

**MERLIN HOUSING SOCIETY LIMITED**

**Financial Statements**

**for the year ended 31 March 2025**

**Co-operative and Community Benefit Society  
Registration Number 30012R**

**Regulator of Social Housing  
Registration Number L4485**

**Bromford.**

# **Merlin Housing Society Limited**

## **Financial Statements**

**For the Year Ended 31 March 2025**

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## Merlin Housing Society Limited

### Board Members as at 31 March 2025:

The board members who served from 1 April 2024 up to the date of approval of these financial statements were as follows:

|   | Position                                    | Meetings attended 2024/25 |
|---|---|---------------------------|
| Steve Dando (resigned 27 Feb 2025)      | Independent Non-Executive Director<br>Chair | 12/12                     |
| Peter Hawes (appointed 28 Feb 2025)     | Independent Non-Executive Director<br>Chair | 2/2                       |
| Richard Bird                            | Independent Non-Executive Director          | 14/14                     |
| Dame Sandra Horley                      | Independent Non-Executive Director          | 13/14                     |
| Charles Hutton-Potts                    | Independent Non-Executive Director          | 14/14                     |
| Neil Rimmer                             | Independent Non-Executive Director          | 14/14                     |
| Jerry Toher                             | Independent Non-Executive Director          | 11/14                     |
| Robert Nettleton                        | Chief Executive                             | 14/14                     |
| Paul Walsh                              | Chief Finance Officer                       | 14/14                     |
| Celia Tredget (appointed 28 Feb 2025)   | Independent Non-Executive Director          | 2/2                       |
| Steven Barford (appointed 28 Feb 2025)  | Independent Non-Executive Director          | 2/2                       |
| Emma Barton (appointed 28 Feb 2025)     | Independent Non-Executive Director          | 2/2                       |
| Roger Lee (appointed 28 Feb 2025)       | Independent Non-Executive Director          | 2/2                       |
| David Armstrong (appointed 28 Feb 2025) | Chief Operating Officer                     | 2/2                       |

|                   |
|-------------------|
| Company Secretary |
| Sarah Beal        |

### Advisors:

#### External Auditors:

Beever and Struthers  
The Colmore Building  
20 Colmore Circus  
Queensway,  
Birmingham, B4 6AT

#### Business Assurance Provider:

PricewaterhouseCoopers LLP  
2 Glass Wharf  
Bristol BS2 0FR

#### Bankers:

Lloyds Bank plc  
25 Gresham Street  
London  
EC2V7HN

#### Taxation Advisor:

Deloitte LLP  
Four Brindley Place,  
Birmingham,  
B1 2HZ.

### Registered office:

Shannon Way  
Ashchurch  
Tewkesbury  
GL20 8ND

## **Merlin Housing Society Limited**

### **Board and Strategic Report For the year end 31 March 2025**

The board of Merlin Housing Society Limited ('MHS') is pleased to present its annual report and financial statements for the year ended 31 March 2025.

#### **Who are we and what do we do?**

MHS is a subsidiary of Bromford Flagship Limited ('BFL'). Merlin is a registered provider of social housing and a registered association under the Co-operative and Community Benefit Societies Act 2014.

The group exists to provide affordable homes for people who can't access market housing. We believe in providing safe, secure and warm homes, but we're ultimately a people business. Not only do we care about what happens to people that live in a Bromford home, we want people to thrive.

That's why our purpose is simple and honest: *Enabling people to thrive.*

Bromford is a housing group – one that owns over 82,000 homes, has individual relationships with more than 170,000 customers and has a very strong balance sheet.

MHS's principal activities are to develop and manage affordable homes for sale, rent or shared ownership and to provide a range of services that help customers to thrive.

#### **Our board – who are they and what do they do?**

BFL is the parent company of MHS. Under the group's Governance Framework, MHS delegates matters of governance and financial authority to the BFL board (The board).

The BFL board's role is to set and uphold Bromford Flagship's strategy and values and to make sure that effective leadership and sufficient resources are in place for the group to achieve its strategic aims and objectives. The board monitors and tests performance in relation to approved plans and budgets and is also responsible for determining risk appetite, to make sure good governance and decision-making is taking place. It promotes and supports our probity and values and ensures there are succession plans for board members and the senior team. The group's day-to-day leadership is delegated to the Chief Executive.

#### **Board composition, meetings, decisions and delegations**

Bromford Flagship Limited operates a group structure with coterminous boards across the five main entities – the parent – Bromford Flagship Limited and our main operating subsidiaries Bromford Housing Association (BHA), Merlin Housing Society (MHS), Flagship Housing (FHL) and Bromford Home Ownership (BHO). The membership of all entities is the same except for BHO where two members, Charles Hutton Potts and Roger Lee are not members. This is in line with our group Conflicts of Interest Policy and protects the charitable interests of BFL, BHA, FHL and MHS. All members of the board, executive and non-executive make decisions by working together and achieving a general consensus. Certain board members are also directors of the other subsidiaries in the group.

The board met 14 times in 2024 to 2025. Each board meeting has a planned agenda which allows enough time to discuss both strategic and operational matters and includes consideration of performance and risk management. There are significant opportunities provided for the board to influence strategy. The board receives regular information to help it identify and respond to future opportunities and challenges. The board engages specialists and expert independent advisors to attend meetings to provide sector insight where necessary.

#### **Board effectiveness**

All board members are expected to contribute to a culture of clear and open debate. This is to promote informed and prudent decision making and members are expected to keep developing and refreshing their knowledge and skills so they can continue to make positive contributions to board discussions.

## **Merlin Housing Society Limited**

### **Board and Strategic Report For the year end 31 March 2025**

Each year the board carries out a formal evaluation of board, committee and individual director performance. At least every three years, as recommended by the code, this evaluation is facilitated by an external advisor to provide an independent perspective. The last independent review was carried out by Campbell Tickell during 2023 to 2024 and no material matters of concern were identified. Altair have been asked to undertake a further review and will report in the summer of 2025.

#### **Board and Committee decision-making**

Although there is a coterminous board, the individual entities make decisions as appropriate. To retain control of key decisions and to provide a clear division of responsibility the board and the other registered providers in the group have identified 'reserved matters' that only those boards can approve. Other matters, decision making and otherwise, have been delegated by the boards to the board committees and panels. Any matters outside of these delegations fall within the chief executive's responsibility and authority.

Over the past 12 months we have reviewed our committee and panel structure to ensure that we can deliver at scale and pace and that the board has a direct line of sight to the voice of our customers. We have implemented customer led scrutiny, the outputs of which will be monitored by the Audit and Risk Committee.

The board and each committee or panel receive sufficient, reliable and timely information in advance of meetings and are provided with or are given access to all the necessary resources and expertise to enable them to undertake their duties in an effective manner. Further details about the committee and panel structure is included in the BFL annual report and accounts.

#### **Audit and Risk Committee**

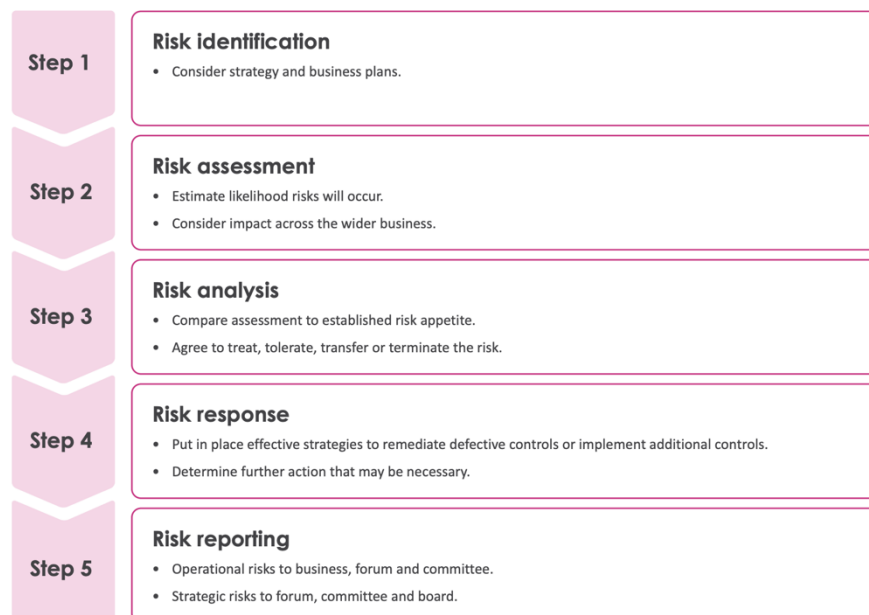
The committee provides oversight and advice to the board on the matters listed in its terms of reference including the monitoring of the integrity of financial reporting, the audit process and Bromford Flagship's systems of internal control. The committee also oversees risk management and compliance, including landlord health and safety. The committee makes recommendations to the board on the level of risk appetite acceptable to the organisation. The committee is authorised to seek external legal or other independent professional advice but did not need to do so during the year. The committee did consider the work of corporate advisors and specialists regarding material risk, governance and control aspects as part of board oversight. The committee has the opportunity to hold private discussions with the internal and external auditors without management present. The committee chair regularly holds one-to-one meetings with the chief risk officer, chief finance officer, head of internal audit and external auditor to better understand any areas for concern or issues.

#### **Risk management**

The group has a risk management process in place through which our principal risks and related controls are identified, assessed and managed. Our board has overall responsibility for setting our risk appetite and ensuring there is an effective risk management process in place. Applying the principles of risk management effectively allows the group to create value, by enabling us to take informed decisions whilst protecting value by reducing the uncertainty of achieving our strategy.

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 goals. 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.

**Board and Strategic Report  
For the year end 31 March 2025**



The group operates a three lines assurance model, targeted at areas of greatest risk. Using a risk-based approach provides an effective programme of assurance which considers areas that we know are high risk. This approach ensures clear separation between risk and control ownership (first line), oversight, support and challenge (second line) and audit (third line). We regularly reassess our assurance activity as risk is reduced in certain areas and increased where new risks are emerging, resulting in a proportionate assurance application. In addition, we also update the group assurance map every six months to provide visibility of assurance across the whole risk landscape which supports effective decision making by board.

**Risk appetite**






A full end-to-end risk appetite review was undertaken by the board in February 2025. The risk appetite has been updated to ensure it remains forward-looking and is reflective of and aligned to the strategy and evolving priorities.

Across ten key enterprise risk types they set out the type and amount of risk we are prepared to accept as we deliver our strategy, plans and run our day-to-day operations. These are integral to our corporate decision making.

No business is free of risk and to deliver our strategy we often need to take risk. We only take risk that is in line with our risk appetite, our purpose, our culture and our strategy. Risk we accept must be clearly understood and regularly reviewed and managed effectively. We measure, monitor and report our exposures within agreed tolerances, with forward looking risk indicators and triggers in place. 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.

## Merlin Housing Society Limited

### Board and Strategic Report For the year end 31 March 2025

|   | Averse  | Minimalist | Balanced | Flexible | Open |
|---|---|------------|----------|----------|------|
| <b>Health and Safety</b><br>Our risk appetite is <b>averse</b> for health and safety risks. We have zero tolerance for actions or omissions that could compromise the health and safety of individuals affected by our operations. We are committed to upholding the highest standards of health and safety compliance, proactively identifying and mitigating risks and fostering a culture of safety throughout the organisation.   |      |            |          |          |      |
| <b>Customers and communities</b><br>Our overall customers and communities risk appetite is <b>balanced</b> . We prioritise the safety, well-being and satisfaction of our customers and are committed to working with and supporting strong, vibrant communities. While we are open to innovative approaches that can enhance the quality of life for our customers, we are cautious about accepting risks that could negatively impact their well-being or trust in our organisation.  |    |            |          |          |      |
| <b>Legal and Regulatory</b><br>Our legal and regulatory risk appetite is generally <b>minimalist</b> , as we will do everything that is reasonably practicable to ensure compliance and is <b>averse</b> with respect to landlord compliance.<br><br>We are committed to conducting our operations with the highest standards of legal and ethical integrity, recognising that compliance is fundamental to maintaining stakeholder trust and ensuring the sustainability of our organisation.  |    |            |          |          |      |
| <b>Financial</b><br>Our risk appetite is <b>minimalist</b> for financial risk. The risk of the group having inadequate income, cash flow or liquidity to meet current or future requirements and expectations, including the careful consideration and balance of investment in our new and existing homes.<br><br>It includes loss of earnings capacity or liquidity arising from mismatches between assets, funding and other commitments and which may be exposed to changes to market rates or conditions.  |    |            |          |          |      |
| <b>People and culture</b><br>The people and culture risk appetite is <b>flexible</b> to support the delivery of our strategy and vision, fostering a learning organisation and a high-performance culture. These risks have the potential to impact service quality, organisational reputation, compliance with laws and overall operational efficiency. By embracing flexibility, the organisation ensures its culture and people strategies remain aligned with its goals while prioritising continuous learning, innovation and excellence in performance. |  |            |          |          |      |

## Merlin Housing Society Limited

### Board and Strategic Report For the year end 31 March 2025

|  | Averse | Minimalist | Balanced | Flexible | Open |
|--|--------|------------|----------|----------|------|
| <b>Innovation</b><br><br>Our overall innovation risk appetite is <b>flexible</b> . We recognise that innovation often involves venturing into uncharted territory, which can carry significant risk. However, we believe that taking calculated risks in innovation is crucial to enhance our services, improve operational efficiency and meet the evolving needs of our customers and stakeholders.  |        |            |          | ↔        |      |
| <b>Environmental, Social, Governance (ESG)</b><br><br>Our overall ESG appetite is <b>balanced</b> . We recognise the importance of integrating ESG considerations into our operations and decision-making processes. While we are willing to embrace opportunities that advance our ESG goals, we prioritise compliance with environmental regulations, social responsibilities and governance standards to safeguard our reputation and customer/ stakeholder trust.                |        |            | ↔        |          |      |
| <b>Technology</b><br><br>Our overall risk appetite for technology is <b>balanced</b> . We recognise that embracing new technologies can involve significant risks, but also offers substantial opportunities to improve our services, streamline operations and better meet the needs of our tenants and stakeholders. We are committed to taking calculated risks in technology to drive innovation and organisational growth, while ensuring that risks are managed appropriately. |        |            | ↔        |          |      |
| <b>Development of new homes</b><br><br>Our overall development risk appetite is <b>open</b> . We understand that pursuing new home opportunities involves inherent risks, but we understand at times we will need to take calculated risks to deliver our growth ambitions and create more homes for future customers. We aim to balance growth opportunities with appropriate risk management to ensure the long-term sustainability of the organisation.                           |        |            |          |          | ↔    |
| <b>Strategic</b><br><br>Our overall strategic activity risk appetite is <b>flexible</b> . We recognise that to fulfil our strategy and remain responsive to the changing needs of our customers and communities, we must engage in strategic initiatives that may carry inherent risks. We are committed to taking calculated risks in pursuit of our strategic goals, balancing innovation and growth with prudent risk management.   |        |            |          | ↔        |      |



**Board and Strategic Report  
For the year end 31 March 2025**

**Our principal risks**

The principal risks and associated indicators are monitored monthly by the board. Business risks are monitored for emerging threats and operational trends, with escalation through Executive Committees, Audit and Risk Committee and then to board.

The list of principal risks does not comprise all of the risks the group faces and they are not presented in order of importance. The nature of the risk means the landscape can alter and we provide regular updates to the risks to reflect this. Below we set out the profile of risks for the group.

| <b>Death, injury or harm</b>  |  | <b>Direction of travel: static</b>  |
|---|--|---|
| <b>Risk:</b> Our approach to health and safety lacks robust controls and oversight. This results in death, injury or harm caused to colleagues, customers, contractors or the public.   |  |   |
| <b>Risk mitigations:</b> <ul style="list-style-type: none"> <li>a well-established health and safety policy and framework sets out no one should be harmed by what we do</li> <li>audit and risk committee and board receive independent assurance from technical experts throughout the year</li> <li>monitoring of our supply chain to ensure safe practice</li> <li>Safety Hub, our dedicated health and safety software allows real time recording of incidents and near misses to allow prompt review and analysis</li> <li>external health and safety provider for our construction subsidiary (BDL)</li> </ul> |  | <b>Changes in year</b> <ul style="list-style-type: none"> <li>updated health and safety policy and landlord compliance policies approved by board</li> <li>new Safety Hub system rolled out across the Midlands and West regions to increase data and insights available to drive continuous improvement</li> <li>new asset and landlord compliance group and health and safety group established to support the work of the executive disclosure committee in overseeing compliance assurance</li> <li>East region has achieved the globally recognised ISO45001 standard</li> </ul> |

| <b>Safeguarding customers and protecting colleague welfare</b>  |  | <b>Direction of travel: static</b>   |
|---|--|--|
| <b>Risk:</b> We fail to promote the safeguarding of customer and colleague welfare including responding to and identifying allegations or suspicions of neglect or abuse in a timely manner.  |  |  |
| <b>Risk mitigations:</b> <ul style="list-style-type: none"> <li>domestic abuse policy and procedure in place</li> <li>mandatory safeguarding training for front line colleagues</li> <li>safeguarding leads and champions in place across all geographical regions</li> <li>colleagues who are specifically trained as mental health first aiders who act as a point of contact for anyone who may be experiencing</li> </ul> |  | <b>Changes in year</b> <ul style="list-style-type: none"> <li>quarterly safeguarding reporting now embedded</li> <li>operational teams sample audit cases to ensure consistency in reporting, responsiveness and quality</li> <li>following the support of the national Safeguarding Adults Week, reports of safeguarding cases increased, a positive indicator of the effectiveness of the</li> </ul> |

**Board and Strategic Report  
For the year end 31 March 2025**

|                       |          |
|-----------------------|----------|
| a mental health issue | campaign |
|-----------------------|----------|

|   |  |  |
|---|--|--|
| <b>Financial pressures for customers</b>  |  | <b>Direction of travel: static</b>   |
| <b>Risk:</b> Uncertainty with the external environment leads to increased financial pressure for customers.   |  |  |
| <b>Risk mitigations:</b> <ul style="list-style-type: none"> <li>• our coaching approach is designed to support our customers</li> <li>• income management policies in place to support customers</li> </ul> |  | <b>Changes in year</b> <ul style="list-style-type: none"> <li>• over 38,000 customer reviews completed which includes topics relating to financial wellbeing</li> <li>• additional £22m Warm Homes: Social Housing Fund Wave 3 government grant funding secured to install energy saving measures which will help to reduce energy costs for customers</li> <li>• Hopestead's Hope Funds programme provided 11 homelessness charities with £150,000 of funding</li> <li>• a total of 344 households received support through the HACT (Housing Associations' Charitable Trust) and British Gas funds, with £83,496 distributed to our customers. The scheme aimed to support customers in managing rising energy costs by providing vouchers for fuel expenses.</li> </ul> |

|  |  |  |
|--|--|--|
| <b>Cyber security and network controls</b>   |  | <b>Direction of travel: improving</b>  |
| <b>Risk:</b> Failure of infosec controls in our network, applications, infrastructure or devices, results in severe detriment to the group or customers.   |  |  |
| <b>Risk mitigations:</b> <ul style="list-style-type: none"> <li>• dedicated information security team, head of information security and data governance and data protection officer responsible for monitoring information security and cyber threat</li> <li>• mandatory annual cyber security training for all colleagues</li> <li>• all operational and office teams have business continuity and crisis management plans in place</li> </ul> |  | <b>Changes in year</b> <ul style="list-style-type: none"> <li>• external vulnerability and physical penetration test completed</li> <li>• regular phishing tests completed including an executive team whaling exercise, with eLearning refreshers completed where necessary</li> <li>• monthly sessions delivered for the cyber champions to cascade to wider business</li> </ul> |

**Board and Strategic Report  
For the year end 31 March 2025**

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>information security management systems aligned to ICO/EIC 27000 standards, with oversight through business forums and audit and risk committee reporting</li> </ul> | <ul style="list-style-type: none"> <li>implemented connection with myNCSC which provides insight and alerts for web and mail checks</li> <li>the Security Operations Centre (SOC) team has been working on data loss prevention policies and data labelling within Microsoft Purview, which will in future automatically label and classify data depending on its confidentiality and sensitivity</li> </ul> |
|---|--|

| Development and market sales  |   | Direction of travel: static |
|---|---|-----------------------------|
| <b>Risk:</b> Internal and external factors lead to a failure to deliver our new homes programme in line with our strategy.  |   |                             |
| <b>Risk mitigations:</b> <ul style="list-style-type: none"> <li>a dedicated forum considers opportunities against strategy to ensure compliance with business policy, tracks programme delivery and monitors the external market for potential impacts</li> <li>minimum return rates approved by the board</li> <li>board approval for developments that exceed a predetermined financial commitment</li> </ul> | <b>Changes in year</b> <ul style="list-style-type: none"> <li>we have delivered 1,770 new homes, of which 1,698 are affordable</li> <li>in our West region one of our biggest regeneration projects to date has been unanimously approved by South Gloucestershire Council which will see 85 energy efficient homes built</li> <li>sales remain strong with a continued focus on shared ownership and supporting customers to increase staircasing</li> </ul> |                             |

| Financial planning and performance   |   | Direction of travel: static |
|--|---|-----------------------------|
| <b>Risk:</b> Our financial and resilience planning and/or monitoring fails to mitigate substantial macro-economic or political events.   |   |                             |
| <b>Risk mitigations:</b> <ul style="list-style-type: none"> <li>robust financial planning, stress testing scenarios and resilience plans are in place, incorporating plausible macro-economic and political impacts, with close tracking at forum, committee and board level against the financial framework and golden rules</li> </ul> | <b>Changes in year</b> <ul style="list-style-type: none"> <li>frequent revision of the 30- year plan to understand the impacts of risks to our long-term business model including latest economic inputs from our independent advisors and assessment of new regulatory or statutory requirements such as Awaab's Law</li> <li>30-year plan is subject to a series of single and multi-variant stresses</li> <li>ongoing assessment and monitoring of impact of inflation, interest rate changes and potential for rent caps</li> </ul> |                             |

**Board and Strategic Report  
For the year end 31 March 2025**

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Moody's reaffirmed our credit rating as A2 (stable)</li> <li>• Standard &amp; Poor's reaffirmed as A+ (stable)</li> </ul> |
|--|--|

| Regulatory reporting   |  | Direction of travel: improving   |
|--|--|--|
| <b>Risk:</b> We provide delayed, unreliable or incorrect information to the regulator via regulatory returns leading to reputational damage or regulatory intervention.  |  |  |
| <b>Risk mitigations:</b> <ul style="list-style-type: none"> <li>• skilled colleagues collate, review and challenge regulatory returns. We have an effective level of checks and balances of the data submitted to the regulator</li> <li>• we use a Leadership Self-Assessment, asking relevant senior leadership colleagues to complete a self-declaration each year</li> </ul> |  | <b>Changes in year</b> <ul style="list-style-type: none"> <li>• new risk and regulation group introduced to support the executive disclosure committee, ensuring robust arrangements are in place to respond to regulatory submissions</li> <li>• increased assurance and internal audit overview across second line of assurance for critical regulatory returns, which now feature as part of the assurance map</li> <li>• control framework created to support colleagues in understanding the level of assurance required for each disclosure, including regulatory returns</li> </ul> |

| People   |  | Direction of travel: improving   |
|--|--|--|
| <b>Risk:</b> Failure to lead, retain, recruit and engage colleagues with the right capabilities to deliver our strategy and purpose.   |  |  |
| <b>Risk mitigations:</b> <ul style="list-style-type: none"> <li>• performance management including a talent matrix for our most senior leaders</li> <li>• continued investment in leadership capability and apprenticeships and graduates</li> <li>• a dedicated colleague engagement group, that provides a sounding board to influence, challenge, debate, add value and exchange ideas</li> <li>• a clearly defined Equality, Diversity and Inclusion (EDI) road map developed by our Be.You group with champion groups embedded in the organisation</li> </ul> |  | <b>Changes in year</b> <ul style="list-style-type: none"> <li>• our first Be.You conference held for all EDI colleague champions to build a forward road map of activity for the year ahead to ensure alignment with our broader EDI ambitions</li> <li>• 77% of colleagues stating this is a great place to work</li> <li>• new colleague competency framework developed ahead of launching in the new financial year</li> <li>• A new London hub has been established to attract tech and treasury talent from outside of the operating regions</li> </ul> |

**Board and Strategic Report  
For the year end 31 March 2025**

**Emerging risks**

Emerging risks are upcoming events which present uncertainty but are difficult to assess at the current stage. We use techniques such as horizon scanning and PESTEL (political, economic, social, technological, environmental and legal) analysis to identify and report these risks and emerging risk management ensures we are adequately prepared for the potential opportunities and threats they pose. We closely monitor emerging risks that may, with time, become principal risks. Examples of risks that have the potential to increase in significance and affect the performance of the group are provided below.

|                                     |   | Area          | Time horizon        |
|-------------------------------------|---|---------------|---------------------|
| Political and policy volatility     | Shifting government priorities, funding mechanisms and housing policy (e.g. rent caps, planning reforms, devolution) as well as government proposals for the creation of new unitary councils in England can rapidly alter the operating landscape, affecting long-term strategy and investment decisions and the ability to secure debt at rates which allow for sustainable investment in new and existing homes. | Political     | Short – medium term |
| Climate resilience of housing stock | Increased frequency of flooding, storms and heatwaves poses long-term risks to housing stock resilience, insurance availability and customer wellbeing. Decarbonisation targets and the scale, cost and technical complexity of retrofitting older homes, especially with unclear long-term funding, poses a challenge to viability and delivery.   | Environmental | Long term           |
| Demographic shifts                  | An ageing population and rising complexity of customer needs will drive demand for adaptable, supported housing models, requiring long-term redesign of housing strategies and more partnerships with areas such as health and social care providers.   | Social        | Long term           |

**Board and Strategic Report  
For the year end 31 March 2025**

**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 Head 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 to address weaknesses identified. No material weaknesses were identified throughout the year although a number of reports had significant findings that the management team are following up. The Audit and Risk Committee is satisfied that there is effective internal audit function in place that adds value to support the group in achieving our objectives.

**Significant issues considered by the audit and risk committee for the year ended 31 March 2025**

Significant issues were discussed with management and the external auditor in March 2025 when the Audit and Risk Committee reviewed the audit plan and strategy for the year and at the conclusion of the audit when the financial statements were reviewed in July 2025.

The committee also considered all relevant reports and findings presented by the external auditor and also the adequacy of management's response. In addition, the committee reviewed the external auditor's independence, objectivity and effectiveness of the audit.

| Key audit matter                       | Committee response  |
|--|---|
| Loan covenants and treasury management | The group had £2,646m of borrowings at 31 March 2025 with undrawn facilities of £800m and available cash and cash equivalents of £153m. The undrawn facilities are predominantly revolving credit facilities. The loan covenant calculations as at 31 March 2025 show that the loan covenant position is compliant with funder requirements across the group. Following audit testing across a number of areas the external auditor found no issues of concern in this area. In line with Auditing Standards, the external auditor reviewed judgements and estimates until the point of signing the financial statements and reviewed the group's long term financial plan and stress testing of that plan. Management gave assurances that the group will remain a going concern and is able to avoid breaching its loan covenants even in a serious stressed scenario. The committee was satisfied with outcomes and management response. |
| Development and sales                  | During the year the group capitalised £359.4m on new developments. The group delivered 1,975 new homes during 2024/25. The group generated proceeds from the sale of existing housing properties of £59.4m in the year to 31 March 2025, in addition to £51.7m of first tranche low cost home ownership sales, generating a surplus across these categories of £43.6m.<br>The external auditor tested a number of areas including the key controls over the approval and recording of development expenditure and disposals, including development appraisal assumptions and assessed the accounting policies for capitalising development overheads and interest on loans. The external auditor also reviewed the carrying value of the group's work in progress at the year end   |

## Merlin Housing Society Limited

### Board and Strategic Report For the year end 31 March 2025

|                                 |   |
|---------------------------------|---|
|                                 | to ensure it is stated at its selling price less costs to complete and sell. The committee was satisfied with the outcomes of the audit which noted no issues of concern.   |
| Defined benefit pension schemes | <p>The association participates in the Avon Pension Fund (LGPS) which is a multi-employer, defined pension scheme. The association served notice to the Avon Pension Scheme that they would be leaving the fund on 31 March 2025 with active members automatically re-enrolled in the Bromford pension scheme with effect from 1 April 2025.</p> <p>The external auditor reviewed the pension schemes information provided by the actuaries to the group and considered the disclosure implications, the actuarial valuations and assumptions to ensure consistency with 2023/24 and the accuracy of the journals processed at year-end. The external auditor noted the financial statements show balances and disclosures in line with the actuarial reports. The external auditor compared the asset split for the group's share of the scheme assets against the total asset split of the pension schemes and found no significant variances. The committee was satisfied that the appropriate assumptions were within a reasonable range. For the exit of the Avon Pension Fund the external auditor has reviewed letters served and the legal advice obtained, stating there is a strong likelihood that the local authority will refuse to recognise a unilateral exit as being effective. In this event the legal advice recommends the group seek a Judicial Review, with a 60% chance of succeeding. If unsuccessful the expected legal cost would be immaterial to Merlin Housing Society and to the group.</p> |

## Merlin Housing Society Limited

### Board and Strategic Report For the year end 31 March 2025

#### Financial review (5-year summary)

| Income and Expenditure £'000s  | 2021          | 2022          | 2023          | 2024          | 2025          |
|--|---------------|---------------|---------------|---------------|---------------|
| Turnover   | 72,852        | 71,168        | 76,508        | 82,290        | 91,276        |
| Operating costs and cost of sales                                      | (43,795)      | (39,526)      | (41,200)      | (55,235)      | (60,277)      |
| Surplus on disposal of assets  | 1,857         | 5,140         | 5,497         | 4,981         | 4,524         |
| <b>Operating surplus</b>   | <b>30,914</b> | <b>36,782</b> | <b>40,805</b> | <b>32,036</b> | <b>35,523</b> |
| Change in valuation of investment properties                           | 529           | 1,265         | 35            | (65)          | (41)          |
| Net interest charge and other finance costs and fair value adjustments | (9,910)       | (9,935)       | (8,750)       | (5,510)       | (4,043)       |
| <b>Surplus for the year after taxation</b>                             | <b>21,533</b> | <b>28,112</b> | <b>32,090</b> | <b>26,461</b> | <b>31,439</b> |

| Statement of Financial Position £'000s  | 2021           | 2022           | 2023           | 2024           | 2025           |
|---|----------------|----------------|----------------|----------------|----------------|
| Housing properties at cost less depreciation  | 464,577        | 483,465        | 518,560        | 581,476        | 623,444        |
| Other tangible fixed assets, intangible fixed assets, investments and long-term debtors | 20,570         | 22,606         | 10,136         | 9,669          | 9,244          |
| Net current assets/(liabilities)  | 53,252         | 60,443         | (14,964)       | (100,733)      | (111,121)      |
| <b>Total assets less current liabilities</b>  | <b>538,399</b> | <b>566,514</b> | <b>513,732</b> | <b>491,791</b> | <b>521,567</b> |
| Loans due after one year  | (162,979)      | (162,612)      | (162,237)      | (161,843)      | (161,363)      |
| Unamortised grant   | (11,411)       | (11,185)       | (11,141)       | (18,796)       | (25,706)       |
| Other long-term liabilities and provisions  | (156,260)      | (149,061)      | (60,469)       | (9,739)        | (1,623)        |
| <b>Total net assets</b>   | <b>207,749</b> | <b>243,656</b> | <b>279,885</b> | <b>300,034</b> | <b>332,875</b> |
| <b>Total reserves</b>   | <b>207,749</b> | <b>243,656</b> | <b>279,885</b> | <b>300,034</b> | <b>332,875</b> |

#### Income and expenditure

The surplus for the financial year was £31.4m (2024: £26.5m).

#### Social housing lettings

Social housing lettings remains the core of our business and increased to £84m (2024: £76m) driven by strong new build performance from the previous year and the 7.7% annual social rent increase. Social housing lettings turnover as a proportion of total turnover marginally decreased in the year to 92% (2024: 93%).

#### Shared Ownership

Shared ownership sales income for the year was £5.1m (2024: £4.8m). We sold 41 homes at an average 100% sales value of £313k (2024: 35 homes, 100% value: £312k). The average first tranche share sold reduced to 38% (2024: 44%).

#### Costs

Over the last year we have seen an increase of £4.7m (9%) in our total operating costs per the statement of comprehensive income from £51.2m in the previous year to £55.9m this year this is driven by continued investment in our existing homes through higher maintenance and repairs as we continue to focus on reducing repair volumes and condensation, damp and mould. Colleague costs have increased reflecting pay awards made during the year. Insurance premium costs have seen an increase in the year and an increase in technology costs reflects our continued investment in our IT systems and higher licence costs.



## Merlin Housing Society Limited

### Board and Strategic Report For the year end 31 March 2025

#### Disposals

Disposal profits in the year were £4.5m (2024: £5.0m). We continued to dispose of void and non-core properties.

#### Balance sheet

#### Fixed assets

Details of the movements in fixed assets during the year are set out in notes 12, 15 and 16 to the financial statements.

#### Investment in our homes

This year we invested £27.4m in major repair and refurbishment programmes (2024: £25.6m) and £34.5m in new homes (2024: £54.9m).

#### Treasury

Treasury activity is undertaken at group level. However, Merlin continues to have specific entity related loans and covenants. The following table highlights the position for key measures for Merlin.

|                           | 2025      | 2024      |
|---------------------------|-----------|-----------|
| Borrowing                 | £161m     | £165m     |
| Undrawn facilities        | £nil      | £nil      |
| Cash and cash equivalents | £2.1m     | £2.8m     |
| Fixed rate borrowing      | 100%      | 100%      |
| Cost of borrowing         | 4.0%      | 3.4%      |
| Interest cover covenant   | 5.2 times | 3.3 times |

#### Cash and liquidity

Cash balances are invested at group level with Merlin holding £2.1m (2024: £2.8m) at year-end. The decrease is due to the repayment of group loans in the year.

#### Facilities and funding

External loans are £161m (2024: £162m). Facilities have remained stable over the year. Intra-group on-lending has decreased to nil (2024: £3m) due to repayment of loans in the year.

We use fixed rate borrowings to manage our exposure to increases in interest rates and 100% of our drawn borrowings are at fixed rates (2024: 100%) to lock in low interest rates. The average cost of borrowing is 4.0% (2024: 3.4%).

#### Covenants

The increase in interest cover to 5.2 (2024: 3.3) is due to reduced interest payable, as all inter group loans were repaid during the year. We have considerable capacity on both our interest cover and group asset gearing covenants and they do not limit our activities.

## Merlin Housing Society Limited

### Board and Strategic Report For the year end 31 March 2025

#### 2. Operating performance

Operational performance against targets is monitored at group level and a summary is included within the Annual Report and Accounts of BFL – which are available on the group website [www.bromford-flagship.co.uk](http://www.bromford-flagship.co.uk).

#### 3. Value for money (VfM)

Details of BFL's VfM performance are summarised in the Annual Report and Accounts of BFL – which are available on the group website [www.bromford-flagship.co.uk](http://www.bromford-flagship.co.uk). The Regulator for Social Housing metrics for Merlin as a stand-alone entity are shown below.

#### Sector metrics

| Ref | Metric Name                                       | 2021 | 2022 | 2023 | 2024  | 2025 |
|-----|---|------|------|------|-------|------|
| 1   | Reinvestment %                                    | 5.2% | 4.7% | 8.9% | 13.1% | 6.8% |
| 2A  | New supply delivered (Social housing units) %     | 1.7% | 0.9% | 1.6% | 1.7%  | 1.7% |
| 2B  | New supply delivered (Non-social housing units) % | 0.0% | 0.0% | 0.0% | 0.0%  | 0.0% |
| 3   | Gearing %   | 47%  | 40%  | 33%  | 24%   | 22%  |
| 4   | EBITDA MRI interest cover                         | 267% | 233% | 322% | 278%  | 445% |
| 5   | Headline Social housing cost per unit (£000s)     | 3.08 | 3.45 | 3.32 | 4.53  | 4.87 |
| 6A  | Operating Margin (social housing lettings) %      | 43%  | 48%  | 49%  | 34%   | 34%  |
| 6B  | Operating Margin (overall) %                      | 34%  | 46%  | 46%  | 33%   | 35%  |
| 7   | ROCE  | 5.8% | 6.7% | 7.9% | 6.5%  | 6.8% |

Operating margins at 34% for social housing lettings (2024: 34%) and 35% overall (2024: 33%) have remained broadly consistent. EBITDA MRI interest cover has increased to 445% (2024: 278%) largely due to lower financing costs as a consequence of intergroup loan being repaid in the year.

#### Public benefit entity

As a public benefit entity, MHS has applied public benefit entity 'PBE' prefixed paragraphs of FRS102.

## **Merlin Housing Society Limited**

### **Board and Strategic Report For the year end 31 March 2025**

#### **Board compliance statements**

##### **Statement of compliance with the regulatory standards**

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

Each year the RSH requires RPs to assess their compliance with the governance and financial viability and consumer standards and provide assurance to customers and stakeholders that the RSH specific expectations are being complied with.

The board is assured that the group is compliant with the regulatory framework including the governance and financial viability and consumer standards and its accompanying code of practices.

As part of being regulated by the RSH, the group is given a rating for governance, as assessed against the governance and financial viability standard.

The RSH provides a regulatory judgement following either an inspection, stability check, responsive engagement or an interim judgement following merger. Prior to merger a G1 governance and V1 financial viability rating, the highest ratings on the scale, were held by Bromford. We are pleased that an interim judgement of G1 V1 was issued on 14 May 2025 to Bromford Flagship. Positive feedback by the regulator was provided during our proactive engagement during merger.

Since April 2024, the regulator has also issued C ratings against the consumer regulation standards. These are first issued following an inspection and hence no C rating has been awarded as part of the interim ratings.

##### **Statement of compliance with our code of governance**

We have voluntarily adopted the UK Corporate Governance Code 2024 (the code). This does not come fully into effect for us until the financial year 2025 to 2026 but we have already adopted changes to build on our existing governance arrangements so that we are prepared for its implementation.

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 2025, we consider that the group has complied with all relevant principles and provisions of the code.

#### **Fair, balanced and understandable**

We consider the annual report and accounts, taken as a whole, is 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 have elected to prepare the financial statements in accordance with UK Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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

**Board and Strategic Report  
For the year end 31 March 2025**

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; and
- 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.

**Going concern**

The board, after reviewing the group and association's budget for 2025 to 2026 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 25 to 56 have been prepared on a going concern basis.

**Viability statement**

As required by the provisions of the UK Corporate Governance Code, the board has undertaken an assessment of the future prospects of the group 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 2025. This process includes detailed stress testing of the plan which involves flexing a number of assumptions underlying the forecast both individually and together under particular scenarios.
- **Risk management** – as set out in the risk section of the strategic report, the group 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 the group's treasury policy. Current available cash and unutilised loan facilities are over £900m, 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 the group 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 the group will be able to continue in operation and meet its liabilities as they fall due over the three year period used for this assessment.

## **Merlin Housing Society Limited**

### **Board and Strategic Report For the year end 31 March 2025**

#### **Appointment of auditors**

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 25 July 2025 and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'Peter Hawes', written over a horizontal line.

Peter Hawes  
Chair

# **Merlin Housing Society Limited**

## **Independent Auditor's Report to the members of Merlin Housing Society Limited**

### **Opinion**

We have audited the financial statements of Merlin Housing Society Limited (the association) for the year ended 31 March 2025 which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in reserves and the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the association's affairs as at 31 March 2025 and of 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 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 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 Merlin Housing Society Limited by the Board for the period ending 31 March 2021. The period of total uninterrupted engagement for the association is for five financial years ending 31 March 2025. 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. No non-audit services prohibited by that standard were provided.

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

Materiality for the financial statements as a whole was set at £1,825,520 (2024: £1,645,800), determined with reference to a benchmark of Turnover (of which it represents 2%). We consider turnover to be the most appropriate benchmark and more appropriate than a profit-based benchmark as the association is a not-for-profit organisation and the focus is on turnover rather than any surpluses, which are reinvested in the association.

Performance materiality was set at 75% (2024: 75%) of materiality for the financial statements as a whole, which equates to £1,369,140 (2024: £1,234,350). 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 £91,276 (2024: £82,290), 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 work in progress**

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

## Merlin Housing Society Limited

management judgement and is considered a significant risk of material misstatement due to uncertainty around estimating the final costs and sales proceeds.

The association recorded turnover from properties developed for first tranche shared ownership sale of £5.1m (2024: £4.8m). Other property sales (such as staircasing, RTB and asset disposals) generated a surplus of £4.5m (2024: £5.0m). At 31 March 2025, the association held no unsold properties within current assets (2024: £nil). There was £0.4m of work in progress in relation to properties being developed for sale but still under construction at 31 March 2025 (2024: £0.4m), and £0.7m of land held (2024: £0.7m).

Refer to pages 29 to 34 (accounting policies) and page 47 (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.
- **Assessment of recoverability:** For a sample of development schemes, we reviewed the carrying value of the association'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 2025. 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.

### **Valuation of defined benefit pension obligations**

The risk of the value of pension obligations being misstated on the Statement of Financial Position was considered to represent a significant audit risk, because, in addition to it being high value, there is uncertainty about the treatment of the exit, and due to the complexity involved in the valuation and the estimates used.

The association participates in one defined benefit pension scheme, the Avon Pension Fund. The actuaries of the scheme valued the pension liabilities for Section 28 of FRS 102 purposes, the net pension liability on this scheme at 31 March 2025 is £2,467k (2024: £5,052k).

The financial statements disclose the assumptions used by the association in completing the valuation of the pension deficit and the movements. The effect of these matters is that we determined that post-retirement benefits obligation has a high degree of estimation uncertainty.

On 26 February 2025, the association served notice that they would be leaving the Fund on 31 March 2025, and with effect from 31 March 2025 all current active members of the Avon LGPS Fund would be withdrawn and automatically re-enrolled in the Bromford pension scheme with effect from 1 April 2025.

The local authority has not recognised that the unilateral exit from the pension scheme is effective. The group have used cessation assumptions for the valuation, in line with the previous year and with professional advice received, since all active members were transferred out of the scheme as at 31 March 2025.

Refer to pages 29 to 34 (accounting policies) and page 52 (financial disclosures).

### Our response

Our procedures included the following:

- **Assessing the credentials of the scheme's actuaries:** We reviewed the credentials of the scheme actuaries to assess that they are one of the small number of experienced, skilled advisors appointed to undertake the pension scheme valuations, as we place reliance on their valuation.
- **Confirmation of value:** We challenged, with the support of our own actuarial expert, the key assumptions and actuarial methodology applied, including the discount rate, inflation rate and mortality/life expectancy.

## Merlin Housing Society Limited

- **Test of detail:** We agreed the relevant accounting entries and disclosures in the financial statements to the report prepared by the scheme actuaries. For the exit of the Avon Pension Fund, we have reviewed the letters served by the group to the pension fund, and legal advice obtained regarding the exit.

### Our results

We confirmed that the assumptions used in the calculation of the balances in the financial statements are within reasonable parameters and are in line with the recommendations of the scheme's actuaries. We are satisfied with the use of cessation assumptions for this scheme.

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

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

We have nothing to report in this regard.

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

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

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



## Merlin Housing Society Limited

### 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 18;
- Directors' explanation as to their assessment of the association's prospects, the period this assessment covers and why the period is appropriate set out on page 18;
- Director's statement on whether it has a reasonable expectation that the association will be able to continue in operation and meets its liabilities set out on page 18;
- Directors' statement on fair, balanced and understandable set out on page 17;
- Board's confirmation that it has carried out a robust assessment of the emerging and principal risks set out on pages 7 to 11;
- Section of the annual report that describes the review of effectiveness of risk management and internal control systems set out on page 3; and;
- Section describing the work of the audit committee set out on page 3.

### Responsibilities of the Board

As explained more fully in the Statement of Board's Responsibilities set out on page 17, 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 [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

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

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

- We obtained an understanding of laws and regulations that affect the 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.


## **Merlin Housing Society Limited**

- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board have in place to prevent and detect fraud. We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations and fraud was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing, recognising the nature of the association's activities and the regulated nature of the association'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.



**Beever and Struthers**  
**Chartered Accountants**  
**Statutory Auditor**

**The Colmore Building**  
**20 Colmore Circus Queensway**  
**Birmingham**  
**B4 6AT**

**Date: 31 July 2025**

# Merlin Housing Society Limited

## Statement of Comprehensive Income For the year ended 31 March 2025

|  | Notes      | 2025<br>£'000   | 2024<br>£'000 |
|--|------------|-----------------|---------------|
| <b>Turnover</b>                                | <b>2,3</b> | <b>91,276</b>   | 82,290        |
| Cost of sales                                  | <b>2</b>   | <b>(4,409)</b>  | (4,004)       |
| Operating costs                                | <b>2</b>   | <b>(55,868)</b> | (51,231)      |
| Gain on disposal of property assets            | <b>10</b>  | <b>4,524</b>    | 4,981         |
| <b>Operating surplus</b>                       | <b>5</b>   | <b>35,523</b>   | 32,036        |
| Interest receivable                            | <b>6</b>   | <b>374</b>      | 150           |
| Interest and financing costs                   | <b>7</b>   | <b>(4,417)</b>  | (5,660)       |
| Loss on revaluation of investment properties   | <b>14</b>  | <b>(41)</b>     | (65)          |
| <b>Surplus before tax</b>                      |            | <b>31,439</b>   | 26,461        |
| Taxation                                       | <b>11</b>  | -               | -             |
| <b>Surplus for the year after tax</b>          |            | <b>31,439</b>   | 26,461        |
| Actuarial gain/(loss)                          | <b>33</b>  | <b>1,402</b>    | (6,312)       |
| <b>Total comprehensive income for the year</b> |            | <b>32,841</b>   | 20,149        |

The notes on pages 29 to 56 form an integral part of these financial statements.

The association's results relate wholly to continuing activities.

There were no recognised gains and losses other than those included in the Statement of Comprehensive Income.

The financial statements on pages 25 to 56 were approved and authorised for issue by the board on 25 July 2025 and were signed on its behalf by:



**Peter Hawes**

Chair



**Robert Nettleton**

Chief Executive



**Sarah Beal**

Company Secretary

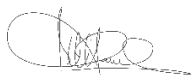
# Merlin Housing Society Limited

## Statement of Financial Position As at 31 March 2025

|   | Notes | 2025<br>£'000    | 2024<br>£'000    |
|---|-------|------------------|------------------|
| <b>Fixed assets</b>   |       |                  |                  |
| Tangible fixed assets - housing properties                      | 12    | 623,444          | 581,476          |
| Investment properties   | 14    | 3,287            | 3,480            |
| Tangible fixed assets - other                                   | 15    | 5,957            | 6,189            |
| Intangible fixed assets   | 16    | -                | -                |
|   |       | <u>632,688</u>   | <u>591,145</u>   |
| <b>Current assets</b>   |       |                  |                  |
| Stocks  | 17    | 1,384            | 1,393            |
| Trade and other debtors   | 18    | 5,995            | 5,314            |
| Investments   | 19    | 2,601            | 2,476            |
| Cash and cash equivalents                                       | 20    | 2,118            | 2,784            |
|   |       | <u>12,098</u>    | <u>11,967</u>    |
| <b>Creditors: amounts falling due within one year</b>           | 21    | <u>(123,219)</u> | <u>(112,700)</u> |
| <b>Net current liabilities</b>                                  |       | <u>(111,121)</u> | <u>(100,733)</u> |
| <b>Total assets less current liabilities</b>                    |       | <u>521,567</u>   | <u>490,412</u>   |
| <b>Creditors - amounts falling due after more than one year</b> | 22    | <u>(188,119)</u> | <u>(184,764)</u> |
| <b>Provisions for liabilities</b>                               |       |                  |                  |
| Pension liability   | 33    | -                | (5,052)          |
| Other provisions  | 25    | (573)            | (562)            |
| <b>Total net assets</b>   |       | <u>332,875</u>   | <u>300,034</u>   |
| <b>Reserves</b>   |       |                  |                  |
| Called up share capital   | 26    | -                | -                |
| Income and expenditure reserve                                  | 27    | 330,899          | 298,058          |
| Restricted reserve  | 27    | 1,976            | 1,976            |
| <b>Total reserves</b>   |       | <u>332,875</u>   | <u>300,034</u>   |

The notes on pages 29 to 56 form an integral part of these financial statements.

The financial statements on pages 25 to 56 were approved and authorised for issue by the board on 25 July 2025 and were signed on its behalf by:



Peter Hawes, Chair



Robert Nettleton, Chief Executive



Sarah Beal, Company Secretary

## Merlin Housing Society Limited

### Statement of Changes in Reserves As at 31 March 2025

|  | Restricted<br>reserve<br>£'000 | Income<br>and<br>expenditure<br>reserve<br>£'000 | Total<br>£'000 |
|--|--------------------------------|--|----------------|
| <b>Balance at 1 April 2023</b>           | 1,976                          | 277,909  | <b>279,885</b> |
| Surplus for the year                     | -                              | 26,461   | <b>26,461</b>  |
| Actuarial loss on defined benefit scheme | -                              | (6,312)  | <b>(6,312)</b> |
| Total comprehensive income for the year  | -                              | 20,149   | <b>20,149</b>  |
| <b>Balance at 31 March 2024</b>          | 1,976                          | 298,058  | <b>300,034</b> |
| Surplus for the year                     | -                              | 31,439   | <b>31,439</b>  |
| Actuarial gain on defined benefit scheme | -                              | 1,402  | <b>1,402</b>   |
| Total comprehensive income for the year  | -                              | 32,841   | <b>32,841</b>  |
| <b>Balance at 31 March 2025</b>          | <b>1,976</b>                   | <b>330,899</b>                                   | <b>332,875</b> |

The notes on pages 29 to 56 form an integral part of these financial statements.

# Merlin Housing Society Limited

## Statement of Cashflows As at 31 March 2025

|   | 2025     |                 | 2024     |                 |
|---|----------|-----------------|----------|-----------------|
|   | £'000    | £'000           | £'000    | £'000           |
| <b>Net cash generated from operating activities (note 29)</b>   |          | <b>34,864</b>   |          | <b>45,727</b>   |
| <b>Cashflow from investing activities</b>                       |          |                 |          |                 |
| Purchase of tangible fixed assets - new housing properties      | (21,855) |                 | (54,306) |                 |
| Purchase of tangible fixed assets - other                       | (39)     |                 | (89)     |                 |
| Purchase of tangible fixed assets - existing housing properties | (21,588) |                 | (20,894) |                 |
| Purchase of tangible property investments                       | (8)      |                 | -        |                 |
| Proceeds from the disposal of housing assets                    | 6,534    |                 | 6,597    |                 |
| Proceeds from the disposal of other fixed assets                | 21       |                 | -        |                 |
| Grants received   | 6,988    |                 | 6,046    |                 |
| Interest received   | 229      |                 | 17       |                 |
| <b>Net cashflow from investing activities</b>                   |          | <b>(29,718)</b> |          | <b>(62,629)</b> |
| <b>Cashflow from financing activities</b>                       |          |                 |          |                 |
| Interest paid   | (5,812)  |                 | (7,427)  |                 |
| <b>Net cashflow from financing activities</b>                   |          | <b>(5,812)</b>  |          | <b>(7,427)</b>  |
| <b>Net change in cash and cash equivalents</b>                  |          | <b>(666)</b>    |          | <b>(24,329)</b> |
| Cash and cash equivalents at the beginning of the year          |          | <b>2,784</b>    |          | <b>27,113</b>   |
| <b>Cash and cash equivalents at the end of the year</b>         |          | <b>2,118</b>    |          | <b>2,784</b>    |

The notes on pages 29 to 56 form an integral part of these financial statements.

## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

#### Legal status

Merlin Housing Society Limited (MHS) 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. The registered office is Shannon Way, Ashchurch, Tewksbury, GL20 8ND.

#### 1. Accounting policies

The financial statements of the 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 association 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 £1,000. 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 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 in note x.

#### Going concern

The board, after reviewing the company budgets for 2024 to 2026 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. The board therefore continues to adopt the going concern basis in preparing the annual financial statements.

#### 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 association generates the following material income streams:

- **Rental 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 association 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 residents. 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.

## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

- **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.

#### **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 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 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.

#### **Value Added Tax**

The association 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 association and is not recoverable. The balance receivable or payable at the year-end is included in current assets or current 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. 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 association depreciates freehold housing properties by component on a straight-line basis over the estimated UELs of the component categories.

|                      | Years  |
|----------------------|--------|
| Boilers              | 15     |
| Heating systems      | 25- 30 |
| Electrics and wiring | 30     |
| Insulation           | 30     |
| PV Panels            | 25-30  |
| Lifts                | 25-40  |
| Kitchens             | 20     |
| Bathrooms            | 30     |
| Roofs                | 50-80  |
| Windows and doors    | 25-30  |



## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

|                    |     |
|--------------------|-----|
| Structure – houses | 130 |
| Structure – flats  | 100 |

Freehold land is not depreciated.

The association 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 low-cost home 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                          | 6     | (20% residual value) |
| Fixtures, fittings, plant and equipment | 5-33  |                      |
| Computer hardware                       | 3-5   |                      |
| Leasehold improvements                  | 10-25 |                      |
| Office buildings                        | 50    |                      |

#### Investment property

Investment property includes commercial and other properties held by the association 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 by external valuers 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.

#### Operating leases

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

**Notes to the Financial Statements  
For the year ended 31 March 2025**

**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 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 statement of comprehensive income over the same period as the expenditure to which they relate once reasonable assurance has been gained that the association 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 balance sheet in creditors.

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

**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.

**Colleague benefits**

The association 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.

**Notes to the Financial Statements  
For the year ended 31 March 2025**

**Annual bonus plan**

The association operates an annual bonus plan for certain colleagues. An expense is recognised in the statement of comprehensive income when the association 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 association 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. A defined benefit plan is a pension plan that is not a defined contribution plan. 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 association 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 association'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 staff costs. The net interest cost on the net defined benefit liability is charged to surplus for the year and included within finance costs. Remeasurement of the net assets/defined liability are recognised in other comprehensive income. Defined benefit schemes are funded in separate trustee administered funds. The actuarial valuations are obtained triennially and are updated at each reporting date.

**Defined contribution pension**

The association 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 association in separately administered funds.

**Financial instruments**

The association has chosen to adopt Section 11 of FRS 102 in respect of financial instruments.

**Financial assets**

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.

**Notes to the Financial Statements  
For the year ended 31 March 2025**

**Financial liabilities**

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.

**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.

**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. Goodwill is allocated on acquisition to the cash generating unit expected to benefit from the synergies of combination. Goodwill is included in the carrying value of cash generating units for impairment testing.

**Segmental reporting**

The association'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 association'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 staff costs within each of their respective operations. The presentation of these financial statements and accompanied notes reflect the association'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 association 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 12.

**Notes to the Financial Statements  
For the year ended 31 March 2025**

**Critical accounting judgements and estimation uncertainty**

The association 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

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 2025 management have determined that 30%-40% is a suitable estimate based on the association'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 17 and housing properties under construction in note 12.

**Investment property**

The association carries its investment property at fair value, with changes in fair value being recognised in the statement of comprehensive income. The association 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.

**Categorisation of debt**

The association's loans have been treated as 'basic' in accordance with paragraphs 11.8 and 11.9 of FRS 102. The association 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 association believes the recognition of each loan liability at cost provides a transparent and understandable position of the association's financial position and that each loan still satisfies the requirements of paragraphs 11.8 and 11.9 of FRS 102, therefore, the association has retained its 'basic' treatment of its fixed rate loans following the FRC announcement.

**Pension and other post-employment benefits**

The association 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

**Notes to the Financial Statements  
For the year ended 31 March 2025**

pension obligation in the statement of financial position. The assumptions reflect historical experience and current trends. For details of assumptions adopted, see note 33.

**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 association 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 association 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 association 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 association 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.

# Merlin Housing Society Limited

## Notes to the Financial Statements For the year ended 31 March 2025

| 2. Turnover and operating surplus                 | Note | Turnover<br>£'000 | Cost of<br>sales<br>£'000 | Operating<br>costs<br>£'000 | Surplus on<br>disposal<br>£'000 | Operating<br>surplus<br>£'000 |
|---|------|-------------------|---------------------------|-----------------------------|---------------------------------|-------------------------------|
| <b>Social housing lettings</b>                    |      |                   |                           |                             |                                 |                               |
| Housing accommodation                             | 3    | 67,554            | -                         | (53,388)                    | -                               | 14,166                        |
| Supported housing accommodation                   | 3    | 13,923            | -                         | (1,160)                     | -                               | 12,763                        |
| Shared ownership accommodation                    | 3    | 2,779             | -                         | (172)                       | -                               | 2,607                         |
|   |      | <hr/>             | <hr/>                     | <hr/>                       | <hr/>                           | <hr/>                         |
|   |      | 84,256            | -                         | (54,720)                    | -                               | 29,536                        |
| <b>Other social housing activities</b>            |      |                   |                           |                             |                                 |                               |
| First tranche shared ownership sales              |      | 5,121             | (4,409)                   | -                           | -                               | 712                           |
| Supported people contract income                  |      | 368               | -                         | (125)                       | -                               | 243                           |
| Other   |      | (43)              | -                         | (429)                       | -                               | (472)                         |
| Gain on disposal of property, plant and equipment |      | -                 | -                         | -                           | 4,524                           | 4,524                         |
| <b>Non-social housing activities</b>              |      |                   |                           |                             |                                 |                               |
| Market rents                                      |      | 47                | -                         | (48)                        | -                               | (1)                           |
| Commercial rent                                   |      | 785               | -                         | (136)                       | -                               | 649                           |
| Other   |      | 742               | -                         | (410)                       | -                               | 332                           |
|   |      | <hr/>             | <hr/>                     | <hr/>                       | <hr/>                           | <hr/>                         |
|   |      | 91,276            | (4,409)                   | (55,868)                    | 4,524                           | 35,523                        |

# Merlin Housing Society Limited

## Notes to the Financial Statements For the year ended 31 March 2025

2024

| <b>2. Turnover and operating surplus (continued)</b> | Note | Turnover<br>£'000 | Cost of<br>sales<br>£'000 | Operating<br>costs<br>£'000 | Surplus on<br>disposal<br>£'000 | Operating<br>surplus<br>£'000 |
|--|------|-------------------|---------------------------|-----------------------------|---------------------------------|-------------------------------|
| <b>Social housing lettings</b>                       |      |                   |                           |                             |                                 |                               |
| Housing accommodation                                | 3    | 61,296            | -                         | (41,545)                    | -                               | 19,751                        |
| Supported housing accommodation                      | 3    | 12,965            | -                         | (8,153)                     | -                               | 4,812                         |
| Shared ownership accommodation                       | 3    | 2,079             | -                         | (1,038)                     | -                               | 1,041                         |
|  |      | <hr/>             | <hr/>                     | <hr/>                       | <hr/>                           | <hr/>                         |
|  |      | 76,340            | -                         | (50,736)                    | -                               | 25,604                        |
| <b>Other social housing activities</b>               |      |                   |                           |                             |                                 |                               |
| First tranche shared ownership sales                 |      | 4,754             | (4,004)                   | -                           | -                               | 750                           |
| Supported people contract income                     |      | 351               | -                         | (119)                       | -                               | 232                           |
| Agency   |      | 116               | -                         | (7)                         | -                               | 109                           |
| Other  |      | 13                | -                         | 258                         | -                               | 271                           |
| Gain on disposal of property, plant and equipment    |      | -                 | -                         | -                           | 4,981                           | 4,981                         |
| <b>Non-social housing activities</b>                 |      |                   |                           |                             |                                 |                               |
| Market rents   |      | 36                | -                         | (59)                        | -                               | (23)                          |
| Sewerage services                                    |      | -                 | -                         | (246)                       | -                               | (246)                         |
| Commercial rents                                     |      | 680               | -                         | (322)                       | -                               | 358                           |
|  |      | <hr/>             | <hr/>                     | <hr/>                       | <hr/>                           | <hr/>                         |
|  |      | 82,290            | (4,004)                   | (51,231)                    | 4,981                           | 32,036                        |



**Merlin Housing Society Limited**

**Notes to the Financial Statements  
For the year ended 31 March 2025**

|   | 2025                                       |  |                                       | 2024                   |                        |
|---|--|--|---------------------------------------|------------------------|------------------------|
| <b>3. Income and expenditure from social housing lettings</b> |  |  |                                       |                        |                        |
|   | <b>Housing<br/>accommodation<br/>£'000</b> | <b>Supported<br/>housing for<br/>older people<br/>and My Place<br/>£'000</b> | <b>Shared<br/>Ownership<br/>£'000</b> | <b>Total<br/>£'000</b> | <b>Total<br/>£'000</b> |
| <b>Income</b>   |  |  |                                       |                        |                        |
| Rent receivable net of identifiable service charge            | 65,182                                     | 10,142   | 1,938                                 | 77,262                 | 70,142                 |
| Service charge income   | 2,189                                      | 3,765  | 550                                   | 6,504                  | 5,657                  |
| Charges for support services                                  | 73   | 16   | 282                                   | 371                    | 409                    |
| Amortised government grants                                   | 110  | -  | 9                                     | 119                    | 116                    |
| Other grants  | -  | -  | -                                     | -                      | 16                     |
| <b>Turnover from social housing lettings</b>                  | <b>67,554</b>                              | <b>13,923</b>  | <b>2,779</b>                          | <b>84,256</b>          | <b>76,340</b>          |
| <b>Expenditure</b>  |  |  |                                       |                        |                        |
| Management  | 10,207                                     | (134)  | (204)                                 | 9,869                  | 10,650                 |
| Service charge costs  | 8,595                                      | (107)  | (12)                                  | 8,476                  | 6,618                  |
| Routine maintenance   | 12,309                                     | (90)   | (36)                                  | 12,183                 | 11,853                 |
| Planned maintenance   | 6,342                                      | -  | (22)                                  | 6,320                  | 5,486                  |
| Major repairs expenditure                                     | 5,959                                      | (53)   | (87)                                  | 5,819                  | 4,034                  |
| Bad debts   | (9)  | (154)  | 4                                     | (159)                  | 138                    |
| Depreciation of housing properties                            | 9,985                                      | 1,698  | 529                                   | 12,212                 | 11,957                 |
| <b>Operating expenditure on social housing lettings</b>       | <b>53,388</b>                              | <b>1,160</b>   | <b>172</b>                            | <b>54,720</b>          | <b>50,736</b>          |
| <b>Operating surplus on social housing lettings</b>           | <b>14,166</b>                              | <b>12,763</b>  | <b>2,607</b>                          | <b>29,536</b>          | <b>25,604</b>          |
| <b>Voids</b>  | <b>(971)</b>                               | <b>(524)</b>   | <b>(10)</b>                           | <b>(1,505)</b>         | <b>(996)</b>           |

**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

**4. Accommodation - owned, managed  
and in development**

|   | <b>2024<br/>No.</b> | <b>Additions<br/>No.</b> | <b>Disposals<br/>No.</b> | <b>Other<br/>No.</b> | <b>2025<br/>No.</b> |
|---|---------------------|--------------------------|--------------------------|----------------------|---------------------|
| <b>Social housing</b>                                   |                     |                          |                          |                      |                     |
| General Needs housing - social rent                     | 9,740               | 193                      | (32)                     | (11)                 | 9,890               |
| General Needs housing -<br>affordable/intermediate rent | 490                 | -                        | -                        | -                    | 490                 |
| Supported housing                                       | 1,812               | -                        | -                        | 7                    | 1,819               |
| Low-cost home ownership                                 | 537                 | 37                       | (10)                     | (2)                  | 562                 |
| Leasehold   | 671                 | -                        | -                        | 2                    | 673                 |
| <b>Total social housing units</b>                       | <b>13,250</b>       | <b>230</b>               | <b>(42)</b>              | <b>(4)</b>           | <b>13,434</b>       |
| Owned and managed                                       | 13,230              | 230                      | (42)                     | (4)                  | 13,414              |
| Owned and managed by others                             | 20                  | -                        | -                        | -                    | 20                  |
| Managed for others                                      | -                   | -                        | -                        | -                    | -                   |
|   | <b>13,250</b>       | <b>230</b>               | <b>(42)</b>              | <b>(4)</b>           | <b>13,434</b>       |
| <b>Non-social housing</b>                               |                     |                          |                          |                      |                     |
| Staff accommodation                                     | 1                   | -                        | -                        | 1                    | 2                   |
| Market rent   | 10                  | -                        | -                        | -                    | 10                  |
| Commercial  | 62                  | -                        | (2)                      | -                    | 60                  |
| Offices and resource                                    | 46                  | -                        | -                        | 5                    | 51                  |
| Retained freehold                                       | 106                 | -                        | (3)                      | 4                    | 107                 |
| <b>Total non-social housing units</b>                   | <b>225</b>          | <b>-</b>                 | <b>(5)</b>               | <b>10</b>            | <b>230</b>          |

# Merlin Housing Society Limited

## Notes to the Financial Statements For the year ended 31 March 2025

### 5. Surplus on ordinary activities

|   |              |       |
|---|--------------|-------|
| The surplus on ordinary activities is stated after charging | <b>2025</b>  | 2024  |
|   | <b>£'000</b> | £'000 |
| Auditor's remuneration                                      |              |       |
| - Audit of financial statements                             | <b>45</b>    | 39    |

### 6. Interest receivable and income from investments

|  |              |       |
|--|--------------|-------|
|  | <b>2025</b>  | 2024  |
|  | <b>£'000</b> | £'000 |
| Interest receivable from cash, deposits and intragroup loans | <b>374</b>   | 150   |

### 7. Interest payable and similar charges

|  |              |       |
|--|--------------|-------|
|  | <b>2025</b>  | 2024  |
|  | <b>£'000</b> | £'000 |

#### Interest on loans, overdrafts and other financing

|  |              |       |
|--|--------------|-------|
| Repayable wholly within five years                 | -            | 357   |
| Repayable wholly or partly in more than five years | <b>4,625</b> | 4,669 |
|  | <b>4,625</b> | 5,026 |

|   |              |       |
|---|--------------|-------|
| On loans from Bromford Flagship Limited | <b>6</b>     | 1,235 |
| Other finance charges                   | <b>153</b>   | 176   |
| Amortised net finance costs             | -            | 38    |
|   | <b>4,784</b> | 6,475 |

|   |              |       |
|---|--------------|-------|
| Interest payable capitalised on housing properties under construction 4.04% (2024: 3.72%) | <b>(576)</b> | (783) |
|   | <b>4,208</b> | 5,692 |

|   |              |       |
|---|--------------|-------|
| Net interest on pension scheme assets and liabilities | <b>209</b>   | (32)  |
|   | <b>4,417</b> | 5,660 |

## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

| <b>8. Colleague costs</b> | <b>2025</b>   | <b>2024</b>  |
|---------------------------|---------------|--------------|
|                           | <b>£'000</b>  | <b>£'000</b> |
| Wages and salaries        | <b>22,569</b> | 19,428       |
| Social security costs     | <b>2,256</b>  | 1,977        |
| Other pension costs       | <b>1,389</b>  | 1,166        |
|                           | <b>26,214</b> | 22,571       |

The average number of full-time equivalent employees (including executive directors) employed during the year

|                                     | <b>2025</b> | <b>2024</b> |
|-------------------------------------|-------------|-------------|
|                                     | <b>No.</b>  | <b>No.</b>  |
| Asset management                    | <b>236</b>  | 214         |
| Central services                    | <b>79</b>   | 79          |
| Development, construction and sales | <b>34</b>   | 31          |
| Housing management and support      | <b>178</b>  | 171         |
|                                     | <b>527</b>  | 495         |

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

The details above relate to colleagues directly attributable to Merlin Housing Society. During the year all central service FTEs have been reported in the Bromford Flagship Limited figures. Colleagues in the group are employed on a joint and several basis by Bromford Flagship Limited and its members. Details of the number of FTE's whose total remuneration exceeds £60k are disclosed in the group annual report and accounts.

### 9. Directors' emoluments

Emoluments of directors are paid through Bromford Flagship Limited and are disclosed in the group Annual Report and Accounts. Directors' emoluments are part of the overheads recharged to the associations, however they cannot be separately identified.

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

|                                      | <b>Proceeds of sales</b> | <b>Cost of sales</b> | <b>Surplus</b> | <b>Capital grant recycled</b> |
|--------------------------------------|--------------------------|----------------------|----------------|-------------------------------|
|                                      | <b>£'000</b>             | <b>£'000</b>         | <b>£'000</b>   | <b>£'000</b>                  |
| Further tranches of shared ownership | 1,399                    | (623)                | 776            | -                             |
| Right to buy                         | 1,624                    | (1,589)              | 35             | -                             |
| Right to acquire                     | 808                      | (51)                 | 757            | -                             |
| Other property disposals             | 4,089                    | (1,144)              | 2,945          | -                             |
| Other fixed asset disposals          | 21                       | (10)                 | 11             | -                             |
| <b>Total 2025</b>                    | <b>7,941</b>             | <b>(3,417)</b>       | <b>4,524</b>   | <b>-</b>                      |
| <b>Total 2024</b>                    | <b>7,502</b>             | <b>(2,521)</b>       | <b>4,981</b>   | <b>85</b>                     |

# Merlin Housing Society Limited

## Notes to the Financial Statements For the year ended 31 March 2025

### 11. Taxation on surplus on ordinary activities

| 2025  | 2024  |
|-------|-------|
| £'000 | £'000 |

#### Current tax

UK corporation tax credit on ordinary activities

|   |   |
|---|---|
| - | - |
|---|---|

Over provision in previous years

|   |   |
|---|---|
| - | - |
|---|---|

Total current tax

|   |   |
|---|---|
| - | - |
|---|---|

#### Deferred tax

Origination and reversal of timing differences

|   |   |
|---|---|
| - | - |
|---|---|

#### Tax on surplus on ordinary activities

|   |   |
|---|---|
| - | - |
|---|---|

#### Total tax reconciliation

#### Surplus on ordinary activities

|        |        |
|--------|--------|
| 31,439 | 26,461 |
|--------|--------|

Surplus on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (2024: 25%)

|       |       |
|-------|-------|
| 7,860 | 6,615 |
|-------|-------|

Surplus relating to charitable activities

|         |         |
|---------|---------|
| (7,860) | (6,615) |
|---------|---------|

|   |   |
|---|---|
| - | - |
|---|---|

**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

| <b>12. Tangible fixed assets - housing properties</b>  | <b>Housing properties held for letting<br/>£'000</b> | <b>Completed shared ownership housing properties<br/>£'000</b> | <b>Properties under construction<br/>£'000</b> | <b>Total<br/>£'000</b> |
|--|--|--|--|------------------------|
| <b>Cost</b>  |  |  |  |                        |
| At 1 April 2024  | 594,681  | 34,298   | 33,404   | 662,383                |
| Additions  | -  | -  | 20,055   | 20,055                 |
| Capitalised interest   | -  | -  | 576  | 576                    |
| Replacement of components  | 21,588   | -  | -  | 21,588                 |
| Transferred on completion  | 30,620   | 8,735  | (39,355)                                       | -                      |
| Disposals  | (713)  | (576)  | -  | (1,289)                |
| Components disposed  | (1,047)  | (38)   | -  | (1,085)                |
| Transfer from group company  | -  | -  | 13,917   | 13,917                 |
| <b>At 31 March 2025</b>  | <b>645,129</b>                                       | <b>42,419</b>  | <b>28,597</b>                                  | <b>716,145</b>         |
| <b>Depreciation</b>  |  |  |  |                        |
| At 1 April 2024  | 79,825   | 1,082  | -  | 80,907                 |
| Charge for the year  | 11,980   | 330  | -  | 12,310                 |
| Disposals  | (494)  | (22)   | -  | (516)                  |
| <b>At 31 March 2025</b>  | <b>91,311</b>  | <b>1,390</b>   | <b>-</b>                                       | <b>92,701</b>          |
| <b>Net book value</b>  |  |  |  |                        |
| <b>At 31 March 2025</b>  | <b>553,818</b>                                       | <b>41,029</b>  | <b>28,597</b>                                  | <b>623,444</b>         |
| At 31 March 2024   | 514,856  | 33,216   | 2,778  | 581,476                |
|  |  |  | <b>2025</b>                                    | <b>2024</b>            |
|  |  |  | <b>£'000</b>                                   | <b>£'000</b>           |
| Housing property land value in respect of long leaseholds                                    |  |  | <b>1,057</b>                                   | 1,057                  |
| Housing property land value in respect of freeholds  |  |  | <b>146,315</b>                                 | 136,389                |
|  |  |  | <b>147,372</b>                                 | 137,946                |
| Component depreciation within the depreciation charge  |  |  | <b>10,194</b>                                  | 8,892                  |
| Development administration costs capitalised during the year                                 |  |  | -  | 1,156                  |
| Aggregate amount of interest and finance cost included within the cost of housing properties |  |  | <b>4,614</b>                                   | 4,038                  |

**Properties held for security**

Merlin Housing Society - Registered Social Housing Provider - has property pledged as security value ((existing use value – social housing and market value (EUV – SH) and market value subject to tenancy (MV – STT)) of £961m (2024: £652m).

## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

| <b>13. Expenditure on work to existing properties</b> | <b>2025</b>          | <b>2024</b>          |
|---|----------------------|----------------------|
|   | <b>£'000</b>         | <b>£'000</b>         |
| Replacement of components                             | <b>21,588</b>        | 21,543               |
| Amounts charged to statement of comprehensive income  | <b>5,819</b>         | 4,034                |
|   | <b><u>27,407</u></b> | <b><u>25,577</u></b> |

| <b>14. Investment properties held for letting</b> | <b>2025</b>         | <b>2024</b>         |
|---|---------------------|---------------------|
|   | <b>£'000</b>        | <b>£'000</b>        |
| As at 1 April                                     | <b>3,480</b>        | 3,730               |
| Enhancements                                      | <b>8</b>            | -                   |
| Loss from adjustment in value                     | <b>(41)</b>         | (65)                |
| Disposals   | <b>(160)</b>        | (185)               |
| As at 31 March                                    | <b><u>3,287</u></b> | <b><u>3,480</u></b> |

Investment properties (commercial and market rent) were valued at 31 March 2025 by professional qualified external valuers.

The valuation of investment properties was undertaken by Jones Lang Lasalle Limited, in accordance with the Royal Institute of Chartered Surveyors Valuation Standards. In valuing the properties, the following significant assumptions were applied

|                       |            |
|-----------------------|------------|
| Discount rate         | 7.00-7.50% |
| Annual inflation rate | <u>1%</u>  |

**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

**15. Tangible fixed assets - other**

|                                    | Freehold<br>offices<br>£'000 | Fixtures,<br>fittings &<br>Equipment<br>£'000 | Computer<br>equipment<br>£'000 | Motor vehicles<br>£'000 | Total<br>£'000 |
|------------------------------------|------------------------------|---|--------------------------------|-------------------------|----------------|
| <b>Cost</b>                        |                              |   |                                |                         |                |
| At 1 April 2024                    | 7,884                        | 614   | 658                            | 673                     | 9,829          |
| Additions                          | 39                           | -   | -                              | -                       | 39             |
| Disposals                          | -                            | -   | -                              | (50)                    | (50)           |
| <b>At 31 March 2025</b>            | <b>7,923</b>                 | <b>614</b>                                    | <b>658</b>                     | <b>623</b>              | <b>9,818</b>   |
| <b>Depreciation and impairment</b> |                              |   |                                |                         |                |
| At 1 April 2024                    | 2,137                        | 367   | 591                            | 545                     | 3,640          |
| Charge for the year                | 193                          | 38  | 11                             | 17                      | 259            |
| Released on disposal               | -                            | -   | -                              | (38)                    | (38)           |
| <b>At 31 March 2025</b>            | <b>2,330</b>                 | <b>405</b>                                    | <b>602</b>                     | <b>524</b>              | <b>3,861</b>   |
| <b>Net book value</b>              |                              |   |                                |                         |                |
| <b>At 31 March 2025</b>            | <b>5,593</b>                 | <b>209</b>                                    | <b>56</b>                      | <b>99</b>               | <b>5,957</b>   |
| At 31 March 2024                   | 5,747                        | 247   | 67                             | 128                     | 6,189          |

**16. Intangible fixed assets**

|                         | Software<br>£'000 |
|-------------------------|-------------------|
| <b>Cost</b>             |                   |
| At 1 April 2024         | 289               |
| Additions               | -                 |
| <b>At 31 March 2025</b> | <b>289</b>        |
| <b>Depreciation</b>     |                   |
| At 1 April 2024         | 289               |
| Charge for the year     | -                 |
| <b>At 31 March 2025</b> | <b>289</b>        |
| <b>Net book value</b>   |                   |
| <b>At 31 March 2025</b> | <b>-</b>          |
| At 31 March 2024        | -                 |



# Merlin Housing Society Limited

## Notes to the Financial Statements For the year ended 31 March 2025

| <b>17. Stocks and work in progress</b>                       | <b>2025</b>  | <b>2024</b>  |
|--|--------------|--------------|
|  | <b>£'000</b> | <b>£'000</b> |
| Land   | 672          | 672          |
| Consumable stock   | 295          | 279          |
| Cost of first tranche element of shared ownership properties | 417          | 442          |
|  | <b>1,384</b> | <b>1,393</b> |

|                             |            |            |
|-----------------------------|------------|------------|
| Shared ownership properties |            |            |
| Completed                   | -          | -          |
| Under construction          | 417        | 442        |
|                             | <b>417</b> | <b>442</b> |

| <b>18. Trade and other debtors</b>         | <b>2025</b>  | <b>2024</b>  |
|--|--------------|--------------|
|  | <b>£'000</b> | <b>£'000</b> |
| <b>Amounts falling due within one year</b> |              |              |
| Rent arrears                               | 4,736        | 4,414        |
| Less: provision for bad debts              | (1,501)      | (1,402)      |
|  | <b>3,235</b> | <b>3,012</b> |
| Other debtors                              | 1,624        | 1,256        |
| Prepayments and accrued income             | 1,136        | 1,046        |
|  | <b>5,995</b> | <b>5,314</b> |

| <b>19. Current asset investments</b> | <b>2025</b>  | <b>2024</b>  |
|--------------------------------------|--------------|--------------|
|                                      | <b>£'000</b> | <b>£'000</b> |
| Opening fair value at 1 April        | 2,476        | 2,366        |
| Interest                             | 125          | 110          |
| Fair value at 31 March               | <b>2,601</b> | <b>2,476</b> |

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

| <b>20. Cash and cash equivalents</b> | <b>2025</b>  | <b>2024</b>  |
|--------------------------------------|--------------|--------------|
|                                      | <b>£'000</b> | <b>£'000</b> |
| Cash at bank                         | 2,118        | 2,784        |
|                                      | <b>2,118</b> | <b>2,784</b> |

Included in the above are balances totalling £309k (2024: £307k) which are held in trust for shared ownership leaseholders.

# Merlin Housing Society Limited

## Notes to the Financial Statements For the year ended 31 March 2025

|  |                |                |
|--|----------------|----------------|
| <b>21. Creditors: amounts falling due within one year</b>          | <b>2025</b>    | <b>2024</b>    |
|  | <b>£'000</b>   | <b>£'000</b>   |
| Prepaid rental income  | 3,415          | 3,492          |
| Trade creditors  | 1,898          | 1,748          |
| Amounts due to group companies                                     | 110,413        | 102,452        |
| Deferred capital grant   | 226            | 267            |
| Other creditors  | 3,879          | 1,493          |
| Accruals and deferred income                                       | 3,388          | 3,248          |
|  | <b>123,219</b> | <b>112,700</b> |
| <b>22. Creditors: amounts falling due after more than one year</b> | <b>2025</b>    | <b>2024</b>    |
|  | <b>£'000</b>   | <b>£'000</b>   |
| Loans  | 161,363        | 161,843        |
| Loans due to group companies                                       | -              | 3,100          |
| Deferred capital grant   | 25,706         | 18,796         |
| Recycled capital grant fund  | -              | -              |
| Other creditors  | 1,050          | 1,025          |
|  | <b>188,119</b> | <b>184,764</b> |
| <b>Loan repayment profile</b>                                      |                |                |
| Repayable within one year  | -              | -              |
| Repayable between one and two                                      | -              | -              |
| Repayable between two and five years                               | 4,500          | 2,750          |
| Repayable after five years   | 156,863        | 159,093        |
| Less: Loan finance costs   | -              | -              |
|  | <b>161,363</b> | <b>161,843</b> |
| The interest risk profile of loan liabilities are as follows       | <b>2025</b>    | <b>2024</b>    |
|  | <b>£'000</b>   | <b>£'000</b>   |
| Floating rate  | -              | -              |
| Fixed rate - average 3.40% (2024: 3.40%)                           | 161,363        | 161,843        |
|  | <b>161,363</b> | <b>161,843</b> |

There are no undrawn committed borrowing facilities.

## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

| <b>23. Deferred capital grant</b>               | <b>2025<br/>£'000</b> | <b>2024<br/>£'000</b> |
|---|-----------------------|-----------------------|
| At 1 April                                      | <b>19,063</b>         | 11,281                |
| Grants received in year                         | <b>6,988</b>          | 6,046                 |
| Transferred from group company                  | -                     | 1,887                 |
| Recycled to Recycled Capital Grant Fund         | -                     | (85)                  |
| Amortised in year                               | <b>(120)</b>          | (117)                 |
| Amortised grant on disposal                     | <b>1</b>              | 51                    |
| At 31 March                                     | <b>25,932</b>         | 19,063                |
| Amount due to be released within one year       | <b>226</b>            | 267                   |
| Amount due to be released in more than one year | <b>25,706</b>         | 18,796                |
|   | <b>25,932</b>         | 19,063                |

| <b>24. Recycled capital grant funds</b> | <b>2025<br/>£'000</b> | <b>2024<br/>£'000</b> |
|---|-----------------------|-----------------------|
| At 1 April                              | -                     | 206                   |
| Inputs to reserve                       |                       |                       |
| Grants recycled                         | -                     | 85                    |
| Interest accrued                        | -                     | -                     |
| Utilised                                |                       |                       |
| Transfer to group company               | -                     | (291)                 |
| New build                               |                       |                       |
| At 31 March                             | -                     | -                     |

| <b>25. Provision for liabilities and charges</b> | <b>2025<br/>£'000</b> | <b>2024<br/>£'000</b> |
|--|-----------------------|-----------------------|
| As at 1 April                                    | <b>562</b>            | 46                    |
| Additions in year                                | <b>363</b>            | 516                   |
| Utilised in year                                 | <b>(352)</b>          | -                     |
| As at 31 March                                   | <b>573</b>            | 562                   |

## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

| 26. Share Capital                                    | 2025<br>£ | 2024<br>£ |
|--|-----------|-----------|
| <b>Issued and fully paid (nominal value £1 each)</b> |           |           |
| As at 1 April  | 23        | 24        |
| Issued during the year                               | 5         | -         |
| Cancelled during the year                            | (5)       | (1)       |
| As at 31 March                                       | <u>23</u> | <u>23</u> |

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.

#### 27. Reserves

**Income and expenditure reserve** - represents the net surplus which is 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 2016 to 2017.

| 28. Analysis of changes in net debt            | 2024<br>£'000           | Cashflows<br>£'000  | Amortisation<br>of premium/<br>loan costs<br>£'000 | 2025<br>£'000           |
|--|-------------------------|---------------------|--|-------------------------|
| Cash at bank and cash equivalents              | 2,784                   | (666)               | -  | 2,118                   |
| Short term investments                         | <u>2,476</u>            | <u>125</u>          | <u>-</u>   | <u>2,601</u>            |
|  | 5,260                   | (541)               | -  | 4,719                   |
| Other loans                                    |                         |                     |  |                         |
| Loans due within one year                      | -                       | -                   | -  | -                       |
| Loans due after more than one year             | <u>(161,843)</u>        | <u>-</u>            | <u>480</u>   | <u>(161,363)</u>        |
| <b>Change in debt resulting from cashflows</b> | <u><b>(156,583)</b></u> | <u><b>(541)</b></u> | <u><b>480</b></u>                                  | <u><b>(156,644)</b></u> |

## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

| <b>29. Cash flow from operating activities</b> | <b>2025</b>   | <b>2024</b>  |
|--|---------------|--------------|
|  | <b>£'000</b>  | <b>£'000</b> |
| Surplus for the year                           | <b>31,439</b> | 26,461       |

#### Adjustments for non-cash items

|   |                |         |
|---|----------------|---------|
| Depreciation of tangible fixed assets                         | <b>12,569</b>  | 12,447  |
| Amortisation of government grant                              | <b>(120)</b>   | (117)   |
| Gain on disposal of housing properties and other fixed assets | <b>(4,524)</b> | (4,981) |
| Movement in value of investment property                      | <b>41</b>      | 65      |
| Decrease in stock   | <b>9</b>       | 262     |
| Increase in trade and other debtors                           | <b>(661)</b>   | (1,878) |
| Increase/(decrease) in trade and other creditors              | <b>1,510</b>   | (983)   |
| (Decrease)/increase in intergroup balances                    | <b>(8,270)</b> | 8,682   |
| Increase in provisions  | <b>11</b>      | 517     |
| Net interest expense payable                                  | <b>4,252</b>   | 5,510   |
| Pension costs less contributions payable                      | <b>(1,392)</b> | (258)   |

|   |               |        |
|---|---------------|--------|
| <b>Net cash generated from operating activities</b> | <b>34,864</b> | 45,727 |
|---|---------------|--------|

| <b>30. Capital commitments</b> | <b>2025</b>  | <b>2024</b>  |
|--------------------------------|--------------|--------------|
|                                | <b>£'000</b> | <b>£'000</b> |

|   |            |       |
|---|------------|-------|
| Capital expenditure contracted for but not provided for in the financial statements | <b>873</b> | 1,546 |
|---|------------|-------|

|  |          |   |
|--|----------|---|
| Capital expenditure authorised by not yet contracted for | <b>-</b> | - |
|--|----------|---|

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

|                      |            |       |
|----------------------|------------|-------|
| Social housing grant | <b>85</b>  | 497   |
| Loans and reserves   | <b>788</b> | 1,049 |
|                      | <b>873</b> | 1,546 |

#### 31. Grant and financial assistance

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

|   | <b>2025</b>   | <b>2024</b>  |
|---|---------------|--------------|
|   | <b>£'000</b>  | <b>£'000</b> |
| Held as deferred capital grant                            | <b>25,932</b> | 19,063       |
| Recognised as income in statement of comprehensive income | <b>16,456</b> | 16,456       |
|   | <b>42,388</b> | 35,519       |

## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

#### 32. Related party transactions

Transactions with non-regulated members of the group

|  | 2025<br>£'000 | 2024<br>£'000 |
|--|---------------|---------------|
| Purchases from Bromford Developments Limited | <u>1,284</u>  | <u>-</u>      |

Merlin Housing Society has no intercompany balances with non-regulated group members

#### 33. Pension obligations

During the year the association participated in one defined benefit scheme, the Avon pension fund (LGPS), which is a multi-employer defined benefit scheme administered by Bath and North East Somerset Council under the regulations governing the Local Government Pension Scheme. On 31 March 2025 the association ceased to participate in the scheme, after all active members exited the scheme. The estimated termination value of the scheme as at 31 March 2025 is £2.5m and this is included in other creditors.

The association also participated in the Royal London Defined Contribution scheme and The Pension Trust defined contribution scheme.

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

##### Summary of pension schemes balances

|   | 2025  | 2024    |
|---|-------|---------|
|   | £'000 | £'000   |
| <b>Creditors due less than one year</b> |       |         |
| Royal London DC scheme                  | -     | (15)    |
|   |       |         |
| <b>Pension provision</b>                |       |         |
| Avon pension fund (LGPS)                | -     | (5,052) |

**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

**Avon Pension Fund**

The latest triennial actuarial valuation was carried out at 31 March 2022 and this has been updated to 31 March 2025 by a qualified independent actuary.

**Contributions for year ended 31 March 2025:**

|              | <b>2025</b>  | <b>2024</b>  |
|--------------|--------------|--------------|
|              | <b>£'000</b> | <b>£'000</b> |
| Employee     | 85           | 88           |
| Employer     | 1,687        | 1,654        |
| <b>Total</b> | <b>1,772</b> | <b>1,742</b> |

**Principal actuarial assumptions**

The following information is based upon a full actuarial valuation of the fund at 31 March 2022 updated to 31 March 2025 by a qualified independent actuary:

|  | <b>2025</b> | <b>2024</b> |
|--|-------------|-------------|
| Rate of inflation - CPI                  | 3.00%       | 3.10%       |
| Rate of increase for pensions in payment | 3.00%       | 3.10%       |
| Rate of increase in salaries             | 3.00%       | 3.10%       |
| Discount rate for scheme liabilities     | 5.65%       | 4.95%       |

The post retirement mortality assumptions used to value the benefit obligation for the four years are based on the S3PA CMI 2021 cohort series. The assumed life expectations on retirement at age 65 are:

|  | <b>2025</b> | <b>2024</b> |
|--|-------------|-------------|
| Males  |             |             |
| Current pensioners (years)                     | 23.2        | 23.1        |
| Future pensioners retiring in 20 years (years) | 25.5        | 25.3        |
| Females  |             |             |
| Current pensioners (years)                     | 25.2        | 25.1        |
| Future pensioners retiring in 20 years (years) | 28.1        | 28.0        |

**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

The information below is in respect of the whole of the plans for which the group is either the sponsoring employer or has been allocated a share of cost under an agreed policy throughout the periods shown:

|   | <b>2025</b><br><b>£'000</b> | <b>2024</b><br><b>£'000</b> |
|---|-----------------------------|-----------------------------|
| Fair Value of fund assets                     | -                           | 43,217                      |
| Present value of defined benefits obligations | -                           | (48,269)                    |
| <b>Pension deficit</b>                        | -                           | (5,052)                     |

**The fair value of the assets:**

|                                   | <b>2025</b><br><b>£'000</b> | <b>2024</b><br><b>£'000</b> |
|-----------------------------------|-----------------------------|-----------------------------|
| Other bonds                       | -                           | 43,217                      |
| <b>Total fair value of assets</b> | -                           | 43,217                      |

**Reconciliation of assets and liabilities**

Reconciliation of assets at 31 March 2025:

|  | <b>£'000</b> |
|--|--------------|
| Assets at start of period  | 43,217       |
| Interest on plan assets  | 2,142        |
| Re-measurements  | (4,895)      |
| Administration expenses  | (8)          |
| Employer contributions paid                                      | 1,687        |
| Settlement   | (40,580)     |
| Employee contributions   | 85           |
| Benefits paid  | (1,648)      |
| <b>Assets at end of period</b>                                   | -            |
| <b>Total return on plan assets 1 April 2024 to 31 March 2025</b> | <b>6.8%</b>  |



**Notes to the Financial Statements**  
**For the year ended 31 March 2025**

**Reconciliation of liabilities at 31 March 2025:**

|                                     | £'000    |
|-------------------------------------|----------|
| Liabilities at start of period      | 48,269   |
| Service cost                        | 287      |
| Interest cost                       | 2,351    |
| Employee contributions              | 85       |
| Settlement                          | (43,047) |
| Re-measurements                     | (6,297)  |
| Benefits paid                       | (1,648)  |
| <b>Liabilities at end of period</b> | <b>-</b> |

**Analysis of the amount charged to operating costs in the Statement of Comprehensive Income at 31 March 2025:**

|   | £'000      |
|---|------------|
| Employer service cost (net of employee contributions) | 287        |
| Expenses (including service charge and curtailments)  | 8          |
| <b>Total operating charge</b>                         | <b>295</b> |
| <b>Analysis of pension finance (income)/costs</b>     |            |
| Expected return on pension scheme assets              | (2,142)    |
| Interest on pension liabilities                       | 2,351      |
| <b>Amounts debited to financing costs</b>             | <b>209</b> |

**Analysis of gains and losses recognised in the Statement of Comprehensive Income at 31 March 2025:**

|   | £'000        |
|---|--------------|
| Actuarial losses on pension scheme assets     | (4,895)      |
| Actuarial gains on pension scheme liabilities | 6,297        |
| <b>Actuarial gains recognised</b>             | <b>1,402</b> |

## Merlin Housing Society Limited

### Notes to the Financial Statements For the year ended 31 March 2025

#### Movement in deficit during the year:

|   | £'000   |
|---|---------|
| Deficit in scheme at 1 April 2025                     | (5,052) |
| Employer service cost (net of employee contributions) | (287)   |
| Employer contributions paid                           | 1,687   |
| Payable on settlement                                 | 2,467   |
| Pension administration expenses                       | (8)     |
| Net interest debit                                    | (209)   |
| Remeasurements  | 1,402   |
| Deficit in scheme at 31 March 2025                    | -       |

Amounts due on settlement are included in other creditors (note 21).

#### 34. Bromford Flagship Limited

The company's ultimate parent organisation is Bromford Flagship Limited registered in England and Wales under the Co-operative & Community Benefit Societies Act 2014 (Registered Society Number 29996R).

The results of Merlin Housing Society Limited are included in the results of Bromford Flagship Limited.

Copies of the group financial statements for Bromford Flagship Limited are available from the website, [www.bromford-flagship.co.uk](http://www.bromford-flagship.co.uk).