Bromford Flagship LiveWest

Financial Conduct Authority Registered Society No **29996R**

Regulator of Social Housing No **L4449**

Annual Report and Accounts

For the year ended 31 March 2026

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Highlights and introduction

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Highlights

Operational

84%
Overall customer satisfaction

2.4%
Net arrears

0.8%
Void loss

30
Re-let days

Homes

127,211
Homes owned and/or managed

2,871
New homes delivered

£161m
Capital investment in our homes

83%
Homes EPC C or above

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Financial

£946m
Turnover

28%
Operating margin

31%
Operating margin on social housing lettings

1.43x
EBITDA MRI interest cover*

38%
Asset gearing

83%
Social housing lettings contribution to total turnover

45
Liquidity months

Ratings

G1/V1
Regulatory ratings

A+/A2
Credit ratings

*Earnings before interest, tax, depreciation and amortisation, major repairs included (EBITDA MRI)

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CEO introduction

“

I’m very pleased to introduce the Annual Report and Accounts 2025-26 for Bromford Flagship LiveWest (BFL), the first such set of accounts following the merger in January 2026.

The need for affordable housing has been growing for years and continues to grow. What’s unarguable is that when people have quality homes and are part of confident, caring and connected communities, the opportunities are tremendous. Without those things, succeeding in life is much harder.

The latest statistics show that the number of children living in temporary accommodation is now over 172,000, more than double a decade ago, while the number of homes built at social rents is only 15% of what was built in 2010.

These are just two of the reasons we’ve focused heavily over the past two years on unlocking capacity to do more. While we continue to operate in a challenging geopolitical environment, we believe it is incumbent on housing associations to unlock capacity and do more for current and future customers.

Bringing together BFL over the past 18 months created the opportunity to unlock an additional £3.4bn of investment between now and 2040 and I’m pleased to report that we’ve completed all the work needed to do so. The result is that we now can invest £18bn over the period, all driven by our purpose of enabling people to thrive.

As we look forward, we’ll increasingly think strategically in decades rather than years. Our 2026-31 strategy will not just focus on the next five years but will be about laying foundations and our stewardship role for the strategies that follow.

84% customer satisfaction

Turning to our results for 2025-26, I'm very pleased to report that customer satisfaction across BFL, as measured by the Regulator's Tenant Satisfaction Measures (TSMs), has improved 2% year on year to 84%, top quartile performance compared to our sector peers.

2,871 new homes built

Likewise, I'm pleased to report that we've increased the number of new homes we've built to 2,871, 1,135 at social rent. This places BFL as the largest builder of social homes in England, accounting for one in 10 new affordable homes built.

822 shared ownership homes completed

As we build places, we continue to deliver homes for shared ownership and a smaller number for market sale. Despite challenges in the sales environment over the past year, we completed 822 shared ownership homes and 83 for market sale and ended the year with a total of just 86 homes unreserved.

£186m net surplus

Financially, I'm pleased to report a net surplus of £186m (2025: £187m) and an operating surplus of £265m (2025: £249m) (excluding disposals and profits from joint ventures), with stable operating margins of 31% (2025: 31%) on social housing lettings and 28% (2025: 27%) overall (excluding asset sales) and EBITDA MRI interest cover of 1.4x (2025: 1.6x).

£776m capital

During the year, we deployed £776m of capital to both build new homes and upgrade existing homes, compared with £675m the previous year.

£1.6bn liquidity

In an ever-changing operating environment, we increased the level of liquidity available to us, ensuring we can manage potential material risks, deliver on our plans and respond immediately to opportunities. During 2025-26, we agreed over £1.2 billion of new and replacement facilities and ended the year with £1.6 billion of liquidity, up from £1.2 billion at 31 March 2025 and sufficient to see us beyond the decade.

We finished the year with G1/V1 ratings from the Regulator of Social Housing (RSH) and credit ratings of A2 (stable) from Moody's and A+ (stable) from S&P Global Ratings with both reaffirmed following the merger.

Looking ahead, we'll launch the BFL Strategy 2026-2031 in the autumn of 2026. Ahead of that, we'll continue to execute our operating vision of delivering locally, coordinating regionally and supporting centrally.

Our colleagues will increasingly bring 'delivering locally' to life every day, using their skills, relationships and judgement to ensure our organisation is focused on what our customers and places need.

At a regional level, we'll increasingly focus on investing for the long term in services, homes and skills, creating the capacity to move further and faster. That focus will increasingly shift to places and relationships rather than simply homes.

Centrally, we'll focus on integrating onto one technology platform, Microsoft Dynamics 365 (D365), which we've built over recent years.

I'd like to finish by thanking all colleagues at BFL who have, yet again, delivered a strong set of results. More importantly than the numbers in this report, we've enabled thousands of people to build or rebuild their lives and ultimately enable them to thrive.

Robert Nettleton

Chief Executive
28 July 2026

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About Bromford Flagship LiveWest

Following the merger between Bromford Flagship and LiveWest on 29 January 2026 we became Bromford Flagship LiveWest (BFL), an affordable housing provider for almost 300,000 customers across the East, West, Midlands and South West of England. We're the UK's largest provider of new affordable homes, delivering 2,871 new homes in 2025-26.

We deliver locally, coordinate regionally and are supported centrally. Our starting point is always the people who live in our homes and the places that shape their everyday lives. These considerations inform how we invest, how we work with partners and how we deliver services.

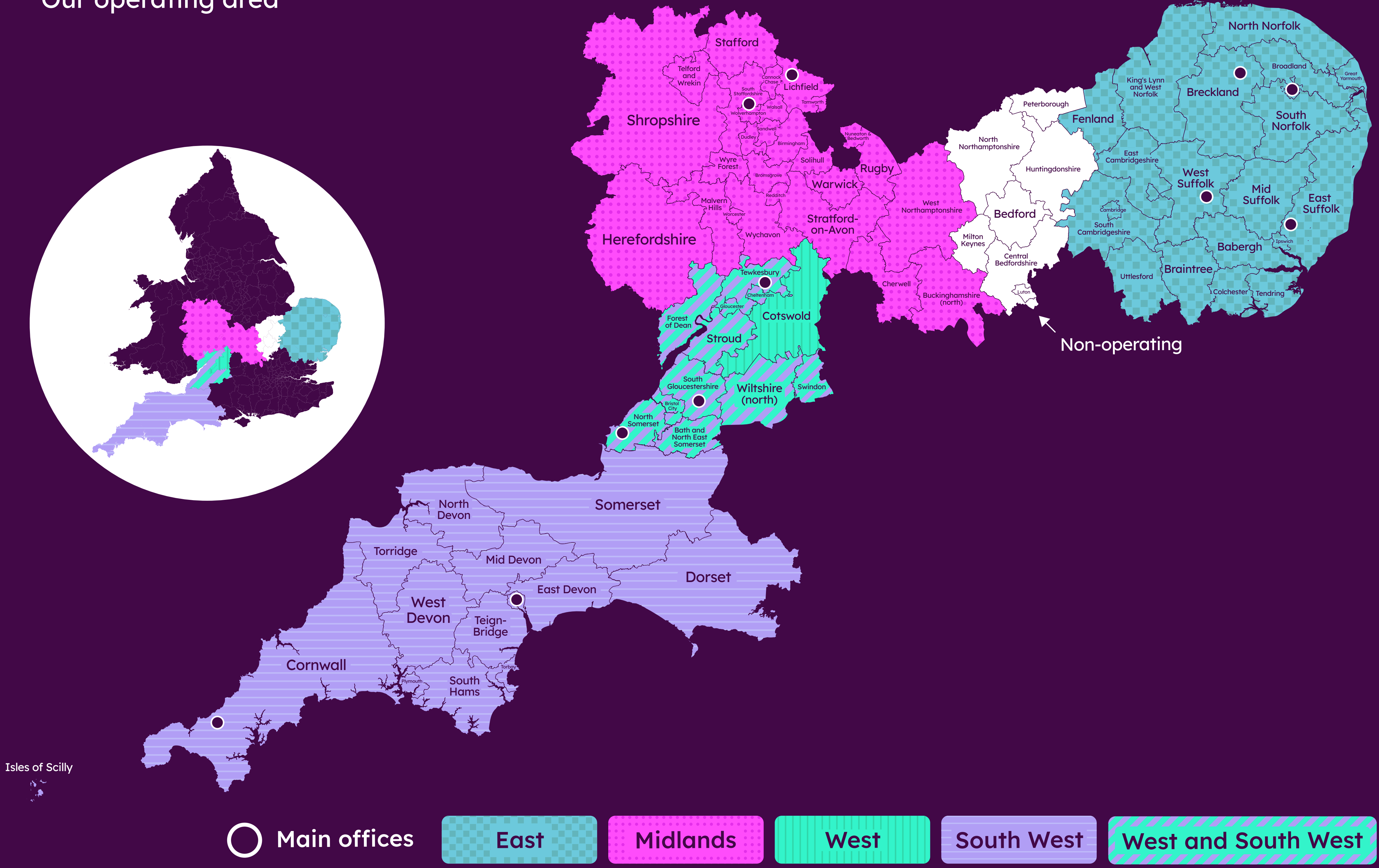
We're increasingly organising our work around place rather than function, testing and learning as we go and doing things differently to deliver the best outcomes for customers. When we talk about place, we mean more than buildings or geography. We mean the conditions that enable people to thrive; safe, sustainable homes, strong community relationships, accessible services and opportunities that support long-term wellbeing and resilience. We collaborate with customers to achieve the outcomes that matter to them and their places. Our colleagues use their skills, relationships and judgement to ensure every part of our organisation is focused on what our customers and places need.

Our focus on place means greater clarity of purpose, stronger local relationships and the ability to make decisions closer to the places we serve. We invest for the long term, in services, homes and skills, strengthening our capacity to operate at scale and move at pace.

BFL is one of the country's financially strongest housing providers, evidenced by our sector-leading dual credit rating. This rating, alongside our financial performance and position, reduces borrowing costs, underpins a long-term investment strategy and ensures we can continue to deliver to our customers' needs even in volatile economic conditions. Through disciplined financial stewardship and a clear growth strategy, we have unlocked billions of pounds of additional capacity providing investment headroom for the next 15 years to invest in new and existing homes and places. We plan to deliver over 50,000 new homes during that period, half of which will be at social rent. That makes us the country's highest-volume builder of new social homes and one of the UK's top ten housebuilders.

When people have quality homes and are part of confident, caring and connected communities, anything is possible. Through scale and commitment, flexibility and investment, experience and imagination, we enable people to thrive.

Our operating area



Strategic report

Our strategy

Bromford Flagship LiveWest (BFL) exists to:

Enable people to thrive.

The coming together of Bromford Flagship and LiveWest is driven by a shared determination to do more for current and future customers and for the places where they live. It brings together financially strong organisations with a long-term commitment to affordable housing, local relationships and social impact.

With almost 300,000 customers across the East, West, Midlands and South West of England, we have both a significant responsibility and a unique opportunity.

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Building long-term strength and resilience

Our strategy, which is expected to be published in autumn 2026, will set a direction for the Group for the next five years and beyond.

It builds on the scale and financial strength we have already unlocked, enabling us to invest for the long term in homes, services and places, while deepening our local presence and impact. It recognises that different places face different opportunities and challenges and that successful services and investment must reflect this.

The additional £3.4 billion of financial capacity we've unlocked through the mergers provides additional investment over the next 15 years. This will support the delivery of more than 50,000 affordable homes and increased investment in existing homes and places. It also enables us to invest in the long-term capabilities needed to support thriving places, including large scale regeneration.

This includes developing our learning and skills Academy to support capacity growth across our geography, alongside growing our research and development capability to strengthen innovation, service improvement and long-term resilience across the organisation.

Importantly, growth must strengthen rather than weaken our connection to customers and places.

As we continue to evolve, our operating model will become more locally responsive, with decisions made closer to customers and stronger partnerships within the places where people live.

We deliver locally, coordinate regionally and are supported centrally. This approach will increasingly shape how we organise our services, invest in places and support colleagues to deliver long-term outcomes.

By combining multi-regional scale and financial strength with a place-based operating model, we believe we can deliver lasting change in a way that is distinctive within the sector.

Laying the foundations

The BFL merger represents a significant step forward in our development, bringing together greater scale, resilience and long-term capacity to invest in homes, services and places.

The strategy recognises that enabling people to thrive requires sustained investment over many years. Some of the changes we begin during the next five years will take time to mature and deliver their full impact.

To support this next stage, the strategy is built around two strategic shifts, supported by eight strategic plans. Together, they will help shape how we organise, invest and deliver in the years ahead.

Strategic shifts

The shift to place

Reflecting our ambition to organise more of our work around places rather than functions.

The shift to scale

Using BFL's strength to increase our impact and deliver more for customers and places.

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Strategic plans

Strategic place investment

Shaping long-term, integrated planning and investment in our places, so they meet the evolving needs of people and communities now, in 2040 and beyond.

New homes

To be the leading developer of affordable homes, supporting sustainable places. Focusing our resources where we can have the greatest impact for customers and places.

Regeneration

Ensuring regeneration is at the core of place investment, delivering ambitious and effective interventions at all scales which improve our homes and places.

Customer

Creating conditions for people to build and rebuild their lives through a place-based way of working and a new customer experience underpinned by our values.

People and culture

Continuously improving our workforce and culture that embraces scale and place. Multi-skilled place teams will work within clear frameworks while having greater flexibility, accountability and understanding of local priorities.

Technology

Developing and utilising technology to support our shift to scale and place.

Finance

Ensuring that our financial model supports our shifts to scale and place, while retaining our financial resilience.

Influence

Influencing nationally, regionally and locally. This includes working with government, local authorities and partners to influence housing policy, local planning approaches and long term funding models for affordable housing.

Progress during 2025-26

Our focus has been on integrating the organisation and building the foundations needed to deliver at scale.

Strategic place investment

Learning from our four place-based pilots, operating for 12 months, has informed the development of our place-based operating model. We are now mobilising the first six place teams within one of our key local authority areas, supported by positive engagement from customers, colleagues and local stakeholders.

New homes

We continue to progress with our long-term ambition to deliver more than 50,000 affordable homes by 2040. We achieved a record number of completions during the year, including more than 1,100 homes for social rent.

Regeneration

We have continued to strengthen our role within major growth and regeneration opportunities across Bristol, Tewkesbury and the M5 corridor. Alongside delivering affordable homes, our focus is on ensuring infrastructure, services, employment opportunities and long-term stewardship are considered from the outset.

Customer

We have co-created the first version of our Place Standard with customers and other key stakeholders. Its themes, including green space, infrastructure, employment and housing supply, will help shape shared priorities and investment decisions with partners and local communities.

People and culture

Alongside supporting customers into employment and training, preparations are underway to launch three Academy pilots with partners in key geographies. These will help strengthen local talent pipelines, support skills development and create opportunities for customers and colleagues.

Technology

The development of a common D365 technology platform across BFL will be a crucial enabler for organisational resilience, innovation and long-term service improvement. A phased programme of safe and controlled change is underway, supported by strong governance and a focus on scalability, value and continuous improvement.

Finance

Bringing together the Bromford, Flagship and LiveWest organisations unlocks an additional £3.4bn of investment between now and 2040. Our focus now shifts to ensure we maximise the impact when we deploy investment in homes and places.

Influence

Working closely with local authorities, strategic partners and regional stakeholders where we share long-term goals will help unlock greater impact and accelerate delivery. Across a number of key geographies, partnership boards are already helping move opportunities more quickly from planning to delivery, supporting homes, regeneration and long-term investment in places.

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Our customers

Our purpose is to enable people to thrive. Across BFL, we understand the importance of local relationships, visible leadership and strong connections within communities. By combining local knowledge with the scale and strength of a larger organisation, we are building services that are more responsive, connected and shaped around the places where people live.

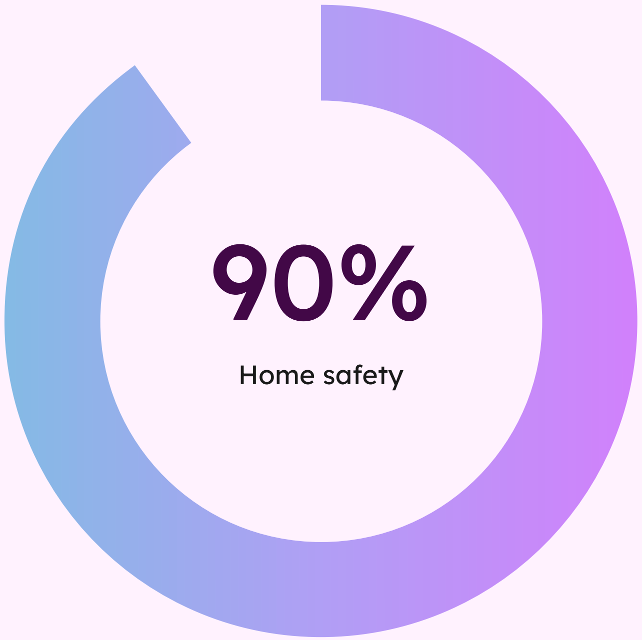
Delivering a great customer experience

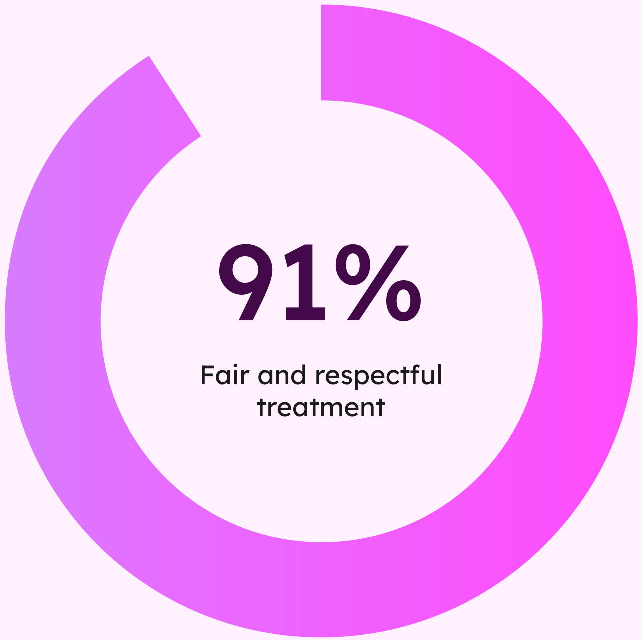
Delivering a great customer experience remains central to how we work across BFL. During 2025-26, our first combined Tenant Satisfaction Measures (TSM) results demonstrated strong performance across a number of key areas.

Across all 12 TSM measures, performance improved year on year, with BFL placed in the top decile for several key measures. This reflects the strength of relationships between colleagues and customers, particularly through neighbourhood teams and the positive impact of a more local and customer-focused approach.

Our shared owners also continue to value the relationship they have with us. Overall customer satisfaction among shared ownership customers was 69%, reflecting our position as one of the strongest providers in the sector.

TSM highlights





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Customer engagement

Listening to customers and understanding what matters most to them continues to shape how we deliver services, invest in neighbourhoods and set priorities across the organisation.

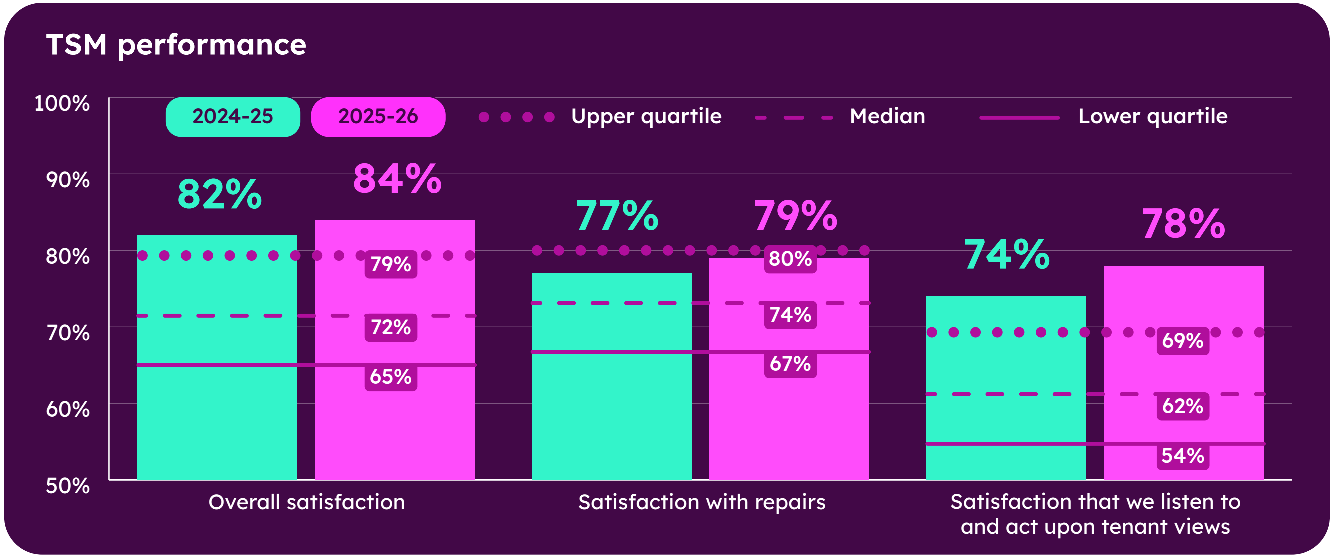
There were 1,085 customers who took part in engagement activities during the year, with a further 95,919 contributing through surveys and feedback. Their insight has helped inform improvements to communal areas, complaints handling and neighbourhood management, while also helping shape our wider strategy and service standards. During the year, 78% of customers felt we listened and responded to their views, an improvement of 4% on the previous year and placing us among the top-performing providers.

Customers continue to play an important role in shaping services and decision-making across BFL. More than 70 customer representatives are now involved through formal engagement and scrutiny activity, alongside over 600 customers engaged digitally through Voice, our online engagement platform. Together, these conversations and experiences help shape how services are designed, improved and delivered locally.

Customer feedback has directly influenced improvements across responsive repairs, complaints handling, communication standards and grounds maintenance. Our Regional Customer Networks have also helped review services and provide recommendations that continue to shape service improvements and strengthen accountability across the organisation.

Customers also continue to contribute directly to strategic decision-making. Six customers are now regular contributors to our Non-Executive Board through the Customer Committee, helping ensure lived experience continues to inform strategic decisions and oversight.

Over the coming year, we will continue to strengthen customer engagement, improve inclusivity and focus on the changes that matter most to customers and communities.



Safety

Keeping customers safe remains our number one priority. During the year, BFL achieved 100% compliance in fire risk assessments, water quality safety and lifting safety (LOLER).

At March 2026, compliance stood at 99.9% for gas servicing and 99.9% for electrical testing, with 13 gas services and 116 electrical tests overdue across all of our homes. Compliance for asbestos inspections remained at 99.9%, with one inspection overdue at March 2026.

During the year, we introduced a new Compliance Safety Policy and framework to strengthen consistency, oversight and assurance across the organisation.

Awaab's Law came into force on 27 October 2025, introducing new requirements for landlords to respond to emergency hazards and investigate significant damp and mould within defined timescales. BFL introduced additional processes, training, communications, policies and procedures to ensure compliance with the legislation and continue supporting customers to live safely in their homes.

While these results provide a strong platform, we recognise there is more to do. Customer feedback and performance data continue to identify opportunities to improve consistency and quality across key service areas, including repairs, communication and complaints handling.

Overall, our TSM results demonstrate a strong starting position for BFL and provide a clear platform for continued improvement. By maintaining our focus on customer relationships, service quality and insight-led decision-making, we will continue to raise standards and improve outcomes for customers.

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Supporting customers to sustain their tenancy

Increasing cost of living pressures and reduced access to external support services have continued to increase both the scale and complexity of customer need.

In response, we strengthened our approach during 2025-26 through earlier intervention, proactive engagement and closer partnership working to help customers sustain their tenancies during an increasingly challenging period.

Over the year, we completed more than 45,000 visits to customer homes, including Annual Customer Reviews, tenancy audits and targeted engagement activity. These interactions have improved our ability to identify vulnerability earlier, better understand individual circumstances and intervene before issues escalate.

We also strengthened partnership working with health services, local authorities and specialist organisations to deliver more joined-up support. As a result, more than 4,950 tenancy sustainment referrals were made during the year, helping customers access financial wellbeing and housing support at an earlier stage.

Demand for community safety and antisocial behaviour (ASB) services has continued to increase, reflecting wider social and economic pressures. During the year, we managed 3,569 ASB cases while maintaining customer satisfaction on ASB cases of 70%, placing BFL among the strongest performing providers in the sector. Our preventative approach, focused on early support, mediation and partnership working, has helped keep ASB-related evictions low.

Supporting customers through financial pressures also remained a key priority. During the year, we provided more than £1.5m in direct financial assistance, alongside helping customers access welfare benefits and wider community support. We also secured more than £3m of external funding to support local initiatives focused on health, wellbeing, digital inclusion and community resilience.

Together, these actions reflect our long-term commitment to supporting customers, strengthening tenancy sustainment and helping build resilient places.

Improving services through technology and insight

Our continued investment in data and technology is key to unlocking our ability to deliver our place strategy.

During the year, we continued to invest in the systems, technology and digital platforms needed to support a more connected and resilient organisation.

Through the introduction of shared platforms, we are simplifying systems, improving data quality and giving colleagues better tools to deliver more consistent and reliable services across BFL.

These investments are helping improve accessibility, responsiveness and service coordination, while making it easier for customers to interact with us and access support.

Better data and insight are also helping us build a more proactive and customer-led organisation. By combining improved data capability with local knowledge and customer engagement, we are strengthening decision-making, shaping local investment priorities and improving how services respond to the different needs of places and communities.

>45,000
visits to customer homes

>4,950
tenancy sustainment referrals

70%
customer satisfaction with ASB cases

£3m
funding to support local initiatives

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Place

We're transforming how we deliver services by organising teams around place rather than traditional functional structures.

During the year, we launched our first operational place area following a series of successful pilots. The pilots demonstrated improvements in collaboration, customer experience and local responsiveness, alongside reductions in open complaints.

Customers told us they valued seeing familiar colleagues more regularly and felt services were more visible, personal and responsive to where they lived.

The pilots also demonstrated stronger partnership working and faster resolution of local issues through better coordination between housing, repairs, neighbourhood teams and external partners.

The rollout of place will continue over the coming years as part of our long-term commitment to delivering better services, stronger neighbourhoods and meaningful local impact.

Place is not a short-term initiative, but a fundamental shift in how we operate, supporting our ambition to deliver better services, stronger communities and improved outcomes for customers and place.

Case study

Supporting a young family into stability and independence

Sleeping in her parents' living room while pregnant left Shannon Philpott uncertain about the future as she prepared to welcome her first child. A referral to BFL however, set her on a path towards greater stability and independence.

Shannon was offered a place at Bowering Court in North Devon, a supported housing scheme for young people aged 18 to 25. Following the birth of her daughter, Ava, she received tailored, one-to-one support from a BFL support worker.

This included help managing bills, understanding correspondence, accessing grants and securing longer-term housing. This support proved to be a vital stepping stone in Shannon's journey. She has since moved into a home on an affordable development in Yelland, providing the space, security and stability her growing family needs.

Reflecting on her experience, Shannon, who has since welcomed a baby boy, credits the support she received with helping her build a more secure future. She said "My support worker opened up so many opportunities for me. Weekly meetings helped me find a home and manage everyday challenges. Without supported housing, I would still be living with my parents. I'm incredibly grateful for all the help I've received. A house becomes a home because of the people in it and we've been able to create that here."

Shannon's story highlights the vital role supported housing plays in helping young people build confident, independent futures. She added: "I will always be grateful – Bromford Flagship LiveWest has made a difference not just for me, but for my children too."

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Case studies

Home again and turning hard times into help for others

Ian Dewar lost almost everything in the space of a few months. Now settled with his family, the RAF veteran is setting up a charity for others who have been there.

For most of his adult life, Ian thought homelessness happened to other people. After leaving the RAF, he built a career in IT, teaching people to use computer systems. He had a family, a home and an Audi on the driveway.

“I’m a professional person, ex-military,” Ian said. “And it goes in the blink of an eye.”

When Covid restrictions ended his teaching work in 2020, then two strokes left him unable to return to it, the family’s income disappeared. Savings ran dry, arrears built up and in September 2022 Ian, his wife and son Alex were evicted. Months followed in a friend’s spare room and temporary council accommodation, never sure where they’d be week to week. Housing applications kept being refused over their financial history.

With options running out, the Royal British Legion put Ian in touch with BFL, a signatory to the Armed Forces Covenant. A neighbourhood coach visited and for the first time, Ian said, they felt treated as people rather than a case number.

“She spoke to us as a family, which nobody else had ever done,” he said. “She went away and then we got an offer of the house.”

More than a year on, Ian has applied for charitable status for a venture supporting ex-forces families facing homelessness. “It’s our little sanctuary,” he said. “You don’t need things to be glamorous. You just need a solid base.”

Home at last, in the village her dad helped protect

After 16 years on the housing register, Tracey Pickton collected the keys to a place just down the road from where she grew up.

In March, Tracey was among the first customers to move into the Sandpipers – an all-affordable BFL development. The new homes can be found at Walcott – a north Norfolk village she knows better than most.

“I grew up in a cottage just down the road, so I’m very local,” Tracey said. “It’s lovely to be living here again, close to my mum and my sister. And it’s lovely to be near the sea.”

Tracey’s dad, Tony Andrews, served the village for decades as a flood warden, watching the tides and keeping an eye out for his neighbours. When a new road went in at the Sandpipers development, it was named Andrews Way in his memory.

Tracey said when she, her husband John and two teenage children were able to move into the three-bedroom house at Sandpipers after so long on the waiting list, it felt like a homecoming.

For Emma Smith, the new homes officer who handed Tracey her keys, that local connection is the whole point. “It’s nice to see local people moving in,” she said. “Many have been living in the area and haven’t had the chance to come back to Walcott. These homes have given them that opportunity. The families are really happy, everyone’s got a smile on their face.”

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Our homes

Existing homes

Across BFL, we own and manage 127,211 homes for almost 300,000 customers across the East, West, Midlands and South West. We manage a diverse portfolio of homes across a range of locations, with a greater concentration in rural villages and market towns.

We combine long-term investment in existing homes with one of the country's largest affordable housing development programmes. Together, this helps ensure customers have homes that are safe, well-maintained and energy-efficient, while also supporting the delivery of the new homes and places the country urgently needs.

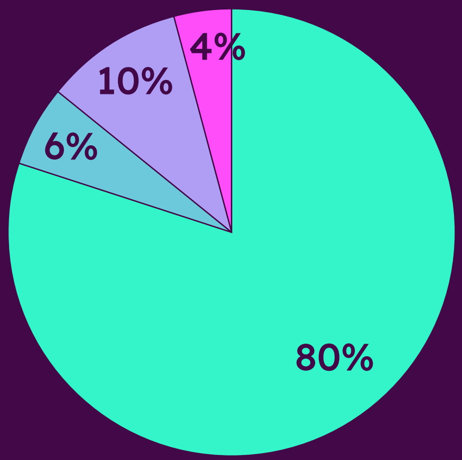
For existing customers, the quality, safety and condition of their home shapes everyday life and remains one of the most important services we provide.

During 2025-26, we:

- invested £161m in improving existing homes
- completed almost 400,000 day-to-day repairs
- refurbished and relet 6,215 empty homes
- installed 3,011 kitchens and 2,526 bathrooms

Alongside this investment, we continued our rolling programme of safety checks, servicing and planned improvements across roofs, windows, doors and heating systems, while also delivering retrofit upgrades to improve energy efficiency and help reduce running costs for customers.

Tenure type



80% Social and affordable rent

6% Supported housing and housing for older people

10 % Low-cost home ownership

4% Non-social

Repairs and service delivery

Demand for repairs continued to increase during the year, particularly during periods of peak winter pressure and including responding to the severe storms experienced in the South West. Despite this, repairs work in progress reduced to its lowest level of the year at 3% (13,816) before ending the year at 4% (19,464), this equates to two to three weeks for customers to wait for an appointment supporting more consistent service delivery across the organisation.

Average repair lead times remained between two and three weeks throughout the year, while improvements in scheduling, workflow management and first-time fix performance helped improve reliability, reduce repeat visits and support more consistent service delivery across the year. Post-completion quality checks also provided additional assurance that work met expected standards.

We also continued to increase the proportion of services delivered through in-house teams, helping strengthen accountability, improve consistency and build stronger local relationships between trade colleagues and customers.

During the year, the insourcing of compliance-related mechanical and electrical services across the West and Midlands strengthened oversight of safety-critical works and improved service coordination. Grounds maintenance services were also brought in-house across Somerset and the South West from January 2026, contributing to visible improvements in communal areas and shared spaces.

New homes

The country continues to face significant housing pressures, rising homelessness and growing demand for genuinely affordable homes. Increasing the supply of affordable housing, alongside investment in existing places remains critical to addressing these challenges.

We support the national ambition to increase the delivery of social and affordable housing, regenerate places and develop the infrastructure and skills needed to support long-term growth.

As the country's largest provider of new affordable homes, BFL completed 2,871 homes during 2025-26. Of these, 2,783 were affordable homes, including 14 supported homes, alongside four shared equity homes, 83 homes for open market sale and one supported home currently operating as a community hub.

Importantly, 1,135 homes were delivered for social rent, representing 40% of completions during the year, compared with 32% in the previous year. This reflects continued progress towards our long-term ambition for at least half of all new homes delivered to be for social rent, the most affordable tenure.

Tenure	No.
Social rent	1,135
Affordable rent	812
Shared ownership	822
Supported	14
Market sales	83
Shared equity	4
Other	1
Total	**2,871**

Open market sale homes continue to play an important role in supporting mixed and sustainable communities, while also helping recycle investment into future affordable housing delivery.

We also continued to work closely with partners across the sector, including smaller developers and Section 106 delivery partners, with 1,363 homes delivered through S106 during the year.

BFL maintains a strong development pipeline, with around 9,500 homes currently planned for completion before March 2029.

Alongside housing delivery, we continued to support skills and education across the construction sector through partnerships with organisations including AccXel, leadership of the Building Skills Growth Network across Norfolk and Suffolk and continued support for the Youth Build Awards.

In-house construction

Building our internal construction capability remains an important part of our long-term strategy and gives us greater control over quality, customer experience, cost and delivery timescales.

During the year, we completed 224 homes directly through our in-house construction teams across the West and Midlands, with a further 936 homes currently in the pipeline over the next two years.

Direct delivery also supports stronger oversight of build quality, health and safety and customer experience throughout the construction process. During the year, BFL was recognised at the inaugural Homebuilder Safety Awards as the nation's safest construction site.

Over time, we intend to continue expanding our in-house capability, as part of our wider approach to quality, resilience and long-term value.

Strategic partnerships and government investment

Partnership working and long-term government investment remain fundamental to the delivery of affordable housing at scale.

During the year, our first Strategic Partnership programme with Homes England reached successful completion, while delivery of the current 2021-26 programme continued at pace, with grant funding fully drawn down and programme targets continuing to be achieved.

The new 2026-36 Affordable Homes Programme was also announced during the year and BFL submitted bids for significant long-term funding through Homes England.

During the year, we secured £250m of grant funding from Homes England across a number of programmes supporting affordable housing delivery.

Government grant funding continues to play an important role in supporting housing delivery over the next five years.

£250m

grant funding from Homes England

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New Towns

Seven of the original 12 proposed New Town locations sit within our geography and BFL has played an active role in shaping emerging strategies across a number of these locations.

We continue to work closely with partners and government on the remaining shortlisted proposals, particularly Brabazon and the West Innovation Arc in South Gloucestershire. Since the year end, we have formed a strategic partnership with YTL Developments to maximise the potential for high-quality affordable homes. It builds on our established presence of around 10,000 homes in the area and reflects the role we want to play as these New Towns come forward.

New Towns represent a significant opportunity to deliver homes, infrastructure, employment and services together through long-term, planned growth, while also ensuring existing communities benefit from investment and regeneration.

Place and scale

Our future development pipeline will increasingly focus on place and scale.

Through place, we will continue investing in existing places, supporting the creation of new places and working with partners to ensure homes are supported by the infrastructure, services, green spaces and opportunities people need to thrive.

This includes a growing focus on land-led development and strategic land opportunities, where greater control over design, timing and delivery supports higher quality homes and stronger long-term outcomes for places and communities.

Alongside this, we are introducing a new Place Standard to help shape future investment and delivery.

Scale will also remain an important part of our long-term approach. As one of the country's largest affordable housing developers, we are increasingly focusing on larger strategic sites, greater standardisation where it adds value and stronger procurement partnerships to improve efficiency, resilience and consistency across delivery.

We will continue working with trusted development partners while also increasing the role of our in-house construction business.

Three key pipeline schemes demonstrate this approach in practice:

- **North Walsham Western Extension, Norfolk:** 1,800 homes and supporting infrastructure through a joint venture with Lovell
- **Tewkesbury Garden Community, Gloucestershire:** 2,800 homes and supporting infrastructure delivered through a consortium partnership
- **Comeytrowe, Somerset:** 2,000 homes and supporting infrastructure, including 831 homes through a joint venture with Vistry

Regeneration

Alongside the need for new homes, we recognise that some existing homes and places require more significant long-term intervention and reinvestment.

Regeneration is therefore a central part of our place-based investment strategy and reflects our long-term commitment to investing not only in homes, but also in the wider conditions that enable people to thrive.

Over the next 15 years, BFL aims to deliver the regeneration of thousands of homes through a combination of large estate regeneration programmes and smaller renewal projects.

Our approach focuses on places where we have a strong local presence, long-term stakeholder support and opportunities to improve homes, increase housing supply and strengthen outcomes for communities.

This includes areas where replacement homes will significantly improve quality, energy efficiency and affordability for customers, alongside places where more coordinated long-term investment can improve wider social and economic outcomes.

We work closely with customers, local authorities and partners to ensure regeneration plans reflect local priorities and deliver long-term social and economic value.

Case studies

Berkeley Close

South Cerney (West), Cotswold District Council

84	**A**	**£25.6m**	**£7.9m**
homes	EPC rating	total cost	Homes England grant

Berkeley Close replaces 56 defective Reema homes and 21 garages with 84 new homes, including 65 for social rent and 19 for shared ownership.

The scheme features modern, energy-efficient housing designed around long-term affordability, lower running costs and improved quality of life for customers.

All homes are targeting EPC A ratings through a combination of solar panels, air source heat pumps, battery storage and enhanced fabric efficiency standards.

St Margarets Crescent

Leiston (East), East Suffolk

74	Air source heat pumps and solar plus infrared heating pilot	**£16.8m**	**£3.7m**
homes		total cost	Homes England grant

We delivered 74 affordable and shared ownership homes in Leiston, helping address local housing need in an area with limited affordable housing supply.

All homes include air source heat pumps and solar panels, while part of the scheme is piloting infrared heating technology as part of BFL's wider approach to sustainable housing innovation.

The development demonstrates how investment in affordable housing can support both local housing need and the long-term transition towards lower-carbon housing delivery.

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Looking ahead

Over the next 15 years, BFL will invest £15bn in new homes, enabling us to deliver over 50,000 new homes, half at social rent, to support the national housebuilding agenda.

Our regional model aligns with Homes England's and our proactive approach to partnerships helps us shape priorities and align investment across the East, West, Midlands and South West of England. We're ready to act as a delivery partner for affordable housing on large-scale sites including New Towns and as a strategic partner to mayors and regional leadership shaping housing growth and regeneration priorities.

Together we can deliver affordable homes in the right places, backed by the right services and infrastructure, but only by working in genuine local partnership.

>50,000

New homes over 15 years

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Our people

Our 5,400 colleagues are central to enabling people to thrive. Their commitment, skill and judgement shape the quality of our homes, the strength of our customer relationships and the way we invest in places for the long-term.

During 2025-26, we continued to operate at greater scale and through significant change. Maintaining a skilled, engaged and inclusive workforce has been central to delivering for customers, supporting resilience and building BFL as a values-led organisation.

Across the year, we invested in culture, capability, talent development and inclusive practices to support engagement, innovation and long-term success.

More than

£1m

invested in apprenticeship development

Gold

member of the 5% Club

238

apprentices (4% of our workforce)

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Living our values

We have established a set of shared values which are being rolled out across the Group to unite our colleagues and guide our work as one organisation - these values were co-created in collaboration with c.1,270 of our colleagues and customers. Our values underpin governance, decision-making and the day-to-day and give colleagues a clear framework for how we work and how services reach customers.

We are **people driven**

We stay focused on understanding what matters most to customers and use insight to shape services, priorities and investment decisions. Colleagues are encouraged to challenge existing approaches, remove unnecessary complexity and work collaboratively to improve outcomes for the people and communities we serve.

We are **ambitious**

We continue to set high expectations for ourselves, underpinned by a culture of learning and continuous improvement. Colleagues are supported to think differently, test ideas and take informed risks, creating space for innovation while maintaining strong governance.

We are **all in**

Being all in means taking ownership, supporting one another and acting with integrity. Shared accountability and a strong commitment to deliver on our priorities, in an ever changing operating environment.

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Colleague engagement

Colleague engagement is an important indicator of organisational health and resilience. Strong engagement supports consistent service delivery, effective change and better outcomes for customers.

The Board treats engagement as a key non-financial performance indicator and receives regular updates on progress, risks and areas for action.

We monitor engagement through organisation-wide surveys and ongoing colleague dialogue. In the South West, colleagues' response rate to their survey was 73% with an overall engagement and satisfaction score of 84%. In the East, West and Midlands colleagues' response rate to their survey was 77% with an overall engagement score of 70%.

During the year, three priorities stood out:

- strengthening internal communication to improve transparency and shared understanding
- investing in leadership capability to support consistent, values-based management
- creating more opportunities for colleagues to contribute ideas and shape improvements

These actions helped maintain engagement and support a culture where colleagues feel listened to, involved and able to do their best work.

Inclusion, recognition and wellbeing

We are committed to creating an environment where colleagues feel respected, valued and able to thrive.

During the year, we continued to focus on inclusion, recognition and wellbeing as core parts of a healthy, values-led culture.

Inclusion

We strengthened our approach to inclusion through increased monthly awareness of diversity, equity and inclusion, a co-created 2026-27 Inclusion and Wellbeing Action Plan with colleague and customer network involvement and our first BFL-wide pay gap report and gender pay action plan. Our diversity networks were reviewed and aligned to create a stronger collective voice, helping to shape priorities, influence decision-making and support awareness activity throughout the year. We also maintained compliance for our mandatory diversity, equity and inclusion (DEI) training, launched new neurodiversity training and continued to develop more inclusive recruitment, workplace and learning practices.

Recognition

Recognising colleague contributions remains an important part of reinforcing our values. During the year, we continued to celebrate collaboration, customer impact and colleagues who bring our values to life in practice.

Wellbeing

We continued to invest in colleague wellbeing through a programme of health and wellbeing campaigns, learning opportunities, support services and practical resources. During the year, we reviewed and aligned our occupational health offering, strengthened support for colleagues experiencing workplace incidents, brought over 150 mental health first aiders together into one BFL network and monitored absence, stress and support service usage to identify areas requiring additional focus. Wellbeing remained a key organisational priority, supported by leaders taking ownership of engagement actions and encouraging regular wellbeing conversations within their teams.

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Learning, Academy and apprenticeships

Investing in skills and future talent is a strategic priority.

Our Academy programmes continued to build capability in critical roles, supporting individual development, organisational resilience and long-term delivery. Learning pathways were designed to be practical, inclusive and aligned to business needs, helping colleagues build confidence and expertise.

We are proud to be a Gold member of the 5% Club, with more than 5% of our workforce on earn and learn schemes. During the year, we invested more than £1 million of Apprenticeship Levy funding in developing our 238 apprentices.

We continued to promote social housing as a career of choice through school and community engagement, regional college partnerships and sponsored talent pipeline programmes. These programmes help address regional skills shortages, develop future capability and support apprenticeship recruitment.

Our approach to learning and development was recognised during the year with an innovation award, highlighting the impact of creative and practical approaches to building skills and capability.

Looking ahead

People-related risks, including skills capacity, engagement and retention, continue to be actively managed through workforce planning, learning investment and cultural development.

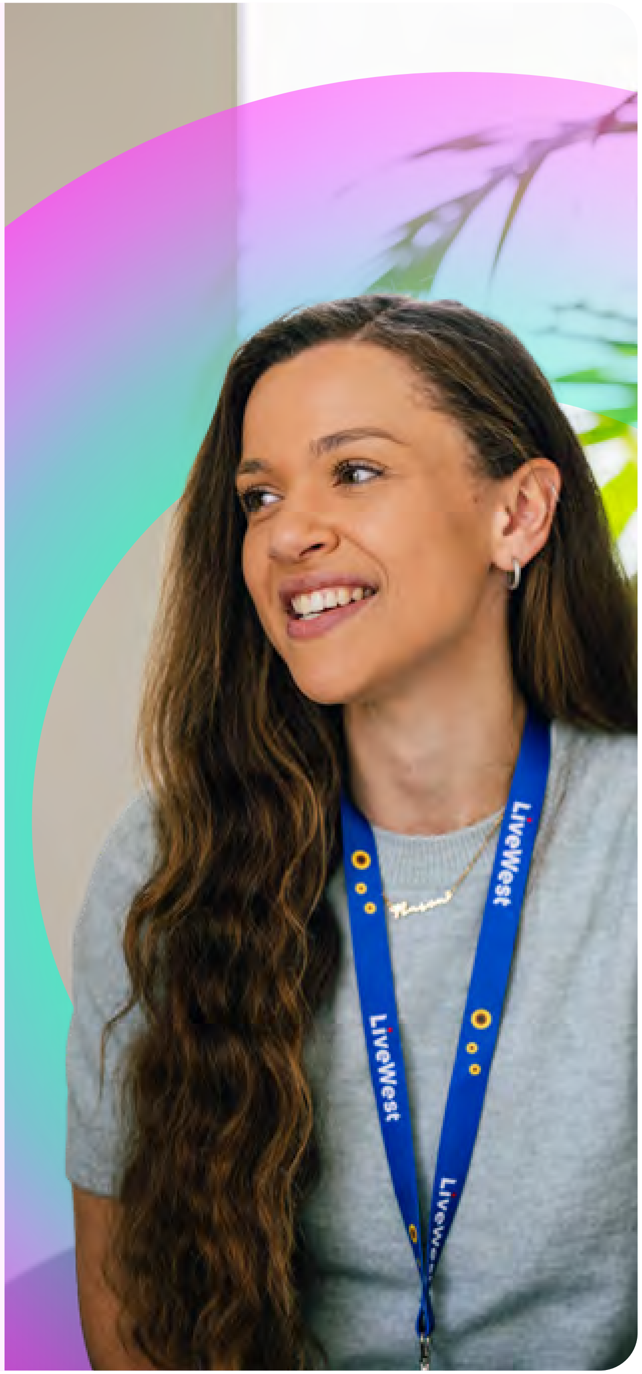
We remain conscious that we are still early in some aspects of our organisational integration journey. Given the scale and pace of change experienced through two mergers, we know there is further work to make sure that all our systems, processes and cultures are fully aligned. We will continue to:

- strengthen leadership capability and succession planning
- deepen inclusion and wellbeing through practical action and accountability
- invest in learning, apprenticeships and future talent pipelines
- develop partnership-led Academy models that support local skills and opportunity

In addition we will be aligning our colleague survey in 2026-27.

These priorities will help build the skills needed to deliver at scale, invest in local talent and create opportunities for customers, colleagues and future generations across our places.

By staying true to our values and keeping people at the heart of how we work, we are building an environment where colleagues can succeed and customers benefit from consistently high-quality services.



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Our sustainability impact

	31 Mar 26	31 Mar 25
Overall customer satisfaction (TSM)	84%[1]	82%[1]
Number of new affordable homes completed	2,783[2]	2,600
Of which, number of social rent homes completed	1,135	873
Colleague satisfaction	70% (Bromford and Flagship) 84% (LiveWest)	78% (Bromford and Flagship) 83% (LiveWest)
Homes at EPC C or above	83%	81%
Average SAP rating	74	73
Carbon intensity	30.13 $kgCO_2e$ per m^2 (Bromford and Flagship) 3.99 tCO_2e per home (LiveWest)	30.36 $kgCO_2e$ per m^2 (Bromford and Flagship) 4.07 tCO_2e per home (LiveWest)
Gender pay gap (mean)	7%[3]	7% (Bromford and LiveWest) 5% (Flagship)
Board and Executive male:female ratio	14:9	13:6
Homes that meet the Decent Homes Standard	99.8%	99.9% (Bromford and LiveWest) 99.6% (Flagship)
Most recent viability and governance ratings from the Regulator of Social Housing	G1/V1	G1/V1

1. The combined results for BFL in 2025-26 and 2024-25 have been calculated as weighted averages based on the LCRA tenant populations.
2. The BFL figure for 2025-26 includes 14 supported homes and excludes one new home built in the year which is currently being used as a community hub.
3. This measure represents all colleagues across BFL. Statutory gender pay gap disclosures, where applicable, will be reported separately by legal employing entity in our Gender Pay Gap Report.

Building a more sustainable BFL

We have a clear commitment to deliver sustainable outcomes for our customers, communities and colleagues.

During the year, we have built on strong legacy foundations while progressing towards a more consistent and unified approach across BFL for sustainability performance, governance and reporting. This includes aligning methodologies, strengthening data quality and establishing a framework for a single BFL sustainability strategy, which will be finalised in 2026.

Sustainability is embedded within our core business activities, particularly in how we invest in our homes, plan new development and manage long-term financial resilience.

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Energy efficient, more affordable homes

We continue to make progress in improving the energy efficiency of our homes. As at 31 March 2026, 83% of homes are rated EPC C or above (2025: 81%), with an average SAP rating of 74 (2025: 73).

Improving energy performance remains a key priority, both to reduce carbon emissions and to improve affordability by lowering customer energy bills. Alongside this, 99.8% of our homes meet the Decent Homes Standard, reflecting our ongoing commitment to safe, energy efficient and good-quality homes.

During the year, we have continued to invest in retrofit and planned maintenance programmes, including insulation, heating system upgrades and ventilation improvements. This has been supported in part by external funding, including the Social Housing Decarbonisation Fund (SHDF), enabling delivery at greater scale across the portfolio.

Sustainability is increasingly embedded in the development of our new homes and regeneration programmes, ensuring homes are designed and improved with long-term performance, affordability and environmental impact in mind. We are also exploring opportunities to increase our influence over energy pricing and supply, supporting longer-term energy resilience for customers.

Governance and disclosures

Governance arrangements are in place to support oversight of sustainability performance, including a cross-organisational Sustainability Group.

The Group publishes additional disclosures relating to its people and broader environmental, social and governance (ESG) matters outside of the Annual Report and Accounts, including its Gender Pay Gap Report, which will be available on the BFL website later in the summer.

Case study

Hayle Programme 109 – whole-home retrofit and place-based delivery

During 2025-26 we progressed our Hayle retrofit programme, a large-scale place-based scheme improving the energy efficiency, fabric performance and resilience of homes across the area. It builds on lessons from earlier delivery in St Ives and forms part of the South West's expanding place-based approach.

Phase one delivered retrofit works to 128 homes, with 42 to 47 more planned in phase two. Works were coordinated with wider investment, including roof replacements, Finlock gutter removal and replacement rainwater goods, for a joined-up approach to building condition and energy performance.

Phase one delivered 329 energy efficiency measures across the 128 homes:

- 123 solar PV systems
- 63 loft insulation upgrades
- 16 cavity wall insulation installations
- 127 ventilation upgrades

Average SAP scores rose from 63 to 78, a 15-point improvement per property.

Customer engagement was strong, especially for those with additional needs. Delivery was tailored case-by-case, including properties where hoarding behaviours created access, safety and sequencing challenges. These needed sensitive engagement and close coordination to deliver safely while protecting resident trust and dignity.

The programme reflects our commitment to fabric-first, place-based retrofit that improves thermal comfort, reduces energy demand and supports progress towards our Net Zero target.

Energy performance of our homes

83%
EPC C or above

74
Average SAP

1,192
Homes where energy rating improved in year

£7m
SHDF funding secured

2.16
Tonnes CO_2e per home managed

30.13[1]
Kg CO_2e per m^2

Carbon intensity reporting

BFL reports its energy use and carbon emissions in accordance with the Streamlined Energy and Carbon Reporting (SECR) requirements.

BFL recorded a carbon emissions intensity of 2.16 tonnes CO_2e per home managed, based on our annual SECR carbon footprint assessment prepared by SHIFT.

Further details are available in our **Sustainability Impact Report**.

1. Bromford and Flagship only. See page 29 for LiveWest metric and comparators.

Case study

Solar charging on the move

Our gardening teams have started running their tools on solar power, using a mobile charging system fitted to their vans.

Fourteen vans have been fitted with rooftop solar panels and power packs, with six more on the way. It's believed to be the first system of its kind for social housing gardening teams. Each van carries two 100w solar panels that charge a power bank while gardeners are out on jobs.

The set-up means the 40 gardeners working across Norfolk, Suffolk, Essex and Cambridgeshire can head straight from home to their first job, rather than going back to the depot to charge their equipment. That saves around 1.5 hours of travel time per gardener, every day.

The upgrade cost roughly £18,500, which Ryan Cox, Neighbourhood Operations Manager, expects to pay for itself through savings on power, petrol and working hours.

"I've never seen this done elsewhere in the working environment, so it's a real step forward," he said. "It's potentially the start of a new system of working for colleagues."

The move builds on an earlier switch to battery-powered tools, brought in to cut carbon emissions and noise in the neighbourhoods we manage. Solar charging takes that a step further, with the gardening service now running largely on renewable energy.

The project was a collaboration between our neighbourhood, health and safety and fleet teams. Charlotte Bane, Gardening Neighbourhood Services Manager, said "it was a good example of what's possible when teams think differently about how they work."

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Climate risk and resilience

Climate change presents both physical and transition risks to the Group, potentially affecting operations, assets and long-term resilience.

Key physical risks include increased exposure to extreme weather events such as flooding and overheating, which may affect the condition of homes and our customers' wellbeing. Transition risks include changes in regulation, supply chain resilience and market expectations, which will have an impact on our future investment requirements and operating costs.

During the year, we have continued to strengthen our understanding of these risks, including improving asset-level data and considering how climate risk is reflected in the management of our assets and place-based investment planning. These risks are incorporated within the Group's broader risk management framework and are included within the principal risks and uncertainties set out in this report.

Case study

BFL supporting biodiversity

The scale of biodiversity loss is significant, with 97% of British wildflower meadow lost over the last century. Through our meadow programme, we are helping restore habitat and bring nature closer to the communities we serve.

Summer 2025 marked the third year of our gardening team rolling out meadow areas. This more nature-friendly approach to grounds maintenance has created meadows in a further 120 communities, meaning we now manage 17 football fields worth of grassland as meadow. These areas provide habitat for species such as frogs and toads and valuable nectar sources for pollinators experiencing habitat decline. They also bring the wellbeing benefits of nature closer to customers and contribute to the climate resilience of our communities.

Throughout the rollout, we contacted over 6,000 customers to explain the changes, seek feedback and share project outcomes. This engagement has helped improve our communication and delivery approach, enabling us to adapt meadow management to support both nature and community use, including space for play and recreation.

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Sustainable finance

We have progressed updates to our Sustainable Finance Framework to reflect the enlarged organisation, including expanding sustainability-linked loan (SLL) KPIs across the portfolio.

Our SLLs link the cost of borrowing to performance against defined environmental and social measures, including carbon intensity of homes and delivery of new social rent homes. During the year we have worked with our investors to consolidate and reduce the number of metrics. These metrics align sustainability performance with financial outcomes and support continued focus on both environmental impact and social value.

Further detail, including Use of Proceeds reporting and case studies, will be published in our **BFL Sustainability Impact Report** this summer, aligned to the Sustainability Reporting Standard for Social Housing (SRS 2.1).

Sustainable Finance KPIs

30.13[1] $kgCO_2e/m^2$

Carbon intensity

1,135

New social rent homes delivered

1. Bromford and Flagship only. See page 29 for LiveWest metric and comparators.

Looking ahead

This year has been a year of consolidation and alignment, maintaining performance while laying the foundations for a more integrated, outcome-focused approach.

In the year ahead, our focus will be on:

- finalising a consolidated BFL sustainability plan and associated targets
- consolidating our net zero plans into a single roadmap for BFL
- ensuring sustainability is at the heart of business planning and investment decisions
- continuing to improve the quality, consistency and assurance of our data

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Our financial performance

On 29 January 2026 Bromford Flagship Limited changed its name to Bromford Flagship LiveWest Limited following the merger of Bromford Flagship Limited and LiveWest Housing Group. This Annual Report and Accounts combines the full twelve months' financial results (including comparatives) of both legacy organisations.

Financial and delivery highlights

28%
Overall operating margin
2025: 27%

1.43x
EBITDA MRI interest cover
2025: 1.58x

£161m
Capital investment in existing homes
2025: £156m

£615m
Invested in new homes
2025: £519m

31%
Social housing operating margin
2025: 31%

£186m
Net surplus
2025: £187m

Turnover including sales

Group turnover

£946m

Group turnover increased in the year to £946m (2025: £918m). Social housing lettings remains the core of our business and increased to 83% of turnover during the year (2025: 81%). Social housing lettings income (net of void loss) increased to £781m (2025: £741m), reflecting the contribution from 2,600 homes completed in the previous year plus 2,783 handovers in this year together with the 2.7% annual social rent increase.

Shared ownership income

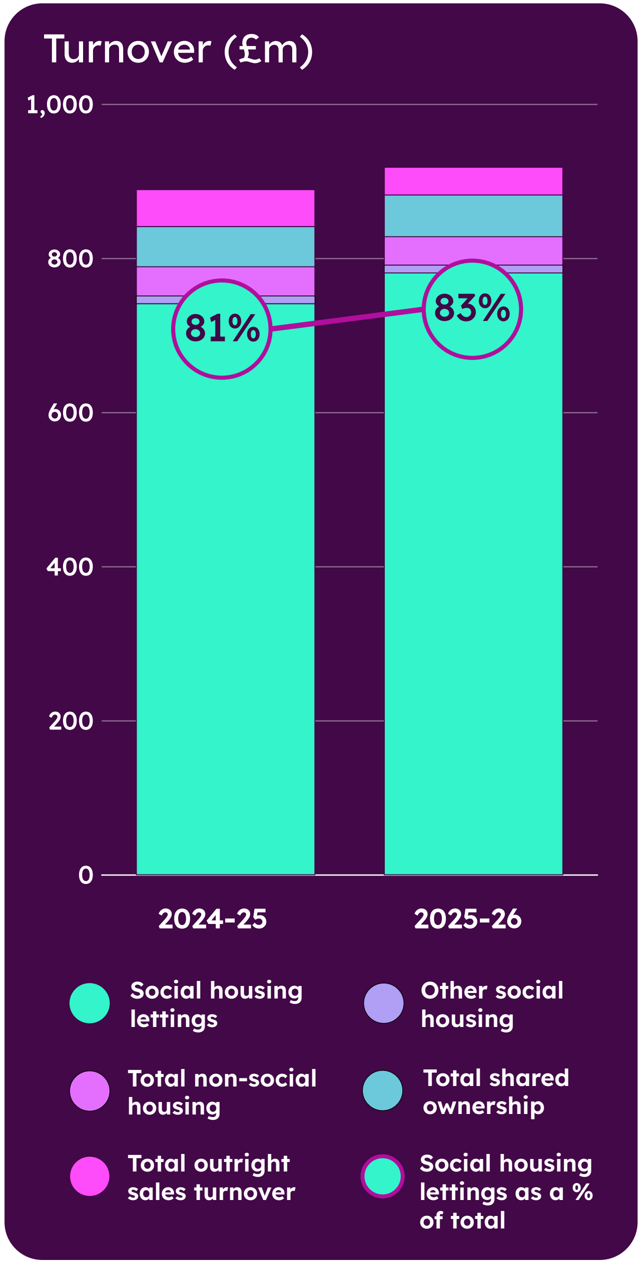
£82m

Sales revenues remained strong. Shared ownership sales income for the year was £82m (2025: £80m). We sold 834 (2025: 749) shared ownership homes, with a gross margin of 17% (2025: 18%[1]). The average first tranche share sold reduced to 34% (2025: 36%) due to changes in mortgage rates and the government changes to shared ownership allocations under first come first served.

Open market sales

£36m

Open market sales surplus has decreased to £36m (2025: £48m) with 100 homes sold in the year (2025: 140) although the gross margin has increased to 16% (2025: 14%[1]). Open market sales are scheme specific and only built as part of sustainable tenure schemes.

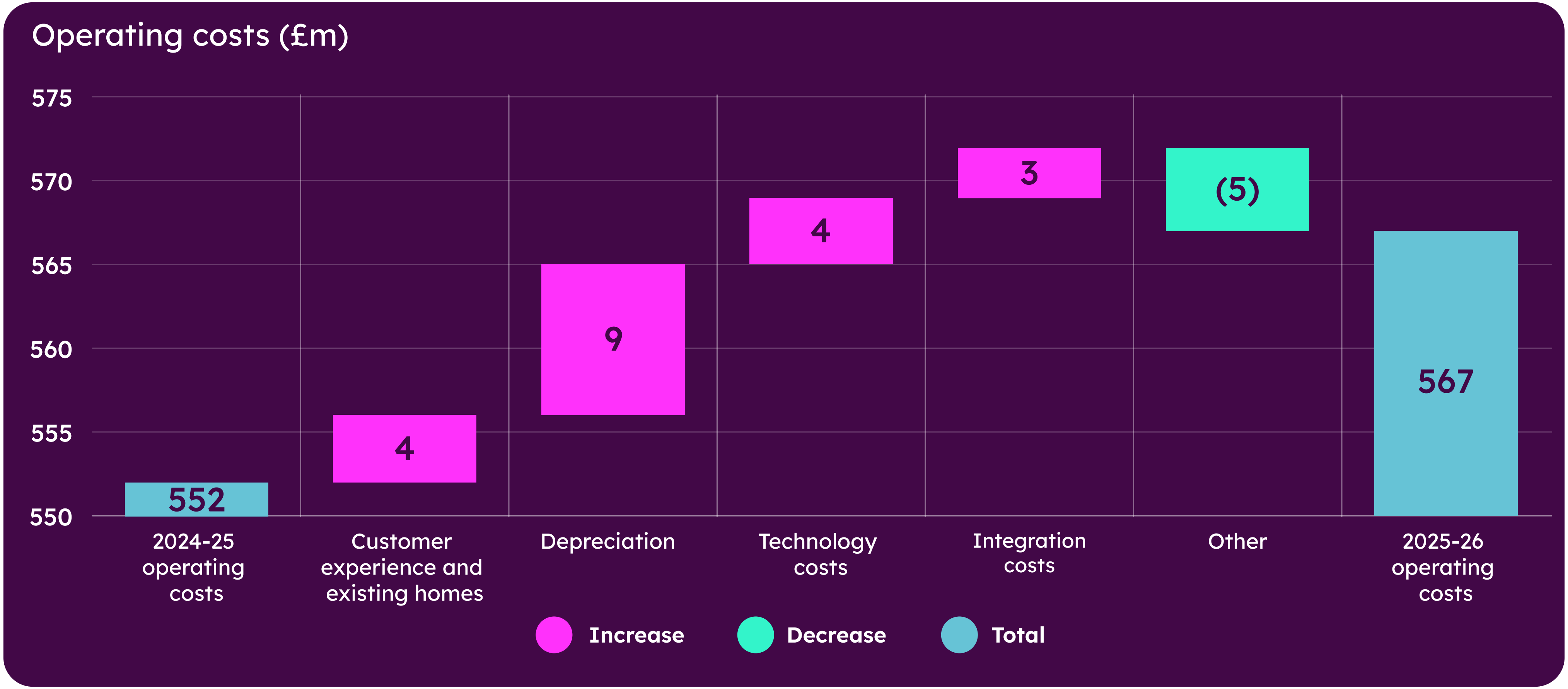


1. The gross margins on shared ownership (first tranche) and open market sales at 31 March 2025 have been restated to reflect accounting harmonisation changes which were made during 2025-26 following the merger. Without restatement, the margins at 31 March 2025 would be 24% and 17% respectively.

Operating costs

£567m

This moderate and below-inflation uplift in operating costs reflects our continued commitment to cost control and ensuring value for money for customers. Operating costs increased by £15m (3%), to £567m (2025: £552m). The increase was primarily driven by a £9m rise in depreciation, reflecting new homes delivered and continued investment in existing homes. Spend on customer experience and existing homes increased by £4m due to greater investment in frontline activities and higher colleague costs following annual pay awards. Technology costs also increased by £4m, reflecting continued investment in IT systems, higher licence fees and additional colleague costs. Integration costs of £3m were incurred as the Group continued to align processes and systems following recent mergers, while merger costs remained consistent at £2m (2025: £2m). Other cost movements included a £6m decrease from the harmonisation of component capitalisation and useful economic lives for housing assets following merger activity, as well as a £2m reduction from updated useful economic life assessments for intangible fixed assets. These are offset by insurance and bad debt costs, which have increased by £2m and £1m respectively.



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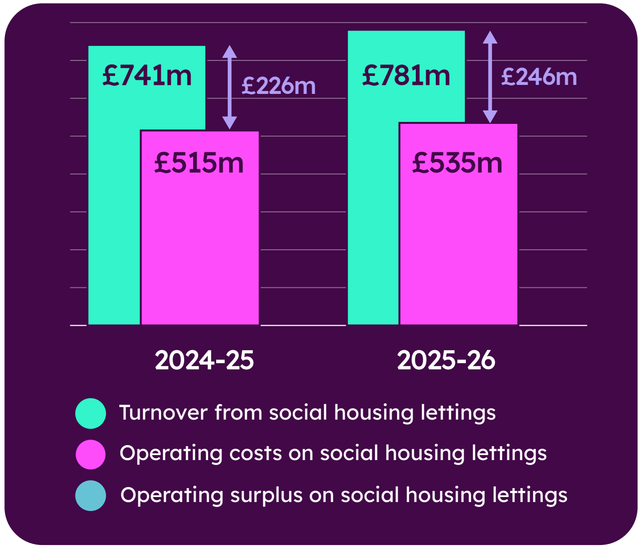
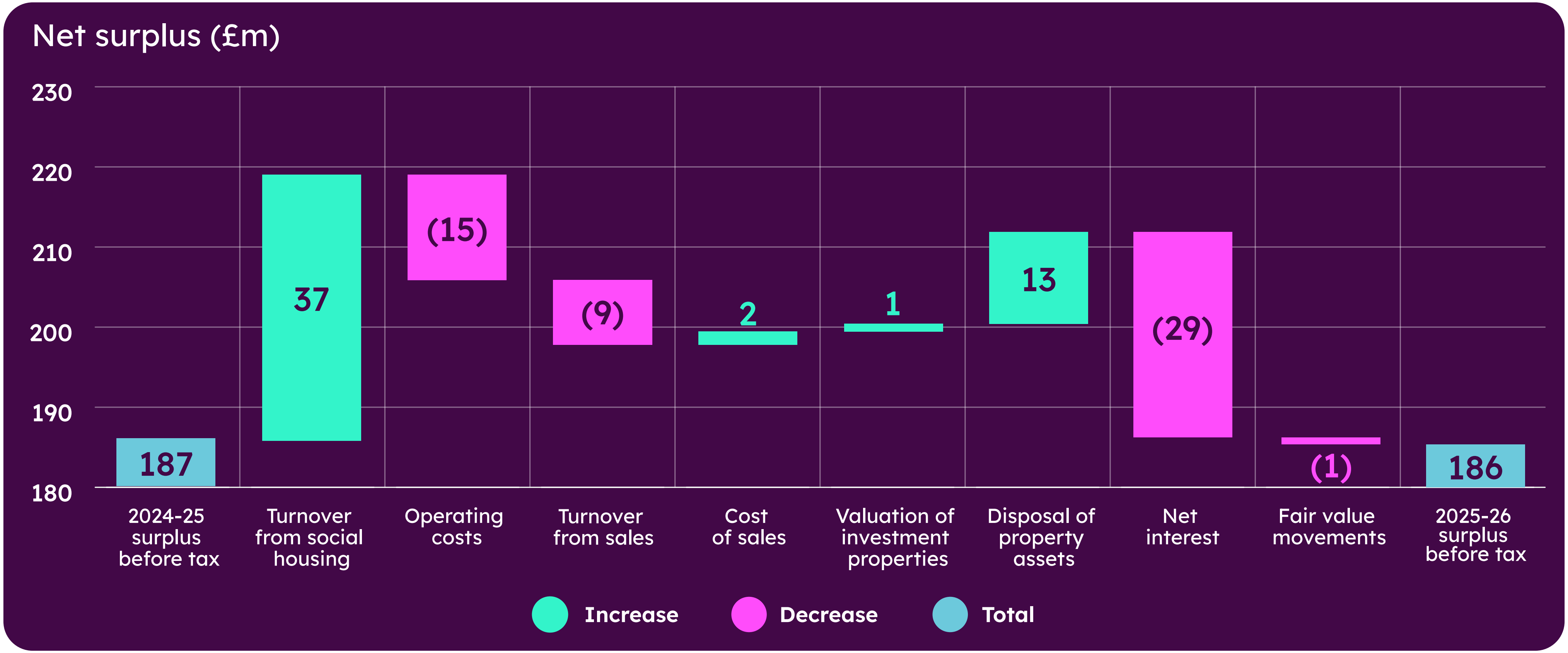
Operating margins and surplus

The Group has generated an operating surplus (excluding gain on disposal of fixed assets and joint ventures) of £265m and a corresponding operating margin of 28% (2025: £249m, 27%). This reflects the efficiency of our operations and our ability to control costs despite the challenges of increased demand for repairs and some merger related costs. Operating surplus (including gain on disposal of fixed assets and joint ventures) was £328m (2025: £300m).

The operating margin from our core social housing lettings activity has remained consistent at 31% (2025: 31%).

Surplus before tax of £186m (2025: £187m) demonstrates our resilience against financial and economic challenges and enables us to continue to invest in all areas of our business including existing homes and continuing to build much needed new affordable housing for the benefit of current and future customers.





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Disposals

Disposals of homes (and related costs) include staircasing sales of shared ownership homes, right to acquire (RTA), right to buy (RTB), disposals of empty homes no longer meeting customers' needs and other asset sales, such as properties no longer part of our core business.

The surplus of £62m (2025: £49m) generated from existing property disposals in the financial year has increased predominantly due to the increase in disposals of properties that are no longer aligned to our core strategy. This activity has generated net surplus of £40m (2025: £32m). Shared ownership staircasing contributed net surplus of £18m (2025: £15m) and right to acquire disposals generated net surplus of £4m (2025: £2m).

Gas servicing and installation activity

Gasway, our in-house gas compliance and maintenance business, generated external turnover of £21m for the Group during the year (2025: £19m) generating a 9.5% net margin (2025: 6.2%). The increase in net margin year on year was predominantly driven by a continued focus on higher margin opportunities and rationalisation of central overhead expenditure.

Net interest

Net interest payable is £146m (2025: £117m (including loan break gains of £6m)) an increase of £29m. Interest receivable has decreased by £6m, due to holding lower cash balances in the year and achieved a lower rate of return with the average base rate being c.0.9% lower than the previous year. Interest payable has increased by £17m, as a result of our deliberate strategy to increase liquidity, recognising the volatile economic environment and ensuring sufficient liquidity for future investment beyond the end of the decade.

Joint ventures

The Group has investments in three joint ventures: Lovell Flagship LLP, Homes for the West Midlands LLP and Grange Lane (Littleport) LLP. At 31 March 2026 gains from joint ventures were £1m (2025: £1m).

At 31 March 2026 the Group had investments in joint ventures of £7m (2025: £10m).

Statement of financial position

Housing properties

During the year the Group invested £615m (2025: £519m) in the development of new housing properties and £161m (2025: £156m) in capital improvements to existing properties. We delivered 2,871 new homes during the year, of which 2,783 were affordable tenures. We also acquired 204 homes from another registered provider, investing £14m.

Properties for sale

At 31 March 2026 the overall sales exposure has reduced since the prior year.

The number of shared ownership homes waiting to be sold has decreased compared to last year to 223 (2025: 235). Of the unsold, 79 (2025: 79) homes were unreserved. The number of open market sale homes in stock decreased, compared to last year to 15 (2025: 30) of which seven were unreserved. The detail of stock and work in progress is shown in note 19.

Pensions

The Group participates in five defined benefit schemes; The Pensions Trust – Flagship Housing Group ex – SHPS Scheme, The Pensions Trust – Bromford DB scheme, The Pensions Trust – LiveWest Housing Group ex – SHPS scheme, The Pensions Trust – LiveWest Housing Group Growth Plan and Devon County Council LGPS. Pension liabilities are £18m (2025: £28m). Further details can be found in note 37.

The Group also participates in various defined contribution schemes.

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Treasury

This year saw us continue to demonstrate our financial resilience and credit strength with the latter endorsed by both Moody's and S&P, with our A2 stable and A+ stable ratings reaffirmed.

As part of the merger, Bromford Flagship LiveWest took the opportunity to restructure a significant portion of the Group's existing debt portfolio through its parent company Bromford Flagship LiveWest Limited. This included the novation of £921m bank loans and £680m of notes under the legacy LiveWest Treasury European Medium Term Note (EMTN) programme. As a result, 79% of the Group's borrowing facilities are now held in the single entity benefiting from a single security structure designed for maximum efficiency.

We returned to the markets for both bank and capital market funding in the year, boosting our cash and liquidity position and continuing to fund investment across our business. BFL agreed over £1.2bn of new and replacement facilities in the year to March 2026. This included a £300m, 25 year sustainability note issued through one of the Group's EMTN programmes, which continues to enable swift access to the capital markets.

Our loan book remains highly optimised with drawn funding continuing to benefit from long-term fixed rates across 97% of the portfolio; ensuring BFL remains well protected against elevated base and SONIA (Sterling Overnight Index Average) rates. We closed the year with £1,622m in cash and undrawn available committed facilities, delivering over twice the required level of long-term liquidity.

Our shadow credit rating analysis and regular dialogue with Moody's and S&P provided a platform to support our A+/A2 dual credit rating this year. The Moody's rating for Bromford Flagship LiveWest was re-affirmed at A2 stable on a combined basis following the merger in February 2026. Our S&P rating was re-affirmed at A+ stable in February 2026, with the standalone credit profile remaining at A+, meaning it is not dependent on the UK sovereign rating.

These ratings, alongside the maintenance of BFL's G1/V1 regulatory ratings, continue to reflect the effectiveness of our financial framework and golden rules. We closed the year with significant headroom against our key Group funder covenants, with interest cover at 3.2 times (covenant: 1.1 times) and asset gearing at 38% (covenant: 67%).

	As at 31 March 2026	As at 31 March 2025[1]
Drawn facilities (nominal value)	£3,928m	£3,747m
Undrawn committed facilities	£1,540m	£1,067m
Cash and cash equivalents	£99m	£179m
Liquidity months	45	35
Fixed rate borrowing (drawn)	97%	90%
Weighted average cost of borrowing	4.05%	3.87%
Interest cover covenant	3.2 times	3.4 times
Asset gearing (lender covenant) calculation	38%[2]	38%[3]

1. Bromford Flagship and LiveWest combined position.
2. This figure includes an adjustment of £20.9m to the loans balance for the value of any off-market loans recognised as a result of the mark to market position being crystallised.
3. This figure includes an adjustment of £23.4m to the loans balance for the value of any off-market loans recognised as a result of the mark to market position being crystallised.

Cash and short-term liquidity

BFL held £99m (2025: £179m) cash or cash equivalents at 31 March 2026. The reduction in cash levels year on year follows a review of our Treasury Management Policy as part of the merger to ensure cash levels remain appropriate for an organisation of our size, whilst minimising our cost of carry. Our short-term liquidity Treasury Management Policy requires holding a minimum of £50m cash as immediately available funds at all times supported by access to revolving credit facilities. Credit lines remain diverse across seven funders, with no more than 25% of our undrawn funding residing with any single funder as at 31 March 2026. Our investment strategy remains conservative, with safety and access to cash driving decision making rather than projected rates of return. Our cash continues to be held predominantly across a number of counterparty cash deposit accounts.

Long-term liquidity and funding

Long-term liquidity remains a key focus and our Treasury Management Policy sets out a prudent requirement, with a minimum of 27 months of all operational and development cashflows (including uncommitted spend) plus a slippage risk buffer of 20% of the first months' sales. This is well above the minimum liquidity level of 18 months expected by the Regulator of Social Housing. Undrawn committed borrowing facilities must be fully secured and available to draw.

The merger provided the opportunity to reset £992m of the Group's existing revolving credit facilities to a full five-year term. £1.6bn of our facilities now expire in the year 2030-31 or later. We have a rolling programme of extending the life of our revolving credit facilities and operate a policy to refinance liquidity facilities more than 18 months to their maturity.

The total facilities (drawn and undrawn) at the year-end were £5,468m (excluding any remaining unsecured retained bonds), with total available funds of £1,622m, comprising £82m of available cash and £1,540m of undrawn available committed facilities. This provides us with 45 months of liquidity, compared to 35 months at 31 March 2025.

Cash and cash equivalents is £99m at 31 March 2026, with £17m unavailable for use, predominantly held in leaseholder reserves. The available cash is therefore £82m.

Interest rate management

We have limits on our fixed and variable rate debt in order to manage our exposure to changes in interest rates. This is monitored against market conditions throughout the year by the Treasury Committee and the Executive Board.

Shortly after the merger, the Group established new ISDA agreements with six relationship banks of the parent company, Bromford Flagship LiveWest Limited. In line with its funding strategy, the Group also took the opportunity to novate all standalone derivatives held by its subsidiaries into the Bromford Flagship LiveWest entity.

As of 31 March 2026, £1,002m of our borrowings were variable rate loans of which £340m has been hedged with free-standing swaps and £609m with embedded fixed interest rate swaps. Overall, 97% of our debt is at fixed rates (2025: 90%) at an average cost of 4.05% (2025: 3.87%).

Market prices

We have no direct exposure to equity securities price risk but do have an indirect exposure in respect of obligations under our pension scheme commitments.

Margin call

We have standalone derivatives which can give rise to margin calls. This risk is managed by charging additional properties as security. Our approach in this area is cautious, with sufficient properties secured to cover margin calls in the event of a fall in long-term interest rates of 1.0%.

Covenants

All but one of our covenants continue to be based on Group results and are consistent in their composition across our funder base. As part of the merger, we aligned the Group covenants to the existing definitions on a combined Group basis. We regularly review the terms and covenants associated with our finance facilities to allow sufficient flexibility to operate and to ensure capacity can be accessed. This, along with continual focus on strong credit ratings and the cost of borrowing, remains a key strategic objective. We aim to build on the considerable existing capacity on both our interest cover and asset gearing covenants and not limit our activities, whilst ensuring that new funding is entered into without covenant dilution.

£5,468m
total facilities

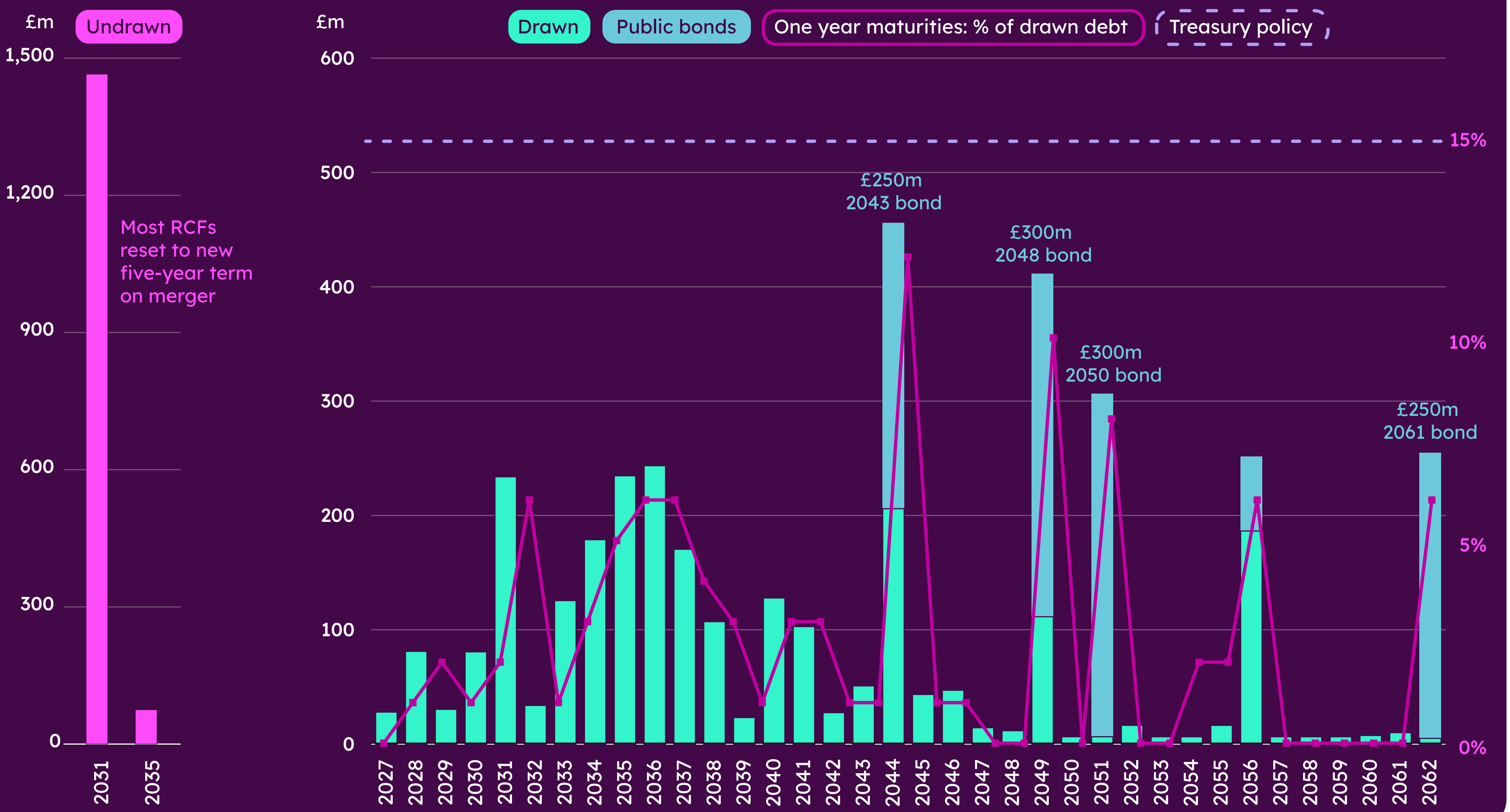
£1,622m
total available funds

£99m
cash and cash equivalents

Refinancing risk

We monitor our repayment curve to ensure that new debt is issued across a range of tenors such that refinancing risk is not unduly concentrated in any given single year or contiguous, rolling five-year period. We are also in regular dialogue with investors to ensure our tenor curve remains open and attractive for new investment, including issuing through the Group's European Medium Term Note programmes.

Total committed facilities - refinancing profile



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Value for money

We are committed to demonstrating and improving value for money (VFM). It underpins the delivery of our purpose and is embedded in our culture. We aim to ensure optimal use of our resources and assets and optimise economy, efficiency and effectiveness in the delivery of our objectives – our strategic move to place is a core example. We balance our commitment to invest in our existing homes to ensure they are safe and secure with our ambition to invest in building new affordable homes. With economic conditions continuing to bring challenges for both our business and, most importantly, our customers, ensuring value for money in all that we do has never been more important.

Through the year we delivered £20m of efficiency savings from a range of initiatives across the Group.

Our financial objectives are set out in our financial framework which focuses on maximising our financial capacity. We ensure we deliver financial performance within the parameters of our financial framework through frequent financial planning from short-term budget setting and reforecasting through longer term 30 year strategic planning. Targets are set in conjunction with all areas of the business and are challenged through operational teams, the Executive Board and by Board via the committee structure in line with our governance arrangements. Despite the economic challenges of recent years, our financial framework has remained resilient and continues to guide our strategy, demonstrating that we are more than capable of dealing with the stresses and strains of the current operating environment. On a monthly basis we review our key performance indicators to assess our performance compared to set targets.

Regulator metrics

The Regulator has a sector-wide set of value for money metrics which aids direct comparison between housing providers. These metrics are set out below.

The direction of travel over the past year across the suite of metrics, taking account of recent stresses across the sector, continues to demonstrate our financial strength. We have compared ourselves against nine housing associations with similar characteristics using the latest published data as at 31 March 2025. In the table below, top quartile refers to performance against the comparator group.

Metric	2025-26	2024-25	2024-25 peer group (top quartile)	vs peer group	vs previous year
Reinvestment	8.7%	8.3%	7.4%	▲	▲
New supply delivered (social)	2.3%	2.2%	2.0%	▲	▲
New supply delivered (non-social)	0.1%	0.1%	0.3%	▼	●
Asset gearing	38%	38%	54%	▼	●
Interest cover (EBITDA MRI)	143%	158%	103%	▲	▼
Headline social housing cost per unit	4.85	4.82	6.19	▼	●
Operating margin (overall)	28%	27%	19%	▲	▲
Operating margin (social housing lettings)	31%	31%	31%	●	●
Return on capital employed (ROCE)	3.6%	3.5%	2.9%	▲	▲

▲ Higher than
● In line with
▼ Lower than

Reinvestment %

8.7%

2025: 8.3%

Reinvestment is a measure of how an organisation is investing in new build development and improvements to existing homes as a percentage of the net book value of housing properties on the balance sheet. We remain committed in our long-term strategy of investing in building new homes as well as improving our existing homes. Gross investment in new homes was £601m (2024: £519m) and capital investment in existing homes £161m (2025: £156m). This is above the upper quartile of the peer group.

New supply delivered %

(social and non-social housing)

Social

2.3%

Non-social

0.1%

2025: social 2.2%

2025: non-social 0.1%

We delivered 2,783 (2.3%) new social homes and 88 (0.1%) non-social units this year. This is compared to 2,600 social homes and 144 non-social homes last year. New social homes delivered is above the upper quartile of the peer group. Non social homes remain low dominated by open market sales which we only build as part of mixed tenure schemes.

Asset gearing %

38%

2025: 38%

The Group's gearing ratio measures the level of debt compared to the value of our housing properties which has been maintained at 38% (2025: 38%), supporting our financial viability and sector leading credit ratings. This is lower than the upper quartile score of the peer group.

EBITDA MRI %

143%

2025: 158%

EBITDA MRI refers to earnings before interest, tax, depreciation and amortisation with major repairs included. This is divided by total interest payable to show how much surplus we have available to cover interest payments. There is a reduction year on year from 158% to 143%, EBITDA has increased by £22m, offset by lower interest receivable (£6m), increased interest payable (£17m) and higher major repairs expenditure (net of capital grants) (£3m). Higher interest is the result of our deliberate strategy to increase liquidity, recognising the volatile economic environment and ensuring we have sufficient liquidity for future investment beyond the end of the decade. Although the metric has reduced year on year we remain above the upper quartile of the peer group.

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Headline social housing
cost per unit (£000s)

4.85

2025: 4.82

This metric is calculated by adding together our total spend on management costs, maintenance, major repairs, service costs and other social housing costs and then dividing by the total number of properties. Headline social housing cost per unit has increased to £4.85k (2025: £4.82k). Our annual investment in our homes has increased marginally due to the development activity over the last few years increasing the number of homes. This remains below the upper quartile of the peer group.

Operating margin
(overall) %

28%

2025: 27%

Operating margin is an important measure of efficiency and demonstrates how we are controlling costs relative to income growth. Overall operating margin has increased to 28% (2025: 27%). It is also above the upper quartile score of the peer group.

Operating margin
(social housing lettings) %

31%

2025: 31%

Despite cost and other external pressures, social housing operating margin has been maintained compared to the prior year and is in line with the upper quartile score of the peer group.

Return on capital employed

3.6%

2025: 3.5%

Return on capital employed measures how efficiently we have invested in our business with our surpluses. This has increased marginally from 3.5% to 3.6%. This is above the upper quartile score of the peer group.

Our financial framework

Our financial framework is a key part of our strategy and performance. It ensures that strategic objectives are met within the Board's defined risk appetite, as modelled through the long term financial business plan.

From 1 April 2026 we will be reporting on a new financial framework for BFL that creates organisational wide financial guardrails for scenario and mitigation planning and acts as an early warning system flagging liquidity, solvency and viability challenges well before they become stress events and is reviewed monthly. It is fundamental in supporting our ambition to utilise the additional investment capacity created by the mergers, delivering enhanced benefits for our customers through a disciplined and financially sustainable approach.

Setting our operating target ranges as well as minimum golden rule thresholds gives a focus to what we are seeking to achieve over the coming years. The framework ranges and targets drive the behaviours across the business to ensure we always provide the best possible service to our customers at the most economically advantageous price.

Rule	Description	2025-26	2024-25	2025-26 target	Target range	Golden rule
1	Overall operating margin[1]	28%	27%	29%	27-40%	>25%
2	Social Housing operating margin	31%	31%	31%	30-42%	>30
3	Interest cover (EBITDA MRI/Net Interest)[2]	143%	158%	160%	135-250%	>120%
4	Asset gearing[2]	38%	38%	38%	38-47%	<50%
5	Liquidity ratio	2.2x	1.8x	2.2x	1.85-2.4x	>1.8x
6	Sales as a percentage of turnover	13%	14%	15%	10-25%	<25%

Both legacy organisations (Bromford Flagship and LiveWest) have historically maintained robust financial frameworks which utilise a suite of metrics to benchmark financial viability and drive operational efficiency across their respective businesses. The table above represents the legacy Bromford Flagship framework, being the one which the majority of the Group was governed by in the year and was adopted by the Board on 29 January 2026. The target ranges and golden rules are taken from the new BFL framework except Overall Operating Margin and Interest Cover which do not feature in the revised BFL framework and therefore the legacy BF target ranges and golden rules have been used, adjusted for merger impacts as required.

1. excludes gain on disposal of property assets

2. based on our covenant metric

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Risks and how we manage them

BFL operates in a complex and evolving environment, shaped by economic volatility, heightened regulatory expectations, increasing customer need and a growing demand for safe, affordable homes. Our approach to risk management supports the delivery of our purpose, protects our customers and colleagues and ensures the long term financial resilience of the Group.

The Board is responsible for establishing the Group's risk appetite and for maintaining a robust system of risk management and internal control. Risk is viewed not only as something to be managed, but also as a factor to be actively and proportionately taken where it supports innovation, investment and improved outcomes for customers and places, consistent with the Group's strategy and values.

Risk Management Framework

The Group operates a structured risk management framework, based on the best-practice COSO ERM Framework (Committee of Sponsoring Organisations of the Treadway Commission Enterprise Risk Management) that:

- identifies and assesses risks on both a top down (strategic) and bottom up (operational) basis
- evaluates risks against agreed impact and likelihood criteria
- aligns mitigation plans with the Group's risk appetite
- is reviewed regularly to reflect changes in the external environment

Risks are considered alongside strategic planning, stress testing, treasury management and investment decisions, ensuring that risk assessment informs resource allocation and long term decision making.

The Board and Executive actively consider emerging risks, including cyber security, supply chain resilience, regulatory change and longer term affordability pressures affecting customers. These risks are reviewed through horizon scanning, external benchmarking and scenario analysis, ensuring the Group remains alert to future challenges while retaining flexibility to respond.

Risk governance and oversight

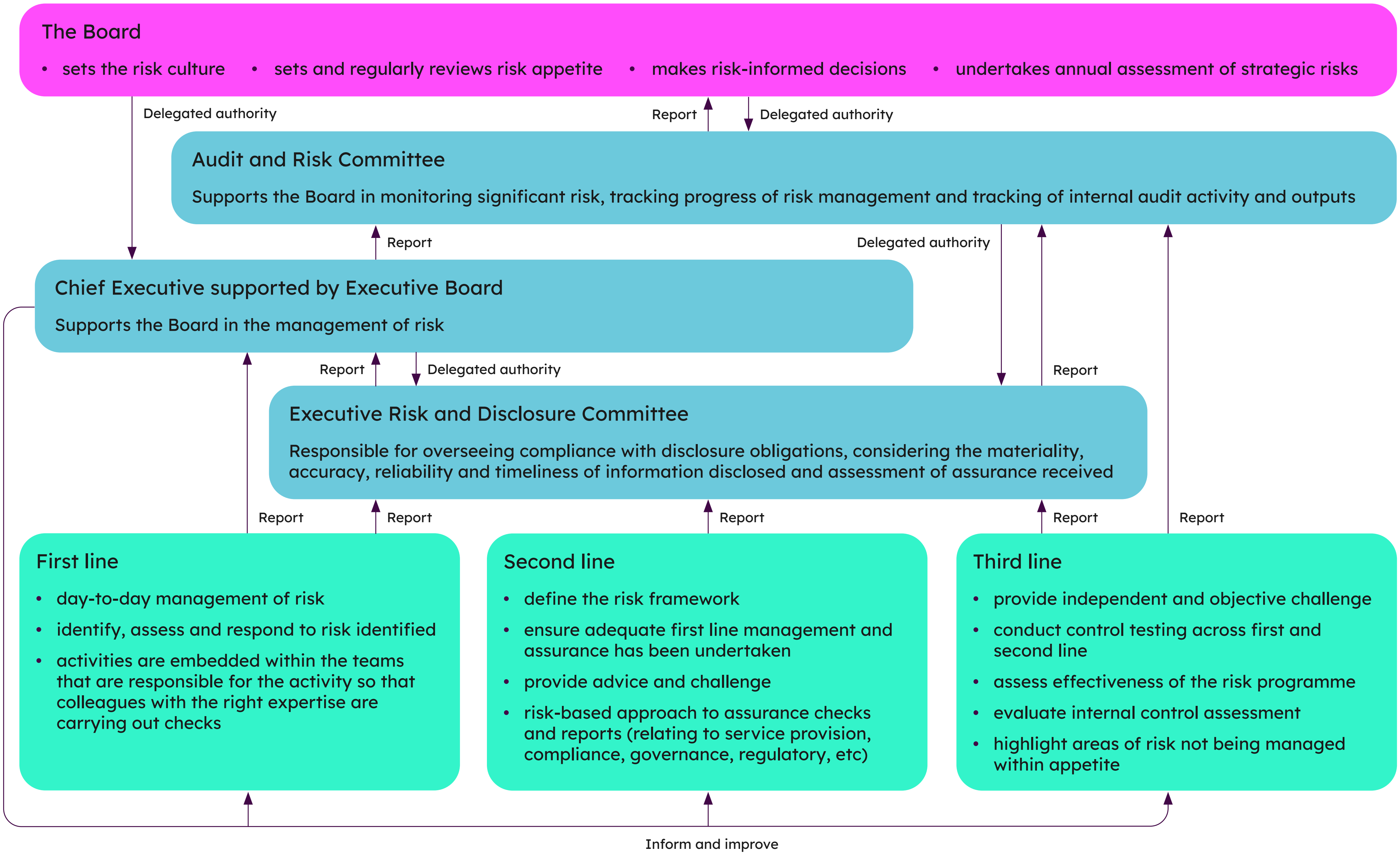
Risk management is embedded throughout BFL, with clear accountabilities at Board, committee and Executive level:

- the Board has ultimate responsibility for risk management - it sets risk appetite and tolerance levels, approves principal risks and oversees the effectiveness of the system of internal control
- the Audit and Risk Committee monitors the risk framework, reviews emerging risks and receives assurance from internal and external sources
- oversight of operational and strategic risks is delegated to the Chief Executive and the Executive Risk and Disclosure Committee supports this role, providing review of audit, assurance and risk reporting and ensuring implementation of resulting actions
- risk owners across the Group are responsible for identifying, assessing and managing risks within their areas

Assurance over risk management is provided through multiple lines, including management controls (1st line), assurance reviews (2nd line), internal audit (3rd line), external audit and independent regulatory assessment. The Board receives regular assurance on the effectiveness of controls and takes action where improvement is required.

The Group remains committed to continuous learning, drawing on internal insight and wider sector experience to strengthen its approach to managing risk and uncertainty.

Three lines of assurance model



Five step risk model

We follow a five-step risk management process aimed at identifying potential issues early, allowing for proactive mitigation to support our strategic objectives. Risk is defined as anything that could hinder the achievement of these objectives. Our approach enables the business to navigate uncertainty, managing both threats and opportunities, while staying aligned with strategic priorities. The Board sets clear risk appetite and tolerance levels, with regular reporting to monitor changes in key risk assessments.

Step	1	2	3	4	5
Risk:	Identification	Assessment	Analysis	Response	Reporting

Identification

- consider strategy and business plans

Assessment

- estimate likelihood risks will occur
- consider impact across the wider business

Analysis

- compare assessment to established risk appetite
- agree to treat, tolerate, transfer or terminate the risk

Response

- put in place effective strategies to remediate defective controls or implement additional controls
- determine further action that may be necessary

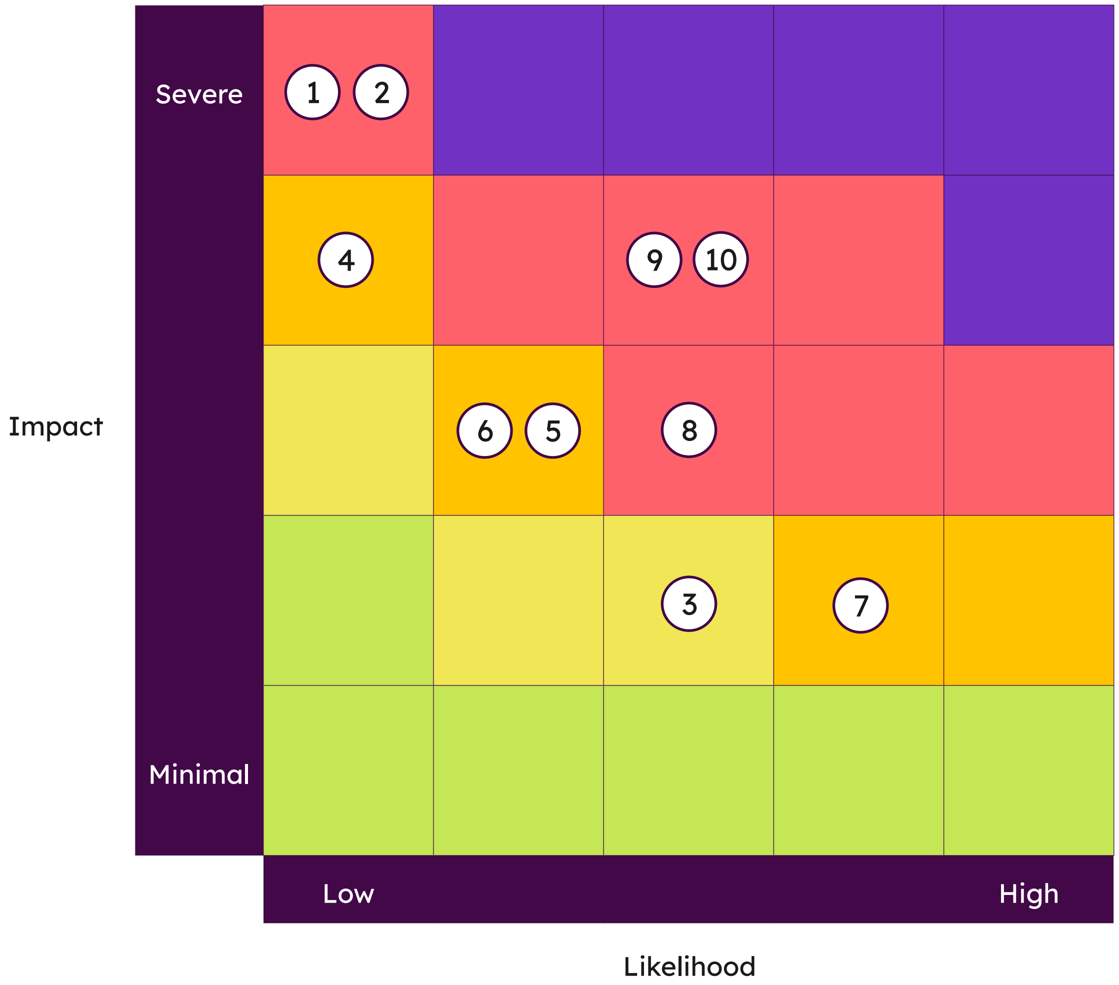
Reporting

- operational risks to business, forum and committee
- strategic risks to forum, committee and Board

Principal risks

Following the recent merger, the Board have re-assessed the principal risks faced by the Group. The identified risks facing Bromford Flagship LiveWest are similar to those experienced across the housing sector but are considered in the context of the Group's scale, geography and operating model following the merger. The Board has set its risk appetite against each of these risks, forming an integral part of our corporate decision making. Risk we accept is clearly understood, regularly reviewed and managed effectively. In some areas we have risks for which we have little or no appetite however the nature of these risks mean they cannot be eliminated completely.

	Principal risks	Appetite
1	Health and safety	averse
2	Existing homes	balanced
3	People and culture	flexible
4	Financial viability	cautious
5	Customer experience	cautious
6	Systems and data	balanced
7	New homes	open
8	Cyber and business continuity	cautious
9	Business change and integration	balanced
10	Governance and regulation	cautious



Risk

low | medium | high | significant | critical

Risk	Impact	Risk mitigations	Changes in year
1. Health and safety Level: **significant** Appetite: **averse** Future direction of travel: **static**	Failure to effectively manage all aspects of health and safety across operations (including customers, colleagues and suppliers) results in death or serious injury.	• group-wide Health and Safety Policy • dedicated health and safety software and processes • integrated governance via the health and safety group with clear escalation and reporting routes • training and competence frameworks • contractor management arrangements • incident escalation and reporting processes	• embedding consistent health and safety arrangements across the newly merged Group • improving training and compliance reporting • managing and reducing Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents • onboarding colleagues to Group systems and processes
2. Existing homes Level: **significant** Appetite: **balanced** Future direction of travel: **static**	Failure to comply with all landlord obligations including landlord health and safety and broader current/emerging property related regulatory/legal requirements (for example Decent Homes and Awaab's Law) increases the risk of failing to maintain our homes to expected standards.	• compliance frameworks for landlord obligations • Awaab's Law governance and specialist teams • process alignment workshops • enhanced compliance reporting • targeted investment and operational improvement plans • integrated governance through the landlord compliance group	• strengthening compliance with Awaab's Law Phase 1 and preparing for Phase 2 • progressing building safety works • preparing for new Heat Network regulation • reducing outstanding safety backlogs • improving emergency and non emergency repairs performance • improving customer communication and case management
3. People and culture Level: **medium** Appetite: **flexible** Future direction of travel: **static**	Our culture does not adapt to deliver our strategy and purpose.	• culture and organisational design workplan • defined values and behavioural frameworks • engagement and wellbeing initiatives • workforce planning and leadership oversight	• supporting colleagues through merger integration • addressing sickness absence and recruitment pressures • improving engagement and leadership capability • working towards a shared culture across BFL • responding to employment law reform

Risk	Impact	Risk mitigations	Changes in year
4. Financial viability Level: **high** Appetite: **cautious** Future direction of travel: **static**	Failure to maintain financial viability including accessing sufficient funds and liquidity or managing financial exposure effectively in order to deliver our strategy.	• robust treasury and liquidity management and reporting • strong stakeholder relationship management • high proportion of fixed rate debt • stress testing of the business plan • Board approved financial framework and regular monitoring	• managing ongoing cost pressures • monitoring market volatility and interest rates • delivering a sustainable merged business plan • ensuring continued access to funding and covenant compliance • delivering efficiency savings and value for money
5. Customer experience Level: **high** Appetite: **cautious** Future direction of travel: **improving**	We do not meet our purpose including the provision of core services such as repairs and effective complaint management, which results in ineffective customer journeys and negative customer experience.	• Customer Influence Framework • Regional Customer Networks (customer members), dedicated Executive and Non-Executive committees with overlapping attendees • complaints lessons learned processes • Voice of the Customer reporting • contractor performance scrutiny	• improving repairs quality and reducing repeat issues • sustaining compliance with the Housing Ombudsman Code • addressing affordability and cost of living pressures • embedding customer influence into decision making
6. Systems and data Level: **high** Appetite: **balanced** Future direction of travel: **static**	We hold inaccurate or incomplete data resulting in ineffective decision making, poor customer experience, operational inefficiency or regulatory/legal non-compliance.	• Group data governance framework • defined data owner and steward roles • role-based access controls • data migration processes • data quality dashboards • policies supporting data accuracy and regulatory compliance	• updating data governance arrangements following the merger • improving data quality and reporting confidence • maturing our approach to AI governance • starting to align processes and methodologies • preparing for system integration, including dependencies on D365 stability and scalability

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Risk	Impact	Risk mitigations	Changes in year
7. New homes Level: **high** Appetite: **open** Future direction of travel: **improving**	Balancing the ambition to deliver new homes with the risk of exceeding capacity or controls, potentially causing financial loss, regulatory breach, or reputational damage.	• financial guardrails and investment frameworks • Homes England grant engagement • development pipeline oversight • regular performance and cost monitoring	• reviewing controls and approaches post merger • securing future grant funding • ensuring delivery remains within capacity and financial appetite • monitoring developer and market exposure
8. Cyber and business continuity Level: **significant** Appetite: **cautious** Future direction of travel: **improving**	Our network, applications, infrastructure, devices or data are compromised through physical, people or technological threats. Our business continuity and disaster recovery provisions fail to support continuity and recovery of services in a timely fashion.	• Cyber Essentials accreditation • vulnerability and patch management • multi-factor authentication • incident response planning • supplier due diligence • business continuity and disaster recovery plans	• strengthening third party cyber risk management • progressing the Group crisis management and business continuity framework • monitoring heightened geopolitical risk, including cyber risk • improving resilience and preparedness
9. Business change and integration Level: **significant** Appetite: **balanced** Future direction of travel: **static**	Planned business change including integration fails to achieve the intended outcomes, resulting in financial under performance, reduced stakeholder confidence and an inability to realise anticipated synergies.	• formal integration governance • delivery tracking against agreed outcomes • D365 migration planning • gap analysis and prioritisation of technology dependencies	• achieving stability and scalability of D365 • delivering integration outcomes • managing technology constraints • improving colleague experience during change

Risk	Impact	Risk mitigations	Changes in year
10. Governance and regulation Level: **significant** Appetite: **cautious** Future direction of travel: **improving**	Ineffective governance arrangements, decision-making structures, or regulatory controls are not aligned to the external regulatory environment, resulting in non-compliance with applicable laws and regulations, ineffective oversight of strategic and operational decisions and a failure to anticipate or respond appropriately to regulatory change.	• governance structures in line with strategy, regulation and governance code • consumer regulation steering group • prioritised action plans • horizon scanning for regulatory change • proactive regulatory engagement	• bedding in governance and regulatory arrangements post merger • updating the regulator at regular engagement meetings • evidencing compliance with consumer standards • strengthening assurance and accountability frameworks

Emerging risks

The Group actively monitors the evolving operating environment to identify emerging risks that may affect our ability to deliver our strategic objectives and operate within our defined risk appetite. This includes ongoing analysis of geopolitics and financial markets, national and local media, sector developments, regulatory and legal insights and parliamentary activity, as well as engagement with relevant consultations. Where emerging risks are identified with a short to medium term horizon to potential realisation, clear accountabilities are assigned to ensure that appropriate mitigating actions are implemented and our approach is adapted in a timely manner to minimise adverse impacts.

Internal audit

Internal audit is an independent assurance function which reports to the Board, Audit and Risk Committee and management. The role of internal audit is to strengthen the group's ability to create, protect and sustain value by providing the Board and leaders with independent, risk-based and objective assurance, advice, insight and foresight. Internal audit enhances governance, risk management and control processes, delivering a series of risk based and advisory reviews.

The internal audit function is led by an independent Group Director of Internal Audit supported by an in-house team and co-source partners who provide access to expertise to support delivery of the plan. The co-source arrangement adds value through greater access to specific areas of expertise and increased ability to flex resources.

A three year strategic plan is created, from which a flexible annual plan is developed for approval by the Audit and Risk Committee. The committee reviews and challenges the plan, specifically whether key risk areas are audited with sufficient frequency and depth. Regular reporting enables the committee to monitor delivery of the audit plan and performance of the internal audit function.

The findings of each audit are reported to the committee alongside any actions that have been agreed by management in areas of improvement identified. The control framework is adequate and controls to mitigate key risks are generally operating effectively, although several controls need to improve to ensure business objectives are met. The Audit and Risk Committee is satisfied that there is effective internal audit function in place that adds value to support.

Governance

Report of the Board of Directors

Overview of corporate governance

Over the past 12 months, we have further strengthened our governance arrangements to support delivery at greater scale and pace, while maintaining a clear focus on long term resilience, regulatory assurance and effective stewardship. This has included refining decision making structures, enhancing Board and committee oversight and ensuring that roles, responsibilities and delegations remain clear and proportionate as the Group continues to grow. This period was marked by LiveWest joining the Group and establishing Bromford Flagship LiveWest (BFL). The merger has been supported through robust governance arrangements, designed to preserve continuity, manage risk and align culture, values and strategic priorities across the enlarged organisation.

These changes have positioned the Group to operate effectively as a larger organisation, strengthening our ability to deliver high quality services, invest for the long term and respond confidently to future challenges, while continuing to meet the expectations of our customers, stakeholders and regulators.

The Regulator of Social Housing requires all registered providers (RPs) to adopt a Code of Governance and we continue to voluntarily adopt the UK Corporate Governance Code 2024 (the Code) on a comply or explain basis. The Code is voluntarily adopted by all the registered providers in the Group. Recognising that our governance arrangements also help us meet our RSH obligations, we have agreed that our arrangements should be UK Code Plus to reflect that we also have built in some of our responsibilities as a provider of social housing. We apply the Code in most respects, however, as Bromford Flagship LiveWest Limited does not have shareholders in the sense provided for in the Code, we do not have shareholder arrangements in place required by the Code.

The Code also requires the Board to demonstrate how it has taken into account the factors set out in Section 172 of the Companies Act 2006. As BFL is governed by the Co-Operative and Community Benefits Societies Act 2014, this requirement does not specifically apply but the Board does have responsibilities that require it to act in good faith and in the best interests of the Group. Details of how we engage with our stakeholders are set out on pages 79 to 80.

The Board is supported by a comprehensive Governance Framework that outlines how responsibilities are allocated, decisions are delegated and risks are controlled across the Group. It provides a clear basis for effective oversight, assurance and accountability. In January and on merger, the Board undertook a complete review of the Governance Framework to ensure it remains fit for purpose and continues to support effective governance arrangements which are proportionate to the scale and complexity of the Group. This review reinforced the Board's focus on maintaining strong standards of control while continuing to embed and enhance a positive culture of compliance.

Our Governance Framework

Our constitutional documents - the Bromford Flagship LiveWest rules, supported by:

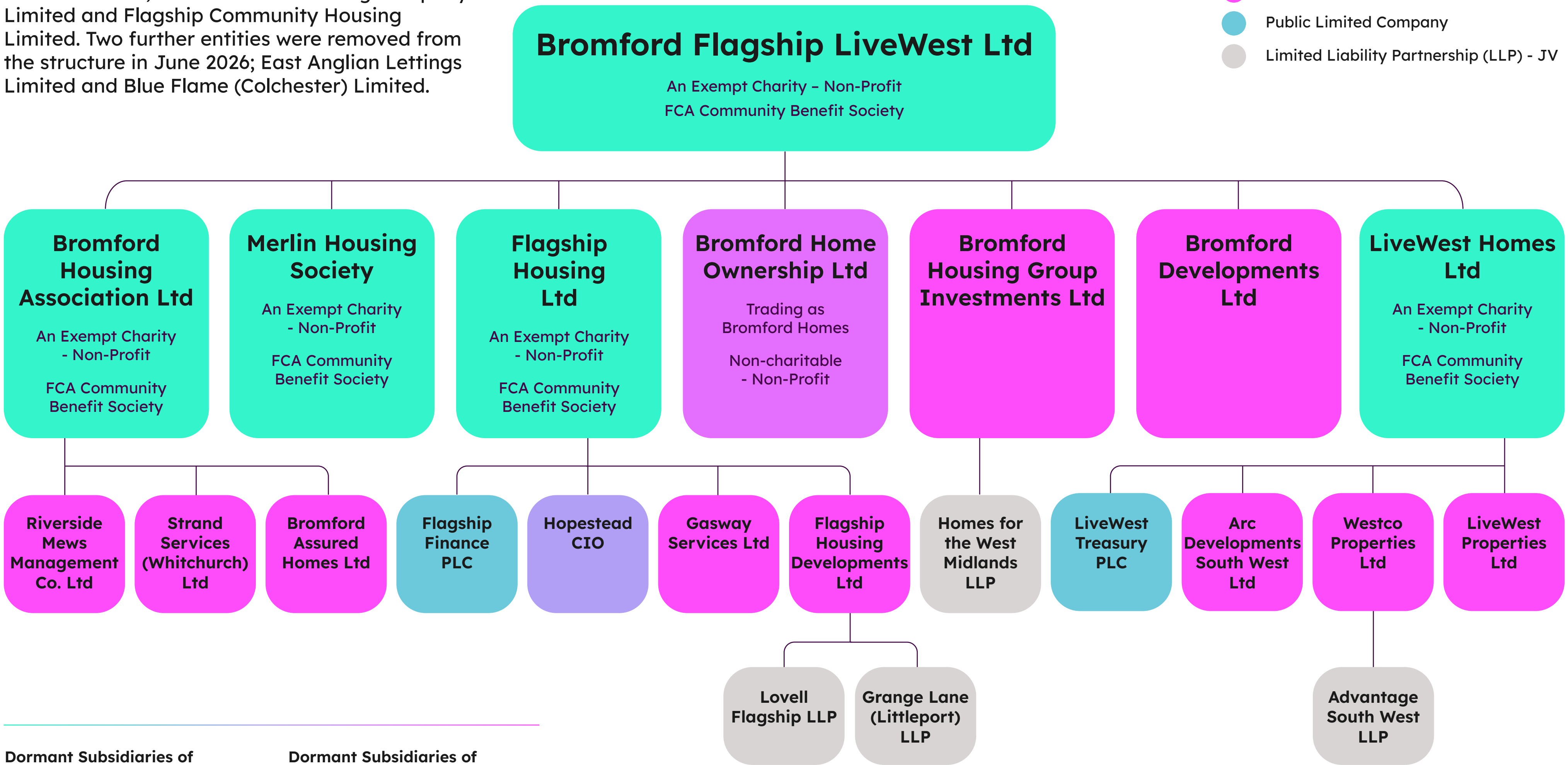
Our Governance Framework and Governance and Delegations Framework which is based on the principles and provisions within the UK Corporate Governance Code

- Matters reserved for the Board
- Terms of reference for committees
- Chief Executive's Scheme of Delegations
- Probity arrangements: conflicts of interest and whistleblowing arrangements

Group structure

During the year we have continued to simplify the Group structure and two dormant companies were struck off; North Norfolk Housing Company Limited and Flagship Community Housing Limited. Two further entities were removed from the structure in June 2026; East Anglian Lettings Limited and Blue Flame (Colchester) Limited.

- Registered Provider Charitable
- Registered Provider Non-Charitable
- Charitable Incorporated Organisation
- Private Limited Company
- Public Limited Company
- Limited Liability Partnership (LLP) - JV



Dormant Subsidiaries of Flagship Housing Limited

- RFT Repairs Limited

Dormant Subsidiaries of LiveWest Homes Limited

- Great Western Assured Growth Limited
- LiveWest Services Limited

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Our Board

Jac Starr
(Group Chair)

Independent Non-Executive Director

Jacqueline (Jac) is Chair of the Bromford Flagship LiveWest Coterminous Board as a Non-Executive Director.

Jac is an experienced senior leader with over 25 years' experience in customer experience, transformation and regulated services. She holds the CEO role at Rail Delivery Group and has held senior roles at Barclays, O2 and Orange, leading large-scale programmes, complex operations and multi million pound budgets, with a strong focus on governance, accessibility and customer outcomes.

Neil Rimmer
(Senior Independent)

Independent Non-Executive Director

Neil is an experienced entrepreneur and Board member with over 25 years' experience across UK and international organisations. He brings strong expertise in technology led transformation, corporate turnaround and regeneration, with senior leadership roles spanning housing related development, care, finance and property. Neil also contributes extensive Board level experience and is actively engaged in his local community.

Remuneration Committee (Chair)

Nominations Committee (Chair)

Treasury Committee

Steve Barford

Independent Non-Executive Director

Steve is an accomplished property and construction professional with over 40 years' experience, including director level leadership of sustainable asset management programmes within housing associations. A seasoned Non Executive Director and principal of GCRM Consulting Ltd, he supports housing executives to strengthen strategic asset management, building safety and frontline service delivery, while mentoring senior leaders across the sector.

Audit and Risk Committee

Dr Emma Barton

Independent Non-Executive Director

Emma is a senior pharmaceutical leader with extensive experience in strategic business development and alliance management. As Senior Director of Alliance and Integration Management at AstraZeneca, she specialises in delivering value from mergers, acquisitions and partnerships across global markets, with a strong focus on effective integration, continuity and operational efficiency post transaction.

Audit and Risk Committee

Customer Committee

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Richard Bird

Independent Non-Executive Director

Richard is a highly experienced housing and development leader with over 40 years' experience across both PLC and private sector organisations. He has held senior Executive and Board roles including Regional and Divisional Managing Director at Taylor Woodrow and later Taylor Wimpey, with responsibility for large multi business operations across the South West and Wales.

Development Committee (Chair)

Joanna Crane (Member Responsible for Complaints)

Independent Non-Executive Director

Joanna is an experienced Non Executive Director with over 25 years' experience in banking and financial services, including senior roles at the European Investment Bank, Morgan Stanley and Credit Suisse. She brings strong expertise in strategy, organisational transformation, risk and governance and has extensive Board experience serving as Senior Independent Director and Chair of the Quality Committee at University Hospitals Sussex.

Customer Committee

Remuneration Committee

David Hardy

Independent Non-Executive Director

David is a highly experienced Non Executive Director and chartered accountant with over 40 years experience in finance, governance and infrastructure. He has held senior Board and chairing roles within social housing, including Vice Chair and Interim Chair of Peabody Trust and brings deep expertise in audit, risk, treasury and regulated environments.

Audit and Risk Committee (Chair)

Dame Sandra Horley

Independent Non-Executive Director

Dame Sandra Horley is a leading advocate for women's safety and social justice. She served for 37 years as Chief Executive of Refuge, growing it into the UK's foremost provider of support for survivors of domestic and gender based violence. She is a Non-Executive Director at Victims and Survivors Service in Northern Ireland. Passionate about excellent, customer focused services, Sandra currently chairs the Customer Committee and was awarded a Damehood in 2021 for services to women and children.

Customer Committee (Chair)

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Robert Nettleton (CEO)

Executive Member of the Board

Robert leads one of the UK's largest place-based affordable housing associations, providing homes for almost 300,000 customers across the East, West, Midlands and South West of England. He oversees the delivery of more than 3,000 new homes each year and has led strong organisational performance, including Tenant Satisfaction Measures of 84% and sector-leading financial resilience. His career has been driven by the fundamental belief that housing is the foundation from which people can build better lives.

Nominations Committee

Development Committee

Phil Stephens

Independent Non-Executive Director

Phil is a senior construction and housing professional with over 50 years' experience, including 25 years at director level. Formerly Executive Director at Sovereign Housing Association, he brings deep expertise in development, joint ventures and governance, with significant Board level experience across regulated housing and large scale residential and mixed tenure projects.

Treasury Committee

Development Committee

Jerry Toher

Independent Non-Executive Director

Jerry is an experienced Chief Executive with a strong track record in launching, growing and transforming customer focused financial services businesses. Most recently, CEO of Saga Personal Finance, he has led major digital and consumer propositions at Royal London and played key roles in the launch of MINT.com and egg.com, bringing deep expertise in marketing, insight and digital innovation.

Treasury Committee (Chair)

Nominations Committee

Remuneration Committee

Sarah Beal

Group Company Secretary

Sarah is an experienced governance professional with over 25 years' experience supporting Boards, Executives and Non-Executive Directors in housing, public and not-for-profit sectors. She is passionate about board effectiveness, organisational performance and delivering positive social impact through strong governance.

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Bringing specific expertise the Board has appointed two Independent Co-Opted Committee Members

Alison Cambage

Independent Co-opted Committee Member

Alison is a commercially focused Non Executive Director with extensive experience across treasury, finance, governance and risk within the housing and not for profit sectors. A Warwick Business School MBA graduate, she has held senior executive and Non-Executive Director roles across major housing associations, bringing deep expertise in funding, mergers, investment and customer focused governance.

Treasury Committee

Andrew Corp

Independent Co-opted Committee Member

Andy is an experienced construction and development leader with a strong background in affordable and open market housing. A Managing Director within the South West construction sector, he brings extensive expertise in commercial delivery, partnership working and organisational growth, alongside a deep understanding of housing association partnerships and high quality service delivery.

Development Committee

Our Executive Leadership Team

Russell Baldwinson

Executive Director of Development and Investment

– South West

Russell is a Chartered Surveyor with 30 years' experience in land acquisition, development and property investment. He leads new development, commercial investment, sales, disposals and asset investment across the South West. With extensive Board level experience, Russell is known for his calm leadership and customer focus and played a key role in LiveWest achieving its C1 consumer grade in March 2025.

Martyn Blackman

Chief Investment Officer

- East, West and Midlands

Martyn leads the delivery of East, West and Midlands' expanding new homes programme and oversees strategic property planning.
His responsibilities include land acquisition, developer partnerships, home sales and the in house construction business. With over 17 years' experience in development, including roles at Merlin Housing Society and Aster Group, Martyn brings strong expertise spanning affordable housing, construction and asset management.

Suzanne Brown

Executive Director of Operations

– South West

Suzanne is a senior housing leader who leads operational service delivery across housing, neighbourhoods, customer experience and property services. With over 25 years' sector expertise, she is recognised for her strong customer focus, clear leadership and commitment to service excellence. Suzanne has driven major improvement programmes and played a key role in achieving LiveWest's C1 consumer grade, building empowered teams and delivering high quality, customer led outcomes.

Paul Coates

Chief Customer Officer

- East, West and Midlands

Paul has overall accountability for end to end customer experience and Consumer Standard compliance.
He brings extensive experience leading customer services and complex transformation in regulated housing environments. Since joining Bromford, Paul has led major change programmes, including the implementation of Microsoft Dynamics 365 and previously held senior leadership and Board roles across housing, operations and regeneration.

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Jo Makinson

Chief Finance Officer

Jo joined Bromford Flagship LiveWest as Chief Finance Officer following her role as Chief Investment Officer at Abri. A qualified accountant who trained at PricewaterhouseCoopers, she brings extensive senior finance and leadership experience across the housing, charity and health sectors, having held Finance Director and Chief Executive roles in complex, purpose driven organisations.

Heather Richardson

Chief Risk Officer

Heather brings extensive senior level experience across risk, compliance, governance, strategy and large scale transformation, gained in both regulated listed companies and public sector organisations. Heather serves as BFL's Health and Safety lead, bringing strong oversight across assurance, safety and governance.

Rohini Stewart

Chief Integration Officer

Rohini is a highly experienced customer transformation leader with over 25 years' expertise across telecommunications, financial services, healthcare and housing. She has a strong track record of delivering operational excellence and leading complex change, working closely with C suite and Board level stakeholders. Recognised in the CX50 2020 list, Rohini is a passionate advocate for people development, diversity and inclusion and building high performing, empowered teams.

Helen Walsham

Chief Corporate Services Officer

Helen has gained over 20 years' experience in the housing sector. She brings a broad background spanning customer voice, HR, governance, communications and operational services and is passionate about building inclusive, people first cultures. Helen leads the Academy, Communications, Fleet and workspace functions as well as the technology function, creating environments where colleagues feel empowered to thrive and deliver positive change.

Ian Fisher

Chief Technology Officer

Ian is an experienced technology and transformation leader with over 25 years' expertise across IT, information management and change delivery. With more than 15 years' Board level experience, he brings deep insight from large, complex organisations and specialises in people centred, practical solutions that improve colleague and customer experiences. Known for his collaborative style, Ian helps organisations navigate change with clarity and confidence.

Andrew Sloman

Chief Finance Officer – Commercial Finance

Andy has over 20 years' experience in the housing sector, with a strong focus on ensuring financial strategy supports excellent customer services, positive colleague culture and the delivery of new affordable homes. He brings merger experience and a personal connection to social housing. Andy is also a Board member of Brunelcare, where he chairs the Audit, Risk and Finance Committee.

Paul Turner

Chief People Officer

Paul is an experienced HR leader with a strong track record in large scale culture transformation, workforce growth and organisational change. He has led programmes across manufacturing, logistics and aviation, embedding values, improving engagement and retention and managing complex TUPE transfers. Paul also contributes nationally and locally through skills Boards and serves as a trustee of a homelessness charity in Exeter.

Paul Walsh

Chief Finance Officer – Group Finance

Paul brings over 25 years' senior finance experience from the financial services sector. Prior to joining he led the finance function at Coventry Building Society and previously held senior finance and risk roles at Nationwide Building Society. He brings deep expertise in financial risk management, including liquidity, funding, market and capital oversight.

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Board structure

Bromford Flagship LiveWest Limited (BFL) operates a Group structure with a coterminous Board across the six main entities. – the parent - Bromford Flagship LiveWest Limited and our main operating subsidiaries Bromford Housing Association (BHA), Flagship Housing Limited (FH), LiveWest Homes Limited (LW), Merlin Housing Society (MHS) and Bromford Home Ownership (BHO).

The membership of all entities is the same for each – all Non-Executive Directors (NEDs) plus Robert Nettleton, Chief Executive, except for BHO, where Dame Sandra Horley and Phil Stephens are not members. This approach is consistent with the Group's Conflicts of Interest Policy and protects the charitable interests of BFL, BHA, FH, LW and MHS.

Certain Board members are also Directors of the other subsidiaries.

All members of the Board, Executive and Non-Executive make decisions by working together and achieving general consensus.

All Board members, except the Chair, serve on one or more Group committees that meet regularly throughout the year.

All NEDs were independent on appointment and complete annual fit and proper person and declaration of interest processes. Conflicts of interest are declared at the start of each Board meeting, with members withdrawing from discussions or decisions where an actual or perceived conflict exists. There are currently no issues relating to the continued independence of any NED. One Board member, Richard Bird, who will reach the end of his term of office in 2027, has been asked to serve on the Board of a Welsh Registered Provider. His formal appointment will not be confirmed until after he retires from Bromford Flagship LiveWest and this is not considered to be any issue relating to his continued service on BFL.

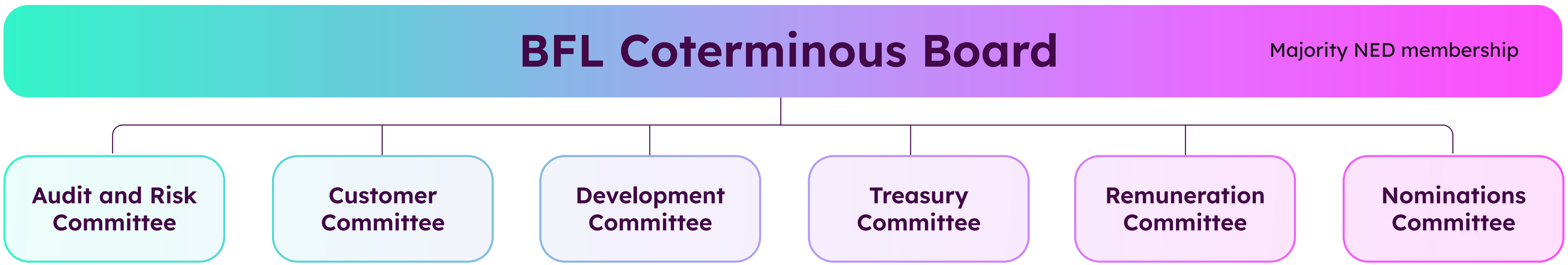
The roles of the NEDs, Chair and Chief Executive are set out in the Governance Framework and Charter of Expectations. There is a clear separation of roles of the Chair and Chief Executive.

BFL Board level governance structure

Until 29 January 2026, the Bromford Flagship Board was supported by four committees comprising Audit and Risk, Remuneration, Nominations, Treasury and two panels comprising Development and Customer Influence.

A new committee structure came into effect on 29 January 2026 following the merger of Bromford Flagship LiveWest (image below).

The Board would like to thank Peter Hawes who resigned as Chair and Charles Hutton-Potts, Roger Lee, Cecilia Tredget and David Armstrong, who resigned as Board members, for their contribution and dedicated service during their tenure and wishes them well for the future.



The role of the Board and its committees

Our governance structure contributes directly to the delivery of our strategy.

The Board holds ultimate responsibility for the governance of the BFL Group and is accountable for ensuring the Group's long-term sustainable success. Its responsibilities are:

- **Determining the strategic direction of the Group and setting our strategy and values**
- **Approving high-level strategies, long-term plans and objectives to achieve our vision**
- **Financial control and risk management**
- **Governance and the system of delegation**
- **Monitoring the Group's performance**
- **Accountability to stakeholders**

Decision making

The Board operates as a single Board while taking decisions on behalf of each Group entity where appropriate. Clear schedules of matters reserved to the Board are in place to ensure effective oversight, accountability and compliance, with other authorities delegated to committees in accordance with approved terms of reference and a robust scheme of delegations. Matters not delegated remain within the authority of the Chief Executive.

Following the merger of Bromford Flagship and LiveWest, the governance and committee structure was reviewed to ensure it is proportionate to the size, scale and complexity of the organisation and supports effective decision making and assurance. A Development Committee has been established to provide focused oversight and challenge of the Group's large scale development programme. In addition, our recently established Customer Committee and Regional Customer Networks continue to ensure the customer voice is clearly and directly represented in Board level decision making.

The Board and its committees receive timely, accurate and high quality information and have access to appropriate resources, skills and independent advice to enable them to discharge their duties effectively and in accordance with the principles of good governance.

Strategy

The Board is responsible for establishing the Group's strategy and for providing effective oversight, challenge and support to Executive management.

The Board's annual cycle includes dedicated strategy days, allowing sufficient time for deep dive discussion on long term priorities, emerging risks and opportunities and progress against the agreed strategy.

Ongoing strategic oversight is supported by regular business briefings and the Chief Executive's report, ensuring the Board receives the information it needs to monitor performance and anticipate change. The Board also draws on independent advisers and external specialists where necessary to enhance its understanding, promote informed challenge and ensure decisions are made with appropriate expertise and independence.

To help the Board understand whether culture is embedded across the Group it has received updates on the colleague surveys. It has also received a presentation on the development of a new Bromford Flagship LiveWest culture and values. The Remuneration Committee also receives more detailed information about organisational culture and will continue to monitor the development and implementation of the BFL People Strategy. Whilst the Executive is responsible for developing strategies concerning the investment in and reward of colleagues, the Remuneration Committee has a watching brief to ensure that these are aligned with its own work.

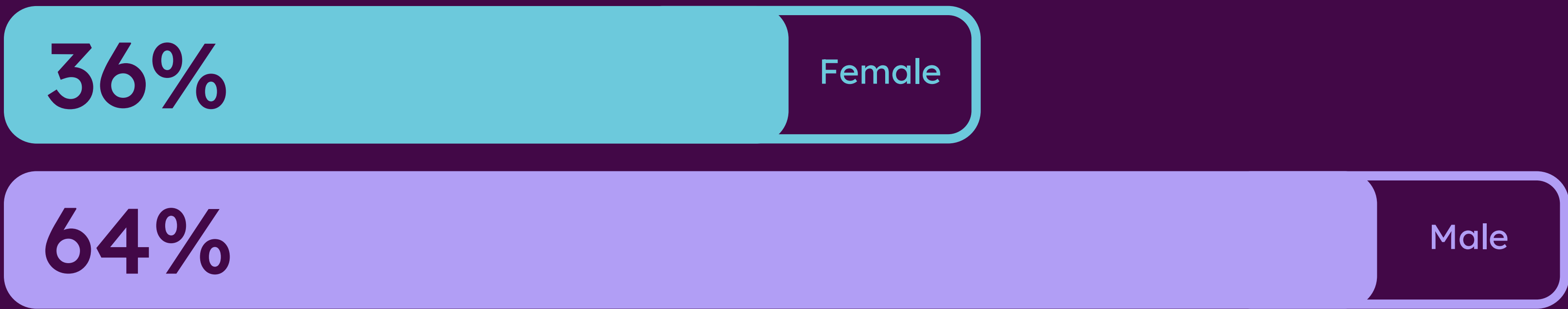
Stakeholders, transparency and diversity

Delivering long term, sustainable social impact is central to the Group's purpose and strategy, benefiting the customers and communities we serve, our colleagues and our wider stakeholders. The Board promotes a culture that reflects these priorities and supports sustainable value creation.

Membership of the Bromford Flagship LiveWest Board was as follows:		
Non-Executive Directors:	**Executive Board Members:**	**Company Secretary:**
• Jac Starr (Chair): **appointed 29 January 2026** • Neil Rimmer (Senior Independent Director) • Steve Barford • Emma Barton • Richard Bird • Joanna Crane (Member Responsible for Complaints): **appointed 29 January 2026** • David Hardy: **appointed 29 January 2026** • Peter Hawes (Chair): **resigned 28 January 2026** • Dame Sandra Horley • Charles Hutton-Potts: **resigned 28 January 2026** • Roger Lee: **resigned 28 January 2026** • Phil Stephens: **appointed 29 January 2026** • Jerry Toher • Cecilia Tredget: **resigned 28 January 2026**	• Robert Nettleton • David Armstrong: **resigned 28 January 2026** • Paul Walsh: **resigned 28 January 2026**	• Sarah Beal

Board composition as at 31 March 2026

Four of the 11 Directors are female.



Membership matrix and attendance from 1 April 2025 up to the end of March 2026

	Board	Audit and Risk Committee	Treasury Committee	Customer Committee	Development Committee	Remuneration Committee	Nominations Committee
Jac Starr: appointed 29 January 2026	3/3						
Neil Rimmer	11/11		Member			Chair	Chair
Steve Barford	11/11	Member					
Emma Barton	11/11	Member		Member			
Richard Bird	11/11				Chair		
Joanna Crane: appointed 29 January 2026	3/3			Member		Member	
David Hardy: appointed 29 January 2026	3/3	Chair					
Dame Sandra Horley	9/11			Chair			
Robert Nettleton	11/11				Member		Member
Phil Stephens: appointed 29 January 2026	3/3		Member		Member		
Jerry Toher	8/11		Chair			Member	Member

Dave Amstrong: resigned 28 January 2026	8/8
Peter Hawes: resigned 28 January 2026	8/8
Charles Hutton-Potts: resigned 28 January 2026	8/8
Roger Lee: resigned 28 January 2026	8/8
Cecilia Tredget: resigned 28 January 2026	8/8
Paul Walsh: resigned 28 January 2026	8/8

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Board effectiveness

The Chair is responsible for managing the performance of the Board and the Chief Executive. The performance of the Chair is the responsibility of the Board facilitated by the Senior Independent Director.

Board members are expected to foster a culture of open and constructive debate, supporting informed and prudent decision-making. They are also expected to continually develop their knowledge and skills to contribute effectively to Board discussions.

The conflicts of interest register is reviewed annually by both the Audit and Risk Committee and the Board to support independence, transparency and accountability. During the year, no instances were identified where the Chair's or any Non Executive Director's external commitments adversely affected their ability to fulfil their role.

The Board undertakes an annual evaluation of its performance, as well as that of its committees and individual NEDs. In line with the Code, this evaluation is externally facilitated at least every three years to provide an independent perspective. An externally facilitated review was undertaken in 2025 by Altair. The findings were reported to the Board and were in the main relating to ways of working and succession arrangements. Actions were agreed and these have been monitored. The Board recognised that some actions had been superseded by activity relating to the Bromford Flagship LiveWest merger. During the merger process, Altair was commissioned to inform the independent interview process for appointments to the coterminous Board of Bromford Flagship LiveWest.

Creation of the new BFL Board focussed on the skills required to deliver the merger full business case. The Governance Framework recognises that it is important the Board has a collective range of skills, experience and breadth of perspective so that the Board can fully discharge its responsibilities. Promoting the principles of fairness and valuing diversity is a key responsibility of the Board and is enshrined in the Diversity, Equity and Inclusion Policy which is approved by the Board and sets the framework for ensuring that BFL has a fair and equitable recruitment and selection process; has inclusive behaviours; a clear and transparent process for allocation and lettings and is reporting and monitoring metrics. The Nominations Committee is responsible for making recommendations to the Board in respect of succession planning.

What the Board did this year

During the year, the Board considered the following matters:

Strategy development and implementation

- successfully completed the Bromford Flagship LiveWest merger and created the new Bromford Flagship LiveWest Board
- agreed the development of the combined 2026 to 2031 Group strategy
- approved the 30-Year Business Plan (including regulatory submission)
- approved the New Homes Strategic Plan and Development Framework
- approved the Social and Affordable Homes Programme (SAHP) bid (2026–36) with delegated authority for finalisation
- approved the place model rollout and strategic place plans
- approved the Customer Influence Framework (CIF)
- approved the Transfer of Engagements (Merlin into BHA) – in principle
- approved the Board KPI framework and targets (2026-27)
- adopted the UK Corporate Governance Code 2024 "Plus" as the Group Code
- reviewed the core vs non-core business strategy
- approved the Influence and External Affairs Strategy
- approved the regeneration priorities and schemes (for example Newmarket, Abbey)
- approved the development pipeline decisions (for example Tewkesbury Garden Community land acquisition)
- received a presentation on culture and values
- received updates on integration
- approved the Gasway exit and delegated authority to complete the sale

Risk management and compliance

- continued to monitor and manage risk
- continued to retain our G1/V1 regulatory status
- approved Board metrics for 2025-26 and 2026-27
- approved a risk appetite and risk management framework (Day One best of both) in line with the globally recognised COSO principles
- agreed new principal risks for the Group and considered significant and emerging risks and sector risk profile
- approved the Internal Audit Charter and approach for BFL
- approved the Health and Safety Policy
- approved the Modern Slavery Statement
- approved the Code of Conduct, AML and Whistleblowing policies
- approved the Awaab's Law compliance approach and related KPIs
- approved the assurance actions to achieve landlord compliance (such as gas and EICR)
- approved the harmonised post-merger risk and compliance approach
- approved the revised intercompany agreements (for example BHA-BDL umbrella agreement)
- approved the stock condition and assurance reviews and strengthened assurance mapping
- confirmed oversight of principal risks (such as financial viability, integration and cyber)

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Performance and finance

- undertook monthly scrutiny of Group performance against key financial budget metrics and performance targets
- approved the FY26 and FY27 Group budgets (including post-merger consolidation)
- approved the integrated 30 Year Plan and stress testing
- approved the BFL Financial Framework
- approved the Board metrics for 2025-26 and 2026-27
- approved the Treasury Management Policy, Strategy and Investment Policy
- approved the EMTN programme and major funding and refinancing strategy
- approved the bond issuances and relisting of bonds to ISM
- approved the treasury transactions (RCF changes, ISDA novations, covenant alignment)
- approved the equity restructure of Bromford Developments Limited
- approved the auditor appointments (Menzies LLP and KPMG)
- approved the Viability Statement
- approved the rent and service charge increases (in line with policy)
- approved the gift aid payments and tax arrangements
- approved the defined benefit pension valuation and deficit strategy
- approved the development and regeneration investments
- approved the New Homes appraisal assumptions and financial hurdles
- approved the Annual Report and Accounts

Customer

- completed self-assessment against the housing ombudsman complaints code and approved the Annual Complaints Performance and Service Improvement Report
- approved the Customer Engagement Model and Customer Influence Panel (CIP)
- established new Customer Committee and approved terms of reference
- approved the Complaints Policy, self-assessment and performance reporting
- approved the complaints recovery and improvement plans
- approved the TSM methodology (including move to representative sampling)
- approved the group-wide TSM reporting approach and metrics alignment
- approved the Customer Annual Report
- endorsed consumer regulation compliance approach (including Safety and Quality Standard)
- visited regeneration sites in Newmarket
- received updates on stock condition and preparations for Awaab's Law
- met with members of the Customer and Communities Influence Network (CCIN)
- received updates and presentations on place-based working
- received reports from the member responsible for complaints

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Remuneration Committee Report

The committee is responsible for ensuring that the Group's approach to Executive remuneration aligns with our purpose and values, supports the strategy and promotes long-term sustainable success.

Our remuneration framework aligns pay with purpose and strategy by linking reward to sustainable performance, organisational values and long-term success. It combines fixed and performance-related elements, with metrics drawn from strategic priorities and is overseen by the Remuneration Committee to ensure outcomes are fair, proportionate and consistent with workforce remuneration and culture.

Committee composition

The committee comprises three Non Executive Directors.

Highlights of activities

Executive PRP

Agreed 2025-26 performance targets for legacy Bromford Executive Directors. The scheme reflected the four most important metrics – safety, customer satisfaction, financial surplus and new homes completed. As the gateway targets were not met in 2025-26 no bonus payment was made. Bonus payments are made to reflect performance in a single year and therefore no malus or clawback arrangements are in place.

Executive remuneration

During the year and in preparation for LiveWest joining the Group, the Chief Executive reviewed the structure of the Executive. Altair supported this process and undertook a pay benchmarking exercise for the new structure that took into account the contextual elements for the new organisation in terms of scale and ambition. This was considered by the committee and agreed. The committee has subsequently agreed a new policy for Executive and Company Secretary remuneration.

Culture and Talent Strategy

To support its decision making, the committee has been kept informed of broader matters relating to wider organisational culture, including plans for a Culture and Talent Strategy; talent development; values and people-related performance metrics. Updates were provided on the external operating environment and also on the colleague survey.

The Chair of the committee is appointed as the Colleague Engagement Lead.

Pensions

The committee makes recommendations to the Board in respect of pension arrangements. Through a six-monthly update and with other updates as appropriate, the committee has provided oversight of the various arrangements, scheme membership and pensions issues relating to all colleagues.

Committee performance

During the year, the committee reviewed its own performance. The findings were very positive. The committee endorsed that the business maintains an ambitious people strategy and agreed to review its role in respect to the people strategy, culture and talent.

Nominations Committee Report

The committee supports the Board by keeping under review the structure, composition and effectiveness of the Board and its committees and by leading succession planning to ensure the Board continues to have the appropriate balance of skills, experience, independence and knowledge to deliver the Group's long-term strategy.

Committee composition

The committee comprises three Non Executive Directors.

Highlights of activities

Board composition, skills and diversity

It is important that the Board continues to demonstrate an appropriate balance of skills, experience, independence and knowledge relevant to the Group's strategy and risk profile. Following the Bromford Flagship merger, Altair were commissioned to undertake a Board review which included a review of our governance documents, in depth interviews with each member of the Board, observation of a Board meeting and an assessment of Board member skills, knowledge and experience. The review was undertaken in the context of ongoing financial and regulatory challenges and with a view to ensuring that the Board could continue to meet those challenges and also respond to the ambitions and scale of the newly formed organisation. In assessing the range of behaviours and soft skills, the review was also mindful of ensuring thought diversity. Altair were also asked to consider the arrangements that would need to be put into place to plan for a new Chair and manage the potential exit of two key NEDs whom would shortly reach the end of their terms of office.

The Board adopted the recommendations from the Altair review and agreed an action plan. As a result and subject to annual renewal, the Chair's tenure was extended to the end of 2027-28 and Richard Bird's until the end of 2026-27. This was to ensure that the Board had an appropriate level of continuity which had become more important following the recent merger.

Appointment of the Bromford Flagship LiveWest Board

Building on the Board effectiveness work that Altair had carried out in respect of Bromford Flagship they were asked to undertake activity to support the appointment of the new Bromford Flagship LiveWest Board. The members of the Bromford Flagship and LiveWest Boards were invited to apply and undertook a rigorous process where all those who had applied were interviewed.

Although a task normally within the remit of the Nominations Committee, this work was overseen by the Bromford Flagship LiveWest Designate Board; however, both Jac Starr and Neil Rimmer were closely involved in the process. The Bromford Flagship LiveWest Board confirmed the appointment of 10 NEDs and the Chief Executive Officer as members of the Board on 29 January 2026.

In accordance with the UK Corporate Governance Code the NED appointments will be subject to annual renewal and appointments were made for an initial period of up to 31 March 2027.

Succession planning and appointments

The committee has met twice following the Bromford Flagship LiveWest merger with some of its normal activity overseen by the BFL designate Board and is currently focusing on activity to ensure that the Board has the right skills and membership to reflect its strategic ambition and scale. A further external independent review is to be commissioned.

This will ensure that the Board has a refreshed skills and experience matrix which uses a measured, phased approach to Board renewal and succession with the longer term balance between skills requirements, continuity and renewal.

Bromford Flagship Board effectiveness findings were reported as part of the Altair review and actions have been monitored. The Board recognised, however, that some actions had been superseded by activity relating to the Bromford Flagship LiveWest merger.

Work by the Chief Executive to create the new Bromford Flagship LiveWest Executive Board meant that there was no discussion by the committee on Executive succession but this will be part of our work for 2026-27.

Gender balance of senior leaders and their direct reports		
Male	35	56%
Female	28	44%
Non-binary	0	0%
Total	63	100%

Treasury Committee Report

The committee supports the Board on the formulation and review of the treasury and funding plans, including the management and mitigation of associated risks. The committee reviews and makes recommendations to the Board on the Treasury Strategy and Annual Treasury Plan and Treasury Management Policy.

The committee receives assurance on the adequacy of the Group's liquidity and funding arrangements, adequacy of the availability of assets to charge as future loan security and compliance with the Treasury Management Policy. The committee can approve specific treasury transactions within the Board approved Treasury Strategy and Annual Treasury Plan and within the prescribed Scheme of Delegations. The committee oversees all associated treasury risks including compliance with funder covenants; maintaining strong credit ratings; managing cash and liquidity; establishing counterparty credit exposure parameters; managing interest rate exposure; protecting against mark to-market exposure on swaps; and ensuring the new funding strategy remains deliverable.

Committee composition

Following the merger on 29 January 2026, the committee members comprise two Non-Executive Directors, two Executive Directors (the Chief Finance Officer – Commercial Finance, the Chief Finance Officer – Group Finance) and an Independent Treasury Adviser. The committee also benefits from the regular attendance of the Chief Executive Officer, the Chief Risk Officer, Group Director of Treasury, Group Director of Risk Professional Services and other members of the treasury and legal teams as appropriate. The committee at times has also drawn upon the expertise of external firms of legal and treasury advisers who are appointed on specific projects of higher complexity where market benchmarking, strategic input or deal execution is required.

Highlights of activities

The committee has reviewed its terms of reference in the context of the merger and will review its effectiveness as part of an annual cycle. The committee reviewed and recommended for approval the Treasury Strategy and Annual Treasury Plan and Treasury Management Policy which were approved by Board upon merger. The committee played a key role in establishing the Group's European Medium Term Note programme in June 2025 and the inaugural £300m issuance under the programme in July 2025. As part of the merger, the committee oversaw the restructuring of a significant portion of the Group's loanbook, with £1.6bn of debt moving to the Group parent company Bromford Flagship LiveWest Limited in February 2026. Alongside this, the committee oversaw a further £300m of new available facilities upon merger to support the Group's liquidity position.

Audit and Risk Committee Report

The committee supports the Board by providing independent oversight and advice on the integrity of the financial statements, the effectiveness of risk management and internal control and the adequacy of assurance arrangements across the Group. The committee's responsibilities are set out in its terms of reference, which were reviewed by the Board as part of both mergers. There were no significant changes in remit during the year.

The committee discharged its responsibilities through a structured programme of scheduled meetings, additional meetings where required and regular engagement with Executive management. The committee also met privately with internal and external audit, without management present.

The Board considers that the committee as a whole has an appropriate balance of skills, experience and sector knowledge, including recent and relevant financial and audit expertise. The Chair is a qualified accountant.

Meetings were well attended throughout the year, supporting effective challenge, informed decision-making and continuity of oversight during a period of significant change.

Committee composition

The committee comprises three independent Non-Executive Directors.

Highlights of activities

Committee effectiveness

An evaluation of the committee's effectiveness was undertaken during the year, considering composition, skills, quality of information, meeting effectiveness and the balance of strategic, forward-looking and assurance-focused agenda items.

The evaluation concluded that the committee operated effectively, demonstrating robust, constructive challenge and sustained focus on the matters of greatest risk and significance to the Group during a year of exceptional change. Some improvements to the content and style of meetings were recommended which are being implemented.

How the committee discharged its responsibilities in 2025-26

The table below summarises how the committee discharged its principal responsibilities during the year.

Committee responsibility	How the committee discharged its responsibilities	Outcomes and assurance provided
Financial reporting and judgements	Reviewed the half-year and annual financial statements; considered key accounting judgements, estimates and disclosures; challenged management assumptions and reviewed external audit findings. Approved the tax strategy.	Satisfied that the financial statements are fair, balanced and understandable and prepared in accordance with applicable accounting standards. Recommended the 2024-25 annual report and accounts for approval by the Board.
External audit	Approved the audit strategy; reviewed audit risks and findings; considered audit quality, effectiveness and independence, including non-audit services; approved the audit fees.	Concluded that the external auditors remained independent and effective and that audit quality was maintained throughout the year.
Risk management and internal control	Oversaw implementation of a revised Committee of Sponsoring Organisations (COSO) aligned risk management and internal control framework and approved the refreshed principal risks. Received regular reports from the Executive Risk and Disclosure Committee, the Chief Risk Officer and her team. Received quarterly principal and strategic risk updates and updates on strategic transformation risks. Received regular updates on insurance renewal, financial crime and information security. Carried out a deep dive of the asset and liabilities register.	Enhanced consistency and line of sight across the enlarged Group, providing greater confidence in the effectiveness of risk management and control. A suite of policies to support.
Health and safety and landlord compliance	Received regular reports and deep-dive assurance; scrutinised performance, incidents and remedial actions in areas of highest customer risk.	Provided the Board with assurance over continued focus on customer and colleague safety and regulatory compliance.
Internal audit and assurance	Approved the internal audit plan; reviewed internal audit reports and action tracking; assessed independence, quality and resourcing of internal audit. Recommended the Assurance Map for approval by the Board. Considered and monitored customer engagement scrutiny reports. The Board approved the adoption of the co-sourced Internal Audit model and approved Rosie Nightingale as Group Director of Internal Audit.	Satisfied that internal audit operated effectively and provided meaningful, risk-based assurance.
Regulatory reporting	Reviewed the Statistical Data Return and Fraud Return for year ended 31 March 2025. Recommended the year end attestations against the RSH Regulatory Standards and the UK Corporate Governance Code. Received updates on readiness for consumer regulation.	Provided assurance to the Board on the accuracy of and controls over, regulatory submissions.

Customer Committee Report

The committee supports the Board to ensure BFL delivers high quality services that reflect the diverse and evolving needs of customers, maintains good quality, safe homes and meets legislative and regulatory requirements.

It will ensure that BFL listens to the voice of the customer and promotes, from the top, the need for a customer centric culture throughout the organisation. It provides an opportunity for customers to participate in the work of the committee.

Composition:

The committee has three Non-Executive Directors and up to six customers have a standing invitation to attend and participate in meetings.

Highlights of activities

The committee has held two meetings since its creation following the merger of Bromford Flagship and LiveWest. The committee has considered a comprehensive range of reports, governance arrangements and policy approvals that provide assurance that Bromford Flagship LiveWest (BFL) has appropriate oversight and control in place to meet the Regulator of Social Housing's Consumer Standards. We now have six Regional Customer Networks across the organisation, with up to six customer representatives covering the geography invited to attend Customer Committee meetings. This ensures the customer voice directly informs committee discussions, shapes future agendas and is reflected in assurance provided to the Board. The committee confirmed its delegated role within the governance framework, strengthened transparency and oversight through approval of a Consumer Standards aligned thematic reporting framework and endorsed key performance indicators and a unified Tenant Satisfaction Measures methodology to support consistent, robust and representative performance monitoring post merger.

The committee approved core compliance critical policies, including the Complaints and Compliments Policy, Housing Ombudsman self-assessment and Compliance Safety Policy, providing assurance of alignment with statutory requirements, the Complaint Handling Code and the Social Housing Regulation Act 2023. Performance scrutiny across complaints, landlord compliance, safeguarding and customer satisfaction enabled effective challenge and identification of improvement actions where required. Strong emphasis was placed on transparency, customer engagement and clear feedback loops to demonstrate how customer insight influences decision making. Overall, the committee is assured that Consumer Standards risks are understood, actively managed and subject to ongoing governance oversight, with the customer voice embedded at Board level.

Development Committee Report

The committee is accountable to the Board for the approval, oversight and assurance of new homes development related matters within Bromford Flagship LiveWest (including its subsidiary companies) as delegated to it by the Board.

Composition

The committee comprises two Non-Executive Directors, the Chief Executive and one Co-opted Independent Committee member, as required to meet the committee skills matrix. The majority of members should be independent Non-Executive Directors.

Highlights of activities

The committee has held four meetings since its establishment following the merger of Bromford Flagship and LiveWest, focusing on establishing governance arrangements, aligning legacy approaches and implementing a consistent reporting framework to oversee the development programme.

A key area of activity has been detailed scrutiny and approval of the Homes England Social and Affordable Homes Programme (SAHP) bid for 2026–2036. The committee reviewed the strategic approach, funding routes and delivery assumptions, ultimately approving submission of two bids up to a maximum value of £700m and positioning BFL as a major delivery partner.

The committee has also overseen development performance and the external operating environment, including delivery volumes, sales performance, grant funding, contractor exposure and market conditions. Particular focus has been given to managing risks relating to sales demand, cost pressures and contractor performance, with appropriate mitigation strategies in place.

Overall, the committee is assured that development risks are understood, actively managed and subject to effective governance oversight, supporting delivery of BFL's strategic objectives.

Stakeholder engagement

Our approach

Whilst Bromford Flagship LiveWest does not have shareholders in the same way as those companies required to comply with the UK Corporate Governance Code, we are focused on delivering long-term, sustainable, social impact for the benefit of the customers and communities we serve, our colleagues and wider stakeholders.

This section provides insight into how we engage with stakeholders to understand what matters to them and to help shape and inform decision making.

Stakeholder	How we engage at Board level:	How we engage across the Group:
Customers and communities Our customers are why we are here. We want every customer to have the right home and the right relationship with us as their needs and aspirations change.	• strong customer governance is a central part of how we ensure customer voices genuinely shape our decisions, not just inform them • we have created a Customer Committee of the Board, where six customers work with Board members each quarter to ensure our services are meeting customer needs, as well as maintaining our broad spectrum of engagement opportunities regionally and nationally • Joanna Crane is our member responsible for complaints	• regional customer networks provide scrutiny reviews, consultation on strategy and policy and performance monitoring from the customer perspective • our engagement mechanisms provide a wide variety of ways to get involved - across all tenure types, in person, remotely and online, light-touch and transactional as well as in-depth involvement in service scrutiny • our customer engagement approach is being refreshed to reflect our activity across BFL
Colleagues Our colleagues are our greatest asset and the reason for our success.	• our purpose, culture and values are discussed at Board level and will be revisited as part of our integration activity • the Remuneration Committee and the Nominations Committee review workforce policies and practices, to support their work • our SID is our colleague engagement representative and has a programme of activity to support him in this role • the Board considers the results of our colleague engagement surveys and details of plans to respond	• our colleague engagement groups promote inclusivity and are fostering a culture where colleagues feel they belong at BFL • continued investment in talent leadership and career development programmes • annual colleague surveys undertaken with the results reported to Board

Stakeholder	How we engage at Board level:	How we engage across the Group:
Investors Continued access to capital is vital to enable us to deliver our strategy, much needed new affordable homes and the regeneration of places.	• the Board delegates the review of trading statements to Audit and Risk Committee • the Chief Executive and Finance Executives and Directors attend investor and rating agencies meetings and feedback outcomes	• annual investor roadshows ensure that investors understand our strategy, performance and ambition; and we understand what's important to them • we share our trading updates with senior colleagues before they are released • ongoing investor relationships and updates throughout the year
Regulator, government agencies and local authorities We continue to have a positive and open relationship with the Regulator of Social Housing and work closely with Homes England to deliver more quality new homes where they are needed. We review complaints information published by the Housing Ombudsman Service and respond positively to determinations. We work closely with key local authority partners to address common goals of homelessness reduction, decarbonisation and increasing the supply of affordable homes.	• regulatory matters are regularly considered by the Board • Board have approved the BFL methodology for collecting TSMs	• we meet regularly with local authority officers and members to share performance updates and co-create solutions to common challenges • we ensure that key external relationships are allocated to members of the senior management team
Suppliers Our suppliers along with our colleagues, play a pivotal part in delivering services and business activity as effectively and efficiently as possible. Our suppliers continue to support important social value initiatives in many of our neighbourhoods.	• the Board reviews our Modern Slavery Statement annually • commercial/supplier risk is monitored through our key strategic risk register	• we meet regularly with suppliers to agree and monitor performance

Compliance statements

Statement of compliance with regulatory standards

The Regulator of Social Housing (RSH) publishes a regulatory framework comprising economic and consumer standards. The economic standards are governance and financial viability, value for money and rent. The consumer standards are safety and quality, transparency, influence and accountability, neighbourhood and community and tenancy.

Registered Providers are required each year to assess their compliance with the economic and the consumer standards and to provide assurance to customers and stakeholders that the RSH's specific expectations are being met.

The Board is satisfied that the Group is materially compliant with the RSH's regulatory framework, including the governance and financial viability and consumer standards and the accompanying Code of Practice.

As part of its regulatory approach, the RSH assigns a governance and financial viability rating. Regulatory judgements may follow an inspection, stability check, responsive engagement, or an interim judgement issued in connection with a merger.

Prior to the merger, both Bromford Flagship and LiveWest held the highest possible ratings of G1 for governance and V1 for financial viability. LiveWest had also been inspected against the consumer standards and achieved the highest consumer grading of C1.

We are pleased that following the merger, the RSH issued an interim regulatory judgement of G1/V1 for Bromford Flagship LiveWest on 25 February 2026. A consumer standards inspection of Bromford Flagship LiveWest has not yet taken place. The Group received positive feedback from the Regulator through proactive engagement during the merger process.

Statement of compliance with our Code of Governance

We have voluntarily adopted the UK Corporate Governance Code 2024 (the Code).

We continue to adopt the Code as our chosen Code of Governance as we believe that it continues to reflect our commercial outlook, focusses on achieving the highest possible standards of accountability and transparency and our desire to position ourselves alongside other high-achieving organisations, regardless of sector. As we do not have shareholders in a conventional sense, certain aspects of the Code do not apply to us. However, we strongly support the objectives that this section aims to achieve and this is reflected in the open and transparent way we deal with our partners and stakeholders.

Each year the Board reviews compliance with the Code and during the financial year ended 31 March 2026, we consider that the Group has complied with all relevant principles and provisions of the Code. LiveWest Homes Limited complied with the NHF Code of Governance up to 29 January 2026.

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Fair, balanced and understandable

We consider the Annual Report and Accounts, taken as a whole, are fair, balanced and understandable and provides the information necessary for stakeholders to assess the Group's position, performance, business model and strategy.

Statement of Board's responsibilities in respect of the Board's report and the financial statements

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

Co-operative and Community Benefit Society law requires the Board to prepare financial statements for each financial year. Under those regulations the Board has elected to prepare the financial statements in accordance with UK Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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

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

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

The Board is responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the Group and the Association and enable them to ensure that its financial statements comply with the Cooperative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (group accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It is responsible 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 and has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the Association and to prevent and detect fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the Group's association's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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Viability statement

As required by the provisions of the UK Corporate Governance Code, the Board has undertaken an assessment of the future prospects of Bromford Flagship LiveWest taking into account its current position and principal risks. The assessment includes changes arising from the challenges to the sector such as high levels of inflation and interest rates, potential for further government imposed rent caps and the availability of resource.

This assessment was made using the following core business processes:

Thirty year business plan (the plan)

The Board reviews each iteration of the plan during the year as part of its strategic planning process, the most recent business plan was approved in May 2026. This process includes detailed stress testing of the plan which involves flexing a number of assumptions underlying the plan both individually and together under particular scenarios.

Risk management

As set out in the risk section of the strategic report, Bromford Flagship LiveWest has a structured approach to the management of risk and the principal risks identified are reviewed regularly by the Board.

Liquidity

Based on the output of the plan and regular reforecasting of cashflows, the Board reviews the liquidity position of the Group ensuring funding is secured in accordance with Bromford Flagship LiveWest's treasury policy. Current available cash and unutilised loan facilities are over £1,622m which gives significant headroom for committed spend and other forecast cash flows that arise.

In undertaking this assessment, a period of three years has been selected. For the initial year of this three year period there is a greater level of certainty because detailed annual budgets are prepared and regularly reforecast. Monthly cashflow forecasts are reviewed by the Board covering a rolling three year period and are used to ensure sufficient facilities are in place. The largest single area of spend remains the development programme and the bulk of the committed programme completes within this timeframe. Whilst development spend and required facilities are planned over a longer term than three years, the period chosen ensures that Bromford Flagship LiveWest is viable beyond its usual development commitment timeframe.

On the basis of this and other matters considered and reviewed by the Board during the year, the Board has reasonable expectations that Bromford Flagship LiveWest will be able to continue in operation and meet its liabilities as they fall due over the three year period used for this assessment.

Going concern

The Board, after reviewing the Group and Association's budget for the financial year ending 31 March 2027 and the Group's medium term financial position as detailed in the 30-year business plan, is of the opinion that, taking account of severe but plausible downsides, the Group and Association have adequate resources to continue in business for the foreseeable future.

Accordingly, the financial statements set out on pages 95 to 140 have been prepared on a going concern basis.

Appointment of auditors

Menzies (previously Beever and Struthers) have indicated their willingness to continue in office and, following an internal assessment of effectiveness, will be proposed for re-appointment.

Information for auditors

We, the members of the Board who held office at the date of approval of these financial statements as set out above confirm, so far as we are aware, that there is no relevant audit information of which the Group's auditors are unaware. We have taken all the steps that we ought to have taken as Board members to make ourselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Board and Strategic Report was approved on **28 July 2026** and signed on its behalf by:

Jacqueline Starr
Chair

Independent auditors report

Independent Auditor's Report to the members of Bromford Flagship LiveWest Limited

Opinion

We have audited the financial statements of Bromford Flagship LiveWest Limited (the Association) and its subsidiaries (the Group) for the year ended 31 March 2026 which comprise the Statement of Comprehensive Income – Group and Association, the Statement of Financial Position – Group and Association, Changes in Reserves – Group and Association, Statement of Cashflows – Group and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Association's affairs as at 31 March 2026 and of the Group's income and expenditure and the Association's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022

Basis for opinion

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

We were first appointed as auditor of the Association under its previous name, Bromford Housing Group Limited, by the Board for the period ending 31 March 2021. The period of total uninterrupted engagement for the Association is for six financial years ending 31 March 2026. We have fulfilled our ethical responsibilities under and we remain independent of the Association in accordance with, UK ethical requirements including the FRC Ethical Standard as applied to listed public interest entities. No non-audit services prohibited by that standard were provided.

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Our application of materiality and an overview of the scope of our audit

Materiality for the Group financial statements as a whole was set at £16,548,000 (2025: £10,626,000 for the legacy Bromford Flagship Limited audit, or £16,059,750 for the merged Group comparatives), determined with reference to a benchmark of Group turnover (of which it represents 1.75%). We consider Group turnover to be the most appropriate benchmark and more appropriate than a profit-based benchmark as the Group is a not-for-profit organisation and the focus is on turnover rather than any surpluses, which are reinvested in the Group.

Materiality for the parent Association financial statements as a whole was set at £456,750 (2025: £649,250), determined with reference to a benchmark of Association turnover (of which it represents 1.75%).

Performance materiality was set at 75% (2025: 75%) of materiality for the financial statements as a whole, which equates to £11,150,353 (2025: £7,969,500) for the legacy Bromford Flagship Limited audit, or £12,411,000 (2025: £12,044,813) for the merged Group comparatives; and £342,653 (2025: £486,938) for the parent Association. We applied this percentage in our determination of performance materiality because we did not identify any factors indicating an elevated level of risk.

We agreed to report to the Audit and Risk Committee any corrected or uncorrected identified misstatements exceeding £557,518 (2025: £531,300) for the legacy Bromford Flagship Limited audit, or £827,400 for the merged Group comparatives) for the Group, in addition to other identified misstatements that warranted reporting on qualitative grounds.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified, including those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon and we do not provide a separate opinion on these matters.

Recoverability of stock and fixed asset work in progress

Group only

The risk of stock and work in progress being overstated on the Statement of Financial Position was considered to represent a significant audit risk, because, in addition to it being high value, consideration of impairment is a significant management judgement and is considered a significant risk of material misstatement due to uncertainty around estimating the final costs and sales proceeds.

The Group recorded turnover from properties developed for first tranche shared ownership sale of £82.1m (2025: £80.4m) and generated a surplus of £11.1m (2025: £14.6m). Other property sales (such as staircasing, RTB and asset disposals) generated a surplus of £61.9m (2025: £48.9m). At 31 March 2026, the Group held within current assets unsold properties with cost value of £22.9m (2025: £28.2m). Work in progress in relation to properties being developed for sale but still under construction at 31 March 2026 totalled £169.9m (2025: £134.1m).

Refer to pages 99 to 108 (accounting policies) and page 124 (financial disclosures).

Our response

Our procedures included the following tests of detail:

Test of detail

Agreeing the calculation of the surplus on sale for a sample of sales in the period. We reviewed the estimation basis used to calculate the cost of sale for first tranche sale to ensure it is in line with the Housing SORP.

Assessment of recoverability

For a sample of development schemes, we reviewed the carrying value of the Group's stock and work-in-progress at the year-end including the financial appraisals of each scheme. This included testing on a sample basis the expected profitability of the current schemes and reviewing post year-end sales of properties held in stock at 31 March 2026. We reviewed management's assessment of impairment indicators.

Our results

We found no evidence that the year-end balance of stock and work in progress is overstated at the year end.

Our review of schemes under development did not identify any indication of work in progress that required provision or impairment write down. We identified no issues with recoverability from review of sales after year end.

Recoverability of long-term debtor in Bromford Flagship LiveWest Limited

Association only

The risk around the recoverability of the long-term debtor was considered to represent a significant audit risk, because of its significant impact on going concern and the financial statements as a whole.

The Association's principal activity is to act as principal borrower from third parties and to lend funds to Group entities in order to meet the objectives of the Association. Long-term debtors in relation to this activity are £2,898.8m at 31 March 2026 (2025: £1,129.5m).

The risk arises in relation to other Group members not being able to service or repay the debt due to the Association.

Our response

Our procedures included the following:

Assessment of recoverability

Reviewed the budgets and longer-term financial forecasts, including the underlying assumptions, to assess the ability of each subsidiary to service and repay the debt. We also reviewed the stress testing performed by each subsidiary on their respective long-term financial plans.

Confirmation of value

Agreed all intercompany balances to the accounting records of the Group and each subsidiary.

Test of detail

Tested the detailed calculations for loan covenant compliance prepared by management for each subsidiary, both for the year ended 31 March 2026 and projected future performance.

Our results

Our testing found that across a range of stress testing scenarios carried out on the longer-term financial forecasts, including those linked to the current economic climate, the subsidiaries within the Group remain viable entities and we found nothing to indicate any issues with the ability of the subsidiaries to service and repay the debts due to the Association.

Recoverability of internally generated intangible assets

Group only

The risk around the recoverability of the internally generated intangible assets was considered to represent a significant audit risk, because, in addition to it being high value, consideration of impairment is a significant management judgement and is considered a significant risk of material misstatement.

Intangible fixed assets are capitalised relating to the Transformation Programme. These are capitalised as the Group expects them to result in future cost savings on systems and staff costs. In the year to 31 March 2026, £22.0m was capitalised (2025: £25.8m). The balance as at 31 March 2026 relating to the Transformation Programme was £106.8m (2025: £102.7m).

The risk arises in relation to the costs capitalised being greater than the value in use of the intangibles based on the expected benefits and cost savings they will generate.

Our response

Our procedures included the following:

Assessment of recoverability

Reviewed evidence provided by management regarding the expected future benefits from the Project, to demonstrate that they are more than the costs capitalised to date to evidence there is no impairment.

Confirmation of value

Agreed a sample of additions to intangible fixed assets against supporting documentation and reviewed whether additions to intangible fixed assets have been capitalised appropriately in line with the definitions in FRS 102.

Our results

Our testing found that additions to intangible fixed assets had been capitalised correctly and satisfied the requirements for internally generated intangible assets to be capitalised per FRS 102. Our review of the expected benefits to be generated from the internally generated intangible assets did not find any indications that impairment charges were required.

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Merger between Bromford Flagship Limited and LiveWest Homes Limited

Group and Association

The risk around the presentation and treatment of the business combination was considered to represent a significant audit risk due to the judgements involved and complexity , including the use of the merger accounting method and the alignment of accounting policies.

Bromford Flagship Limited and LiveWest Homes Limited merged on 29 January 2026 to form a new organisation called Bromford Flagship LiveWest Limited. LiveWest Homes Limited became a subsidiary of Bromford Flagship Limited, which changed its name to Bromford Flagship LiveWest Limited. The merger accounting method was used and the financial statements present the results as if the combination had already happened at the start of the prior accounting period and the comparatives are restated on this basis.

The effects of alignment of accounting policies were also considered and reflected in the financial statements.

The risk arises in relation to the merger accounting method being applied incorrectly or alignment of accounting policies not being applied appropriately causing misstatements in the current year or comparatives in the financial statements.

Our response

Our procedures included the following:

We reviewed the use of the merger accounting method to ensure it was in line with FRS 102 and the Housing SORP 2018 and that disclosure requirements had been met. We reviewed the basis and calculations for adjustments for alignments to accounting policies as at 31 March 2025 and 31 March 2026 and during each year and audited consolidation workings for current year and comparative figures in the Group accounts.

Our results

We obtained and assessed management's paper in respect of accounting for this transaction and reviewed the proposed treatment in accordance with the relevant accounting standards. We found that the merger had been treated appropriately and accounted for correctly.

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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. Our evaluation of the Board's assessment of the entity's ability to continue to adopt the going concern basis of accounting included carrying out the following:

- we obtained management's assessment that supports the Board's conclusions with respect to the disclosures around going concern
- we considered the appropriateness of management's forecasts by reviewing and assessing assumptions applied by management, assessing historical forecasting accuracy and considered the reasonableness of the range of scenarios included in management's consideration of downside sensitivity analysis
- we challenged management on the suitability of the mitigating actions identified in their downside assessment, including the quantum and period ascribed to these mitigating actions
- we obtained an understanding of the financing facilities from the finance agreements, including the nature of the facilities and covenant headroom calculations. We assessed the facilities and covenant headroom calculations
- we reviewed the wording of the going concern disclosures and assessed its consistency with management forecasts

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

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

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 is responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Corporate governance disclosures

We have reviewed the Directors' statement in relation to going concern, longer-term viability and that part of the Corporate Governance Statement relating to the entity's voluntary compliance with the provisions of the UK Corporate Governance Code.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the Corporate Governance Statement is materially consistent with the financial statements and our knowledge obtained during the audit:

- Directors' statement with regards the appropriateness of adopting the going concern basis of accounting and any material uncertainties identified set out on page 83;
- Directors' explanation as to their assessment of the Group's prospects, the period this assessment covers and why the period is appropriate set out on page 83;
- Director's statement on whether it has a reasonable expectation that the Group will be able to continue in operation and meets its liabilities set out on page 83;
- Directors' statement on fair, balanced and understandable set out on page 82;
- Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on pages 50 to 54;
- section of the annual report that describes the review of effectiveness of risk management and internal control systems set out on page 47 and;
- section describing the work of the audit committee set out on page 76

Responsibilities of the Board

As explained more fully in the Statement of Board's Responsibilities set out on page 82, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

- we obtained an understanding of laws and regulations that affect the Group and Association, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations - key laws and regulations that we identified included the Co-operative and Community Benefit Societies Act, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation and employment legislation
- we enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations - we also reviewed controls the Board have in place, where necessary, to ensure compliance
- we gained an understanding of the controls that the Board have in place to prevent and detect fraud - we enquired of the Board about any incidences of fraud that had taken place during the accounting period
- the risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks - we identified the potential for fraud in the following areas: laws related to the construction and provision of social housing recognising the nature of the Group's activities and the regulated nature of the Group's activities
- we reviewed financial statements disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above
- we enquired of the Board about actual and potential litigation and claims
- we performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud
- in addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias

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

Use of our report

This report is made solely to the Association's members as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and Section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Association'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's members or the Association for our audit work, for this report, or for the opinions we have formed.

Menzies LLP
Chartered Accountants
Statutory Auditor

The Colmore Building
20 Colmore Circus Queensway
Birmingham
B4 6AT

Date: 31-Jul-2026

Financial statements

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Statement of comprehensive income – Group and Association

		Group		Association	
	Notes	2026 £m	2025 £m	2026 £m	2025 £m
Turnover	2	**945.6**	917.7	**26.1**	37.1
Cost of sales	2	**(114.2)**	(116.2)	-	-
Operating costs	2,3	**(566.8)**	(552.2)	**(25.8)**	(35.1)
Gain on disposal of fixed assets	10	**61.9**	48.9	-	-
Share of operating profit in joint ventures	18	**1.2**	1.3	-	-
Operating surplus	5	**327.7**	299.5	**0.3**	2.0
Interest receivable	6	**6.4**	11.8	**77.9**	39.7
Interest and financing costs	7	**(151.9)**	(134.7)	**(77.9)**	(40.1)
Loan break gains	7	-	6.5	-	0.4
Movement in fair value of financial instruments		**0.7**	2.2	0.8	-
Movement in fair value of investment properties	14	**2.4**	1.5	-	-
Gain on shared equity loans	17	**0.4**	0.2	-	-
Gift aid	35	-	-	**2.0**	0.5
Surplus before tax		**185.7**	187.0	**3.1**	2.5
Taxation	11	-	-	**(0.6)**	(0.5)
Surplus for the year after tax		**185.7**	187.0	**2.5**	2.0
Changes in fair value of cash flow hedges		**3.4**	4.7	**4.9**	-
Actuarial gain relating to pension scheme	37	**2.9**	0.8	-	-
Total comprehensive income for the year		**192.0**	192.5	**7.4**	2.0

All amounts relate to continuing activities

The notes on pages 99 to 140 form an integral part of these financial statements.

The financial statements on pages 95 to 140 were approved and authorised for issue by the Board on 28 July 2026 and were signed on its behalf by:

Jacqueline Starr
Chair

Robert Nettleton
Chief Executive

Sarah Beal
Company Secretary

Statement of financial position – Group and Association

	Notes	Group 2026 £m	Group 2025 £m	Association 2026 £m	Association 2025 £m
Fixed Assets					
Tangible fixed assets - housing properties	12	**8,721.1**	8,098.9	**-**	-
Other fixed asset investments	13	**0.2**	0.2	**0.9**	0.2
Investment properties	14	**118.2**	120.4	**-**	-
Tangible fixed assets - other	15	**69.1**	65.4	**-**	-
Intangible fixed assets	16	**118.8**	106.1	**-**	-
Financial assets	33	**6.2**	3.1	**6.2**	-
Homebuy loans receivable	17	**10.0**	9.9	**-**	-
Investment in joint ventures	18	**6.5**	10.4	**-**	-
		9,050.1	8,414.4	**7.1**	0.2
Assets: amounts receivable after more than one year					
Debtors	20	**8.7**	10.5	**2,898.8**	1,129.5
		8.7	10.5	**2,898.8**	1,129.5
Current assets					
Stocks	19	**240.0**	179.1	**-**	-
Trade and other debtors	20	**93.4**	96.5	**144.5**	98.7
Investments	21	**32.1**	31.8	**5.0**	-
Cash and cash equivalents	22	**99.0**	179.2	**8.7**	63.0
		464.5	486.6	**158.2**	161.7
Creditors: amounts falling due within one year	23	**(317.1)**	(302.3)	**(125.6)**	(71.3)
Net current assets		**147.4**	184.3	**32.6**	90.4
Total assets less current liabilities		**9,206.2**	8,609.2	**2,938.5**	1,220.1

	Notes	Group 2026 £m	Group 2025 £m	Association 2026 £m	Association 2025 £m
Creditors: amounts falling due after more than one year	24	**(5,759.3)**	(5,338.9)	**(2,893.1)**	(1,182.1)
Provisions for liabilities					
Pension liability	37	**(18.2)**	(28.4)	**-**	-
Other provisions	27	**(9.5)**	(14.3)	**-**	-
Total net assets		**3,419.2**	3,227.6	**45.4**	38.0
Reserves					
Called up share capital	28	**-**	-	**-**	-
Income and expenditure reserve		**2,979.3**	2,783.1	**40.5**	38.0
Cashflow hedge reserve		**1.2**	(2.2)	**4.9**	-
Revaluation reserve		**436.5**	444.5	**-**	-
Restricted reserve		**2.2**	2.2	**-**	-
Total reserves		**3,419.2**	3,227.6	**45.4**	38.0

The notes on pages 99 to 140 form an integral part of these financial statements. The financial statements on pages 95 to 140 were approved and authorised for issue by the Board on 28 July 2026 and were signed on its behalf by:

Jacqueline Starr
Chair

Robert Nettleton
Chief Executive

Sarah Beal
Company Secretary

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Changes in reserves – Group and Association

	Group					Association		
	Revaluation reserve £m	Cashflow hedge reserve £m	Income and expenditure reserve £m	Restricted reserves £m	Total £m	Cashflow hedge reserve £m	Income and expenditure reserve £m	Total £m
Balance at 1 April 2024	451.1	(6.9)	2,588.7	2.2	**3,035.1**	-	36.0	**36.0**
Surplus from statement of comprehensive income	-	-	187.0	-	**187.0**	-	2.0	**2.0**
Other comprehensive income								
Movement in valuation of financial instruments	-	4.7	-	-	**4.7**	-	-	-
Actuarial gains	-	-	0.8	-	**0.8**	-	-	-
Total comprehensive income for the year	**-**	**4.7**	**187.8**	-	**192.5**	-	-	**2.0**
Reserve transfers								
Transfer in respect of depreciation	(6.6)	-	6.6	-	-	-	-	-
Balance at 31 March 2025	**444.5**	**(2.2)**	**2,783.1**	2.2	**3,227.6**	-	38.0	**38.0**
Surplus from statement of comprehensive income	-	-	185.7	-	**185.7**	-	2.5	**2.5**
Other comprehensive income								
Movement in valuation of financial instruments	-	3.4	-	-	**3.4**	4.9	-	**4.9**
Actuarial gains	-	-	2.9	-	**2.9**	-	-	-
Total comprehensive income for the year	-	**3.4**	**188.6**	-	**192.0**	4.9	2.5	**7.4**
Reserve transfers								
Transfer in respect of depreciation	(7.9)	-	7.9	-	-	-	-	-
Disposals	(0.1)	-	0.1	-	-	-	-	-
Transfer to capital grants	-	-	(0.4)	-	**(0.4)**	-	-	-
Balance at 31 March 2026	**436.5**	**1.2**	**2,979.3**	2.2	**3,419.2**	4.9	40.5	**45.4**

The notes on pages 99 to 140 form an integral part of these financial statements.

Statement of cashflows

	Group			
	2026 £m	2026 £m	2025 £m	2025 £m
Net cash generated from operating activities		**345.9**		364.5
Cashflow from investing activities				
Purchase of tangible fixed assets (housing properties)	**(778.6)**		(672.7)	
Purchase of tangible and intangible fixed assets (non-housing)	**(37.2)**		(30.4)	
Purchase of tangible asset investments	**-**		(0.1)	
Proceeds from the sale of housing properties (net of selling costs)	**110.0**		82.0	
Proceeds from sale of other fixed assets	**1.5**		0.5	
Proceeds from sale of investments	**0.1**		1.7	
Grants received	**262.8**		133.4	
Loans repaid by joint venture undertakings	**5.4**		3.7	
Interest received	**6.2**		11.0	
Net cashflow from investing activities		**(429.8)**		(470.9)

	Group			
	2026 £m	2026 £m	2025 £m	2025 £m
Cashflow from financing activities				
Interest paid	**(166.5)**		(144.3)	
New secured loans	**537.0**		387.7	
Repayment of borrowings	**(353.8)**		(110.9)	
Capital element of finance lease rental payments	**(5.1)**		(4.6)	
Loan settlement receipt	**-**		1.1	
Pension fund loan repayments	**-**		1.2	
Debt issue costs	**(7.9)**		(4.0)	
Net cashflow from financing activities		**3.7**		126.2
Net change in cash and cash equivalents		**(80.2)**		19.8
Cash and cash equivalents at the beginning of the year		**179.2**		159.4
Cash and cash equivalents at the end of the year		**99.0**		179.2

The notes on pages 99 to 140 form an integral part of these financial statements.

Notes to the financial statements

1. Accounting policies

The financial statements of the Group and Association are prepared in accordance with Financial Reporting Standard 102 – the applicable financial reporting standard in the UK and Republic of Ireland (FRS 102) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018 and comply with the Accounting Direction of Private Registered Providers of Social Housing 2022. The Group is a public benefit organisation, and applies the relevant paragraphs prefixed “PBE” in FRS 102.

The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1 million to one decimal place. The financial statements are prepared on the historical cost basis as modified by the fair value of certain investments.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements. The preparation of the accounts requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group and Association’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed on pages 106 to 108.

Parent company disclosure exemptions

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

- no cash flow statement has been presented for the parent company
- disclosures in respect of the parent company’s financial instruments have not been presented as equivalent disclosures have been provided in respect of the Group as a whole
- no disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the Group as a whole

Basis of consolidation

The considered financial statements incorporate the results of Bromford Flagship LiveWest Limited, its subsidiary undertakings and the Group’s share of its interests in joint ventures and associates. A subsidiary is an entity controlled by the Group. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Accounting policies of subsidiaries are consistent with those used across the Group. Intercompany transactions and balances between Group companies are eliminated in full on consolidation. Investments in joint ventures and associates are accounted for using the equity method.

The list of the Group undertakings appears in the legal status section on pages 109 to 110.

Going concern

The financial statements have been prepared on a going concern basis which the directors consider to be for the following reasons:

The Group prepares a 30-year business plan which is updated and approved on at least an annual basis. The most recent business plan was approved in May 2026 by the Board. As well as considering the impact of a number of scenarios on the business plan the Board subjected the business plan to rigorous stress testing. The stress test impacts were measured against the financial framework, loan covenants and peak borrowing compared to agreed loan facilities with potential mitigating actions identified to reduce expenditure. The sector continues to deal with a number of challenges. Whilst inflation is now reducing, higher interest rates are increasing the cost of new funding. Our business plan continues to be modified to include the impact of this. In addition, the business plan prudently includes the estimated full cost of the Group achieving net zero carbon output by 2050 despite changes to government targets.

The Board, after reviewing the Group and company budget for 2026 to 2027 and the Group’s medium term financial position as detailed in the 30-year business plan is of the opinion that, taking account of severe but plausible downsides, the Group and company have adequate resources to continue in business for the foreseeable future. In reaching this conclusion, the Board considered:

- the property market - budget and business plan scenarios have taken account of delays in handovers, lower numbers of property sales and reduction in sales values

- adverse scenarios - the Group's ability to withstand adverse scenarios such as higher interest rates and other adverse movements
- rents and service charge receivable – budget and business plan scenarios have taken into account increases in arrears and bad debts for customer difficulties in making rent payments and scenarios to take into account potential future reduction in rents
- liquidity - current available cash and unutilised loan facilities of over £1,622m which gives significant headroom for committed spend and other forecast cash flows that arise

The Board believes the Group and Association has sufficient funding in place and expects the Group to be in compliance with its loan covenants even in severe but plausible downside scenarios.

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

Merger

On 29 January 2026 Bromford Flagship Limited and LiveWest Homes Limited amalgamated to become Bromford Flagship LiveWest Limited. In accordance with FRS102 this transaction has been accounted for as a merger and these financial statements have been prepared as if Bromford Flagship LiveWest Limited had existed since the start of the previous reporting period.

Turnover and revenue recognition

Turnover is measured at the fair value of the consideration received or receivable and represents the amount receivable for goods supplied or services rendered, net of discounts, void loss and value added taxes (where applicable).

The Group generates the following material income streams:

- **Rental income and service charge income**
  Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids. Service charge income is recognised when service charge expenditure is incurred as this is the point at which the services have been performed.

  The Group operates both fixed and variable service charges on a scheme by scheme basis in full consultation with customers. Where variable service charges are used the charges will include an allowance for the surplus or deficit from prior years, with the surplus being returned to customers by a reduced charge and a deficit being recovered by a higher charge. Until these are returned or recovered, they are held as creditors or debtors in the statement of financial position. Where periodic expenditure is required, a balance may be built up over the years, in consultation with the customers. Until these costs are incurred this liability is held in the statement of financial position within long term creditors. For schemes managed by agents, income is shown as rent receivable and management fees payable to agents are included in operating costs.
- **Shared ownership first tranche sales**
  Income from first tranche sales is recognised at the point of legal completion of the sale. The surplus or deficit arising on a first tranche sale is shown after deducting the cost of the properties and related sale expenses which is recorded in cost of sales.
- **Properties developed for outright sales**
  Sales of properties developed for outright sale are included in turnover at the point of legal completion. The surplus or deficit arising on an outright sale is shown after deducting the cost of the properties and related sale expenses which is recorded in cost of sales.
- **Grants**
  Grants received from non-government sources are recognised under the performance model. If there are no specific performance requirements the grants are recognised when received or receivable. If there are specific performance requirements, the grant is recognised in turnover when the performance requirements are met.
- **Interest income**
  Interest income is recognised when received or receivable.

Taxation

The Association is registered as a charity with HM Revenue & Customs. By virtue of S.478 Corporation Tax Act 2010, the Association is exempt from corporation tax. The Association pays corporation tax at the rate applicable on any surplus it generates from non-charitable activities.

Taxation expense for the period comprises current and deferred tax recognised in the reporting period. Tax is recognised in the statement of comprehensive income, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, tax is also recognised in other comprehensive income or directly in equity respectively. Current or deferred taxation assets and liabilities are not discounted.

Current tax

Current tax is the amount of income tax payable in respect of the taxable profit for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted by the period end. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred tax

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is recognised on all timing differences at the reporting date except for certain exceptions. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the period end and that are expected to apply to the reversal of the timing difference.

Value Added Tax

The Group charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. All amounts disclosed in the accounts are inclusive of VAT to the extent that it is suffered by the Group/Association and is not recoverable. The balance receivable or payable at the year-end is included in current assets or current liabilities.

Goodwill arising on business combinations

Goodwill recognised represents the excess of the fair value and directly attributable costs of the purchase consideration over the fair values to the Group's interest in the identifiable net assets, liabilities and contingent liabilities acquired. On acquisition, goodwill is allocated to cash-generating units ('CGU's') that are expected to benefit from the combination. Goodwill is amortised over its expected useful life which is estimated to be ten years. Goodwill is assessed for impairment when there are indicators of impairment, and any impairment is charged to the statement of comprehensive income. No reversals of impairment are recognised.

The cost of a business combination is the fair value of the consideration given, liabilities incurred or assumed and of equity instruments issued plus the costs directly attributable to the business combination. Where control is achieved in stages the cost is the consideration at the date of each transaction. Fair values are attributed to the identifiable assets, liabilities, and contingent liabilities unless the fair value cannot be measured reliably, in which case the value is incorporated in goodwill. Where the fair value of contingent liabilities cannot be reliably measured, they are disclosed on the same basis as other contingent liabilities.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost or deemed cost valuation (as part of the FRS102 transition, taken at 1 April 2014), less accumulated depreciation and accumulated impairment losses.

Housing properties

Housing properties are properties held for the provision of social housing or to otherwise provide a social benefit. Housing properties are held at cost. Cost includes the original purchase price, directly attributable development costs, borrowing costs and expenditure incurred in respect of improvements which comprise the modernisation and extension of existing properties. Donated land/assets or assets acquired at below market value from a government source, i.e. local authority, are included as a liability in the statement of financial position at the fair value less consideration paid.

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion.

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

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

Components	Years
Boilers	15
Heating systems	25-30
Electrics and wiring	30
Insulation	30
PV Panels	20-30
Lifts	25-40
Kitchens	20
Bathrooms	30
Roofs	50-80
Windows and doors	25-30
Structure – houses	130
Structure – flats	100
Freehold land is not depreciated	-

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

The costs of shared ownership properties are split between current and fixed assets based on the first tranche portion. The first tranche portion is accounted for as a current asset and the sale proceeds shown in turnover. The remaining element of the shared ownership property is accounted for as a fixed asset and subsequent sales treated as sales of fixed assets.

Works to existing properties which replace a component that has been treated separately for depreciation purposes or result in enhancing the economic benefits of the properties are capitalised. Where the component is replaced the cost and related depreciation are eliminated from housing properties. Economic benefits are enhanced if the improvements result in an increase in rental income, a reduction in future maintenance costs or a significant extension of the life of the property. Works to existing properties which do not meet the above criteria are expensed as incurred.

Interest on loans financing development is capitalised up to the date of the completion of the scheme and only when development activity is in progress. The interest capitalised is either on borrowings specifically taken to finance a scheme or on net borrowings to the extent that they are deemed to be financing a scheme. This treatment applies irrespective of the original purpose for which the loan was raised. Administration costs relating to development activities are capitalised only to the extent that they are incremental to the development process and directly attributable to bringing the property into its intended use.

Other tangible fixed assets

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

	Years
Motor vehicles	5-6 (20% residual value)
Fixtures, fittings, plant and equipment	4-10
Computer hardware	3-5
Leasehold improvements	10-25
Office buildings	50

Intangible fixed assets

Software acquisition costs, licence costs and development costs are treated as intangible fixed assets and are stated at cost, less accumulated amortisation and accumulated impairment losses. Costs associated with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use
- management intends to complete the software and use it or sell it
- there is an ability to use or sell the software
- it can be demonstrated how the software will generate probable future economic benefits
- adequate technical, financial, and other resources to complete the development and to use or sell the software are available
- the expenditure attributable to the software during its development can be reliably measured

Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

Amortisation is charged on a straight-line basis over the expected economic useful life of the asset of up to fifteen years.

Investment property

Investment property includes commercial and other properties held by the Group for reasons other than social benefit or for use in the business. Investment property is measured at cost on initial recognition, which includes purchase cost and any directly attributable expenditure and subsequently at fair value at the reporting date. Fair value is determined annually and is derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary, for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the statement of comprehensive income.

Valuation of investments

Investments in subsidiaries are measured at cost less any accumulated impairment. Associates are incorporated using equity accounting.

Investments in jointly controlled entities are accounted for using the equity method, after initially being recognised at cost in the statement of financial position. Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in the statement of comprehensive income, and the Group's share of movements in other comprehensive income of the investee in other comprehensive income. Member

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distributions from joint ventures are recognised as a reduction in the carrying amount of the investment. Where the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity. Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity-accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group. The carrying amount of equity-accounted investments is tested for impairment annually.

Finance leases

At inception the Group assesses the 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.

Leases that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

Finance leases are capitalised at commencement of the lease as assets at the fair value of the leased asset or, if lower, the present value of the minimum lease payments calculated using the interest rate implicit in the lease. Where the implicit rate cannot be determined the company's incremental borrowing rate is used. Incremental direct costs, incurred in negotiating and arranging the lease, are included in the cost of the asset. Assets are depreciated over the shorter of the lease term and estimated useful life of the asset. Assets are assessed for impairment at each reporting date. The capital element of lease obligations is recorded as a liability on the inception of the arrangement. Lease payments are apportioned between capital repayment and finance charge, using the effective interest rate method, to produce a constant rate of charge on the balance of the capital repayments outstanding.

Operating leases

Payments are charged to the statement of comprehensive income on a straight-line basis over the term of the lease.

Current asset investments

Current asset investments include cash and cash equivalents invested for periods of more than 30 days which cannot be accessed within 24 hours. They are recognised initially at cost and subsequently at fair value at the reporting date. Any change in valuation between reporting dates is recognised in the statement of comprehensive income.

Stock and properties held for sale

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

Properties developed for outright sale are included in current assets as they are intended to be sold, at the lower of cost or estimated selling price less costs to complete and sell.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and deposits which mature within 30 days. Bank overdrafts that are repayable on demand and form an integral part of the Group's and Association's cash management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.

Social housing and other government grants

Government grants include grants receivable from Homes England, local authorities, and other government organisations. Government grants received for housing properties are recognised in income over the useful life of the housing property structure under the accruals model. Grants relating to revenue are recognised in the statement of comprehensive income over the same period as the expenditure to which they relate once reasonable assurance has been gained that the Group will comply with the conditions and that the funds will be received. Grants due from government organisations or received in advance are included as current assets, current liabilities, or non-current liabilities in accordance with the expected realisation of the income. Government grants received for housing properties are subordinated to the repayment of loans by agreement with Homes England. Government grants released on the sale of a property may be repayable but are normally available to be recycled and are credited to a Recycled Capital Grant Fund and included in the statement of financial position.

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

Provisions

Provisions are recognised when the company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as a finance cost.

Contingent liabilities are not recognised, except those acquired in a business combination. Contingent liabilities arise as a result of past events when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the Group's control. Contingent liabilities are disclosed, but not recognised, in the financial statements as the probability of an outflow of resources is remote.

Colleague benefits

The Group provides a range of benefits to colleagues, including annual bonus arrangements, paid holiday arrangements and defined benefit and defined contribution pension plans.

Short-term benefits

Short-term benefits, including holiday pay and other similar nonmonetary benefits, are recognised as an expense in the period in which the service is received.

Annual bonus plan

The Group operates an annual bonus plan for certain colleagues. An expense is recognised in the statement of comprehensive income when the Group has a legal or constructive obligation to make payments under the plan as a result of past events and a reliable estimate of the obligation can be made.

Defined benefit pension

The Group operates defined benefit plans for certain colleagues. A defined benefit plan defines the benefit that the colleague will receive on retirement, usually dependent upon several factors including age, length of service and remuneration. The liability recognised in the statement of financial position in respect of the defined benefit plan is the present value of the defined benefit obligation at the reporting date less the fair value of the plan assets at the reporting date. The defined benefit obligation is calculated using the projected unit credit method. Annually the Group engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating the estimated period of the future payments ('discount rate'). The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the Group's policy for similarly held assets. This includes the use of appropriate valuation techniques. The amounts charged to operating surplus are the costs arising from the colleague services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of colleague costs. The net interest cost on the net defined benefit liability is charged to surplus for the year and included within finance costs. Remeasurement of the net assets/defined liability are recognised in other comprehensive income. Defined benefit schemes are funded in separate trustee administered funds. The actuarial valuations are obtained triennially and are updated at each reporting date.

Defined contribution pension

The Group also provides defined contribution pension schemes for colleagues. The employer contribution to the scheme is charged to the statement of comprehensive income as it becomes payable. The assets of the schemes are kept separately from those of the Group in separately administered funds.

Related party transactions

Transactions within the Group that require disclosure under the Accounting Direction and have been eliminated on consolidation are disclosed in note 35.

Except those noted above, the Group has taken advantage of the exemption in FRS 102 not to disclose intra-group transactions, as the Group prepares consolidated financial statements.

Revaluation reserve

The revaluation reserve represents the difference on transition to FRS102 between the fair value of social housing properties and other assets and the historical cost carrying value, where deemed cost transitional relief was taken. The difference between the actual depreciation charge and the historical cost depreciation charge is transferred from the revaluation reserve to the revenue reserve annually.

Financial instruments

The Group has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

Basic financial instruments

Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the statement of comprehensive income. If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in the statement of comprehensive income.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of ownership of the asset are transferred to another party or (c) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Basic financial liabilities, including trade and other payables, bank loans and loans from fellow group companies are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that this is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services, deducted from the liability recognised and amortised over the period of the facility to which it relates.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled, or expires.

Other financial instruments

Financial instruments not considered to be basic financial instruments (other financial instruments).

Other financial instruments not meeting the definition of basic financial instruments are recognised initially at fair value. Subsequent to initial recognition other financial instruments are measured at fair value with changes recognised in the statement of comprehensive income as follows:

- investments in equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably shall be measured at cost less impairment
- derivatives such as interest rate swaps are classified as financial assets or financial liabilities at fair value
- hedging instruments in a designated hedging relationship shall be recognised as set out below

Cash flow hedges

Where the hedged risk is the variable interest rate risk in a debt instrument measured at amortised cost, the Group recognises the effective part of any gain or loss on the derivative financial instrument in other comprehensive income. Any ineffective portion of the hedge is recognised immediately in the statement of comprehensive income.

The hedging gain or loss recognised in other comprehensive income is reclassified to surplus or loss when the hedged item is recognised in surplus or loss or when the hedging relationship ends.

Offsetting

Financial assets and liabilities are offset, and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

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Carrying amounts

The carrying amounts of non-financial assets not carried at fair value, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. The recoverable amount of an asset or cash-generating unit (CGU) is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "CGU"). An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

Segmental reporting

The Group's reportable segments are based on its operational divisions which offer distinguishable services, are managed separately and are regularly assessed by the chief operating decision makers, the Group's Executive Board. Operating division results include items directly attributable to the segment, together with the apportioned centralised costs. Central costs are allocated based on a number of factors including number of homes and colleague costs within each of their respective operations. The presentation of these financial statements and accompanied notes reflect the Group's management and internal reporting. The information reviewed within the management accounts to assess performance and make strategic decisions are consistent with and closely aligned to the financial statements.

The material operating segments are disclosed in note 2 where information about income and expenditure attributable to the material operating segments are presented on the basis of tenure type. This is appropriate based on the similarity of the services provided, the nature of the risks associated and the nature of the regulatory environment in which the Group operates. Assets and liabilities are not reported by operating segment or tenure, other than housing properties which are split by tenure type and are shown in note 3.

Critical accounting judgements and estimation uncertainty

The Group makes estimates and assumptions concerning the future. Estimates and judgements are based on historical experience and future expectations but by definition, will seldom equal the related actual results. The judgements and estimates that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Operating surplus

Operating surplus is shown including the following as these are part of our usual operating activity:

- gain on disposal of housing properties and other property, plant and equipment
- share of operating profit/(loss) in joint ventures and associates

Management have made a judgement that the movement in fair value of investment properties does not form part of our usual operating cycle based on the existing use of the assets.

Tangible fixed assets

Other than investment properties, tangible fixed assets are depreciated over their useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Housing property allocation

Where schemes under construction are mixed tenure, costs are split using a suitable method such as area (square footage) or rental yield. The allocation of the cost of shared ownership schemes under construction between inventories and housing properties is determined by past experience. At 31 March 2026 management have determined that 30%-40% is a suitable estimate based on the Group's experience in the year. Management forecast the market value of shared ownership properties on a scheme-by scheme basis which informs the current element allocated to stock accordingly. This estimate influences stock valuations in note 19 and housing properties under construction in note 12.

Investment property

The Group carries its investment property at fair value, with changes in fair value being recognised in the statement of comprehensive income. The Group engages independent experts to determine the fair value of its investment properties at the balance sheet date. The estimation of the fair values requires the combination of assumptions including revenue growth, estimates in respect of voids and bad debt exposure, investment required in maintenance and improvement as well as judgement to use an appropriate discount rate. For details of assumptions adopted, see note 14.

The Group's market rented property portfolio is valued on a market value subject to tenancies (MV-STT) basis. The Group has not seen a deterioration in arrears or voids across its market rented portfolio with demand broadly outstripping supply throughout the year. Maintenance expenditure and management costs have increased during the year due to inflation, but occupancy rates remain high.

The Group's student accommodation portfolio is valued on a discounted cash flow basis. The Group continues to see demand for its student accommodation outstrip its availability, with education providers seeking longer term leases. The portfolio increased in value by £2.2m during the year.

The Group has recognised a £2.4m valuation increase in its investment properties during the year ended 31 March 2026.

Categorisation of debt

The Group's loans have been treated as basic in accordance with paragraphs 11.8 and 11.9 of FRS 102. The Group has fixed rate loans which have a two-way break clause which means, in addition to compensation being payable by a borrower to a lender if a loan is prepaid where the prevailing fixed rate is lower than the existing loan's fixed rate, compensation could be payable by the lender to the borrower in the event that a loan is prepaid and the prevailing fixed rate is higher than the existing loan's fixed rate. On 2 June 2016, The Financial Reporting Council (FRC) issued a statement in respect of such loans and gave no prescriptive direction as to whether they should be classified as basic or non-basic. The Group believes the recognition of each loan liability at cost provides a transparent and understandable position of the Group's financial position and that each loan still satisfies the requirements of paragraphs 11.8 and 11.9 of FRS 102, therefore, the Group has retained its basic treatment of its fixed rate loans following the FRC announcement.

Intangible fixed assets

These are amortised over their useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account.

Pension and other post-employment benefits

The Group has obligations to pay pension benefits to certain colleagues. The cost of these benefits and the present value of the obligation depend on a number of factors, including life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the statement of financial position. The assumptions reflect historical experience and current trends. For details of assumptions adopted, see note 37.

Impairment of non-financial assets

Reviews for impairment of housing properties and intangible assets are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a charge to the statement of comprehensive income.

Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified. Following a trigger for impairment, the Group performs impairment tests based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential to the Group as the existing property. The cash flows are derived from the business plan for the next 30 years and do not include any restructuring activities that the Group is not yet committed to nor any significant future investments that will enhance the asset's performance of the cash generating unit being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash flows and the growth rate used for extrapolation purposes.

A detailed review has been performed in relation to housing stock and work in progress and no adjustment to carrying values was required. The carrying value of intangible assets has been assessed this year with no triggers for impairment identified.

Rent arrears and bad debt provisions

The Group makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the ageing profile of the debtors and historical experience.

Valuation of unencumbered assets

Unencumbered assets have been calculated using the Existing Use Value for Social Housing (EUV-SH) definition. EUV-SH uses market value and a hypothetical sale to another registered provider on strict assumptions that; the stock will continue to be let at affordable rents in perpetuity; will be managed in accordance with the regulator's requirements; and that any void properties will be re-let and not sold with vacant possession. The Group has identified an average EUV-SH based on property characteristics and applied this to the unencumbered population to determine a reasonable estimated value for those homes.

Legal Status

Bromford Flagship LiveWest Limited is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing (RSH) as a Private Registered Provider of Social Housing.

At 31 March 2026 the Group comprised the following entities:

Name and registration number	Status	Activity
The parent Association		
Bromford Flagship LiveWest Limited (29996R)	Co-operative and Community Benefit Society	Registered housing provider
Subsidiaries		
Bromford Housing Association Limited (7106)	Co-operative and Community Benefit Society	Registered housing provider
Bromford Home Ownership Limited (29991R)	Co-operative and Community Benefit Society	Registered housing provider
Merlin Housing Society Limited (30012R)	Co-operative and Community Benefit Society	Registered housing provider
Flagship Housing Limited (31211R)	Co-operative and Community Benefit Society	Registered housing provider
LiveWest Homes Limited (7724)	Co-operative and Community Benefit Society	Registered housing provider
Bromford Assured Homes Ltd (02677730)	Private Limited Company	Non-registered housing provider
Bromford Developments Limited (06507824)	Private Limited Company	Development
Flagship Housing Developments Limited (05131085)	Private Limited Company	Development
Flagship Finance PLC (13448782)	Public Limited Company	Finance vehicle
LiveWest Treasury PLC (06392963)	Public Limited Company	Finance vehicle
Gasway Services Limited (04158628)	Private Limited Company	Gas servicing
Blue Flame (Colchester) Limited	Private Limited Company	Non-trading
Hopestead CIO (1190324)	Charitable Incorporated Organisation	Registered charity
Arc Developments Southwest Limited (05716836)	Private Limited Company	Development
Westco Properties Limited (02677745)	Private Limited Company	Development
LiveWest Properties Limited (10110021)	Private Limited Company	Non-registered housing provider
Riverside Mews Management Company Limited (02953846)	Private Limited Company	Management company
Strand Services (Whitchurch) Limited (02645753)	Private Limited Company	Management company
Bromford Housing Group Investments Limited (13010656)	Private Limited Company	Joint venture holding company

Name and registration number	Status	Activity
East Anglian Lettings Limited (08421578)	Private Limited Company	Dormant
RFT Repairs Limited (08341166)	Private Limited Company	Dormant
Great Western Assured Growth Limited (02525892)	Private Limited Company	Dormant
LiveWest Services Limited (06447504)	Private Limited Company	Dormant
Joint venture		
Lovell Flagship LLP (OC427790)	Limited Liability Partnership	Development
Grange Lane (Littleport) LLP (OC444733)	Limited Liability Partnership	Development
Littleport Developments LLP (OC435041)	Limited Liability Partnership	Development
Homes for the West Midlands LLP (OC452327)	Limited Liability Partnership	Development
Associate		
Advantage Southwest LLP (OC306172)	Limited Liability Partnership	Procurement consortium

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2. Turnover and operating surplus - Group

	2026						
	Note	Turnover £m	Cost of sales £m	Operating costs £m	Surplus on disposal £m	Share of operating income from joint ventures £m	Operating surplus/ (deficit) £m
Social housing lettings							
Housing accommodation	3	647.3	-	(456.8)	-	-	**190.5**
Supported housing accommodation	3	75.7	-	(49.9)	-	-	**25.8**
Shared ownership accommodation	3	57.7	-	(28.4)	-	-	**29.3**
		780.7	-	**(535.1)**	-	-	**245.6**
Other social housing activities							
First tranche shared ownership sales		82.1	(67.9)	(3.1)	-	-	**11.1**
Supported people contract income		6.4	-	(6.1)	-	-	**0.3**
Sales and development		0.1	-	(7.6)	-	-	**(7.5)**
Other		3.2	-	(2.3)	-	-	**0.9**
Gain on disposal of property, plant and equipment		-	-	-	61.9	-	**61.9**
Non-social housing activities							
Market rents		5.7	-	(3.1)	-	-	**2.6**
Student accommodation		4.9	-	(3.7)	-	-	**1.2**
Commercial rents		2.4	-	(0.6)	-	-	**1.8**
Gas servicing/external sales		21.1	(16.0)	(3.1)	-	-	**2.0**
Properties developed for outright sale		36.1	(30.3)	(0.5)	-	-	**5.3**
Other		2.9	-	(1.6)	-	-	**1.3**
Share of operating income from joint ventures		-	-	-	-	1.2	**1.2**
		945.6	**(114.2)**	**(566.8)**	**61.9**	**1.2**	**327.7**

2. Turnover and operating surplus - Group continued

		2025					
	Notes	Turnover £m	Cost of sales £m	Operating costs £m	Surplus on disposal £m	Share of operating income from joint ventures £m	Operating surplus/ (deficit) £m
Social housing lettings							
Housing accommodation	3	616.8	-	(436.0)	-	-	180.8
Supported housing accommodation	3	71.2	-	(51.0)	-	-	20.2
Shared ownership accommodation	3	53.3	-	(27.6)	-	-	25.7
		741.3	-	(514.6)	-	-	226.7
Other social housing activities							
First tranche shared ownership sales		80.4	(60.8)	(5.0)	-	-	14.6
Supported people contract income		6.2	-	(5.8)	-	-	0.4
Sales and development		-	-	(8.0)	-	-	(8.0)
Other		3.7	-	(3.5)	-	-	0.2
Gain on disposal of property, plant and equipment		-	-	-	48.9	-	48.9
Non-social housing activities							
Market rents		9.2	-	(3.0)	-	-	6.2
Student accommodation		4.4	-	(4.3)	-	-	0.1
Commercial rents		2.7	-	(0.6)	-	-	2.1
Gas servicing/external sales		19.4	(15.3)	(2.9)	-	-	1.2
Properties developed for outright sale		48.1	(40.1)	(1.7)	-	-	6.3
Other		2.3	-	(2.8)	-	-	(0.5)
Share of operating income from joint ventures		-	-	-	-	1.3	1.3
		917.7	(116.2)	(552.2)	48.9	1.3	299.5

3. Income and expenditure from social housing lettings - Group

	2026				2025
	Housing accommodation £m	Supported housing £m	Shared ownership £m	**Total £m**	Total £m
Income					
Rent receivable net of identifiable service charge	614.3	48.2	50.5	**713.0**	673.4
Service charge income	19.9	24.5	4.8	**49.2**	47.2
Charges for support services	0.2	0.4	0.4	**1.0**	1.3
Amortised government grants	10.8	2.2	1.0	**14.0**	14.9
Revenue grants from other sources	2.1	0.4	1.0	**3.5**	4.5
Turnover from social housing lettings	**647.3**	**75.7**	**57.7**	**780.7**	741.3
Expenditure					
Management	115.5	10.9	14.4	**140.8**	136.7
Service charge costs	37.8	17.6	3.7	**59.1**	60.0
Routine maintenance	119.4	8.8	1.5	**129.7**	120.2
Planned maintenance	46.3	2.6	1.2	**50.1**	41.2
Major repairs expenditure	31.9	2.2	0.9	**35.0**	45.6
Bad debts	5.5	0.6	0.1	**6.2**	3.1
Depreciation of housing properties	100.4	7.2	6.6	**114.2**	107.8
Operating expenditure on social housing lettings	**456.8**	**49.9**	**28.4**	**535.1**	514.6
Operating surplus on social housing lettings	**190.5**	**25.8**	**29.3**	**245.6**	226.7
Voids	**(4.7)**	**(1.5)**	**(0.2)**	**(6.4)**	(8.0)

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4. Accommodation - owned and/or managed (number of properties)

	Group				
	At 1 April 2025	Additions	Disposals	Converted/ reclassified	At 31 March 2026
Social housing					
General needs housing					
- Social rent	81,082	1,281	(419)	(23)	**81,921**
- Affordable rent	12,692	885	(17)	(69)	**13,491**
Supported housing and housing for older people					
- Social rent	7,143	25	(29)	148	**7,287**
- Affordable rent	143	-	-	-	**143**
- Care homes	209	-	(7)	-	**202**
Intermediate rent	2,446	12	(2)	(5)	**2,451**
Low cost home ownership	12,575	893	(203)	(69)	**13,196**
Social leasehold[1]	3,377	12	(9)	30	**3,410**
Total social housing units	**119,667**	**3,108**	**(686)**	**12**	**122,101**
Owned and managed	118,062	2,996	(658)	21	**120,421**
Owned but not managed	819	-	(17)	2	**804**
Managed for others	786	112	(11)	(11)	**876**
Total social housing units	**119,667**	**3,108**	**(686)**	**12**	**122,101**

	Group				
	At 1 April 2025	Additions	Disposals	Converted/ reclassified	At 31 March 2026
Non-social housing					
Staff accommodation	20	-	-	(1)	**19**
Market rent	658	1	(19)	(144)	**496**
Student accommodation	597	-	-	-	**597**
Non-social leasehold	743	-	(87)	42	**698**
Commercial	194	-	(4)	10	**200**
Offices and resources	234	1	(3)	2	**234**
Retained interest[2]	2,575	114	-	177	**2,866**
Total non-social housing units	**5,021**	**116**	**(113)**	**86**	**5,110**
Total units	**124,688**	**3,224**	**(799)**	**98**	**127,211**

[1]Leasehold units brought forward have been reclassified between social and non-social housing units.

[2]Retained freehold units brought forward have been reclassified to retained interest. These are units where we have a service charge obligation but are not owned such as communal areas.

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5. Surplus on ordinary activities

The surplus on ordinary activities is stated after charging	Group 2026 £m	Group 2025 £m	Association 2026 £m	Association 2025 £m
Operating lease rentals				
Office land and buildings	**1.2**	0.8	0.1	-
Other	**2.0**	2.0	-	-

Auditors' remuneration	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Audit of financial statements	**40**	40	**40**	40
Audit of subsidiaries	**204**	210	**58**	45
Service charge certification	35	33	**35**	33
Funding assurance	-	45	-	45
Other services	**20**	18	**20**	18

6. Interest receivable and income from investments

	Group 2026 £m	Group 2025 £m	Association 2026 £m	Association 2025 £m
Interest receivable from cash, deposits and intragroup loans	**6.0**	11.3	**77.9**	39.7
Interest from joint venture non current loan receivables	**0.4**	0.5	-	-
	6.4	11.8	**77.9**	39.7

7. Interest payable and similar charges

	Group 2026 £m	Group 2025 £m	Association 2026 £m	Association 2025 £m
Interest on loans, overdrafts and other financing				
On loans repayable wholly within five years	**14.3**	14.4	**4.1**	1.6
On loans wholly or partly repayable in more than five years	**144.1**	127.6	**72.9**	37.8
	158.4	142.0	**77.0**	39.4
Other finance charges	**5.2**	2.6	**1.3**	0.5
Amortised net finance costs	**1.7**	1.5	**(0.4)**	0.2
	165.3	146.1	**77.9**	40.1
Interest payable capitalised on housing properties under construction 3.47%-4.64% (2025: 3.38%-4.20%)	**(14.7)**	(13.5)	-	-
	150.6	132.6	**77.9**	40.1
Net interest cost on defined benefit deficit	**1.3**	2.1	-	-
	151.9	134.7	**77.9**	40.1

In the prior year the Group completed the restructuring of three existing debt facilities to streamline funding across the Group. This resulted in one off net break gains of £6.5m for the Group, £0.4m of which was realised by the Association.

8. Colleague costs

	Group		Association	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Wages and salaries	**216.3**	207.2	**1.3**	1.2
Social security costs	**27.4**	21.3	**0.2**	0.1
Other pension costs	**16.6**	15.4	**0.1**	0.1
	260.3	243.9	**1.6**	1.4

The average number of full-time equivalent employees (including Executive Directors) employed during the year:

	Group		Association	
	2026 No.	2025 No.	**2026 No.**	2025 No.
Asset management	**2,607**	2,421	**-**	-
Central services	**843**	782	**35**	35
Development, construction and sales	**415**	406	**-**	-
Housing management and support	**1,501**	1,557	**-**	-
	5,366	5,166	**35**	35

A full-time equivalent employee is classed as working a 37.5 hour week.

The number of full-time employees (including Executive Directors) whose remuneration exceed £60,000 in the period was as follows:

	Group	
	2026 No.	2025 No.
£60,001-£70,000	**146**	169
£70,001-£80,000	**96**	111
£80,001-£90,000	**54**	57
£90,001-£100,000	**34**	38
£100,001-£110,000	**23**	39
£110,001-£120,000	**11**	22
£120,001-£130,000	**6**	8
£130,001-£140,000	**12**	10
£140,001-£150,000	**8**	10
£150,001-£160,000	**1**	7
£160,001-£170,000	**6**	6
£170,001-£180,000	**1**	5
£180,001-£190,000	**2**	2
£190,001-£200,000	**4**	3
£200,001-£210,000	**3**	2
£210,001-£220,000	**-**	2
£220,001-£230,000	**2**	1
£230,001-£240,000	**1**	1
£240,001-£250,000	**1**	1
£250,001-£260,000	**1**	2
£260,001-£270,000	**1**	-
£270,001-£280,000	**1**	2
£280,001-£290,000	**-**	1
£300,001-£310,000	**1**	-
£330,001-£340,000	**2**	2
£340,001-£350,000	**-**	1
£380,001-£390,000	**1**	-
£430,001-£440,000	**1**	-
	419	502

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9. Directors' emoluments

Directors (key management personnel) are defined as the members of the Board, the Chief Executive, other Chief Officers and Executive Directors.

The highest paid Director was Robert Nettleton (2025: Robert Nettleton), the Chief Executive. Robert Nettleton was previously an ordinary member of the Bromford contribution pension scheme funded by annual contributions from the employer and employee.

Emoluments (excluding pension contributions) payable to the highest paid Director.

	2026 £'000	2025 £'000
Robert Nettleton	**394**	336

The total emoluments of the Directors of Bromford Flagship LiveWest Limited comprise:

	2026				
	Salaries £'000	Bonus £'000	Taxable benefits £'000	Pension £'000	**Total £'000**
Robert Nettleton	393	-	1	41	**435**
Other Chief Officers and Executive Directors	2,042	87	53	199	**2,381**
Non-Executive Board Directors	259	-	-	-	**259**
Total Executive and non-Executive Directors	**2,694**	**87**	**54**	**240**	**3,075**

	2025				
	Salaries £'000	Bonus £'000	Taxable benefits £'000	Pension £'000	**Total £'000**
Robert Nettleton	317	18	1	29	365
Other Chief Officers and Executive Directors	1,238	68	8	126	1,440
Non-Executive Board Directors	139	-	-	-	139
Total Executive and non-Executive Directors	1,694	86	9	155	1,944

The pension figures include pension or a cash payment in lieu of pension contribution as agreed by the Remuneration Committee.

The total emoluments of the Directors are paid through subsidiary entities and are disclosed above. Directors' emoluments are part of the overheads recharged to the Association, however, cannot be separately identified.

10. Sale of properties not developed for outright sale and other fixed assets

	Group			
	Proceeds of sales £m	Cost of sales £m	Surplus £m	Capital grant recycled £m
Further tranches of shared ownership	37.4	(19.4)	18.0	1.8
Right to buy/ Right to acquire	9.8	(6.3)	3.5	0.4
Other property disposals	66.6	(26.9)	39.7	2.2
Other fixed asset disposals	2.7	(2.0)	0.7	-
Total 2026	**116.5**	**(54.6)**	**61.9**	**4.4**
Total 2025	89.3	(40.4)	48.9	3.0

11. Taxation on surplus on ordinary activities

	Group		Association	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Current tax				
UK corporation tax credit on ordinary activities	-	-	-	-
Subsidiary Group relief charge	-	-	**(0.6)**	(0.5)
Total current tax	-	-	**(0.6)**	(0.5)
Deferred tax				
Origination and reversal of timing differences	-	-	-	-
Tax on surplus on ordinary activities	-	-	**(0.6)**	(0.5)
Total tax reconciliation				
Surplus on ordinary activities	**185.7**	187.0	**3.1**	2.5
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (2025: 25%)	**46.4**	46.8	**1.0**	1.0
Effects of				
Timing differences	-	0.2	-	-
Deferred tax not recognised	-	(0.1)	-	-
Surplus relating to charitable entities	**(46.4)**	(46.9)	**(1.0)**	(1.0)
Group relief charge	-	-	**(0.6)**	(0.5)
Tax on surplus on ordinary activities	-	-	**(0.6)**	(0.5)

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12. Tangible fixed assets - housing properties

	Housing properties held for letting £m	Completed shared ownership housing properties £m	Properties under construction £m	Total £m
Cost or valuation				
At 1 April 2025	7,868.0	953.5	544.4	**9,365.9**
Additions	13.9	-	586.7	**600.6**
Capitalised interest	-	-	14.7	**14.7**
Replacement of components	161.1	-	-	**161.1**
Transferred on completion	373.1	115.2	(488.3)	-
Disposals	(29.9)	(20.3)	-	**(50.2)**
Components disposed	(10.4)	(0.1)	-	**(10.5)**
Transfer from investment properties	0.1	-	-	**0.1**
At 31 March 2026	**8,375.9**	**1,048.3**	**657.5**	**10,081.7**
Depreciation				
At 1 April 2025	1,212.6	54.4	-	**1,267.0**
Charge for the year	108.2	5.9	-	**114.1**
Disposals	(18.9)	(1.6)	-	**(20.5)**
At 31 March 2026	**1,301.9**	**58.7**	-	**1,360.6**
Net book value				
At 31 March 2026	**7,074.0**	**989.6**	**657.5**	**8,721.1**
At 31 March 2025	6,655.4	899.1	544.4	**8,098.9**

	2026 £m	2025 £m
Housing property land value in respect of short leaseholds	**0.7**	-
Housing property land value in respect of long leaseholds	**73.6**	72.8
Housing property land value in respect of freeholds	**2,097.7**	1,812.6
	2,172.0	1,885.4
Expenditure on work to existing properties		
Replacement of components	**161.1**	155.5
Amounts charged to the statement of comprehensive income	**35.0**	45.6
	196.1	201.1

Properties held for security

Bromford Flagship LiveWest Limited - Registered Social Housing Provider - has property pledged as security value (EUV - SH and MV - STT) of £7,472m (2025: £7,163m).

13. Other fixed asset investments

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Equity loans	0.1	0.1	-	-
Interest in associate	0.1	0.1	-	-
Investment in subsidiaries	-	-	0.9	0.2
	0.2	0.2	0.9	0.2

During the year the Association increased its investment in Bromford Developments Limited by £750,000.

In valuing the properties, the following significant assumptions were applied:

Assumptions	Market and commercial property %	Student accommodation property %
Discount rate	7.00-8.75	8.50
Inflation rate (CPI)	2.50-3.50	2.80

14. Investment properties held for letting

	Group	
	2026 £m	2025 £m
As at 1 April	120.4	120.3
Additions	-	0.1
Transfer to tangible fixed assets - housing properties	(0.1)	(0.2)
Transfer to tangible fixed assets - offices	(0.1)	-
Gain from adjustment in value	2.4	1.5
Disposals	(4.4)	(1.3)
As at 31 March	118.2	120.4

The Group's market rented portfolio is valued on a MV-STT basis. The Group's student accommodation portfolio is valued on a discounted cash flow basis. Investment properties were valued at 31 March 2026 by Jones Lang Lasalle and Carter Jonas LLP professional qualified external valuers. The valuations were undertaking in accordance with the Royal Institute of Chartered Surveyors Valuation Standards.

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15. Tangible fixed assets - other

	Offices and buildings £m	Fixtures, fittings & equipment £m	Computer equipment £m	Motor vehicles £m	Total £m
Cost					
At 1 April 2025	43.3	10.9	19.5	46.4	**120.1**
Additions	-	0.9	2.1	16.0	**19.0**
Disposals	(1.4)	(0.3)	(4.0)	(7.5)	**(13.2)**
At 31 March 2026	**41.9**	**11.5**	**17.6**	**54.9**	**125.9**
Depreciation and impairment					
At 1 April 2025	11.8	7.3	14.2	21.4	**54.7**
Charge for the year	0.9	1.2	2.5	7.8	**12.4**
Disposals	(0.9)	(0.3)	(4.0)	(5.1)	**(10.3)**
At 31 March 2026	**11.8**	**8.2**	**12.7**	**24.1**	**56.8**
Net book value					
At 31 March 2026	**30.1**	**3.3**	**4.9**	**30.8**	**69.1**
At 31 March 2025	31.5	3.6	5.3	25.0	65.4

The net carrying amount of assets held under finance leases included in other tangible fixed assets is £12.9m (2025: £12.9m).

16. Intangible fixed assets

	Goodwill £m	Software £m	Total £m
Cost			
At 1 April 2025	8.3	143.8	**152.1**
Additions	-	22.0	**22.0**
Disposals	-	(1.2)	**(1.2)**
At 31 March 2026	**8.3**	**164.6**	**172.9**
Amortisation			
At 1 April 2025	6.6	39.4	**46.0**
Charge for the year	0.9	8.4	**9.3**
Disposals	-	(1.2)	**(1.2)**
At 31 March 2026	**7.5**	**46.6**	**54.1**
Net book value			
At 31 March 2026	**0.8**	**118.0**	**118.8**
At 31 March 2025	1.7	104.4	**106.1**

Included within software are amounts capitalised for our software transformation project of £106.8m (2025: £102.7m), of which £54.1m (2025: £48.7m) is under development and has not yet been amortised. The completed phases are being amortised over 15 years. The residual costs relate to other software which is being amortised between three to seven years.

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17. Homebuy loans

	Group	
	2026 £m	2025 £m
At 1 April	**9.9**	10.0
New loans issued	**0.4**	0.2
Loans redeemed in the year	**(0.3)**	(0.3)
At 31 March	**10.0**	9.9

18. Investments in joint ventures

The Group structures its joint ventures as limited liability partnerships, to partner with local developers and other housing associations to deliver larger scale residential developments for which, individually, the risk profile would be unattractive.

The Group has a direct interest in three joint venture undertakings, Lovell Flagship LLP (50% share), Grange Lane (Littleport) LLP (25% share) and Homes for the West Midlands LLP (20% share), structured as limited liability partnerships.

Grange Lane (Littleport) LLP through its 50% investment in Littleport Developments LLP has one active development to deliver 680 new homes, both for open market sale and as affordable housing, over a 10-year horizon. Consequently, indirectly through its investment in Grange Lane (Littleport) LLP, the Group has a 12.5% share in Littleport Developments LLP. Homes for the West Midlands LLP is a partner alongside four other local housing providers who will work together to deliver more affordable housing in the West Midlands region.

The Group applies the equity method to value its joint venture activities with any gain or loss recognised through the statement of comprehensive income.

Lovell Flagship LLP and Grange Lane (Littleport) LLP are funded by way of non-current loan receivable instruments (member's loans), similar in structure to a revolving credit facility, governed by the member's loan agreement and not through a member's capital injection. This provides the joint venture with flexible funding to invest in working capital in line with build plan requirements but also facilitates the return of cash to members through loan repayment as cash is released through the sale of new build property.

The Group monitors the performance of its joint venture undertakings to support the recoverability of its loan receivables. If an impairment indicator is identified the Group undertakes a thorough impairment review and any impairment loss would be expensed through the statement of comprehensive income.

The Group had the following joint venture investments at 31 March 2026:

Name	Company registration number	Ownership %	Nature of business
Lovell Flagship LLP	OC427790	50	Development
Grange Lane (Littleport) LLP	OC444733	25	Development
Littleport Developments LLP*	OC435041	12.5	Development
Homes for the West Midlands LLP	OC452327	20	Development

*Littleport Developments LLP is a 50% owned joint venture by Grange Lane (Littleport) LLP with Vistry Homes Limited and its principal objective is to develop a site at Littleport, Cambridgeshire.

The registered address of Lovell Flagship LLP is Kent House, 14-17 Market Place, London. W1W 8AJ. The registered address of Grange Lane (Littleport) LLP is 1 Crown Court, Crown Way, Rushden, NN10 6BS. The registered address of Littleport Developments LLP is 11 Tower View Kings Hill, West Malling, ME19 4UY. The registered address of Homes for the West Midlands LLP is 5th Floor 49 King Street, Manchester, M2 7AY.

Lovell Flagship LLP has a 31 December year-end. Grange Lane (Littleport) LLP and Homes for the West Midlands LLP all have a coterminous year-end with the Group.

The Group has member's capital in Grange Lane (Littleport) LLP of £1, member's capital in Lovell Flagship LLP of £50 and member's capital of £100,000 in Homes for the West Midlands LLP.

18. Investments in joint ventures continued

The Group held the following investment in joint ventures at 31 March 2026:

	2026 £m	2025 £m
Opening balance at start of period	**10.4**	12.5
Additional member loan paid to joint ventures	**0.5**	1.2
Loan repayment from joint ventures	**(5.6)**	(4.6)
Share of profits for the period	**1.2**	1.3
Closing balance at end of period	**6.5**	10.4

	Lovell Flagship LLP		Grange Lane (Littleport) LLP	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Non-current loan receivable	**0.1**	3.8	**1.0**	2.5
Share of profits included in members interests	**4.4**	3.6	**1.0**	0.5
	4.5	7.4	**2.0**	3.0

During the year, the Group assessed the carrying value of its investment in joint ventures and determined that it was not impaired at the period end date based on the performance of the joint ventures during the financial year.

The loan receivable from Lovell Flagship LLP includes accrued interest of £nil (2025: £1.7m).

The loan receivable from Grange Lane (Littleport) LLP includes accrued interest of £0.8m (2025: £0.7m).

The Group's share of assets and liabilities of jointly controlled entities is as follows:

	2026 £m	2025 £m
Current assets	**7.1**	11.1
Non-current assets	**-**	-
Current liabilities	**(0.7)**	(1.2)
Non-current liabilities (or members loans)	**(1.0)**	(5.7)
Net assets at balance sheet date	**5.4**	4.2

The Group's share of profit in joint ventures is as follows:

	2026 £m	2025 £m
Revenue	**9.8**	13.0
Expenses	**(8.6)**	(11.7)
Share of profit for the year	**1.2**	1.3

19. Stocks and work in progress

	Group	
	2026 £m	2025 £m
Consumable stock	4.9	4.5
Work in progress	5.1	3.7
Properties developed for outright sale	125.6	108.6
Land costs	42.3	12.3
Cost of first tranche element of shared ownership properties	62.1	50.0
	240.0	179.1
Shared ownership properties		
Completed	14.0	17.5
Under construction	48.1	32.5
	62.1	50.0
Properties in development for outright sale		
Completed	8.9	10.7
Under construction	116.7	97.9
	125.6	108.6

20. Trade and other debtors

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Amounts falling due within one year				
Rent arrears	35.8	39.6	-	-
Less: provision for bad debts	(20.1)	(17.0)	-	-
	15.7	22.6	-	-
Trade debtors	3.8	3.7	-	-
Amounts due from group companies	-	-	126.6	84.0
Other debtors	39.5	40.7	-	-
Prepayments and accrued income	34.4	29.5	17.9	14.7
	93.4	96.5	144.5	98.7
Amounts falling due after more than one year				
Amounts due from group companies	-	-	2,898.8	1,129.5
Other debtors	8.7	10.5	-	-
	8.7	10.5	2,898.8	1,129.5

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21. Current asset investments

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Opening fair value at 1 April	**31.8**	31.4	-	-
Additions to investments	**5.0**	-	**5.0**	-
Withdrawals from investments	**(5.0)**	-	-	-
Interest	**0.3**	0.4	-	-
Fair value at 31 March	**32.1**	31.8	**5.0**	-

Current asset investments include monies held by lenders in support of bond finance. These monies are placed in accounts charged by the lenders.

22. Cash and cash equivalents

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Cash at bank	**99.0**	179.2	**8.7**	63.0
	99.0	179.2	**8.7**	63.0

Included in the above are balances totalling £17.1m (2025: £16.4m) which are held in trust for shared ownership leaseholders.

23. Creditors: amounts falling due within one year

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Prepaid rental income	**42.4**	36.9	-	-
Loans	**28.5**	35.7	**0.1**	-
Interest rate swaps	-	0.1	-	-
Trade creditors	**30.8**	28.2	**2.9**	0.5
Obligations under finance leases	**4.2**	4.6	-	-
Amounts due to group companies	-	-	**94.2**	70.4
Social security and other taxes	**2.9**	4.4	**0.1**	-
Deferred capital grant	**13.9**	16.9	-	-
Recycled capital grant fund	**3.6**	15.3	-	-
Other creditors	**29.4**	22.2	-	-
Accruals and deferred income	**161.4**	138.0	**28.3**	0.4
	317.1	302.3	**125.6**	71.3

24. Creditors: amounts falling due after more than one year

	Group		Association	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Loans	**3,904.5**	3,741.4	**2,836.8**	1,182.1
Amounts due to group companies	**-**	-	**45.3**	-
Interest rate swaps	**11.0**	13.5	**11.0**	-
Obligations under finance lease and hire purchase contracts	**17.7**	18.7	**-**	-
Deferred capital grant	**1,785.6**	1,528.8	**-**	-
Other grants	**20.0**	15.6	**-**	-
Recycled capital grant fund	**13.8**	14.3	**-**	-
Other creditors	**6.7**	6.6	**-**	-
	5,759.3	5,338.9	**2,893.1**	1,182.1
Loans repayment profile				
Repayable within one year	**28.0**	37.3	**6.4**	-
Repayable between one and two	**81.1**	100.0	**56.7**	-
Repayable between two and five years	**269.8**	331.5	**190.0**	-
Repayable after five years	**3,549.4**	3,278.6	**2,581.2**	1,169.0
Fair value adjustments	**15.9**	37.6	**11.6**	16.3
Less: Loan finance costs	**(11.2)**	(7.9)	**(9.0)**	(3.2)
	3,933.0	3,777.1	**2,836.9**	1,182.1

The interest risk profile of loan liabilities are as follows:

	Group		Association	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Floating rate	**413.3**	562.4	**378.1**	14.8
Fixed rate	**3,515.0**	3,185.0	**2,456.2**	1,154.2
	3,928.3	3,747.4	**2,834.3**	1,169.0
			%	
Floating rate	**4.16**	5.03	**4.32**	4.85
Fixed rate	**4.02**	3.71	**4.14**	3.81

Undrawn committed borrowing facilities (all secured) at 31 March were:

	Group		Association	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Expiring within one year	**-**	125.0	**-**	-
Expiring between one and two	**-**	185.0	**-**	-
Expiring between two and five years	**1,465.0**	681.5	**1,465.0**	-
Expiring after five years	**75.0**	75.0	**-**	-
	1,540.0	1,066.5	**1,465.0**	-

24. Creditors: amounts falling due after more than one year continued

The Group uses a finance leasing model for some classes of asset. The obligations under finance leases are presented below:

Net finance lease obligations	Group	
	2026 £m	2025 £m
Not later than one year	**4.2**	4.6
Later than one year and not later than five years	**12.2**	12.2
Later than five years	**5.5**	6.5
	21.9	23.3

The obligations under finance leases are repayable by equal instalments.

Finance leases relate to vehicles used by the Group to deliver its services and the Group's investment property student accommodation portfolio.

Vehicle leases typically have a four-year term with a purchase option available at the end of the lease. The two investment property leases have 35-year lease terms and one of the leases has provision for discounted purchase at the end of the term.

25. Deferred capital grant

	Group	
	2026 £m	2025 £m
At 1 April	**1,545.7**	1,427.1
Grants received in year	**253.5**	124.7
Transferred from third party	**1.5**	2.6
Grants recycled from the recycled capital grant fund	**17.7**	11.4
Grants recycled to the recycled capital grant fund	**(5.3)**	(5.4)
Grants released to the statement of comprehensive income	**(0.9)**	(2.0)
Amortised in year	**(14.2)**	(15.1)
Amortised grant on disposal	**1.5**	2.4
As at 31 March	**1,799.5**	1,545.7
Amount due to be released within one year	**13.9**	16.9
Amount due to be released in more than one year	**1,785.6**	1,528.8
	1,799.5	1,545.7

26. Recycled capital grant

	Group	
	2026 £m	2025 £m
At 1 April	**29.6**	33.9
Inputs to reserve		
Grants recycled	**5.3**	5.4
Interest accrued	**1.1**	1.5
Homebuy grants	**0.1**	0.2
Utilised		
New build	**(17.7)**	(11.4)
Other - fire safety	**(1.0)**	-
At 31 March	**17.4**	29.6
Amounts due within one year	**3.6**	15.3
Amounts due after more than one year	**13.8**	14.3
	17.4	29.6

27. Provision for liabilities and charges

	Group	
	2026 £m	2025 £m
At 1 April	**14.3**	8.7
Adjustment to provisions	**(1.8)**	4.4
Additions	**6.4**	6.0
Utilised in year	**(9.4)**	(4.8)
At 31 March	**9.5**	14.3

Provisions include insurance, performance related pay, dilapidations and property remedial work.

28. Share capital and reserves

	Group and Association	
	2026	2025
	£	£
Issued and fully paid		
At 1 April	**10**	6
Issued	**4**	5
Cancelled	**(4)**	(1)
At 31 March	**10**	10

The share capital of the Association consists of shares with a nominal value of £1 each, which carry no rights to dividends or other income. The shares are non-withdrawable and non-transferable. When a shareholder ceases to be a shareholder, the share is cancelled and the amount paid up becomes the property of the Association.

Revaluation reserve - represents the difference on transition to FRS102 between the fair value of social housing properties and other assets and the historical cost carrying value, where deemed cost transitional relief was taken.

Income and expenditure reserve - represents the net surplus which are not restricted.

Restricted reserve - under the terms of an agreement with South Gloucestershire Council, a proportion of the proceeds from disposal of vacant dwellings is to be held in a reserve. The reserve is used, inter alia, for the provision of affordable housing within the council area. This arrangement commenced in 31 March 2017.

Cashflow hedge reserve - the cumulative effective portion of the gains and losses on our hedging instruments.

29. Analysis of changes in net debt

	As at 1 April 2025	Cashflows	Non-cash movements	Movement in creditors due within one year	As at 31 March 2026
	£m	£m	£m	£m	£m
Cash at bank and cash equivalents	179.2	(80.2)	-	-	**99.0**
Short term investments	31.8	-	0.3	-	**32.1**
	211.0	**(80.2)**	**0.3**	-	**131.1**
Other loans					
Finance leases due within one year	(4.6)	4.6	-	(4.2)	**(4.2)**
Finance leases due after more than one year	(18.7)	0.5	(3.7)	4.2	**(17.7)**
Housing loans due within one year	(35.7)	38.6	(6.9)	(24.5)	**(28.5)**
Housing loans due after more than one year	(3,741.4)	(213.9)	26.3	24.5	**(3,904.5)**
Change in debt resulting from cashflows	**(3,589.4)**	**(250.4)**	**16.0**	-	**(3,823.8)**

Non-cash transactions

The Group has acquired £3.7m (2025: £2.9m) tangible fixed assets under finance leases, which have been capitalised as part of the asset, being the present value of the minimum lease payments. The residual non-cash movement relates to debt issue costs and fair value loan adjustments.

30. Cash flow from operating activities

	Group	
	2026 £m	2025 £m
Surplus for the year	**185.7**	187.0
Adjustments for non-cash items		
Movement in value of investment property	**(2.4)**	(1.5)
Movement in value of swaps	**(0.7)**	(2.2)
Net interest expense	**145.5**	116.4
Gain on shared equity loans	**(0.4)**	(0.2)
Depreciation of fixed assets and amortisation of intangible fixed assets	**135.8**	129.6
Amortisation of grants	**(14.2)**	(15.1)
(Increase)/decrease in stock	**(50.1)**	5.7
Decrease/(increase) in trade and other debtors	**1.2**	(24.0)
Increase in trade and other creditors and provisions	**17.3**	29.1
Pension costs less contributions payable	**(8.7)**	(10.1)
Gain on disposal of fixed assets	**(61.9)**	(48.9)
Share of profit in joint ventures	**(1.2)**	(1.3)
Net cash generated from operating activities	**345.9**	364.5

31. Capital commitments

	Group	
	2026 £m	2025 £m
Capital expenditure contracted for but not provided for in the financial statements	**1,363.6**	957.2
Capital expenditure authorised but not yet contracted for	**104.1**	440.2

These commitments are to be financed by the receipt of social housing grant and a mixture of loan finance, reserves and proceeds from the sales of housing properties as follows:

	2026	2025
Social housing grant	**100.0**	136.0
Proceeds from the sale of properties	**207.7**	174.8
Loans and reserves	**1,160.0**	1,086.6
	1,467.7	1,397.4

32. Other financial commitments

The minimum lease payments due under operating leases are as follows:

	Group		Association	
	Total leases			
	2026 £m	2025 £m	2026 £m	2025 £m
Operating leases which expire				
Within one year	**1.9**	2.0	**0.1**	-
Within two to five years	**2.7**	3.1	**-**	-
After more than five years	**1.2**	1.6	**-**	-
	5.8	6.7	**0.1**	-

33. Financial instruments

Financial instruments may be analysed as follows:

	Group		Association	
	2026 £m	2025 £m	**2026 £m**	2025 £m
Financial assets measured at fair value				
Derivative financial instruments	**6.2**	4.0	**6.2**	-
Financial liabilities measured at fair value				
Derivative financial instruments	**(11.0)**	(13.6)	**(11.0)**	-

Hedge accounting

The following table indicates the periods in which the cash flows associated with cash flow hedging instruments are expected to occur as required by FRS 102 for the cash flow hedge accounting models as well as expected cashflows for the non hedged interest rate swaps.

	Group and Association 2026					
	Carrying amount £m	Expected cash flows £m	1 year or less £m	1 to <2 years £m	2 to <5 years £m	5 years and over £m
Hedged interest rate swaps						
Assets	6.2	7.7	1.1	1.5	1.6	3.5
Liabilities	(4.3)	(5.3)	(0.7)	(0.6)	(1.9)	(2.1)
	1.9	**2.4**	**0.4**	**0.9**	**(0.3)**	**1.4**
Non hedged interest rate swaps						
Assets	-	-	-	-	-	-
Liabilities	(6.7)	(8.6)	(0.7)	(0.6)	(2.2)	(5.1)
	(6.7)	**(8.6)**	**(0.7)**	**(0.6)**	**(2.2)**	**(5.1)**

	Group 2025					
	Carrying amount £m	Expected cash flows £m	1 year or less £m	1 to <2 years £m	2 to <5 years £m	5 years and over £m
Hedged interest rate swaps						
Assets	4.0	5.3	1.5	0.2	0.7	2.9
Liabilities	(6.3)	(7.7)	(0.7)	(0.9)	(2.5)	(3.6)
	(2.3)	**(2.4)**	**0.8**	**(0.7)**	**(1.8)**	**(0.7)**
Non hedged interest rate swaps						
Assets	-	-	-	-	-	-
Liabilities	(7.3)	(9.6)	(0.6)	(0.7)	(2.2)	(6.1)
	(7.3)	**(9.6)**	**(0.6)**	**(0.7)**	**(2.2)**	**(6.1)**

Of the £4m financial assets measured at fair value, in the prior year £3.1m was recognised as financial assets and £0.9m as debtors falling due within one year.

34. Grant and financial assistance

The total accumulated government grant and financial assistance received or receivable at 31 March was as follows:

	Group	
	2026 £m	2025 £m
Held as deferred capital grant	**1,799.5**	1,545.7
Held as other grants	**20.0**	15.6
Recognised as income in statement of comprehensive income	**253.7**	241.6
	2,073.2	1,802.9

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35. Related party transactions

Transactions with non-regulated members of the Group:

	Group 2026								
	Income				Expenditure				Balance
Non-registered entity	Gift aid £m	Management recharges £m	Scheme management £m	Interest receivable £m	Development services £m	Other services £m	Grant £m	Interest payable £m	Debtor/ (creditor) £m
Bromford Developments Limited	1.5	0.6	-	18.4	(67.3)	-	-	-	30.7
Bromford Assured Homes Limited	0.5	0.1	-	-	-	-	-	-	(3.9)
Flagship Housing Developments Limited	3.2	2.8	-	-	(42.1)	-	-	-	(34.7)
Gasway Services Limited	1.4	0.8	-	-	-	(20.6)	-	-	0.2
Flagship Finance PLC	-	-	-	-	-	-	-	(5.7)	(213.1)
Hopestead	-	-	-	-	-	-	(1.4)	-	-
RFT Repairs Limited	-	-	-	-	-	-	-	-	(1.9)
Westco	-	-	-	-	(70.1)	-	-	-	(0.8)
Arc Developments South West Limited	-	-	-	-	-	-	-	-	0.5
Great Western Assured Growth Limited	-	-	-	-	-	-	-	-	(10.0)
LiveWest Properties Limited	-	-	0.3	-	-	-	-	-	0.3
LiveWest Treasury Limited	-	-	-	-	-	-	-	(27.2)	-
	6.6	4.3	0.3	18.4	(179.5)	(20.6)	(1.4)	(32.9)	(232.7)

35. Related party transactions continued

	Group 2025							
	Income			Expenditure				Balance
Non-registered entity	Gift aid £m	Management recharges £m	Interest receivable £m	Development services £m	Other services £m	Grant £m	Interest payable £m	Debtor/ (creditor) £m
Bromford Developments Limited	0.1	0.5	0.1	(56.8)	-	-		26.1
Bromford Assured Homes Limited	0.4	0.1	-	-	-	-		0.7
Flagship Housing Developments Limited	5.5	2.8	-	(48.9)	-	-		(24.4)
Gasway Services Limited	1.2	0.7	-	-	(20.0)	-	-	(1.4)
Flagship Finance PLC	-	-	-	-	-	-	(4.2)	(212.1)
Hopestead	-	-	-	-	-	(1.5)	-	-
RFT Repairs Limited	-	-	-	-	-	-	-	(1.9)
Blue Flame (Colchester) Limited	-	-	-	-	-	-	-	0.6
Westco	-	-	-	(56.1)	-	-	-	83.7
Arc Developments South West Limited	-	-	-	-	-	-	-	0.5
Great Western Assured Growth Limited	-	-	-	-	-	-	-	(10.0)
LiveWest Properties Limited	-	-	-	-	-	-	-	0.4
LiveWest Treasury Limited	-	-	-	-	-	-	(26.2)	(866.3)
	7.2	**4.1**	**0.1**	**(161.8)**	**(20.0)**	**(1.5)**	**(30.4)**	**(1,004.1)**

	Association 2026				Association 2025			
	Income			Balance	Comparatives			Balance
Non-registered entity	Gift aid £m	Management recharges £m	Interest receivable £m	Debtor/ (creditor) £m	Gift aid £m	Management recharges £m	Interest receivable £m	Debtor/ (creditor) £m
Bromford Developments Limited	**1.5**	**0.6**	**18.4**	**12.4**	0.1	0.5	0.1	5.5
Bromford Assured Homes Limited	**0.5**	**0.1**	**-**	**(1.2)**	0.4	0.1	-	1.1
	2.0	**0.7**	**18.4**	**11.2**	0.5	0.6	0.1	6.6

During the year the Group has incurred charges of £64k (2025: £85k) in respect of services provided from a company which had a common director. At the year end the balance due to the supplier was £nil (2025: £nil).

36. Contingent liabilities

The Group has acquired a number of properties where grant is considered to be part of the acquisition cost and is not accounted for separately in the statement of financial position. This contingent liability will be realised if the assets to which the grant relates are disposed.

As at 31 March 2026 this contingent liability is £138m (2025: £131m).

37. Pension obligations

During the year, the Group participated in five defined benefit (DB) schemes; the Bromford DB Scheme (BDBS), The Pensions Trust – Flagship Housing Group ex-SHPS Scheme - (FHGS), the LiveWest Social Housing Pension Scheme (SHPS), The Growth Plan and the Devon County Council pension fund (LGPSD). Except for BDBS and FHGS, all of the schemes are multi-employer DB schemes. The assets of the pension schemes are held separately from those of the Association.

In the prior year the Group exited the Avon Pension Fund (LGPSA), the Norfolk County Council Pension Fund (LGPSN) and Suffolk County Council Pension Fund (LGPSS).

The Group also participates in various defined contribution schemes, to meet its obligations for auto-enrolment which applied from October 2013.

Further details of pension obligations are given under each scheme below.

Summary of Pension Schemes actuarial gain/(loss) and balances

	Group	
	2026 £m	2025 £m
Actuarial loss to pensions schemes		
BDBS	**1.4**	(1.2)
FHGS	**0.5**	0.1
LGPSA	-	1.4
LGPSS	-	(1.9)
SHPS	**1.1**	2.4
LGPSD	**(0.1)**	-
	2.9	0.8
Provisions for pensions		
BDBS	**(8.3)**	(10.5)
FHGS	-	(2.5)
SHPS	**(9.9)**	(15.4)
LGPSD	-	-
	(18.2)	(28.4)

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37. Pension obligations continued

The Pensions Trust

During the year the Group participated in four defined benefit pension schemes administered by The Pensions Trust.

BDBS

The Bromford DB scheme (BDBS) which is a separate trustee administered DB scheme set up on 31 March 2018 following the transfer of obligations from the Bromford section of the Social Housing Pension Scheme (SHPS) and subsequent transfer of obligations from the Merlin Housing Society section of SHPS on 30 September 2019. The scheme holds the pension assets to meet long term pension liabilities. Scheme liabilities have been based on data provided for the actuarial valuation as at 30 September 2024. These have been updated to 31 March 2026 by a qualified actuary, independent of the scheme's sponsoring employer. The material assumptions used by the actuary are included in the following tables. The Group has agreed a schedule of contributions with the Trustee, with an effective date of 30 September 2024.

FHGS

The Flagship Housing ex-SHPS Scheme (FHGS) administered by The Pensions Trust is a single employer defined benefit scheme. The Group is solely responsible for schemes assets and liabilities. On 31 December 2024 the scheme closed to accrual by virtue of a contractual exercise. All active members exited the scheme removing entitlement to future accrual from this date. A comprehensive actuarial valuation of the FHGS scheme, using the projected unit credit method, was carried out at 30 September 2022. These have been updated to 31 March 2026 by a qualified actuary, independent of the scheme's sponsoring employer.

TPT member benefit review

There is an ongoing legal review of scheme benefit changes that is being undertaken by TPT (the trustee of the BDBS). The review specifically relates to historic changes to the scheme rules and is not expected to be concluded until later in 2026.

SHPS

The Social Housing Pension Scheme (SHPS) and The Growth Plan are both multi-employer schemes providing benefits to non-associated employers and are classified as 'last-man standing arrangements'. Therefore the Group 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.

The Social Housing Pension Scheme (SHPS) defined benefit schemes provides benefits to non associated employers and was closed to future accrual on 31 March 2020. A full actuarial valuation for the SHPS scheme was carried out with an effective date of 30 September 2023 which showed assets of £2,570m, liabilities of £3,263m and a deficit of £693m. Since the last valuation in 2020, there has been a significant change in market conditions, which has contributed to a fall in both asset and liability values and employer deficit contributions. To eliminate this shortfall the Trustee and participating employers agreed a recovery plan for additional contributions to 31 March 2028 when the deficit is expected to be fully funded. A contribution of £5.2m will be payable in 2026-27.

Growth Plan

The Growth Plan is a multi-employer scheme providing benefits to non-associated employers. The scheme is classified as a defined benefit scheme in the UK, however, it is not possible for the Group to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

A full actuarial valuation for the Growth Plan was carried out at 30 September 2023. This valuation showed assets of £515m, liabilities of £531m and a deficit of £16m. To eliminate this funding shortfall, the Trustee and participating employers agreed a recovery plan to 31 March 2028. The LiveWest liability is £6,000 of which £2,000 is payable in 2026-27.

37. Pension obligations continued

Devon County Council pension fund (LGPSD)

The Group participates in this fund as an admitted body under the Local Government Superannuation Regulations 1986. The Local Government Superannuation Scheme is funded jointly by employees participating in the scheme and LiveWest. The scheme is a defined benefit salary scheme based on final pensionable salary and is closed to new entrants. The scheme is administered by Devon County Council. The scheme operated two separate admission agreements relating to Tor Homes and West Devon Homes which were consolidated into one agreement on 31 March 2016. Past service deficit payments of £82,000 were made during the year in accordance with the funding agreement.

The last valuation was carried out as at 31 March 2025 and has been updated by independent actuaries to the Devon Council Pension Fund to take account of the income and expenditure items for the period to 31 March 2026. Liabilities are valued on an actuarial basis using the projected unit method which assesses the future liabilities discounted to their present value. This pension scheme was closed to future accrual on 31 May 2016.

The material assumptions used by the actuary are shown below:

	BDBS		FHGS		SHPS		LGPSD	
	2026 %	2025 %	2026 %	2025 %	2026 %	2025 %	2026 %	2025 %
Discount rate	**6.3**	5.9	**6.2**	5.9	**6.1**	5.9	**6.0**	5.7
Salary/pension growth	**3.0**	2.8	**3.0**	2.9	**4.0**	3.8	**3.9**	4.0
Inflation (RPI)	**3.2**	3.1	**3.3**	3.1	**3.3**	3.1	**3.3**	3.3
Inflation (CPI)	**3.0**	2.8	**3.0**	2.9	**3.0**	2.8	**2.9**	3.0

The mortality assumptions used were as follows:

	BDBS		FHGS		SHPS		LGPSD	
	2026 Years	2025 Years	2026 Years	2025 Years	2026 Years	2025 Years	2026 Years	2025 Years
Males								
Current pensioners	**22.4**	21.9	**23.0**	22.1	**20.9**	20.5	**21.5**	21.4
Future pensioners retiring in 20 years	**24.5**	24.2	**25.0**	24.4	**23.2**	23.0	**24.2**	22.7
Females								
Current pensioners	**24.0**	23.5	**24.6**	23.7	**22.2**	21.7	**23.1**	22.7
Future pensioners retiring in 20 years	**25.9**	25.6	**26.4**	25.8	**24.6**	24.5	**25.9**	24.1

Contributions for the year ended 31 March 2026 and 31 March 2025:

	BDBS		FHGS		SHPS		LGPSD	
	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m
Employer	**2.5**	2.6	**2.2**	2.4	**5.3**	5.6	**0.1**	0.1
Employee	**0.1**	-	**-**	-	**-**	-	**-**	-

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37. Pension obligations continued

Agreed contributions for future years (BDBS is the only open pension scheme, the others are closed to future accrual and therefore no future contributions are required):

	BDBS		FHGS		SHPS		LGPSD	
	2026 %	2025 %	2026 %	2025 %	2026 %	2025 %	2026 %	2025 %
Employee								
1/80th DB section	14.5	14.5	-	-	-	-	-	-
1/120th DB section	4.7	4.7	-	-	-	-	-	-
Employer	10.0	10.0	-	-	-	-	-	-

Reconciliation of scheme assets and liabilities:

	BDBS			FHGS			SHPS			LGPSD		
	Assets £m	Liabilities £m	Total £m	Assets £m	Liabilities £m	Total £m	Assets £m	Liabilities £m	Total £m	Assets £m	Liabilities £m	Total £m
At 1 April 2025	64.0	(74.5)	(10.5)	31.1	(33.6)	(2.5)	93.4	(108.8)	(15.4)	10.3	(9.4)	0.9
Benefits paid	(2.9)	2.9	-	(1.8)	1.8	-	(5.3)	5.3	-	(0.6)	0.6	-
Expenses	(0.2)	-	(0.2)	(0.1)	-	(0.1)	-	(0.2)	(0.2)	-	-	-
Employer contributions	2.5	-	2.5	2.2	-	2.2	5.3	-	5.3	0.1	-	0.1
Member contributions	0.1	(0.1)	-	-	-	-	-	-	-	-	-	-
Current service cost	-	(0.9)	(0.9)	-	-	-	-	-	-	-	-	-
Interest income/(expense)	3.8	(4.4)	(0.6)	1.8	(1.9)	(0.1)	5.5	(6.2)	(0.7)	0.6	(0.5)	0.1
Re-measurement gains/(losses)	(1.0)	2.4	1.4	(0.6)	1.3	0.7	(0.4)	1.5	1.1	0.3	(1.0)	(0.7)
	66.3	(74.6)	(8.3)	32.6	(32.4)	0.2	98.5	(108.4)	(9.9)	10.7	(10.3)	0.4
Restriction on surplus	-	-	-	-	-	(0.2)	-	-	-	-	-	(0.4)
	-	-	(8.3)	-	-	-	-	-	(9.9)	-	-	-

37. Pension obligations continued

Total cost recognised as an expense:

	BDBS		FHGS		SHPS		LGPSD	
	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m
Expenses	0.2	0.8	0.1	-	0.2	0.1	-	-
Service cost	0.9	1.1	-	0.3	-	-	-	-
Total operating charge	1.1	1.9	0.1	0.3	0.2	0.1	-	-
Net interest on pension liabilities	0.6	0.4	0.1	0.2	0.7	1.0	(0.1)	-
Total	1.7	2.3	0.2	0.5	0.9	1.1	(0.1)	-

The fair value of the plan assets was:

	BDBS		FHGS		SHPS		LGPSD	
	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m
Liability driven investment	24.8	23.8	10.1	10.6	30.0	28.3	-	-
Equity	7.9	6.7	4.1	3.2	10.9	10.5	5.5	5.4
Bonds/debt	4.7	4.0	7.5	6.1	-	-	3.0	2.4
Cash	1.1	1.2	1.4	0.8	-	-	-	-
Infrastructure	-	-	-	-	-	-	1.1	1.1
Liquid alternative investments	11.5	10.8	1.0	2.3	17.6	17.3	-	-
Property	3.2	2.9	0.8	1.5	14.1	15.9	0.8	0.9
Private credit	7.5	7.1	2.0	2.1	-	-	-	-
Other	5.6	7.5	5.7	4.5	25.9	21.4	0.3	0.5
Total	66.3	64.0	32.6	31.1	98.5	93.4	10.7	10.3

The plan assets noted above do not include any of the Group financial instruments nor is any property occupied by any Group entity.

37. Pension obligations continued

The return on the plan assets was:

	BDBS		FHGS		SHPS		LGPSD	
	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m	2026 £m	2025 £m
Return on plan assets	2.7	(6.3)	1.2	(2.7)	5.1	(2.5)	0.4	(0.1)

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

	BDBS		FHGS		SHPS		LGPSD	
	Approximate % increase to Defined Benefit Obligation	Approximate monetary amount (£m)	Approximate % increase to Defined Benefit Obligation	Approximate monetary amount (£m)	Approximate % increase to Defined Benefit Obligation	Approximate monetary amount (£m)	Approximate % increase to Defined Benefit Obligation	Approximate monetary amount (£m)
Changes in assumptions at 31 March 2026								
Discount rate +/- 0.1%	+/- 2%	+/- 1.5	+/- 2%	+/- 0.6	+/- 2%	+/- 2.2	+/- 2%	+/- 0.2
Inflation assumptions +/- 0.1%	+/- 2%	+/- 1.5	+/- 2%	+/- 0.6	+/- 2%	+/- 2.2	+/- 2%	+/- 0.2
Life expectancy +/-1 year	+/- 3.5%	+/- 2.6	+/- 3.5%	+/- 1.1	+/- 3.5%	+/- 3.8	+/- 3.5%	+/- 0.4

38. Merger

On 29 January 2026 Bromford Flagship Limited (BF) and its subsidiaries merged with LiveWest Homes Limited (LW) and its subsidiaries. On completion of the merger, the name of the newly formed Group was changed to Bromford Flagship LiveWest Limited (BFL). The Group financial statements presented here incorporate the results of the organisations prior to the merger and the new entity from merger date to 31 March 2026.

The share of total comprehensive income for the prior year, the share of total comprehensive income in the current year to the merger date with the effect of any accounting policy adjustments and the contribution post merger date and the share of the net assets at merger date are disclosed in accordance with FRS102.

Total comprehensive income and net assets share in the year of merger:

	Bromford Flagship £m	LiveWest £m	Merger adjustments £m	At merger date £m	Post merger £m	At 31 March 2026 £m
Turnover	526.4	258.7	-	**785.1**	160.5	**945.6**
Operating surplus for the year	195.2	70.7	4.7	**270.6**	57.1	**327.7**
Total comprehensive income for the year	110.4	38.2	4.7	**153.3**	38.7	**192.0**
Net assets	2,442.9	931.2	4.7	**3,378.8**	40.4	**3,419.2**

Total comprehensive income and net assets share in the prior year:

	Bromford Flagship £m	LiveWest £m	At 31 March 2025 £m
Turnover	607.2	310.5	917.7
Operating surplus for the year	215.4	84.1	299.5
Total comprehensive income for the year	134.8	57.7	192.5
Net assets	2,332.8	894.8	3,227.6

Merger adjustments

A review of Bromford Flagship and LiveWest was undertaken in order to identify material differences in accounting treatment. Accounting policies have been reviewed and they are largely comparable with the exception of component capitalisation.

An adjustment has been applied to ensure consistency of component capitalisation, this amounted to £4.7m and has increased operating surplus, total comprehensive income and net assets accordingly.

Bromford
Flagship
LiveWest