2025	2024
Financial liabilities	£'000	£'000	£'000	£'000
Measured at amortised cost:				
Loans payable	189,072	162,447	189,072	162,447
Trade creditors	2,853	2,778	2,473	2,296
Amounts owed to North Somerset Council	1,177	1,416	1,177	1,416
Amounts owed to group undertakings	-	-	-	189
Rent and service charges paid in advance	1,666	893	1,666	893
Deferred capital grants	34,384	26,616	34,384	26,616
Other creditors	330	276	206	252
Obligations under finance leases	2	7	2	7
	<b>229,484</b>	<b>194,433</b>	<b>228,980</b>	<b>194,116</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 28. Finance leases

The future minimum lease payments for the Group and Association under non-cancellable finance leases are:

	2025 £'000	2024 £'000
<b>Motor vehicles</b>		
Within one year	2	7
Between one and five years	-	2
After five years	-	-
	<b>2</b>	<b>9</b>

## 29. Operating leases

The future minimum lease payments for the Group and Association under non-cancellable operating leases are:

	2025 £'000	2024 £'000
<b>Land and buildings</b>		
Within one year	12	10
Between one and five years	47	41
After five years	24	30
	<b>83</b>	<b>81</b>

	2025 £'000	2024 £'000
<b>Office equipment</b>		
Within one year	6	2
Between one and five years	10	-
After five years	-	-
	<b>16</b>	<b>2</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## 30. Capital commitments

	2025	2024
Group and Association	£'000	£'000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	50,976	64,342
Capital expenditure that has been authorised by the Board but has not yet been contracted for	55,052	22,761
	<b>106,028</b>	<b>87,103</b>

The above commitments will be financed primarily through borrowings which are available for draw-down under existing loan arrangements.

## 31. Related parties

### Tenant Board Members

The Board had no members who held tenancy agreements during the year (2024: nil).

### Subsidiary companies

The Association has the right to appoint members to the Boards of its subsidiaries, and thereby exercises control over them. Alliance Homes Partnerships Limited, Alliance Homes (Ventures) Ltd, and Alliance Living Care Ltd are non-regulated companies. NSAH (Alliance Homes) Limited is the ultimate parent company of the Group.

During the year the Association had the following intra-group transactions:

### Alliance Homes Partnerships Limited

Alliance Homes Partnerships Limited is a non-profit making company, providing repairs and maintenance services.

		2025	2024
	Allocation basis	£'000	£'000
<b>Payable by the Association</b>			
Maintenance repairs and services	Actual costs	10,708	10,763
Management services	Percentage of overheads	608	584
		<b>11,316</b>	<b>11,347</b>

# NSAH (Alliance Homes) Limited

Notes to the financial statements

For the year ended 31 March 2025

## Alliance Homes (Ventures) Ltd

Alliance Homes (Ventures) Ltd principal activity is the generation of electricity.

		2025	2024
		£'000	£'000
Allocation basis			
Payable to the Association			
Gift aid	Taxable profits	1,280	1,039
Roof lease payments	Legal agreement	282	247
Management services	Time spent	53	53
		<b>1,615</b>	<b>1,339</b>

## Alliance Living Care Ltd

Alliance Living Care Ltd ceased trading on 10 November 2021. Its principal activity was the provision of domiciliary care services.

		2025	2024
		£'000	£'000
Alliance Living Care Ltd			
Allocation basis			
Payable to the Association			
Gift aid	Taxable profits	5	-

The intercompany debtor and creditor balances as at 31 March are disclosed in Note 17 and Note 19.

## 32. Events after the reporting period

There are no events after the reporting period to report.