Brighter Places

Building better futures

Annual Accounts

2024/25

ART

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2024/25 - our key highlights in numbers

£3.1m
invested in our existing homes

G1/V2
Regulatory Assessment

£1.6m
surplus

More than **£70k** spent on supporting residents, community development and resident engagement

96% stock condition surveys completed

81 customers supported by our tenancy sustainment team

£9.9m
invested in new homes

Statement from the Chief Executive and Chair of the Board

Anna Klimczak - Chief Executive

We are delighted to present our annual financial statements for Brighter Places for what has been yet another challenging year, but one that has seen an absolute focus on improving the service we provide for our customers.

2024/25 has been another year of change for the sector, Brighter Places and the wider environment. With the election of a new Government in June 2024, it was encouraging to see that housing, particularly the lack of affordable housing, sitting at the top of the agenda. The Government has committed to building 1.5m new homes over the next 5 years and we will continue to do our bit to support this.

Brighter Places is now in its 4th year following the merger of United Communities and Solon. This year has seen important progress made towards our goal of improving our core landlord service. We recognise that we are not yet where we want to be in terms of meeting customer expectations and we are starting the coming year with clear improvement plans in place.

Customer satisfaction

November saw the Regulator publish the first full year of tenant satisfaction measures (TSMs). Whilst we are in the top quartile for our safety compliance, our overall customer satisfaction sees us in the lower quartile. This is not a surprise and reflects our starting place from the low customer satisfaction levels of the predecessor organisations. A key driver for customer dissatisfaction has been our repairs service which also represents the majority of complaints we receive.

In 2023, we made the important decision to move away from our existing repairs partner after listening to feedback from customers and colleagues. Improving the service we provide for our customers is our number one priority and delivering a consistently good repairs service is at the heart of this.

We've been working hard since December 2023 to procure a new repairs partner and 24 March 2025 saw us "go live" with Ian Williams. Customers have been at the heart of selecting our new repairs partner with our Resident Engagement Panel involved in designing the service, contractor interviews and training the new provider.

Appointing Ian Williams as our new partner is a real milestone for Brighter Places and our commitment to improving services to our customers. Although we are ending 2024/25 with low overall customer satisfaction, we are starting 2025/26 with a new repairs service, designed by customers and we will be working closely with Ian Williams to ensure this service is successful and delivers for our customers.

Our homes

The surpluses we make are used to invest in both our existing homes as well as building new affordable homes across Bristol. A well maintained home is really important to our customers. We know from the TSMs that 62% of our customers believe their homes are well maintained. This is a good start, but we are focused on what we need to do to improve this further.

During 2024/25, we invested £3.1m in our existing homes, with a further £9.9m spent on repairs, maintenance and compliance. Like many other housing providers, damp and mould within our homes is a real issue for us. The type of homes we have with large numbers of Victorian street properties means that our homes are susceptible to damp and mould. In 2024/25, we spent £1.5m on damp and mould works to 198 number of homes. Despite this spend, we think we are about half way through the programme and 2025/26 will see us spend an additional £1.0m on damp and mould works.

We continue to balance the need for investment in our existing homes against the need to build new affordable homes. This year we have delivered 16 new homes and sold 4 poor performing homes to reinvest in new.

Governance and regulation

It was a big year from a governance and regulatory perspective with the Consumer Standards and the first inspection ratings being published. We've done a lot of work to make sure we can meet the regulator's expectations, including undertaking an external review of our governance effectiveness, but our approach will always be to take the regulators standard as the minimum we need to achieve.

Equity Diversity and Inclusion

We were delighted to launch our new Equity, Diversity and Inclusion Strategy during the year following extensive engagement with customers and colleagues. As a housing association, we don't just provide homes – we help build strong, welcoming communities where people feel safe and supported. Our EDI strategy sets out our commitment to ensuring we have a workplace where everyone can be themselves and is a place where everyone has equal chances for growth and success. We want customers to feel respected and heard. We are focussed on embedding EDI at the heart of everything we do as an organisation and all the decisions we make.

Harry Partington - Chair of the Board

Looking forward

In April we launched our new corporate strategy, Brighter Places 2030. We have kept it simple and are focusing on what our customers want. Ultimately, we aim to provide the best services possible for our customers, remain financially strong, well governed and continue to be a great place to work. Our new repairs service is at the heart of our new corporate strategy alongside increased investment both in our customer service and housing teams and improving the quality of our homes.

This has once again been a challenging year, with a difficult operating environment, but we are proud of the way the organisation has stayed focused on our commitment to improve our services to our customers and communities.

We would like to say a heartfelt thank you to all of our colleagues, our customers and partners and we very much look forward to working together over the next 12 months and beyond.

Over the next pages we have set out our summary of what went well and what didn't go so well during the year.

Progress against strategy

- Great Customer Experience
- Great Homes and Partnerships
- Great Place to work

Great Customer Experience

What went well

- Customers told us they felt we could improve how we manage anti-social behaviour (ASB), so we reviewed our approach and introduced a new policy, alongside additional training for colleagues. We also promoted the support available, which has led to an increase in reported cases—allowing us to work more effectively with customers to resolve issues. To understand the impact, we launched a feedback survey for those who have used the service, and results show customers feel we are handling ASB well. This year, satisfaction with our ASB management has increased, and we remain committed to developing and enhancing the service further.
- Communal areas play a key role in our customers' experience of their home, and feedback highlighted dissatisfaction with the standard of our cleaning and grounds maintenance services. In response, we recognised the need for change and procured a new contract that puts customers at the centre of our approach. We engaged directly with over 250 residents through door-knocking, consulted our Resident Engagement Panel, and involved customers throughout the procurement process. As a result, our new contract is shaped by what matters most to our customers.
- A home provides safety, stability, and a sense of belonging. With many customers facing cost of living pressures, it's vital that we support them to remain in their homes and manage their rent. It is important that we manage our income effectively whilst supporting customers who are struggling to pay their rent. This year, we've helped more customers take control of their rent arrears, resulting in a 1.19% reduction in overall arrears—a positive step in supporting financial stability and tenancy sustainment.

- Our customers told us they felt we weren't responding effectively to their complaints. In response, we used this feedback to redesign our complaints process. Customers now have a dedicated point of contact who manages their complaint from start to finish, ensuring a more personalised and consistent experience. As a result, we've significantly improved our response times and are strengthening trust in how we handle concerns.
- Our customers play a vital role in shaping the services we provide. They told us they wanted us to create more meaningful opportunities to get involved and influence decisions. In response, in partnership with our Resident Engagement Panel, we've developed a new resident engagement framework where we are creating more flexible ways for customers to get involved. Our Resident Engagement Panel has influenced the way we work throughout the year. The Panel designed and delivered customer service training for our new repairs partner to help them understand what it is like having people in your home carrying out work. This was adapted and delivered to all colleagues across Brighter Places.
- Our customer service is underpinned by the way we treat people. We are committed to embedding a customer-focused culture across the organisation. Over the past year, we've delivered customer first training to all colleagues and placed a strong emphasis on learning from complaints to drive improvement. As a result, we've seen an increase in customer satisfaction, particularly in how friendly and approachable our teams are, and in the ease of contacting and accessing our services. We will continue to build on this progress and further embed a customer-centric approach in the year ahead.

What didn't go well

- This year, we haven't been able to let our homes as quickly as we would like. We recognise that delays in lettings properties can impact both customers waiting for a home and our ability to make the best use of our housing stock. A number of factors have contributed to this, including availability of contractors and property condition. We've made a number of changes to set ourselves up for next year, including the procurement of our new repairs contractor as well as improving the way we work internally.
- Our Shared Owner customers are telling us that they are less satisfied with the services that we provide to them. We want all of our customers to be happy with our services and recognise that our Shared Owners may have slightly different needs to our other customers. Next year we will be listening to our Shared Owners to understand how we can improve our services for them.

Great Homes and Partnerships

What went well

- A key goal for the business this past year, to deliver the service improvements needed for our residents, was to implement a smooth transition from our existing repairs and gas services partner to new partners. This involved in depth and customer involved procurement activity and resulted in the selection of Ian Williams (Repairs) and Sureserve (Gas Services). Both successfully launched their new service on the 24 March and we look forward to delivering an improved and high standard of service for the next 15 years with our new partners.
- We invested a record £3.1m into our existing homes, improving the general standard of many homes and more than £1m specifically dealing with damp and mould. This provided improvements to 198 homes in the year as we work towards delivering our objective of zero tolerance of issues related to damp, mould and condensation.
- Following on from delivering 106 new social homes in 2023/24, we delivered a further 16 new homes in 2024/25. Whilst a quieter year for completion of new homes, we continued to invest in building new homes for the future spending £9.9m. This will deliver a number of new homes into 2025/26 and beyond. With investment in 2025/26 expected to be over £20m.

- The health and safety of residents is and always will be a primary focus for us and we continued our track record of excellent standards by achieving 100% compliance on all critical measures. In 2025/26 we have again increased our investment to ensure our homes remain safe places to live.
- In April 2025 we launched our new corporate strategy. In preparation for this, in the past year we have undergone a thorough review of our existing stock. This has enabled us to identify where investment is needed most and carry out investment appraisals that will use data to provide insight for planning improvements and investment decisions now and into the future.

What didn't go well

- Providing safe, warm and secure homes is core to our purpose and we strive to ensure that all our homes are occupied as much as possible. Empty homes are a huge opportunity that is being missed to provide much needed security to families and individuals in need of social housing. We recognise that there is more we can do to ensure our homes are returned to being available for letting as quickly as possible. In 2025/26 we are focusing on returning as many homes as we can for letting, as quickly as we can, so that they are available for new families and individuals to become Brighter Place residents.
- Unfortunately, we have seen a rise in the volume of complaints and disrepair cases brought to us by residents and whilst we own the mistakes of the past, we do not accept that as the standard moving forward. We are confident that changes implemented in 2024/25 in internal process and policy, changes to our main repairs partners and continued investment in repairing properties impacted by damp and mould, our improved service will result in a significant reduction in these cases.

Great Place to Work

What went well

This year, we saw meaningful progress across many areas of our organisation, despite a challenging external environment.

- Colleague engagement rose to 72.3%, a 3% increase that reflects the resilience and commitment of our teams. Internal communications played a vital role, with 89% of colleagues reporting a clear understanding of our purpose and their role in delivering it. Notably, 80% of colleagues said they were not bored in their roles, highlighting improved perceptions of job value and personal growth.
- Internal promotions more than doubled—from 8 to 19—demonstrating our commitment to developing talent from within. Half of these promotions were secured by women, reinforcing our focus on gender equity in career progression.
- The launch of the Eloomi learning management system, alongside targeted training in IT and repairs, has driven tangible improvements across the organisation. These efforts are helping to build a more capable and confident workforce.
- We maintained an outstanding safety record, with 100% of colleagues reporting they feel safe at work and zero RIDDOR incidents for the second year. Mental health support remained strong, with 89% positive feedback, and work-related sickness was significantly below the UK average—just 1 day per colleague compared to the national 4.4 days.
- As we began embedding our EDI Strategy, we exceeded our targets for workforce (55%) and leadership (53%) diversity. Representation across ethnicity, sexuality, and religious belief increased, particularly at leadership levels. Encouragingly, 94% of colleagues agreed that discriminatory remarks are not tolerated, and 90% felt they are not discriminated against.
- Our investment in IT and data is beginning to deliver positive impact. With the rollout of Power BI, Copilot AI, and SharePoint training, IT satisfaction reached 91% for system support, and half of colleagues now feel confident accessing the data they need.

What didn't go well

- As life becomes increasingly more complex we provide various initiatives for colleagues such as a 24/7 colleague assistance, mental health first aiders, mindfulness activities plus an annual wellbeing allowance for each colleague. We saw a slight increase in work related absence in the year up to 0.23%. However this remains ahead of our strategic target of under 1%.
- Despite health and safety being at the forefront of all we do, we had our first colleague related RIDDOR in the year. However there was no lost time due to the incident.
- Reflecting changing practice in our wider operating environment, colleague attrition continued to be higher than anticipated at 24%. However, a third of the attrition was delivered via strong management control and 50% of the remaining movement were colleagues leaving for promotional opportunities. We aim to provide opportunities for colleagues to develop and grow with us. We also celebrate those who are ready to make the next step in their career when they are not able to find the right opportunity within Brighter Places.

Looking ahead

In early 2025/26 we launched our new 2030 corporate strategy, supported by our pillars of Great Customer Experience, Great Homes and Places, Great People at Work and Great Foundations.

The strategy builds on the platform established through the first four years of Brighter Places and will deliver great service to our customers through all interactions, new affordable housing for Bristol and surrounding areas and colleagues who are empowered and proud to work for Brighter Places.

Key areas we will focus on in 2025/26 are:

- Improving our core landlord service to ensure we are meeting the expectations of our residents. The quality and timing of repairs, our handling of complaints and our role in helping to deal with anti-social behaviour will be particular areas of focus.
- Working together with our new key repairs delivery partners to improve our repairs service. It has been designed with residents and will deliver a service we can be proud of as landlord.
- For colleagues we're entering the new year with clear priorities: implementing our revised reward strategy, enhancing communication, embedding role-specific skills, and reducing stress. Continued investment in data, technology, and inclusive service design will be essential to sustaining momentum and delivering a truly great colleague experience.
- We are continuing to deliver on our enhanced Information Technology and Data strategy. This will see increased investment in infrastructure, systems and data checking to improve resident focussed decision making.
- Having spent over £1m in 2024/25, we will continue to invest in homes as we deliver on our commitment to deal with the impact of damp, mould and condensation on our resident's properties.
- We will continue to deliver new homes – including starting on site to deliver 156 much needed new affordable homes to Bristol and the surrounding area, along with completing 15 new homes at Marshfield in South Gloucestershire in partnership with the local community land trust and 16 new homes in Hartcliffe.

We are pleased to present the 2024/25 annual report and accounts, demonstrating our improving operating performance and strong financial foundations. Whilst we recognise further service improvement is necessary and we are focussed on delivering this, there is a great deal to look forward to in 2025/26. Brighter Places is in a good position to be able to respond to the continued changing political, economic and regulatory landscape.

Anna Klimczak, CEO

Harry Partington, Board Chair

About Brighter Places

Who we are

Brighter Places is Bristol's largest independent housing association. We manage 3,300 properties across Bristol, Swindon, Bath and South Gloucestershire, providing homes for over 8,000 people.

The vast majority of our homes are for general needs social housing residents. We also have a number of shared ownership homes and other tenure types.

We build new, energy-efficient affordable homes and are committed to providing safe and warm homes that our residents can afford to live in.

Our focus is on providing better, community–led high quality housing as a cornerstone to unlock social, economic and health benefits within communities.

No matter who you are, where you're from, or the journey you've been on, we'll provide you with a home and help you keep it – somewhere safe where you belong. Everyone is welcome, everyone is valued and everyone has a place in our communities.

What we do

We empower our residents to keep their homes in the long term, helping them as much as we can when it comes to maintaining their tenancies.

Of course, we're responsible for bricks, mortar and property maintenance. But that's not all. We also try to give people the extra support they need to make more of life.

- **For residents**, that can mean anything from accessing further education, to taking first steps out of homelessness, to making their home more their own through schemes like shared ownership.
- **For colleagues**, that means real career pathways, great training, family (and life) friendly working practices, and thoughtful thankyous like flexi-benefits.

We also care about our community, locally, globally, and into the future, considering sustainability in all our schemes, and making greener choices wherever we can.

Why we do it - our purpose

No matter who you are, where you're from, or the journey you've been on, we'll provide you with a home and help you keep it – somewhere safe where you belong. Everyone is welcome, everyone is valued and everyone has a place in our communities.

How we do it

By following our guiding principles:

- customer and community focused
- embracing equity, diversity and inclusion
- providing homes for those who need them
- focusing our operations on Bristol and surrounding areas

By being driven by our values:

- **We are human**

  We listen to people's stories, so they never feel like a cog in the machine. We keep our minds open and always take time to empathise and understand the needs of our communities, anyone who works with us and anyone who asks us for help. We treat people with respect and honesty. We collaborate with other organisations to achieve our goals and we trust each other.

- **We speak truth**

  We trust each other and we're honest. Our working community is blame–free and supportive. This means we can make mistakes, own them, and learn from them without fear. We are open with the people we serve, and we keep the conversation going.

- **We bring it**

  We think big. We work hard to achieve our goals and we're always ready for the next challenge. We bring everything we've got to everything we do–so we can build the best communities possible.

- **We belong**

  We believe in diversity, equity, dignity and the freedom to be. Whoever you are, wherever you're from and whatever your life story, you have a place in our communities. You are valued and you belong.

Our back story

Brighter Places was established in 2021 through the merger of United Communities and Solon South West. This launched a new phase in a proud history of social housing in Bristol and surrounding areas – find our more at **brighterplaces.co.uk/our-story**

Strategic Report

Group Financial Report

The 2024/25 financial year has been a challenging year with inflation remaining above the Bank of England's ("BoE") target of 2%, a challenging operational environment, cost of living pressures on our residents and contractors and continuing cost increases seen across all areas.

Despite these pressures the group was able to deliver a surplus before actuarial gain in respect of pension scheme of £1,617k (2024: £1,764k) a £147k decrease on 2024 and deliver an operating margin of 20% (2024: 20%).

The group sees the below as the key financial metrics it measures itself against:

Key Metric	24/25	23/24	Movement
Surplus before actuarial gain/ (loss) on pension scheme	£1,617k	£1,764k	(£147k)
Operating margin	20%	20%	(2%)
Interest cover	108%	124%	(16%)
Reinvestment	5%	3%	2%
Cash position	£25,006k	£16,203k	£8,653k

Surplus & Operating Margin

Despite the challenges of the external environment, one off costs associated with procuring new repairs service partners and record investment in our homes, strong surplus and margin results were delivered through increased income, careful cost management, driving efficiencies and robust treasury management.

Income

Turnover increased £796k in the year (3%) driven by rental income increase of £2,188k as a result of a general needs rental uplift and the completion of Jessops Park, adding an additional 16 homes to our portfolio. We also received full yearly rental income for the 106 homes that had completed part way through 23/24. £633k was recognised through additional LADs income, from the ongoing delay in completion of development schemes.

Operating expenditure

Operating costs saw a £1,290k increase from 2024. This was driven by increased investment in the groups home repairs, damp and mould, people and IT. Investment in our homes made up for the vast majority of this increase, and has risen by £1,088k as the group continues to service a high level of responsive repairs including clearing job backlogs, return void homes to operational status and focus on damp and mould. The group has seen an increase in housing management costs of £519k as we look to work towards providing a first rate customer service. The group has also continued to invest in its IT infrastructure and software to better understand our homes and drive efficiencies across all areas.

Interest Cover, Reinvestment and Cash Position

The group has seen a change in interest cover (sector VFM working) from 2023/24 with a 16% decrease. This has been driven by the increased investment in existing homes, increasing spend to £3.1m in 2024/25. Through strong treasury management we have sought to maximise the use of surplus funds to repay variable debt and invest in high yielding interest accounts increasing the finance income by £432k and partially mitigating the impact of borrowing costs from increased drawings, with net financing costs being £4,488k (2024: £4,394k).

Re-investment in the year has seen an increase as we delivered new homes and continued to progress on existing sites and identified new sites for delivery. With gross investment of £12.2m, we achieved a 5% re-investment outcome, a 2% increase on the prior year result of 3%. This reflects our commitment to investing not only in new homes to support our communities needs for new affordable housing, but also our focus on our existing homes.

Despite increased investment in new and existing homes, the group's cash position continues to increase from a range of factors, continued strong operational cash flow generation, receipt of our final tranche of our below market rate facility arranged with Scottish Widows in 2022 and increased investment through fund management and grants received for the groups ongoing development pipeline.

Looking forward to 2025/26

On a platform of a strong opening cash position and aligned with the objectives of our new corporate strategy, 2025/26 will be a further year of record investment in our existing homes as we continue our drive to improve the quality of our homes, we will deliver more new homes spending in excess of £20m on building new homes, as well as improving service standards to customers and our use of IT and data to influence customer focussed decisions.

With the decision to terminate our repairs partnership with Alliance it has offered us the chance to design and implement a new repairs service that delivers to our residents, which started in March 2025 and has already seen positive feedback from residents.

The group will continue to invest in IT infrastructure and software as we continue to rationalise and maximise the collection and use of data on our homes, residents and people.

Finally the group will continue to make significant investment in its people by providing a 2.5% pay increase and continuing to recruit into our teams to help with the delivery of our strategy to provide good quality homes at affordable rents.

Funding and treasury

Treasury activity in the year has focussed on continuing to deliver a robust funding foundation to support the delivery of our ambitious objectives and improved customer outcomes. Our actions have been shaped by the wider operating environment. The overnight SONIA rate, the rate at which variable debt is priced, has reduced steadily from 5.2% in March 2024 to 4.5% in March 2025. These rates are in stark contrast to the rate of 0.7% in March 2022. This rate affects all existing variable debt and any new financing requirements.

Operating within our comprehensive treasury policy and Financial Framework, including Golden Rules, our treasury activity focussed on ensuring that we are not carrying unnecessary undrawn facilities, and managing larger than normal cash balances.

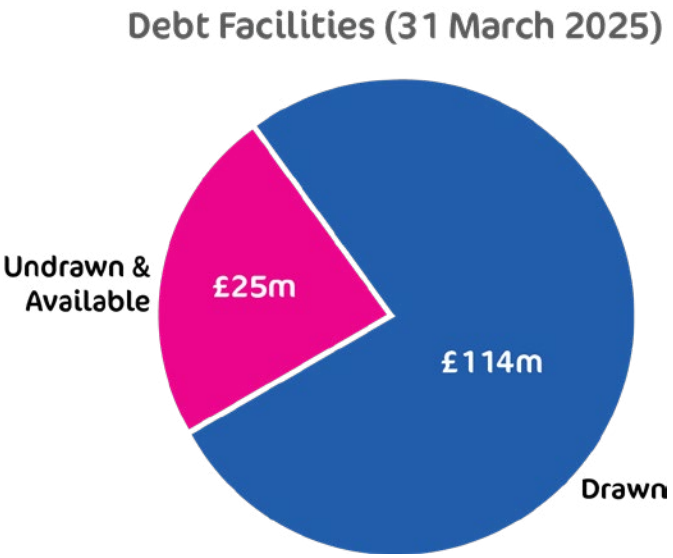
Treasury activities are controlled by the Board and monitored on their behalf by the Homes and Treasury Committee and are executed by the Finance Director with the assistance of external consultants as required. This ensures that adequate cost-effective funding is available

for the requirements of the business and that financial risk is managed. Cash flows are monitored and forecast regularly to optimise cash held and further funds are drawn down as required to cover the investment plans of the Group. Any excess balances will be deposited in line with the Treasury Policy to ensure that the best returns are delivered whilst still having sufficient available funds to satisfy the payment requirements.

Capital Structure

Brighter Places is financed through a combination of revenue reserves, short term revolving credit facilities, longer term loan facilities and social housing grant received from the Government.

As at 31 March 2025 we had drawn facilities totalling £114m (2024: £100m) and available undrawn facilities of £25m (2024: £35m). In the year £15m was drawn down from Scottish Widows. This was the last part of a scheduled drawdown from a facility that was priced in 2022. The financial year ended with healthy levels of liquidity with £50m of cash and undrawn facilities.



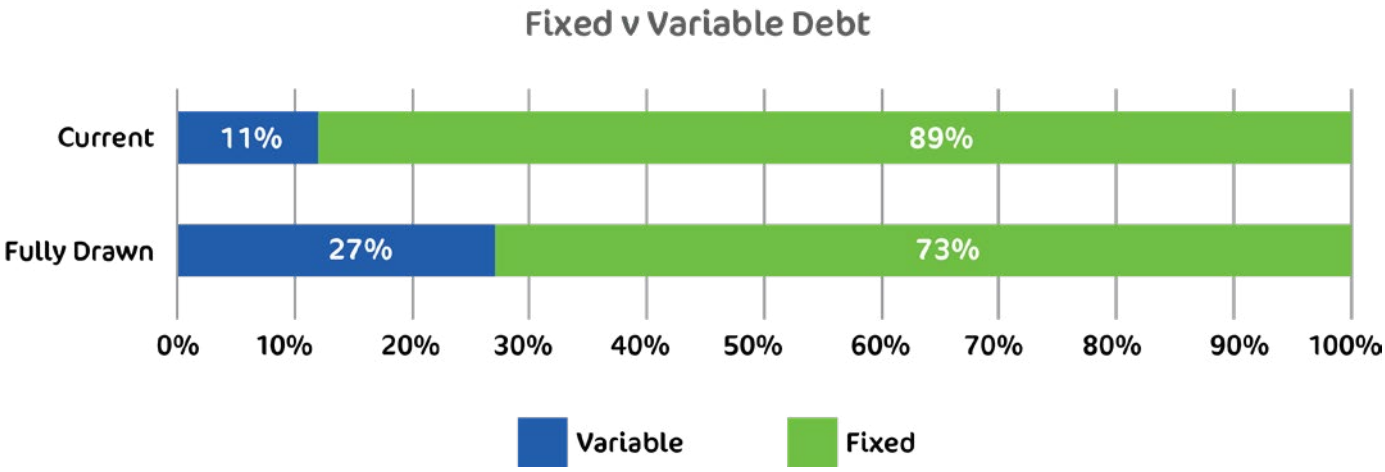
Liquidity Risk

Reflecting our strong focus on liquidity, our treasury policy always requires a minimum cash and immediate liquid funds balance of £3m. We exceeded this policy threshold throughout the year, with cash deposited across five counterparties. We operate a conservative counterparty policy, aiming to minimise risk of financial loss or liquidity exposure linked to any counterparty. Our strategy identifies a balance needs to be struck between counterparty credit ratings and the returns generated. Due to the nature of our scheduled drawdown with Scottish Widows and slowing spend in Development this has resulted in higher than normal cash balances. We have adopted an active cash management strategy in the year to ensure that returns are maximised whilst still adhering to policy. We have no foreign currency risk, with borrowing and investment of surplus cash only in sterling.

Interest Rate Risk

Our treasury strategy is to manage interest rate risk and we utilise fixed rate debt to minimise exposure to interest rate changes, whilst allowing a level of variable rate debt to take advantage of lower short-term rates and provide repayment flexibility. Our treasury policy requires us to maintain minimum fixed rate funding of 60%. The overnight SONIA rate, the rate at which variable debt is priced, has reduced steadily from 5.2% in March 2024 to 4.5% in March 2025. These rates are in stark contrast to rate of 0.7% in March 2022.

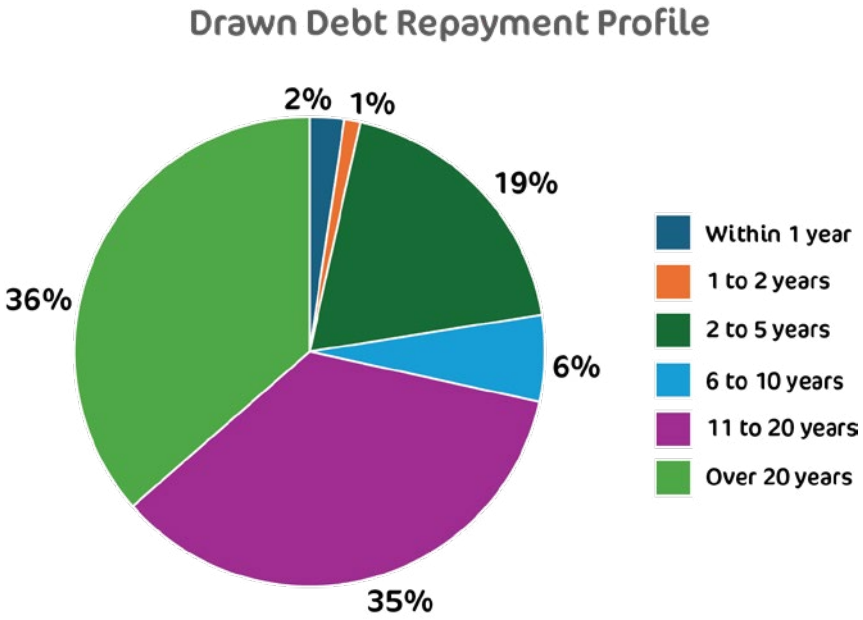
As at 31 March 2025, 89% of our drawn portfolio was fixed rate debt. If all available funds currently undrawn were to be drawn our fixed rate debt proportion would decrease to 73%.



Refinancing Risk

We carefully monitor the re-payment profile of our funding and manage within our treasury policy requirements ensuring we avoid a significant wall of refinancing in any one period.

At the balance sheet date, the repayment profile of the drawn debt has 71% of the debt repayment being due after 10 years but 20% of the debt repayable within three years. Work will be undertaken in the calendar year to ensure that there are sufficient facilities available to replace, as needed, any debt that needs repaying in the short term. The Drawn Debt Repayment Profile is illustrated below:



Covenants

The majority of our covenants are broadly consistent in their composition across our funder base.

Due to work done in previous years, none of our covenants held with bankers included MRI (Capital Works). This change supports the business in providing financial capacity to deliver the goals for increased investment in existing homes set out in the Corporate Strategy.

The 2025 Long Term Financial Plan is fully compliant with all covenants.

Security

Our year end stock valuation is £347m of which we have a strong level of unencumbered security (£74m) and excess security on existing facilities (£75m), sufficient to meet our Group Financial Plan's future funding requirements and which supports our development and investment ambitions. Security is valued at a mix of EUVSH and MVSTT basis based on third party valuations where assigned to specific funders with unencumbered stock estimated at a value based on similar properties from the secured pool.

Value for money and performance

Brighter Places is required to comply with the Regulator of Social Housing's Value for Money Standard and associated Code of Practice. One key requirement of the Code of Practice is that providers report against seven pre-defined value for money metrics in their Financial Statements.

The table below details Brighter Places' group performance against the RSH Value for Money Metrics. Brighter Places benchmarks performance using the latest Global Accounts published by the Regulator of Social Housing. The Value for Money Metrics have been benchmarked both against the sector median (all providers) and the peer median (based on Housing Providers with between 2,000 and 5,000 units with 90% general needs stock) with the latest published information from 2023/24.

Value for Money Metrics

Metric	2023/24	2024/25	2024/25 Target	Sector Median (all)	Peer Median
1. Reinvestment (%)	3%	5%	7%	8%	7%
2. New Supply (%)	3%	0%	0%	1%	1%
3. Gearing (%)	30%	30%	31%	46%	39%
4. EBITDA MRI Interest Cover (%)	124%	108%	101%	122%	96%
5. Headline Social Housing Cost (£)	£5,784	£5,691	£5,300	£5,136	£5,426
6. Operating Margin (Social Housing Lettings	19%	15%	19%	20%	21%
7. Operating Margin (Overall) (%)	20%	18%	18%	19%	19%
8. Return on Capital Employed (%)	2%	2%	2%	3%	3%

Delivered 16 new properties as opportunity was identified to utilise cash balances to deliver much needed homes to Bristol. Further schemes were progressed with completions expected in 2025/26 and is reflected in the year on year increase in our re-investment performance. With further development to begin in 2025/26, we expect our new supply % to re-align with the sector and peer medians.

Despite the comparatively small number of new properties completed compared to 23/24, the group has worked hard to commit to capital spend on existing properties. As a result, investment in existing properties has increased in year to £3.1m (2024: £2.8m) as the organisation implements its lifecycle plan, with strong spend on future proofing damp and mould, and work on returning voids back to operational properties.

A well monitored spend on development, continued drawdown on financing and positive operational cashflows have resulted in the organisations gearing being largely on target and prior year, and much lower than sector and peer median. This allows the group to operate with greater financial stability and less risk whilst still maintaining a solid portfolio of properties.

Operating margins reduced year in year as we increased resource in delivering on our damp and mould commitment and invested in procuring our new repairs partners, with operating costs increasing £1,290k. Overall

operating surplus reduced by £485k, with increased rents and additional properties not fully offsetting the increased cost base, impacted by additional investment and inflation impacts.

Whilst the increase in operational costs has resulted in a headline social housing cost in excess of 23/24, target and peer and sector medians effective management control of cashflow through robust treasury management has resulted in a solid interest cover ahead of peer median but behind the sector median and last year.

Return on Capital Employed has remained in line with prior year and on target but slightly behind peer and sector medians due to the operational cost increases.

Key

1. **Reinvestment** – This metric looks at Brighter Places investment in properties including existing stock and new stock. This is calculated as a percentage of value of total properties.
2. **New Supply** delivered (social housing) as a % of total stock – This sets out the number of new social housing units that have been acquired or developed in the year as a proportion of total units. Note that Brighter Places does not develop non-social units.
3. **Gearing** – This shows the proportion of our borrowing compared to our assets. A high gearing could indicated that we have taken on too much borrowing however low gearing could indicate that we have capacity to borrow more.
4. **EBITDA – MRI** – This shows how much cash the organisation is generating compared to interest payments. Any result above 100% means that Brighter Places is generating surplus cash over and above interest payments.
5. **Headline social housing costs per unit** – The unit cost metric assesses the headline social housing cost per unit as defined by the Regulator of Social Housing.
6. **Operating Margin % Social Housing** – This is an indicator of operating efficiency and business health as it measures the amount of surplus generated from turnover on our day to day activities.
7. **Operating Margin % Overall** – This is an indicator of operating efficiency and business health as it measures the amount of surplus generated from turnover on our day to day activities.
8. **Return on capital employed (ROCE) %** - This metric compares the operating surplus to total assets less current liabilities and assesses the efficient investment of capital resources.

Key Performance Metrics

Metric	2023/24	2024/25	2024/25 Target	Sector Median (all)
1. Customers satisfied with the service provided	60%	61%	59%	73%
2. Satisfaction with complaints handling	27%	31%	50%	34%
3. Satisfaction with handling of ASB	52%	55%	60%	59%
4. Satisfaction with keeping tenants informed	71%	73%	80%	73%
5. Ratio of responsive repairs to planned maintenance spend	57%	59%	50 %	*
6. Overheads as a % of adjusted turnover	14%	17%	15%	*

* Metric no longer published.

Customer satisfaction has remained fairly stable over the year and in line with our performance last year. The repairs service has not delivered the high quality service we want for our customers and during the year we onboarded a new repairs partner, who went live in March. Customers will see a significant improvement in the service they receive and we expect to see an increase in customer satisfaction as more customers experience our new service.

We have redesigned our complaints service, listening to customer feedback and creating clearer lines of responsibility and improved communication for customers. Over the year, this has seen an increase in 4% with complaints handling satisfaction and we have a seen a significant improvement in ensuring complaints are resolved within agreed timeframes. We continue to learn from complaints, identifying the root cause of issues and putting resolutions in place to prevent these arising. This year, whilst our complaint levels remain very high, we have seen a reduction when compared to last year.

During the year we have focused on how we can improve our customers trust in us to manage Anti-Social Behaviour effectively. We have promoted how we can help and we have seen an increase in ASB being reported to us.

We have listened to customer feedback and improved our ways of working. We have also increased our ASB team as we recognise that living with ASB can have a significant impact on the quality of a customer's life in their home.

This year we've focused on understanding the customer experience and the roll we all play in servicing our customers. This has included challenging our mindset to focus on outcomes, working collaboratively across the organisation and reviewing case studies to identify failure demand. We also launched customer service training for colleagues and our repairs contractor, which was designed and delivered by members of our Resident Engagement Panel.

The ratio of responsive repairs to planned maintenance has continued to see an upwards trend as a result of increased volume of repairs being logged by residents and clearance of a historic backlog. Going forward this metric is expected to stabilise with the backlog cleared.

Overheads as a percentage of adjusted turnover has seen an increase from the prior year mainly driven by the increased repairs spend out growing the relatively smaller addition of properties and rental income.

Governance

Board structure and committees

Board Member	Date From	Other membership	Remuneration	Attendance
Harry Partington (Chair)	2022	N/A	£11,445	100%
Sarah Talbot-Williams (SID; PGC Chair)	2019	◆ ◆	£7,677	100%
Ben Cook	2022	◆ ◆	£4,463	94%
Gillian Durden (HTC Chair)	2022	◆ ◆	£5,828	82%
Mike Grist	2019	◆ ◆	£4,804	82%
Mike Halloran	2019	◆ ◆	£4,463	94%
Fiona Lester (CEC Chair)	2020	◆ ◆	£5,828	94%
La Toyah McAllister-Jones (retired 31 March 2025)	2019	◆ ◆	£4,463	74%
Mark Simmonds (ARC Chair) (retired 25 Sept 2024)	2022	◆ ◆	£2,914	100%
Anna Klimczak (CEO)	2022	N/A	N/A	100%
Selina White (co-optee – 1 February 2025)	2025	◆	£971	100%

◆ **ARC – Audit & Risk Committee**

◆ **PGC – People & Governance Committee**

◆ **HTC – Homes & Treasury Committee**

◆ **CEC – Customer Experience Committee**

All board members are expected to sit on up to 2 sub committees as well as the board with attendance at meetings covering 6 board, 3-4 sub-committee meetings and two strategy days - the attendance noted covers the main board and sub committees, includes Strategy Days but does not include additional ad hoc board meetings. A review of the membership on committees and the committee structure is taking place in 2025 which will review attendance on committees based on skills and succession plans.

Over the period we also had 2 Independent Members:

Amy Webb on People & Governance and Shon Pallickaleth on Homes and Treasury.

Over the period we had resident member representation on the Customer Experience committee and are looking at ways to enhance the customer involvement further in 2025.

All unpaid roles add specific skills/experience to the sub committees.

During the period we also had 2 observers for a set period of time.

Executive Officers	
Chief Executive	A Klimczak
Finance Director & Company Secretary	G Giles
Customer Services Director	J Griffiths
Homes Director	S Gilbert
People Director	D Seabrook

Company Information	
Registered Office	Eden House, 10 Eastgate Office Park, Eastgate Rd, Bristol, BS5 6XX
Registered number	Registered as a charitable social landlord under the Co-operative and Community Benefit Societies Act 2014, No: 25495R.
Independent Auditor	Bishop Fleming LLP, 10 Temple Back, Redcliffe, Bristol BS1 6FL
Principal Solicitors	Trowers & Hamlins LLP, 55 Princess Street, Manchester, M2 4EW
Principal Bankers	NatWest PLC, 3 Temple Back East, Temple Quay, Bristol, BS1 9BW

Report from the Board

The Board presents its report and the audited consolidated financial statements for the year ended 31 March 2025.

Board and governance

At the date of these financial statements, Brighter Places' Board has 9 members, 8 NEDs and 1 Executive Director and are currently recruiting for a further NED as part of our succession plans.

Our Executive Officers at the 31 March 2025 are listed on page 24. At the date of these financial statements, only the CEO of the Executive Officers is a member of the Board and was appointed on 1 April 2022. The Executive act within the authority delegated to them by the Board, as set out in the Rules and Standing Orders. The remuneration of the Board members and Executive Team, along with details of the highest paid officer, is detailed in Note 9 of these financial statements.

The role of the Board is to direct, control and scrutinise the affairs of Brighter Places in accordance with its objects and Rules and ensure that its functions are effectively, efficiently, and economically performed.

Overall attendance at the Board for the period was 91.3%. Further attendance is broken down by members within the Statements.

Committee structure

There are currently four formal Committees – the Audit and Risk Committee (ARC), People and Governance Committee (PGC), the Homes and Treasury Committee (HTC) and the Customer Experience Committee (CEC). Each Committee of the Board has clear terms of reference which is reviewed annually and both report back to the Board following each of their meetings.

The Board has delegated responsibility to the ARC for the detailed oversight of risk management arrangements and the review of the work plan and outputs from internal and external audit.

The current role of the PGC is to ensure that the organisation adopts appropriate

and effective remuneration policies in the appointment of the Board and employment of the Chief Executive, Executive team and all staff alongside ensuring effective and compliant governance in line with the appropriate Codes of Governance and Regulatory Standards.

The current role of the HTC is to help ensure that our homes are great places to live now and in the future, and to formally monitor our treasury arrangements.

The current role of the CEC is to help ensure that we deliver on our customer promises and satisfaction measures and deliver great customer outcomes. The committee ensures the customer voice is heard and included in key decision making. The committee has representation from residents and the Engagement Panel.

In Autumn 2024, Campbell Tickell conducted our tri-annual external effectiveness review, reporting back to the Board in November. The review was positively received and provided useful insights to enhance Board and Committee performance. A Governance Working Group has recommended and number of actions which includes a review of the current committee structure, which the Board has approved. We aim to implement these changes by September 2025.

Meetings during the year ended 31 March 2024	
Board	7 (including additional meeting)
Strategy Days	2
Audit & Risk Committee	4
People & Governance Committee	3
Customer Experience Committee	4
Homes & Treasury Committee	4

Appointment of Board members

Board members are appointed through a formal process which includes:

- completing an application form;
- informal discussions with recruitment agencies; SID, Chair or CEO;
- opportunity to attend a Board meeting as an observer;
- attending an interview with a panel of Board members; which may include attending a focus group made up of the Tenant Engagement Panel and Colleague Engagement Panel.

During the year we did not appoint any new Board members. However, a review of the committee structure and responsibilities resulted in two new committees being established, with Board members being required to sit on two sub committees each. We adopted member retention principles and a forward plan for 2025 is being developed to recruit new members where needed. The 3 new resident members recruited to the CEC are unpaid.

Board membership, skills, quality & experience

Board members should collectively possess the qualities and skills to make decisions and monitor performance. Collectively the Board needs to bring experience and understanding of a broad range of topics including but not limited to finance, development, residents' issues and local housing need.

Plans in 2025 have involved decisions on succession, the recruitment of two accounting professionals, one of which is also the ARC Chair and one will commence in September 2025 with senior level experience in Housing. A new member will also commence in September, recruited for their specific skills focusing on IT and organisational development.

Board Code of Conduct

Board members have an obligation to ensure that their private or personal interests do not influence their decisions or compromise their ability to always act in the best interests of Brighter Places and those who it seeks to serve. They must not use their position to obtain personal gain of any sort. On an annual basis we review our assurance methods to confirm we comply with the (NHF) Code of Conduct 2022 and this is accompanied by additional guidance which is reviewed annually. All Board and colleagues complete an annual declaration of interest, and also confirm any changes throughout the year. Board also have standing declarations which are updated after every board meeting.

Shareholding Membership policy

It is Brighter Places' policy to encourage a limited number of key stakeholders, including tenants, to become shareholding Members because this:

- adds value by drawing on a wider pool of expertise and knowledge;
- means the Board has to justify its actions to an informed group of shareholders;
- develops a group of people, interested in Brighter Places and from whom new Board Members can be drawn; and
- can help increase accountability to the community and other stakeholders.

Members can raise issues and vote at the Annual General Meeting and other General Meetings. All Board members are required to become shareholding members. All shareholders are provided with the policy which sets out their role. Business conducted at the Annual General Meeting includes the appointment of members to serve on the Board, approval of the annual financial statements and appointment of the external auditor. Other matters to be voted on may include changes to Brighter Places' constitution.

Internal controls assurance

The Board has overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness. The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and can only provide reasonable, and not absolute, assurance against material misstatement or loss.

In meeting its responsibilities, the Board has adopted a risk-based approach to establishing and maintaining internal controls, which are embedded within day-to-day management and governance processes. This approach includes the regular evaluation of the nature and extent of the risks to which Brighter Places is exposed.

The process for identifying, evaluating and managing the significant risks faced by Brighter Places is ongoing through our strategic risk register, operational risk register, horizon scanning log and performance framework.

An annual report on the risk work undertaken is presented to Board and ARC, along with a report on the effectiveness of internal controls, which sets out our strengths, areas for further improvement and our overall control. This is enhanced by a report on effectiveness of controls from our internal audit annually which confirms reasonable assurance based on their audits.

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

- Identifying and evaluating key risks

  Brighter Places' risk management strategy, sets out the Board's attitude to risk in the achievement of its objectives and underpins the risk management, business planning and control arrangements. These arrangements clearly define management responsibility for the identification, evaluation and control of significant risks. The Chief Executive is responsible for reporting to the Board any significant matters affecting key risks. The Strategic Risk Register (SRR) is the

reporting tool for the Board to assure itself (gain confidence based on evidence) about the successful delivery of the strategic objectives. On a quarterly basis, the Board reviews the SRR. The ARC reviews the operational risk register on a quarterly basis as well as the SRR and will recommend any relevant risks for escalation to the SRR or any proposed changes to risk scoring.

In 2023 and 2024 there was a full review of the Strategic Risk Register aligning key risks to performance outcomes and allowing more focus on the most influential risks. In early 2025 the Board commenced a further review to ensure alignment of key risks to the operating environment and our new Corporate Strategy and supporting strategies and will be reviewing the risk appetites and targets as part of the annual process. A horizon scanning log monitors upcoming potential risks at the earliest stage, allowing them to be followed until they are either no longer a risk or they crystalise and move into our risk register.

- Control environment and internal controls

  The processes to identify and manage the key risks to which Brighter Places is exposed are an integral part of the internal control environment. These processes are reviewed annually and revised where necessary. The Exec Team monitor risk on a monthly basis, alongside performance. The impacts are considered on customer, finances, reputation, regulation and general business. The high level controls are set out in the SRR with further controls and assurance in the Assurance Maps. A review of the risk process and documentation was included in the 2024 governance review.

- Information and reporting systems

  Financial accounting and reporting procedures include detailed budgets for the year ahead and forecasts for subsequent years that are reviewed and approved by the Board and monitored throughout the year. The Board also receives regular performance information relating to development, customers, housing, governance and health & safety alongside the SRR. An annual risk report is provided to the Board looking at the risk changes throughout the year and the focus for the coming year. As part of the governance review outcomes we will be looking at a new committee structure and refreshing the Terms of Reference for Board and Committees.

- Monitoring arrangements

  - It is the responsibility of the ARC to make recommendations to the Board to ensure that appropriate arrangements are implemented to monitor Brighter Places' control environment. In 2022 Brighter Places appointed Beevers and Struthers as their Internal Auditor after a thorough tendering process.

  - The audit plan is reviewed every year and has a forward looking plan for future years to cover key areas of potential risk, referencing the strategic risk register which is reviewed with the ARC and includes any key risks across the sector. Within the reporting period it has covered: BCC x 2 (Business Critical Controls), follow ups, Budget setting & monitoring, treasury management, gas and electric, safeguarding, performance management and stock condition.

  - The Board cannot delegate ultimate responsibility for the system of internal control, but it can, and has, delegated authority to the ARC to regularly review the effectiveness of the system of internal control. The Board receives a report from each meeting of the ARC along with any necessary recommendations.

Health and Safety

Brighter Places is committed to its health and safety and welfare obligations and complies with relevant health and safety legislation. Brighter Places adopts a pro-active and robust approach to all areas of Landlord & Employee Health & Safety, utilising independent experts for specialist areas of compliance in conjunction with a programme of internal audit reviews.

Our health and safety lead is our Head of Safety Assurance. There is a Health & Safety Steering Group and a Health & Safety Committee , reporting to Board and to the PGC. Reports covering the legislative compliance and progress against the Health and Safety Management System action plan (in line with ISO45001) are presented at each PGC meeting. H&S risks are also reported quarterly to ARC through the risk registers and covering reports. Legal compliance areas are reported to our HTC committee.

Donations

Brighter Places made £Nil donations during the year.

Directors' insurance

Brighter Places' Board members and officers have appropriate personal liability insurance cover in place. Cover was in place throughout the year and no claims were made.

Independent Auditor

Bishop Fleming were appointed as Auditors by the Board in December 2022 after a re-tendering exercise. This is for 5 years from 2022/23 onwards with the possible extension of a further year.

The auditors, Bishop Fleming LLP, will be proposed for reappointment at the Annual General Meeting in September 2025 subject to a review of satisfactory performance.

Approval

The report of the Board was approved by the Board on 17 July 2025 and signed on its behalf by:

Grant Giles, Company Secretary and Finance Director

18 September 2025

Future plans, risks and uncertainties

In early 2025 we launched the corporate strategy, Brighter Places 2030 keeping it simple and ensuring that it was relevant to outcomes for customers and other stakeholders. The review considered the changes already seen in our operating environment and was to be dynamic to address future risks and uncertainties. This is supported by a number of supporting strategies, great customer experience, great people & work, great homes & places and great foundations.

In addition to the formal review of the Corporate Plan, the Board attend Strategy Days through the year and spend time at Board meetings regularly assessing and considering the internal and external operating environment, state of the nation, current and emerging threats to Brighter Places, including those that would threaten our strategic objectives, business model, future performance, and solvency and liquidity.

During the year Brighter Places has:

- Monitored the Strategic Risk Register to give clear focus on those risk that could threaten the business
- Documented and reported on Horizon Scanning to ensure we are looking and monitoring future potential risks
- Re-aligned the risk profile through a thorough review of the risk appetite framework
- Reviewed the strategic risk register against wider risks to refresher the register
- Had a stability check which maintained our G1/ V2 as part of a which continues to reflect the additional investment we are putting into our properties and our development programme
- Appointed a new Audit & Risk Committee Chair and Board member (with ongoing recruitment)
- Implemented a clear succession plan for Board and Committees
- Carried out an external effectiveness review of Board and Committees and wider governance review
- Maintained a clear focus on operational safety and resilience with the monitoring of a detailed Heath & Safety Management Plan and Legal Register
- Procured a new home repair service in early 2025 and electrical contractor.
- Assessed, monitored and responded to the regulatory and legislative regime changes to ensure we remain compliant, specifically the new Consumer Standards and Ombudsman Complaint Handling Code
- Focussed significant management activity on service delivery and supporting our customers through reviews of services such as complaints and ASB
- Invested in IT , repairs and damp and mould
- Undertaken a comprehensive regime of internal audits
- Further embedded the risk management and policy frameworks
- Refreshed our performance framework to be more outcome driven across the organisation
- Set new Strategic KPIs and enhanced reporting systems linked to the new Corporate Plan and supporting strategies

The risk profile has remained broadly stable throughout the year but recognises the impact of the external and internal operational challenges, with clear plans and mitigations being in place to manage risk towards accepted target levels.

The key risks during the financial year, and which have informed our future plans, are summarised below.

Risk	Mitigation and how Board gets assurance
SR1 – Risk of significantly reduced financial capacity: ● **impacting our overall viability to deliver core operations; and** ● **the ability to meet our strategic objectives** Failure to forecast, monitor and respond to financial challenges can result in short term and long term viability issues. Breaches of funder covenants, ability to attract new funding and inability to service financial commitments would result in failure to deliver on corporate objectives	We have numerous financial controls, processes and monitoring techniques to ensure we remain compliant with policies, our Financial Framework and Golden Rules. All have been established to provide assurance on our ability to withstand changes in the micro and macro environment considering changes in inflation, interest rate risk, liquidity and credit requirements. Key mitigating activities include: ● Comprehensive annual budget setting process and monthly review at Exec, with quarterly reporting to Board ● Integrated financial management using Open Accounts ● Funder covenant monitoring; ensuring up to date data and information is held, with quarterly reporting to Board ● Amended interest cover covenant – Conversion to EBITDA only methodology ● Financial Framework and Golden Rules, monitored and reported to Board ● An annually approved Treasury Policy that includes key minimum thresholds on banking credit ratings, and sets out minimum liquidity headroom to absorb potential impacts/risks, created in collaboration with Savills, our third party treasury advisory partner ● An annually approved Treasury Strategy, providing direction to achieve policy and framework compliance, whilst identifying opportunities to maximise positive returns and take advantage of funding opportunities. ● Annual Treasury report identifying key activities throughout the year and reporting on the delivery of the previous treasury strategy ● Quarterly Treasury reporting to HTC monitoring policy and framework compliance, liquidity and progress against the treasury strategy ● Asset and Liability Register in place with regular reviews and testing with reporting to ARC on compliance ● Internal audit on financial practices and process with an audit on budget setting and monitoring and treasury management carried out in 2024 with substantial results and recommendations implemented ● Business Planning and Long Term Financial Plan, stress tested and mitigated ● Development cashflow monitored monthly to review liquidity requirements for pipeline projects and used in cashflow forecasting ● Ongoing monitoring of external factors such as inflation, geopolitical disruption and contractor failure

Risk	Mitigation and how Board gets assurance
SR2 - Ineffective governance resulting in: ● **breaches of regulatory or legal requirements** ● **failure to achieve strategic priorities** Ineffective governance can lead to a downgrade which can also impact on the ability to obtain funding and continue to develop. Loss of trust, impact on service delivery and regulatory intervention or merges could take place	We have a governance framework and associated policies and processes to ensure we meet the set requirements. Key mitigating activities include: ● Extensive governance framework, policies and procedures ● Internal and external audits, with oversight provided by ARC ● Review the effectiveness of Board members annually. In Autumn 2024 carried out an external governance and effectiveness review (3 yearly) which was a positive process and found no high level risks. Improvements have already been made to enhance our Board membership skills and all recommendations have been accepted and a review group and plan in place to implement the recommendations throughout 2025 and into 2026, with the aim to implement a reviewed governance structure in Autumn 2025. ● Updated succession plans and recruitment carried out. ● A stability check in December 2024 resulting BP maintaining it's G1/V2. ● Annual compliance assessments supported by an annual compliance register for all statutory and legal returns. ● Reports quarterly to board meetings from the CEO and Co. Sec covering changes in the economic environment, political changes and regulatory changes and ensure we have mitigations in place to reduce risk, including horizon scanning for any potential future risks. ● Access to external support, forums and groups for up to date legislation advice and changes and review the state of the nation at Board away days. ● Compliance reporting on standards and codes annually to Board and quarterly updates on actions and outcomes to Committees.

Risk	Mitigation and how Board gets assurance
SR3 - Health and Safety - Risk of causing or not preventing injury or fatality Poor health and safety management standards could result in the death or life changing injury of a colleague, customer or contractor member of staff or tenant and/or a governance downgrading by the regulator. It could lead to prosecution and interventions	We follow an internationally recognised standard for a Health & Safety Management framework, working toward ISO 45001, with associated policies and processes. Key mitigating activities include: ● An embedded policy framework, with consistent and refreshed legal policies to provide clear guidance and processes across 32 H&S regulatory and risk areas ● Use of Asset Pro as a key control for stock and compliance data, and use of dedicated H&S SharePoint area for document control and management ● A dedicated Head of Safety Assurance who is our health and safety lead with supporting H&S team ● Engagement with colleagues to maintain continuous improvement through the H&S Committee ● A Health & Safety Steering Group ensures that performance is monitored and actions planned and implemented across the organisation, in line with the ISO45001 framework to include risk assessments and operational risk controls such as a new approach and a training matrix for all colleagues ● Mandatory colleague compliance safety training programme with a focus on role specific training ● Regular training for colleagues and Board/ Committee members covering their responsibilities and providing assurance ● Clear processes, systems and record keeping ensuring colleagues and customers are safe reporting through to Exec, Board and Committees and to Customers ● Robust stock condition data held (96.34% coverage at March 2025) ● New Change Management Board (SLT) and processes to ensure all H&S impacts are considered fully ● Emergency preparedness and response procedures for fire, first aid and other critical incidents ● Formal monitoring and reporting of accidents and near misses with training linked to lessons learnt and colleague safety ● KPIs for both landlord compliance and employee health and safety which are monitored monthly and reported to Board/Committees on a quarterly basis ● Regulator Internal audits on employee safety and all compliance areas are planned into a forward plan (gas, fire, electric, asbestos, legionella and lifts) ● A full H&S management systems review resulting in an annual health and safety action plan with regular assurance updates to Exec, ARC and PGC

Risk	Mitigation and how Board gets assurance
SR4 – Risk of inadequate data governance adversely impacting on strategic decision making including: ● **its integrity, accuracy and completeness,** ● **how its managed and used** ● **its security** Poor arrangements, knowledge, security and lack of training can lead to financial loss, frauds, loss of data, have impact on our reputation and ability to deliver timely services	We have been working on IT and Data to ensure we have robust systems and data in place and have recruited additional staff during the year to help support this and work towards a new IT and Data strategy. We continue to have additional external 3rd party support for IT specialist services. Key mitigating activities include: ● Completed IT and Data Security advisory audit with outcome actions being monitored at ARC ● IT & Data strategy that recognises data governance as a key risk area discussed at Board and ARC and priorities agreed and monitored ● Third party review of existing data environment undertaken - no major concerns identified ● Data integrity a core focus and included in the scope of all internal audits ● Asset & Liability Register in place ● GDPR and IT security policy in place ● Business continuity plan tested 6 monthly ● Disaster recovery plan tested regulatory ● Ongoing penetration testing, including phishing coverage, with additional training on IT Security provided for colleagues ● Mandatory colleague e-learning cyber awareness training and enhanced training session provided in early 2025. ● Deployment of Security Information and Event Management (SIEM) platform to protect our laptops and servers. This is backed up by a 3rd party 24x7 Managed Security Operations Centre (SOC) that monitors, detects and reacts to any threats in near real-time.
SR5 – Inability to deliver a development programme in terms of strategic commitment, contracted pipeline and financial returns Being unable to develop a timely development programme could lead to higher costs, reduction in rental income	The development programme has evolved to reflect changes in the wider economic climate and our controls has enabled a dynamic approach to risk management. Key mitigating activities include: ● KPI's monitored and reported to Board/HTC quarterly ● Quarterly detailed development report to HTC ● An annual review of development parameters ● Updated development programme in place included in the LTFP ● Comprehensive budget setting and cashflow monitoring ● Robust long term financial plan which forecasts development expenditures enabling foresight of funding requirements ● A key aspect of the HTC gives the committee moremore focus on the development programme ● Contractor monitoring arrangements to minimise risk of exposure and issues around insolvency

Risk	Mitigation and how Board gets assurance
SR6 – Unable to recruit, retain and develop key staff If we are unable to retain or recruit staff it can put pressure on existing resources, impacting on customer satisfaction	Over the last 12 months staff attrition has increased and recruitment of skilled staff has been challenging in some specific key business areas. A shortage of skills and increased reward expectations have been significant contributing factors. Key mitigating activities include: ● Introduced an enhanced performance management framework to ensure staff are supported and managed effectively ● Continued to carry out actions and take part in Best Companies resulting in being "one to watch" with colleague engagement rising to 72.3% ● Enhanced internal skills and a new HR Manager in place ● A detailed new suite of KPI's which closely monitors staff attrition and understand the drivers of change ● Continue to provide a staff wellbeing/reward package which will be reviewed to include colleague feedback in early 2026 ● Undertook a salary benchmarking exercise to ensure colleagues are suitably paid in line with the sector with a wider review in 2026 ● Package of internal training and development and BP University ● Refreshing our recruitment approach and profile to recruit great staff and increased our development of colleagues with 19 internal promotions ● Introduced a colleague forum to ensure the colleague voice is heard and has influence ● Annual people report to PGC providing insight to influence future policy and agree actions to monitor progress against ● Working with partners to ensure we are meeting our ED&I principles and developing our EDI KPIs and strategy, reporting to PGC on progress to meet targets, this is led from the top down with Board members putting EDI as a key agenda on their strategy day ● Introduced monthly colleague online briefings and quarterly face to face all colleague events to engage with colleagues

Risk	Mitigation and how Board gets assurance
SR7 – Failure to deliver landlord services that are shaped by customer priorities and agreed standards If we are unable to deliver the agreed standards to customers it may result in a reduction in customer satisfaction, increased complaints, compensation and disrepair claims and a loss of trust or negative publicity	A key part of our strategic objectives is to deliver great customer service. A reduction in resident satisfaction or effective failure to improve the service we deliver will put delivery of our objectives at significant risk. Key mitigating activities include: ● Customer Experience Committee focuses on customer satisfaction improvements and hear the voice of the customer with residents sitting on the committee and customer journeys featuring on each agenda ● New Customer Services structure with investment into additional roles to continue to improve services ● A Resident Engagement Panel which scrutinises the performance of our services and challenge where improvement to service is not being achieved to the necessary level. The Chair of this panel are invited to each CEC meeting as a co-optee and to the board for key decisions such as rent increases ● Monitoring of repairs at committees along with satisfaction ● Procurement of a new repairs provider carried out with input from customers Updated and improved complaints policy and process ● Reviewed compliance with the Ombudsman Complaint Handling Code and reported to CEC and Board. New complaints process in place to improve satisfaction and improve the services to customers ● Reviewed compliance with the new regulatory consumer standards and reported to CEC. ● A robust customer services maturity model and road map in place to provide assurance on progress of key areas ● Robust stock data - Completed 96.34% of our stock condition survey with the outstanding planned in for 2025/26 ● New suite of customer KPI's including coverage of the TSM standards ● Reviews of STAR survey outputs at CEC ● Investigations into improving customer outcomes and satisfaction with our service ● Internal audits complaints and safeguarding with all actions completed. ● You said we did reports in the newsletter for residents ● Drop-in sessions to gain feedback and insight from customers to improve service delivery ● Resident led engagement sessions. Collecting up to date customer household and vulnerability data to enable shaping of service and scrutiny of performance.

Risk	Mitigation and how Board gets assurance
SR8 – Failure to effectively maintain and improve our existing homes in line with regulation and strategic priorities Failure to improve or maintain our homes and have the funding available could lead to additional hardship for our customers, loss of confidence, inability to meet the standards required for the regulator and consumer standards	We are committed to delivering warm, safe and secure homes that meet environmental impact requirements and save our residents money on heating their homes. Whilst there are a number of risks and challenges, we have measure in place to mitigate risk and provide assurance including: ● Quarterly monitoring of compliance with property safety laws and regulation to Board and HTC ● Asset strategy approved by Board including commitment to use data to drive change and improvements to existing properties ● 5 year investment plan to enhance insight from existing property data to influence decisions and deliver enhanced value for money ● Progression of the long term investment plan, underpinned by 96.34% stock condition data, monitored by HTC ● EPC/Net Zero strategy being developed and energy support funding obtained from the WECA Innovative Retrofit pilot fund and the Social Housing Decarbonisation Fund ● Annual internal audit gas, electric and stock condition with positive results ● Specialised team focussed improving performance around damp and mould with additional resources to ensure we can maintain our homes and improve services to customers ● New repairs contractor with improved performance showing ● Improved customer data collection project ongoing ● Compliance with safety and quality standard ● Monthly compliance KPI reporting and quarterly to Board and Committee

Statement of Board responsibilities

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

Registered Provider legislation requires the Board to prepare financial statements for each financial year. Under that legislation the Board have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under Housing Association legislation, the Board must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Association and of the surplus or deficit of the Group and Association for that period. In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting 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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Association will continue in business.

The Board is responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Association's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Association and enable them to ensure that the financial statements comply with Housing Association legislation. They are also responsible for safeguarding the assets of the Group and Association and hence for taking reasonable steps for the prevention and detection of 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 United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Financial statements are published on our website **www.brighterplaces.co.uk**, in accordance with UK legislation governing the preparation and determination of financial statements. This may vary from legislation in other jurisdictions. The Boards responsibilities extend to the maintenance and integrity of the corporate and financial information on the website.

Board Statements

The Governance and Financial Viability Standard

Brighter Places has fully complied with the Regulator of Social Housing Governance and Financial Viability Standard during the year.

A self-assessment against the remainder of the regulatory standards also confirms compliance. We continue to identify areas of further improvement against the standards and these are monitored at committee throughout the year.

The Regulator of Social Housing (RSH) carried out stability check in December 2024 and published a regulatory judgement for Brighter Places that confirmed the regulatory ratings for financial viability and governance have remained unchanged are as follows:

- G1 - The landlord meets our governance requirements.
- V2 - The landlord meets our viability requirements. It has the financial capacity to deal with a reasonable range of adverse scenarios but needs to manage material risks to ensure continued compliance.

Further details on the RSH's regulatory approach and Brighter Places' regulatory judgement can be found at **https://www.gov.uk/government/publications/regulatory-judgements-and-regulatory-notices**

National Housing Federation Code of Governance

The Board carried out a gap analysis in early 2022 against the NHF Code of Governance 2020 and formally adopted the 2020 Code in July 2020 and its annual review confirms that we continue to fully comply.

National Housing Federation Code of Conduct

The Board have adopted The Code of Conduct 2022 was adopted and has assurance that we continue to comply with a review annually.

Modern Slavery

Brighter Places has a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains. We have a Modern Slavery policy and report to People & Governance committee annually.

Fraud, Anti-Bribery & Money Laundering

Brighter Places has a zero-tolerance approach to fraud and is committed to preventing, detecting and deterring fraud, theft, bribery, corruption, terrorist financing, tax evasion, money laundering or any other financial irregularity. Policies were refreshed in early 2023 and all colleagues have carried out e-learning fraud awareness training at regular intervals.

Equity, Diversity and Inclusion (EDI)

We have continued our desire to strengthen our EDI policy from recruitment and selection through training and development, appraisal and promotion to retirement. We promote an environment free from victimisation, discrimination and harassment. We endeavour to ensure that decisions relating to employment practices are objective, free from bias, and based solely on work criteria and individual merit. The level of importance and significant investment that we continue put into our EDI services highlight how seriously we take our responsibilities for the needs of our employees, customers and the surrounding community.

We fairly consider applications of employment made by anyone regardless of age, disability, gender, marital status, race, religion, sex, or sexual orientation. We also endeavour to continue employing staff should the status of these characteristics change during their employment with us.

Staff - currently the percentage of all staff from a diverse background is 57%.

Board - currently the percentage of Board members from an ethnic origin is 13%. Female Board members make up 45% of the Board, the percentage of Board with disabilities is 0% and the percentage of the Board ages 35-44% is 12.5%, 45-54 is 12.5%, 55-60 – 62.5% and 61plus is 12.5%

Going Concern

The Board has a reasonable expectation that the organisation has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing these financial statements.

Disclosure of information to the auditor

Each of the Board members at the date of approval of this report has confirmed that:

- As far as the Board members are aware, there is no relevant audit information of which the Group's auditor is unaware; and
- The Board members have taken all the steps that they ought to have taken as Board members in order to make themselves aware of any relevant audit information and to establish that the Group's auditor is aware of that information.

Approved by the Board on 17 July 2025 and signed on its behalf by:

Grant Giles, Company Secretary and Finance Director

18 September 2025

Independent Auditor's Report to the members of Brighter Places

Opinion

We have audited the financial statements of Brighter Places (the 'parent association') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the Group and Association Statement of Comprehensive Income, the Group and Association Statement of Financial Position, the Group and Association Statement of Changes in Reserves, the Group Statement of Cashflows, and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and the parent association's affairs as at 31 March 2025, and of the income and expenditure of the group for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2022.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The board are responsible for the other information contained within the annual report4. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Act 2014 requires us to report to you if, in our opinion:

- the group and the parent association have not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation; or
- the revenue account, any other accounts to which our report relates, and the balance sheet are not in agreement with the group and the parent association's books of account; or
- we have not obtained all the information and explanations necessary for the purposes our audit.

Responsibilities of the Board

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- we have considered the nature of the sector, control environment and financial performance.
- we have considered the results of enquiries with management and members in relation to their own identification and assessment of the risk of irregularities within the entity.
- we have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation.
- any matters identified having obtained and reviewed the group's documentation of their policies and procedures relating to:
    - identifying, evaluation and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
    - the internal controls established to mitigate risks of fraud or noncompliance with laws and regulations.
    - we have considered the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to income recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the group operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Co-operative and Community Benefit Societies Act 2014, FRS 102, and UK tax legislation.

In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or avoid a material penalty. These include, data protection regulations, health and safety regulations, employment legislation, and money laundering legislation.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reviewing board meeting minutes;
- enquiring of management in relation to actual and potential claims or litigations;

- performing detailed transactional testing in relation to the recognition of income, with a particular focus around year-end cut off; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgments made in accounting estimates are indicative of potential bias; and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business

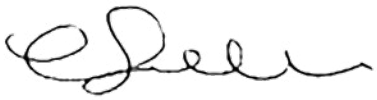
We also communicated identified laws and regulations and potential fraud risks to all members of the engagement team and remained alert to possible indicators of fraud or non-compliance with laws and regulations throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Craig Sullivan (Senior statutory auditor)

for and on behalf of

Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
Bristol

10 October 2025

Financial statements

Group and Association Statement of Comprehensive Income
For the year ended 31 March 2025

	Note	Group		Association	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
Turnover	3a	25,878	25,082	25,815	25,022
Operating expenditure	3a	(21,310)	(20,020)	(21,242)	(19,948)
Surplus on disposal of property, plant and equipment	4	545	536	545	536
Operating surplus		**5,113**	**5,598**	**5,118**	**5,610**
Finance income	5	992	560	981	548
Interest and financing costs	6	(4,488)	(4,394)	(4,488)	(4,394)
Surplus before taxation		**1,617**	**1,764**	**1,611**	**1,764**
Taxation	10	-	(1)	-	-
Surplus for the year		1,617	1,763	1,611	1,764
Actuarial gain/(loss) in respect of pension scheme		85	(184)	85	(184)
Total Comprehensive Income for the year		**1,702**	**1,579**	**1,696**	**1,580**

Group and Association Statement of Financial Position At 31 March 2025

	Note	Group		Association	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
Fixed assets					
Housing properties	11	249,578	240,729	249,578	240,729
Other property, plant and equipment	13	1,446	1,598	1,006	1,119
Investments		-	-	1,000	1,000
		251,024	**242,327**	**251,584**	**242,848**
Current assets					
Stock	12	-	2,878	-	2,878
Debtors	15	3,120	2,350	3,204	2,449
Cash		25,006	16,203	24,372	15,605
		28,126	**21,431**	**27,576**	**20,932**
Creditors					
Amounts falling due within one year	16	(9,517)	(8,774)	(9,532)	(8,795)
Net current assets		18,609	12,657	18,044	12,137
Total assets less current liabilities		269,633	254,984	269,628	254,985
Creditors					
Amounts falling due after more than one year	17	(162,338)	(149,181)	(162,338)	(149,181)
Defined benefit pension liability	18	(391)	(601)	(391)	(601)
Net assets		**106,904**	**105,202**	**106,899**	**105,203**
Capital and reserves					
Called-up share capital	19	-	-	-	-
Revenue reserve		103,667	101,965	103,662	101,966
Revaluation reserve		3,237	3,237	3,237	3,237
Total reserves		**106,904**	**105,202**	**106,899**	**105,203**

The financial statements were approved and authorised for issue by the Board on 17 July 2025 and signed on its behalf by:

Harry Partington, Board Chair

18 September 2025

Selina White, Chair of Audit and Risk Committee

18 September 2025

Grant Giles, Company Secretary

18 September 2025

Group and Association Statement of Changes in Reserves
As at 31 March 2025

	Group			Association		
	Revenue reserve £'000	Revaluation reserve £'000	Total £'000	Revenue reserve £'000	Revaluation reserve £'000	Total £'000
At 1 April 2024	101,965	3,237	105,202	101,966	3,237	105,203
Surplus for the year	1,702	-	1,702	1,696	-	1,696
At 31 March 2025	**103,667**	**3,237**	**106,904**	**103,662**	**3,237**	**106,899**

	Group			Association		
	Revenue reserve £'000	Revaluation reserve £'000	Total £'000	Revenue reserve £'000	Revaluation reserve £'000	Total £'000
At 1 April 2023	100,386	3,237	103,623	100,386	3,237	103,623
Surplus for the year	1,579	-	1,579	1,580	-	1,580
At 31 March 2024	**101,965**	**3,237**	**105,202**	**101,966**	**3,237**	**105,203**

Group Statement of Cashflows As at 31 March 2025

	2025 £'000	2024 £'000
Cash flow from operating activities		
Surplus for the year (before tax and interest)	5,113	5,598
Adjustment for non-cash items:		
Depreciation of property, plant and equipment	3,951	3,735
Movement on disposal of plant and equipment	-	180
Amortisation of social housing grant	(746)	(693)
(Increase) / Decrease in pension deficit	6	6
(Gain) / Loss on sale of property	(545)	(536)
(Increase) / Decrease in debtors	(770)	(305)
Increase / (Decrease) in creditors	(1,412)	(1,062)
(Increase) / Decrease in stock	2,878	-
Net Cash generated by operations activity	8,475	6,923
Cash flows from investing activities		
Purchase of property	(12,996)	(1,701)
Purchase of plant and equipment	(89)	(45)
Proceeds from sale of property, plant and equipment	1,155	969
Grants received	1,541	1,083
Interest received	992	491
Net cash flows from investing activities	(9,397)	797
Cash flows from financing activities		
Interest paid	(4,085)	(4,036)
Repayments of borrowings	(1,190)	(12,601)
New loans	15,000	15,000
Net cash flows from financing activities	9,725	(1,637)
Net increase / (decrease) in cash and cash equivalents	8,803	6,083
Cash and cash equivalents at beginning of year	16,203	10,120
Cash and cash equivalents at end of year	**25,006**	**16,203**

Note to the Financial Statements

1. Accounting policies

The principal accounting policies are summarised below. They have all been applied consistently throughout the year and to the preceding year.

1.1 Legal Status and Registered Office Address

The Association is a Private Registered Provider of Social Housing in England under the Co-operative and Community Benefit Societies Act 2014. Its registered address is Eden House, 10 Eastgate Office Park, Eastgate Road, Bristol, BS5 6XX

1.2 General information and basis of accounting

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council and comply with the Statement of Recommended Practice for registered social housing providers (SORP), the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing 2022. Brighter Places is a public benefit entity, as defined in FRS 102 and applies the relevant paragraphs prefixed 'PBE' in FRS 102.

1.3 Going Concern

BP's activities, together with the factors likely to affect its future development, its financial position, financial risk management objectives, details of its financial instruments and derivative activities, and its exposures to credit, liquidity and cash flow risk are described in the Strategic Report.

BP has considerable financial resources and, therefore, the Board believe that the organisation is well placed to manage its business risks successfully despite current uncertainties in the social housing sector.

After making enquiries, the Board have a reasonable expectation that the Association has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

1.4 Restatement of 2024

The financial results for 2024 have been restated to reflect the movement in disclosure of fixed assets held as long leasehold. Previously the long leasehold value disclosed was understated. The financial statements for the year ending 31 March 2025 have fully included such items within the "Long leasehold" note and restated the 2024 financial results to align to the treatment in 2025. The restatements result in no change to the brought forward overall reserves of the entity at 1 April 2024.

1.5 Property, plant and equipment - housing properties

Initial recognition

Housing properties are stated at deemed cost less accumulated depreciation and accumulated impairment losses. Cost includes the cost of acquiring land and buildings, directly attributable development costs and borrowing costs directly attributable to the construction of new housing properties during the development. Capitalisation ceases when substantially all the activities that are necessary to get the asset ready for use are complete.

Depreciation is charged to write down the net book value of housing properties to their estimated residual value, on a straight-line basis, over their useful economic lives. Freehold land is not depreciated.

Properties under construction

For properties under construction, direct overheads, interest and incremental costs associated with new developments are capitalised. Properties under construction are not depreciated.

Shared ownership properties

The cost of shared ownership properties is 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 sold, when the costs and related sales proceeds are included in turnover and operating costs respectively. The remaining element is classed as a fixed asset and included in housing properties at cost, less any provisions needed for depreciation or impairment. Sales of subsequent tranches ('stair-casing') are accounted for as a disposal of a fixed asset, with only the surplus or deficit on disposal being accounted for in the Statement of Comprehensive Income.

Major components and depreciation

Major components of housing properties, which have significantly different patterns of consumption of economic benefits, are treated as separate assets and depreciated over their expected useful economic lives as follows:

Structure	80 - 100 years
Roofs	60 - 70 years
Doors and windows	25 – 30 years
Kitchens	20 years
Bathrooms	30 years
Heating systems	10 - 15 years
Electrical	30 years
Lift	20 years
Mechanical systems	20 years

Long lease Properties are depreciated over the shorter of estimated useful economic lives or lease duration.

Improvements

Where there are improvements to housing properties that are expected to provide incremental future benefits, these are capitalised and added to the carrying amount of the property. Any works to housing properties which do not replace a component or result in an incremental future benefit are charged as expenditure in surplus or deficit in the Statement of Comprehensive Income.

Leaseholders

Where the rights and obligations for improving a housing property reside with the leaseholder or tenant, any works to improve such properties incurred by the Association is recharged to the leaseholder and recognised in surplus or deficit in the Statement of Comprehensive Income along with the corresponding income from the leaseholder or tenant.

1.6 Non-housing property, plant and equipment

Non-housing property, plant and equipment are stated at historic cost less accumulated depreciation and any provision for impairment. Depreciation is provided on all non-housing property, plant and equipment, other than investment properties and freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life.

Expected useful lives are as follows:

Furniture, fixtures & fittings	3 - 10 years
Office adaptations in line with the lease term	
Office / Computer equipment	3 - 5 years
Motor vehicles	4 years
PV Cells	25 years
Non-housing fixed asset expenditure less than £500 is not capitalised.	

1.7 Investment properties

The classification of properties as investment property or property, plant and equipment are based upon the intended use of the property. Properties held to earn commercial rentals or for capital appreciation or both are classified as investment properties. Properties that are used for administrative purposes or that are held for the provision of social housing are treated as property plant and equipment. Mixed use property is separated between investment property and property, plant and equipment.

Land is accounted for based on its intended use. Where land is acquired speculatively with the intention of generating a capital gain and/or a commercial rental return it is accounted for as investment property. Where land is acquired for use in the provision of social housing or for a social benefit it is accounted for as property, plant and equipment.

Investment properties are measured at fair value annually with any change recognised in surplus or deficit in the Statement of Comprehensive Income.

1.8 Impairment of social housing properties

Properties held for their social benefit are not held solely for the cash inflows they generate and are held for their service potential.

An assessment is made at each reporting date as to whether an indicator of impairment exists. If such an indicator exists, an impairment assessment is carried out and an estimate of the recoverable amount of the asset is made. Where the carrying amount of the asset exceeds its recoverable amount, an impairment loss is recognised in surplus or deficit in the Statement of Comprehensive Income. The recoverable amount of an asset is the higher of its value in use and fair value less costs to sell. Where assets are held for their service potential, value in use is determined by the present value of the asset's remaining service potential plus the net amount expected to be received from its disposal. Depreciated replacement cost is taken as a suitable measurement model

An impairment loss is reversed if the reasons for the impairment loss have ceased to apply and included in surplus or deficit in the Statement of Comprehensive Income.

1.9 Social Housing Grant and other Government grants

Where grants are received from government agencies such as Homes England, local authorities, devolved government agencies, health authorities and the European Commission which meet the definition of government grants they are recognised when there is reasonable assurance that the conditions attached to them will be complied with and that the grant will be received.

Government grants are recognised using the accrual model and are classified either as a grant relating to revenue or a grant relating to assets. Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset. Grants received for housing properties are recognised in income over the expected useful life of the housing property structure. Where a grant is received specifically for components of a housing property, the grant is recognised in income over the expected useful life of the component. Grants received from non-government sources are recognised as revenue using the performance model.

1.10 Donated land

Where a donation of land is received or land is acquired at below market value from a government source, this is accounted for as a non-monetary government grant. The difference between the fair value of the asset donated or acquired and the consideration paid for the asset is recognised as a government grant and included in the Statement of Financial Position as a liability.

Where a donation of land is received or acquisitions of land at below their market value from a third party that does not meet the definition of a government source the transaction is recognised as an asset in the Statement of Financial Position at fair value, taking account of any restrictions on the use of the asset and income equivalent to the difference between any amounts paid or payable for the asset and the fair value of the asset is recognised in surplus or deficit in the Statement of Comprehensive Income as a donation when future performance-related conditions are met.

1.11 Recycling of grants

Where there is a requirement to either repay or recycle a grant received for an asset that has been disposed of, a provision is included in the Statement of Financial Position to recognise this obligation as a liability. When approval is received from the funding body to use the grant for a specific development, the amount previously recognised as a provision for the recycling of the grant is reclassified as a creditor in the Statement of Financial Position.

For shared ownership stair-casing sales, when full stair-casing has not taken place, the recycling of the grant may be deferred if the net sales proceeds are insufficient to meet the grant obligation relating to the disposal and is not to be recognised as a provision. On subsequent stair-casing sales, the requirement to recycle the grant becomes an obligation if sufficient sales proceeds are generated to meet the obligation and a provision is recognised at this point.

On disposal of an asset for which government grant was received, if there is no obligation to repay the grant, any unamortised grant remaining within liabilities in the Statement of Financial Position related to this asset is derecognised as a liability and recognised as revenue in surplus or deficit in the Statement of Comprehensive Income.

1.12 Leased assets

At inception the Association assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

1.13 Operating leased assets

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases.

Payments under operating leases are charged to surplus or deficit in the Statement of Comprehensive Income on a straight-line basis over the period of the lease.

1.14 Interest payable

Borrowing costs are interest and other costs incurred in connection with the borrowing of funds. Borrowing costs are calculated using the effective interest rate, which is the rate that exactly discounts estimated future cash payments or receipts through the expected life of a financial instrument and is determined on the basis of the carrying amount of the financial liability at initial recognition. Under the effective interest method, the amortised cost of a financial liability is the present value of future cash payments discounted at the effective interest rate and the interest expense in a period equals the carrying amount of the financial liability at the beginning of a period multiplied by the effective interest rate for the period.

1.15 Taxation

BP is an exempt charity and is therefore not subject to Corporation tax on its charitable activities.

The Association is registered for VAT (Registration number 682622132) and recovers VAT incurred on expenditure that directly relates to sales made that are chargeable to VAT. The financial statements include VAT to the extent that it is suffered by the Association 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.

1.16 Pensions

BP is a member of the Social Housing Pension Scheme (SHPS), which is administered by the Pensions Trust. The Social Housing Pension Scheme combines several offerings including both a defined benefit scheme and a defined contribution scheme. BP has closed its existing defined benefit scheme to new and existing members. New members can enrol in the defined contribution scheme.

Multi-employer defined benefit pension scheme – Social Housing Pension Scheme

The association participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

Further disclosures relating to SHPS defined benefit scheme are found in note 18.

Defined contribution scheme

The Association participates in two defined contribution schemes where the amount charged to surplus or deficit in the Statement of Comprehensive Income in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Statement of Financial Position.

1.17 Turnover

Turnover represents rent and service charges receivable (net of rent and service charge losses from voids) and disposal proceeds of current assets such as properties developed for outright sale or shared ownership first tranche sales at completion together with revenue grants from local authorities and the Homes England and charitable fees and donations. Service charge income is recognised when expenditure is incurred as this is considered to be the point at which the service has been performed and the revenue recognition criteria met. Other income is recognised on a receivable basis when BP has a legally enforceable right to the income.

1.18 Properties managed for and on behalf of others

BP levies a fee for its management services to the landlord of the property. These fees are accounted for in the income and expenditure account in the period to which they relate. Ordinarily, BP will deduct this fee from rent collected from the managed properties and transfer the net amount to the landlord.

1.19 Shared ownership property sales

Shared ownership properties, including those under construction, are split between non-current assets and current assets. The split is determined by the percentage of the property to be sold under the first tranche disposal which is shown on initial recognition as a current asset, with the remainder classified as a non-current asset within property plant and equipment. Where this would result in a surplus on the disposal of the current asset that would exceed the anticipated overall surplus, the surplus on disposal of the first tranche is limited to the overall surplus by adjusting the costs allocated to current or noncurrent assets.

Proceeds from first tranche disposals are accounted for as turnover in the Statement of Comprehensive Income of the period in which the disposals occur and the cost of sale is transferred from current assets to operating costs. Proceeds from subsequent tranche sales are treated as disposals of fixed assets.

1.20 Service charges

BP levies service charges to its tenants based on the costs incurred over a 12-month period. Service charges are levied weekly or monthly alongside the rental charge for the property. Service charges are collected using the variable service charge method. Any under or over recovery from the service is recovered or repaid in future financial periods. This over / under recovered balance is now reflected as an explicit debtor / creditor in the accounts. Note that previously over / under recovered service charge balances were accounted for in the income and expenditure account in the period to which they related.

1.21 Taxation

Current tax is recognised for the amount of income tax payable in respect of taxable surplus for the current or past reporting periods using the tax rates and laws that have been enacted or substantively enacted by the reporting date.

1.22 Financial instruments

Financial assets and financial liabilities are recognised when the Association becomes a party to the contractual provisions of the instrument.

1.23 Financial assets carried at amortised cost

Financial assets carried at amortised cost comprise rent arrears, trade and other receivables and cash and cash equivalents. Financial assets are initially recognised at fair value plus directly attributable transaction costs. After initial recognition, they are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

If there is objective evidence that there is an impairment loss, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced accordingly.

A financial asset is derecognised when the contractual rights to the cash flows expire, or when the financial asset and all substantial risks and reward are transferred. If an arrangement constitutes a financing transaction, the financial asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

1.24 Financial liabilities carried at amortised cost

These financial liabilities include trade and other payables and interest-bearing loans and borrowings.

Non-current debt instruments which meet the necessary conditions in FRS 102, are initially recognised at fair value adjusted for any directly attributable transaction cost and subsequently measured at amortised cost using the effective interest method, with interest-related charges recognised as an expense in finance costs in the Statement of Comprehensive Income. Discounting is omitted where the effect of discounting is immaterial.

A financial liability is derecognised only when the contractual obligation is extinguished, that is, when the obligation is discharged, cancelled or expires.

1.25 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short term, highly liquid investments that are readily convertible into known amounts of cash and are subject to an insignificant risk of changes in value.

1.26 Holiday pay accrual

FRS 102 requires short term employee benefits to be charged in surplus or deficit to the Statement of Comprehensive Income as the employee service is received.

2. Significant management judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

The following are management judgements in applying the accounting policies of the Association that have the most significant effect on the amounts recognised in the financial statements.

2.1 Impairment of social housing properties

The Association must make an assessment as to whether an indicator of impairment exists. In making the judgement, management considered the detailed criteria set out in the SORP.

In accordance with paragraphs 14.43 to 14.45 of the Housing SORP 2018, BP is required to make the following disclosure:

- Judgements made in defining the Cash Generating Unit (CGU);
- Estimation technique and judgement used in measuring recoverable amount; and
- When VIU-SP is used to estimate the recoverable amount, the key assumptions used and details of the method used.

BP estimated the recoverable amount of its housing properties as follows:

- Determined the level at which the recoverable amount is to be assessed (i.e. the individual asset level or at CGU) level. The CGU was determined to be an individual scheme:
- Estimated the recoverable amount of the CGU;
- Calculated the carrying amount of the CGU; and
- Compared the carrying amount to the recoverable amount to determine if an impairment loss had occurred.

Based on this assessment, BP calculated the Depreciated Replacement Cost (DRC) of each social housing property scheme, using appropriate construction costs and land prices. Comparing this to the carrying amount of each scheme, there was no impairment of social housing properties.

2.2 Capitalisation of property development costs

The Association capitalises development expenditure in accordance with the accounting policy on housing properties. Judgement is exercised over the likelihood that projects will continue.

2.3 Provisions

Provision is made to recognise certain liabilities and for rent arrears that are considered uncollectable. These provisions require management's best estimate of the costs that will be incurred based on legislative and contractual requirements. Rental debt provisions consider the age of the debt and whether the tenant is continuing in occupancy or is a former tenant, with all former tenant arrears provided for. In addition, the timing of the cash flows and the discount rates used to establish net present value of the obligations require management's judgement.

2.4 Defined benefit pension scheme

The Association has obligations to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on several factors, including life expectancy, salary increases and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends. Variations in these assumptions could significantly impact the liability.

2.5 Components of housing properties and useful lives

Major components of housing properties have significantly different patterns of consumption of economic benefits and estimates are made to allocate the initial cost of the property to its major components and to depreciate each component separately over its useful economic life. The Association considers whether there are any indications that the useful lives require revision at each reporting date to ensure that they remain appropriate.

2.6 Liquidated Asset Damages

Liquidated asset damages are received from building contractor partners in recognition of lost income and increased costs from delays in completion of new units. Full recognition of these values is not applied until completion of the relevant scheme due to the risk of potential full or part repayment of these monies. Management judgement has been applied to assess the sufficiency of the provision made based on progression of schemes on an individual basis.

3a. Turnover, operating costs and operating surplus

2025	Group			Association		
	Turnover £'000	Operating costs £'000	Operating surplus £'000	Turnover £'000	Operating costs £'000	Operating surplus £'000
Social housing lettings (note 3b)	23,178	(19,679)	3,499	23,178	(19,675)	3,503
Total	23,178	(19,679)	3,499	23,178	(19,675)	3,503
Other social housing activities						
1st tranche property sales	1,605	(1,387)	218	1,605	(1,387)	218
Management charges	221	(175)	46	221	(175)	46
Liquidated asset damages	633	-	633	633	-	633
Community regeneration	-	(5)	(5)	-	(5)	(5)
Gift Aid from subsidiary	-	-	-	87	-	87
Feed in tariff / export tariff	169	(64)	105	-	-	-
Other	20	-	20	40	-	40
	25,826	(21,310)	4,516	25,764	(21,242)	4,522
Activities other than social housing activities	51	-	51	51	-	51
Total	25,877	(21,310)	4,568	25,815	(21,242)	4,573

2024	Group			Association		
	Turnover £'000	Operating costs £'000	Operating surplus £'000	Turnover £'000	Operating costs £'000	Operating surplus £'000
Social housing lettings (note 3b)	20,990	(17,055)	3,935	20,991	(17,054)	3,937
Total	20,990	(17,055)	3,935	20,991	(17,054)	3,937
Other social housing activities						
1st tranche property sales	2,842	(2,674)	168	2,842	(2,674)	168
Management charges	325	(174)	151	325	(174)	151
Liquidated asset damages	637	-	637	637	-	637
Community regeneration	-	(29)	(29)	-	(29)	(29)
Gift Aid from subsidiary	-	-	-	97	-	97
Feed in tariff / export tariff	177	(71)	106	-	-	-
Other	74	-	74	93	-	93
	25,045	(20,003)	5,042	24,985	(19,931)	5,054
Activities other than social housing activities	37	(17)	20	37	(17)	20
Total	25,082	(20,020)	5,062	25,022	(19,948)	5,074

3b. Particulars of Income and Expenditure from social housing lettings - Group and Association

Social housing lettings	General Needs Housing £'000	Affordable Rent £'000	Intermediate Rent £'000	Low Cost Home Ownership £'000	Supported Housing for Older People £'000	2025 Total £'000	2024 Total £'000
Income							
Rents receivable	15,861	2,183	209	1,246	1,398	**20,897**	**19,198**
Service charge income	1,233	-	16	97	109	**1,455**	**1,017**
Amortised government grant	584	80	8	23	51	**746**	**693**
Other grants	64	9	1	-	6	**80**	**82**
Turnover	17,742	2,272	234	1,366	1,564	**23,178**	**20,990**
Expenditure							
Service charge costs	(1,480)	-	(16)	(97)	(109)	**(1,702)**	**(896)**
Management	(3,223)	(444)	(42)	(127)	(284)	**(4,120)**	**(3,601)**
Routine Maintenance	(5,473)	(753)	(72)	-	(482)	**(6,780)**	**(6,040)**
Planned Maintenance	(1,754)	(241)	(23)	-	(155)	**(2,173)**	**(1,160)**
Major Repairs	(723)	(99)	(9)	-	(64)	**(895)**	**(1,271)**
Bad Debts	(13)	(2)	-	(1)	(1)	**(17)**	**(259)**
Depreciation of housing properties	(2,789)	(384)	(37)	(219)	(246)	**(3,675)**	**(3,517)**
Property Lease Charges	(317)	-	-	-	-	**(317)**	**(311)**
Operating costs	(15,772)	(1,923)	(199)	(444)	(1,341)	**(19,679)**	**(17,055)**
Operating surplus social housing lettings	**1,970**	**349**	**35**	**922**	**223**	**3,499**	**3,935**
Void losses	458	63	6	36	40	603	381

4. Surplus on disposal of property, plant and equipment

	2025 £'000	2024 £'000
Sale of subsequent tranche Income	1,066	1,023
Subsequent tranche cost of sales	(521)	(487)
Surplus on disposal	545	536

5. Other finance income

	2025 £'000	2024 £'000
Bank interest receivable	992	560
	992	560

6. Interest and financing costs

	2025 £'000	2024 £'000
Bank loans and overdrafts	4,961	4,826
Unwinding of discounts on provisions	187	144
Other	81	91
	5,229	5,061
Financing costs capitalised to developments	(741)	(667)
	4,488	4,394

Financing costs have been capitalised based on a capitalisation rate 4.22% (2024: 4.37%),which is the weighted average of rates applicable to the Group's general borrowings outstanding during the year.

7. Surplus on ordinary activities before taxation

Surplus on ordinary activities before taxation is stated after charging/(crediting):

	Group		Association	
	2025 £'000	**2024 £'000**	**2025 £'000**	**2024 £'000**
Depreciation of property	3,531	3,468	3,531	3,468
Depreciation of plant and equipment	240	267	202	229
Government grants	(746)	(693)	(746)	(693)
Defined pension scheme expense	6	6	6	6
Audit fees:				
Statutory audit	38	36	35	33
Internal Audit Fees	48	37	48	37
Operating lease rentals:				
Social Housing Properties	317	311	317	311
Office Lease	80	92	80	92
Equipment	-	5	-	-

8. Staff costs

	2025 £'000	2024 £'000
Wages and salaries	4,374	3,929
Social security costs	440	379
Other pension costs	280	246
	5,094	4,554

The Full Time Equivalent number of staff who received emoluments, including pension contributions, in excess of £60,000 are shown below:

Salary Band	2025 Number	2024 Number
£60,000 – £69,999	5	4
£70,000 – £79,999	1	1
£80,000 – £89,999	-	1
£90,000 - £99,999	3	2
£100,000 - £109,999	1	-
£110,000 – £119,999	-	-
£120,000 - £129,999	-	1
£130,000 - £139,999	1	-

	2025 Number	2024 Number
The average full-time equivalent number of employees was:	102	97

The basis of the calculation of the full-time equivalents was 37 hours per week = 1 full time equivalent.

9. Directors' remuneration and transactions - Key management personnel remuneration

Directors who are executive staff members	2025 £'000	2024 £'000
Wages and salaries	488	446
Other pension costs	30	27
Estimated money value or any other benefits other than in cash	3	3
Board members		
Wages and salaries	53	48
	574	524

- Board remuneration on a named basis is included on page 23.
- Independent members and resident members on Committees are not currently remunerated. Board co-optees are paid the same as Board members.
- Our Chief Executive receives no remuneration in respect of being a member of the Board.
- During the prior year no compensation for loss of office was paid to any Directors
- Directors are defined as the members of the Board, the Chief Executive and any other person who is a member of the Executive Management team.

Remuneration of the highest paid director, excluding pension contributions:	2025 £'000	2024 £'000
Emoluments	130	120

The Chief Executive is an ordinary member of the pension scheme. No enhanced or special terms apply.

10. Tax on surplus on ordinary activities

Current tax	2025 £'000	2024 £'000
UK Corporation tax on surplus for the year	-	1
Adjustments in respect of prior periods	-	-
	-	1

Total tax reconciliation	2025 £'000	2024 £'000
Surplus on ordinary activities	1,617	1,764
Theoretical tax charge at UK corporation tax rate 25% (2024: 19%)	404	335
Income not taxable	(6,798)	(4,933)
Charitable tax exemption	(21)	(16)
Non-deductible expenditure	6,434	4,625
Other	(19)	(10)
	-	1

11. Tangible fixed assets - housing properties

Group and Association	Completed properties £'000	Short Leasehold £'000	Complete Shared Ownership £'000	Under construction £'000	Total £'000
Cost					
At 31 March 2024	242,987	573	12,345	23,298	279,203
Additions	-	-	-	10,544	10,544
LADs claims	-	-	-	(611)	(611)
Transfer of completed properties	3,716	3	1,432	(5,151)	-
Component additions	3,040	17	-	-	3,057
Disposals	(939)	(11)	(141)	-	(1,091)
At 31 March 2025	248,804	582	13,636	28,080	291,102
Depreciation					
At 31 March 2024	37,698	320	456	-	38,474
Charge for the year	3,388	68	75	-	3,531
Disposals	(462)	(11)	(8)	-	(481)
At 31 March 2025	40,624	377	523	-	41,524
Net book value					
At 31 March 2025	208,180	205	13,113	28,080	249,578
At 31 March 2024	205,289	253	11,889	23,298	240,729

Long leasehold assets included above at net book value amount to £33.7m (2024: £34.0m Restated)

12. Stocks

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Shared Ownership:				
Completed Properties for Sale	-	2,878	-	2,878
	-	2,878	-	2,878

13. Property, plant and equipment - other

Group	Office Equipment £'000	Motor Vehicles £'000	PV CELLS £'000	Scheme Furniture £'000	Total £'000
Cost					
At 31 March 2024	2,118	23	939	1,008	4,088
Additions	70	-	-	19	89
Disposals	-	-	-	-	-
At 31 March 2025	2,188	23	939	1,027	4,177
Depreciation					
At 31 March 2024	1,366	23	459	642	2,490
Charge for the year	177	-	39	25	241
Disposals	-	-	-	-	-
At 31 March 2025	1,543	23	498	667	2,731
Net book value					
At 31 March 2025	645	-	441	360	1,446
At 31 March 2024	752	-	480	366	1,598

13. Property, plant and equipment - other (continued)

Association	Office Equipment £'000	Motor Vehicles £'000	Scheme Furniture £'000	Total £'000
Cost				
At 31 March 2024	2,118	23	1,009	3,150
Additions	70	-	19	89
Disposals	-	-	-	-
At 31 March 2025	2,188	23	1,028	3,239
Depreciation				
At 31 March 2024	1,366	23	642	2,031
Charge for the year	177	-	25	202
Disposals	-	-	-	-
At 31 March 2025	1,543	23	667	2,233
Net book value				
At 31 March 2025	645	-	361	1,006
At 31 March 2024	752	-	367	1,119

14. Fixed asset investments

Group investments

BP has a 100% investment holding in the subsidiary undertakings, Bristol Living Limited (BLL). The principal activity of BLL is the Installation of PV panels.

BP owns 10% of the issued share capital of Dunmail 2017 Project Limited, a SPV with which BP has entered into a Development Agreement to purchase 77 shared ownership and affordable rented units at Golden Brick for a fixed price. The remaining 90% of Dunmail 2017 Project Limited is owned by Touchpoint Limited. No consideration was paid for the 10% investment in Dunmail 2017 Project Limited.

15. Debtors - amounts falling due within one year

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Rent Arrears	2,546	2,056	2,546	2,056
Provision for bad debts	(1,410)	(1,410)	(1,410)	(1,410)
Amounts owed by Bristol Living Limited	7	-	92	97
VAT	53	2	53	1
Other debtors	1,095	857	1,094	860
Prepayments and accrued income	309	325	309	325
THFC interest reserve fund	520	520	520	520
	3,120	2,350	3,204	2,449

16. Creditors - amounts falling due within one year

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Bank loans and overdrafts (see note 17)	2,702	1,179	2,702	1,179
Retentions	279	329	279	329
Rents received in advance	1,578	552	1,578	552
Trade creditors	965	700	965	700
Pension payable	54	44	54	44
Revenue grants received in advance	3	1	3	1
Other taxation and social security	5	-	5	-
Other creditors	175	84	173	83
Liquidated asset damages	473	1,717	473	1,717
THFC deferred income	92	92	92	92
THFC Interest Fund	520	520	520	520
Capital Grants	747	693	747	693
Accruals and deferred income	1,924	2,863	1,941	2,885
	9,517	8,774	9,532	8,795

17. Creditors - amounts falling due after more than one year

	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Loans	110,345	97,871	110,345	97,871
Sinking funds	316	283	316	283
Recycled capital grant fund	817	1,275	817	1,275
THFC deferred income	1,619	1,710	1,619	1,710
Government grants (see below)	49,241	48,042	49,241	48,042
	162,338	149,181	162,338	149,181

- THFC interest reserve fund monies held in ESCROW in the event of interest payment default
- Loans are secured on freehold housing properties £280m charged against borrowings at a blend of EUV-SH and MV-STT. Interest on loans is payable at an average rate of 4.22% (2024: 4.37%).

Group and Association	2025 £'000	2024 £'000
Deferred income - Government grants		
Brought forward at beginning of year	48,735	44,218
Grants receivable	2,009	5,346
Grants recycled	(98)	(255)
Grants write back/(out)	89	119
Amortisation to Statement of Comprehensive Income	(746)	(693)
	49,989	48,735

	2025 £'000	2024 £'000
Recycled Capital Grant Fund (RCGF)		
Brought forward at beginning of year	1,275	1,020
Inputs to the RCGF		
Grants to be recycled	98	255
Interest added	54	
Recycling of Grant	(611)	-
Carry forward at end of year	816	1,275

Please note £21,715 of the RCGF balance is over three years old.

Borrowings are repayable as follows:

Group and Association	2025 £'000	2024 £'000
Bank loans		
Between one and two years	1,243	2,676
Between two and five years	21,681	21,625
After five years	88,302	74,639
	111,226	98,940
Less arrangement fees on variable debt	(881)	(1,069)
On demand or within one year	2,702	1,179
	113,047	99,050

At 31 March 2025, BP had £25m of undrawn loan facilities.

17a Analysis to Change in Net Debt:

Group	As at 31 March 2024 £'000	Cash Flows £'000	As at 31 March 2025 £'000
Cash and cash equivalents			
Cash	16,203	8,803	25,006
Total cash and cash equivalents	**16,203**	**8,803**	**25,006**
Debt due within 1 year	(1,179)	(1,523)	(2,702)
Debt more than 1 year	(97,871)	(12,474)	(110,345)
Total Borrowings	**(99,050)**	**(13,997)**	**(113,047)**
Net Debt	**(82,847)**	**(5,194)**	**(88,041)**

18. Retirement benefit schemes

The Pensions Trust – Social Housing Pension Scheme

The association participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2017. This valuation revealed a deficit of £1,522m. A Recovery Plan has been put in place with the aim of removing this deficit by 30 September 2026.

The Scheme is classified as a 'last-man standing arrangement'. Therefore the association is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For financial years ending on or before 28 February 2019, it had not been possible for the association to obtain sufficient information to enable it to account for the Scheme as a defined benefit scheme, therefore the association accounted for the Scheme as a defined contribution scheme.

For financial years ending on or after 31 March 2019, it is possible to obtain enough information to enable the association to account for the Scheme as a defined benefit scheme.

For accounting purposes, two actuarial valuations for the scheme were carried out with effective dates of 31 March 2018 and 30 September 2018. The liability figures from each valuation are rolled forward to the relevant accounting dates, if applicable, and are used in conjunction with the association's fair share of the Scheme's total assets to calculate the association's net deficit or surplus at the accounting period start and end dates.

We have been notified by the Trustee of the Scheme that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee has been advised to seek clarification from the Court on these items. This process is ongoing and the matter is unlikely to be resolved before the end of 2025 at the earliest. It is recognised that this could potentially impact the value of Scheme liabilities, but until Court directions are received, it is not possible to calculate the impact of this issue, particularly on an individual employer basis, with any accuracy at this time. No adjustment has been made in these financial statements in respect of this potential issue.

Present values of provision

	2025 £'000	2024 £'000
Present value of provision	391	601

Reconciliation of opening and closing balances of the present value of scheme liabilities

	2025 £'000	2024 £'000
Defined benefit Obligation at start of period	3,232	3,211
Expenses	6	6
Interest Expense	158	155
Actuarial losses (gains) due to scheme experience	142	82
Actuarial (gains) losses due to changes in demographic assumptions	-	(7)
Actuarial (gains) losses due to changes in financial assumptions	(476)	(1,633)
Benefits paid and expenses	(46)	(44)
Defined benefit Obligation at end of period	3,016	3,232

Reconciliation of opening and closing provisions

	2025 £'000	2024 £'000
Provision at 1 April 2024	601	543
Unwinding of the discount factor (interest expense)	32	29
Deficit contribution (recovered) / paid	(242)	29
Provision at 31 March 2025	391	601

Statement of Comprehensive income

	2025 £'000	2024 £'000
Interest expense	32	29
Re-measurements - impact of any change in assumptions	(85)	184
Costs recognised in the Statement of Comprehensive Income	(53)	213

	2025 £'000	2024 £'000
Net Interest	32	29
Amounts charged to other finance costs	32	29

Reconciliation of opening and closing balances of the fair value of plan assets

	2025 £'000	2024 £'000
Opening fair value of plan assets	2,631	2,668
Interest Income	132	132
Return on plan assets	(249)	(280)
Contribution paid by employer	133	155
Benefits paid	(46)	(44)
Closing fair value of plan assets	2,631	2,631

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

	2025 %	2024 %
Equities	11	10
Bonds	-	-
Properties	5	4
Other	83	81
Cash	1	2

Assumptions

	2025 % per annum	2024 % per annum
Rate of discount	5.90	4.92
Inflation (RPI)	3.06	3.11
Inflation (CPI)	2.80	2.79
Salary Growth	3.80	3.79

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

18. Retirement benefit schemes (continued)

Mortality Assumptions - No of years

	2025	2024
Retiring Today		
Males	20.5	20.5
Females	23.0	23.0
Retiring in 20 years' time		
Males	21.7	21.8
Females	24.5	24.4

19. Share capital

	2025 £	2024 £
At beginning of year	19	20
Issued during the year	1	-
Cancelled during the year	(5)	(1)
At end of year	15	19

The shares provide members with the right to vote at general meetings but do not have a right to any dividend or distribution in a winding-up, and are not redeemable.

20. Financial commitments

Capital commitments are as follows:	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Contracted for but not provided for	1,436	5,187	1,436	5,187
Approved by the directors but not contracted for	9,299	-	9,299	-
	10,735	5,187	10,735	5,187

Total future minimum lease payments under non-cancellable operating leases are as follows:

Payments due	2025 £'000	2024 £'000
- Within one year	383	383
- Between one and five years	1,436	1,532
- After five years	3,913	4,200
At end of year	5,732	6,115

21. Housing Stock

Owned and Completed Housing	2025 Units	2024 Units
General Housing:		
Social rent	2,507	2,494
Affordable rent	345	345
Intermediate rent	33	33
Temporary social housing	18	18
Supported Housing:		
Managed and supported by BP	20	20
Managed by BP, supported by others	29	30
Managed and supported by others	116	116
Housing for older people	38	38
Low Cost Home Ownership	197	199
Social Housing : Total Owed	**3,303**	**3,293**
Non Social Housing:		
Commercial	3	3
100% Leaseholders	23	22
Total owned	**3,329**	**3,318**
Accommodation managed for others		
Social Housing:		
Affordable Rent	5	5
Low cost home ownership	7	7
Other	76	76
Total Managed for others	**88**	**88**
Total owned and Managed for Others	**3,417**	**3,406**

BP also collects rent and deal with anti-social behaviour issues on 76 units on behalf of the Milestones Trust

22. Related party transactions

The Association has taken advantage of the exemption from disclosing transactions with its wholly owned subsidiary, Bristol Living Limited.

Bristol Living Limited – a company limited by shares and registered in England and Wales. Brighter Places have a 1,000 £1 ordinary share investment (100% of the company's shares) in Bristol Living Ltd; a company that carried out the installation of photo-voltaic (PV) panels on the roofs of properties owned by its parent and collection of the Feed-In-Tariff and Export Tariff from those units. All of the profits made by Bristol Living Ltd are gift aided to the parent company.

The Association held a 1% shareholding in Alliance Homes Partnership which delivers the responsive repairs for both Brighter Places and Alliance Homes Group. As at 23 March 2025 the partnership was dissolved.

The Association also has a 10% share in 'Dunmail 2017 Project Limited'.

The transactions during the year were as follows:

Related Party	**Payment Made**		**Payments Received**	
	2025 £'000	**2024 £'000**	**2025 £'000**	**2024 £'000**
Alliance Homes Group	3,309	2,454	-	-
Dunmail 2017 Project Ltd	1,029	454	-	-

23. Legislative Provision

The association is a company limited by guarantee and is registered with the Regulator of Social Housing under the Housing and Regeneration Act 2008.

Vaillant

Brighter Places is an exempt charitable housing association. We are a Registered Society under the Co-Operative and Community Benefit Societies Act 2014. No. 25495R. We are registered with the Regulator of Social Housing No. L3758.

VAT Registration No. 682622132. Registered Office:

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Brighter Places