

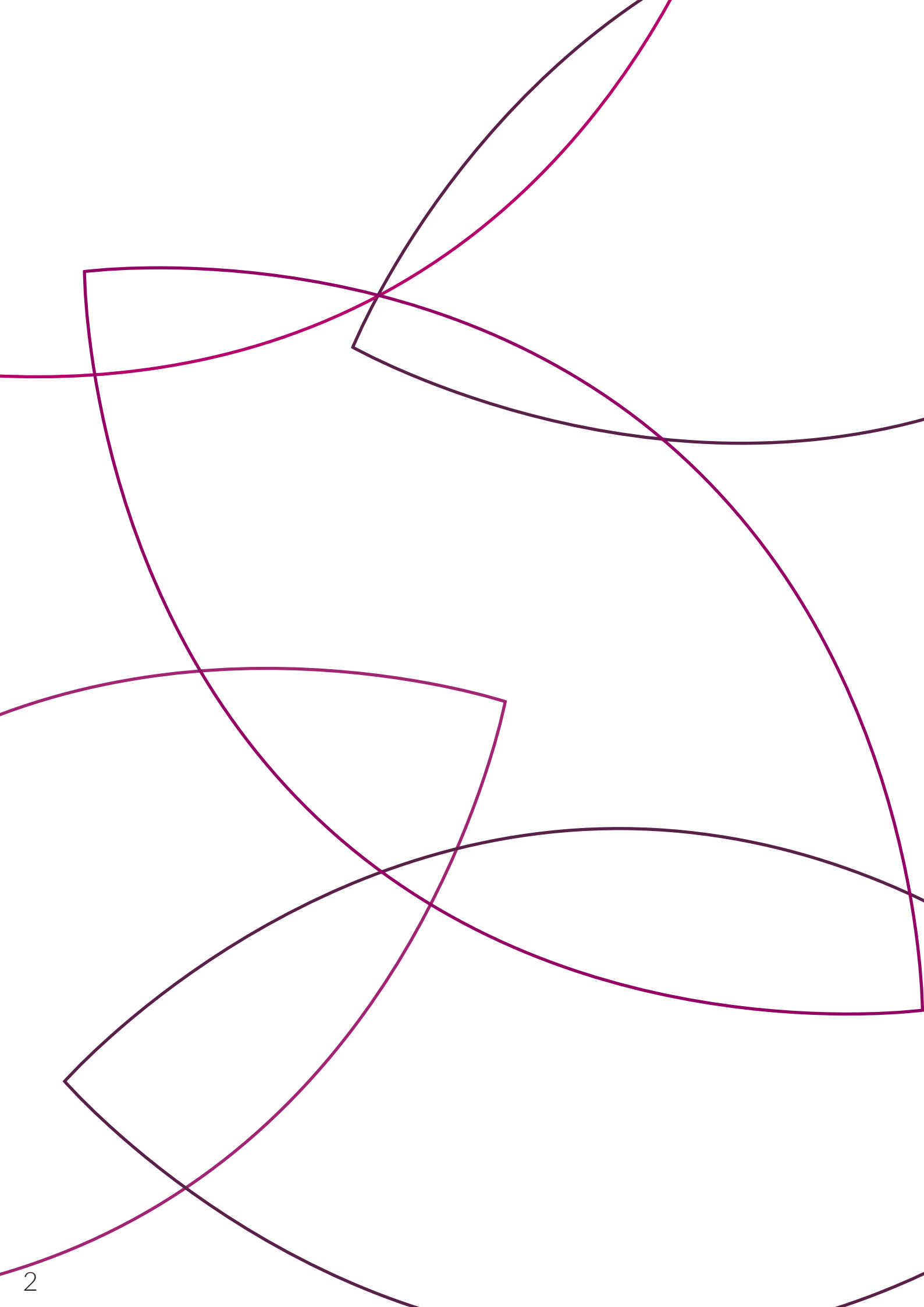


# Financial Statements

2024/2025



**CHP**



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# Our highlights

We are focused on providing homes for people that need them and offer a range of support and services. We want our current and future customers to live in places where they feel comfortable, safe, and can make the most of their lives.

## Strong growing business

**£91.8m**  
turnover

**£30.3m**  
operating surplus

**33.0%**  
operating margin  
(all activities and/or  
core business)

**113.7%**  
EBITDA MRI  
interest rate cover  
(VfM Regulatory Standard definition)

**G1/V2**  
rating from the  
Regulator of  
Social Housing

**12,553**  
properties owned  
or managed<sup>1</sup>

**£846m**  
housing assets

**A- (stable)**  
credit rating  
from S&P

<sup>1</sup> Figure includes homes, shops, or other commercial units and garages.

## Safe and well-maintained homes

**81%**  
of rented homes with  
an EPC rating of C  
or above

**£18.99m**  
invested in repairing  
and maintaining  
existing homes

**£7.45m**  
invested in improving  
and modernising  
existing homes

## More great new homes

**303**  
new homes provided

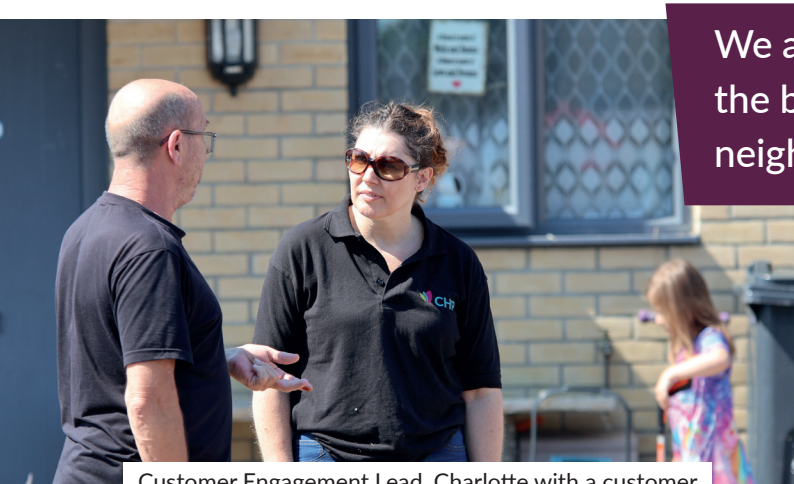
**£47.1m**  
invested in new  
homes development

## Delighting customers

**92%**  
customer  
satisfaction

## Great place to work

**+36.27**  
Net Promoter Score



Customer Engagement Lead, Charlotte with a customer

We are passionate about doing and being the best we can for the customers and neighbourhoods we serve.



# Five-year financial summary

| Group statement of comprehensive income                    | 2021          | 2022         | 2023          | 2024          | 2025          |
|------------------------------------------------------------|---------------|--------------|---------------|---------------|---------------|
|                                                            | £m            | £m           | £m            | £m            | £m            |
| Turnover                                                   | 67.6          | 73.8         | 77.6          | 76.6          | 91.8          |
| Operating surplus                                          | 21.4          | 23.8         | 20.0          | 25.9          | 30.3          |
| Operating surplus as percentage of turnover                | 31.7%         | 32.2%        | 25.8%         | 33.8%         | 33.0%         |
| Movement in fair value of investment properties and FI     | 1.3           | (0.0)        | 2.2           | 1.6           | 0.6           |
| Net financing                                              | (17.3)        | (19.2)       | (19.7)        | (20.1)        | (24.1)        |
| <b>Surplus before tax</b>                                  | <b>5.4</b>    | <b>4.6</b>   | <b>2.5</b>    | <b>7.4</b>    | <b>6.8</b>    |
| Repairs and maintenance spend                              | 12.3          | 14.0         | 17.7          | 17.3          | 17.0          |
| Capitalised spending on improvements to housing properties | 2.3           | 4.1          | 7.4           | 6.5           | 8.4           |
| EBITDA MRI as a percentage of interest payable             | 138.8%        | 119.6%       | 104.2%        | 111.4%        | 113.7%        |
| <b>Group statement of financial position</b>               | <b>2021</b>   | <b>2022</b>  | <b>2023</b>   | <b>2024</b>   | <b>2025</b>   |
|                                                            | £m            | £m           | £m            | £m            | £m            |
| Housing fixed assets                                       | 686.7         | 692.6        | 727.8         | 766.7         | 847.5         |
| Other assets less current liabilities                      | 56.5          | 52.9         | 42.5          | 43.9          | 45.5          |
| <b>Total assets less current liabilities</b>               | <b>743.2</b>  | <b>745.5</b> | <b>770.3</b>  | <b>810.6</b>  | <b>890.9</b>  |
| Debt (due over one year)                                   | 489.5         | 483.1        | 496.7         | 536.5         | 608.3         |
| Other long term liabilities                                | 98.6          | 71.5         | 21.2          | 19.7          | 16.9          |
| <b>Total long term liabilities</b>                         | <b>588.1</b>  | <b>554.6</b> | <b>518.0</b>  | <b>556.2</b>  | <b>625.2</b>  |
| Reserves total                                             | 155.1         | 190.9        | 252.3         | 254.4         | 265.7         |
| <b>Total long term funding and reserves</b>                | <b>743.2</b>  | <b>745.5</b> | <b>770.3</b>  | <b>810.6</b>  | <b>890.9</b>  |
| <b>Group cash flow</b>                                     | <b>2021</b>   | <b>2022</b>  | <b>2023</b>   | <b>2024</b>   | <b>2025</b>   |
|                                                            | £m            | £m           | £m            | £m            | £m            |
| Net cash from operating activities                         | 31.5          | 37.4         | 31.9          | 33.7          | 35.4          |
| Financing cash flow                                        | (19.3)        | (20.5)       | (21.6)        | (23.8)        | (26.6)        |
| <b>Operating cash flow net of financing</b>                | <b>12.2</b>   | <b>16.9</b>  | <b>10.3</b>   | <b>9.9</b>    | <b>8.8</b>    |
| Purchase of Property, Plant, and Equipment (PPE)           | (39.6)        | (32.3)       | (49.6)        | (70.9)        | (112.2)       |
| Operating cash flow net of financing and capex             | (27.4)        | (15.4)       | (39.3)        | (61.0)        | (103.3)       |
| Proceeds from sales                                        | 8.7           | 17.4         | 4.4           | 22.1          | 21.2          |
| Grants and interest received                               | 0.3           | 1.2          | 1.0           | 4.1           | 4.9           |
| <b>Operating and sales cash flow</b>                       | <b>(18.4)</b> | <b>3.2</b>   | <b>(33.9)</b> | <b>(34.9)</b> | <b>(77.2)</b> |
| Net movement in borrowings                                 | 35.2          | (5.6)        | 13.9          | 40.5          | 72.2          |
| <b>Net change in cash and cash equivalents</b>             | <b>16.8</b>   | <b>(2.4)</b> | <b>(20.0)</b> | <b>5.6</b>    | <b>(5.0)</b>  |

# Chair of the Board welcome

**Welcome to our Financial Statements for 2024/2025. This marked the final year of our three-year Corporate Strategy, designed to help us fulfil our mission of transforming lives by creating and providing safe, well-maintained homes for people who need them.**

When we launched our Corporate Strategy in 2022, we knew the next three years would be challenging. The economic climate was placing considerable strain on people's ability to meet everyday living costs. At the same time, there was an urgent need to tackle the housing crisis, all significant challenges that remain with us today. During this time, more reforms were introduced to the sector to improve the quality and condition of social housing and its impact on residents' lives.

Driven by our team's passion and dedication, and guided by our strategy, we were confident in our ability to make a meaningful difference in the lives of our customers and the communities we serve.

Our goals were ambitious, and we have accomplished a lot over the course of this strategy. Our focus on delighting customers by listening to and learning from them, treating them as individuals, and anticipating their needs has helped us improve our service delivery. I am pleased to report that our customer satisfaction rating has exceeded our 90% target and is 92%.

This year, we spent £26.4m, £3.4m more than the previous year, on repairing, maintaining, and modernising existing homes to ensure they are in good condition and meet high landlord safety standards. In total, 99.88% of homes meet the Decent Homes Standard.

At the same time, we have worked to improve our environmental impact and help lower energy bills for customers. We didn't achieve our 85% target of rented homes with an Energy Performance Certificate (EPC) rating of C or above; however, we have made good progress, reaching 81%. At the end of the 2021/2022 financial year, we had 5,479 rented homes with an EPC rating of C or above. Three years later, that figure has risen to 8,088 homes. We also had 2,229 rented homes with no EPC rating three years ago. We have reduced this to 169 homes.

Investing in safe and well-maintained homes, including improving energy efficiency, is a key goal of our new Corporate Strategy for 2025-2030.

We have focused on providing new homes by working with partners who share our values and commitment to help tackle the housing crisis. Although we didn't reach our target for new homes, together we have delivered over 300. Throughout the course of the strategy, we have provided a total of 955 affordable new homes.

Our strategy of collaborating with for-profit registered providers is helping us achieve our goal of delivering more great new homes. We entered a long-term partnership with NewArch Homes, an Octopus Affordable Housing Fund subsidiary, transferring 220 homes, which we will continue to manage on their behalf. We finished this year by acquiring 480 Chelmsford-based homes from L&Q, a large, national housing association.

To help us achieve our goals, we have created a great place to work with talented individuals who share our values and are supported to bring their best selves to work each day. We have worked to build an inclusive workplace where everyone's feedback is welcomed and helps us improve.

We achieved +36.27 in our latest employee Net Promoter Score (eNPS) survey, which gives us an updated measure of how employees feel. This result shows a strong level of engagement and surpasses our target of +20, and is double the sector average<sup>1</sup>.

We needed strong finances to deliver our Corporate Strategy and to make the most of every pound we spent for customers and communities. In September, we finalised a £150m private placement with five investors across the UK and North America, adding new relationships to the long-term funding of our development and investment programmes.

We continued to deliver a good financial performance with turnover at £91.8m and an operating surplus of £30.3m. S&P Global Ratings affirmed our credit rating at A- (stable) in our annual review, recognising our progress and plans despite the economic climate. Our G1 rating for governance and V2 rating for financial stability from the Regulator of Social Housing remain unchanged since our last check in November 2024.





We have used smart ways of working to inform, innovate, and improve the services we provide and to achieve our goals. This includes a project to transform our data, improve overall data quality, close data gaps, and provide better insights.

I am proud of our team's accomplishments for our customers and communities. Now, our focus is building on that success and taking our ambitions further. As we move into 2025 with a new Corporate Strategy and the opportunity of a merger with Estuary Housing Association, we have the foundation to achieve our ambitions faster and more effectively.

**Nicola Sawford**  
Chair



Andrews Place customer event

<sup>1</sup>Based on a benchmarking eNPS score of 18 for housing associations as of September 2024, according to Hive.



# Chief Executive welcome

**This final year of our current Corporate Strategy has been one of ongoing adjustment. Despite an improvement in inflation, we continue to face challenges in the wake of economic pressures. For many, everyday life remains a struggle. Essentials are still expensive, debt is rising, and constant financial pressure is taking its toll on mental health.**

A good home is central to a person's wellbeing, which is why we have focused on ensuring the homes we provide are safe, warm, and comfortable. The support and services we offer can also have a real impact, helping people move forward, so we must get them right, and when we don't, we learn how to do better.

Our team has helped customers in a range of ways, including offering benefits advice so that they get the support they are entitled to. This year, we helped customers claim an extra £1.7m in benefits. This has made it easier for many people to manage everyday costs like rent, bills, and food, and support their wellbeing.

As we moved into the colder months, we were keenly aware that some customers faced difficult decisions about spending their money. We want everyone to be able to heat their home, put food on the table, and have the essentials their household needs. We provided food, fuel, and supermarket vouchers to struggling households. We also used our support fund to provide £310,000 in grants to help customers experiencing hardship.

We have been working to get to know customers better and understand what matters to them to improve our services. As part of our Connecting CHP initiative, we facilitated various events, including coffee mornings, estate clean-ups, and a family fun day. These events also gave our employees who don't usually meet customers a chance to connect with them.

We consulted with customers on policies and regeneration projects and regularly asked for their feedback on the services they receive. We also continued collecting and analysing equity, diversity, and inclusion information. By listening to customers and learning from this information, we can better anticipate their needs and improve our service delivery.

Our in-house Repairs Team and contractors carried out over 48,000 planned, responsive, and emergency home repairs this year, over 6,000 more than the previous year. I am pleased to say we got 87% of repairs right the first time.

We invested in 2,587 homes this year, modernising them and making them more comfortable and efficient. This included providing over 390 new kitchens and bathrooms and over 370 heating improvements. We also installed over 700 smart thermostats in customers' homes to help cut carbon emissions, lower heating costs, and detect issues like damp and mould early.

We replaced the communal heating systems at two sheltered housing schemes to ensure customers have reliable and efficient heating for years to come. We also upgraded the passenger lifts at another scheme and Parkside Court, one of the tallest buildings in Chelmsford. These large projects take considerable time and resources, but we worked with customers to keep disruption to a minimum and deliver them successfully.

We bid and won £3.3 million in government funding from the Warm Homes: Social Housing Fund to improve the energy performance of around 400 homes. This will be match funded by us and used over the next three years to install new low-carbon heating systems, solar panels, and improve insulation.

Over the past year, we have made good progress on our plans for regenerating Andrews Place and Rainsford Lane in Chelmsford. We have been working with customers to gather ideas for multi-generational living and a vibrant community that meets everyone's needs now and in the future. We are preparing to submit a formal planning application, and work is expected to start in 2026.

While economic pressures and a challenging construction environment slowed progress, we continued to build over 300 new homes with our partners to help meet local housing need. Many included environmentally sustainable features like solar panels and air-source heat pumps. We also designed homes for customer needs, such as accessibility features for people with disabilities.

We supported the local community in various ways, including access to learning opportunities, welfare support, and social activities. Our community investment work generated a social value of £6.7m, according to the social value bank tool from the Housing Association Charitable Trust (HACT).

We were pleased to be recognised at the Essex Housing Awards 2024, which celebrated the best in housing



from across the county. We were nominated for four awards; we won one and were highly commended for the other three, including in the Meeting Housing Need category.

We recognise that customers and the people who use our services come from a wide range of backgrounds, each with different experiences and needs. That's why we have made changes to improve our services. We have made our website easier to access and understand, with features that support multiple languages, neurodiversity, and accessibility. We updated the letters we send customers to make them clearer and more inclusive. We were also officially recognised as an Inclusive Dementia Community Business by Essex County Council for our work and commitment to supporting customers and employees affected by dementia.

Looking back on what we set out to achieve with our three-year strategy, I am pleased with our progress. I want to thank our team for their hard work and commitment, and our customers for their valuable feedback throughout the year, which has helped shape

and improve our services. We know we don't always get everything right, but we have worked hard to make a positive difference to customers and communities.

There is much more to be done, but we are well-placed to succeed with our new Corporate Strategy for 2025-2030 and the brilliant opportunity ahead with Estuary Housing Association. Our focus, as always, is to do the best for customers and the communities we serve. We are committed to increasing investment in safe and well-maintained homes, delivering great customer service, and being an ethical, sustainable, and well-managed organisation.



**Paul Edwards**  
Chief Executive



Andrews Place consultation event





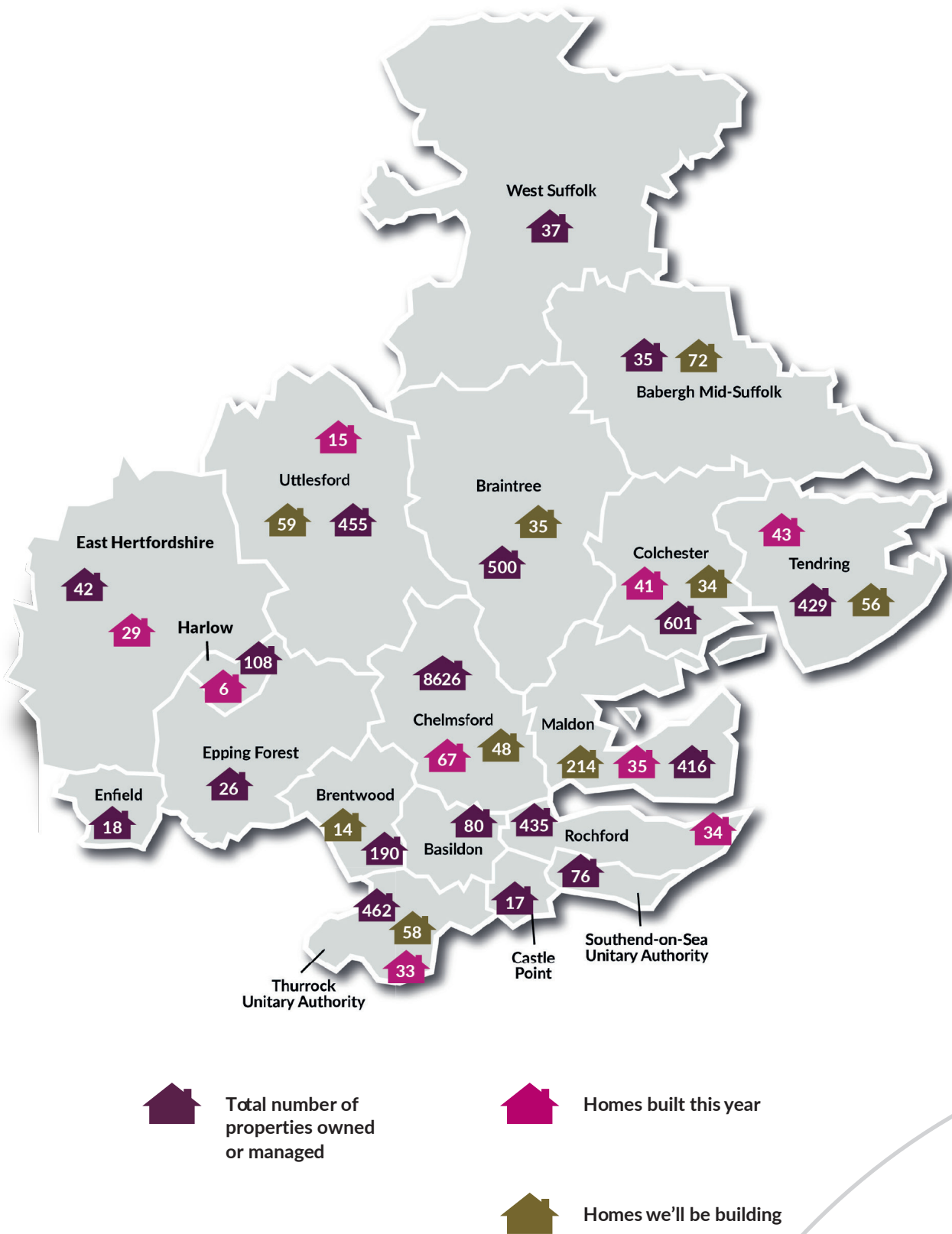
Head of Neighbourhoods, Lee with a customer at a Connecting CHP event in Harwich



# Strategic report

# Our operational area

This map shows how many properties we own or manage in each area as of 31 March 2025. It shows how many we have built this year and what is planned with our partners.





# Our vision, mission, and purpose

We are a local, community-based housing association here for the long-term. We own or manage over 12,500 properties and have over 27,700 customers. We are passionate about doing and being the best we can for our customers and the neighbourhoods we serve.

We know how important it is that the homes we provide are warm, safe, and comfortable. We invest in homes to ensure they are in good condition and meet high landlord safety requirements.

We also provide new affordable homes to help address the housing shortage in Essex and create places where people want to live.

In addition to providing housing, we want to help transform customers' lives and foster thriving communities. We dedicate time, people, and resources to listening to and understanding our customers' needs and helping them improve their quality of life.

We offer customers a range of support and services, including advice on personal welfare benefits. Our dedicated support fund provides grants to help customers facing financial hardship. We also offer help and guidance to customers experiencing challenges such as anti-social behaviour or domestic abuse.

Because we are a not-for-profit organisation, we reinvest our surpluses to build more homes and support local communities.

To help us achieve our purpose, we have over 400 employees, including teams of specialists and skilled tradespeople. All our employees are committed to providing customers with great service and a safe and well-maintained home.

## Our vision and mission

Our vision is to transform lives and our mission is to create great homes for everyone who needs them.



Festive lunch at the Parkside Community Hub

We believe everyone deserves the opportunity to make the most of their lives. To achieve this, everything we do is guided by our strong values.

### Our values

#### **Bold**

We are focused on the issues that matter most to the community we serve, and we take a bold approach to solving hard-to-fix issues.

#### **Open-minded**

We are open to difference, to challenge, and to new ideas. We encourage diversity, curiosity, and inclusive communication.

#### **Caring**

We are passionate about what we do and continually strive to listen, learn, and improve together.

#### **Determined**

We are aware of the impact we have on our environment, our customers, and wider community, and we are determined to do the right thing. We will balance the sustainability of the organisation with the needs of the community and broader society.



Neighbourhood Advisor, Ashley



# Our Corporate Strategy

These Financial Statements cover our performance during the third and final year of our Corporate Strategy for 2022-2025. The following six objectives help us to achieve our mission of transforming lives.

## Delighting customers

We want all customers to feel listened to, that their views are heard and acted upon, and that they are treated as individuals. By listening and learning, we will be able to anticipate needs, improve our service delivery, and shape great neighbourhoods.

## Safe and well-maintained homes

We are investing in existing homes to make sure they are well-maintained and meet high standards of landlord safety. We are dedicated to reducing the environmental impact these homes have and lowering energy costs for customers through our improvements.

## More great new homes

We are focused on meeting housing need by collaborating with partners to deliver affordable, new homes and to provide more homes for social rent. New homes will be environmentally sustainable, and as many as possible will be 'zero-carbon ready'.

## Great place to work

We will create a trusting and inclusive environment that values employee feedback. We want to attract and retain talented individuals who share our values. We will give everyone opportunities to develop and grow, and motivate our people to bring their best selves to work every day.

## Smart ways of working

We will use data and technology intelligently and effectively. It will inform, innovate, and improve the services we provide so we can achieve our goals. We will prioritise what helps us to perform better and make the most difference.

## Strong growing business

We need strong finances to deliver our strategy, and we need to make the most of every pound we spend for customers and communities. We will collaborate with partners in both the public and private sectors to make a positive social impact, steering our business through the challenging financial environment of this strategy.



# Our customers

## Customer satisfaction

We welcome all customer feedback because it helps us understand what we are doing well and where we need to improve.

We track customer satisfaction to help measure our performance. One of the ways we do this is through satisfaction surveys when a customer has experienced one of our services, such as call handling, repairs, grounds maintenance, estate cleaning, planned maintenance, and moving in.

Overall customer satisfaction for the year surpassed our target (90%) and increased to 92%.



Members of our Community Voices

## Customer service

Our Customer Resolution Centre (CRC) will often be a customer's first point of contact for enquiries. This year, the CRC answered over 86,000 calls. The team also respond to enquiries by email, social media, and live chat, giving customers many ways to get in touch.

Throughout our three-year strategy, we have improved our performance in resolving customer enquiries the first time they make contact, increasing year on year from 67% in 2022/2023 to 81% this year.

## Complaints

We know sometimes things go wrong and that we need to take action to put them right. Our aim is always to resolve a customer's concerns. If we think we can do this quickly, we raise repeat service requests. We had 710 repeat service requests this year, a decrease from 1,419 the previous year. This decrease was due to us re-categorising repeat service requests and complaints in line with the Housing Ombudsman's Complaint Handling Code, which took effect on 1 April 2024.

We have also been more proactive in asking customers if they would like to make a complaint when we learn that they are unhappy with a service. We offer several ways they can do this and offer support throughout the process. These changes resulted in an increase of 534 complaints compared to the previous year, with a total of 1,000 complaints opened.

We have a Learning from Customers Panel of employees from across the organisation who work together to review feedback from complaints, surveys, and other sources to improve our work. We also use customers' voices to embed lessons learnt into our daily service delivery, identified through the Learning from Customers Panel and our complaints process.

## Customer engagement

Customers participated in a range of engagement activities through feedback groups, consultations, and surveys, including consultations on policies and regeneration projects.

We reviewed eight customer policies and developed three new ones, incorporating customer feedback. These included policies about Neighbourhoods, Mutual Exchange, Homeowners, and Permissions for Improvements and Alterations.

We also developed two Customer Engagement Strategies for our high-rise buildings: Parkside Court and 210 Wharf Road.

Our customer volunteers from our Community Voices engagement group have been meeting with other customers, participating in training, learning about our services, and contributing to the consultation for our 2025-2030 Corporate Strategy. They have also been collaborating with teams across the organisation; for example, they worked with our Customer Service Team to improve the letters we send to customers, ensuring that the language is clear, simple, and informative.

## Supporting customers

The ongoing cost of living means that everyday living expenses were still high this year. Many people had to make difficult decisions on how to spend their income. During the colder months, for some, it was a choice of paying bills, heating their home, or putting food on the table.

We have a team of friendly advisors who provide help and advice on all benefits. This year, we helped customers claim over £1.7m in extra benefits. These savings enable customers to pay their rent, spend money on fuel and food, and support their wellbeing.

We know many customers are already receiving the maximum benefits they are entitled to, so we offer support in other ways. This year, we issued 272 fuel vouchers, 300 supermarket vouchers, and 328 foodbank vouchers. We also assisted customers with household essentials and important tasks they were unable to manage independently. This year, we provided £310,000 in grants to support customers experiencing hardship.

We also help customers with access to independent specialist support and advice. We do this by making referrals to a range of support agencies.

## Investing in communities

We invested £65,768 this year to improve our neighbourhoods and make our communities better places to live. This included money spent on furniture for sheltered schemes, fencing and landscaping in communal areas, signage, bin store improvements, and skips to support community clear-up events.

Our Parkside Community Hub continued to provide a range of support, courses, and activities. This gave people in the local community who were dealing with things like housing problems, mental health issues, and money worries a chance to get support and find helpful resources. It also gave people a chance to meet and socialise with others.

We had 4,659 visits to the Hub this year. Customers accessed over 500 learning opportunities, such as English for speakers of other languages (ESOL) classes. Over 1,100 times, people got help from our Welfare Benefits Advisors, Peabody, and Hearing Help Essex. People took part in our activities almost 900 times, including our regular gardening and sewing clubs and free adult cooking classes. We also provided free cooking clubs for kids during the school summer holidays.

## Connecting Communities, Homes, and People initiative

This marked the second year of our Connecting Communities, Homes, and People (Connecting CHP) initiative to get to know customers better. We held various events and activities for customers and employees to participate in. This included estate clean-ups, coffee mornings, open days at Parkside Community Hub, and a festive lunch prepared by employee volunteers. Additionally, we provided each of our sheltered schemes with a voucher to host a festive party, helping customers who may feel lonely during the holidays to spend time with their neighbours.

## Tenancy sustainment

We help customers dealing with challenging situations in their homes and communities, such as anti-social behaviour (ASB), domestic abuse, and hoarding - issues that can significantly affect their quality of life. This year, we had 319 reported cases of ASB and 550 neighbourhood issues. We had 157 reported cases of domestic abuse and 15 reported cases of hoarding.

In all of these cases, we supported customers to get the best outcome available to them.



Board member, Karen with a customer

# Our people

## Team engagement

Every six months, we ask our team to complete an employee Net Promoter Score (eNPS) survey to obtain an updated measure of how employees feel. In our most recent survey (October 2024), we surpassed our target of +20 and achieved +36.27. This is the highest score we have received and represents an increase of +9.92 from the previous survey. It indicates a strong level of engagement and is double the sector average<sup>2</sup>.

## Growing stronger together

This year, our employees (nearly 400 people) participated in a training programme to enhance teamwork and uphold our values. It was developed in response to employee feedback indicating that teams were working too much in isolation, which made our jobs more challenging. It's already helping teams connect, collaborate, and work together more effectively.



Customer Resolution Centre Advisor, Nicola

## Pay gap reporting

In March 2025, we published our gender pay gap and ethnicity pay gap reports. We produce these reports annually to examine the gender and ethnicity balance within similar pay brackets. They help us spot gaps in career progression and earning potential, understand the reasons behind them, and take steps to reduce them. Both reports are accessible on our website and detail how we are working to create a fairer, more diverse, and inclusive workplace.

 [chp.org.uk/reports](https://chp.org.uk/reports)

## Equity, Diversity, and Inclusion (EDI)

We have been working to create a fair, diverse, and inclusive organisation where both employees and customers feel safe, welcome, and free to be themselves. While we have been gathering more information about customers to better understand their needs and enhance our services and communication, we have also been collecting socioeconomic data from employees to provide better support.

To foster a more inclusive workplace, we enhanced our induction and recruitment processes for EDI, improved accessibility, sponsored Essex Pride, and revised our family leave guide for transgender and non-binary colleagues. Our Equity, Diversity, and Inclusion Report 2024, available on our website, provides more information about these and our other EDI initiatives.

 [chp.org.uk/reports](https://chp.org.uk/reports)

## Community volunteering and giving back

We give our employees time off work to volunteer and give back to charities and local communities. This year, employees volunteered 55 days through our CHParticipate programme. They also raised funds and donated hundreds of food items and goods.

<sup>2</sup>Based on a benchmarking eNPS score of 18 for housing associations as of September 2024, according to [Hive](https://hive.co.uk/).



# Operating and financial review

The 2024/2025 financial year concluded our three-year Corporate Strategy. Although inflation has improved, economic pressures continue to pose significant challenges, affecting many people's ability to meet their living expenses. We face urgent issues such as climate change and the housing crisis. Furthermore, we have witnessed essential reforms aimed at enhancing social housing and positively impacting residents' lives.

Our Executive Management Team and Board meet regularly to review the organisation's performance and to monitor the delivery of our corporate objectives and achievements in key areas such as rent collection, maintenance, repairs, and development.

## Turnover

Turnover for the group for the financial year end 2024/2025 was £91.8m. This was £15.2m more than the previous year due to an increase in social rents of 7.7% as approved by Board. In addition to this, we also saw an increase in our number of properties due to the acquisition of homes from L&Q and we experienced a 53-week rent year.

We also saw improved performance in 1st tranche sales, with an increase of £6m in revenue.

Operating surplus was £30.3m, a £4.3m increase from the previous year predominantly driven by the increase in the social rents.

We were able to collect 98.88% of all possible rent, which included rent arrears from the previous year. This meant that we collected £77.5m altogether.

At the end of the financial year, total rent arrears was £1.51m, representing 2.41% of all rent charged. This low level of arrears means we can reinvest in providing safe, well-maintained, and energy-efficient homes.

## Repairs

This year, we spent £18.99m on repairing and maintaining homes. This was £1.69m more than the previous year. We carried out over 6,000 more repairs this year, totalling 48,684 repairs<sup>3</sup>.

The volume of repairs surged in early 2025, with over 7,400 repairs logged in the first two months. This increase occurred due to a mix of factors, including the onboarding of additional homes and a rise in customers reporting repairs due to improved systems. It was also driven by a more proactive approach

to identifying and addressing issues, particularly around damp, mould, and heating.

Despite the large increase, 87% of repairs were right the first time (1% less than the previous year).

We repaired 574 homes that became empty during the year to get them ready for new lettings. This was 35 fewer than the previous year.

We spent an average of £5,663 repairing the empty homes, this is more than the previous year where we spent £4,827. This increase reflects higher cost inflation as well as a more comprehensive approach to bringing homes up to the Lettable Standard, including more extensive decorating and additional works to make sure homes are safe and clean before new tenants move in.

We continued to raise awareness about damp and mould, how to report it, and what customers can do to help reduce condensation in their homes. We received 2,595 reports of damp and mould this year. We have a dedicated team of technicians who tackle damp and mould in customers' homes.

In total 99.88% of the homes we provide comply with the Decent Homes Standard. We have 24 homes that didn't meet the standard this year, and these have repairs or other actions planned to resolve the concerns.

## Modernisation

We spent £7.45m on improving and modernising homes, that is £1.75m more than the previous year. We survey homes to check if work is needed and have completed 1,249 home surveys.

Alongside our regular repairs and maintenance, we also carried out the following upgrades and improvements.

|                            | 2024/2025 | 2023/2024 |
|----------------------------|-----------|-----------|
| Planned repairs            | 12,646    | 14,766    |
| Number of homes modernised | 2,587     | 2,389     |
| New kitchens               | 270       | 295       |
| New bathrooms              | 123       | 96        |
| Heating improvements       | 371       | 441       |
| Wet rooms                  | 16        | 27        |

<sup>3</sup>Figure compared with 42,395 repairs in 2023/2024. This number has been revised from last year's report to include jobs that were completed or billed by contractors after the original data was submitted.

## Safety checks

We are responsible for helping to keep homes safe. To achieve this, we conduct regular safety checks each year. Our safety checks include gas inspections, lift servicing, electrical tests, fire risk assessments for blocks, asbestos checks for homes on our register, and water hygiene assessments.

## Energy-efficient homes

This year, 98% of the rented homes we provide have an Energy Performance Certificate (EPC). This is 5% more than the previous year.

The average Standard Assessment Procedure (SAP) score of the rented homes we provide is 75, which is a C rating. We are above the UK housing average of 67 (D rating) and in line with the average SAP score of 75.6 (also a C rating) reported by 91 other housing associations. These organisations are collectively responsible for 1.9 million homes across the UK and, like us, are early adopters of the Sustainability Reporting Standard for social housing.

In total, 8,088 of the rented homes we provide (81%) have an EPC rating of C or above, which is 1,025 more than the previous year. We have 169 rented homes with no EPC rating. We aim to address the gap in assessment for these remaining homes this year.



Bicknacre

## Development and sales

With the difficult economic environment impacting the construction industry over the past few years, we didn't meet the original three-year goal we set for ourselves of providing 1,500 new homes. We collaborated with partners to deliver a total of 955 affordable new homes throughout the course of the strategy.

We provided 303 new homes this year to help tackle the local housing shortage, which is 51 more than the previous year. Out of these, 272 were built by us and 31 were provided through our partnership with Legal & General Affordable Homes (LGAH). New homes were built in Chelmsford, Colchester, East Hertfordshire, Harlow, Maldon, Rochford, Tendring, Thurrock, and Uttlesford.

At the end of the year, we acquired 480 Chelmsford-based homes from L&Q, a large, national housing association. We also entered a long-term partnership with NewArch Homes, a registered provider of social housing owned by the Octopus Affordable Housing Fund. NewArch bought 220 homes from us - a mix of shared ownership and affordable rent homes - some of which were from our development pipeline. We will continue to manage the homes on their behalf.

We sold 70 homes for shared ownership this year. This enables customers who can't afford to buy on the open market to part-buy and part-rent their home. This generated £9.48m in income, £6.08m more than the previous year when we sold 28 homes.

We helped seven shared ownership households own more of their home by buying a bigger share through 'staircasing'. This raised an additional £800,000 in income.

We helped one household buy their current home at a discount through the Right to Acquire scheme, achieving £0.2m. We also helped three households buy their home at a discounted rate through Right to Buy, resulting in £86,945 of income.

We reinvest all proceeds from sales in maintaining our existing homes and delivering more new homes.

## Regulator of Social Housing (RSH)

We are accountable to the RSH, which ensures that housing providers like us are properly governed, well managed, and financially secure.

The RSH confirmed our G1 rating for governance and V2 rating for financial viability in our November 2024 Stability Check. These ratings confirm that we are well governed and financially viable, but we need to manage risk carefully.

## Tenant Satisfaction Measures (TSMs)

Tenant perception surveys continued this year with the Regulator of Social Housing's TSMs. They aim to provide social housing tenants with greater visibility into landlord performance and enhance their ability to hold us accountable. In addition to reporting our results each year, we regularly monitor our performance against the TSMs to ensure we continue improving our customer service. You can read more about these in our Annual Report for 2024/2025 and on our website.

 [chp.org.uk/tenant-satisfaction-measures](https://chp.org.uk/tenant-satisfaction-measures)

## Credit rating

In October 2024, S&P Global Ratings affirmed our credit rating at A- (stable) in our annual review, following their outlook revision to stable in October 2023.

This rating supports our plans and acknowledges the progress we have made over the last 12 months despite a challenging economic environment. As many other housing associations pull back from investing in new homes in Essex, our strategy is to work together with trusted partners to solve the housing crisis. This means we remain well-placed to continue providing great homes and services for our customers and communities across Essex.



Talent Management Business Partner, Heather



# Corporate finance and treasury



Monitoring of the treasury function is based upon stipulations in our Treasury Management Policy. As of 31 March 2025, all covenants and golden rules were met. Our interest cover was 122% at the end of 2024/2025. This is higher than the golden rule of 121%. The regulator's interest cover (EBITDA MRI) from the Value for Money metrics, which is calculated differently, stands at 113.7%.

We had committed debt funding of £774.2m and drawn funding totalling £589.5m, (2024: £516.1m). We seek to maintain diversification in our funding sources, with 40.63% coming from three banks, 42.41% from the issued bond and 16.96% from the private placement.

We hedge our bank borrowing with International Swap and Derivative Association (ISDA) standalone swap agreements totalling £177m. The Group's refinancing risk within the next five years is £171.5m with 79.2% of the Group's debt maturing after five years.

## Liquidity

We have £134.7m of committed undrawn facilities available for immediate drawing and £30.4m cash in hand, representing total available liquidity of £165.1m. These resources are considered sufficient to fund 50 months' worth of commitments.

## Committed funding

All committed funds are fully secured by property, except for the deferred private placement, which will be fully secured by July 2025.

At the year end, the Group had 2,091 properties unencumbered for use for new loans. These properties are estimated to provide potential security of £296m for future new loans. The ability to raise new loans may enable us to develop more new homes in the future.

## Interest rate management

The Board regularly monitors interest rate risk to ensure fixed debt remains within the range of 80 – 100%. At the year end, our portfolio was 89.4% fixed.

Our average interest rate cost for the year was 4.69% (2024: 4.67%) reflecting the fixed rate hedging noted above. We don't have any non-sterling or exchange rate exposure.

## Investments

Excess cash is invested in accordance with our financial regulations. As of 31 March 2025, £2.1m was invested with Goldman Sachs on an overnight deposit and £4.1m in a Federated Hermes money market fund. Rates of return are between 4.20% and 5.25%.

Neil Perrins, Chief Financial Officer



Corporate Communications Executive, Jodie at our Community Fun Day

# Value for money

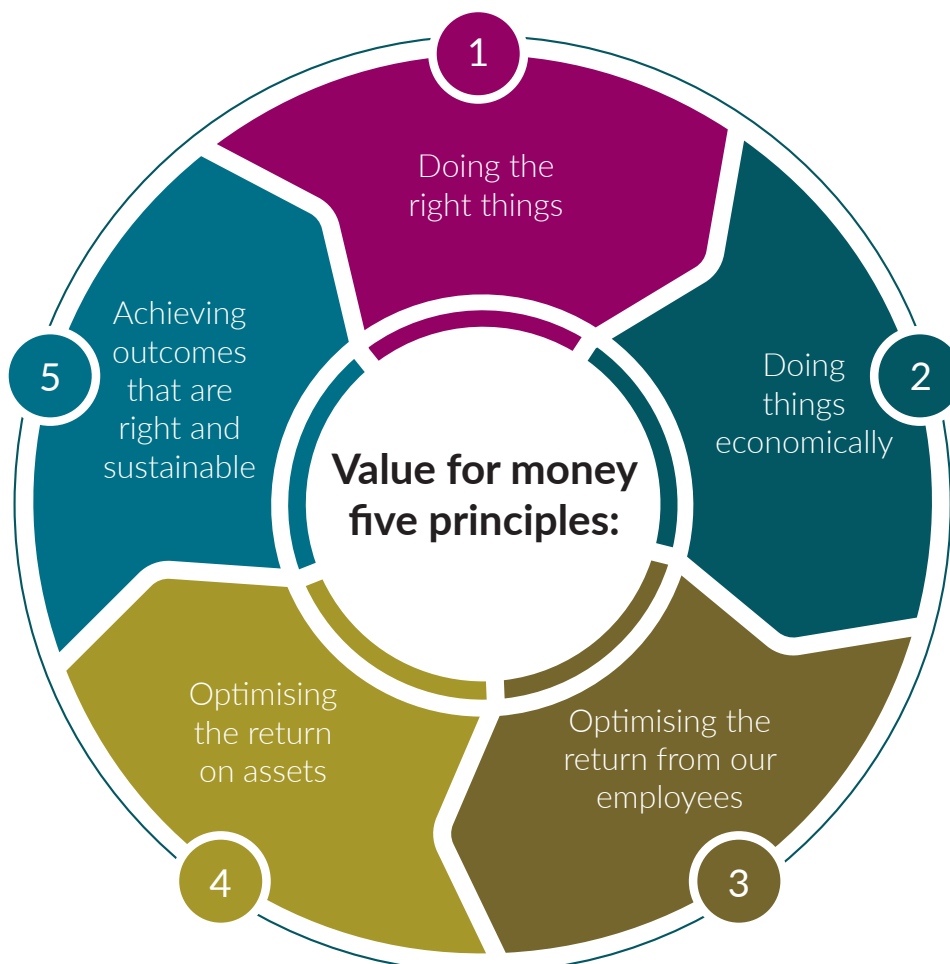
## Overall strategic approach

Value for money is at the heart of everything we do. Our mission is to transform lives by creating great homes for everyone. We are one of the largest housing associations in the region and one of the biggest developers of new homes. To achieve our mission, we must be a modern, innovative business that invests in places and people and delivers high-quality services to all our customers. The shortage of affordable homes, welfare, and sustainability challenges, the high cost of living and the volatile macroeconomic climate, means we must make sure every pound we receive is used in the best way possible.

The more efficient and effective we are with how we spend our money, the more we can invest in new and existing homes and make sure we provide high-quality services. We are committed to making our money work harder for our customers and our business. Through a working group we aim to examine our performance in this area in greater detail, explore ways to improve performance, and together develop a new Value for Money Strategy. The work so far has refreshed the peer group we use to compare ourselves to others and utilised that to better understand how we deliver value for our customers. This broader peer group has been included in this section to help show how we performed.

## Our definition and application of value for money

Value for money is the achievement of efficiency (spending well), effectiveness (spending wisely) and economy (spending less). To make sure that we achieve this across all our activities, the Board has agreed the following five principles:





## Principle 1: Doing the right things

We ensure we have clear business plans and strategies to enable our teams to focus on 'what matters most'.

During 2024/2025 the Board and Executive Management Team continued to monitor the robustness of the 30-year business plan through different stress testing scenarios, as well as the agreed 'Golden Rules' and its Risk Appetite.

## Principle 2: Doing things economically

We aim to deliver our services in effective and efficient ways, using innovation, technology, and research to design better ways to work. We investigate whether we are best placed to deliver services or if they could be undertaken more efficiently, effectively, or economically by someone else.

The Board, the Executive, and Senior Management Team have rigorously monitored financial performance to ensure the business was adhering as much as possible with the approved annual budget. This was during unprecedented cost increases, supply chain issues, and a turbulent political climate. We have also continued to invest in identifying and implementing connected IT systems that help achieve lean and efficient processes.

## Principle 3: Optimising the return from our employees

We aim to invest in our colleagues, promoting high performance, and a culture of innovation. This principle focuses on how we recruit, train, support, and retain our talent.

## Principle 4: Optimising the return on assets

We create and maintain high-quality homes and other assets and use these as a platform to grow and develop. This principle focuses on the lifecycle of a home: development, maintenance, and stock rationalisation. Linking to the Asset Management Strategy, we ensure we invest in the right homes, to the right standard, at the right cost to deliver the right return.

## Principle 5: Achieving outcomes that are right and sustainable

We assess our effectiveness and measure how successful we have been in achieving our Corporate Strategy through the lens of 'value for money'. We focus on what value has been delivered in terms of financial, social, economic, and environmental return.



# Regulator of Social Housing metrics

## Value for money metrics by the Regulator of Social Housing

The value for money (VFM) metrics require registered providers to annually report on their performance against a suite of measures defined by the regulator along with their own value for money measures and targets. This is to measure economy, efficiency, and effectiveness.

These measures of the metrics have been mandated by the Regulator of Social Housing. This includes the definition of the measure, which sometimes differs to measures elsewhere in the Financial Statements and to our financial covenants. The Board agrees the metrics targets every year based on the approved budget and business plan. We have incorporated the Regulator of Social Housing's value for money metrics into our routine reporting, financial planning, decision-making, Board discussion, and have monitored our performance against the agreed targets throughout 2024/2025. This enables us to analyse our performance and understand the areas where we are doing well, as well as the areas that need improvement.

We also benchmark ourselves against other housing associations. The Board has agreed a peer group based on geographical location, size, and development programme. This peer group has been revised to include more local and regional similar organisations to help better compare how we perform on Value for Money. The Board-agreed group is listed below. We have compared our performance for this year to the latest available information for the sector and our peer group for the year ending March 2024.

- bpha
- Cross Keys Homes
- Eastlight Community Homes
- Fairhive Homes
- Futures Housing Group
- Golding Homes
- Grand Union Housing Group
- Raven Housing Trust
- Saffron Housing Trust
- Saxon Weald
- Settle Group
- The Havebury Housing Partnership

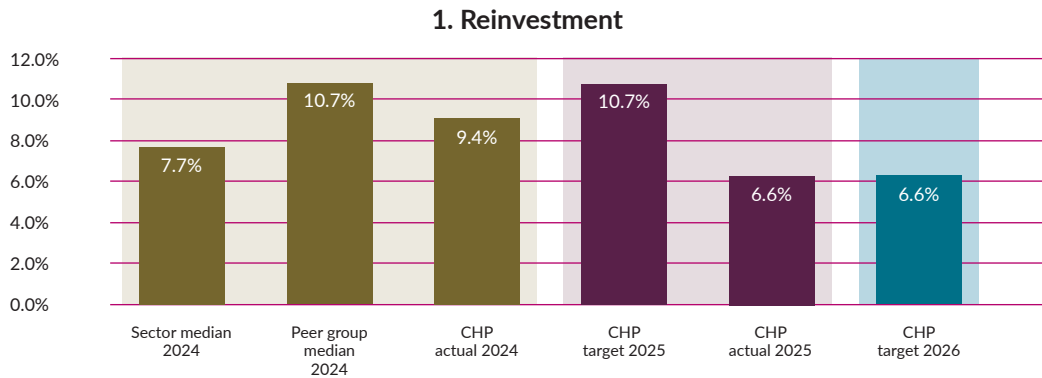
These measures of the metrics have been mandated by the Regulator of Social Housing. This includes the definition of the measure, which sometimes differs to measures elsewhere in the Financial Statements and to our financial covenants



St. James' Park

## Metric 1 – Reinvestment %

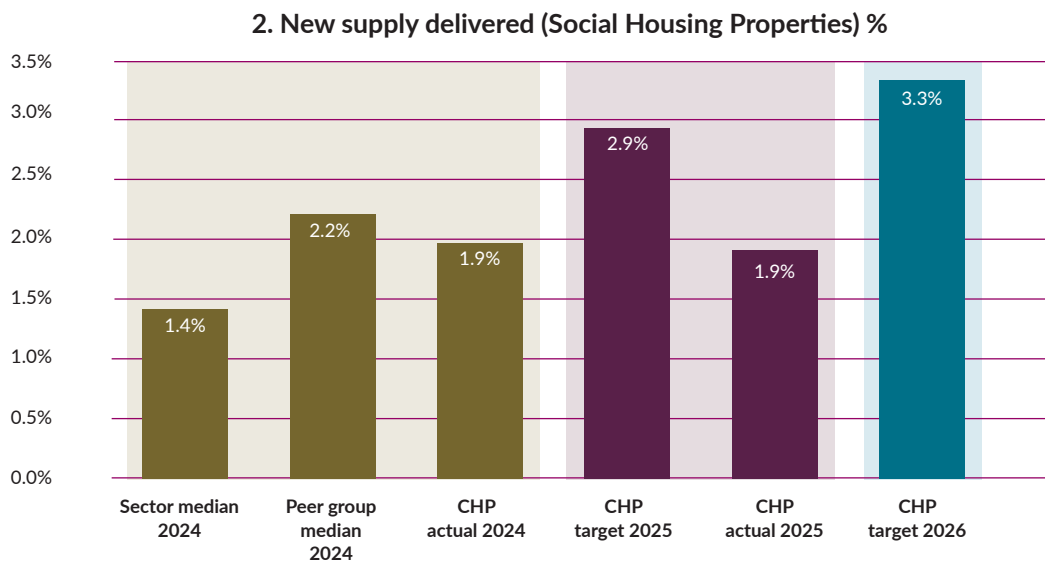
The reinvestment metric reflects our commitment to both the development of new homes and the ongoing investment in maintaining our existing housing stock, expressed as a proportion of the total value of our housing properties. For the year ending March 2025, we delivered meaningful progress in both new supply and asset improvement, maintaining a strong focus on quality and sustainability.



Our reinvestment rate was 6.6%, below our target of 10.7%, primarily due to early-year delays in our development programme. Looking ahead to March 2026, we remain firmly committed to delivering on our Asset Management Strategy—ensuring our homes are warm, safe, and sustainable—while continuing to respond to housing need through targeted investment and delivery.

## Metric 2 – New supply delivered %

The new supply delivered metric reflects the number of new social housing units developed or acquired during the year, expressed as a proportion of total social housing and leasehold units owned at year-end. For the year ending March 2025, we achieved a delivery rate of 1.9%, which is well above the 2024 sector median of 1.4% and closely aligned with our peer group, while below our ambitious target of 2.9%.

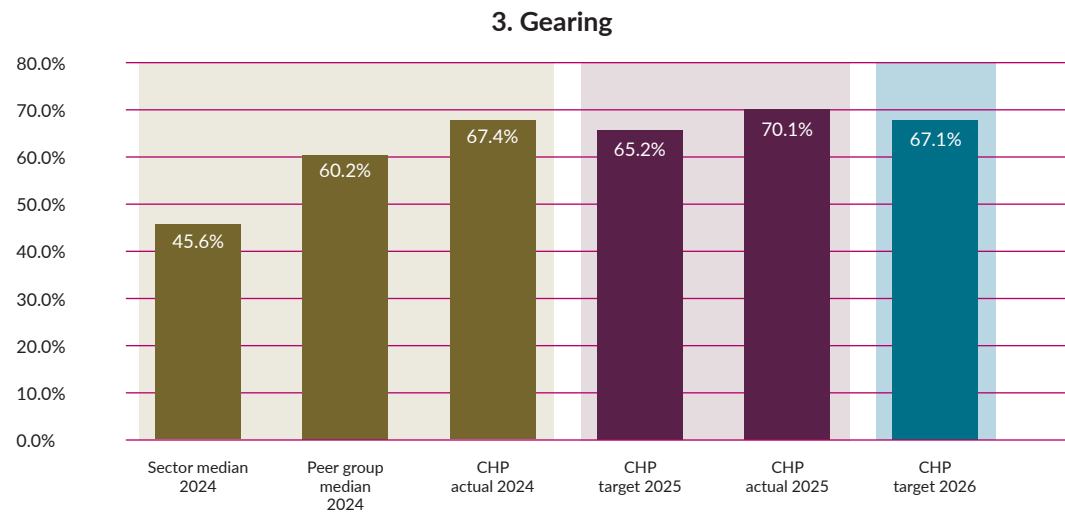


This strong performance reflects the successful handover of more homes than originally anticipated in our business plan, demonstrating our ability to respond flexibly and effectively to delivery opportunities. We remain focused on addressing housing need by working collaboratively with partners to deliver high-quality, affordable homes—many of which will be zero-carbon ready and built to high environmental standards. While delivery levels can vary due to the timing of development schemes, our long-term commitment to sustainable growth and social impact remains unwavering.



Metric 3 – Gearing %

The gearing metric assesses how much of our assets are made up of debt and the degree of dependence on debt finance. It is often a key indicator of a registered provider’s appetite for growth. Our level of gearing shows that we are making use of our assets to raise funds for investment while maintaining a sustainable level of debt.

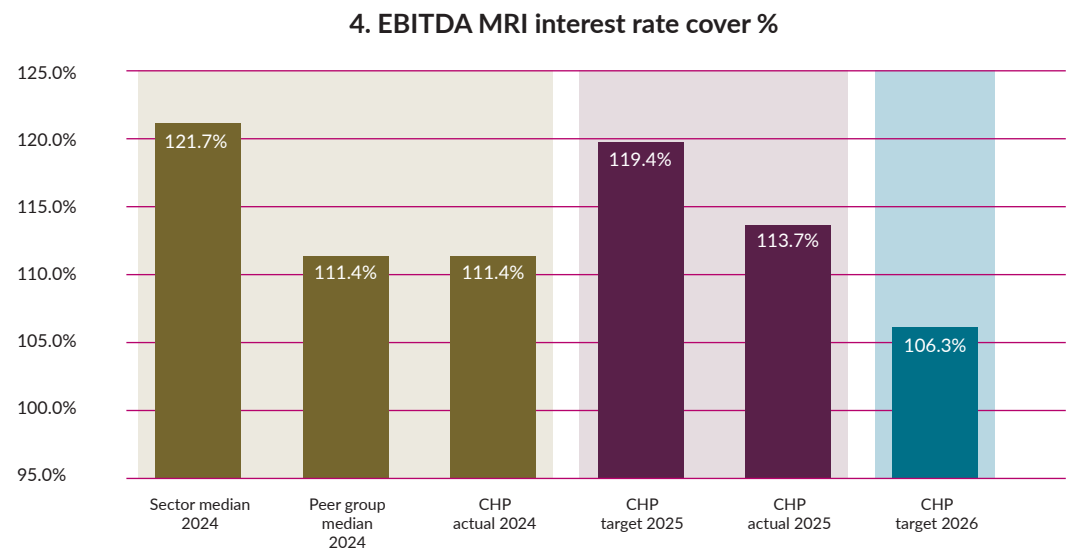


Actual gearing for the year ending March 2025 is slightly higher than the target as a result of our increased borrowing through the Private Placement.

Our gearing is higher than the sector and peer group, predominantly driven by our ambitious and long-standing focus on building more new homes and our stock transfer origins.

Metric 4 – EBITDA MRI interest rate cover %

The Earnings Before Interest, Tax, Depreciation, Amortisation, Major Repairs Included (EBITDA MRI) metric is a key indicator for liquidity and investment capacity. It seeks to measure the level of surplus that we generate (after adjusting for depreciation and major repairs) compared to the interest payable on our bank loans and bond.



Our actual performance for the year ending March 2025 is below our set target of 113.7%. The 6% lower earnings (before interest, tax, depreciation, amortisation, and including major repairs) were counterbalanced by the interest costs of borrowing also being 6% lower.

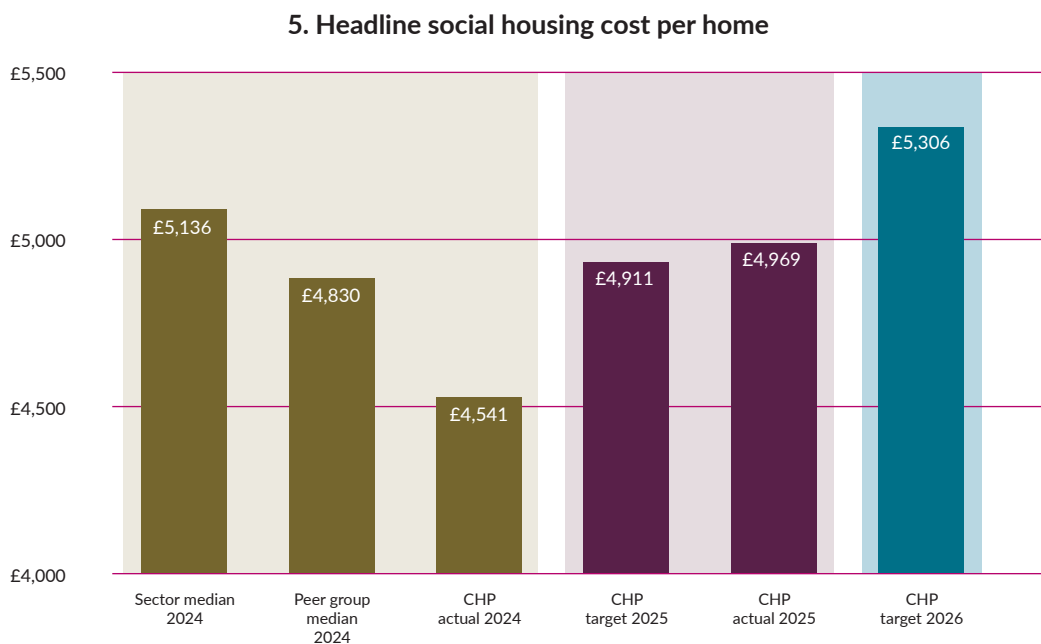
In 2024, our EBITDA MRI interest cover was 111.4%, which is below the sector and comparable with peer group median of 121.7% and 111.4% respectively. This reflects our strategic decision to reinvest significantly in our existing homes and to deliver a higher volume of new supply compared to our peers. These investments have been supported by increased borrowing, resulting in comparatively higher interest costs. Despite this, our 2025 actual of 113.7% shows improvement, and we are targeting 106.3% in 2026, balancing financial sustainability with continued delivery against our strategic objectives.

## Metric 5 – Headline social housing cost per home

Our actual performance for the year was above our target showing a continued investment in our social housing, ensuring that it meets the standards that we require.

The target set for 2026 reflects the need to ensure that we meet the initiative as set out by the UK Government in which we provide more energy-efficient homes. This is to be supported by grant income through the Social Housing Decarbonisation Fund (SHDF).

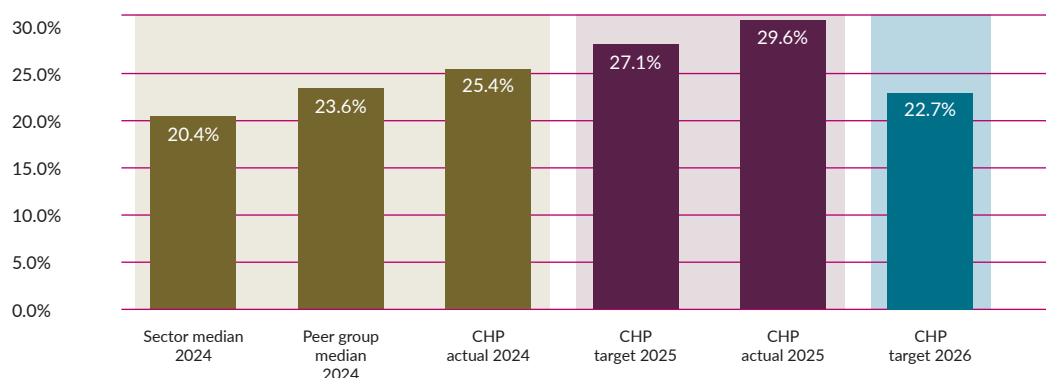
We will continue our work on controlling our costs while delivering the services our customers need. Due to recent higher levels of inflation, the target for 2026 is 6.8% higher than the actual in 2025.



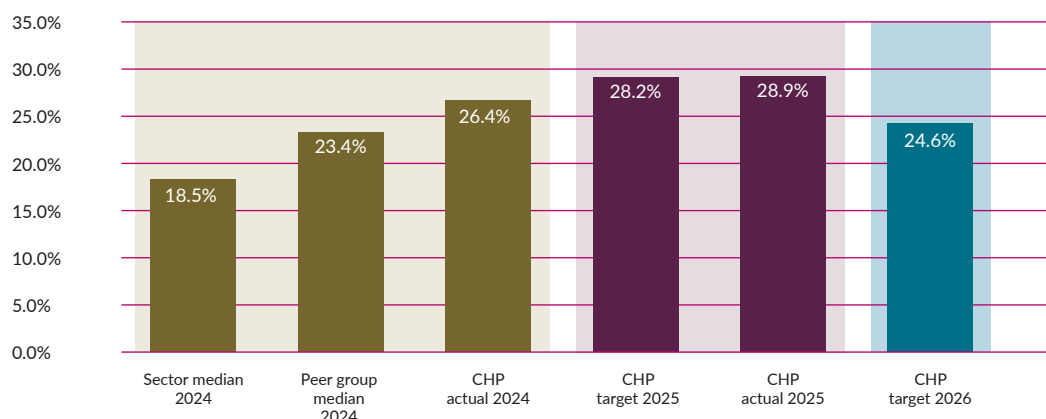
## Metric 6 – Operating margin

The operating margin measures the profitability of our core operating activities, excluding exceptional items and gains from the disposal of fixed assets. It is a key indicator of financial efficiency and sustainability, with higher margins reflecting stronger operational performance.

6a. Operating margin (social housing)



6b. Operating margin (overall)



In the previous financial year, 2024, our social housing operating margin was broadly in line with our internal target, demonstrating continued focus on cost control and operational effectiveness in our core activities. However, the overall operating margin was 3.0% lower than target, primarily due to a 10% shortfall in operating surplus (excluding gains from asset disposals). This adjustment aligns with the Regulator's requirement to report operating surplus net of such gains.

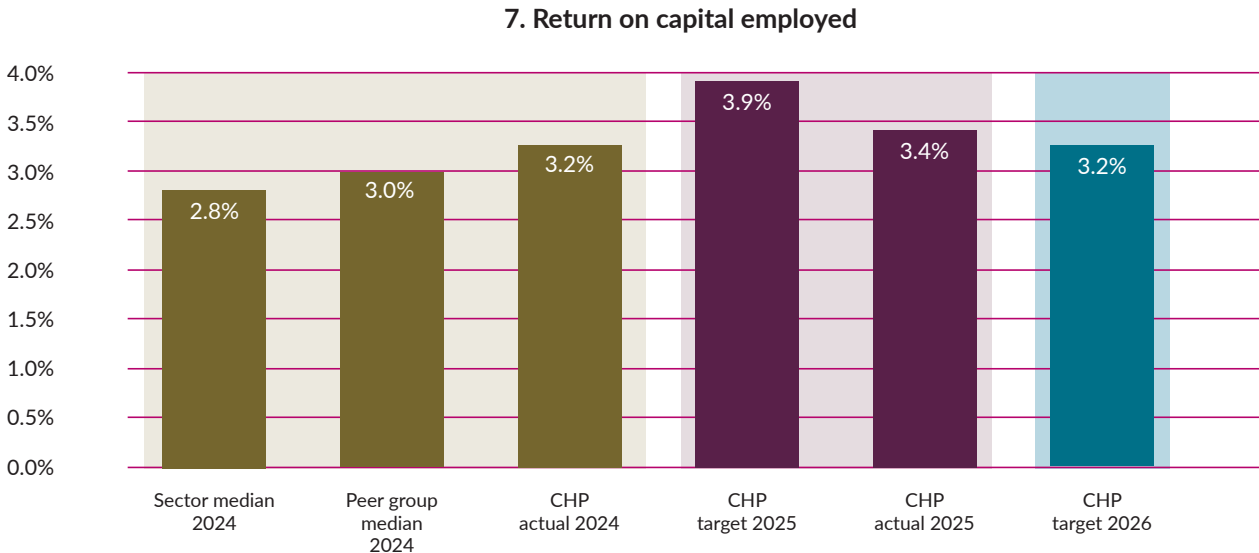
Although actual gains from disposals exceeded budget expectations, this had the effect of reducing the adjusted net operating surplus, and therefore the reported margin. Despite this, our 2025 actual overall operating margin of 28.9% represents an improvement on the previous year and remains above both the sector average and our peer group.

Looking ahead, we are targeting a 2026 operating margin of 24.6%, reflecting a prudent approach in light of anticipated cost pressures. We remain committed to improving margins through rigorous cost management, operational efficiency, and by identifying opportunities to grow our income base.



## Metric 7 – Return on capital employed (ROCE)

ROCE is a key financial efficiency metric that compares operating surplus to total assets less current liabilities. Widely used in the commercial sector, it provides insight into how effectively an organisation is using its capital to generate returns.



Our actual ROCE for 2024 was 3.2%, which is in line with both our internal target and the sector median, and slightly above the peer group median of 3.0%. This represented a positive improvement from our 2023 position, driven by a 29% increase in operating surplus, including gains from asset disposals.

In 2025, our actual ROCE increased further to 3.4%, although this fell short of our target of 3.9%. Despite this, the upward trend reflects our continued focus on improving financial performance and capital efficiency.

Looking ahead, we have set a 2026 ROCE target of 3.2%, which reflects a cautious but realistic outlook in the context of ongoing investment and operational priorities. We remain confident that ROCE will continue to improve over the medium term as we deliver on our Corporate Strategy, focusing on value creation, asset optimisation, and sustainable growth.

# Consumer standards reporting

## Directors' remuneration and management costs

Directors' remuneration is the way that directors of a company are compensated, either through fees, salary, or through other benefits with approval from the company's shareholders, the board of directors, and in some circumstances, designated committees.

As well as the Directors' remuneration, we are sharing how we calculated value for money, in line with the Regulator of Social Housing's Transparency, Influence and Accountability Standard. This standard requires us to share specific information with our customers and these pages show the measures, calculations, and results for 2024/2025.

### Measure

The remuneration payable to the highest paid Director<sup>4</sup>, relative to the size of the landlord

### Calculation

Remuneration payable to the highest paid Director (excluding pension and National Insurance Contributions) in relation to the period of account.

Total social housing<sup>5</sup> units owned and/ or managed at period end.

$$\frac{£197,692.00}{10,898} = £18.14 \text{ per CHP home}$$

### Measure

The aggregate amount of remuneration paid to Directors<sup>6</sup>, relative to the size of the landlord

### Calculation

Total aggregate Directors' remuneration including pension and National Insurance contributions, payable to Directors or former Directors in relation to the period of account.

Total social housing<sup>3</sup> units owned and/ or managed at period end.

$$\frac{£1,154,472.94}{10,898} = £105.93 \text{ per CHP home}$$

### Measure

Management costs<sup>7, 8</sup> relative to the size of the landlord

### Calculation

Total management costs (social housing lettings) in relation to the period of account.

Total social housing<sup>3</sup> units owned and/ or managed at period end.

$$\frac{£18,537,000}{10,898} = £1,684.44 \text{ per CHP home}$$

<sup>4</sup>For the purposes of this calculation 'Director' means the members of the governing body and the Chief Executive (or equivalent) of the registered provider.

## Value for money - Headline social housing cost per unit calculation (as reported in Registered Provider's statutory accounts).

Note: Grants related to capitalised major repairs expenditure must be excluded.

### Measurement of VFM cost chain – economy

#### Management costs

- + Service charge costs
- + Routine maintenance costs
- + Planned maintenance costs
- + Major repairs expenditure
- + Lease costs
- + Capitalised major repairs expenditure for period
- + Other (social housing letting) costs
- + Charges for support services (Operating expenditure)
- + Development services (Operating expenditure)
- + Community / neighbourhood services (Operating expenditure)
- + Other social housing activities: Other (Operating expenditure)

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Total social housing units owned and/ or managed at period end.

(Social rent general needs housing (excluding Affordable Rent), Affordable Rent general needs housing, social rent supported housing and housing for older people (excluding Affordable Rent), Affordable Rent supported housing and housing for older people, Low-Cost Home Ownership, care homes, other social housing units).

(Leasehold units, which for example include Right to Buy and fully stair-cased shared ownership units where the provider retains the freehold, are excluded from the denominator of this metric.)

$$\frac{£54,154,000}{10,898} = £4,969.17 \text{ per CHP home}$$

<sup>5</sup> Leasehold units, which for example include Right to Buy and fully stair-cased shared ownership units where the Registered Provider retains the freehold, are excluded from the denominator of this metric.

<sup>6</sup> For the purpose of this calculation 'Directors' means the members of the governing body, the Chief Executive (or equivalent), and any other person who is a member of the Executive Management Team, or its equivalent of the registered provider.

<sup>7</sup> Management costs relating to social housing lettings.

<sup>8</sup> Management costs reported as a component of the value for money metric. Headline social housing cost as set out in Measurement of VFM cost chain.



# Sustainability summary report - Environmental, Social, & Governance (ESG)

We recognise that our financial performance is supported by our environmental and social impact, and our robust governance practices. We are adopters of the Sustainability Reporting Standard (SRS) for social housing. This standard was created in 2020 through consultation with several key stakeholders in the housing sector to establish a standardised method for reporting ESG performance.

Our fifth ESG report, which will be published later this year, will show how we have performed against the SRS on several measures. These include our EPC ratings for existing and new homes, social value generation, our building safety performance, and a range of other measures outlined in the reporting standard.

This year, our carbon emissions from both our operations and the homes we provide, was 2.86 tonnes of CO2 equivalent per home, an increase from 2.53 tonnes in 2023/2024. The rise is due to several factors, including the improvement of the calculation method and assumptions used to determine carbon emissions, to more accurately reflect the emissions from all our activities. In addition, we have continued to improve the volume and quality of the energy efficiency data we hold on our homes, which has also made our emissions calculations more accurate.

Our work to improve the energy efficiency of existing homes has meant that at the end of the financial year 2024/2025, we held lodged EPC ratings for 9,840 rented properties, with 8,088 of these homes with an EPC of C or above.

We began delivery of a retrofit programme of works for 100 homes as part of the Social Housing Decarbonisation Fund, implementing improvements to 50 homes in 2024/2025, with a further 50 to be delivered in 2025/2026. We were also successful in securing grant funding from the Warm Homes: Social Housing Fund to retrofit around 400 homes between 2025 and 2028.

Our new build programme features an environmentally conscious design brief. We built 96 homes that can produce sustainable energy through photovoltaic (PV) panels, and 49 homes have air source heat pumps (ASHPs). We constructed 45 homes with the option to add electric vehicle (EV) chargers, installed chargers at 100 homes, and included four shared charging points.



Grounds Maintenance Operative, Justin



We installed 773 Switchee smart home thermostat devices in customers' homes this year, bringing the total number of Switchees installed to 1,266. These devices help lower heating costs by adding programmability to heating systems, give enhanced communication opportunities, and detect issues such as damp and mould at an early stage.

At our office in Chelmsford, our waste management contract specifies zero waste to landfill. The waste we collect is either recycled or repurposed as refuse-derived fuel. We have maintained 'Green' energy tariffs for our office and residential blocks, meaning that all electricity is sustainably generated. We have continued to investigate opportunities for our low-carbon fleet and machinery, including the addition of an electric ride-on grass cutter for our Grounds Maintenance Team.

We provide support to customers in a variety of ways. This includes offering welfare benefits advice to help customers maximise their income. We have a dedicated support fund that provides grants to customers experiencing hardship. We can help customers get access to specialist support and advice by making referrals to dedicated support agencies.

We also provide training and skills opportunities and social events and activities to customers and the wider community through our Parkside Community Hub. You can read more about how we support customers and invest in communities on page 17.

Our community investment work this year generated a social value of £6.7m, according to the social value bank tool from the Housing Association Charitable Trust (HACT).



Switchee workshop at Myriad House

# Statement of Compliance

In preparing this strategic report, the Board has followed the principles set out in the Housing SORP 2018 and Accounting Direction 2022.

Approved and signed on behalf of the Board on 23 July 2025.



**Nicola Sawford, Chair**



# Governance

# Board Report



Members of the Executive Management Team and Chair of the Board, Nicola (second from the right) at the Hub festive lunch for customers

The Board presents its report and the audited consolidated Financial Statements of Chelmer Housing Partnership Limited (CHP) and its subsidiary entities for the year ended 31 March 2025.

We have adopted the National Housing Federation's Code of Governance and annually review our compliance with the code and with the Regulator's Governance and Financial Viability and Consumer Standards.

The Board has received assurance that we are fully compliant with the Code and the Standards.

CHP's Governance Framework, approved by the Board and its Scheme of Delegations, Code of Conduct and Financial Regulations specify how the Group operates including those matters reserved to the Board.

The Board meets regularly and has established several standing committees, including: the Audit and Risk Committee; Customer Experience Committee; Treasury and Investment Committee and Governance, Remuneration, and Nominations Committee, which meet quarterly. Delegated responsibilities and authority are agreed by the Board under formal terms of reference. As necessary, the Board will also set up task and finish working groups to focus on specific topics, such as the Value for Money Working Group.

We have been working to increase the diversity of our Board and welcomed two new members.

The number of Board and Committee meetings held during 2024/2025 and the attendance of Board Directors at those meetings is detailed in the Group Board Structure section. The numbers compare the actual attendance of Board Directors to the total number of possible meetings held. Board and Committee Directors have online access to meeting papers and have flexibility to attend meetings in person, virtually via Teams/Zoom, or by phone. The Chairs and membership of Committees is reviewed annually by the Board.

# Group Board structure

## Non-Executive Directors

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Nicola Sawford  
Group Board Chair

Stephen Bennett  
Chair of Governance, Remuneration, and  
Nominations Committee  
(Stepped down 25 September 2024 having reached  
the end of his tenure)

Karen Bird  
Chair of Governance, Remuneration, and  
Nominations Committee

Fred Goymour  
Chair of Treasury and Investment Committee

Sarah Jones  
Chair of Audit and Risk Committee

Karen Mayhew  
Chair of Customer Experience Committee

Marc Noaro  
Senior Independent Director  
(Stepped down 25 September 2024 having reached  
the end of his tenure)

Katie Rogers  
Senior Independent Director  
Chair of Myriad Homes Limited

Toby D'Olier

Hetal Trivedi

Suzanne Wise  
(Appointed 25 September 2024)

Craig O'Donnell  
(Appointed 25 September 2024)

## Executive Directors

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Paul Edwards (Executive Board member)  
Chief Executive

Neil Perrins (Executive Board member)  
Chief Financial Officer

Rachel Hadley  
People and Culture Director and Deputy Chief  
Executive

Michael Barber  
Digital and Transformation Director

Fiona Hollingsworth  
Growth and Partnerships Director

Thomas Kearney  
Homes and Places Director

Isabel Varey  
Customer Services Director  
(Appointed 2 September 2024)

Tracey Spencer  
Customer Services Director  
(Stepped down 25 October 2024)

## Board Committees

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Audit and Risk Committee

Customer Experience Committee

Treasury and Investment Committee

Governance, Remuneration, and  
Nominations Committee



# Board Director meeting and committee attendance

Reporting Period: 01 April 2024 to 31 March 2025

| No. Meetings held in period    | 10*                                       | 2                                          | 5                      | 4                             | 4                               | 4                               | 4                                                     | 2                             | 2                  | 2                | 2                  |
|--------------------------------|-------------------------------------------|--------------------------------------------|------------------------|-------------------------------|---------------------------------|---------------------------------|-------------------------------------------------------|-------------------------------|--------------------|------------------|--------------------|
|                                | Group Board meetings (scheduled meetings) | Group Board meetings (additional meetings) | Audit & Risk Committee | Customer Experience Committee | Governance Rem & Noms Committee | Treasury & Investment Committee | Treasury & Investment Committee (additional meetings) | Value for Money Working Group | Myriad Capital Plc | Myriad Homes Ltd | Myriad Housing Ltd |
| <b>Non-Executive Directors</b> |                                           |                                            |                        |                               |                                 |                                 |                                                       |                               |                    |                  |                    |
| Stephen Bennett                | 5/5                                       | 1/1                                        |                        |                               | 2/2                             |                                 |                                                       | 1/1                           |                    | 1/1              |                    |
| Karen Bird                     | 9/10                                      | 1/2                                        |                        | 2/2                           | 2/2                             | 2/3                             | 2/3                                                   |                               |                    |                  |                    |
| Toby D'Olier                   | 9/10                                      | 2/2                                        |                        | 3/4                           |                                 |                                 |                                                       | 2/2                           |                    | 1/2              |                    |
| Fred (AC) Goymour              | 10/10                                     | 2/2                                        | 5/5                    |                               |                                 | 4/4                             | 4/4                                                   |                               | 2/2                | 2/2              |                    |
| Sarah Jones                    | 10/10                                     | 2/2                                        | 5/5                    |                               | 4/4                             |                                 |                                                       |                               |                    | 2/2              |                    |
| Karen Mayhew                   | 8/10                                      | 2/2                                        |                        | 4/4                           |                                 |                                 |                                                       | 1/2                           |                    | 1/2              |                    |
| Marc Noaro                     | 4/5                                       | 1/1                                        |                        | 2/2                           | 2/2                             |                                 |                                                       |                               |                    | 1/1              |                    |
| Craig O'Donnell                | 5/5***                                    | 1/1***                                     |                        | 2/2                           |                                 |                                 |                                                       | 1/1                           |                    | 1/1              |                    |
| Katie Rogers                   | 9/10                                      | 2/2                                        |                        |                               |                                 | 4/4                             | 4/4                                                   |                               |                    | 1/2              |                    |
| Nicola Sawford                 | 10/10                                     | 2/2                                        | 5/5**                  | 3/4**                         | 4/4                             | 4/4                             | 4/4                                                   | 2/2                           | 2/2                | 2/2              |                    |
| Hetal Trivedi                  | 9/10                                      | 1/2                                        | 5/5                    |                               |                                 | 2/2                             | 1/1                                                   |                               |                    | 2/1              |                    |
| Suzanne Wise                   | 5/5***                                    | 1/1***                                     |                        | 2/2                           | 1/2                             |                                 |                                                       |                               |                    | 1/1              |                    |
| <b>Independent Members</b>     |                                           |                                            |                        |                               |                                 |                                 |                                                       |                               |                    |                  |                    |
| Amanda Wade                    |                                           |                                            | 4/5                    |                               |                                 |                                 |                                                       |                               |                    |                  |                    |
| <b>Executive Directors</b>     |                                           |                                            |                        |                               |                                 |                                 |                                                       |                               |                    |                  |                    |
| Paul Edwards                   | 10/10                                     | 2/2                                        | 5/5                    | 4/4                           | 4/4                             | 4/4                             | 4/4                                                   |                               | 2/2                | 2/2              | 2/2                |
| Neil Perrins                   | 9/10                                      | 2/2                                        | 5/5                    |                               |                                 | 4/4                             | 4/4                                                   |                               | 2/2                | 2/2              | 2/2                |
| Rachel Hadley                  |                                           |                                            |                        |                               |                                 |                                 |                                                       |                               |                    |                  | 2/2                |
| Fiona Hollingsworth            |                                           |                                            |                        |                               |                                 |                                 |                                                       |                               |                    |                  | 2/2                |
| Thomas Kearney                 |                                           |                                            |                        |                               |                                 |                                 |                                                       |                               |                    |                  | 2/2                |

## Key:

\*Figure represents L&D/Strategy sessions as well as the formal Board meetings

\*\*Attended as an observer

\*\*\*Attended one session as an observer

## Disclosure of information to auditors

Our current Board Directors have individually confirmed the following:

- so far as they are aware there is no relevant information needed by the Association's auditors in connection with preparing their report of which the Association's auditors are unaware;
- they have taken all the steps necessary as Board Directors to make themselves aware of any relevant information needed by the Association's auditors in connection with preparing their report and to establish that the Association's auditors are aware of that information.



Contracts Manager, Katie

# Statement of directors' responsibilities in respect of the Financial Statements

The directors are responsible for preparing the Board's Annual Report and the Group and the Association Financial Statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Association law requires the directors to prepare Financial Statements for each financial year. Under that law the directors have elected to prepare the Financial Statements in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

The Financial Statements are required by law to give a true and fair view of the state of affairs of the Group and the Association and of the income and expenditure of the Group and the Association for that period.

In preparing each of the Group and the Association Financial Statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the Financial Statements, and
- assess the Group and the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Group or the Association or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the Association and enable them to ensure that its Financial Statements comply with the Co-operative and Community Benefit Societies Act 2014. They are responsible for such internal control as they determine is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and the Association and to prevent and detect fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Association's website. Legislation in the UK governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.



**Paul Edwards, Chief Executive Officer**



# Strategic risks

## Key risks and how we manage them

We have a strong focus on understanding key risks to the organisation and the wider sector. We do all we can to ensure that robust mitigations are in place. We deliver regular assurance to the Board so the best-informed decisions can be made, and we can carry out our purpose to make a difference to people's lives by providing safe and well-maintained homes.

Our Board has overall accountability for risk management setting the risk appetite, engaging with the strategic risk register quarterly, and requiring risk assessments and evaluations on key business decisions. To support the Board, further responsibility is delegated to the Audit and Risk Committee, whose expertise is used to provide additional assurance, through activities such as key risk deep dives, in-depth reviews of the strategic risk register and active engagement with our internal controls and Assurance Framework.

Our Risk Management Framework sets out how we take a holistic approach to both strategic and operational risks. This includes how risks are identified, assessed, and acted upon; and details the ways in which we ensure strong ownership of risk at all levels of the organisation. From the deepening cost of living crisis, and response to damp and mould across the sector, to the volatile external economic and political environments. Our swift response to these emergent risks has underscored the value of having an agile, balanced, and informed approach to risk management. It also highlights the value of further strengthening our adaptability, horizon scanning, and sector collaboration to understand and manage risks as we continue to deliver on our Corporate Strategy.

## Risk appetite and strategic priorities

The Board sets our risk appetite annually in its Risk Appetite Statement. This outlines the level of risk we are willing to accept across 28 key business areas. The Risk Appetite Statement reconciles the ambitions and vision for the future as mentioned in the Corporate Strategy section with the potential risks needed to take on to achieve this.

In July 2024, the Risk Appetite Statement allowed the Board to agree on key strategic priorities for investment. The three high priority areas that were agreed are:

- more affordable homes;
- bringing our existing housing stock up to EPC level C or above, and every other spend on the quality of CHP homes (e.g. damp issues);
- investment in IT infrastructure.

The Board has considered all our key risks and utilised this in reviewing and approving our financial plans, including various stress testing scenarios. These show we are comfortably within our available borrowing facilities and covenants. We have a limited private market sales exposure, and we can switch new shared ownership homes to different tenures should there be a long-term impact on the housing market.

## Business Assurance Framework

We use a comprehensive Assurance Framework, which brings together a wide range of reporting tools we have in place. It provides integrated assurance mapping that identifies and assesses the type, performance, and relationship of the sources of assurance across all lines of defence.

In 2024/2025 this included in-depth reviews with external specialists in areas such as Landlord compliance, Risk management, IT disaster recovery, and Board readiness for a Housing Inspection.

# Our top strategic risks in 2024/2025

Our strategic risks have been mapped against our strategic objectives and mitigation strategies. If the risk area was not mitigated against, then this could lead to a failure to achieve our corporate objective.

## CHP's strategic goals (2025–2030):

- Invest in safe and well-maintained homes
- Deliver great customer service
- Be an ethical, sustainable, and well-managed organisation

| Strategic risk          | Strategic goal impacted                                                             | How the risk feeds into the strategy                                                                                                                                                                                                                                                                     | Mitigation strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Repairs and maintenance | <p>Goal 1: Safe and well-maintained homes</p> <p>Goal 2: Great customer service</p> | <ul style="list-style-type: none"> <li>• Directly affects customer safety, satisfaction, and trust.</li> <li>• Poor performance undermines efforts to improve housing quality and meet compliance standards.</li> <li>• Drives need for investment in service improvement and asset planning.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Planned Preventative Maintenance (PPM):</b> Embed PPM into our Asset Management Strategy to reduce reactive repairs and ensure compliance with safety standards.</li> <li>• <b>Contractor performance management:</b> Align with our procurement framework to ensure contractors meet KPIs for safety, quality, and timeliness.</li> <li>• <b>Customer feedback loops:</b> Integrate feedback from repairs into service improvement plans, supporting our commitment to listening and acting.</li> <li>• <b>Technology integration:</b> Use systems like Keystone or Civica to proactively monitor asset condition and plan lifecycle replacements.</li> <li>• <b>Customer engagement:</b> Use repairs forums and satisfaction surveys to co-design service standards with tenants.</li> <li>• <b>Compliance and quality assurance:</b> Link repairs performance to regulatory standards (e.g. Decent Homes, Regulator of Social Housing's Consumer Standards) to maintain trust and transparency.</li> </ul> |

| Strategic risk                                         | Strategic goal impacted                                                                                  | How the risk feeds into the strategy                                                                                                                                                                                                                                                                                            | Mitigation strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IT (data) security and malware                         | <p>Goal 2: Great customer service</p> <p>Goal 3: Ethical, sustainable, and well-managed organisation</p> | <ul style="list-style-type: none"> <li>Threatens operational continuity and data protection.</li> <li>Affects customer trust and regulatory compliance.</li> <li>Necessitates investment in secure digital infrastructure and employee training.</li> </ul>                                                                     | <ul style="list-style-type: none"> <li><b>Cyber security frameworks:</b> Security Operations Centre (SOC), providing 24x7 monitoring of our environment to proactively intervene in the event of a breach or active attack.</li> <li><b>Regular penetration testing:</b> Identify vulnerabilities before they can be exploited.</li> <li><b>Employee training:</b> Conduct regular training on phishing, password hygiene, and data handling.</li> <li><b>Incident response plan:</b> Maintain and test a clear plan for responding to cyber incidents.</li> <li><b>Cyber security products:</b> Invest in and deploy leading security products.</li> <li><b>Multi-Factor Authentication (MFA):</b> Enforce MFA across all systems to reduce unauthorised access.</li> </ul> |
| Quality and timeliness of customer complaint responses | <p>Goal 2: Great customer service</p> <p>Goal 3: Ethical, sustainable, and well-managed organisation</p> | <ul style="list-style-type: none"> <li>Ombudsman expectations for complaint handling creates a demand for timely and high-quality responses sensitive to customer vulnerabilities.</li> <li>Undermines trust and reputation.</li> <li>Drives improvements in communication, responsiveness, and customer engagement.</li> </ul> | <ul style="list-style-type: none"> <li><b>A structured quality assurance (QA) framework</b> for complaint responses with a dashboard proposed to make results of QA checks more visible.</li> <li><b>Root cause analysis:</b> Investigate complaints to identify systemic issues and prevent recurrence.</li> <li><b>Customer service training:</b> Equip employees with skills to handle complaints empathetically and effectively.</li> <li><b>Service standards and SLAs:</b> Define and communicate clear service expectations to customers.</li> <li><b>Feedback tools:</b> Use surveys and online platforms to capture real-time feedback.</li> <li><b>Transparency and reporting:</b> Publish complaint trends and actions taken to build trust.</li> </ul>           |



# Our top strategic risks in 2024/2025

| Strategic risk                                        | Strategic goal impacted                                                                                          | How the risk feeds into the strategy                                                                                                                                                                                                   | Mitigation strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Decarbonisation                                       | <p>Goal 1: Safe and well-maintained homes</p> <p>Goal 3: Ethical, sustainable, and well-managed organisation</p> | <ul style="list-style-type: none"> <li>Inability to meet net-zero targets jeopardises grant funding, inflates customers' energy bills, and shifts long-term asset plans.</li> </ul>                                                    | <ul style="list-style-type: none"> <li><b>Deliver Environmental and Sustainability Strategy:</b> Implement retrofit programmes that improve energy efficiency and reduce carbon emissions, in line with our commitment to sustainability.</li> <li><b>Smart procurement:</b> Work with contractors who share our carbon reduction goals and can deliver low-carbon solutions across the supply chain.</li> <li><b>Customer engagement:</b> Involve customers in retrofit planning to ensure solutions meet their needs and improve wellbeing, supporting our goal of great customer service.</li> </ul> |
| Contractor failure (new homes)                        | <p>Goal 1: Safe and well-maintained homes</p> <p>Goal 3: Ethical, sustainable, and well-managed organisation</p> | <ul style="list-style-type: none"> <li>Disrupts delivery of safe, high-quality homes, and affects development the pipeline.</li> <li>Weakens financial planning and undermines trust in our ability to meet housing demand.</li> </ul> | <ul style="list-style-type: none"> <li><b>Strong partnerships:</b> Build long-term relationships with reliable contractors who align with our values of accountability and inclusivity.</li> <li><b>Social value contracts:</b> Embed social value clauses to ensure contractors contribute to local employment and training, supporting our community impact goals.</li> <li><b>Risk diversification:</b> Maintain a balanced development pipeline to avoid over-reliance on any single contractor.</li> </ul>                                                                                         |
| Anti-social behaviour (ASB) and tenancy mismanagement | <p>Goal 1: Safe and well-maintained homes</p> <p>Goal 2: Great customer service</p>                              | <ul style="list-style-type: none"> <li>Undermines safety and wellbeing in communities.</li> <li>Damages customer trust and satisfaction, especially if not addressed promptly and empathetically.</li> </ul>                           | <ul style="list-style-type: none"> <li><b>Enhanced ASB service:</b> Continue evolving our ASB service, as outlined in the strategy, with a focus on early intervention and multi-agency collaboration.</li> <li><b>Community Voices:</b> Integrate customer feedback through engagement groups to shape tenancy management policies and improve trust.</li> <li><b>Inclusive support:</b> Tailor tenancy support to diverse customer needs, aligning with our commitment to equity and wellbeing.</li> </ul>                                                                                            |

| Strategic risk                    | Strategic goal impacted                                                                                  | How the risk feeds into the strategy                                                                                                                                                                                                | Mitigation strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Shared ownership and market sales | <p>Goal 2: Great customer service</p> <p>Goal 3: Ethical, sustainable, and well-managed organisation</p> | <ul style="list-style-type: none"> <li>Affects customer satisfaction and financial resilience.</li> <li>Poor sales performance could lead to unsold units, impacting income and strategic growth.</li> </ul>                        | <ul style="list-style-type: none"> <li><b>Flexible tenure strategy:</b> Be ready to convert unsold units to affordable rent, supporting our mission to meet local housing need.</li> <li><b>Customer-centric marketing:</b> Clear, inclusive communication to promote shared ownership, reflecting our values of openness and care.</li> <li><b>Financial resilience:</b> Stress-test sales plans and maintain strong financial metrics to support our goal of being a strong, growing business.</li> </ul>                                                                                                                                                         |
| Organisational data quality       | <p>Goal 3: Ethical, sustainable, and well-managed organisation</p>                                       | <ul style="list-style-type: none"> <li>Poor data affects decision-making, service delivery, and regulatory compliance.</li> <li>Limits the ability to personalise services and track performance against strategic goal.</li> </ul> | <ul style="list-style-type: none"> <li><b>Data governance framework:</b> Establish clear ownership, accountability, and standards for data across departments to support our goal of being well-managed and resilient.</li> <li><b>System integration:</b> Reduce siloed data by investing in interoperable platforms that improve service delivery and reporting accuracy.</li> <li><b>Employee training:</b> Embed data quality awareness into operational culture, ensuring frontline teams understand the impact of poor data on customer outcomes.</li> </ul>                                                                                                  |
| Merger risk                       | <p>Goal 2: Great customer service</p> <p>Goal 3: Ethical, sustainable, and well-managed organisation</p> | <ul style="list-style-type: none"> <li>Can disrupt service continuity and affect employee morale and customer trust.</li> <li>If poorly managed, it may dilute our values and strategic focus.</li> </ul>                           | <ul style="list-style-type: none"> <li><b>Strategic fit assessment:</b> Evaluate potential mergers against our values, customer promises, and long-term goals to ensure alignment.</li> <li><b>Customer engagement:</b> Involve customers early in any merger discussions, in line with regulatory expectations and our commitment to transparency.</li> <li><b>Cultural due diligence:</b> Assess compatibility of organisational cultures to protect our ethos and service standards.</li> <li><b>Post-merger integration planning:</b> Develop robust change management and governance frameworks to maintain service continuity and employee morale.</li> </ul> |

# Statement of internal controls

## Purpose

This statement provides an opinion to stakeholders on how effectively the Group governs and manages the key risks related to its business and financial plan.

## Sources of assurance

The Board acknowledges and accepts that it has overall responsibility for establishing and maintaining the internal control system and for reviewing its effectiveness. The Board has delegated authority for reviewing the effectiveness of the system to the Audit and Risk Committee.

The Audit and Risk Committee considers risk reports, internal audit reports, management assurances, a fraud register, and the external audit management letter.

The process for identifying, evaluating, and managing significant risks is ongoing and has been in place throughout the period commencing 1 April up to the date of approval of the financial statements.

### Key elements of the internal control framework during 2024/2025 were:

- Board-approved terms of reference and delegated authorities for the committees and working groups;
- delegation schedules dictating roles and responsibilities for the Chief Executive and Executive Management Team;
- a refreshed Risk Management Framework and Assurance Framework, leading to clearly defined responsibility for the identification, evaluation, and control of significant risks to include strengthened reporting on target risk scores;
- quarterly reviews of the risk register by the Audit and Risk Committee and Board;
- interrogation of high-risk areas by the Audit and Risk Committee;
- robust strategic and business planning processes, including regular stress testing, against detailed financial budgets and long-term forecasts;
- monthly reporting to the Executive Management Team and Board on key performance indicators to assess progress towards achievement of key business objectives, targets, and outcomes;
- receipt by the Board of a 'CEO Report' at each meeting, which details CHP's performance against its corporate objectives along with information from the wider sector;
- appraisal and authorisation process for new initiatives and commitments;

- an experienced and well-trained approach to treasury management with regular reviews by Board and Committees;
- an internal and external review of treasury management strategies, policies, and procedures;
- an Asset Management Strategy;
- regular review and monitoring of liquidity and cash forecasting;
- approval of a suite of key policies such as CHP's Data Protection Policy, Protecting People from Harm (Safeguarding) Policy, Business Continuity Policy and Anti-Fraud, Bribery, Corruption and Money Laundering Policy, have been reviewed and are up to date;
- self-assessment against the Governance and Financial Viability Standard and the NHF Code of Governance assurance to the Board to confirm compliance;
- Board-approved Health and Safety Framework.

The Audit and Risk Committee has received the Executive Management Team's annual review of the effectiveness of the system of internal control, together with the Annual Report of the internal auditor and has recommended these to the Board.

# Independent auditor's opinion/report

## Opinion

We have audited the financial statements of Chelmer Housing Partnership Ltd ("the Association") for the year ended 31 March 2025 which comprise the Group and the Association Balance Sheets, the Group and Association Income and Expenditure accounts, the Group and Association Statement of Changes in Equity, the Group Cashflow Statement and related notes, including the accounting policies in note 1.

In our opinion the Financial Statements:

- give a true and fair view, in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, of the state of affairs of the Group and the Association as at 31 March 2025 and the income and expenditure of the Group and the Association for the year then ended;
- comply with the requirements of the Co-operative and Community Benefit Societies Act 2014; and
- have been prepared in accordance with 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 are described below. We have fulfilled our ethical responsibilities under, and are independent of the Group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

## Going concern

The Association's Board has prepared the financial statements on the going concern basis as they do not intend to liquidate the Group or the Association or to cease their operations, and as they have concluded that the Group's and the Association's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the Board's conclusions, we considered the inherent risks to the Group's business model and analysed how those risks might affect the Group's and the Association's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the Board's use of the going concern basis of accounting in the preparation of the Financial Statements is appropriate; and
- we have not identified, and concur with the Board's assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Group's and the Association's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Group or the Association will continue in operation.

## Fraud and breaches of laws and regulations – ability to detect

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- enquiring of the Board, the Audit and Risk Committee, internal audit and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, and the Group's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud;
- reading Board and Audit and Risk Committee minutes; and
- using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit. As required by auditing standards, and taking into account possible pressures to meet loan covenants, we perform procedures to



# Independent auditor's opinion/report

address the risk of management override of controls, in particular that management may be in a position to make inappropriate accounting entries. On this audit we do not believe there is a fraud risk related to revenue recognition due to the simple recognition criteria for material revenue streams and limited opportunity for recognising income in the wrong period.

We did not identify any additional fraud risks.

In determining the audit procedures we took into account the results of our evaluation and testing of the operating effectiveness of some of the Group-wide fraud risk management controls.

We also performed procedures including:

- identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included unusual combinations to revenue, cash and borrowings accounts.

*Identifying and responding to risks of material misstatement due to noncompliance with laws and regulations.*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the Financial Statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards), and from inspection of the Group's regulatory and legal correspondence and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the Financial Statements varies considerably.

The Group is subject to laws and regulations that directly affect the Financial Statements including financial reporting legislation (including related co-operative and community benefit society legislation), and taxation legislation, pensions legislation and specific disclosures required by housing legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related Financial Statement items.

Whilst, the Group is subject to many other laws and regulations where the consequences of non-

compliance could have a material effect on amounts or disclosures in the Financial Statements, for instance through the imposition of fines or litigation or the need to include significant provisions. We identified the following areas as those most likely to have such an effect: health and safety, employment and general data protection, recognising the regulated nature of the Group's activities.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

## Other information

The Association's Board is responsible for the other information, which comprises the Board's Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

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

Under the Co-operative and Community Benefit Societies Act 2014 we are required to report to you if, in our opinion:

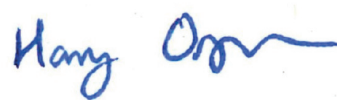
- the Association has not kept proper books of account; or
- the Association has not maintained a satisfactory system of control over its transactions; or
- the financial statements are not in agreement with the Association's books of account; or
- we have not received all the information and explanations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

We have nothing to report in these respects.

# Independent auditor's opinion/report

## Board's responsibilities

As explained more fully in their statement set out on page 44 the Association's Board is responsible for: the preparation of financial statements which give a true and fair view; such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Group and 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 it either intends to liquidate the Group or the Association or to cease operations, or has no realistic alternative but to do so.



**Harry Organ**  
for and on behalf of KPMG LLP,  
Statutory Auditor  
Chartered Accountants  
Snow Hill Queensway  
Birmingham  
B4 6GH

**29 September 2025**

## Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

## The purpose of our audit work and to whom we owe our responsibilities

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 it 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.





Employees at a summer social

# Financial Statements



# Financial Statements

## Statement of comprehensive income

|                                                                  |      | Group    |          | Association |          |
|------------------------------------------------------------------|------|----------|----------|-------------|----------|
|                                                                  |      | 2025     | 2024     | 2025        | 2024     |
|                                                                  | Note | £'000    | £'000    | £'000       | £'000    |
| <b>Turnover</b>                                                  | 3    | 91,774   | 76,613   | 90,468      | 75,373   |
| Cost of sales                                                    | 3    | (7,045)  | (2,246)  | (7,014)     | (2,245)  |
| Operating expenditure                                            | 3    | (58,235) | (54,167) | (58,114)    | (54,034) |
| Gain on disposal of property, plant and equipment (fixed assets) | 6    | 3,765    | 5,730    | 3,765       | 5,730    |
| <b>Operating surplus</b>                                         |      | 30,259   | 25,930   | 29,105      | 24,824   |
| Gift Aid                                                         |      |          | -        | 1,492       | 1,104    |
| Interest receivable                                              | 7    | 1,047    | 1,097    | 1,514       | 1,492    |
| Interest and financing costs                                     | 8    | (25,119) | (21,585) | (25,531)    | (21,907) |
| Other finance costs                                              |      | (7)      | 347      | (7)         | 347      |
| Movement in fair value of investment properties                  | 15   | (1,009)  | 169      | (1,009)     | 169      |
| Movement in fair value of financial instruments                  |      | 1,619    | 1,471    | 1,619       | 1,471    |
| <b>Surplus before tax</b>                                        |      | 6,790    | 7,429    | 7,183       | 7,500    |
| Taxation                                                         | 11   | -        | -        | -           | -        |
| <b>Surplus for the financial year</b>                            |      | 6,790    | 7,429    | 7,183       | 7,500    |
| Remeasurement of the net defined benefit pension liability       | 28   | (483)    | (8,096)  | (483)       | (8,096)  |
| Gains recognised on cash flow hedges                             |      | 4,922    | 2,890    | 4,922       | 2,890    |
| <b>Total comprehensive income for the year</b>                   |      | 11,229   | 2,223    | 11,622      | 2,294    |

The above results relate wholly to continuing activities. The accompanying notes form part of these Financial Statements. The Financial Statements were authorised and approved by the Board on 23 July 2025 and signed on its behalf by:



Nicola Sawford  
Chair



Sarah Jones  
Audit and Risk Committee Chair



Louisa Allen  
Company Secretary

Co-operative and Community Benefit Society: 8112

## Statement of financial position

|                                                       |      | Group     |           | Association |           |
|-------------------------------------------------------|------|-----------|-----------|-------------|-----------|
|                                                       |      | 2025      | 2024      | 2025        | 2024      |
|                                                       | Note | £'000     | £'000     | £'000       | £'000     |
| <b>Fixed assets</b>                                   |      |           |           |             |           |
| Property, plant & equipment - housing properties      | 12   | 850,106   | 766,742   | 855,921     | 772,443   |
| Intangible Assets                                     | 13   | 925       | 823       | 925         | 823       |
| Other property, plant & equipment                     | 14   | 15,429    | 15,606    | 15,429      | 15,606    |
| Investment properties                                 | 15   | 6,986     | 7,995     | 6,986       | 7,995     |
| Investment in associates                              | 16   | -         | -         | 50          | 50        |
|                                                       |      | 873,446   | 791,166   | 879,311     | 796,917   |
| <b>Current assets</b>                                 |      |           |           |             |           |
| Stock                                                 |      | 9,514     | 8,227     | 739         | 805       |
| Properties for sale                                   | 17   | 5,274     | 5,798     | 5,274       | 5,798     |
| Trade and other debtors                               | 18   | 6,394     | 5,920     | 15,562      | 13,790    |
| Cash and cash equivalents                             |      | 20,388    | 25,430    | 17,861      | 23,106    |
| Net pension asset                                     | 28   | -         | -         | -           | -         |
|                                                       |      | 41,570    | 45,375    | 39,436      | 43,499    |
| <b>Creditors: Amounts falling due within one year</b> | 19   | (24,118)  | (25,850)  | (23,958)    | (26,189)  |
| <b>Net current assets</b>                             |      | 17,452    | 19,525    | 15,478      | 17,310    |
| <b>Non current assets</b>                             |      |           |           |             |           |
| Derivative financial instruments                      | 23   | 4,134     | 0         | 4,134       | 0         |
| <b>Total assets less current liabilities</b>          |      | 895,032   | 810,691   | 898,923     | 814,227   |
| <b>Creditors</b>                                      |      |           |           |             |           |
| Amounts falling due after more than one year          | 20   | (608,298) | (536,454) | (607,669)   | (535,864) |
| Deferred government grants                            | 21   | (19,659)  | (15,983)  | (19,659)    | (15,983)  |
| Derivative financial instruments                      | 23   | (1,371)   | (3,778)   | (1,371)     | (3,778)   |
| Net pension liability                                 | 28   | -         | -         | -           | -         |
|                                                       |      | (629,328) | (556,215) | (628,699)   | (555,625) |
| <b>Total net assets</b>                               |      | 265,704   | 254,476   | 270,224     | 258,602   |
| <b>Capital and reserves</b>                           |      |           |           |             |           |
| Income and expenditure reserve                        |      | 101,377   | 92,977    | 105,897     | 97,103    |
| Revaluation reserve                                   |      | 143,877   | 146,212   | 143,877     | 146,212   |
| Cash flow hedge reserve                               | 23   | 20,450    | 15,287    | 20,450      | 15,287    |
| <b>Total reserves</b>                                 |      | 265,704   | 254,476   | 270,224     | 258,602   |

Stocks are shown at the lower of cost and net realisable value. The accompanying notes form part of these Financial Statements. The Financial Statements were authorised and approved by the Board on 23 July 2025 and signed on its behalf by:



Nicola Sawford  
Chair



Sarah Jones  
Audit and Risk Committee Chair



Louisa Allen  
Company Secretary

# Financial Statements

## Consolidated statement of changes in reserves

|                                                                             | Income and<br>expenditure<br>reserve | Revaluation<br>reserve | Cash flow<br>hedge<br>reserve | Total          |
|-----------------------------------------------------------------------------|--------------------------------------|------------------------|-------------------------------|----------------|
|                                                                             | £'000                                | £'000                  | £'000                         | £'000          |
| <b>Balance at 1 April 2023</b>                                              | <b>91,155</b>                        | <b>148,916</b>         | <b>12,182</b>                 | <b>252,253</b> |
| Less reclassified to profit and loss                                        |                                      |                        |                               |                |
| Transfer between cash flow hedge reserve and income and expenditure reserve | (215)                                | -                      | 215                           | -              |
| Surplus from statement of comprehensive income                              | 7,429                                | -                      | -                             | 7,429          |
| <b>Other comprehensive income</b>                                           |                                      |                        |                               |                |
| Remeasurement of the net defined benefit pension liability                  | (8,096)                              | -                      | -                             | (8,096)        |
| Gains/(losses) recognised on cash flow hedges                               | -                                    | -                      | 2,890                         | 2,890          |
| Transfer from revaluation reserve to income and expenditure reserve         | 2,704                                | (2,704)                | -                             | -              |
| <b>Balance at 31 March 2024</b>                                             | <b>92,977</b>                        | <b>146,212</b>         | <b>15,287</b>                 | <b>254,476</b> |
| <b>Balance at 1 April 2024</b>                                              | <b>92,977</b>                        | <b>146,212</b>         | <b>15,287</b>                 | <b>254,476</b> |
| Transfer between cashflow hedge reserve and income and expenditure reserve  | (241)                                | -                      | 241                           | -              |
| Surplus from statement of comprehensive income                              | 6,789                                | -                      | -                             | 6,789          |
| <b>Other comprehensive income</b>                                           |                                      |                        |                               |                |
| Remeasurement of the net defined benefit pension liability                  | (483)                                | -                      | -                             | (483)          |
| Gains/(losses) recognised on cash flow hedges                               | -                                    | -                      | 4,922                         | 4,922          |
| Transfer from revaluation reserve to income and expenditure reserve         | 2,335                                | (2,335)                | -                             | -              |
| <b>Balance at 31 March 2025</b>                                             | <b>101,377</b>                       | <b>143,877</b>         | <b>20,450</b>                 | <b>265,704</b> |

The accompanying notes form part of these financial statements.

The revaluation reserve represents the cumulative effect of revaluations of the housing properties up to the date of transition when the deemed cost exemption was taken. The difference between the revalued carrying amount of properties and the historical cost net book value is credited to the revaluation reserve.

The income and expenditure reserve holds the accumulated surpluses and deficits from the statement of comprehensive income.

The cash flow hedge reserve represents the cumulative portion of gains and losses on hedging instruments deemed effective.

## Association statement of changes in reserves

|                                                                             | Income and<br>expenditure<br>reserve | Revaluation<br>reserve | Cash flow<br>hedge<br>reserve | Total          |
|-----------------------------------------------------------------------------|--------------------------------------|------------------------|-------------------------------|----------------|
|                                                                             | £'000                                | £'000                  | £'000                         | £'000          |
| <b>Balance at 1 April 2023</b>                                              | <b>95,210</b>                        | <b>148,916</b>         | <b>12,182</b>                 | <b>256,308</b> |
| Less reclassified to profit and loss                                        | -                                    | -                      | -                             | -              |
| Transfer between cash flow hedge reserve and income and expenditure reserve | (215)                                | -                      | 215                           | -              |
| Surplus from statement of comprehensive income                              | 7,500                                | -                      | -                             | 7,500          |
| <b>Other comprehensive income</b>                                           |                                      |                        |                               |                |
| Remeasurement of the net defined benefit pension liability                  | (8,096)                              | -                      | -                             | (8,096)        |
| Gains/(losses) recognised on cash flow hedges                               | -                                    | -                      | 2,890                         | 2,890          |
| Transfer from revaluation reserve to income and expenditure reserve         | 2,704                                | (2,704)                | -                             | -              |
| <b>Balance at 31 March 2024</b>                                             | <b>97,103</b>                        | <b>146,212</b>         | <b>15,287</b>                 | <b>258,602</b> |
| <b>Balance at 1 April 2024</b>                                              | <b>97,103</b>                        | <b>146,212</b>         | <b>15,287</b>                 | <b>258,602</b> |
| Transfer between cashflow hedge reserve and I & E reserve                   | (241)                                | -                      | 241                           | -              |
| Surplus from statement of comprehensive income                              | 7,183                                | -                      | -                             | 7,183          |
| <b>Other comprehensive income</b>                                           |                                      |                        |                               |                |
| Remeasurement of the net defined benefit pension liability                  | (483)                                | -                      | -                             | (483)          |
| Gains/(losses) recognised on cash flow hedges                               | -                                    | -                      | 4,922                         | 4,922          |
| Transfer from revaluation reserve to income and expenditure reserve         | 2,335                                | (2,335)                | -                             | -              |
| <b>Balance at 31 March 2025</b>                                             | <b>105,897</b>                       | <b>143,877</b>         | <b>20,450</b>                 | <b>270,224</b> |

The accompanying notes form part of these Financial Statements.

The revaluation reserve represents the cumulative effect of revaluations of the housing properties up to the date of transition when the deemed cost exemption was taken. The difference between the revalued carrying amount of properties and the historical cost net book value is credited to the revaluation reserve.

The income and expenditure reserve holds the accumulated surpluses and deficits from the statement of comprehensive income.

The cash flow hedge reserve represents the cumulative portion of gains and losses on hedging instruments deemed effective.



# Notes to the Financial Statements

## Consolidated statement of cash flows

|                                                       |      | 2025      | 2024     |
|-------------------------------------------------------|------|-----------|----------|
|                                                       | Note | £'000     | £'000    |
| <b>Net cash generated from operating activities</b>   | 29   | 35,422    | 33,667   |
| <b>Cash flow from investing activities</b>            |      |           |          |
| Purchase of property, plant and equipment             |      | (111,105) | (70,451) |
| Purchase of other property, plant and equipment       |      | (1,051)   | (472)    |
| Proceeds from sale of property, plant and equipment   |      | 21,215    | 22,055   |
| Grants received                                       |      | 3,842     | 3,035    |
| Interest received                                     |      | 1,052     | 1,102    |
|                                                       |      | (86,047)  | (44,731) |
| <b>Taxation</b>                                       |      | -         | -        |
| <b>Cash flow from financing activities</b>            |      |           |          |
| Interest paid                                         |      | (26,540)  | (23,796) |
| Net movement in loans                                 |      | 72,172    | 40,486   |
| Other finance costs                                   |      | (49)      | (50)     |
|                                                       |      | 45,583    | 16,640   |
| <b>Net change in cash and cash equivalents</b>        |      | (5,042)   | 5,576    |
| <b>Cash and cash equivalents at beginning of year</b> |      | 25,430    | 19,854   |
| <b>Cash and cash equivalents at end of year</b>       |      | 20,388    | 25,430   |

The accompanying notes form part of these Financial Statements.

# Notes to the Financial Statements

# Notes to the Financial Statements

## 1. Legal status

Chelmer Housing Partnership (CHP) is registered under the Co-operative and Community Benefit Society Act 2014 and is registered with the Regulator of Social Housing as a non for profit Registered Provider of social housing as defined by the Housing and Regeneration Act 2008.

We have three wholly owned subsidiaries; Myriad Capital PLC (MYC), which is the Group's financing company, Myriad Homes Ltd (MHS), established for the purpose of progressing profit-making commercial opportunities for reinvestment in our core activities and Myriad Housing Ltd (MHD), which lets and manages housing development on our behalf. All three subsidiaries are registered under the Companies Act 2006.

## 2. Accounting policies

### Basis of preparation

The financial statements have been prepared on a going concern basis, in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2019. They are prepared under the historical cost convention unless otherwise stated in the relevant accounting policy note(s). As a public benefit entity, CHP has applied all paragraphs of FRS 102 which relate to public benefit entities in preparing the financial statements. The financial statements are presented in Sterling (£).

### Segmental reporting

For the purpose of segmental reporting, the Chief Operation Decision Maker (CODM) is considered to be the Board. In line with the segments reported to the CODM, the presentation of these financial statements and accompanied notes reflect the Group's management and internal reporting.

The information reviewed within the management accounts to assess performance and make strategic decisions is consistent with and closely aligned to these financial statements. Segmental reporting is presented in Note 3 to the financial statements where

information about income and expenditure attributable to the material operating segments are presented on the basis of the tenure type of the housing assets held by the group.

This is appropriate on the basis of the similarity of the services provided, the nature of the risks associated and the nature of the regulatory environment in which the Group operates.

Assets and liabilities are not reported by operating segment of tenure, other than housing properties which are split by tenure type and are shown in Note 12.

### Disclosure exemptions

The individual accounts of Chelmer Housing Partnership Limited have adopted the following exemptions available under FRS 102:

- The requirement to present an individual statement of cash flows and related notes;
- Certain financial instruments disclosures as equivalent disclosures have been provided in respect of the Group as a whole;
- Disclosing the aggregate remuneration of the key management personnel as equivalent disclosures have been provided in respect of the Group as a whole.

The principal accounting policies of CHP are set out below.

### 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 Group prepares a 30-year business plan which is updated and approved on an annual basis. As well as considering the impact of a number of scenarios on the business plan the Board also adopted a stress testing framework against the base plan. The stress testing impacts were measured against loan covenants and peak borrowing levels compared to agreed facilities, with potential mitigating actions identified to reduce expenditure. The Group has undertaken a series of further scenario testing including severe but plausible downsides in the worst-case assessment.

The Board, after reviewing the Group and company budgets for 2024/2025 and the Group's medium term financial position as detailed in the 30-year business plan, is of the opinion that, taking account of severe but plausible downsides, the Group and company have adequate resources to continue in business for the foreseeable future.

**In order to reach this conclusion, the Board have considered:**

- the property market - budget and business plan scenarios have taken account of delays in handovers, lower numbers of shared ownership property sales, reductions in sales values and potential conversion of shared ownership sale to social homes;
- maintenance costs - budget scenarios have been modelled to take account of cost increases and delays in maintenance expenditure, with major works being phased across the years;
- rent and service charge receivable – arrears and bad debts have been increased to allow for customer difficulties in making payments and budget and business plan scenarios to take account of potential future reductions in rents;
- liquidity - our net cash requirement (which excludes uncommitted development schemes) is covered by cash for 6 months (minimum requirement is 3 months), and by cash and committed and secured funding lines for 48 months (minimum requirement is 24 months).

The Group did not suffer significant negative financial impact because of COVID-19. As part of the going concern assessment and conclusion, the post COVID-19 effects and post Brexit transition, as well as increases in inflation and the Ukraine crisis have been considered in the Group's forecasts and factored into the stress test carried out, including any mitigation actions that may be required.

The Board therefore believe the Group and company has sufficient funding in place and expect the Group to be in compliance with its debt covenants even in severe but plausible downside scenarios.

On this basis, the Board are confident that the Group and company will have sufficient funds to continue to meet its 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.

## **Judgements and key sources of estimation uncertainty**

In the process of applying the Group's and company's accounting policies, management has made certain judgements that have a significant impact on the financial statements. These are detailed below:

### **• Defined benefit pension obligation**

In determining the valuation of the Group's pension schemes assets and liabilities, a number of assumptions are made around factors that are uncertain. These include life expectancy, inflation rate, discount rates and salary and pension inflation rates. The Group is exposed to risk if the actuarial assumptions differ from actual experience and through volatility in the plan assets. More detail is disclosed in note 28.

### **• Fair value measurement**

Financial instruments are fair valued at each period end. Assumptions are made using market observable inputs and data. The directors have opted to apply IFRS 9 instead of FRS 102 for the recognition and measurement of financial instruments.

### **• Fixed assets and impairment**

Fixed assets are reviewed annually for evidence of impairment. Impairment indicators are set out later in these policies.

The basis of valuation of assets is discounted cash flows and includes the deemed cost based on the valuations as at 31 March 2014 with a split between land and buildings.

For housing properties, the assets are broken down into components based on management's assessment of the properties. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.



# Notes to the Financial Statements

For impairment purposes, as explained in the accounting policies, housing properties are reviewed at the reporting date for indicators of impairment and a judgement is made on the impact of those indicators on either the future cash flows or, for assets held for their service potential, their carrying value.

Government grants received for housing properties are recognised in income over the useful life (as identified for the depreciation charge) of the housing property on a straight line basis under the accrual model.

- **Shared ownership**

The allocation of costs for shared ownership properties including those under construction are split between fixed assets and current assets. The split is determined by the percentage of the property sold under the first tranche disposal and the remainder retained by the Company within its social housing property, plant and equipment. The proportion expected to be sold under the first tranche disposal is recognised as inventory in current assets.

- **Useful lives of depreciable assets**

Management reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets including any components. Uncertainties in these estimates relate to technological obsolescence that may change the utility of certain software and IT equipment and changes to the Decent Homes Standards which may require more frequent replacement of key components.

## **Basis of consolidation**

These financial statements are the result of the consolidation of the association and the following subsidiaries during the year ended 31 March 2025.

- Myriad Housing Ltd;
- Myriad Homes Ltd;
- Myriad Capital PLC.

Uniform accounting policies have been adopted across the Group, and surpluses/deficits and balances on intra-group transactions have been eliminated on consolidation.

## **Turnover and revenue recognition**

Turnover comprises:

- rental and service charge income receivable in the year;
- grants from local authorities and Homes England;
- income from shared ownership first tranche sales;
- income from properties developed for sale;
- grant amortisation and other services included at the invoiced value (excluding VAT where recoverable) of goods and services supplied in the year, all of which arise in the UK.

Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids. Service charge income is recognised when service charge expenditure is incurred as this is the point at which the services have been performed. Income from first tranche sales and sales of properties built for sale is recognised at the point of legal completion of the sale. Government grants received are initially deferred and then credited to turnover in the statement of comprehensive income on a straight line basis over the expected life of the asset which they have funded.

## **Gift Aid Income**

Donations received under the Gift Aid scheme from our subsidiaries are recognised as turnover upon receipt as it relates to the principal activities of the association and is eliminated on consolidation.

## **Value Added Tax**

The Group is partially exempt in relation to Value Added Tax (VAT), and accordingly is able to recover from HM Revenue and Customs part of the VAT incurred on expenditure. At the year-end VAT recoverable or payable is included in the statement of financial position. Irrecoverable VAT is accounted for in the statement of comprehensive income.

## **Employee Benefits**

Short-term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

## Pensions

The Company participates in the Essex County Council Pension Scheme (ECCPF), a defined benefit scheme. For defined benefit schemes, the amounts charged to operating profit are the costs arising from 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 profit or loss and included within finance costs. Remeasurements comprising actual gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) are recognised immediately in other comprehensive income.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the Group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each statement of financial position date.

A full valuation out the defined benefit scheme was conducted for year end 31 March 2025.

The operating costs of providing retirement benefits to participating employees are recognised in the accounting periods in which the benefits are earned. The related finance costs, expected return on assets and any other changes in fair value of the assets and liabilities, are recognised in their accounting period in which they arise.

Contributions to defined contribution pension schemes are charged to profit or loss as they become payable in accordance with the rules of the scheme. Differences between contributions payable in the year and those actually paid are shown as either accruals or prepayments in the statement of financial position.

Refer to Note 28 for more details.

## Investment properties

Investment properties consist of commercial properties and other properties not held for the social benefit or for use in the business. After initial recognition investment property is measured at its fair value based on the valuation by an independent valuer who holds a recognised and relevant professional

qualification and has recent experience in the location and class of the investment property valued.

The judgement requires determining the appropriate yield to be used in the valuation (0.00%).

## Development costs

The anticipated costs to complete on a development scheme based on anticipated construction cost, effective rate of interest on loans during the construction period, legal and other costs, and the capitalisation of development costs. During 2024/25, development costs included £1,842k of capitalised interest.

## Provisions for liabilities

Provisions are recognised when the group has a present obligation (legal or constructive) as a result of a past event, it is probable that the group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate. The unwinding of the discount is recognised as a finance cost in the income and expenditure account in the period it arises.

Judgement is made around the recoverability of debt and a provision is made based on the age and type of debt. Former arrears are provided in full. Current arrears are provided for based on age.

# Notes to the Financial Statements

## 3a. Turnover, cost of sales, operating expenditure, and operating surplus: Group

|                                                 | 2025          |                |                       |                                  |                   |
|-------------------------------------------------|---------------|----------------|-----------------------|----------------------------------|-------------------|
|                                                 | Turnover      | Cost of sales  | Operating expenditure | Gain on disposal of fixed assets | Surplus/(deficit) |
|                                                 | £'000         | £'000          | £'000                 | £'000                            | £'000             |
| <b>Social housing lettings (note 3b)</b>        | <b>77,524</b> | <b>-</b>       | <b>(54,586)</b>       | <b>-</b>                         | <b>22,938</b>     |
| <b>Other social housing activities</b>          |               |                |                       |                                  |                   |
| Supported housing                               | 119           | -              | -                     | -                                | 119               |
| Development services                            | -             | -              | (780)                 | -                                | (780)             |
| Management services                             | 1,867         | -              | (2,441)               | -                                | (574)             |
| First tranche shared ownership sales            | 9,482         | (7,014)        | -                     | -                                | 2,468             |
| Staircasing activity on low cost home ownership | -             | -              | -                     | 395                              | 395               |
| Sales of other housing properties               | -             | -              | -                     | 3,370                            | 3,370             |
| Other                                           | 1,421         | (31)           | (88)                  | -                                | 1,302             |
| Subtotal                                        | 12,889        | (7,045)        | (3,309)               | 3,765                            | 6,299             |
| <b>Non-social housing activities</b>            |               |                |                       |                                  |                   |
| Lettings                                        | 1,049         | -              | (307)                 | -                                | 742               |
| Outright sales                                  | -             | -              | -                     | -                                | -                 |
| Other                                           | 312           | -              | (33)                  | -                                | 279               |
| Subtotal                                        | 1,361         | -              | (340)                 | -                                | 1,021             |
| <b>Total</b>                                    | <b>91,774</b> | <b>(7,045)</b> | <b>(58,235)</b>       | <b>3,765</b>                     | <b>30,258</b>     |

|                                                 | 2024          |                |                       |                                  |                   |
|-------------------------------------------------|---------------|----------------|-----------------------|----------------------------------|-------------------|
|                                                 | Turnover      | Cost of sales  | Operating expenditure | Gain on disposal of fixed assets | Surplus/(deficit) |
|                                                 | £'000         | £'000          | £'000                 | £'000                            | £'000             |
| <b>Social housing lettings (note 3b)</b>        | <b>68,841</b> | <b>-</b>       | <b>(51,363)</b>       | <b>-</b>                         | <b>17,478</b>     |
| <b>Other social housing activities</b>          |               |                |                       |                                  |                   |
| Supported housing                               | 71            | -              | -                     | -                                | 71                |
| Development services                            | -             | -              | (541)                 | -                                | (541)             |
| Management services                             | 1,575         | -              | (1,830)               | -                                | (255)             |
| First tranche shared ownership sales            | 3,419         | (2,245)        | -                     | -                                | 1,174             |
| Staircasing activity on low cost home ownership | -             | -              | -                     | 421                              | 421               |
| Sales of other housing properties               | -             | -              | -                     | 5,309                            | 5,309             |
| Other                                           | 1,357         | (1)            | (87)                  | -                                | 1,269             |
| Subtotal                                        | 6,422         | (2,246)        | (2,458)               | 5,730                            | 7,448             |
| <b>Non-social housing activities</b>            |               |                |                       |                                  |                   |
| Lettings                                        | 995           | -              | (301)                 | -                                | 694               |
| Outright sales                                  | -             | -              | -                     | -                                | -                 |
| Other                                           | 355           | -              | (45)                  | -                                | 310               |
| Subtotal                                        | 1,350         | -              | (346)                 | -                                | 1,004             |
| <b>Total</b>                                    | <b>76,613</b> | <b>(2,246)</b> | <b>(54,167)</b>       | <b>5,730</b>                     | <b>25,930</b>     |

### 3a. Turnover, cost of sales, operating expenditure, and operating surplus: Association

|                                                 | 2025     |               |                       |                                  |                   |
|-------------------------------------------------|----------|---------------|-----------------------|----------------------------------|-------------------|
|                                                 | Turnover | Cost of sales | Operating expenditure | Gain on disposal of fixed assets | Surplus/(deficit) |
|                                                 | £'000    | £'000         | £'000                 | £'000                            | £'000             |
| <b>Social housing lettings (note 3b)</b>        | 77,524   | -             | (54,586)              | -                                | 22,938            |
| <b>Other social housing activities</b>          |          |               |                       |                                  |                   |
| Supported housing                               | 119      | -             | -                     | -                                | 119               |
| Development services                            | -        | -             | (780)                 | -                                | (780)             |
| Management services                             | 1,867    | -             | (2,441)               | -                                | (574)             |
| First tranche shared ownership sales            | 9,482    | (7,014)       | -                     | -                                | 2,468             |
| Staircasing activity on low cost home ownership | -        | -             | -                     | 395                              | 395               |
| Sales of other housing properties               | -        | -             | -                     | 3,370                            | 3,370             |
| Other                                           | 115      | -             | -                     | -                                | 115               |
| Subtotal                                        | 11,583   | (7,014)       | (3,221)               | 3,765                            | 5,113             |
| <b>Non-social housing activities</b>            |          |               |                       |                                  |                   |
| Lettings                                        | 1,049    | -             | (307)                 | -                                | 742               |
| Outright sales                                  | -        | -             | -                     | -                                | -                 |
| Other                                           | 312      | -             | -                     | -                                | 312               |
| Subtotal                                        | 1,361    | -             | (307)                 | -                                | 1,054             |
| Total                                           | 90,468   | (7,014)       | (58,114)              | 3,765                            | 29,105            |

|                                                 | 2024     |               |                       |                                  |                   |
|-------------------------------------------------|----------|---------------|-----------------------|----------------------------------|-------------------|
|                                                 | Turnover | Cost of sales | Operating expenditure | Gain on disposal of fixed assets | Surplus/(deficit) |
|                                                 | £'000    | £'000         | £'000                 | £'000                            | £'000             |
| <b>Social housing lettings (note 3b)</b>        | 68,841   | -             | (51,363)              |                                  | 17,478            |
| <b>Other social housing activities</b>          |          |               |                       |                                  |                   |
| Supported housing                               | 71       | -             | -                     | -                                | 71                |
| Development services                            | -        | -             | (541)                 | -                                | (541)             |
| Management services                             | 1,575    | -             | (1,830)               | -                                | (255)             |
| First tranche shared ownership sales            | 3,419    | (2,245)       | -                     | -                                | 1,174             |
| Staircasing activity on low cost home ownership | -        | -             | -                     | 421                              | 421               |
| Sales of other housing properties               | -        | -             | -                     | 5,309                            | 5,309             |
| Other                                           | 117      | -             | -                     | -                                | 117               |
| Subtotal                                        | 5,182    | (2,245)       | (2,371)               | 5,730                            | 6,296             |
| <b>Non-social housing activities</b>            |          |               |                       |                                  |                   |
| Lettings                                        | 995      | -             | (301)                 | -                                | 694               |
| Outright sales                                  | -        | -             | -                     | -                                | -                 |
| Other                                           | 355      | -             | -                     | -                                | 355               |
| Subtotal                                        | 1,350    | -             | (301)                 | -                                | 1,049             |
| Total                                           | 75,373   | (2,245)       | (54,034)              | 5,730                            | 24,824            |



# Notes to the Financial Statements

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

### Group and Association

|                                                         |                       |                                                |                        | 2025          | 2024          |
|---------------------------------------------------------|-----------------------|------------------------------------------------|------------------------|---------------|---------------|
|                                                         | General needs housing | Supported housing and housing for older people | Low-cost homeownership | Total         | Total         |
|                                                         | £'000                 | £'000                                          | £'000                  | £'000         | £'000         |
| Income                                                  |                       |                                                |                        |               |               |
| Rent receivable net of identifiable service charges     | 69,062                | 213                                            | 3,062                  | 72,337        | 64,113        |
| Service charge income                                   | 4,532                 | 27                                             | 462                    | 5,021         | 4,605         |
| Amortised government grants                             | 157                   | -                                              | 9                      | 166           | 123           |
| <b>Turnover from social housing lettings</b>            | <b>73,751</b>         | <b>240</b>                                     | <b>3,533</b>           | <b>77,524</b> | <b>68,841</b> |
| <b>Operating expenditure</b>                            |                       |                                                |                        |               |               |
| Management                                              | 17,270                | 53                                             | 1,034                  | 18,357        | 16,129        |
| Services                                                | 6,308                 | 19                                             | 378                    | 6,705         | 6,308         |
| Routine maintenance                                     | 9,221                 | 29                                             | 559                    | 9,809         | 9,238         |
| Planned maintenance                                     | 5,630                 | 17                                             | -                      | 5,647         | 6,655         |
| Major repairs expenditure                               | 1,506                 | 5                                              | -                      | 1,511         | 1,444         |
| Bad debts                                               | 621                   | 2                                              | -                      | 623           | 365           |
| Depreciation of social housing properties               | 11,061                | 28                                             | 402                    | 11,491        | 10,775        |
| Amortisation of intangible assets                       | 443                   | -                                              | -                      | 443           | 449           |
| <b>Operating expenditure on social housing lettings</b> | <b>52,060</b>         | <b>153</b>                                     | <b>2,373</b>           | <b>54,586</b> | <b>51,363</b> |
| <b>Operating surplus on social housing lettings</b>     | <b>21,691</b>         | <b>87</b>                                      | <b>1,160</b>           | <b>22,938</b> | <b>17,478</b> |
| Losses from voids                                       | (586)                 | (3)                                            | -                      | (589)         | (635)         |

3c. Particulars of turnover from non-social housing lettings

|                                          | Group |       | Association |       |
|------------------------------------------|-------|-------|-------------|-------|
|                                          | 2025  | 2024  | 2025        | 2024  |
|                                          | £'000 | £'000 | £'000       | £'000 |
| Shop rental                              | 622   | 595   | 622         | 595   |
| Properties rented at market rate         | 428   | 400   | 428         | 400   |
| Support services provided to non-tenants | -     | -     | -           | -     |
| Outright sales                           | -     | -     | -           | -     |
| Other                                    | 312   | 355   | 312         | 355   |
| Total                                    | 1,362 | 1,350 | 1,362       | 1,350 |

# Notes to the Financial Statements

## 4. Accommodation in management and development for Group and Association

At the end of the year accommodation in management for each class of accommodation was as follows:

|                                                              | 2025   | 2024   |
|--------------------------------------------------------------|--------|--------|
|                                                              | Number | Number |
| <b>Social housing</b>                                        |        |        |
| General needs - social rent                                  | 7,302  | 7,306  |
| General needs - affordable rent                              | 2,615  | 2,214  |
| Supported housing and housing for older people - social rent | 33     | 33     |
| Shared ownership                                             | 645    | 499    |
| Other                                                        | -      | -      |
| Managed by others                                            | 13     | 5      |
| Total owned                                                  | 10,608 | 10,057 |
| Leasehold properties                                         | 809    | 770    |
| Managed for others                                           | 970    | 787    |
| Leasehold and managed for others                             | 44     | 45     |
| Total social housing                                         | 12,431 | 11,659 |
| <b>Non-social housing</b>                                    |        |        |
| Shops                                                        | 78     | 78     |
| Other                                                        | 2      | 1      |
| Market rented properties                                     | 42     | 42     |
| Total owned and managed                                      | 12,553 | 11,780 |
| Accommodation in development at the year end                 | 546    | 574    |

There was an increase of 773 homes owned or managed during the year. This includes 272 new properties built in the year plus a further 31 properties being managed on behalf of Legal and General Affordable Homes. We acquired 482 Affordable rent, Shared ownership and Leasehold properties from L&Q. We sold 12 properties. During the year 157 properties sold to Newarch Homes moved from Shared ownership and Leasehold to Managed for others.

The Company owns and manages 24 sheltered housing schemes (2024: 24) which are now categorised as General Housing following changes to their management arrangements. The Company manages 166 homes on behalf of Chelmsford City Council, 527 on behalf of Legal and General Affordable Homes, 167 on behalf of M&G and 157 on behalf of Newarch Homes.

## 5. Operating surplus

This is arrived at after charging:

|                                                                                       | Group  |        | Association |        |
|---------------------------------------------------------------------------------------|--------|--------|-------------|--------|
|                                                                                       | 2025   | 2024   | 2025        | 2024   |
|                                                                                       | £ '000 | £'000  | £ '000      | £'000  |
| Depreciation of social housing properties                                             | 11,487 | 10,775 | 11,487      | 10,775 |
| Impairment of housing properties                                                      | -      | 590    | -           | 590    |
| Depreciation of non-social housing properties and other property, plant and equipment | 682    | 650    | 682         | 650    |
| Operating lease rentals                                                               |        |        |             |        |
| - other fixed assets                                                                  | 627    | 525    | 627         | 525    |
| Auditor's remuneration (excluding VAT)                                                |        |        |             |        |
| - for audit services                                                                  | 180    | 150    | 137         | 115    |
| - for assurance services                                                              | 6      | 6      | 6           | 6      |

## 6. Sale of properties

|                                             | Group and Company |          |
|---------------------------------------------|-------------------|----------|
|                                             | 2025              | 2024     |
|                                             | £'000             | £'000    |
| Disposal proceeds                           | 22,791            | 27,432   |
| Carrying value of housing properties        | (18,072)          | (21,080) |
| Grant recycled                              | -                 | (54)     |
| Other operating costs and costs of disposal | (954)             | (568)    |
| Surplus on Sale of Properties               | 3,765             | 5,730    |

The carrying value of fixed assets includes £17,387k (2024: £20,166k) in relation to net asset management receipts. In operating costs there are three Right to Buy (2024: Two). Other operating costs and costs of disposal include the amounts paid back to Chelmsford City Council as part of the original transfer agreement when we were created. These relate to right to buy disposals.



# Notes to the Financial Statements

## 7. Interest receivable and other income

|                                     | Group |       | Association |       |
|-------------------------------------|-------|-------|-------------|-------|
|                                     | 2025  | 2024  | 2025        | 2024  |
|                                     | £'000 | £'000 | £'000       | £'000 |
| Bank interest receivable            | 1,047 | 1,097 | 1,045       | 1,095 |
| Interest received from subsidiaries | -     | -     | 468         | 397   |
| Total interest receivable           | 1,047 | 1,097 | 1,513       | 1,492 |

## 8. Interest payable and similar charges

Interest payable on loans specifically financing development is capitalised, based on the interest rate charged on the Bond, for the period from start of works up to the date of practical completion or acquisition of legal title, whichever is later. The interest is either on borrowings specifically financing a scheme or on net

borrowings to the extent that they are deemed to be financing a scheme. This treatment applies irrespective of the original purpose for which the loan was required. Other interest payable is charged to the statement of comprehensive income in the year.

|                                                                                 | Group   |         | Association |         |
|---------------------------------------------------------------------------------|---------|---------|-------------|---------|
|                                                                                 | 2025    | 2024    | 2025        | 2024    |
|                                                                                 | £'000   | £'000   | £'000       | £'000   |
| Interest payable on loans and swaps                                             | 27,423  | 23,427  | 27,423      | 23,427  |
| Interest payable capitalised on housing properties under construction           | (2,304) | (1,842) | (1,891)     | (1,520) |
| Total interest payable                                                          | 25,119  | 21,585  | 25,532      | 21,907  |
| Interest rate used to determine the finance costs capitalised during the period | 4.79%   | 4.79%   | 4.79%       | 4.79%   |

Included within interest payable in the Association is £11,880k (2024: £11,912k) relating to amounts payable to group entities.

## 9. Employees

Average monthly number of employees expressed in full time equivalent (FTE) based on a 37-hour week:

|                                          | Group and Association |        |
|------------------------------------------|-----------------------|--------|
|                                          | 2025                  | 2024   |
|                                          | FTEs                  | FTEs   |
| Administration                           | 118                   | 106    |
| Operational                              | 266                   | 257    |
| Housing, Support and Care                | -                     | -      |
|                                          | 383                   | 363    |
| Aggregate payroll cost of these persons: | 2025                  | 2024   |
|                                          | £'000                 | £'000  |
| Wages and salaries                       | 16,061                | 14,457 |
| Social security costs                    | 1,707                 | 1,511  |
| Other pension costs                      | 2,260                 | 2,120  |
|                                          | 20,028                | 18,088 |

The Other Pension costs shown above represent the cost of employer's contributions paid to Essex County Council Pension Fund (ECCPF) during 2024/25. At

March 2025 the company made contributions on behalf of 166 (2024: 175) employees to the ECCPF, and 238 (2024: 206) employees to the stakeholder's scheme. Further information on pensions costs is given in note 28.

### Employee by banding:

The full time equivalent number of employees who received remuneration greater than £60,000:

|                   | 2025   | 2024   |
|-------------------|--------|--------|
| Banding (£)       | Number | Number |
| 60,000 - 69,999   | 10     | 9      |
| 70,000 - 79,999   | 7      | 9      |
| 80,000 - 89,999   | 6      | 2      |
| 90,000 - 99,999   | 2      | 1      |
| 100,000 - 109,999 | -      | -      |
| 110,000 - 119,999 | -      | -      |
| 120,000 - 129,999 | 5      | 5      |
| 130,000 - 139,999 | 1      | 1      |
| 140,000 - 149,999 | 1      | -      |
| 150,000 - 159,999 | -      | -      |
| 160,000 - 169,999 | -      | -      |
| 170,000 - 179,999 | -      | -      |
| 180,000 - 189,999 | -      | 1      |
| 190,000 - 199,999 | 1      | -      |

# Notes to the Financial Statements

## 10. Board members and Directors' emoluments

|                   | 2025    | 2024    |
|-------------------|---------|---------|
| CHP Board Members | £       | £       |
| M Noaro           | 5,857   | 11,500  |
| P Cogan           | -       | 5,812   |
| N Sawford (Chair) | 21,000  | 20,000  |
| S Bennett         | 5,857   | 11,500  |
| K Mayhew          | 12,000  | 10,042  |
| F Goymour         | 12,000  | 12,570  |
| A Wade            | 4,500   | 4,300   |
| S Jones           | 12,000  | 11,500  |
| T D'Olier         | 9,500   | 9,000   |
| K Rogers          | 10,790  | 9,000   |
| H Trivedi         | 9,500   | 9,000   |
| C O'Donnell       | 4,901   | -       |
| S Wise            | 4,901   | -       |
| K Bird            | 10,790  | 8,074   |
|                   | 123,596 | 122,298 |

The total payments to Board and Committee members is reviewed annually, taking external independent advice where appropriate. Remuneration is based on sector benchmarking data for comparable sized associations.

Board Members received payments totalling £123,596 in aggregate in their capacity as members of the Company Board (2024: £122,298).

## Key management personnel

The aggregate remuneration for key management personnel (the Executive Team), which includes the executive directors and other members of the senior management team, charged in the year is:

|                                         | Group and Association |       |
|-----------------------------------------|-----------------------|-------|
|                                         | 2025                  | 2024  |
|                                         | £'000                 | £'000 |
| Emoluments (including benefits in kind) | 1,039                 | 1,065 |
| Pension contributions                   | 121                   | 123   |
|                                         | 1,160                 | 1,188 |

Emoluments (excluding pension contributions) include amounts in relation to the Chief Executive. During the year, the Company paid £197,692 (2024: £187,204) in Chief Executive salaries. Pension contributions totalling £41,292 (2024: £36,360) were made to the Essex County Council Pension Fund in respect of the Chief Executive. The Chief Executive is an ordinary member of the Essex County Council Pension Fund

and no enhanced or special terms apply. The Company does not make any further contribution to an individual pension arrangement for the Chief Executive.

At March 2025 the Company make contributions on behalf of one (2024: one) Director to the ECCPF defined benefit scheme which are included in the numbers of employees quoted in note 9.

## 11. Tax on surplus on ordinary activities

|                                                            | Group |       | Association |       |
|------------------------------------------------------------|-------|-------|-------------|-------|
|                                                            | 2025  | 2024  | 2025        | 2024  |
|                                                            | £'000 | £'000 | £'000       | £'000 |
| <b>Current tax</b>                                         |       |       |             |       |
| UK corporation tax charge/(credit) on surplus for the year | -     | -     | -           | -     |
| Adjustment in respect of prior years                       | -     | -     | -           | -     |
| <b>Deferred tax</b>                                        |       |       |             |       |
| Net origination and reversal of timing differences         | -     | -     | -           | -     |
|                                                            | -     | -     | -           | -     |

### Current tax reconciliation

|                                                                                                                | 2025    | 2024    | 2025    | 2024    |
|----------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|
|                                                                                                                | £'000   | £'000   | £'000   | £'000   |
| Surplus / (deficit) on ordinary activities before tax                                                          | 6,789   | 7,429   | 7,181   | 7,500   |
| Surplus on ordinary activities multiplied by the standard rate of corporation tax in the UK of 25% (2024: 25%) | 1,697   | 1,857   | 1,795   | 1,875   |
| Expenses not deductible for tax purposes                                                                       | -       | -       | -       | -       |
| Income not taxable                                                                                             | (1,697) | (1,857) | (1,795) | (1,875) |
| Total current tax charge                                                                                       | -       | -       | -       | -       |

The tax expense represents the sum of the tax currently payable and any deferred tax.

The current tax charge is based on the taxable profit for the year. Taxable profit differs from net profit as reported in the statement of comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is recognised in respect of all timing differences between taxable profits and total comprehensive income that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Deferred tax assets are recognised only to the extent that it is probable that

future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised. Deferred tax is charged or credited to profit or loss, except when it relates to items charged or credited directly to other comprehensive income, in which case the deferred tax is also dealt with in other comprehensive income.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle on a net basis.



# Notes to the Financial Statements

## 12. Property, plant, and equipment

### Housing properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit and are principally properties available for rent and shared ownership.

On transition to FRS 102, we took the option of using the previous GAAP revaluation of completed housing properties as at 31 March 2014 as their deemed cost at the revaluation date, being 31 March 2014.

Housing properties constructed or acquired since the date of transition to FRS 102 are stated at cost less depreciation and impairment (where applicable). The cost of housing land and property represents their purchase price and any directly attributable costs of acquisition and construction, which may include an appropriate amount for staff costs and interest, up to the date of completion. The cost of land for mixed developments is split between tenures based upon the respective site values.

Expenditure on items not separately identified as components are capitalised if they result in incremental future benefit, for example an increase in the net rental stream over the life of the property. The carrying amount of the part of the asset replaced is derecognised.

Shared ownership properties are split proportionally between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classed as a current asset until disposal and related sales proceeds included in turnover. The remaining element is classed as a fixed asset and included in housing properties at cost once completed, less any provisions needed for depreciation or impairment. Prior to completion, the properties are carried under assets under construction. Subsequent sales are treated as sales of fixed assets.

The exception to the above is where this would result in a surplus on the disposal of the current asset that would exceed the anticipated overall surplus. In these circumstances any surplus on disposal of the first tranche is limited to the overall surplus by adjusting the costs allocated to current or fixed assets.

The overall surplus is the difference between the net present value of cash flows and the cost. The net present value of the cash flows is the sum of the first tranche proceeds, net rental streams and expected receipts from subsequent disposals of the asset, less any grant repayable.

Freehold land is not depreciated. Assets in the course of construction are not depreciated until they are complete and ready for use. Depreciation is charged on major components so as to write off the cost of the components to their residual value, over their estimated useful lives, using the straight-line method. The components identified, with their respective useful lives, are as follows:

| Component                 | Estimated useful life (Years) |
|---------------------------|-------------------------------|
| Structure                 | 100                           |
| Roofs                     | 70                            |
| Kitchen                   | 25                            |
| Bathroom                  | 35                            |
| Heating system: boiler    | 7-15                          |
| Heating system: remainder | 40                            |
| Windows and doors         | 30                            |
| Insulation                | 50                            |
| Fire safety equipment     | 10                            |
| Smart thermostats         | 10                            |

Refurbishment or replacement of such components is capitalised and depreciated over the estimated useful life of the component. The carrying amount of any replaced component or part component is derecognised.

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount and are recognised within the statement of comprehensive income.

During 2024/2025, CHP spent a total of £5,445,129 on decarbonisation works. This comprised:

|                       |            |
|-----------------------|------------|
| Energy efficiencies   | £2,517,966 |
| Property improvements | £2,125,862 |
| Sustainability works  | £801,302   |

#### Non-financial assets (property, plant and equipment)

The Group's housing properties and other property, plant and equipment are assessed for impairment at each reporting date. Where indicators are identified, then an assessment is undertaken to compare the carrying amount of assets or cash-generating units for which impairment is indicated to their recoverable amounts. If there is objective evidence of impairment, an impairment loss is recognised immediately in the statement of comprehensive income.

A cash generating unit is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use represents the present value of the future cash flows expected to be derived from an asset or cash-generating unit, appropriately adjusted to account for any restrictions on their use. The assessment

of value in use may involve considerations of the service potential of the assets or cash-generating units, provided the property concerned is being used for social housing and is in demand. Value in use for assets held for their service potential represents the depreciated replacement cost, being the most economic cost required to replace the service potential of the asset. Depreciated replacement cost is the lower of the cost of constructing or acquiring a replacement asset to provide the same level of service potential. The cost of acquiring a replacement asset could be either through purchasing an equivalent property on the open market or purchasing an equivalent property from another registered provider, providing there is considered to be an active market.

# Notes to the Financial Statements

## 12. Property, plant and equipment - housing properties : Group

| Group                           | Social housing properties held for letting |            |            |                   |                    | Shared ownership   |           | Total    |
|---------------------------------|--------------------------------------------|------------|------------|-------------------|--------------------|--------------------|-----------|----------|
|                                 | Social rent                                | Affordable | Components | Intermediate rent | Under construction | Under construction | Completed |          |
| Cost                            | £'000                                      | £'000      | £'000      | £'000             | £'000              | £'000              | £'000     | £'000    |
| At 1 April 2024                 | 314,724                                    | 269,619    | 153,893    | 8,323             | 29,029             | 14,774             | 50,729    | 841,091  |
| Additions                       | -                                          | -          | -          | -                 | 36,641             | 13,754             | -         | 50,395   |
| Works to existing properties    | 63                                         | -          | 8,310      | -                 | -                  | -                  | -         | 8,373    |
| Cross subsidy adjustment        | -                                          | -          | -          | -                 | -                  | -                  | (119)     | (119)    |
| Schemes completed               | 420                                        | 37,281     | 5,699      | 28                | (43,428)           | (14,433)           | 14,433    | -        |
| Stock acquisition               | 418                                        | 30,123     | 5,143      | -                 | 491                | -                  | 21,222    | 57,397   |
| Disposals                       | (274)                                      | -          | (3,452)    | -                 | -                  | -                  | (20,584)  | (24,310) |
| Change of tenure/<br>asset type | -                                          | -          | -          | -                 | -                  | -                  | -         | -        |
| At 31 March 2025                | 315,351                                    | 337,023    | 169,593    | 8,351             | 22,733             | 14,095             | 65,681    | 932,827  |
| Depreciation                    |                                            |            |            |                   |                    |                    |           |          |
| At 1 April 2024                 | 23,662                                     | 8,684      | 39,088     | 631               | -                  | 590                | 1,694     | 74,349   |
| Depreciation charge in year     | 2,539                                      | 1,951      | 6,529      | 67                | -                  | -                  | 401       | 11,487   |
| Impairment                      | -                                          | -          | -          | -                 | -                  | -                  | -         | -        |
| Released on disposal            | (30)                                       | -          | (2,295)    | -                 | -                  | -                  | (790)     | (3,115)  |
| Change of tenure/<br>asset type | -                                          | -          | -          | -                 | -                  | -                  | -         | -        |
| At 31 March 2025                | 26,171                                     | 10,635     | 43,322     | 698               | -                  | 590                | 1,305     | 82,721   |
| Net book value                  |                                            |            |            |                   |                    |                    |           |          |
| At 31 March 2025                | 289,180                                    | 326,388    | 126,271    | 7,653             | 22,733             | 13,505             | 64,376    | 850,106  |
| At 31 March 2024                | 291,062                                    | 260,935    | 114,805    | 7,692             | 29,029             | 14,184             | 49,035    | 766,742  |

## 12. Property, plant and equipment - housing properties : Association

| Social housing properties held for letting |             |            |            |                   |                    | Shared ownership   |           |          |
|--------------------------------------------|-------------|------------|------------|-------------------|--------------------|--------------------|-----------|----------|
| Association                                | Social rent | Affordable | Components | Intermediate rent | Under construction | Under construction | Completed | Total    |
| Cost                                       | £'000       | £'000      | £'000      | £'000             | £'000              | £'000              | £'000     | £'000    |
| At 1 April 2024                            | 314,724     | 269,619    | 153,893    | 8,323             | 34,869             | 14,635             | 50,729    | 846,792  |
| Additions                                  | -           | -          | -          | -                 | 36,754             | 13,754             | -         | 50,508   |
| Works to existing properties               | 63          | -          | 8,310      | -                 | -                  | -                  | -         | 8,373    |
| Cross subsidy adjustment                   | -           | -          | -          | -                 | -                  | -                  | (119)     | (119)    |
| Schemes completed                          | 420         | 37,281     | 5,699      | 28                | (43,428)           | (14,433)           | 14,433    | -        |
| Stock acquisition                          | 418         | 30,123     | 5,143      | -                 | 491                | -                  | 21,222    | 57,397   |
| Disposals                                  | (274)       | -          | (3,452)    | -                 | -                  | -                  | (20,584)  | (24,310) |
| Change of tenure/<br>asset type            | -           | -          | -          | -                 | -                  | -                  | -         | -        |
| At 31 March 2025                           | 315,351     | 337,023    | 169,593    | 8,351             | 28,686             | 13,956             | 65,681    | 938,642  |
| Depreciation                               |             |            |            |                   |                    |                    |           |          |
| At 1 April 2024                            | 23,662      | 8,684      | 39,088     | 631               | -                  | 590                | 1,694     | 74,349   |
| Depreciation charge in year                | 2,539       | 1,951      | 6,529      | 67                | -                  | -                  | 401       | 11,487   |
| Impairment                                 | -           | -          | -          | -                 | -                  | -                  | -         | -        |
| Released on disposal                       | (30)        | -          | (2,295)    | -                 | -                  | -                  | (790)     | (3,115)  |
| Change of tenure/<br>asset type            | -           | -          | -          | -                 | -                  | -                  | -         | -        |
| At 31 March 2025                           | 26,171      | 10,635     | 43,322     | 698               | -                  | 590                | 1,305     | 82,721   |
| Net book value                             |             |            |            |                   |                    |                    |           |          |
| At 31 March 2025                           | 289,180     | 326,388    | 126,271    | 7,653             | 28,686             | 13,366             | 64,376    | 855,921  |
| At 31 March 2024                           | 291,062     | 260,935    | 114,805    | 7,692             | 34,869             | 14,045             | 49,035    | 772,443  |

# Notes to the Financial Statements

## 12. Property, plant and equipment - housing properties

Affordable social housing properties for rent have been constructed under the Short Form Agreement, which is not part of the HCA Affordable Homes Programme (2011-2015).

On transition to FRS 102 in 2015/2016, we took the option of using a previous valuation as its deemed cost at the transition date. Housing properties completed subsequently have been measured at cost. The company's housing properties were valued by professional external valuers, Savills (L&P) Limited, Chartered Surveyors.

Completed properties for social rent and shared ownership are valued at Existing Use Value for Social Housing (EUV-SH) and properties for intermediate rent are valued at Market Value Subject to Tenancies (MV-STT).

The carrying value of the completed housing properties that would have been included in the financial statements had the assets been carried at historical cost is as follows:

|                 | Group and Association |          |
|-----------------|-----------------------|----------|
|                 | 2025                  | 2024     |
|                 | £'000                 | £'000    |
| Historical cost | 801,400               | 702,518  |
| Depreciation    | (93,971)              | (87,151) |
|                 | 707,429               | 615,367  |

Housing properties historical cost book value, net of depreciation:

|                                   | Group and Association |         |
|-----------------------------------|-----------------------|---------|
|                                   | 2025                  | 2024    |
|                                   | £'000                 | £'000   |
| Freehold land and buildings       | 701,126               | 610,202 |
| Long leasehold land and buildings | 6,303                 | 5,165   |
|                                   | 707,429               | 615,367 |

Additions to housing properties in the course of construction during the year included capitalised interest of £1,842k (2024: £1,235k) at an average interest rate of 4.79% (2024: 4.79%).



### 13. Intangible assets

|                                |              |
|--------------------------------|--------------|
| <b>Cost or valuation</b>       | <b>£'000</b> |
| At 1 April 2024                | 3,163        |
| Additions                      | 545          |
| Disposals                      | (206)        |
| Impairment (charge) / reversal | -            |
| <b>At 31 March 2025</b>        | <b>3,502</b> |
| <b>Amortisation</b>            |              |
| At 1 April 2024                | 2,340        |
| Charge for the year            | 443          |
| Released on disposal           | (206)        |
| <b>At 31 March 2025</b>        | <b>2,577</b> |
| <b>Net book value</b>          |              |
| At 31 March 2025               | 925          |
| At 1 April 2024                | 823          |

# Notes to the Financial Statements

## 14. Other property, plant, and equipment: Group and Association

We have a number of commercial units situated within mixed tenure dwellings. As these units provide a service to our residents and wider communities, we have classified these as property, plant and equipment.

Depreciation is charged on a straight-line basis over the expected useful lives of the assets to write them down to their estimated residual values over their expected useful lives, as follows:

Other property, plant and equipment are stated at cost less depreciation and any impairment. Cost includes any expenditure directly attributable to bringing the asset into use. Repairs and maintenance are charged to income and expenditure.

|                                  | Years  |
|----------------------------------|--------|
| Commercial properties for rent   | 40     |
| Freehold office buildings        | 50     |
| Plant and machinery              | 4      |
| Fixtures, fittings and equipment | 4 - 12 |

|                                | Commercial properties for rent | Freehold offices | Plant and machinery | Fixtures, fittings and equipment | Total         |
|--------------------------------|--------------------------------|------------------|---------------------|----------------------------------|---------------|
| Cost or valuation              | £'000                          | £'000            | £'000               | £'000                            | £'000         |
| At 1 April 2024                | 7,709                          | 10,791           | 588                 | 2,447                            | 21,535        |
| Additions                      | 31                             | -                | 36                  | 439                              | 506           |
| Disposals                      | -                              | -                | (1)                 | (269)                            | (270)         |
| Impairment (charge) / reversal | -                              | -                | -                   | -                                | -             |
| Change of tenure/asset type    | -                              | -                | -                   | -                                | -             |
| <b>At 31 March 2025</b>        | <b>7,740</b>                   | <b>10,791</b>    | <b>623</b>          | <b>2,617</b>                     | <b>21,771</b> |

### Depreciation

|                             |              |              |            |              |              |
|-----------------------------|--------------|--------------|------------|--------------|--------------|
| At 1 April 2024             | 1,939        | 1,562        | 334        | 2,094        | 5,929        |
| Charge for the year         | 200          | 165          | 74         | 243          | 682          |
| Released on disposal        | -            | -            | (1)        | (269)        | (270)        |
| Change of tenure/asset type | -            | -            | -          | -            | -            |
| <b>At 31 March 2025</b>     | <b>2,139</b> | <b>1,727</b> | <b>407</b> | <b>2,068</b> | <b>6,341</b> |

### Net book value

|                         |              |              |            |            |               |
|-------------------------|--------------|--------------|------------|------------|---------------|
| <b>At 31 March 2025</b> | <b>5,601</b> | <b>9,064</b> | <b>216</b> | <b>549</b> | <b>15,430</b> |
| <b>At 1 April 2024</b>  | <b>5,770</b> | <b>9,229</b> | <b>254</b> | <b>353</b> | <b>15,606</b> |

The carrying value of the commercial properties which are all freehold that would have been included in the financial statements had the assets always been carried at cost is as follows:

|                 | 2025    | 2024    |
|-----------------|---------|---------|
|                 | £'000   | £'000   |
| Historical cost | (1,756) | (1,672) |
| Depreciation    | 5,052   | 5,135   |
|                 | 3,296   | 3,463   |

## 15. Investment properties (market rented properties)

| Valuation            | £'000   |
|----------------------|---------|
| At 1 April 2024      | 7,995   |
| Additions            | -       |
| Schemes completed    | -       |
| Disposals            | -       |
| Valuation adjustment | (1,009) |
| At 31 March 2025     | 6,986   |

Market rent properties are stated at Market Value Subject to Tenancies (MV-STT). The company's investment properties were valued by professional external valuers, Savills (L&P) Limited, Chartered Surveyors. The assumptions used by the valuers included Gross Yield of 0.00% per annum.

The valuation exercise was carried out in March 2025 with a valuation date of 31 March 2025. The Royal Institute of Chartered Surveyors (RICS) Valuation Global Standards effective 31 January 2022 ('Red Book') has been applied.

The valuation adjustment of (£1,009k) (2024: £169k) has been credited to the statement of comprehensive income.

The carrying value of the completed housing properties that would have been included in the financial statements had the assets always been carried at historical cost would be £5,502k (2024: £6,280k).

We have an interest in the freeholds of market rented properties, which are deemed investment properties because they are held for the purpose of ensuring a continuing rental income and are not held for social benefit or use in the business.

Investment properties are initially measured at cost and subsequently at fair value, with any changes in fair value recognised in the statement of comprehensive income.

# Notes to the Financial Statements

## 16. Investments in subsidiaries

The investments in subsidiaries are as follows:

| Name of subsidiary                 | Myriad Capital PLC | Myriad Homes Ltd | Myriad Housing Ltd |
|------------------------------------|--------------------|------------------|--------------------|
| Principal activities of subsidiary | Investment         | Sales            | Design and Build   |
| Ownership percentage               | 100                | 100              | 100                |
| Ownership of incorporation         | United Kingdom     | United Kingdom   | United Kingdom     |
|                                    | £                  | £                | £                  |
| At 31 March 2025                   | 50,000             | 100              | 100                |
| At 31 March 2024                   | 50,000             | 100              | 100                |

## 17. Properties for sale

Properties for sale are carried at cost less impairment provision. Cost includes all statutory and professional fees relating to the acquisition of a property, obtaining planning consents, legal fees and the costs of construction and redevelopment. Finance costs are capitalised within the cost of properties for sale.

### Group and Association

|                                                | 2025  | 2024  |
|------------------------------------------------|-------|-------|
|                                                | £'000 | £'000 |
| Shared ownership properties under construction | 3,943 | 4,674 |
| Completed shared ownership properties          | 1,331 | 1,124 |
|                                                | 5,274 | 5,798 |

The Group assesses at each year end whether any impairment is required. This assessment is made by comparing the carrying amount with its selling price less costs to complete and sell. Selling price is calculated by estimating the likely end sales value of completed developments less all necessary future development and disposal costs. If there is an impairment, the carrying amount is reduced to the selling price less costs; the resulting impairment loss is recognised immediately in the statement of comprehensive income. When the circumstances that

previously caused an impairment no longer exist or there is clear evidence of an increase in selling price, the amount of the impairment would be reversed so that the new carrying amount is the lower of the cost and the revised selling price less costs to complete and sell.

## 18. Debtors

Debtors with no stated interest rate and receivable or payable within one year are recorded at transaction price.

We have made arrangements with individuals for arrears payments of rent and service charges and these arrangements are effectively loans granted at nil interest rate.

Financial assets comprise trade and other debtors, cash and cash equivalents and loan balances. Financial assets are assessed for impairment at each reporting date using the lifetime expected credit loss model. Lifetime expected credit losses are recognised where there has been a significant

increase in credit risk since initial recognition, otherwise 12 months expected credit losses are recognised. Credit risk is assessed as the risk of a default occurring over the expected life of the financial instrument. Impairment gains or losses are recognised in the statement of comprehensive income.

The Company is partially exempt for Value Added Tax (VAT). The financial statements include VAT to the extent that it is suffered by CHP and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

|                               | Group |       | Association |       |
|-------------------------------|-------|-------|-------------|-------|
| a) On lend to subsidiaries    | 2025  | 2024  | 2025        | 2024  |
|                               | £'000 | £'000 | £'000       | £'000 |
| Lending to Myriad Housing Ltd | -     | -     | 325         | 100   |
| Lending to Myriad Homes Ltd   | -     | -     | 8,813       | 7,769 |
|                               | -     | -     | 9,138       | 7,869 |

|                                            | Group   |         | Association |         |
|--------------------------------------------|---------|---------|-------------|---------|
| b) Debtors                                 | 2025    | 2024    | 2025        | 2024    |
| Due within one year                        | £'000   | £'000   | £'000       | £'000   |
| Rents and service charges receivable       | 3,849   | 2,394   | 3,849       | 2,394   |
| Less: Provision for bad and doubtful debts | (1,914) | (1,297) | (1,914)     | (1,297) |
|                                            | 1,935   | 1,097   | 1,935       | 1,097   |
| Other debtors                              | 1,403   | 2,477   | 1,309       | 2,042   |
| Prepayments and accrued income             | 3,056   | 2,346   | 3,056       | 2,781   |
| Amount owed by other Group companies       | -       | -       | 124         | 1       |
|                                            | 6,394   | 5,920   | 6,424       | 5,921   |

|                  | Group |       | Association |        |
|------------------|-------|-------|-------------|--------|
| c) Total Debtors | 2025  | 2024  | 2025        | 2024   |
|                  | £'000 | £'000 | £'000       | £'000  |
| Note a and b     | 6,394 | 5,920 | 15,562      | 13,790 |



# Notes to the Financial Statements

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

Creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price.

|                                              | Group  |        | Association |        |
|----------------------------------------------|--------|--------|-------------|--------|
|                                              | 2025   | 2024   | 2025        | 2024   |
|                                              | £'000  | £'000  | £'000       | £'000  |
| Trade creditors                              | 783    | 2,362  | 601         | 1,564  |
| Rent and service charges received in advance | 2,470  | 2,211  | 2,470       | 2,211  |
| Interest payable                             | 4,255  | 3,440  | 970         | 155    |
| Housing loans                                | 6,323  | 5,939  | 6,323       | 5,939  |
| Bond premium                                 | 1,226  | 1,191  | 1,226       | 1,191  |
| Recycled grant fund                          | 43     |        | 43          |        |
| Other taxation and social security           | 622    | 557    | 622         | 608    |
| Other creditors                              | 3,380  | 1,307  | 3,415       | 1,307  |
| Amount owed by other Group companies         | -      | -      | 4,960       | 9,845  |
| Accruals and deferred income                 | 5,015  | 8,953  | 3,328       | 3,369  |
|                                              | 24,118 | 25,960 | 23,958      | 26,189 |

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

|                              | Group          |                | Association    |                |
|------------------------------|----------------|----------------|----------------|----------------|
|                              | 2025           | 2024           | 2025           | 2024           |
| <b>Housing loans</b>         | £'000          | £'000          | £'000          | £'000          |
| Within one to two years      | 6,750          | 6,323          | 6,750          | 6,323          |
| Within two to five years     | 72,928         | 80,255         | 72,928         | 80,255         |
| In five years or more        | 503,504        | 423,627        | 501,747        | 421,870        |
| <b>Total housing loans</b>   | <b>583,182</b> | <b>510,204</b> | <b>581,425</b> | <b>508,448</b> |
| Bond Premium                 | 29,066         | 30,291         | 29,066         | 30,291         |
| Less: Loan arrangement costs | (4,064)        | (4,173)        | (2,936)        | (3,006)        |
|                              | 608,184        | 536,322        | 607,555        | 535,733        |
| Recycled capital grant fund  | 114            | 131            | 114            | 131            |
|                              | <b>608,298</b> | <b>536,454</b> | <b>607,669</b> | <b>535,864</b> |

The housing loans are secured by a floating charge over the assets of the Association and by specific charges on the company's housing properties. All loans are repayable by lump sums at set stages in the debt agreement until 2042. At 31 March 2025 the company had undrawn loan facilities of £135m (2024: £100m). Included in the total housing loans is a discounted prepayment on issue of the bond finance of £644k (2024: £665k). Bond interest was issued at an interest rate of 4.79%, which after taking into account the discounted prepayment gives a net rate of 4.75%.

CHP uses interest rate swaps to manage its interest rate risk. At the year-end instruments were held with a nominal value of £177m and fair value of (£2.8m), with security of property £75.4m and cash £0m.

# Notes to the Financial Statements

## 21. Grants

|                         | Social         | Affordable      | Shared ownership | Under construction |                  | Total           |
|-------------------------|----------------|-----------------|------------------|--------------------|------------------|-----------------|
|                         |                |                 |                  | Social housing     | Shared ownership |                 |
| Cost or valuation       | £'000          | £'000           | £'000            | £'000              | £'000            | £'000           |
| At 1 April 2024         | (4,938)        | (8,360)         | (855)            | (1,785)            | (497)            | (16,435)        |
| Additions               | -              | -               | -                | (3,641)            | (937)            | (4,578)         |
| Schemes completed       | (149)          | (3,041)         | -                | 3,190              | -                | -               |
| Disposals               | -              | -               | 767              | -                  | -                | 767             |
| <b>At 31 March 2025</b> | <b>(5,087)</b> | <b>(11,401)</b> | <b>(89)</b>      | <b>(2,236)</b>     | <b>(1,434)</b>   | <b>(20,247)</b> |
| <b>Amortisation</b>     |                |                 |                  |                    |                  |                 |
| At 1 April 2024         | 159            | 267             | 26               | -                  | -                | 452             |
| Charge for the year     | 50             | 107             | 9                | -                  | -                | 166             |
| Released on Disposal    | -              | -               | (30)             | -                  | -                | (30)            |
| <b>At 31 March 2025</b> | <b>209</b>     | <b>374</b>      | <b>5</b>         | <b>-</b>           | <b>-</b>         | <b>588</b>      |
| <b>Net book value</b>   |                |                 |                  |                    |                  |                 |
| <b>At 31 March 2025</b> | <b>(4,878)</b> | <b>(11,027)</b> | <b>(83)</b>      | <b>(2,236)</b>     | <b>(1,434)</b>   | <b>(19,659)</b> |
| At 31 March 2024        | (4,779)        | (8,093)         | (829)            | (1,785)            | (497)            | (15,983)        |

Government Grants include grants receivable from Homes England, local authorities and other government organisations. Government Grants are recognised as deferred income and amortised to income on a straight line basis over the expected useful life of the housing property structure under the accrual model of accounting. Amortisation starts from the point of completion of the housing property to which the grant relates.

Grants relating to revenue are recognised in statement of comprehensive income over the same period as the expenditure to which they relate. Until the revenue grants are recognised as income they are recorded as liabilities.

Government grants released on sale of the property may be repayable but are normally available to be

recycled and are credited to a Recycled Capital Grant Fund and are included in the Statement of Financial Position in creditors.

If there is no requirement to recycle or repay the grant on disposal of the asset, any unamortised grant remaining within creditors is released and recognised as income in the statement of comprehensive income.

Other grants are recognised in income once the performance conditions have been met under the performance model of accounting.

The carrying value of the grants that would have been included in the financial statements had they been carried at historical value less amortisation is as follows:

|                               | 2025    | 2024    |
|-------------------------------|---------|---------|
| <b>Group and Association:</b> | £'000   | £'000   |
| Historical cost               | 67,403  | 60,327  |
| Amortisation                  | (7,355) | (6,762) |
|                               | 60,048  | 53,565  |

## 22. Disposal proceeds fund and recycled capital grant fund

| Recycled Capital Grant Fund                                  | 2025          | 2024          |
|--------------------------------------------------------------|---------------|---------------|
|                                                              | £'000         | £'000         |
|                                                              | Homes England | Homes England |
| At 1 April                                                   | 131           | 2             |
| Grant recycled                                               | 20            | 86            |
| Interest accrued                                             | 5             | 5             |
| Applied to new build / not utilised                          | -             | 37            |
| <b>At 31 March</b>                                           | <b>156</b>    | <b>130</b>    |
| Amounts three years or older where repayment may be required | -             | -             |

The Group generally has the option to recycle capital grant which would otherwise be repayable, for re-use on new developments. If unused within a three year period, it will be repayable to the Homes England with interest. The development programme of the Group is such that the recycled grant is expected to be re-used before it becomes repayable. Any unused recycled capital grant held within the capital grant recycling fund is disclosed in the statement of financial position split between creditors falling due within one and after

one year.

Withdrawals from the disposals proceeds fund were used for approved works for new builds and existing properties.

# Notes to the Financial Statements

## 23. Financial instruments: Group

| Financial assets:                                                                 | 2025    | 2024    |
|-----------------------------------------------------------------------------------|---------|---------|
|                                                                                   | £'000   | £'000   |
| <b>Measured at fair value through the profit and loss</b>                         |         |         |
| Current asset listed investments                                                  | -       | -       |
| <b>Measured at fair value and designated in an effective hedging relationship</b> |         |         |
| Derivative financial assets                                                       | 4,134   | -       |
| <b>Measured at undiscounted amounts receivable</b>                                |         |         |
| Trade and other Debtors                                                           | 1,403   | 2,042   |
|                                                                                   | 5,537   | 2,042   |
| <b>Financial liabilities:</b>                                                     |         |         |
| <b>Measured at fair value and designated in an effective hedging relationship</b> |         |         |
| Derivative financial liabilities                                                  | (1,371) | 3,778   |
| <b>Measured at fair value, non-hedged financial instruments</b>                   |         |         |
| Derivative financial liabilities                                                  | -       | -       |
| <b>Measured at amortised cost</b>                                                 |         |         |
| Loans repayable                                                                   | 619,796 | 547,625 |
| <b>Measured at undiscounted amounts receivable</b>                                |         |         |
| Trade and other creditors                                                         | 4,163   | 3,669   |
|                                                                                   | 622,589 | 555,072 |

The Group's income, expenditure, gains and losses in respect of the financial instruments are summarised below:

|                                                                                                   |          |          |
|---------------------------------------------------------------------------------------------------|----------|----------|
| <b>Interest income and expense</b>                                                                |          |          |
| Total interest income for financial assets at amortised cost                                      | -        | -        |
| Total interest expense for financial liabilities at amortised cost                                | 27,423   | 21,020   |
| <b>Derivatives that are designated and effective as hedging instruments carried at fair value</b> |          |          |
| <b>Assets</b>                                                                                     |          |          |
| Interest rate swaps                                                                               | (4,134)  | -        |
| <b>Liabilities</b>                                                                                |          |          |
| Interest rate swaps                                                                               | (1,371)  | 3,778    |
| Fair value loss charged to the Statement of Comprehensive Income                                  | 1,619    | 1,471    |
| Closing loan liability                                                                            | (19,306) | (20,536) |
| Cash Flow Hedge Reserve                                                                           | (20,450) | (15,287) |



## 23. Financial instruments: Group continued.

### Derivative financial instruments: Group and Association

|                                                                                         | 2025    | 2024    |
|-----------------------------------------------------------------------------------------|---------|---------|
| Derivative that are designed and effective as hedging instruments carried at fair value | £'000   | £'000   |
| <b>Assets</b>                                                                           |         |         |
| Interest rate swaps                                                                     | 4,134   | -       |
| <b>Liabilities</b>                                                                      |         |         |
| Interest rate swaps                                                                     | (1,371) | (3,778) |
| <b>Non-hedged instruments carried at fair value</b>                                     |         |         |
| <b>Liabilities</b>                                                                      |         |         |
| RPI swaps                                                                               | -       | -       |
|                                                                                         | 2,763   | (3,778) |

The following table details the notional principal amounts and remaining terms of interest rate swaps contracts outstanding as at the reporting date:

| Outstanding -<br>receive floating and<br>pay fixed contracts | Average contract<br>fixed interest rate |       | Notional<br>value | Principal | Fair value |       |
|--------------------------------------------------------------|-----------------------------------------|-------|-------------------|-----------|------------|-------|
|                                                              | 2025                                    | 2024  |                   |           | 2025       | 2024  |
|                                                              | %                                       | %     | £'000             | £'000     | £'000      | £'000 |
| Less than one year                                           | -                                       | -     | -                 | -         | -          | -     |
| One - two years                                              | 5.13%                                   | -     | 15,150            | 15,150    | 293        | -     |
| Two - five years                                             | 3.83%                                   | 4.47% | 13,000            | 13,000    | (110)      | 343   |
| Five years +                                                 | 3.48%                                   | 3.48% | 148,850           | 148,850   | (2,946)    | 3,435 |
|                                                              |                                         |       | 177,000           | 177,000   | (2,763)    | 3,778 |

# Notes to the Financial Statements

## 23. Financial instruments: Group continued.

The interest rate swaps settle on a quarterly basis. The floating rate on the interest rate swaps is Sterling Overnight Index Average (SONIA) plus a credit adjustment spread of 0.1193. The Group will settle the difference between the fixed and floating interest rate on a net basis.

Interest rate swap contracts exchanging floating rate interest amounts for fixed rate interest amounts are designated as cash flow hedges to reduce the Group's cash flow exposure resulting from variable interest rates on borrowings. The hedged cash flows are expected to occur and to affect profit or loss over the period to maturity of the interest rate swaps.

Financial assets and liabilities comprise trade and other debtors, cash and cash equivalents, trade and other payables, loans and derivatives financial instruments.

The Group has made an accounting policy choice to apply the recognition and measurement requirements of IFRS 9 Financial Instruments.

### Recognition and de-recognition

Financial assets and financial liabilities are recognised in the Group's balance sheet when the Group becomes a party to the contractual provisions of the instrument.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the financial asset expire or are settled, (b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the Group, despite having to retain some significant risks and rewards of ownership, has transferred control of the asset to another party and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

## Offsetting

Financial assets and liabilities are only offset in the statement of financial position when there exists a legally enforceable right to set off the recognised amounts and the Group intends to either settle on a net basis, or to realise and settle the liability simultaneously.

### Initial measurement

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

### Subsequent measurement

Financial assets and liabilities (other than financial assets and liabilities at fair value through profit or loss) are subsequently measured at amortised cost using the effective interest method, less any impairment. Where a premium or discount has been incurred on a bond issue, this is released over the term of the debt using the effective interest rate method.

Interest income and expense is recognised by applying the effective interest rate, except for short-term receivables and payables when the recognition of interest would be immaterial.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

## 23. Financial instruments: Group continued.

### Derivative financial instruments

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each balance sheet date. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

### Fair value measurement

The best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

### Hedge accounting

The Group designates certain interest rate swap derivative financial instruments as cash flow hedges.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is highly effective in offsetting changes in cash flows of the hedged item.

### Cash flow hedges

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, and is included in the 'other gains and losses' line item.

Amounts previously recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss in the periods when the hedged item is recognised in profit or loss, in the same line of the income statement as the recognised hedged item.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. Any gain or loss recognised in other comprehensive income at that time is accumulated in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in equity is recognised immediately in profit or loss.

### Credit risk

Our operations expose us to a variety of financial risks. We have in place a risk management programme that seeks to limit the adverse effects on our financial performance by monitoring levels of debt finance and related finance costs. The key risks are as follows:

#### Liquidity risk

Expected cash flows from the financial assets, in particular cash resources, are used in assessing and managing the risk of not being able to meet our obligations when they are due.

#### Interest rate risk

At 31 March 2025, 82.7% of our debt was fixed or hedged. There is no intention to repay any term debt other than in accordance with the terms of each agreement.

The Group has £89.1m of variable debt funding which could be exposed to rises in SONIA rates. If SONIA were to increase by 0.5%, then the impact would be additional interest costs of £240.6k to the statement of comprehensive income. The Group is subject to interest rate risk on investment income on short term deposits, cash balances and swaps.

# Notes to the Financial Statements

## 24. Non-equity share capital

CHP is a Communtiy Benefit Society limited by guarantee and has issued no share capital.

At 31 March 2025 the Company had 10 certificated members (31 March 2024: 10).

The certificates provide members with the right to vote at general meetings, but does not provide any rights to dividends. In the event of a winding up the members are liable to subscribe for £1 each to satisfy their guarantee to the company.

## 25. Financial commitments

|                               | Group   |         | Association |         |
|-------------------------------|---------|---------|-------------|---------|
| Capital expenditure           | 2025    | 2024    | 2025        | 2024    |
|                               | £'000   | £'000   | £'000       | £'000   |
| Contracted but not provided   | 65,727  | 76,648  | 66,935      | 77,125  |
| Authorised but not contracted | 120,572 | 116,025 | 123,369     | 118,228 |
|                               | 186,299 | 192,673 | 190,304     | 195,353 |

The above commitments will be financed through a combination of sales receipts, cash, and the undrawn loan facilities provided by Barclays Bank, Lloyds Bank Group and National Australia Bank.

## 26. Operating leases: Group and Company

The total future minimum lease payments which the company is committed to make under operating leases are as follows:

|                                    |                         | Group and Association |       |
|------------------------------------|-------------------------|-----------------------|-------|
|                                    |                         | 2025                  | 2024  |
|                                    |                         | £'000                 | £'000 |
| Leases expiring                    |                         |                       |       |
| (i) Land and buildings             | Within one year         | 29                    | 29    |
|                                    | Two to five years       | 17                    | 45    |
|                                    | In more than five years | -                     | -     |
|                                    |                         | 45                    | 74    |
| (ii) Office and computer equipment | Within one year         | 17                    | 30    |
|                                    | Two to five years       | -                     | 17    |
|                                    | In more than five years | -                     | -     |
|                                    |                         | 17                    | 47    |
| (iii) Vehicle leases               | Within one year         | 1,013                 | 441   |
|                                    | Two to five years       | 556                   | 635   |
|                                    | In more than five years | -                     | -     |
|                                    |                         | 1,569                 | 1,076 |
|                                    |                         | 1,632                 | 1,197 |

Rentals payable under operating leases are charged to statement of comprehensive income on a straight-line basis over the lease term.

## 27. Contingent liabilities

The Group previously identified that works amounting to £5m may be required to our only tower block, Parkside Court, as a result of changes to the building regulations arising from the Hackett Review together with remedial works required to the cavity barriers. The costs of this work costs will be recovered from the contractor who installed the original cladding. No further contingent liabilities have been identified.



# Notes to the Financial Statements

## 28. Pension obligations

### Essex County Council Pension Fund (ECCPF) : Group and company

The ECCPF is a multi-employer defined benefit pension scheme, administered by Essex County Council under the regulations governing the Local Government Pension Scheme, a defined benefit scheme. The most recent formal actuarial valuation was completed as at 31 March 2022 by a qualified independent actuary. The ECCPF was closed to new employees with effect from 1 October 2018 but employees already within the scheme will continue to contribute and accrue pension benefits.

The employer's contributions to the ECCPF by the Company for the year ended 31 March 2024 were £1,703k (2024: £1,553k) at a contribution rate of 22.2% (2024: 19.2%) of pensionable salaries, set until the next triennial funding valuation as at 31 March 2025. The contribution rate was increased with effect from 1 October 2018 with the closure of the ECCPF to new employees.

### Reconciliation of opening and closing balances of the present value of the defined benefit obligation as at 31 March

|                                                      | 2025    | 2024    |
|------------------------------------------------------|---------|---------|
|                                                      | £'000   | £'000   |
| Opening fair value of liabilities                    | 55,721  | 54,969  |
| Service cost                                         | 1,213   | 1,295   |
| Past service cost                                    | -       | -       |
| Interest cost                                        | 2,727   | 2,611   |
| Contributions by the members                         | 496     | 503     |
| Change in financial assumptions                      | (7,457) | (1,490) |
| Change in demographic assumptions                    | (134)   | (715)   |
| Experience (loss)/gain on defined benefit obligation | (105)   | 191     |
| Net benefits paid out                                | (1,771) | (1,643) |
| Closing fair value of liabilities                    | 50,690  | 55,721  |

## 28. Pension obligations continued

### Reconciliation of opening and closing balances of the present value of fund assets as at 31 March

|                                             | 2025    | 2024    |
|---------------------------------------------|---------|---------|
|                                             | £'000   | £'000   |
| Opening fair value of assets                | 81,558  | 72,277  |
| Interest on assets                          | 4,048   | 3,479   |
| Return on assets less interest              | 118     | 5,439   |
| Actuarial gain/(loss) on assets             | -       | -       |
| Contributions by the employer               | 1,703   | 1,553   |
| Contributions by the members                | 496     | 503     |
| Estimated benefits paid net of transfers in | (1,771) | (1,643) |
| Administration expenses                     | (49)    | (50)    |
| Closing fair value of assets                | 86,103  | 81,558  |

The total return on the fund assets for the year ending 31 March 2025 is £4,166k (2024: £8,918k).

### Amounts recognised in the statement of comprehensive income

|                                                                   | 2025    | 2024    |
|-------------------------------------------------------------------|---------|---------|
|                                                                   | £'000   | £'000   |
| Service cost                                                      | (1,213) | (1,295) |
| Net interest on defined liability (asset) Administration expenses | 42      | 397     |
| Administration expenses                                           | (49)    | (50)    |
| Total loss                                                        | (1,220) | (948)   |

### Group asset share

|                            | 2025       |        | 2024       |        |
|----------------------------|------------|--------|------------|--------|
|                            | % of total | £'000  | % of total | £'000  |
| Equities                   | 55%        | 47,276 | 55%        | 45,175 |
| Gilts                      | 2%         | 1,305  | 2%         | 1,457  |
| Other bonds                | 0%         | -      | 0%         | -      |
| Property                   | 8%         | 6,950  | 7%         | 5,629  |
| Cash                       | 2%         | 1,679  | 2%         | 2,012  |
| Alternative assets         | 15%        | 12,978 | 15%        | 12,400 |
| Other managed funds        | 18%        | 15,915 | 18%        | 14,885 |
| Total value of fair assets | 100%       | 86,103 | 100%       | 81,558 |

# Notes to the Financial Statements

## 28. Pension obligations continued

### Net pension deficit as at 31 March 2025

|                                                 | 2025     | 2024     |
|-------------------------------------------------|----------|----------|
|                                                 | £'000    | £'000    |
| Present value of the defined benefit obligation | (50,690) | (55,721) |
| Fair value of fund assets                       | 86,103   | 81,558   |
| Impact of asset ceiling                         | (35,413) | (25,837) |
| Net defined pension asset / (liability)         | -        | -        |

### Reconciliation of Asset Ceiling

|                                     | 2025   | 2024   |
|-------------------------------------|--------|--------|
|                                     | £'000  | £'000  |
| Opening Impact of Asset Ceiling     | 25,837 | 9,817  |
| Interest on Impact of Asset Ceiling | 1,279  | 471    |
| Actuarial losses/(gains)            | 8,297  | 15,549 |
| Closing Impact of Asset Ceiling     | 35,413 | 25,837 |

The asset has been restricted in line with the requirements of the accounting standards. The asset ceiling represents the present value of the economic benefit available to the Employer in the form of either a future refund or reduced future employer contributions.

The asset ceiling this year is calculated as the expected future cost of accrual, calculated using the same assumptions used to calculate the defined benefit obligation, minus the present value of the current contributions payable by the Employer over the future working lifetime of the current active membership. As

the current Employer contribution rate exceeds the expected future cost of accrual, the asset ceiling is nil.

This is a change of approach from previous financial years where it was assumed that contributions would be payable over the next three years as certified under the rates and adjustments certificate, and currently it has been assumed that contributions are payable over the future working lifetime of the active members.

## 28. Pension obligations continued

### Assumptions

The main financial assumptions used by the actuary were:

| % per annum                                                       | 2025        | 2024        |
|-------------------------------------------------------------------|-------------|-------------|
| Rate of increase in salaries                                      | 3.95%       | 3.85%       |
| Rate of increase in pensions in payment                           | 2.95%       | 2.85%       |
| Discount rate                                                     | 5.85%       | 4.95%       |
| Inflation assumption:                                             |             |             |
| CPI                                                               | 2.95%       | 2.85%       |
| RPI                                                               | 3.20%       | 3.15%       |
| Life expectancy from age 65 years - retiring today / in 20 years: |             |             |
| Male                                                              | 20.7 / 22   | 20.8 / 22   |
| Female                                                            | 23.3 / 24.7 | 23.3 / 24.7 |

### Re-measurement of the net assets / (defined liability) included in other comprehensive income

|                                                          | 2025    | 2024     |
|----------------------------------------------------------|---------|----------|
|                                                          | £'000   | £'000    |
| Return on fund assets in excess of interest              | 118     | 5,439    |
| Other actuarial gains / (losses) on assets               | -       | -        |
| Change in financial assumptions                          | 7,457   | 1,490    |
| Change in demographic assumptions                        | 134     | 715      |
| Experience gain / (losses) on defined benefit obligation | 105     | (191)    |
| Changes on effect of asset ceiling                       | (8,297) | (15,549) |
| Remeasurement of net assets / (defined liability)        | (483)   | (8,096)  |

### Projected pension expense for the year to 31 March 2026

|                                               | 2026       |
|-----------------------------------------------|------------|
|                                               | £'000      |
| Service cost                                  | 928        |
| Net interest on the defined benefit liability | (53)       |
| Administration expenses                       | 49         |
| <b>Total loss</b>                             | <b>924</b> |
| Employer contributions                        | 1,853      |

Employer contributions to pension schemes for the year ended 31 March 2026 are expected to be £1,853k, based on current rates and membership levels. These contributions include both regular funding and any deficit recovery contributions agreed with the scheme trustees.

The Government indicated in early June its commitment to intervening with the recent Virgin Media legal case. Therefore, there is no expected impact for the Scheme at this time.

# Notes to the Financial Statements

## 29. Cash flow from operating activities

|                                                               | 2025          | 2024          |
|---------------------------------------------------------------|---------------|---------------|
|                                                               | £'000         | £'000         |
| <b>Operating surplus for the year</b>                         | <b>30,258</b> | <b>25,930</b> |
| <b>Adjustments for non-cash items:</b>                        |               |               |
| Depreciation of property, plant and equipment plus impairment | 12,612        | 12,463        |
| Impairment                                                    |               |               |
| Loss on component replacements                                | -             | -             |
| Decrease / (increase) in stock                                | (1,287)       | (2,666)       |
| (Increase) in trade and other debtors                         | 474           | (2,096)       |
| Increase / (decrease) in trade and other creditors            | (2,966)       | 4,215         |
| Amortisation of grant                                         | (166)         | (123)         |
| Pension costs less contributions payable                      | (441)         | (208)         |
| Movement in properties for sale                               | (2,113)       | (3,848)       |
| <b>Net cash generated from operating surplus</b>              | <b>36,371</b> | <b>33,667</b> |

Cash and cash equivalents consist of cash at bank, in hand, deposits and money market deposits held for more than 24 hours that can be withdrawn at any time without penalty and deposits for fixed term amounts up to 12 months.

Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value.

|                                | At 1 April 2024 | Cashflows | Other Non Cash Changes | At 31 March 2025 |
|--------------------------------|-----------------|-----------|------------------------|------------------|
| <b>Net debt reconciliation</b> |                 |           |                        |                  |
| Cash and cash equivalents      | 25,430          | (5,042)   | -                      | 20,388           |
| Loans                          | 547,625         | 65,849    | 6,323                  | 619,797          |
|                                | 573,055         | 60,807    | 6,323                  | 640,185          |



### 30. Related parties transactions

The Group is required to disclose details of material transactions with related parties, bodies or individuals that have the potential to control or influence the group or to be controlled or influenced by the group. A related party is the transfer of assets or liabilities or the performance or services by, or for another (related) party irrespective of whether a charge is made. Disclosures of these transactions allows readers to assess the extent to which the Group might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Group.

### Board Directors

Board directors have control over the Group's operating and financial policies. The total remuneration paid to the board directors is shown in note 10. We have conducted our annual review of declared interests, there are no disclosures of any material transactions with related parties, bodies or individuals that have the potential to control or influence the Group or to be controlled or influenced by the Group.

### 31. Subsidiaries

CHP issued a £200m 30 year bond in December 2013 via its subsidiary, Myriad Capital PLC. This bond was tapped for an additional £50m in March 2021 under the existing terms, taking the total amount issued to £250m.

CHP provides staff and other services to its subsidiaries under the terms of procedure agreements. Salary costs are recharged on a time spent basis and the general overheads on the number of units on site for each subsidiary and the average cost per head within the development programme. Details of the amounts charged to the subsidiaries within the Group are as follows;

|                    | 2025  | 2024  |
|--------------------|-------|-------|
|                    | £'000 | £'000 |
| Myriad Homes Ltd   | 10    | 10    |
| Myriad Housing Ltd | 774   | 774   |
| Myriad Capital PLC | -     | -     |
|                    | 784   | 784   |

Myriad Capital PLC is the financing vehicle for CHP and charges interest to CHP.

CHP guarantees the contracts undertaken by Myriad Housing Ltd when requested to do so. We have Parent Company Guarantees in place on the following schemes:-

Prittlebrook, Southend  
Arisdale Avenue, Persimmon (Phase 1)  
Arla, Hatfield Peveral - Bellway  
High Road, Fobbing  
Broad St Green  
Brierley Paddocks

# Legal and administrative details

## Registered name and address

Our Association name is Chelmer Housing Partnership Limited, but we like to be known as CHP.

Myriad House  
33 Springfield Lyons Approach  
Chelmsford, Essex, CM2 5LB

## Registered numbers

Co-operative and Community Benefit Society: 8112  
Regulator of Social Housing: L4331

## Our Group

We have three wholly owned subsidiary companies in our Group:

Myriad Capital PLC  
Myriad Homes Limited  
Myriad Housing Limited

## Advisers

External auditor (appointed October 2019)

KPMG LLP  
15 Canada Square, London, E14 5GL

## Internal auditor

Beevers and Struthers  
1 George Leigh Street, Manchester, M4 5DL

## Clearing Banker

National Westminster Bank Plc  
4-5 High Street, Chelmsford, Essex, CM1 1FZ

## Solicitors

Trowers and Hamlins LLP  
3 Bunhill Row, London, EC1Y 8YZ

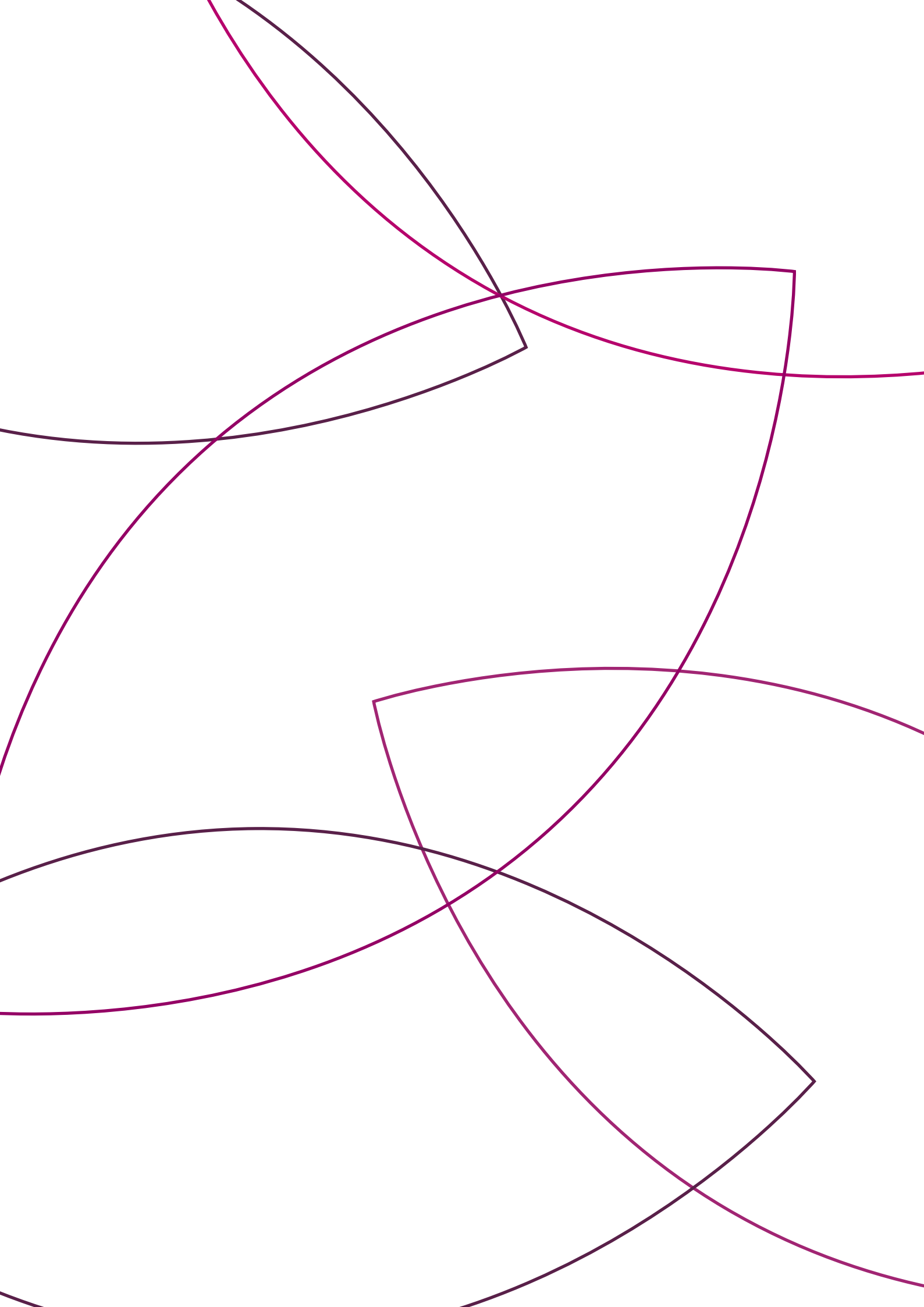
Devonshires Solicitors LLP  
30 Finsbury Circus, London, EC2M 7DT

## Funders

Lloyds Banking Group PLC  
PO Box 39900, Bishopsgate Exchange  
155 Bishopsgate, London, EC2M 3YB

Barclays Bank PLC  
1 Churchill Place, London, E14 5HP

National Australia Bank  
Level 25, 255 George Street, Sydney  
NSW 2000 Australia



# Financial Statements

2024/2025

Contact us if you'd like a copy of this document in large print, audio, or another language.

**Tel:** 0300 555 0500

**Text relay:** 18001 0300 555 0500

**Email:** [enquiries@chp.org.uk](mailto:enquiries@chp.org.uk)

**Write to:** Myriad House  
33 Springfield Lyons Approach  
Chelmsford  
Essex  
CM2 5LB

 [chp.org.uk](http://chp.org.uk)



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