



Company registration number: 06293737
Registered with the Regulator of Social Housing number: L4502

Futures Housing Group Limited

Annual report and financial statements

Year ended 31 March 2026

Futures Housing Group Limited
Year ended 31 March 2026

Contents

Section	Page
Board members, executive directors, advisors, bankers and subsidiaries	1
Strategic Report	2
Report of the Board	45
Independent auditor's report to the members of Futures Housing Group Limited	53
Consolidated statement of comprehensive income	64
Company statement of comprehensive income	65
Consolidated and company statements of changes in reserves	66
Consolidated statement of financial position	67
Company statement of financial position	68
Consolidated statement of cash flows	69
Notes to the financial statements	70

Futures Housing Group Limited

Year ended 31 March 2026

Board members, executive directors, advisors and bankers

Board		Appointed	Resigned
Chair	Pauline Davis	1 October 2024	
Vice Chair	Gary Middleton	1 October 2024	
Other members	Timothy Slater	19 July 2017	19 July 2026
	Ciara McMillan	6 November 2018	2 April 2025
	Peter Burke	10 August 2020	10 August 2026
	Samantha Chalmers	8 December 2021	
	Laurice Ponting	1 March 2023	
	Pauline Davis	19 June 2023	
	Jackie Perry	19 June 2023	
	Timothy Mulvenna	15 July 2024	
	Gary Middleton	31 July 2024	
	Patrick Duffy	31 July 2024	
	John Stephen Jackson	26 January 2025	
	Ian Skipp	20 May 2025	
	Gurwinder Singh	30 July 2025	
	Dhaliwal		
Company Secretary	Ian Skipp		
Executive directors	Chief Executive		Tim Mulvenna
	Group Director, Finance and Growth		Ian Skipp
	Group Director, People and Change		Nicola Hope
	Group Director, Homes and Communities		Sarah Wyke
	Group Director, Customer Experience		Helena Thompson
Registered office	Futures House Building 435, Argosy Road Castle Donington DE74 2SA		
Registration numbers	Registered under the Companies Act 2006, number: 06293737 Regulator of Social Housing, number: L4502		
External auditor	BDO LLP Two Snowhill Birmingham B4 6GA	Principal Solicitors	Anthony Collins Solicitors LLP 134 Edmund Street Birmingham B3 2ES

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report

The Board of Futures Housing Group Limited presents its report together with the audited financial statements for the year ended 31 March 2026.

Legal status

Futures Housing Group Limited ('the company' or FHG) is a company limited by guarantee (number 06293737) and is registered as a housing provider with the Regulator of Social Housing (RSH) (number L4502). It is the parent entity of Futures Housing Group ('the Group'). The company was incorporated on 26 June 2007 and began trading on 5 November 2007.

FHG provides back office services to its subsidiaries. These include finance, human resources, information technology and procurement. It also provides services in respect of strategic asset management and development.

Subsidiaries

Other members of the Group are:

Futures Homescape Limited (FHL) formed in 2002. Registered provider with the RSH. At 31 March 2026 FHL owned 7,291 homes (2025: 7,195) for social or affordable rent, shared ownership and market rent. 2,224 of these are supported housing which include a lifeline service (2025: 2,224). It also manages 108 properties on behalf of others (2025: 112).

Futures Homeway Limited (FHW) formed in 2006. Registered provider with the RSH. At 31 March 2026 FHW owned 3,490 homes (2025: 3,450) for social or affordable rent, shared ownership and market rent. 859 of these are supported housing which include a lifeline service (2025: 860). It also manages 85 properties on behalf of others (2025: 85).

Five Doorways Homes Limited (5D) formed in 2004. Not a registered provider. At 31 March 2026 5D owned 86 homes (2025: 86). Ten of these are supported housing which include a lifeline service. 5D is a subsidiary of FHL.

Futures Finance Limited (FFL) formed in 2018 and acts as a funding vehicle to on-lend bank loans and other bank credit facilities across the Group.

Futures Treasury Plc (FTP) formed in 2018 and also acts as a funding vehicle to on-lend monies to the housing subsidiaries. The funding within this company is a public bond.

Working in partnership allows the Group to provide the benefits, economies of scale and capacity that a large organisation brings, while allowing each company to retain a strong focus on local delivery.

Our vision

Providing quality homes and services for better futures

Underpinning our vision are our FACTS values

Flexible

Accountable

Customer centric

Trusting

Supportive

Futures Housing Group Limited
Year ended 31 March 2026
Strategic Report (continued)

Introduction from the Group Chair

Since I became Chair in October 2024, I've made it my mission to get to know Futures inside out. I think it's really important to get out and see our homes and customers in person, as doing this brings things to life in a way that reports and Board meetings simply can't.

Over the last year I've continued to do this by spending time with colleagues and seeing first-hand the amazing work they do for our customers. Some of my highlights include seeing the important work of our Independent Living and Beep Assist teams, where I met a couple who were very excited to move into their new bungalow. Their home had been thoughtfully prepared to better meet their needs, and they were very positive about the support they'd received from Futures.

As Chair, I'm also proud of the way our governance has continued to evolve so we can give customers, colleagues, regulators and funders confidence in the way Futures is run. Our continued G1/V1 ratings reflect the strength of our governance and finances, but in a constantly changing world, we know we can't stand still.

With the new consumer standards now in place, the Board has kept a close focus on customer voice, service improvement and risk and compliance, making sure we're well prepared for our next in-depth assessment and continuing to make decisions that support customers now and in the future.

We've also spent time looking at the future of Futures. We've discussed how we strengthen diversity and inclusion and how we can make better use of data and technology. To help with this, we specifically recruited someone to help us get to grips with the challenges of the digital world at Board level, so we've been able to strengthen our expertise in digital transformation and data.

One of the most important shifts this year has been the way we're bringing customer voice more clearly into our decision-making. The creation of our Customer Voice team, alongside the new Customer Experience Committee, gives the Board stronger insight from satisfaction measures, complaints, compliments, surveys and everyday feedback, helping us understand what customers are really experiencing and where we need to improve.

Futures is a great organisation doing great things, so I'd like to say a big thank you to all our team members, Board members and partners for all the fantastic work you do.



Pauline Davis,

Group Chair

Futures Housing Group Limited
Year ended 31 March 2026
Strategic Report (continued)

Introduction from the CEO

I'm proud that this year's report shows great progress across the areas that matter most to Futures – our customers, our colleagues, our homes, and how we grow.

One of the biggest highlights of this year is that our overall customer satisfaction has increased to 80%. That's something we should be proud of, but it doesn't mean we can take our foot off the pedal. What matters most is that we keep listening to customers, keep learning from what they tell us and keep improving the services they rely on.

There will always be challenges around us, from the cost of maintaining and improving homes to rising expectations on service quality, safety and regulation. But one thing doesn't change – our passion for doing all we can for our customers. Their rent is reinvested in our homes, so we have a responsibility to make sure every pound is used as well as possible.

The themes in this report all come back to that responsibility. Improving homes and energy efficiency helps make them warmer, safer and more affordable to live in. Supporting colleagues to thrive helps us give customers better services. Building and acquiring new homes helps more people access the quality, affordable homes they need. And growing carefully means we can keep investing in the homes and communities customers rely on.

This report is just a snapshot of where we are this year. It shows progress we're proud of, from investing over £18 million in capitalised improvements to customers' homes and delivering 188 new homes, to rolling out new ways of making services simpler and more joined up. But it also shows that we're on a longer journey. We'll need to keep adapting, keep finding better ways to work and keep making decisions that put customers first.

I'm proud of what colleagues across Futures have achieved this year, and I'm confident we have the focus, foundations and determination to keep delivering quality homes and services for better futures.



Tim Mulvenna,

Chief Executive

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Highlights of our year

Happy customers

Stats:

- 80% overall customer satisfaction (TSMs)
- £1.49m additional income secured for customers
- 0.9% customer rent arrears
- 23+ new customer roles created to shape our services

Happy people

Stats:

- 81% of colleagues say Futures is a great place to work
- 93 trained as Mental Health First Aiders
- All colleagues brought together for an all staff event
- 58 colleagues progressed to a different role at Futures

Our homes

Stats:

- £18.8m invested in customers' homes on capitalised improvements
- 164 homes retrofitted with energy efficiency measures
- 8.6 days average to complete repairs (down from 9.5)
- 100% compliance with the Decent Homes Standard

How we're growing

Stats:

- 188 new homes delivered
- 122 new homes in the pipeline (contracts exchanged)
- 1.81 average defects in new homes
- £32m secured from the Government to build new homes

Our finances

Stats:

- £76.4m turnover
- £20.4m operating surplus
- 27% operating margin

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report

About us

Providing quality homes and services for better futures

We're a not-for-profit housing association that's been providing affordable homes and supporting people across the East Midlands for nearly 20 years.

We have more than 10,700 homes extending from Derbyshire down to the Daventry area and beyond, and help our customers through a range of services designed to help them live well and independently.

With over 500 colleagues, we work hard to provide safe, comfortable and affordable homes and we're proud that this is reflected in our continued G1/V1 ratings by the Regulator of Social Housing, a score we've maintained since it was introduced.

We've been doing this since 2007, and while each year brings new opportunities and challenges, our focus remains the same – providing quality homes and services for our customers.

Following Tim Mulvenna's appointment as Chief Executive in July 2024, we simplified our corporate plan to give us a clearer focus for 2025-26. While all elements of the plan are still important, this report highlights the main priorities we've focused on during the year – our customers, our colleagues, our homes and growing the organisation.

Happy customers

Everything starts with our customers.

We're proud of the great increases we've achieved in some of the main customer areas of our Tenant Satisfaction Measures:

- Overall customer satisfaction: 80% up from 75.5% last year
- Listening to customers and acting: 69% up from 65.3% last year
- Keeping you informed: 75% up from 73.4% last year

Delivering effortless customer experiences is a key priority for Futures, and we kept our commitment to this over the last twelve months by trialling an approach used by Octopus Energy.

The trial asked our Customer Services team to offer customers a single point of contact and see if this would improve their experience. We began the trial with a couple of Customer Services team members, so that when a customer called through to one of them, that colleague would take ownership of the query and deal with it from start to finish.

Usually, customers might be told that another team would call them back if we couldn't answer their question on the call. Instead, this trial meant the team member taking the call was the one to call them back and stay as their main point of contact until the query was resolved.

The trial was so successful we decided to roll this out across the entire Customer Services team, starting in July this year. We'll be able to share more on this in next year's report.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Happy customers (continued)

We're more than just a landlord, and the help given by our Tenancy Support team is a perfect example of this.

Every year the team supports over 1,000 customers, helping them to claim benefits they're entitled to, find employment and manage their money.

Last year, the team supported Simon, whose life suddenly changed when he had a stroke. We not only helped him find a new home better suited to his needs, but also helped him to navigate a whole new chapter in his life as he was no longer able to work.

Our Home Choices and Tenancy Support teams worked with Simon to help him settle in, from applying for grants and funding to set up his home, to claiming the right level of benefits and even making sure his utilities and bills were set up correctly.

Simon later invited us to share his story in the hope of encouraging other customers to reach out if they need support.

Spreading Christmas cheer

At Christmas, our colleagues were on hand to be 'elves' as we hosted free Christmas meals for customers.

More than 150 customers were invited to free Christmas meals in Derbyshire and Northamptonshire – the two main areas where our homes are based. We put on two sittings at each location, one for families with children and another for adult households, and colleagues had also organised a toy collection to make sure every child attending had a present to take home, from the youngest attendee, aged just three months, up to older teens.

These events were made possible through funding from our suppliers, allowing us to bring customers together and spread some festive cheer.

Listening to the customer voice

With the introduction of the RSH Consumer Standards, listening to our customers has never been more important. Customers know their home best and understand what it feels like to receive our services, so at the start of this year we created a dedicated Customer Voice team to make sure customers' views are at the heart of everything we do.

The team brings together insight from Tenant Satisfaction Measures, complaints, compliments, surveys, and everyday feedback so we can build a clearer picture of our customers' experiences.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Listening to the customer voice (continued)

So far, the team has completed its first piece of scrutiny work with customers on antisocial behaviour. Customers joined us in person and online to map out what they liked about the process and what we should improve. We came away with lots of positive feedback, such as our staff being empathetic, patient and understanding, as well as recommendations to improve, including the Noise App we ask customers to record noise disturbances on. They told us it doesn't capture the sound as clearly as experienced in person, so we've since sent a survey to all customers who'd recently used the app to started looking into alternatives.

Meet Maggie's Den

When retired Maggie Reed and her husband Kev moved into a Futures home in Heanor, Derbyshire in 2021, it wasn't long before she set herself the task of bringing people together to use one of our nearby community centres.

What started as a handful of people meeting for a cup of tea in Gladstone Avenue community centre has blossomed over the last year and a half, and turned neighbours who didn't know each other into a large, close-knit group of friends – now known as Maggie's Den.

Happy people

Supporting our team members to thrive.

- 81% of colleagues say they're proud to work for and feel loyal to Futures.
- Average gender pay gap of 2.33%.
- 58 colleagues progressed to different role at Futures.
- Investors in People – platinum accredited since 2021.

Every organisation wants happy customers, and at Futures we believe that starts with having happy people working here.

We've held the coveted Investors in People Platinum award since 2021, an accreditation achieved by only 1% of participating organisations. Another way we track how colleagues are feeling is through our annual staff survey, which helps us understand what's working well and where we need to improve. In our latest survey, 81% of team members said they're proud to work for and feel loyal to Futures, and our Employee Net Promoter Score (eNPS) sits comfortably at +45. eNPS is a metric used to measure employee satisfaction and loyalty, good eNPS scores for the housing sector typically range from +30 to +50.

We want to create an environment where everyone is welcome and thriving, so last year we launched a new culture and engagement programme called Thrive. Thrive has a key focus on personal development so colleagues can gain new skills and make positive changes that help them thrive in their role.

To support the roll-out of the initiative, we introduced a new Head of Culture role, along with culture and engagement team members, who now regularly deliver workshops and training sessions for colleagues.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Happy people (continued)

Some of the workshops included sessions to understand the behaviours team members would like to see from others. We've used this feedback to review and refresh the statements that sit under our FACTS (Flexible, Accountable, Customer-Centric, Trusting and Supportive) values and embedded these within a new performance review process. This new process is an annual review between a team member and their manager that sets clear objectives for the year, including check-ins on wellbeing, assessments on their behaviour and skills, and gives colleagues an opportunity to have a separate development conversation – recognising that not everyone may want to progress into a different role. Last year 58 team members progressed into a new internal role!

We first announced Thrive to all our team members in an all-day staff conference, where we were joined by social housing activist Kwajo Tweneboa. Kwajo delivered a thought-provoking and powerful speech, sharing the devastating effects of what happens when housing associations get it wrong.

He also raised an interesting point in his speech about not referring to those who live in our homes as 'customers', and we noticed some staff changing their language straight away. We decided to ask our customers what they'd prefer we call them, whether that's 'customer', 'tenant', 'resident', or something else. We didn't get a definitive winner, so we decided to be more flexible with our language and use tenant and resident alongside customer, depending on the context.

We have several social groups for colleagues, including a menopause community group and carer's support group. This year we strengthened support for team members with caring commitments outside of work through the introduction of up to three days of paid carer's leave. This initiative recognises the diverse responsibilities team members may have outside the workplace, supports wellbeing and work-life balance, and reinforces our commitment to being an inclusive and flexible employer.

We've also taken a proactive approach to addressing sickness absence by focusing on teams with higher absence levels. Musculoskeletal issues are a common reason for our Repairs team members to take time off, so we're trialling a free physiotherapy programme for them to support early intervention and recovery. The therapist is based in one of our repairs depots so sessions can take place on site during the working day.

Investing in people at the start of their careers is also an important part of creating a positive workplace culture, so we've confirmed a commitment to recruit ten apprentices each year. Last year, some of our apprentices got to show off their plastering skills to Secretary of State for Education Bridget Phillipson, when Futures was invited to Derby College for a special ministerial visit to celebrate its national recognition as a technical college.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Looking after our homes

Making sure our customers have a well-maintained, safe and secure home.

- Customer satisfaction with repairs service: 88.5%
- Customers satisfied with quality of work: 94.7%
- Emergency repairs completed within 24 hours: 97%
- Properties meeting the Decent Homes Standard: 100%

With over 10,700 homes across the East Midlands, our colleagues are understandably busy keeping them well maintained. Last year, our Repairs team and contractors carried out 40,750 visits to customers' homes to either fix a reported repair or carry out a planned improvement, such as putting in a new kitchen or boiler.

We spent over £18 million on capitalised improvements such as new kitchens, bathrooms, boilers and other key replacements and improving the energy efficiency of 164 homes.

We've been on a mission for several years now to improve the energy efficiency of our lower rated homes and have been taking advantage of the Social Housing Decarbonisation Fund to help us do this. This means we've been able to install cavity wall insulation, external wall insulation, air source heat pumps and solar panels and improve the energy performance certificate rating of homes rated D or E to C and above. This work not only helps us future proof and improve the quality of our homes, but also helps customers to live in a warmer, comfortable and more affordable home.

Awaab's Law came into effect in October last year and changed how housing associations and other social landlords have to deal with some types of home emergencies, including problems with damp and mould. We're proud to say we were already working to the timescales that are now required by law, and since it came into effect 97% of the 3,551 emergency repairs reported to us were completed within 24 hours.

To prepare for the changes we trained more than 300 team members, introduced a new app for colleagues to report emergency repairs, and recruited two new specialist surveyors and a co-ordinator to meet the 'further investigation' and 'customer communication' requirements under Awaab's Law.

We're proud that 100% of our homes continue to meet the Decent Homes Standard, and that we remain fully compliant with fire risk assessments, gas safety checks, asbestos and legionella requirements.

Keeping customers safe is our top priority, and one challenge this year has been some fire safety works we've had to carry out at a block of 50 flats in Northampton. In response to the updated Fire Safety Regulations, we carried out extra checks in our customers' homes, which led to us finding some issues at The Bailey Wills, a block of flats we took ownership of a few years ago. During our investigations we found an issue with the fire compartmentation in the car park and safety upgrades needed inside the building.

We prioritised the upgrades needed inside the building first and closed the car park and arranged alternative parking for all residents. We've worked closely with Northamptonshire Fire & Rescue throughout and gone above and beyond the required works by installing a fire sprinkler system in every flat and throughout the building, along with an upgraded fire alarm system. The remaining works, including the car park, will begin this financial year.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

How we're growing

We have ambitious plans to continue building and acquiring new homes that meet our customers' needs.

- Built and acquired: 188 new homes
- Overall customer satisfaction with new homes: 94%
- Received Homes England funding totalling: £6.5m
- Reduced our average defects per home to just: 1.81

The shortage of affordable, high-quality homes is at the heart of the housing crisis, and our Development team is continually working to address this by building and acquiring new homes.

Over the last year, the team built and acquired 188 new homes across a mix of affordable tenures, including social and affordable rent, Rent to Buy and shared ownership. We also exchanged contracts for 122 more homes, giving us a strong pipeline for future delivery.

As a housing association it's important we secure funding to help us build more homes, and government body Homes England has played a key role in helping us do this, with £6.5 million of funding from them in 2025-26.

In July, we successfully secured £32 million of long-term funding through the Government's Affordable Homes Guarantee Scheme, giving us greater certainty and flexibility to deliver new homes, improve existing stock, and support our long-term sustainability goals.

The £32m funding is a significant step forward in delivering our strategic objectives while maintaining strong financial control.

One of the schemes supported by this funding is a 114 affordable home development in Daventry, one of the main areas we operate in. 'Roman Gardens' will include a mixture of one-, two-, three- and four-bedroom houses and apartments for both social rent and shared ownership, with solar panels installed on every home.

Bringing new affordable homes to an area is so much more than just 'building homes', so the site will deliver over £500,000 in social value contributions. More than £100,000 of this will go to the NHS and the rest towards libraries and education services, from early years up to secondary school.

Before we became Futures Housing Group, our story began in 2003, when Amber Valley Housing was formed through a large-scale voluntary stock transfer of social housing from the local council. Last year, Amber Valley Borough Council decided to reintroduce council owned housing in the area, and because of our strong relationship, they asked Futures to manage some of these properties.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

We now manage 28 of these homes in Derbyshire. One customer, who had been bidding for a home for her and her children for almost two and a half years said: *“I’ve had a lot of help from Futures which I’m forever grateful for. Their Tenancy Support team helped me with paperwork, flooring and some white goods, which made things a lot easier. In a way I’m glad it took so long because now I’ve got this house and I don’t feel like I want to move anymore, we’re happy.”*

Some of these homes also have solar panels on to help with customers’ electricity usage and bills. Making sustainable homes is so important to Futures, because by investing in energy efficiency measures we’re bringing people into more comfortable and affordable to heat homes that are fit for the future.

As well as improving the energy efficiency of our customers’ homes, we’ve started installing solar panels at some of our workspaces to support our goal of working in ways to better support the environment. Last year we installed our largest solar panel system to date at one of our main offices in Derbyshire, which had 130 panels fitted on its roof.

This is not only cutting our carbon emissions, but also lowering our energy costs, which means we have more money to save and reinvest in our customers’ homes.

Our governance

Good, strong and robust governance is essential to how we run Futures and deliver our long-term priorities. It gives our stakeholders, customers, regulators and funders confidence that we’re a well-run and financially resilient organisation, which is evidenced by our top G1/V1 ratings by the Regulator of Social Housing since 2015.

We expect to receive our next in-depth assessment over the next year which’ll include our first grading of the consumer standards. We know achieving a C1 is no easy feat, so we’ve been working hard to ensure we’re fully compliant and are confident we’re on the right track to achieve a top grade when the time comes.

Our governance arrangements have evolved this year, with a new committee and recruitment of a Board member specialising in digital technology. All of this helps us have clear oversight of our performance, risk, compliance, and sustainability, while making sure we stay focused on delivering quality homes and services.

Stats about Board

- 38% are female
- 8% are BAME
- 0% are residents
- 0% have a disability
- Average age of Board members: 57 years
- Average tenure of Board members: 3 years

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Meet our Board

As well as our Group Board, we have four committees and an Executive team who all work together to monitor our progress, set our strategy and direction, and are ultimately responsible for all that we do.

Pauline Davis, Group Chair

Pauline brings over 30 years' experience across housing, health, regeneration and education, with a passion for place shaping and local communities. A former senior leader in local government, she has led major regeneration and economic development programmes and is currently Independent Chair of Efficiency North Holdings Ltd. Pauline also holds a master's degree in public health.

Gary Middleton, Vice Chair and Senior Independent Director

Gary brings significant experience in commercial banking and residential property, as well as recent work with Homes England. He has served on multiple Boards and committees, including risk, governance and remuneration. With lived experience of social housing, Gary is passionate about the role quality, affordable homes play in supporting health, wellbeing, education and employment.

Sam Chalmers, Board Director and Chair of the Asset Investment Committee

Sam is a chartered surveyor with over 30 years' experience in development, asset management and new business across the profit-for-purpose and private sectors. She is Chief Executive of a regional regeneration specialist and has non-executive experience in special education, student accommodation and supported living. Sam is also a Board member of Futures Living Ltd, Progress Housing Group and RWP.

Tim Slater, Board Director and member of Audit and Risk Committee

Tim brings senior public and private sector experience in IT leadership and programme management. He has lectured at the University of Derby's Business School and holds a Masters in Finance and Accounting from Nottingham Trent University. A Fellow of the British Computing Society, Chartered Engineer and Fellow of the Higher Education Authority, Tim lives locally in Belper.

Peter Burke, Board Director, member of the Board of Futures Living Ltd and member of the Asset Investment Committee

Peter brings extensive residential development and commercial leadership experience. A former Non-Executive Director at Trafford Housing Trust, he previously worked as Commercial Director for Bloor Homes in the South Midlands and other major development companies. A Member of the Chartered Institute of Building, Peter has worked with housing associations for many years and is committed to supporting affordable homes delivery.

Patrick Duffy, Board Director and member of the Asset Investment Committee

Patrick has worked in residential development since 2006, including director-level roles at Peabody and Southern Housing delivering major programmes. He now leads estate regeneration, land acquisition and planning nationally for Anchor. Patrick is committed to affordable housing, good and sustainable design, and finding innovative ways to deliver more homes while managing development risk.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Jackie Perry, Board Director and Chair of the Customer Experience Committee

Jackie has 25 years' experience in social housing and is passionate about delivering great services that make a difference to people and places. She is Executive Director - Customer Experience at Muir Group Housing Association and leads on consumer regulation compliance, communications, engagement, housing services and supported housing. Jackie first joined Futures as a trainee Board member in 2021.

John Stephen Jackson, Board Director and Chair of the Audit and Risk Committee

Stephen is a professionally qualified accountant with significant Board-level experience across private, public and regulated sectors. He chairs Futures' Audit and Risk Committee and has held senior financial oversight roles internationally. Stephen is also a Non-Executive Director of Nottingham and Nottinghamshire Integrated Care Board, DHU Healthcare and Nottingham BID Company Limited.

Guv Dhaliwal, Board Director and member of the Customer Experience Committee

Guv has over 25 years' experience in senior technology leadership across housing and large global businesses, with expertise in digital transformation, strategic leadership and organisational change. Alongside his Non-Executive Director role at Futures, he is Chief Information Officer at Amplius, where he leads technology, data and transformation to improve services and create long-term customer value.

Jonathan Bemrose, Independent Member of the Group Audit & Risk Committee

Jonathan is an experienced Board member with a strong financial background across healthcare and social care, including the NHS. He is currently Finance Director for Pop, a growing healthcare company running GP practices and community health services across Nottinghamshire. He has previously held Chief Finance Officer roles in four statutory organisations with a combined turnover of more than £1bn.

Chelsea Clarke, Independent Member of the Asset Investment Committee and Trainee Board Director

Chelsea has over 15 years' experience in real estate, with a strong background in property management, investment and development. She has worked across varied market conditions, identifying opportunities, improving property portfolios and providing strategic advice. Chelsea is currently Senior Property Lead at Heathrow Airport, where she oversees Terminals 1-3 and business rates.

Laurice Ponting, Board Director and member of Audit and Risk Committee

Laurice has significant experience of corporate and strategic leadership, property development and customer focused service delivery in the social housing sector having worked with large metropolitan councils, housing associations and commercial businesses.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Meet our Exec team

Tim Mulvenna, Group Chief Executive Officer

Tim joined Futures in July 2024 and brings nearly 20 years' housing leadership experience, including Chief Executive roles and senior customer service, maintenance and investment responsibilities at The Barnet Group and L&Q.

Ian Skipp, Group Director of Finance & Growth

Ian joined Futures from KPMG, where he led the Midlands social housing practice. He brings strong finance, treasury, governance and risk management expertise, alongside wider commercial experience and an independent Board role at Housing21.

Nicola Hope, Group Director of People & Change

Nicola leads people, culture, strategic planning and business change at Futures. With experience at Deloitte and across multiple sectors, she brings expertise in organisational change, leadership, culture and evidence-led programmes that help people and organisations thrive.

Helena Thompson, Group Director of Customer Experience

Helena has 25 years' housing experience, mainly in customer-facing and operational leadership roles. Since joining Futures in 2009, she has focused on improving services, supporting customers and putting their needs at the centre of our work.

Sarah Wyke, Group Director of Housing & Communities

Sarah has built her career in housing, with experience across neighbourhood management, antisocial behaviour, regeneration, independent living and customer support. Since joining Futures in 2015, she has focused on creating thriving communities and joined-up services.

Strengthening our governance this year

We continued to develop our governance arrangements so they reflect our priorities and the changing environment we operate in. This included strengthening the Board's digital and technology expertise, recognising the growing importance of data, systems and digital services in how we deliver for customers.

We also replaced our Insight Committee with a new Customer Experience Committee, giving greater focus to customer voice, service performance, complaints, consumer standards and service improvement.

Internally, we simplified our main leadership meeting structure into two groups: Customer Experience Group and Homes and Growth. These groups help the Executive team oversee performance, delivery and improvement before key matters are escalated through formal governance.

Futures Housing Group Limited

Year ended 31 March 2026

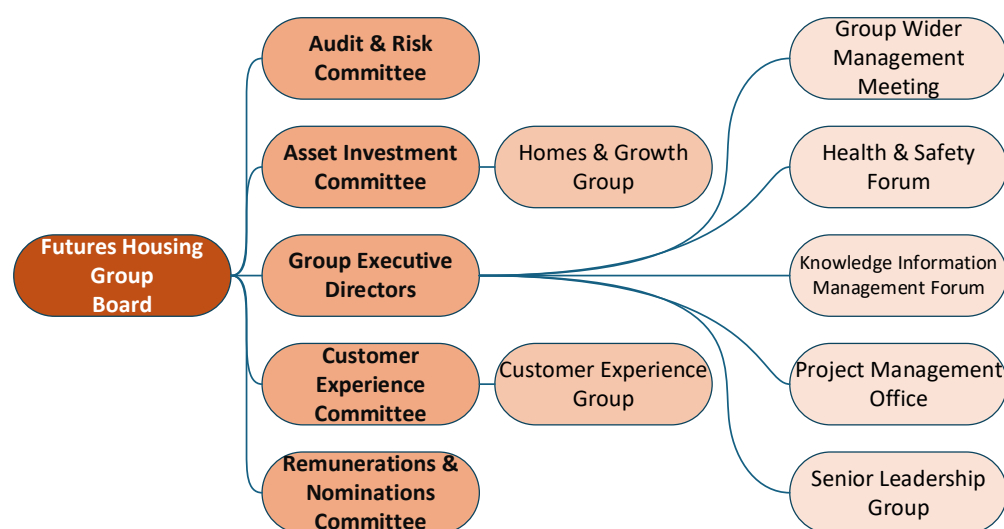
Strategic Report (continued)

Our committees

Our Board is supported by four committees, each focused on a key area of governance.

Committee	What it oversees
Audit & Risk Committee	Provides assurance on risk, internal controls, audit, treasury, value for money, regulatory compliance, covenant compliance and fraud prevention.
Asset Investment Committee	Oversees investment in existing homes and new homes, including development activity, asset-related risk, performance reporting and the long-term sustainability of the homes we own and manage.
Remuneration & Nominations Committee	Oversees Board and committee appointments, succession planning, remuneration matters, salary benchmarking and related governance recommendations.
Customer Experience Committee	Provides assurance on customer experience, service performance, consumer standards compliance, customer insight, complaints, transformation and service improvement.

In addition to the committees, there are operational groups and forums to run the business and to ensure that all information flows to the Board, who sets and oversees the Group's strategic direction.



Customers are a key part of the scrutiny framework with the Customer Experience Group consisting of customer representatives to influence Futures strategy and the customer experience.

These inform Board decisions on areas for investment to help improve effectiveness and shape the Group's strategic direction.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Value for money statement

1. Introduction

Value for money (VFM) is defined by the Regulator of Social Housing (RSH) and this statement details achievements throughout the year and the positive outcomes made as a result.

The target is for upper quartile performance with costs at no more than median level.

The governance framework ensures that internal VFM measures and external performance metrics are monitored and reported regularly to enable the Board to oversee delivery of the corporate objectives and to implement corrective actions where necessary.

VFM is embedded throughout our culture and is considered for all decisions, specifically to balance the cost (**economy**), satisfaction (**effectiveness**) and performance (**efficiency**) to ensure the best outcomes to customers. The Group has a clear track record of driving cost reduction and improving performance while generating savings for re-investment in both existing stock and towards building new homes.

- Sections 2 - 7 show the results from the VFM targets set at the beginning of the year and these are in addition to the mandatory RSH VFM metrics. The results have been graded to show whether the target has been met or not.
- Section 8 shows the 2023-24 external benchmarking to compare performance against other similarly-sized housing providers and the national average.
- Section 9 shows RSH VFM metrics, analysing how the Group compares to the sector.
- Section 10 provides a summary of overall financial performance alongside a forward looking view of the key financial metrics.
- Section 11 reviews potential future VFM gains achievable through alternative commercial, organisational and delivery structures.
- Section 12 analyses of non-social activity performance.
- The key is ● - Achieved ● - Not achieved

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

2. Customers VFM targets

Customers

Improving the customer experience and supporting people

VFM measure	2025/26 performance
1. Target of 76% in the overall satisfaction with the landlord's service TSM performance measured by a higher satisfaction % for 2025-26 (effectiveness). 2. Over 80% of customers finding it 'easy' when asked 'how easy or difficult was it to get your recent issue or query resolved' as part of the quarterly survey (effectiveness / efficiency). 3. Target that at least 83% of customers believe our homes are well maintained as per TSM definition (effectiveness / efficiency). 4. Help customers maintain their tenancies so that the bad debt provision is in line with the business plan assumptions at 1% (efficiency). 5. Positive outcome for 95% of customers who have had a detailed tenancy support plan through tenancy support, money advice or employment advice programmes (effectiveness). 6. Target for 85% of calls to the contact centre to be answered within 5 minutes (effectiveness). 7. Target for call abandonment to be less than 10% (effectiveness). 8. Target for at least 80% of complaints resolved at stage 1 (effectiveness / efficiency).	1. 80% 2025/26: an impressive 5 percentage point increase from 2024/25. 2. 86% (source: contact centre transactional survey 2025/26, base size 1,080). 3. 81% 2025/26. While below target, it is still a 2 percentage point increase from 2024/25. 4. 0.43%. 5. 100%. 6. 80% of calls to the customer contact centre were answered within 5 minutes. 7. 6.7% of calls were abandoned. 8. 78.8% of complaints were resolved at stage 1.

3. Homes VFM targets

Homes

Providing safe, quality and sustainable homes.

VFM measure	2025/26 performance
1. Perceived satisfaction with the safety and quality of our homes in the upper quartile compared to industry benchmarks (effectiveness). 2. Perceived satisfaction with moving into previously void home to be greater than 85% (effectiveness). 3. Homes remain 100% compliant with all statutory and regulatory standards (efficiency, effectiveness). 4. Homes remain 100% compliant with the Decent Homes standard (efficiency). 5. Works undertaken in line with the timescales as defined by Awaab's Law (effectiveness). 6. Ratio of repairs works to move to 50% employed staff and 50% externally contracted, utilising new apprenticeship and employment opportunities (with exception of works that require specialist contractors) (efficiency, economy, effectiveness). 7. Progress to be made towards all homes being EPC C by 2030 with works completed to 200 homes to bring them up to EPC C and 2,000 surveys to be completed so future business plan forecasts are accurate (efficiency, economy, effectiveness). 8. Homes assessed at void appraisal as to whether it is VFM to dispose of them and the funds to be used towards existing asset investment and the development programme (economy, efficiency).	1. 85% 2025/26, which is a 2 percentage point increase compared to 2024/25. RSH benchmarking data will be published around Oct 2026. Housemark median average mid year findings: 81.6%. 2. 93% (source: settling in transactional survey full financial year). 3. Homes are 99.9% compliant with statutory and regulatory standards and reported quarterly to Board – 13 homes with an EICR exceeding 5 years. 4. Homes are 100% compliant Decent Homes Standard (Jan 2026). 5. Awaab's Law: 97.9% within timescales – all Emergencies reported considered as an Awaab's Law case. 6. As of 31 March 2026, based on total asset spend (excluding work requiring specialist contractors), 43% of all work was carried out by the internal repairs team. 7. 74% (7,490) are EPC C or better. 388 more properties rated EPC C or better since the end of 2024/25. We've completed 2,470 EPC surveys this year. 8. The Assets Maximisation officer and communities and assets teams are working on a paper to establish the larger category 1 agreed disposal list and the criteria for review of properties. Sale of 5 high-cost homes is approved and underway.

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)

4. Growth VFM targets

Growth

Growing the business through development and partnerships.

VFM measure	2025/26 performance
1. Deliver quality new homes at minimum EPC B with consideration given to homes that meet a range of needs (efficiency, effectiveness). 2. Customer satisfaction with moving into their newly built home to be greater than 90% (effectiveness). 3. Reduction in external consultants over the year in the BAU team as legacy schemes are completed (economy). 4. New build land-led homes are insulated to at least the nominal Future Homes Standard 2025 requirements and take advantage of low-carbon heating sources where this benefits the customer (effectiveness). 5. Obtaining future funding facilities at least 24 months before it is required (economy, efficiency). 6. Appraising the benefits to the corporate plan from mergers / joint ventures as such opportunities arise (economy, efficiency).	1. Of the 188 new homes handed over and registered, 108 were rated A and 80 were rated B. 2. 94% source: settling in transactional survey 2025/26. 3. One further consultant left us during the year, leaving those on the remediation projects. 4. Station Court is being developed on site and further regeneration schemes will be assessed against the standard going forward. 5. FHG continues to have high liquidity with funding in place for at least 28 months. Discussions are well underway to further extend facilities to provide c. 50 months of liquidity at a lower margin, providing Vfm. Also, our Homes England Grant bid has been submitted. 6. Mergers and joint ventures are regularly appraised and discussed by the Board.

5. People VFM targets

People

A great place to work, culture of innovation: creating an efficient organisation.

VFM measure	2025/26 performance
1. 100% compliance with all mandatory training (efficiency, effectiveness). 2. eNPS of at least +58 based on colleague feedback (effectiveness). 3. All managers have attended or are scheduled to attend the Leadership Academy (effectiveness). 4. Maintain <u>liP</u> Platinum (effectiveness). 5. Through the delivery of the EDI plan, achieve an 18% increase at the next EDI diagnostic assessment (effectiveness).	1. 100%. 2. +45 <u>eNPS</u> 2025. 3. All new-in-post and newly recruited managers have attended or are scheduled to attend an upcoming Leadership Academy cohort. 4. Review was extremely positive with no risk to Platinum rating. Full review May 2027 for reaccreditation. 5. Reassessment due in Q3 2026.

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)

6. Finance & governance VFM targets

Finance & governance

Financial strength and resilience, effective, transparent governance.

- S&P Global Ratings updated our credit rating from A (stable) to A (negative) based on increased costs incurred towards the end of the last financial year.
- We obtained £32m of funding through the Affordable Homes Guarantee Scheme at a lower rate than the business plan forecasts. This has helped bring the full year forecast net interest payable for 2025-26 £0.2m under budget.
- We created a business assurance framework to give the Audit & Risk Committee insight over compliance with the three lines of defence against all risks, strategic and operational, across the organisation.

VFM measures and progress to date

VFM measure	FY target	2025/26 performance
▪ Cost savings from contract negotiations ▪ Void rent loss to be less than ▪ Rent loss from bad debts to be less than ▪ Profit on sale from RTB/RTA ▪ Profit on disposals (excluding RTB/A & S/O)	▪ £400k ▪ 1.6% ▪ 1.0% ▪ £630k ▪ £500k	▪ £400k ▪ 1.5% ▪ 0.45% ▪ £1,428k ▪ £1,232k

7. Return on assets

The Asset Maximisation team has used this financial data as well as qualitative measures such as the examples shown below, to highlight homes for further review when they become void. Options can include conversion, remodelling or disposal. Asset management is overseen by the Asset Investment Committee.

Sustainability area	Qualitative measures
Income	Rent arrears, SAP (Standard Assessment Procedure) rating and heating type (as an indicator of fuel poverty).
Housing management	Antisocial behaviour (ASB) levels, data from indices of multiple deprivation on levels of crime and distance from managing office.
Demand	Resident satisfaction, turnover rates, access to local facilities and amenities, waiting list and demand, garage availability, open space, development potential and community feeling.

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)

8. External benchmarking

We’re now using Housemark for benchmarking and the table below compares their key management indicators to other similar housing associations and the national average.

Due to the timing of when data is available, the data relates to 2024-25.

Key Management Indicators

Indicator	Futures Housing Group	Quartile	Eng. HA's (excl. LDN) 5k-15k	National
Number of calls answered per property	6.4	1	8.2	7.4
Average seconds to answer inbound calls	157.2	2	203.0	205.0
Voluntary staff turnover (%)	9.6	2	9.8	9.9
Involuntary staff turnover (%)	2.0	1	4.4	3.0
Current tenant arrears (%)	1.1	1	2.8	2.9
Former tenant rent arrears (%)	1.2	3	1.0	1.3
Write-offs (%)	0.58	4	0.31	0.31
Void loss (%)	1.7	3	1.3	1.5
Average re-let time (standard re-lets)	38.4	3	32.5	45.7
Average re-let time (major works units)	67.2	1	84.4	96.5
Average re-let time (all re-lets, including time spent in works)	53.4	2	64.2	67.4

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

9. RSH VFM metrics

The table below shows the Group's performance on the VFM metrics specified by the RSH. The Group's 2025-26 results have been graded as green ($\geq$ median), or red ($<$ median) when compared to the 2024-25 global accounts of other housing associations.

Gearing is above the sector median because our net book value of fixed asset values are below the sector average (average £40k per unit, being the initial transfer price plus subsequent major improvement works and after depreciation). A more relevant measure of gearing for the Group is net debt per unit which is significantly lower than the sector average.

The EBITDA MRI metric is lower than average due to the Group accelerating void and sustainability works, however the median is reducing across the sector overall.

	Actuals 2022-23	Actuals 2023-24	Actuals 2024-25	Actuals 2025-26	Target 2026-27	Target 2027-28	Target 2028-29	Target 2029-30	Global Accts 2024-25 Median
Reinvestment % Efficiency measure	11.5%	15.2%	15.6%	14.0%	12.8%	9.5%	11.2%	9.8%	7.5%
New supply delivered % (Social housing) Effectiveness measure	1.4%	2.2%	2.3%	1.8%	2.1%	2.4%	1.8%	1.7%	1.3%
New supply delivered % (Non social housing) Effectiveness measure	0.04%	0.01%	0.03%	0.02%	0.0%	0.0%	0.2%	0.3%	0.0%
Gearing % Efficiency measure	81.2%	73.9%	68.7%	69.4%	71.6%	70.9%	70.3%	69.2%	46.0%
EBITDA MRI interest cover Efficiency measure	110.4%	123.4%	129.4%	105.0%	102.3%	123.7%	132.3%	130.5%	113%
Headline social housing cpu * Economy measure	£4,286	£4,830	£5,303	£5,374	£5,614	£5,397	£5,454	£5,586	£5,690
Operating margin % Social housing lettings Efficiency measure	27.2%	28.7%	31.0%	27.4%	27.5%	31.0%	30.1%	30.8%	20.0%
Operating margin Overall Efficiency measure	26.1%	28.0%	28.7%	25.0%	25.0%	28.3%	27.4%	27.6%	17.4%
Return on capital employed	3.66%	3.86%	4.67%	4.23%	3.48%	3.98%	3.85%	3.94%	3.00%
cpu = cost per unit * inflation adjusted April 2023									

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)

Regulator of Social Housing VFM metrics (continued)

A further analysis of headline social housing cost per unit is shown in the table below.

Global Accounts 2025	Upper quartile CPU £000's	Median CPU £000's	Lower quartile CPU £000's	Actuals 2023-24 £000's	Actuals 2024-25 £000's	Actuals 2025-26 £000's	Target 2025-26 £000's
Headline social housing CPU	7.23	5.76	5.14	4.82	5.31	5.38	5.28
Broken down into:							
Management CPU	1.82	1.45	1.12	1.27	1.49	1.60	1.57
Service charge CPU	1.02	0.62	0.31	0.30	0.28	0.29	0.28
Maintenance CPU	2.18	1.67	1.26	0.63	0.67	0.88	0.86
Major repairs CPU	2.08	1.44	0.84	2.27	2.57	2.29	2.25
Other social housing CPU	0.58	0.25	0.08	0.23	0.18	0.20	0.20
CEO CPU				0.02	0.02	0.02	0.02
Executive team CPU				0.10	0.10	0.10	0.10

10. Historical financial performance

The Group has had significant financial strength over the past five years. Operating profit has been consistent averaging 29% over the last five years. The Group's asset base has also strengthened, due to diversified activities and an enlarged development programme. All of these factors have helped to generate additional capacity to build new homes and invest into existing homes. There was a net current liability due to the repayment of a loan and effective treasury management in only drawing down from the revolving credit facility when cash is required.

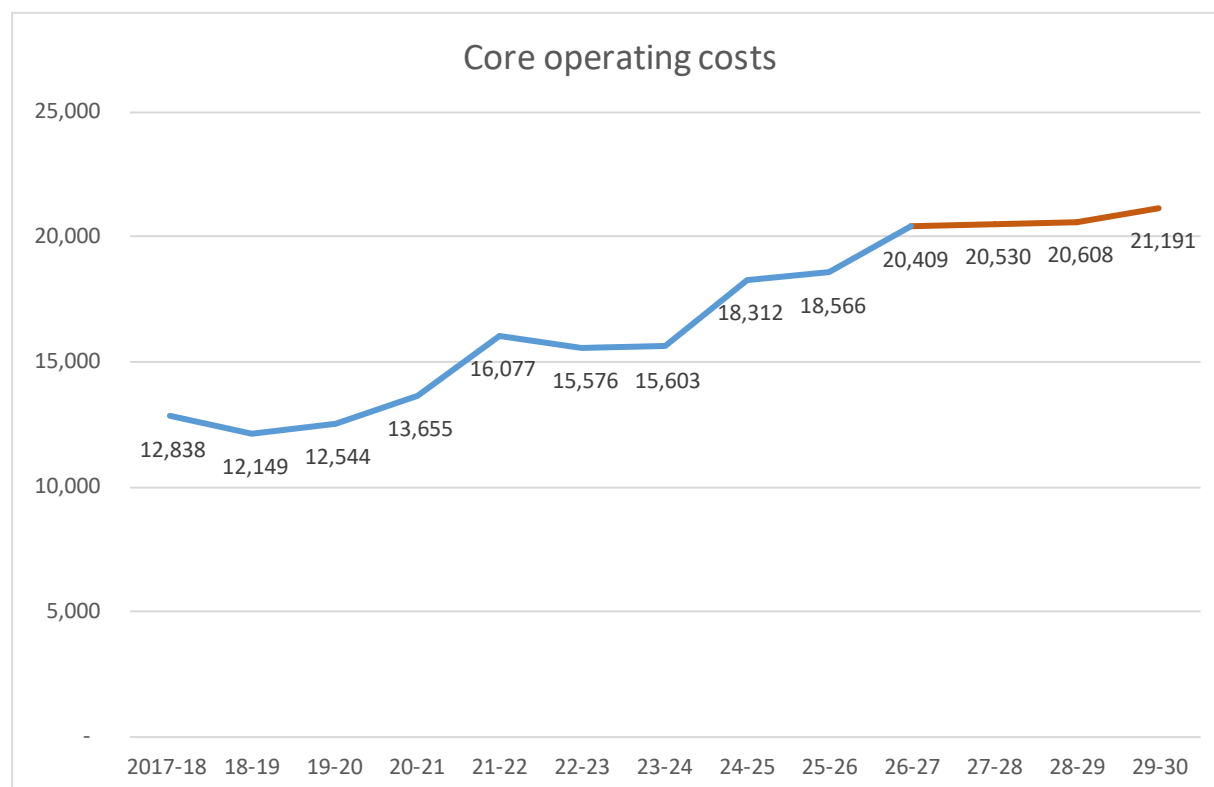
	31-Mar 2022 (£'000)	31-Mar 2023 (£'000)	31-Mar 2024 (£'000)	31-Mar 2025 (£'000)	31-Mar 2026 (£'000)
Statement of comprehensive income					
Total turnover	59,687	59,388	64,681	76,251	76,427
Operating costs (including cost of sales)	(42,559)	(44,385)	(47,385)	(55,046)	(57,387)
Revaluation of investment properties	2,368	684	(2,024)	(1,209)	(1,992)
Surplus on sale of housing properties and other fixed assets	1,538	1,661	263	1,338	3,306
Total operating surplus	21,034	17,348	15,535	21,334	20,354
Operating profit %	35.2%	29.2%	24.0%	28.0%	26.6%
Surplus for the year transferred to reserves	18,982	15,588	7,069	11,808	8,839
	31-Mar 2022 (£'000)	31-Mar 2023 (£'000)	31-Mar 2024 (£'000)	31-Mar 2025 (£'000)	31-Mar 2026 (£'000)
Statement of financial position					
Fixed assets	343,126	372,742	418,394	475,979	534,314
Net current assets/(liabilities)	131,973	82,531	36,475	7,599	(5,806)
Creditors over one year	(396,684)	(369,612)	(362,139)	(379,040)	(415,131)
Total net assets	78,415	85,661	92,730	104,538	113,377

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Forward looking financial performance: core operating costs



Core operating costs are defined as: total operating costs excluding sale of property costs as these are controlled within the Group's appraisal parameters framework, increase in bad debt provision as this is non cash, depreciation as this is non cash, services costs as these are recoverable and repairs costs as these fluctuate with volume.

The graph shows that over this period, operating costs are increasing as the Group invests into key strategic projects. Forecast operating costs are expected to ultimately flatline and align with the sector median. This is before accounting for inflation.

Forward looking financial performance:

	31-Mar	31-Mar	31-Mar	31-Mar
	2026	2027	2028	2029
	Actual	Forecast	Forecast	Forecast
EBITDA (£'000) *	32,021	28,218	34,983	37,212
EBITDA as % of interest payable *	303%	227%	260%	250%
Average interest rate % on debt *	3.74%	3.68%	3.72%	3.84%
Groupwide net debt per unit (£'000)	30.1	32.4	34.1	36.2

* Funders calculation

The Group's EBITDA is stable over the coming years while still being able to continue investing in and developing new homes. The EBITDA as a percentage of interest payable reduces as the revolving credit facility is being used. All aspects of the financials are effectively managed in line with the treasury policy. Business plans are robust and financially viable with mitigations available to overcome a large number of stress tests.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Loan covenant compliance

COVENANT FORECASTS	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Forecast	Forecast	Forecast	Forecast
Gearing forecast - Group	58%	57%	53%	51%	51%
Gearing covenant - group ≤	75%	75%	75%	75%	70%
Internal limit	70%	70%	70%	65%	65%
EBITDA interest cover	303%	249%	255%	260%	259%
EBITDA interest cover covenant ≥	140%	140%	140%	140%	140%
Internal limit	185%	185%	185%	185%	185%

The above is our most restrictive loan covenant. This shows the Group's bank loan covenant performance is forecast to comply over the next five years, with significant headroom. This demonstrates the strength of the organisation. The Group has stress tested its business plans and headroom remains strong under a variety of scenarios. The Bond has an asset cover covenant which is comfortably above the maximum permitted debt and is not a limiting factor.

11. Potential future VFM gains achievable through alternative commercial, organisational and delivery structure

The Board has reviewed a number of alternative delivery structures to consider potential VFM gains.

Mergers and partnerships

The Board is open to discussions on potential mergers and partnerships if these would benefit Futures, however it is not currently in talks with any other providers as at 31 March 2026.

Treasury management

Negotiations with NatWest to refinance and extend the existing borrowing facility at a reduced margin were successfully concluded and approved in July 2026. This will significantly strengthen the Group's liquidity position further.

FHG manages cash efficiently across the Group by transferring surplus funds to the two registered providers, reducing reliance on the revolving credit facility and helping to minimise overall interest costs.

Repairs Academy

The Repairs Academy has continued to train apprentices alongside the Group's in-house repairs team. It is expected that a higher proportion of work can be completed in-house as the apprentices become qualified and experienced, saving VAT on labour costs and providing the Group with more control to ensure the highest quality of service being provided.

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)

12. Analysis of non-social housing activity performance

The Board has guided the Group to diversify its activities to generate gains that support further social housing delivery. These gains come mainly from increased shared ownership sales and market rent properties. The Board did move away from outright sales, with none built since 2022, however their appetite has changed due to this being a successful venture for FHG in the past. Therefore, there is forecast to be outright sales starting from 2028-29 to provide further capital for social homes. Homes are only disposed of where there are cases of low demand, poor value for money on repairs and energy efficiency improvements, or are located in remote, hard-to-manage locations. The table below summarises past gains and provides a five-year forecast.

Past and future gains	2025-26 £000's	2026-27 £000's	2027-28 £000's	2028-29 £000's	2029-30 £000's	2030-31 £000's
Profit from property sales						
RTB/RTA	1,428	588	152	157	161	165
Shared ownership	580	11	538	324	433	1,063
Other social housing	1,233	500	516	531	546	560
	3,241	1,099	1,206	1,012	1,140	1,788
Profit from diversified activity*						
Outright sales	-	-	0	646	969	1,292
Market rent	1,154	1,016	1,053	1,089	1,124	1,158
	1,154	1,016	1,053	1,735	2,093	2,450

** profit before loan interest*

As the table shows, diversified activities and property sales are contributing to the Group's overall capacity to deliver further social housing.

The Board, Audit & Risk Committee and Asset Investment Committee regularly review the risk of diversified activity. The business plans are built in line with the Group's key rules for financial management. This ensures that business plans do not depend on sales receipts to meet existing and future liabilities or to meet loan covenants.

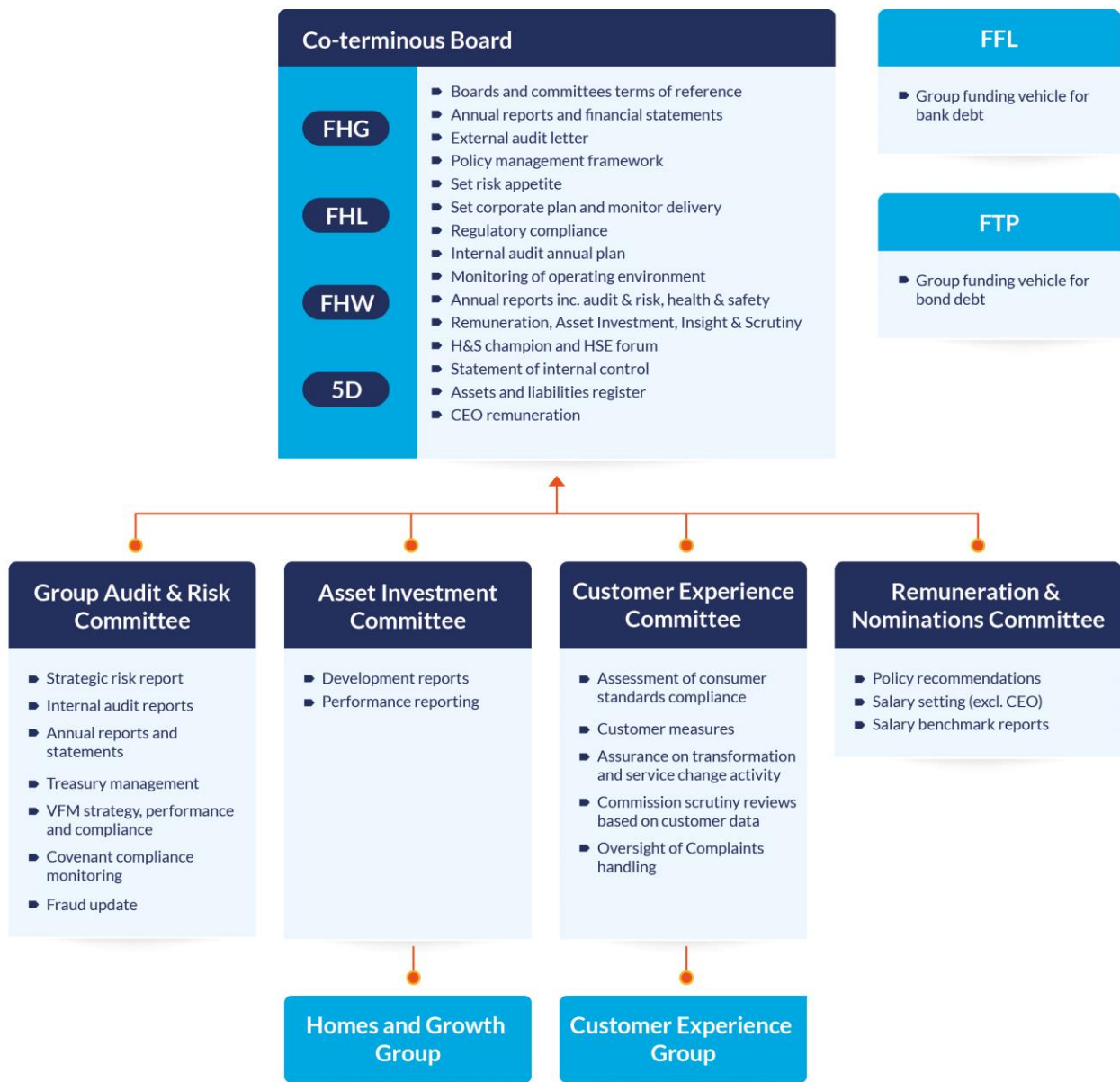
The refinance risks within the Group's business plans are maintained to be at least 24 months in the future and sufficient unencumbered stock exists to raise new debt as required by the business plans.

As well as these controls, the Group has a £7.5m outright sales exposure cap and sales income should be no more than 15% of total turnover to reduce the risks associated with property market declines. The Board regularly reviews these limits to ensure they are appropriate.

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)
Governance

The Group has a Co-terminous Board, consisting of the boards of FHL, FHW, FHG and 5D. The diagram below shows the governance structure and assurance map.



There are more Governance groups (as shown on page 16) that also meet regularly and all data from these ultimately feeds into Board.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

External environment

Regulator of Social Housing

The RSH is a Government body set up to regulate registered providers of social housing to promote a viable, efficient and well governed social housing sector able to deliver homes that meet a range of needs.

The four Consumer Standards came into force in April 2024 to ensure customers receive quality services and are treated fairly. A significant amount of work has been carried out to ensure we are compliant with all of these requirements including ensuring homes are well maintained, communicating effectively with customers and allowing customers to influence decision making and ensuring fair tenancy management. We publish our Tenant Satisfaction Measures annually on our website and more information about our most recent ratings on page 5

Currently all homes are at Decent Homes Plus standard and we do not have any homes with Category 1 hazards as per the Housing, Health and Safety Rating System.

Regulatory framework

The regulatory framework for social housing is made up of regulatory standards that are classified as either economic or consumer. There are also codes of practice that registered providers need to comply with.

The Group continues to operate to the highest standards and its Boards can demonstrate that they manage the Group under the principles of co-regulation underpinned by a robust governance framework. The Group has continued to maintain the highest G1/V1 regulatory rating.

Government legislation

In the 2025 budget, the government confirmed a new long-term rent settlement policy allowing housing associations to increase social rents by CPI+1% for ten years. This improves the long-term income certainty for the sector, which increases investor confidence and strengthens borrowing capacity to aid the Governments commitment to building 1.5m new homes over the current Parliament.

To further assist home building, a new £39bn Social and Affordable Homes Programme was announced and Futures has applied for grant funding under this scheme.

The first phase of Awaab's Law went live in October 2025 which sets strict timelines that emergency hazards have to be addressed. Futures has been complying with this phase without material impact as many of the hazards were already treated as emergencies by FHG. Preparations for the next phase are underway, which is likely to be in October 2026.

The Minimum Energy Efficiency Standards (MEES) forms part of our updated sustainability policy and the focus is on stronger thermal efficiency standards and changes to how the EPC of a home is calculated. For 2026-27, Futures is focussing on completing EPC surveys of all homes to ensure the correct capital allocation is set aside to comply with all homes being EPC C by 2030.

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)
Other health and safety

The Group has a comprehensive framework to ensure compliance with statutory responsibilities for fire safety, gas safety, lift safety, legionella, asbestos and electrical safety, whether stock is owned, managed or leased. The Board oversees the health and safety compliance, as well as this being reviewed by the Health and Safety forum and Homes & Growth group.

Future Homes Standard

This new legislation standards have been published with a key focus on low carbon heating, enhanced insulation, lighting and heat recovery and solar PV as standard. We will work towards all legislative standards and for a number of years, all of our homes have been built to at least EPC B standard, with some schemes meeting EPC A.

ESG (environmental, social, governance)

The Group complied with the Streamlined Energy and Carbon Reporting (SECR) regulations, which is reported in these accounts. As well as complying with the SECR regulations, the Group has adopted the Sustainability Reporting Standard for Social Housing.

Rent policy

The government rent formula has been applied from 1 April 2025. Under the regulations rents are permitted to increase by CPI plus 1%. Futures also applies the permitted rent tolerance to the calculation of social rents, being 5% for social rents and 10% for supported housing. This tolerance supports numerous initiatives including money advice, employment and training, digital services, lifelines, tenancy sustainment support services and increased housebuilding.

Any customers who were not already at full target rent plus tolerance, had their rents increased in line with the rent guidelines. A review of affordability to our customers is carried out each year before any rent increases are proposed to Board.

The Group continues to help customers with a focus on debt prevention and has had low levels of rent arrears by working closely with affected customers before they get into financial difficulties to help them maintain their tenancies.

Risk and uncertainties

The main risks that may prevent the Group achieving its objectives are considered and reviewed annually by the Board as part of the corporate planning process. They are also monitored during the year by the Audit & Risk Committee. The risks are assessed in terms of their impact and probability. Major risks, presenting the greatest threats to the Group, are included in a strategic risk map, while other risks are included in operational based risk maps. The Group’s approach is not intended to eliminate risk but to identify, prioritise and manage key risks to support corporate objectives. As at 31 March 2026, the strategic risks monitored by Board are:

- | | | |
|---------------------------------------|--|---|
| 1. Governance of information | 6. Major incidents (business continuity) | 10. Housing Health & Safety Rating System |
| 2. Economic climate | | |
| 3. Government policy | 7. Governance and regulatory compliance | 11. Consumer Standards compliance |
| 4. Recruitment and retention of staff | 8. Health and safety in the workplace | |
| 5. Cyber threats | 9. Development | |

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Corporate risks

The corporate risks are outlined in the following table.

Risk	Current controls and sources of assurance
1. Governance of information Lack of adequate measure in place <u>Risk effect(s)</u> - Regulatory penalties and potential legal action - Data breaches and other security incidents - Operational inefficiencies, i.e. inability to efficiently access/use data and information - Reputational damage and loss of trust from the Customer - Inability to respond to Subject Access Requests - Non-compliance with legal and regulatory requirements	<u>First line of defence – Operational management</u> - Lead Data Protection Officer in situ to ensure the continued compliance of General Data Protection Regulation (GDPR) across the Group and an Information and Security Manager to lead in the development of appropriate information and security data management. - All staff receive mandatory GDPR awareness training as part of their induction and every two years during their employment. - Data Protection Impact Assessments (DPIA) are carried out for all systems and processes with high privacy risks. - Data Architect role in situ who is responsible for the delivery of the Knowledge and Information Management strategy with support from a Data Consultant. <u>Second line of defence – Management oversight, support functions, reporting</u> - GDPR risk and progress updates are reported quarterly to the Knowledge and Information Management (KIM) group. - DPIA and Data Breach Risk Assessment documents up to date. - Tenancy & Satisfaction Measures data submitted to RSH and published on FHG website. - Rent Comparison report reviewed and approved by GARC in July 2025 as part of data validation exercise for the RSH statistical data return. - Data quality classification framework in place to assess and score the quality of data for prioritisation purposes. - The following policies have been reviewed and updated to align with the KIM Strategy: Business Continuity, Complaints, Equality, Information Security & Safeguarding <u>Third line of defence – External assurance</u> - The Group works with external solicitors and advisors who provide legal advice and support. - Data Protection internal audit (2022-23) rated 'significant assurance with minor improvements. - Data Correction report provided to Audit and Risk Committee (2023-24) - TSM internal audit (2023-24) rated significant assurance with minor improvements. - Data Privacy internal audit (2025-26) rated Partial assurance with improvements required. - All actions identified are being progressed.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Risk	Current controls and sources of assurance
2. Economic climate Inability to adapt and respond to unexpected economic events <u>Risk effect(s)</u> - Inability to deliver the Group's strategic objectives. - Potential for increased arrears and reduction in income. - Budget constraints could prompt changes to the customer offer in terms of support and general maintenance. - Increased costs could delay completion of new developments. - Potential impact on RSH Financial Viability V1 rating.	<u>First line of defence – Operational management</u> - Business plans are prepared using 'key rules for effective financial management', as detailed in the budget report approved by the Board. These include having spare facility headroom to cope with potential adverse economic conditions with no dependency on sales income to meet loan covenants and business plan assumptions. Budget and Business Plan including a Stress Testing Resilience Plan was approved by Board. - Quarterly stress testing of Business Plans assesses the impact of adverse economic conditions on loan covenants and ongoing viability, shared with the Audit and Risk Committee. - Contractor financial resilience is assessed for all new suppliers. - Stress tests are completed when anything unexpected is forecast to happen, e.g. mini-budgets, revised forecasts. <u>Second line of defence – Management oversight, support functions, reporting</u> - The Board and Group Audit and Risk Committee monitor a range of key economic metrics quarterly and are provided with quarterly budget forecasts and treasury compliance reports. - Stress Testing Resilience Plan approved by Board. <u>Third line of defence – External assurance</u> - Constant dialogue with Savills Financial Consultants who provide treasury advice to FHG. - Business Planning & Stress Test internal audit (2024-25) rated significant assurance. - Treasury Management internal audit (2025-26) rated significant assurance with minor improvements.

Risk	Current controls and sources of assurance
3. Government policy Lack of capacity within the Group to exploit and adapt to change in Government policy. <u>Risk effect(s)</u> - Missed strategic opportunities - Risk of regulatory breaches - Operational disruption - Lack of access funds and ability to deliver corporate plan objectives - Negative outcomes for the customer	<u>First line of defence – Operational management</u> - Gap analysis of Sector Risk Profile showed no significant gaps. - Known changes to Government policy are incorporated into budgets and business plans with anticipated changed stress tested, reviewed, and approved by the Board. - FHG has a diverse tenancy base and aligns with the expectation of to deliver more social housing. <u>Second line of defence – Management oversight, support functions, reporting</u> - Executive Team monitor developments in Government policy, including bidding rounds and Chancellor Statements and report key developments/actions to the Board and Audit & Risk Committee. <u>Third line of defence – External assurance</u> - Legal Compliance Checklist completed on an annual basis, facilitated by ACS solicitors.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Strategic risks (continued)

Risk	Current controls and sources of assurance
4. Recruitment and Retention Inability of the Group to recruit and retain skilled and experienced Team Members <u>Risk effect(s)</u> - Increased strain and potential disruption to business-as-usual operations - Decline in the quality of service for customers - Increase in complaints - Decrease in staff morale - Increased turnover - Inhibited organisational agility - Delays to or cancellation of key projects or workstreams - Inability to deliver Corporate Plan and Strategic objectives - Negative impact on G1/V1-ratings	<u>First line of defence – Operational management</u> - Resource planning is owned by the Senior Leadership Group which lines into the Group Executive Directors. - Reward and recognition reviewed as part of a triennial benchmarking review to ensure compensation remains competitive. - The development of a high-level skills matrix sets out the core skills and capabilities for each role and underpins future resource planning and ensures staff have the right skills, and that suitable training and development arrangements are in place. - Apprenticeships offered to offset risk of a skills shortage as more experienced staff retire. - Thrive programme launched in 2025-26 to drive internal opportunity for development and progression and enhance organisational culture. - Staff survey results (2025/26) were strong, 80% overall staff engagement with the survey, 81% agreed that Futures is a great place to work and there was a strong NPS score, indicating that Team Members are likely to recommend Futures to friends and family as a great place to work. <u>Second line of defence – Management oversight, support functions, reporting</u> - FHG operates a resource planning approach which focusses on planning for specific key business scenarios. - The annual budget setting process is informed by the resource plan which assesses current and future resource requirements necessary to deliver services/projects and strategies. As workstreams are progressed, implications for staff resource levels are monitored. - Triennial benchmarking exercise completed in February 2024. - Remuneration Committee have agreed to continue to more frequent ad hoc benchmarking to ensure roles and remuneration is competitive. - Online performance appraisal process has been created which includes a talent management process, identification of successors, career aspirations/planning and flight risk. <u>Third line of defence – External assurance</u> - HR & Recruitment internal audit (2023-24) rated significant assurance with minor improvements. - FHG maintained Investors in People Platinum award.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Strategic risks (continued)

Risk	Current controls and sources of assurance
5. Cyber threat Lack of digital protection for the Group's information systems. Leading to data being unprotected against theft, loss, and corruption because of cyber-attack.	<u>First line of defence – Operational management</u> ▪ ICT Acceptable Use Policy & ICT Security Policy are in place. ▪ Cyber-Security training provided annually to all staff alongside regular awareness campaigns and phishing simulations. ▪ Scenario playbooks tested throughout the year including Ransomware and Malware Cyber Incidents. Detailed plans are in place. ▪ Mail server (MS Exchange Online & Mimecast) protection features include spam filtering, sandboxing, Ironscales, URL protect, OnDMARC, MxToolbox. Arrangements reviewed quarterly by ICT ▪ Sophos Central Intercept X defence programs using AI to identify & prevent attacks. AlwaysOn VPN provides secure remote connection to internal network ▪ Mobile devices use MS EndPoint Manager. ▪ All devices are encrypted at 'disk level' and are capable of being located, locked, and wiped remotely. ▪ CISV8 hardening standards for hardware. ▪ Sophos MDR (24/7-365 System monitoring) for servers. ▪ All server backups are encrypted and replicated to multiple locations including tape backup. In the event of attack, CryptoGuard can 'roll back' the server data to its unencrypted state. ▪ Antivirus software monitors for malicious software or infection using both signature-based identification of known malware and AI alerts for suspicious activity. ▪ NextGen firewall technology monitors for malicious content and blocks in real-time. Sophos Unified Threat Management and HSO Network has its own firewall. ▪ Segregated Wi-Fi (staff and visitors) ▪ Third-Party risk management enhanced through purchase and implementation of BlueVoyant 3PR software. ▪ ICT generated information consolidated into a single system (AlienVault) which analyses the information, signature matching is used to check activities against known threats.
<u>Risk Effect</u> • Theft and/or loss and/or loss of access to data • Loss of access to systems • Customer and employee complaints • Significant fines • Bans on data processing • Negative impact on Governance, Viability and Consumer Standard ratings • Reputational damage • Interruption to the delivery of critical and BAU services	<u>Second line of defence – Management oversight, support functions, reporting</u> • Management Information Dashboards presented to KIM forum. <u>Third line of defence – External assurance</u> ▪ PEN Testing internal audit (2024-25) External network penetration test risk rating low and Hybrid working assessment risk rating medium. ▪ Cyber internal audit (2024-25) rated 'partial assurance with improvements required'. ▪ Data Privacy internal audit (2025-26) rated 'partial assurance with improvements required'. ▪ Compliance with the Payment Card Industry Data Security Standard (PCI DSS) (reaccredited in March 2025) and CES+ accreditation achieved in May 2025.

Information, Comms & Tech team (ICT)

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Risk	Current controls and sources of assurance
6. Major incidents (business continuity) FHG is unprepared and unable to effectively respond and recover from a Business Continuity incident <u>Risk Effect</u> • Potential impact on capacity to deliver services to customers, including critical services • Potential for harm to customers and staff • Reputational damage • Damage to or loss of housing stock • Significant financial losses • Regulatory scrutiny and potential impact on ratings	<u>First line of defence – Operational management</u> ▪ Business Continuity Manager in situ. ▪ Business Continuity Plan (BCP) in place for each critical service area which is subject to annual review and testing. ▪ Business Continuity Tactical Team leads on incident responses and conducts Lessons Learnt exercises and debrief documents following significant major incidents. ▪ BCP workshops over the past 12 months include flood response workshops, cyber, ransomware, and loss of critical systems. Learnings from the flooding incident include specific considerations required for vulnerable customers in supported accommodation. ▪ Battery power banks and 4G dongles supplied for identified critical services and team members, UPS power supplies also installed at Futures House providing additional power supply for 4 hours. ▪ Futures House also has generators to provide power for Customer Services Team. ▪ FHG has a Crisis Communication plan in place which is regularly reviewed and updated as necessary. <u>Second line of defence – Management oversight, support functions, reporting</u> ▪ FHG operates a Business Continuity Policy with a suite of documents which includes scenario specific response plans, i.e. cyber attack, pandemic, and generic response plans for a range of different scenarios including loss of power or access to sites. ▪ Business Continuity Steering Group is in place including key stakeholders from across the Group to provide. <u>Third line of defence – External assurance</u> ▪ FHG has links with Local Authority Emergency Disaster Plans. ▪ Business Continuity Arrangements internal audit (2024-25) rated 'Significant assurance'.

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)
Strategic risks (continued)

Risk	Current controls and sources of assurance
7. Governance & Regulatory Compliance Lack of effective governance framework within the Group including composition, skills and delegation arrangements of Boards / Committees and staff. <u>Risk effect(s)</u> • Leading to poor decision making • Lack of compliance with Regulatory Standards and impact regulatory judgements • Inability to deliver Corporate Plan objectives • Poor quality of information and data reporting • Potentially negative impact on the culture of the Group in terms of culture and accountability	<u>First line of defence – Operational management</u> ▪ Board and all Committees have documented Terms of Reference and minutes are taken. ▪ The corporate structure is regularly reviewed, legal advice is obtained on consequences of proposed changes. ▪ A periodic review of the Group's Standing Orders and Financial Regulations is undertaken, including delegations. ▪ The Group undertakes annual self-assessments against each of the Regulatory Standards. ▪ A separate stress test resilience paper detailing the trigger limits for Board intervention is used to ensure mitigation against future risks. <u>Second line of defence – Management oversight, support functions, reporting</u> ▪ Board Recruitment & Succession Policy in place and appointments are made on a skills basis. ▪ Economic Standard compliance is reported to the Executive Team, Audit & Risk Committee and Board. ▪ Consumer Standard compliance is reported to the Executive Team, Insight Committee and Board. ▪ The Governance & Assurance Team issue self-assessment templates to relevant officers which require the officers to record and retain supporting evidence and to sign the self-assessments as reviewed and confirmed. The Governance & Assurance Team undertakes assurance checks by sampling and reviewing evidence. ▪ The Group Audit & Risk Committee annually reviews the VfM Strategy and self-assessment against the VfM standard, with comments made recorded in the minutes. ▪ The Group operates a Regulatory Standards Compliance Plan, which is reviewed annually. This plan documents the assurance provided to the Board and includes reporting timelines. ▪ The Group has a robust approach to stress-testing, considering aspects such as the Key Rules of Financial Management, external environment risks, corporate risk map and customer health and safety. Both financial and non-financial customer impacts have been assessed as part of the mitigating actions and core principles have been followed around Legal and Regulatory compliance, protection of customers' health & safety and essential services and retention of community investment where possible. The tests and mitigating actions are repeated quarterly and shared with the Board <u>Third line of defence – External assurance</u> ▪ Regulatory Standards internal audit (2020/21) rated significant assurance. ▪ Governance internal audit (2022/23) rated significant assurance. ▪ Risk Management internal audit (2023/24) rated significant assurance with minor improvements. ▪ RSH IDA review (2023-24) resulting in retention of G1 / V1 rating. ▪ Regulatory Judgement (2025-26) reaffirmed G1 / V1 rating following RSH stability check.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Strategic risks (continued)

Risk	Current controls and sources of assurance
8. Health and Safety in the workplace Non-compliance with statutory workplace Health and Safety legislation and regulations. <u>Risk effect(s)</u> • Death or serious harm to our Customers/Team Members/General Public/Visitors to sites and Contractors • Regulatory penalties, fines and other enforcement action • Serious reputational harm to the Group • Increase to insurance costs • Risk of legal repercussions • Impact on staff morale • Operational disruption	<u>First line of defence – Operational management</u> ▪ FHG operates a Health, Safety and Environment Policy which is underpinned by procedures and Statements of Intent for specific risks such as fire, asbestos, lone working and reporting of safety events. ▪ Health and Safety training is mandatory during new starter induction with selected elements subject to periodic training updates. Records of training are maintained through the HR system and SharePoint. ▪ The staff appraisal system is used to identify H&S training needs. ▪ Volunteers within the Repairs and Grounds Maintenance Team have volunteered to become Safety Representatives within their areas to improve collaboration with operatives to facilitate communications between operatives and management. <u>Second line of defence – Management oversight, support functions, reporting</u> ▪ Board receives quarterly updates detailing RIDDORs reportable to the HSE and related actions plus any other significant findings. ▪ Health and Safety incidents are reported via TARDIS for staff which are reviewed, assessed and actions are taken to mitigate the risk of repeat failures. ▪ Customer related incidents are reported and managed via the CRM system. ▪ Quarterly Health and Safety Forums are held with representatives from across the business, with key messages disseminated to staff. Board Directors are invited to attend and observe the Forum. ▪ Customer Experience Group and Homes and Growth Groups are linked to the HSE Forum so any matters requiring attention across these groups can be raised via agenda items. <u>Third line of defence – External assurance</u> ▪ FHG has maintained ISO 45001, recommendation to retain certification for another year accreditation which relates to meeting the international standard for an occupational health and safety (OHS) management system. These include desk top audits, site visits and interviews. ▪ FHG works with external consultant Eventus to monitor and provide assurance in accordance with ISO45001 standard. ▪ Completion of a best practice five-star Occupational Health and Safety Audit (2023-24) conducted by the British Safety Council, in which the Group achieved the highest rating of five stars.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Strategic risks (continued)

Risk	Current controls and sources of assurance
9. Development Failure to deliver Corporate Plan objectives relating to the Development Programme. <u>Risk Effect</u> • Failure to meet ambitions for the construction of new homes. • Reputational damage with partners or local communities. • Financial losses or cost inefficiencies. • Regulatory issues or compliance issues associated with funding grants/awards. • Inability to offer homes to Customers.	<u>First line of defence – Operational management:</u> ▪ 3-tiered approach used for opportunities (S106, Land and Build, Land Led). ▪ Development Team structure has appropriate skills and experience. ▪ Detailed procedure manual in place. ▪ Monthly Development Managers Team meetings provides a forum for scheme issues to be raised and discussed. ▪ Development Improvement Group is in operation, supported by the Transformation team to manage legacy issues. ▪ Continuous learning is embedded within the whole of the Development Team, training scheduled 2/3 months in advance and will remain ongoing as a standing item in Team meetings. ▪ JCTs (Joint Contracts Tribunal Contracts) have been revised and brought up to date allowing the Group to remain compliant, training has been delivered to the Development Team on these updates. <u>Second line of defence – Management oversight, support functions, reporting</u> ▪ Asset Investment Committee (AIC) has delegated responsibility for oversight of the Group's development programme and monitoring of delivery and performance, including approving investment and divestment opportunities, considering and approving development scheme proposals, development programme monitoring and risk management and asset management. ▪ Development parameters are set in the Group's Standing Orders & Financial Regulations. ▪ Development controls are in place including scheme risk assessments and development scheme reporting to AIC. ▪ Detailed Development Scheme risk registers in place. ▪ PowerBI utilised to ensure reporting has greater clarity and insight into committees and Board. <u>Third line of defence – External assurance:</u> ▪ Development internal audit (2025-26) rated significant assurance with minor improvements. ▪ Home England Audit (2025-26) rated green outcome with no recommendations ▪ ARK review of Bath Street and Bailey Grove developments produced a suite of new controls, these have been implemented and reported to AIC and Audit and Risk Committee.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Strategic risks (continued)

Risk	Current controls and sources of assurance
10. Housing Health and Safety Rating System The Group may not fully meet demands of the phased implementation requirements of Awaab's Law (October 2025, 2026, and 2027), which mandate the timely identification and remediation of damp, mould, emergency repairs, and other hazards posing a significant risk of harm to tenants, including the completion of all emergency repairs within a maximum period of 24 hours <u>Risk effect(s)</u> • Risk of death or serious harm to our customers • Regulatory penalties, fines and other enforcement action • Serious reputational harm to the Group • Increase to insurance costs • Risk of legal repercussions • Associated complaints and maladministration's • Impact on staff morale • Operational disruption	<u>First line of defence – Operational management</u> ▪ FHG operates a Health, Safety and Environment Policy which is underpinned by procedures and Statements of Intent for specific risks such as fire, asbestos, lone working and reporting of safety events. ▪ Existing procedures to report repairs exists and perform well to deal with current need of the Customers. ▪ Dedicated project delivery team established with focus on ensuring the phased implementation of the requirements are met within the timeframes stipulated. ▪ Process is in place to respond to serious cases, which include measures to decant the Customer into temporary accommodation. ▪ Dedicated clean and treat team are available to respond and treat any emergency cases of damp and mould. ▪ PowerApp which allows the customer-facing staff to instantly report on damp and mould and other hazards. ▪ Category-specific surveyor who focuses on damp and mould (repetitive requests), pro-actively looking at properties with high incidents of damp and mould to conduct root-cause analysis to respond, treat, and prevent ongoing issues of damp and mould. ▪ Increased specialist resource to manage the anticipated spike in reports of damp and mould and emergency repairs, ensuring clear customer communication throughout. ▪ Emergency repairs performance complies with parameters as set out in Awaab's Law. ▪ Mandatory training updated to include Awaab's Law online and in person. <u>Second line of defence – Management oversight, support functions, reporting</u> ▪ Board receives updates at each meeting detailing data and associated actions in relation to fire, legionella, electrical, gas, asbestos and lift equipment (FLEGAL) and incidences of damp, mould and condensation in homes and key findings from other sources of assurance. ▪ Enhanced FLEGAL reporting is via the Groups Health and Safety Forum held quarterly with representatives from across the business. ▪ Group Wide Management Team Meeting included session with Nadia Khan from Rochdale Boroughwide Housing (RBH) to share her experiences and lessons learnt around Awaab Ishak's death. ▪ Performance monitoring of Awaab's Law/HHSRS is overseen by the Homes and Growth Group and via complaints tracking. <u>Third line of defence – External assurance</u> ▪ Gas Safety internal audit (2024-25) rated significant assurance.

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)
Strategic risks (continued)

Risk	Current controls and sources of assurance
11. Consumer standards compliance Failure of the Group to evidence compliance with required outcomes of the Consumer Standards <u>Risk Effect</u> - Negative impact on the outcome of Regulatory Judgement - Indicates potential harm or negative outcomes for the customer - Negative consequence for Tenant Satisfaction Measures - Investment and financial planning becomes reactive rather than proactive.	<u>First line of defence – Operational management</u> - Comprehensive operational procedures embedded for services linked to Consumer Standards such as repairs, ASB, H&S and neighbourhood management. - Local ownership of Consumer Standards requirements within each operational team, with explicit responsibilities in team plans. - Mandatory training for all frontline staff on each updated Consumer Standard, with tracking and completion reporting. - Routine operational performance dashboards using live data to evidence compliance and highlight exceptions. - Customer-facing processes adapted to ensure consumer outcomes are met (complaints response times, engagement, accessibility adjustments). - Customer feedback loops embedded within operations (surveys, local forums, service-specific voice mechanisms). - Real-time data validation and quality checks at point of entry to reduce data-related compliance risk. <u>Second line of defence – Management oversight, support functions, reporting</u> - Assurance Framework Dashboard based on the Consumer Standards monitored by Road to C1 Steering Group, stakeholders include all Group Directors. - Policies and procedures reviewed/updated to align with new Standards, with compliance sign-off. - Data quality assurance function providing second-line oversight of operational data. - Monthly performance insight reports with trend analysis reported to Homes and Growth and Customer Experience Groups, and to Board. - Standardised approach to customer voice across governance (Customer Committee and scrutiny). - Senior Leadership responsible for horizon scanning for regulatory updates. <u>Third line of defence – External assurance</u> - External regulatory inspection preparedness reviews by independent experts. - Annual Internal Audit programme covering Consumer Standards areas, reporting to Audit & Risk Committee. - External validation of self-assessment against Consumer Standards. - Benchmarking of compliance approach against sector peers and Regulator expectations. - Tenant Satisfaction Measures independently validated for accurate reporting. - H&S and property compliance areas externally audited (gas, fire, electrical, water hygiene). - Gas Safety internal audit (2024-25) rated significant assurance. - Health and Safety internal audit (2023-24) rated Significant assurance with minor improvement opportunities.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Capital structure and treasury policy

The Group's long term funding requirements are forecast through business plans. The business model assumes that debt will increase in the early years to fund the purchase or development of stock and the continued investment in existing stock, after which it will gradually be repaid.

The Group has in place two funding vehicles, FFL to hold bank and AHGS funding facility of £130m and FTP to hold a £270m public bond. Both FFL and FTP have secured their funding on homes owned by FHL and FHW. These two main funding sources are permitted to be on-lent to FHL and FHW for the purposes of new development. In addition, up to £20m of the loan facility in FFL is permitted to be on-lent to any non RP subsidiary of the Group for commercial activity.

As at 31 March 2026, FFL had £71m undrawn revolving credit facility (2025: £75m). FTP has fully drawn its facility.

Intercompany agreements have been set up to allow surplus cash to be transferred within the Group to further its charitable aims. This provides value for money as reduces the need to draw on external loans, thereby lowering the Group's new interest cost. Currently 5D can lend its surplus cash to the registered providers (FHL, FHW & FHG) and FHL and FHW can lend surplus cash to one another primarily to fund development programmes.

The total available liquidity of the Group as of 31 March 2026 is £79.1m (£8.1m cash and investments plus undrawn facility of £71m). The Group's treasury management policy states that the Group should manage its liquidity risk, (the risk of the Group becoming unable to meet its financial obligations when they fall due), through ensuring that sufficient sources of funding are available. The Group holds liquid funds, short term funds and medium-term funds for rolling periods of three months, 12 months and 18 months respectively that can be accessed within appropriate timescales.

Liquidity risk is effectively managed as the Group's cash and cash investments can be accessed within seven days and all committed debt facilities can be accessed within two working days. The policy also states that the Group should ensure it will not require additional financing to meet its contractually committed obligations within a period of less than 24 months. The Group complies with this requirement in its annual budget business plans and monthly outturn plans. The Group is subject to refinance risk when the existing borrowing facilities expire based on the current development pipeline, but this extends beyond 24 months.

The Group's current fixed to variable debt ratio ensures protection against interest rate increases and complies with the treasury policy which states that a minimum of 70% of debt should be fixed at any time. As at 31 March 2026, 98.8% of the debt was at a fixed rate.

All of the Group's debt facilities are secured by fixed charges. The Group currently has 3,172 unencumbered properties available to secure new debt as required.

The extension and renegotiation of borrowing facilities at a lower margin with NatWest has now concluded and will significantly increase liquidity further.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Accounting policies

The Group's principal accounting policies are set out in the notes to the financial statements. There were no significant changes to accounting policies in the current year.

Key estimates and judgements

The significant judgements and estimates made by the Group in preparing the financial statements are set out in the notes to the financial statements. There were no significant changes to key estimates and judgements in the current year.

Payment of creditors

In line with government guidance, the Group's policy is to pay purchase invoices within 30 days of receipt, or earlier if agreed with the supplier.

Complaints

All companies within the Group have a clear and simple complaints policy. The Group has robust procedures to ensure that unresolved complaints are actively monitored and appropriate action taken to address the relevant issues.

Events after the end of the reporting period

Post year end, FFL increased its revolving credit facility to £115m and entered into an additional £25m Social Housing loan facility. The new loan is designated to fund the development of new homes.

Health & safety and environmental policy

The Board is aware of its responsibilities on all matters relating to health and safety. Taking into account the needs of its customers and society at large, Futures will aim to eliminate or reduce to a level as low as reasonably practicable, the health, safety and environmental impacts of its activities. It will protect the environment and prevent pollution by using a structured risk management approach and the implementation of sustainable procurement practices, targeted carbon emission reduction and a reduction of waste to landfill.

Statement of compliance

In preparing this strategic report, the Board has followed the principles set out in the *Housing SORP 2018* (Statement of Recommended Practice for Social Housing Providers).

Futures Housing Group Limited and its subsidiary companies which are registered providers of social housing are required to comply with the Regulatory Standards included in the Regulatory Framework and to certify compliance annually with the Governance and Financial Viability Standard.

During the year the Board has overseen an assessment of compliance with each of the Regulatory Standards. The outcome of the annual assessment was reported through an annual statement of internal control approved by the Board. As a consequence, the Board can certify that the Group fully complied with the Governance and Financial Viability Standard throughout the course of the year and up to the date of signing of the accounts.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Section 172 statement

The directors have had regard to their duties as set out in section 172 of the *Companies Act 2006*. The duty of directors is to act in good faith and to exercise powers diligently so as to promote the success of the company for the benefit its stakeholders. Below are key factors which demonstrate these duties:

- i) Decision making is fully supported by financial and non-financial information. For those decisions likely to have a significant material impact on the short, medium and long term financial plan of the Group, the potential impact is assessed through financial modelling using robust financial assumptions and subject to stress testing.

Key decisions in this area during the year include:

- Approval of the 2026-27 budget, business plans, key rules of financial management and stress tests to enable delivery of the corporate priorities while maintaining sufficient headroom to allow the Group to withstand a multitude of economic pressures.
- Securing £32m of funding through the Affordable Homes Guarantee Scheme at a competitive rate to be used towards new homes and existing asset investment.
- Ensuring that fire safety works at Bailey Wills began promptly once survey results were available, with strong resident engagement both prior to and throughout the works.
- Invested £1.9m to improve the thermal efficiency on 164 homes, partly funded by the Social Housing Decarbonisation Fund.

- ii) Interests of the Group's employees are protected in several ways including salary benchmarking, pension scheme arrangements and proactive benefit programmes such as health cash plans and private medical insurance. The Group works with external bodies to ensure ongoing compliance with employment legislation and best practice. Employees are consulted regularly and given information through employment working groups. The Group invests significantly in training and skills development for all staff across the business. A robust policy framework is also in place, including policies for code of conduct and health and safety. A survey was sent to all team members in October 2025 and the results shows a staff engagement score of 80%, which indicates a generally positive experience of working at Futures. The quantitative survey results were followed up with local listening events across all teams. The Thrive programme was set up in September 2025 and includes interventions designed to improve team member experience, with an initial focus on a comprehensive leadership and management development offer. A new performance review and development conversation process was designed for launch in April 2026 and aims to ensure every team member has a performance conversation, while giving line managers more time to support those who want to progress their careers. The Group's health and wellbeing strategic plan will continue to focus on both physical and mental wellbeing and currently 91 staff members are qualified as Mental Health First Aiders. All line managers have also undergone neurodiversity training.

Key decisions in this area during the year include:

- Building on the FACTS values, a behaviour framework has been drafted, linked to conduct and competency standards.
- Approved a salary increase of 3.8% for all staff from April 2026.
- Continued investment in health and wellbeing initiatives for staff that helped retain the Investors in People Platinum standard.
- Introduced paid carers leave to support team members with caring commitments.

Futures Housing Group Limited

Year ended 31 March 2026

Strategic Report (continued)

Section 172 statement (continued)

- Created a new Culture team, which has introduced Thrive – a programme to focus on culture, wellbeing, development pathways and succession across the organisation.

iii) Relationships with suppliers are maintained across all departments through contract management processes led by the relevant contract manager and supported by the Procurement team. Relationships with customers are managed through a variety of ways that are set out in the corporate plan.

Key decisions in this area include:

- Exploring new income revenue areas such as from solar export power generation, recycling of scrap metal and refunds for when excess stock is being held at depots.
- Following a fair three step process of considering, checking and challenging supplier price increase requests.
- Approval of the increased financial due diligence completed for development contractors alongside the regular meetings, site visits and updated risk matrix with a suite of early warning triggers.

iv) The impact of the Group's operations on the community are managed effectively through providing mixed tenure housing, estates management services, support services and grounds maintenance services. The Group's health, safety and environmental policy creates a framework for operating within to ensure that the Group complies with regulation in these areas.

Key decisions in this area include:

- Creation of the Customer Experience Committee so customers are involved, listened to and influence decision making.
- Used complaints analysis and customer feedback to redesign the customer services model, introducing a single point of contact for customers with complex queries from initial contact through to resolution.
- Investment in additional surveyors within the Assets team to allow us to increase the number of home surveys in line with the consumer standards.
- Continued investment into new development programmes to increase housing supply with a view to enhancing the quality of homes delivered to comply with the Future Homes Standard.
- Continued funding for employability initiatives and delivery of apprenticeships.
- Adoption of AI to improve services to customers in a test and learn approach.
- 74% of homes have had a stock condition survey completed within the last five years.

v) The Group strives to maintain a reputation for high standards of business conduct. It carries out an annual assessment of compliance with regulatory standards and has achieved top gradings for governance (G1) and viability (V1) from the regulator year-on-year. In addition the Group assesses compliance with the National Housing Federation's Code of Governance and with all relevant law annually. The Group also has a probity policy, code of conduct for board directors, standing orders and financial regulations, a fraud and financial crimes policy and a whistleblowing policy. All of these ensure that

Futures Housing Group Limited
Year ended 31 March 2026

Strategic Report (continued)
Section 172 statement (continued)

board directors and other staff have a clearly defined framework for conducting company business. Regular internal audits take place to also provide assurance to the Board, through the Audit & Risk Committee, that policies are being complied with.

Key decisions in this area include:

- Recruiting new Board members with equity, diversity and inclusion forming part of the decision making process to maintain the diversity of opinions.
- Ensuring Board skills, competencies, risk appetite and guiding principles are accurate.
- Continued training of the trainee Board member.
- Relaunching an improved whistleblowing tool.
- Approved the Knowledge and Information Management strategy to strengthen the approach to data quality and how data is stored and used.

- vi) The Group's corporate structure has terms of reference for all corporate entities and Boards to demonstrate the need to act fairly between members of the company. These terms of reference, coupled with the code of governance, ensures that board directors act in the best interest of the companies they serve.
- vii) As well as complying with the SECR regulations, the Group has enhanced its approach to ESG reporting by adopting the Sustainability Reporting Standard for Social Housing. The Board approved the sustainability strategy and roadmap to net carbon zero.

Approved by the Board of Directors on 8 September 2026 and signed on its behalf by:



Pauline Davis
Chair of the Board

Futures Housing Group Limited

Year ended 31 March 2026

Report of the board

Board members and executive directors

The Group's board directors and executive directors and those who served during 2025-26 are set out on page 1. The board directors are drawn from a wide range of backgrounds, bringing together professional, commercial and local experience.

Futures is actively recruiting to replace members who will have completed their tenures over the coming months.

The Group's executive directors hold no interest in the company's shares or those of the Group's members and act as executives within the authority delegated by the Boards.

The company has insurance policies that indemnify its board directors and executive directors against liability when acting for the company.

Service contracts

The Chief Executive and other executive directors are appointed on permanent contracts. The current Chief Executive's notice period is twelve months and other executive directors' notice periods are six months.

Pensions

The Group's executive directors are members of either the Derbyshire County Council defined benefit pension fund or the Group's defined contribution pension scheme. The company contributes to the schemes on behalf of its employees. The Group's executive directors are entitled to other benefits such as the payment of a car allowance and private medical insurance.

Details of the Group's executive directors' emoluments are included in note 11 to the audited financial statements.

Employment of disabled and / or neurodiverse people

Our policies provide that full and fair consideration will be given to disabled applicants for employment and that existing employees who become disabled will have the opportunity to re-train and continue in employment.

No unnecessary limitations are placed on the type of work which disabled people can perform and the policies ensure that in appropriate cases, consideration is given to modifications to equipment or premises and to adjustments in working practices. All line managers have received neurodiversity training.

Donations

Futures Housing Group Limited made £1,330 in charitable donations during in the year (2025: £500). The Group made no political donations.

Futures Housing Group Limited

Year ended 31 March 2026

Report of the board (continued)

Financial Instruments

The Group's treasury policy has rules to effectively manage credit risk, liquidity risk and cash flow risk which has been complied with. These rules include ensuring that during 2025-26 no more than £7.5m can be held on deposit with a single counterparty and that a minimum of 50% of financial instruments should be instantly accessible should this be required in an emergency. Treasury performance is reported quarterly to the Group Audit and Risk Committee, including analysis on the credit rating of counterparties and the forward looking funding profile. As at the 31 March 2026, 98.8% of drawn loans are fixed rate to allow the Group to mitigate adverse interest rate movements rather than using derivatives to hedge this risk. (Note the clearing bank does not have a limit in the treasury policy as it is linked to the current account and higher funds are required for development expenditure).

Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the strategic report of the Board. The Group has long-term debt facilities, which provide adequate resources to finance committed reinvestment and development programmes, along with day-to-day operations. The Group also has a long-term business plan which shows that it can service these debt facilities while continuing to comply with lenders' covenants. The renegotiation of borrowing facilities with NatWest Bank will further strengthen the business plan with additional liquidity and reduced interest payable.

The Board is satisfied that the stress testing, which includes single variant stress testing, multi-variant stress testing and determination of tolerance levels alongside mitigating actions, demonstrates sufficient financial strength to conclude that the Group is a going concern. In reaching this decision, the Board has noted that the new business plans meet the key rules for effective financial management, do not rely on sales income to meet loan covenants and can tolerate sufficient cost pressures/income without creating a covenant breach or needing to secure extra funding over the period under review.

The Board understands that as at 31 March 2026, the Group was in a net current liability position, which is attributable to the timing of expenditure on the development programme. The underlying investment will be reflected within fixed assets as developments are completed and brought into use.

The Board is comfortable that the stress testing mitigation plan contains sufficient mitigation strategies to ensure the viability of the Group while minimising any adverse impact for customers. The Board has considered this plan in reaching its going concern conclusions. It sets out the point at which the Board would intervene to instigate corrective action that would steer the Group towards compliance with its key rules for financial management. The plan demonstrates the mitigation methods that would provide sufficient immediate cash savings.

On this basis, the Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of at least 12 months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

Futures Housing Group Limited

Year ended 31 March 2026

Report of the board (continued)

Legal compliance

The Board recognises FHG's responsibility to ensure ongoing legal compliance as a result of the law constantly being updated. It also recognises the RSH's Governance and Financial Viability Standard and the importance of effective governance arrangements to ensure that all of the Group's registered providers of social housing adhere to all relevant law.

To ensure compliance, the Group works with Anthony Collins LLP to help assess the extent to which it complies with relevant English law. This process involves using a legal compliance checklist, designed to highlight any potential legal non-compliance in relation to the Group's core business. This review is overseen by the Audit & Risk Committee and reported to the Board. The review concluded that no significant issues had been identified requiring immediate or significant action to ensure legal compliance.

Internal controls assurance

The Board acknowledges its overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness. This responsibility applies to all organisations within the Group.

The systems of internal control are designed to manage, rather than to eliminate, the risk of failure to achieve business objectives, and to provide reasonable, but not absolute, assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing, and has been in place throughout the period beginning 1 April 2025 up to the date of approval of the annual report and financial statements.

The Board and Group Audit & Risk Committee receive and consider reports from management on these risk management and control arrangements at meetings throughout the year.

Key elements of the control framework include:

- Board approved terms of reference and delegated authorities for the Audit & Risk Committee, Remuneration & Nominations Committee, Customer Experience Committee and Asset Investment Committee.
- Clearly defined management responsibilities for identifying, evaluating and controlling significant risks.
- Robust strategic and business planning processes.
- Quarterly review of the risk map by the Audit & Risk Committee.
- Detailed financial budgets and forecasts for subsequent years.
- Formal recruitment, retention, training and development policies.
- Established authorisation and appraisal procedures for all significant new initiatives and commitments.
- A sophisticated approach to treasury management which is subject to external review.
- An ongoing framework of reviews across the Group to ensure quality and best practice is maintained.
- Regular reporting to senior management and to the appropriate committees of key business objectives, targets and outcomes.
- A fraud policy (including whistle blowing and corruption).
- Detailed policies and procedures in each area of the Group's work.

Futures Housing Group Limited

Year ended 31 March 2026

Report of the board (continued)

Internal controls assurance (continued)

The Board cannot delegate ultimate responsibility for the systems of internal control, but it has delegated authority to the Audit & Risk Committee to regularly review the effectiveness of the systems of internal control. The Board receives regular reports from the Audit & Risk Committee together with minutes of the Committee's meetings.

The means by which the Audit & Risk Committee reviews the effectiveness of the systems of internal control include considering risk reports, internal audit reports, management assurances, the external audit management letter and specialist reviews on areas such as treasury, health and safety and efficiency.

The Audit & Risk Committee has received the Chief Executive's annual review of the effectiveness of the system of internal control for the Group and subsidiaries, together with the annual report of the internal auditor, and has reported its findings to the Board. The Board has in turn conducted its own annual review of the effectiveness of the systems of internal control. The Board concluded that the Group has maintained an effective system of Internal Control for the year ending 31 March 2026 and up to the date of signing the financial statements.

NHF Code of Governance

The Group has adopted and complies with the NHF Code 2020 as the code of governance for the Group's registered providers in compliance with the requirements of the regulatory Governance and Financial Viability Standard. The Board has determined that Futures Treasury Plc, Futures Finance Limited and Futures Living Limited are not required to comply with the Code's provisions on Board size and composition.

Streamlined energy and carbon reporting

The Group is required to comply with the Streamlined Energy and Carbon Reporting (SECR) regulations and the following table and chart show the past two year trend in emissions and energy consumption.

The comparison between SECR year 1 (2024-25) and SECR year 2 (2025-26) shows a decrease in scope 1 and 2 emissions. After installing solar panels at two of our offices in previous years, we installed our largest solar panel system to date at our Leabrooks depot which has resulted in lower emissions for these sites.

For customers, FHG upgraded the EPC rating on 164 properties. This is in addition to works completed as part of the asset investments in upgrading 1,737 windows and works on 239 roofs. As at the 31 March 2026, 82% of the homes that FHG is responsible for are at least EPC C.

Futures Housing Group Limited
Year ended 31 March 2026

Report of the board (continued)

Carbon emissions table					
Emission source:	Units	2025-2026	2024-2025	Movement (%)	Guide note
<i>Energy consumption for which the organisation is responsible used to calculate emissions:</i>					
Scope 1					
Natural gas used	kWh	1,245,775	1,394,947	-11%	1
Vehicle operations	litres	231,181	213,634	8%	2
Biomass boiler	kWh	250,874	267,504	-6%	3
Scope 2					
Electricity (supplied from National Grid)	kWh	1,239,397	1,488,857	-17%	4
<i>Corresponding emissions from activities for which the company is responsible -</i>					
Scope 1					
Natural gas	tCO ₂ e	228	255	-11%	5
Vehicle operations	tCO ₂ e	597	531	12%	6
Biomass boiler	tCO ₂ e	3	4	-25%	7
Scope 2					
Electricity (supplied from National Grid)	tCO ₂ e	242	378	-36%	8
Total gross scope 1 & scope 2 emissions	tCO ₂ e	1,070	1,168	-8%	9
Emissions intensity ratio					
Annual turnover (corresponding reporting year)		£ 76,427,000	£ 76,251,000	0%	10
Intensity ratio: tCO ₂ e (gross Scope 1 + 2) / £100,000 revenue	tCO ₂ e/£100,000	1.40	1.53	-8%	11
<i>Energy consumption for which the organisation has no direct operational control:</i>					
Scope 3					
Emissions from purchase of electricity T&D losses	tCO ₂ e	25	33	-24%	12
Emissions from leased assets	tCO ₂ e	30,325	30,772	-1%	13
Emissions from business travel in rental cars or employee owned vehicles where company is responsible for purchasing the fuel	tCO ₂ e	130	122	7%	14
Emissions from vehicles (not owned or controlled by organisation)	tCO ₂ e	5	126	-96%	15
Total gross scope 3 emissions	tCO ₂ e	30,485	31,053	-2%	16
Total gross scope 1, scope 2 & scope 3 emissions	tCO ₂ e	31,555	32,221	-2%	17
Carbon offsets / tCO₂e	tCO ₂ e	0	0	0%	18
Total annual net emissions reported tCO₂e	tCO ₂ e	31,555	32,221	-2%	19

Futures Housing Group Limited

Year ended 31 March 2026

Report of the board (continued)

ESG (environmental, social, governance) (continued)

Notes to emissions table:

1. Scope 1 natural gas used = kWh gas consumption used to deliver services and carry out business.
2. Scope 1 vehicle operations = fuel used in FHG owned, operated and controlled vehicles for company business activity. The increase in fuel consumption is due to an expanded van fleet as more repairs are completed internally.
3. Biomass boiler = fuel used by the biomass boiler situated at Stephenson Court
4. Scope 2 electricity = kWh electricity from the National Grid used to deliver service and carry out business.
5. Scope 1 natural gas carbon emissions based on kWh energy used (item 1).
6. Scope 1 vehicle carbon emissions based on vehicle fuel used (item 2).
7. Scope 1 biomass boiler emissions based on kWh energy used (item 3).
8. Scope 2 electricity carbon emission based on kWh energy used (item 4).
9. Total scope 1 and 2 emissions.
10. Annual financial turn-over corresponding to reporting year.
11. Intensity ratio = ratio of financial turnover (item 9) to total scope 1 and 2 emissions (item 7), giving indication of the Group's impact on total carbon emissions.
12. Scope 3 electricity carbon emission.
13. Emissions from leased assets, franchises and outsourced activities.
14. Scope 3 emissions from business travel in rental cars or employee owned vehicles where company is responsible for purchasing the fuel.
15. Scope 3 vehicle carbon emissions based on vehicle fuel used.
16. Total scope 3 emissions.
17. Total all scope emissions.
18. Carbon off-sets that have been formally verified.
19. Resultant total carbon emissions reported.

As well as complying with the SECR regulations, the Group has enhanced its approach to ESG reporting by adopting the Sustainability Reporting Standard for Social Housing. Sustainability reporting is relevant to the Group's investors and is a key tool to demonstrate the Group's delivery on the *Social Housing (Regulation) Act* expectations, Future Homes Standard and *Energy White Paper*.

The Group is working through its sustainability strategy and sufficient funds have been allocated for all homes to be EPC C by 2030 where this is VFM to do so. In addition £104m (pre inflation) has been included within the business plan towards becoming carbon neutral by 2050. All new builds are at least EPC A or B.

For the supply chain, the Group has an enhanced procurement approach which builds in ESG metrics to the tender process. This allows the Group to ensure that it can measure the wider impact of contractors and suppliers on delivery of ESG objectives.

The Group continues to seek to implement educational and behavioural change programmes that support both carbon reduction and support sustainable tenancies. Training is being rolled out to employees within the business and additional electric vehicle charging points have been installed at offices and touchdown points.

Futures Housing Group Limited

Year ended 31 March 2026

Report of the board (continued)

Statement of the responsibilities of the Board

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

Company law requires the Board to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and Applicable laws) including FRS102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs and surplus or deficit of the Group and company for that period. In preparing those financial statements, the Board is required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards and the Statement of Recommended Practice (SORP): Accounting by Registered Social Housing Providers 2018, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board is responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position and enable them to ensure that the financial statements comply with the *Companies Act 2006*, the *Housing Regeneration Act 2008*, the *Statement of Recommended Practice for Registered Social Housing Providers (2018)* and the *Accounting Direction for Private Registered Providers and Social Housing (April 2022)*. They are also responsible for safeguarding the assets of the company, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board confirms that:

- so far as each of the Board members are aware there is no relevant audit information of which the company's auditor is unaware; and
- the Board members have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Board is responsible for the maintenance and integrity of the corporate and financial information on the company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The Board is also committed to maintaining high standards of corporate governance and transparency, in line with the requirements of the *Economic Crime and Corporate Transparency Act 2023* and confirms that procedures are in place to prevent fraud and economic crime within the organisation and among associated persons. This includes anti-fraud policies, whistleblowing procedures and enhanced staff training for staff and management on fraud risk awareness and reporting obligations.

Futures Housing Group Limited
Year ended 31 March 2026

Report of the board (continued)

Information set out in the strategic report

In accordance with S414C(11) of the *Companies Act*, Futures has chosen to include information in respect of its financial risk management objectives and policies, exposure to risk and likely future developments in the business of the company in the strategic report. This information would otherwise be required by Schedule 7 of the *Large and Medium sized Companies and Groups (Accounts and Reports) Regulations 2008* to be contained in the report of the Board.

External auditor

BDO LLP were re-appointed as auditor at the Board meeting on 8 September 2026.

The report of the Board was approved by the Board on 8 September 2026 and signed on its behalf by:



Pauline Davis
Chair of the Board

Futures Housing Group Limited

Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

Report on the audit of the financial statements

Opinion

In our opinion:

- the financial statements give a true and fair view of the state of the Group and of the Company's affairs as at 31 March 2026 and of the Group and the Company's surplus and the Group's cash flows for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

We have audited the financial statements of Futures Housing Group Limited ("the Company") and its subsidiaries ("the Group") for the year ended 31 March 2026 which comprise of the following:

- Consolidated statement of comprehensive income
- Company statement of comprehensive income
- Consolidated and company statements of changes in reserves
- Consolidated statement of financial position
- Company statement of financial position
- Consolidated statement of cash flows
- Notes 1 to 34 to the financial statements including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. Our audit opinion is consistent with the additional report to the Group Audit and Risk Committee.

Independence

We remain independent of the Group and the Parent Company 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 as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. The non-audit services prohibited by that standard were not provided to the Group or the Parent Company and we remain independent of the Group and the Parent Company in conducting our audit.

Futures Housing Group Limited
Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

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 Group and the Parent Company's ability to continue to adopt the going concern basis of accounting included:

- Obtaining Management's assessment that supports the Director's conclusions with respect to the disclosures provided around going concern;
- Considering 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;
- Challenging Management on the suitability of the mitigating actions identified in their assessment and the quantum and period ascribed to these mitigating actions;
- Obtaining an understanding of the financing facilities from the finance agreements, including the nature of the facilities, covenants and attached conditions;
- Assessing the facility and covenant headroom calculations; and
- Considering the adequacy of the disclosures in the financial statements against the requirements of the accounting standards and consistency of the disclosure against the forecasts and stress test scenarios.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Parent Company'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. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group and the Parent Company's ability to continue as a going concern.

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

Overview

Key audit matters	2026 2025 The recoverable amount of property developed for sale ✓ ✓
Materiality	<i>Group financial statements as a whole</i> £8,300,000 (2025: £7,500,000) based on 1.5% (2025: 1.5%) of total assets.

Futures Housing Group Limited

Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

An overview of the scope of our audit

Our Group audit was scoped by obtaining an understanding of the Group and its environment, the applicable financial reporting framework and the Group's system of internal control. We identified and assessed the risks of material misstatement of the Group financial statements including with respect to the consolidation process. We then applied professional judgement to focus our audit procedures on the areas that posed the greatest risks to the group financial statements. We continually assessed risks throughout our audit, revising the risks where necessary, with the aim of reducing the group risk of material misstatement to an acceptable level, in order to provide a basis for our opinion.

Components in scope

There are 7 entities within the Group, including the Parent Company. The nature of the entities in the Group are as follows:

- 1 Parent entity, which provides the back office services to the subsidiary entities;
- 2 of these entities are Charitable Registered providers of social housing and are the two main operating entities within the Group;
- 1 entity is a Charitable provider of social housing that is not a registered provider;
- 2 entities are financing vehicles, of which one has listed debts. They borrow externally and on lend to Group members;
- 1 entity is dormant and has no financial impact on the financial statements.

We performed risk assessment procedures to identify areas in the Group's financial statements that may be at risk of material misstatement. We used both qualitative and quantitative factors to perform this assessment including evaluating the size, complexity, and nature of each entity's activities, reviewing significant transactions or estimates and any changes in the business environment. The Group is centrally managed, with the Group Finance team controlling the processes and controls for all entities within the Group.

We identified the specific areas that could lead to a material misstatement at Group level. As part of our Group audit, we assessed each component against the risks of material misstatement identified.

The dormant entity, which has limited financial impact on the consolidated financial statements, has not been considered as a component.

Procedures performed at the component level

For components in scope, we used a combination of risk assessment procedures and further audit procedures to obtain sufficient appropriate evidence to support the Group opinion. We performed procedures to respond to group risks of material misstatement at the component level that included the following.

Futures Housing Group Limited
Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

Component	Component Name	Entity	Group Audit Scope
1	Parent	Futures Housing Group ("FHG")	Statutory audit and procedures on the entire financial information of the component.
2	Social Housing	Futures Homescape Limited ("FHL")	Procedures on the entire financial information of the component.
		Futures Homeway Limited ("FHW")	Procedures on the entire financial information of the component.
		Five Doorways Homes Limited ("5D")	Procedures on one or more classes of transactions, account balances or disclosures.
3	Financing vehicle	Futures Treasury Plc ("FTP")	Procedures on one or more classes of transactions, account balances or disclosures.
		Futures Finance Limited ("FFL")	Procedures on one or more classes of transactions, account balances or disclosures.

The Group engagement team has performed all procedures directly and has not involved component auditors in the Group audit.

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.

Futures Housing Group Limited
Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

Key audit matter		How the scope of our audit addressed the key audit matter
<i>The recoverable amount of property developed for sale</i> This relates to items included in note 18 of the financial statements. This area also represents a key judgement made by management as described in Note 3.	Properties developed for sale, including shared ownership first tranches and properties developed for outright sale, are measured at the lower of cost and net realisable value resulting in an amount recognised in the balance sheet of £6.42m (2025: £5.74m).	Our response included the following: We obtained Management's assessment of the recoverable amount of properties held for sale and critically assessed the data, judgements and estimates included within this assessment, including corroboration to source documents. For the Bennett Street Scheme, we performed the following: 1. For forecast sales price: • Completed and in progress units not sold after date and work in progress – we obtained: third party formal valuation of the property and sales prices achieved for comparable properties in the year. 2. For costs to complete we performed the following: • Obtained the latest cost consultant report or build contractor's invoice and compared construction costs with total contract value taking into account latest contract variations. • Obtained details of the expected costs to complete from the scheme budget and agreed the budgeted contract costs of the development to the latest contract documentation and considered the appropriateness of any estimates used. • We reviewed invoices and valuation certificates booked after the year end in order to assess completeness of expenditure and reasonableness compared to spend forecast. • Assessed the accuracy of cost forecasting by looking at the outturn of costs compared to budget on schemes completed in the year. 3. For costs to sell – we reviewed computations of selling costs and compared with known selling costs that have been incurred in the year. Key observations: We noted no material exceptions through performing these procedures.
	Based on inquiries with management and historical issues associated with the scheme in prior years, we identified that the Bennett Street Scheme development faced substantial delays following the termination of the original contractor on 22 September 2022.	
	For the scheme identified, there is estimation uncertainty for both forecast sales prices and the costs to complete and we considered there is a significant risk that the carrying amount of these properties developed for sale is misstated. We therefore considered this to be a key audit matter.	

Futures Housing Group Limited
Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

Our application of materiality

We apply the concept of materiality both in planning and performing our audit, and in evaluating the effect of misstatements. We consider materiality to be the magnitude by which misstatements, including omissions, could influence the economic decisions of reasonable users that are taken on the basis of the financial statements.

In order to reduce to an appropriately low level the probability that any misstatements exceed materiality, we use a lower materiality level, performance materiality, to determine the extent of testing needed. Importantly, misstatements below these levels will not necessarily be evaluated as immaterial as we also take account of the nature of identified misstatements, and the particular circumstances of their occurrence, when evaluating their effect on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole and performance materiality as follows:

	Group financial statements		Parent Company financial statements	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Financial statement materiality				
Materiality	8,300	7,500	440	500
Basis for determining materiality	1.5% of total assets	1.5% of total assets	2% of revenue	2% of revenue
Performance materiality	6,225	5,250	330	350
Basis for determining performance materiality	75% of materiality	70% of materiality	75% of materiality	70% of materiality
Specific materiality				
Specific materiality	1,520	1,520	N/A	N/A
Basis for determining specific materiality	2% of revenue	2% of revenue	N/A	N/A
Specific performance materiality	1,140	1,064	N/A	N/A
Basis for determining specific performance materiality	75% of materiality	70% of materiality	N/A	N/A

Futures Housing Group Limited
Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

Rationale for the benchmarks applied

A registered provider of social housing's key stakeholders are primarily focused on the value of the stable, rented asset portfolio, as their debt is secured on these assets. Total assets is therefore considered to be the appropriate benchmark for determining overall materiality. However, we also determined that for other classes of transactions and balances in income and expenditure recognised within the statement of comprehensive income that are used in covenant calculations and sector benchmarking metrics, as well as other financial statement areas such as property for sale stock and rent arrears that are subject to greater scrutiny by key stakeholders, a misstatement of less than materiality for the financial statements as a whole could influence the economic decisions of the users of the financial statements. As a result, we applied a specific materiality calculated using Revenue as the benchmark to these balances and transactions.

We have determined that 75% of materiality is an appropriate basis for performance materiality based on our previous experience of the audit and factors such as the low levels of misstatements previously identified partially offset by some areas of the financial statements subject to significant estimation uncertainty. We increased performance materiality to reflect our updated assessment of risk, and the limited errors identified in the prior year and expected in the current year.

Component performance materiality

For the purposes of our Group audit opinion, we set performance materiality for each component of the Group, apart from the Parent Company whose materiality and performance materiality are set out above, based on a percentage of between 2.5% and 80% (2025: 2% and 80%) of Group performance materiality dependent on a number of factors including our assessment of the risk of material misstatement of those components. Component performance materiality ranged from £157,000 to £4,980,000 (2025: £119,000 to £4,200,000).

Reporting threshold

We agreed with the Group Audit and Risk Committee that we would report to them all individual audit differences in excess of £415,000 (2025: £150,000) in relation to financial statement materiality and £76,000 in relation to specific materiality (2025: £26,000). We also agreed to report differences below this threshold that, in our view, warranted reporting on qualitative grounds.

Other information

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

We have nothing to report in this regard.

Futures Housing Group Limited
Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

Other Companies Act 2006 reporting

Based on the responsibilities described below and our work performed during the course of the audit, we are required by the Companies Act 2006 and ISAs (UK) to report on certain opinions and matters as described below.

Strategic Report and Directors' Report	In our opinion, based on the work undertaken in the course of the audit: • the information given in the Strategic Report and the Directors' Report (Report of the Board) for the financial year for which the financial statements are prepared is consistent with the financial statements; and • the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements. In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.
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 Companies Act 2006 requires us to report to you if, in our opinion: • adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or • the Company financial statements and the part of the Directors' remuneration report to be audited are not in agreement with the accounting records and returns; or • certain disclosures of Directors' remuneration specified by law are not made; or • we have not received all the information and explanations we require for our audit.

Futures Housing Group Limited

Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

Responsibilities of the Board

As explained more fully in the Statement of the responsibilities of the Board, 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 members determine 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 are responsible for assessing the Group and the Parent'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 intend to liquidate the Group or the Parent 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.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the Association and management.

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

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

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the industry in which it operates;
- Discussion with management and those charged with governance; and
- Obtaining an understanding of the Group's policies and procedures regarding compliance with laws and regulations

we considered the significant laws and regulations to be the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Futures Housing Group Limited

Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be employment law, Financial Conduct Authority ("FCA") regulations, the Regulator of Social Housing's Regulatory Standards, data protection, taxation and health and safety legislation.

Our procedures in respect of the above included:

- Review of minutes of meetings of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Review of fraud register for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management override of controls, including the posting of inappropriate journals to manipulate financial results, management bias in accounting estimates and judgements and fraud in revenue recognition in relation to year end property sales cut-off.

Our procedures in respect of the above included:

- Testing all journal entries that met defined risk criteria, as well as a random sample from the non-risky population, by agreeing to supporting documentation;
- A review of estimates and judgements applied by Management in the financial statements to assess their appropriateness and the existence of any systematic bias;
- Testing a sample of properties sold in March 2026 and for the selected sample, we have obtained the completion statement and reviewed bank receipt to ensure that the sales have been recorded in the correct period; and
- A review of unadjusted differences for indications of bias or deliberate misstatement.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Futures Housing Group Limited

Year ended 31 March 2026

Independent auditor's report to the members of Futures Housing Group Limited

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

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

Other matters which we are required to address

We were appointed by the group Board following recommendation from the Audit and Risk Committee to audit the financial statements for the year ended 31 March 2026.

Our total uninterrupted period of engagement is 8 years, covering the years ended 31 March 2019 to 31 March 2026.

Our audit opinion is consistent with the additional report to the Group Audit and Risk Committee.

Use of our report

This report is made solely to the Parent Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Parent Company'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 Parent Company and the Parent Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In due course, as required by the Financial Conduct Authority Disclosure Guidance and Transparency Rule 4.1.15R - 4.1.18R, these financial statements will form part of the Electronic Format Annual Financial Report filed on the National Storage Mechanism of the FCA in accordance with DTR 4.1.15R – DTR 4.1.18R. This auditor's report provides no assurance over whether the Electronic Format Annual Financial Report has been prepared in compliance with DTR 4.1.15R – DTR 4.1.18R.

DocuSigned by:

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Samantha Lifford (Senior Statutory Auditor)
 For and on behalf of BDO LLP, Statutory Auditor
 Birmingham, UK
 Date: 09 September 2026

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Futures Housing Group Limited
Year ended 31 March 2026

Consolidated statement of comprehensive income for the year ended 31 March 2026

	Note	2026 £'000	2025 £'000
Turnover	4	76,427	76,251
Cost of sales	4	(6,752)	(7,638)
Operating costs	4	(50,635)	(47,408)
Revaluation of investment properties	15	(1,992)	(1,209)
Surplus on sale of housing properties	6	3,241	1,329
Surplus on sale of other fixed assets		65	9
Operating surplus	5	<u>20,354</u>	<u>21,334</u>
Interest receivable and other income	8	647	1,765
Interest payable and similar charges	9	(11,224)	(10,554)
Other finance income	10	<u>26</u>	<u>17</u>
Surplus before taxation		9,803	12,562
Taxation	12	<u>(60)</u>	<u>(15)</u>
Surplus for the year		<u>9,743</u>	<u>12,547</u>
Actuarial (loss) relating to the pension scheme	10	(904)	(739)
Total comprehensive income for the year		<u>8,839</u>	<u>11,808</u>

The notes on pages 70 to 117 form part of these financial statements

Futures Housing Group Limited
Year ended 31 March 2026

Company statement of comprehensive income for the year ended 31 March 2026

	Note	2026 £'000	2025 £'000
Turnover	4	22,166	21,181
Operating costs	4	(21,913)	(21,123)
Operating surplus: continuing activities	5	<u>253</u>	<u>58</u>
Interest receivable and other income	8	5	6
Interest payable and similar charges	9	<u>(13)</u>	<u>(8)</u>
Surplus before taxation		245	56
Tax on surplus	12	<u>(60)</u>	<u>(15)</u>
Surplus for the financial year		<u><u>185</u></u>	<u><u>41</u></u>

The notes on pages 70 to 117 form part of these financial statements

Futures Housing Group Limited
Year ended 31 March 2026

Consolidated and company statements of changes in reserves

For the year ended 31 March 2026

	Group	Group	Company	Company
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Balance as at 1 April	104,538	92,730	244	203
Surplus for the year	9,743	12,547	185	41
Other comprehensive (loss) for the year	(904)	(739)	-	-
Balance as at 31 March	<u>113,377</u>	<u>104,538</u>	<u>429</u>	<u>244</u>

The notes on pages 70 to 117 form part of these financial statements

Futures Housing Group Limited
Year ended 31 March 2026

Consolidated statement of financial position

As at 31 March 2026

	Note	2026 £'000	2025 £'000
Tangible fixed assets			
Housing properties	13	489,106	432,009
Other tangible fixed assets	14	9,028	7,355
Investment properties	15	35,370	36,615
Investment in associate	16	-	-
Liquidity reserve (restricted funds)		810	-
		<u>534,314</u>	<u>475,979</u>
Current assets			
Stock	17	317	311
Properties held for sale	18	6,415	5,743
Debtors	19	6,481	5,321
Cash and cash equivalents		8,074	16,779
		<u>21,287</u>	<u>28,154</u>
Creditors: Amounts falling due within one year	20	<u>(27,093)</u>	<u>(20,555)</u>
Net current (liabilities)/assets		<u>(5,806)</u>	<u>7,599</u>
Total assets less current liabilities		<u>528,508</u>	<u>483,578</u>
Creditors: Amounts falling due after more than one year	21	(414,985)	(378,925)
Net pension liability	10	-	-
Deferred tax provision	24	(146)	(115)
Total net assets		<u><u>113,377</u></u>	<u><u>104,538</u></u>
Capital and reserves			
Revenue reserve		113,377	104,538
Total reserves		<u><u>113,377</u></u>	<u><u>104,538</u></u>

The notes on pages 70 to 117 form part of these financial statements

These financial statements were approved and authorised for issue by the Board on the 8 September 2026 and signed on its behalf by:


Pauline Davis
(Chair)


John Stephen Jackson
(Board member)

Company number 06293737

Futures Housing Group Limited
Year ended 31 March 2026

Company statement of financial position

As at 31 March 2026

	Note	2026 £'000	2025 £'000
Tangible fixed assets			
Other tangible fixed assets	14	1,023	917
Investment in associates	16	-	-
Investment		50	50
		<u>1,073</u>	<u>967</u>
Current assets			
Debtors	19	3,005	3,936
Cash at bank and in hand		83	21
		<u>3,088</u>	<u>3,957</u>
Creditors: Amounts falling due within one year	20	<u>(3,586)</u>	<u>(4,565)</u>
Net current liabilities		(498)	(608)
Deferred tax provision	24	(146)	(115)
Total net assets		<u><u>429</u></u>	<u><u>244</u></u>
Capital and reserves			
Revenue reserve		429	244
Total reserves		<u><u>429</u></u>	<u><u>244</u></u>

The notes on pages 70 to 117 form part of these financial statements

These financial statements were approved and authorised for issue by the Board on the 8 September 2026 and signed on its behalf by:


Pauline Davis
 (Chair)


John Stephen Jackson
 (Board member)

Company number 06293737

Futures Housing Group Limited
Year ended 31 March 2026

Consolidated statement of cash flows

For the year ended 31 March 2026

	Note	2026 £'000	2025 £'000
Net cash generated from operating activities	29	<u>29,270</u>	<u>33,979</u>
Cash flow used in investing activities			
Purchase of tangible fixed assets		(71,405)	(74,189)
Proceeds from sale of tangible fixed assets		5,168	2,289
Grants received		5,510	26,177
Interest received		689	1,910
Total cash flow used in investing activities		<u>(60,038)</u>	<u>(43,813)</u>
Cash flow from/(used in) financing activity			
Interest paid		(11,768)	(11,577)
New loans		52,184	-
Loan arrangement fees		(353)	-
Repayment of borrowings		<u>(18,000)</u>	<u>(9,000)</u>
Total cash flow from/(used in) financing activities		<u>22,063</u>	<u>(20,577)</u>
Decrease in cash		<u>(8,705)</u>	<u>(30,411)</u>
Cash and cash equivalents at beginning of the year		16,779	47,190
Cash and cash equivalents at end of the year		<u><u>8,074</u></u>	<u><u>16,779</u></u>

Futures Housing Group Limited

Year ended 31 March 2026

Notes to the financial statements

1. Legal status

The company is registered under the Companies Act 2006 as a company limited by guarantee and is a registered housing provider. The registered office is Futures House, Building 435 Argosy Road, East Midlands Airport, Castle Donington, Derbyshire, DE74 2SA.

2. Accounting policies

Basis of accounting

The financial statements of the Group and company are prepared in accordance with *UK Generally Accepted Accounting Practice (UK GAAP)*, including *Financial Reporting Standard 102 (FRS 102)* and the *Statement of Recommended Practice: Accounting for Registered Social Housing Providers 2018*, and comply with the *Accounting Direction for Private Registered Providers of Social Housing 2022*.

Going concern

The financial statements have been prepared on a going concern basis. The Board has reviewed a number of key areas to determine that the Group is a going concern, as set out below:

- Financial forecasts have been prepared at subsidiary level and at Group level, capturing all operating and capital cashflows of each entity and associated funding cashflows. These cashflows eliminate the 'high risk' cashflows such as grant income and property sales income and each of these demonstrate to the Board that cash remains positive over the period under review, being at least 12 months from the date that these accounts are signed, without the need to secure any further funding than what is already in place and secured.
- The Board is satisfied that the stress testing, which includes single variant stress testing, multi-variant stress testing and determination of tolerance levels alongside mitigating actions, demonstrates sufficient financial strength to conclude that the Group is a going concern. In reaching this decision, the Board has noted that the new business plans meet the key rules for effective financial management, are not reliant on property sales income to meet loan covenants and can tolerate sufficient cost pressures/income without creating a covenant breach or needing to secure extra funding over the period under review, being at least 12 months from the date that these accounts are signed. The Board is comfortable that the stress testing mitigation plan contains sufficient mitigation strategies to ensure the viability of the Group whilst minimising any adverse impact for customers.
- The stress testing resilience plan has also been considered by the Board in reaching its going concern conclusions. The plan sets out the point at which the Board would intervene to instigate corrective action that would steer the Group towards compliance with its key rules for financial management. The plan demonstrates the mitigation methods that would provide sufficient immediate cash savings.
- The Board has considered the forecast cash and covenant positions for the Group and its subsidiaries in forming its going concern conclusions. The cash positions are considered to be both the forecast cash at bank positions plus the unused secured and in place loan facilities.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

2. Accounting policies (continued)
Going concern (continued)

- The covenant positions for the Group have been considered and there are no covenant non-compliance forecast in the latest business plans for at least 12 months from these accounts being signed and beyond. In addition, cash break-even point assessments have been reviewed by the Board, at subsidiary level, to obtain comfort that the cash positive cashflows have sufficient robustness within them. This review has highlighted that each subsidiary has a highly robust cash break even position that allows all operating costs to increase by significant amounts before cash turns negative. The renegotiation of borrowing facilities with NatWest Bank has further strengthened the business plan with additional liquidity and reduced interest payable.
- The Board understands that as at 31 March 2026, the Group was in a net current liability position, which is attributable to the timing of expenditure on the development programme. The underlying investment will be reflected within fixed assets as developments are completed and brought into use.
- For the reasons mentioned above, the Board considers that FHG is a going concern for the foreseeable future, being a period of at least 12 months from the date of signing these accounts.

Basis of consolidation

The Group accounts consolidate the accounts of the company and all of its subsidiaries at 31 March 2026 in accordance with the principles of accounting as set out in FRS 102.

The company has adopted the following disclosure exemptions available under FRS102:

- The requirement to present an entity only statement of cashflows and related notes.

Public benefit entity

Futures Housing Group Limited is a public benefit entity in accordance with FRS102. The financial statements are presented in sterling (£) which is also the functional currency.

Turnover and revenue recognition

Turnover comprises:

- rental income receivable in the year,
- service charges receivable in the year,
- income from shared ownership first tranche sales,
- sales of properties built for sale,
- revenue grants and
- other services.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

2. Accounting policies (continued)

Rental and service charge income is recognised from the date that the property becomes available for letting. Revenue grants are receivable when the conditions for receipt of agreed grant funding have been met. Income from shared ownership and other sales is recognised at the point of legal completion of the sale. All other income is recognised at the point goods and services are supplied and included at the invoiced value (excluding VAT).

Taxation

The Group is exempt from Corporation Tax on income and gains to the extent that these are derived from the Group's charitable objectives.

The tax expense in the year relates to Group companies that are subject to UK taxation in addition to the non-exempt tax for the parent company.

The tax expense for the period comprises current and deferred tax. Tax is recognised in the comprehensive income statement, except for any changes attributable:

- to items of income or expense recognised as other comprehensive income,
- to an item recognised directly in equity and
- directly in equity.

The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits:

- any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met and
- where timing differences relate to interests in subsidiaries and the Group can control their reversal and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred balances are recognised in respect of all timing differences that have originated but not reversed by the statement of financial position date.

Value Added Tax

The Group charged Value Added Tax (VAT) on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the Group and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

2. Accounting policies (continued)

Interest payable

Interest payable is charged to the statement of comprehensive income in the year. No interest payable is capitalised.

Interest receivable

Interest receivable is credited to the statement of comprehensive income in the year.

Pensions

The Group participates in the Derbyshire County Council Pension Fund, a defined benefit pension scheme managed by Derbyshire County Council, the Northamptonshire County Council Pension Fund, a defined benefit pension scheme managed in partnership by West Northamptonshire County Council and Cambridgeshire County Council, and a defined contribution scheme provided by Scottish Widows.

In relation to the defined benefit schemes, the current service costs and costs from settlements and curtailments are charged against operating surplus. Past service costs are spread over the period until the benefit increases vest. Interest on the scheme liabilities and the expected return on scheme assets are included net in other finance costs and income. Actuarial gains and losses are reported in other comprehensive income.

Scheme assets are measured at fair values. Scheme liabilities are measured on an actuarial basis using the projected unit method and are discounted at appropriate high quality bond rates. The net deficit, adjusted for deferred tax, is presented separately from other assets on the statement of financial position. A net surplus is recognised only to the extent that it is recoverable by the Group.

In relation to the defined contribution scheme, the charges for the year represent the employer contributions payable to the scheme for the accounting period.

Housing managed on behalf of other landlords

The treatment of income and expenditure in respect of housing projects managed on behalf of other agencies depends on whether the Group carries the financial risk.

Where the Group carries the financial risk, all the project's income and expenditure is included in the Group's statement of comprehensive income.

Where the other landlord carries the financial risk, the statement of comprehensive income includes only that income and expenditure which relates solely to the Group.

Housing properties

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

Properties are stated at cost less depreciation. Cost includes the cost of acquiring land and buildings, development costs and expenditure incurred in respect of improvements.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

2. Accounting policies (continued)

Housing properties (continued)

Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements.

Shared ownership properties are split proportionally between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classed as a current asset and related sales proceeds included in turnover. The remaining element is classed as a fixed asset and included in housing properties at cost, less any provisions needed for depreciation or impairment.

Depreciation of housing properties

Freehold land is not depreciated. The Group separately identifies the major components which comprise its housing properties and charges depreciation, so as to write-down the cost of each component to its estimated residual value, on a straight line basis, over its estimated useful economic life.

The Group depreciates the major components of its housing properties over the following number of years:

	Life in years
Structure	100
Fire safety measures	50
Roof	50
Bathroom	30
Doors	30
Electrical rewires	30
External wall insulation	30
Fascia	30
Soffit	30
Windows	30
Damp proofing	25
Heating distribution system	25
Solar PV	25
Kitchen	20
Biomass system	20
Disabled adaptations	18
Boiler	12

Internal wall insulation is depreciated over the remaining life of the structure.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

2. Accounting policies (continued)

Government grants

Government grants include grants receivable from the RSH, local authorities, and other government organisations. Government grants received for housing properties are initially credited to the deferred grant account within long term creditors on the statement of financial position. They are then amortised over the useful life of the housing property structure and, where applicable its individual components (excluding land) under the accruals model.

Grants relating to revenue are recognised in the statement of comprehensive income over the same period as the expenditure to which they relate once reasonable assurance has been gained that the entity 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 or liabilities.

Government grants received for housing properties are subordinated to the repayment of loans by agreement with the RSH. Government grants released on sale of a property may be repayable but are normally available to be recycled and are credited to a recycled capital grant fund and included in the statement of financial position in creditors.

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

Where individual components are disposed of and this does not create a relevant event for recycling purposes, any grant which has been allocated to the component is released to the statement of comprehensive income. Upon disposal of the associated property, the Group is required to recycle these proceeds and recognise them as a liability.

Other grants

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specified future performance conditions is recognised as revenue when the grant proceeds are received or receivable. A grant that imposes specified future performance-related conditions on the association is recognised only when these conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability.

Impairment

Housing properties are assessed annually for impairment triggers. Where triggers are identified an assessment for impairment is undertaken comparing the cash generating unit's (CGU) carrying amount to its recoverable amount. Where the carrying amount of an CGU is deemed to exceed its recoverable amount, the asset is written down to its recoverable amount in line with the SORP guidelines.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

2. Accounting policies (continued)

Other tangible fixed assets

Assets are held at historic cost less accumulated depreciation. Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. No depreciation is provided on freehold land. The principal estimated useful economic lives used for other assets are:

	Life in years
Computers and office equipment	3
Tools and equipment	3
Motor vehicles	3
Furniture, fixtures and fittings:	
- General	5
- Solar Panels	15
Lifeline Equipment	5

Leased assets

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of the leased asset to the Group. All other leases are classified as operating leases.

Assets held under finance leases are recognised initially at the fair value (or if lower the present value of the lease payments) at the inception of the lease. The corresponding liability is included in the statement of financial position as a lease obligation. Assets held under finance leases are included in tangible fixed assets and depreciated in the same way as owned assets.

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

Investment properties

Investment properties consist of properties not held for social benefit or for use in the business. Investment properties are measured at cost on initial recognition and subsequently at fair value at the year end date, with changes in fair value recognised in the statement of comprehensive income. Fair value is determined annually by appropriately qualified external valuers and is derived from current market rents and investment property yields for comparable properties, adjusted if necessary, for any difference in the nature, location or condition of the specific asset. No depreciation is provided on investment properties.

Properties for sale

Shared ownership first tranche sales, completed properties for outright sale and property under construction are valued at the lower of cost and net realisable value. Cost comprises materials, direct labour and direct development overheads. Net realisable value is based on estimated sales price after allowing for all further costs of completion and disposal.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

2. Accounting policies (continued)

Financial instruments

Financial instruments which meet the criteria of a basic financial instrument as defined in Section 11 of FRS 102 are accounted for under an amortised historic cost model. Management has reviewed the Group's loan agreements and has deemed them to be basic financial instruments.

Financial assets

Financial assets comprise cash at bank and in hand, trade and other debtors and amounts owed by group undertakings; these are initially recorded at cost on the date they originate and are subsequently recorded at amortised cost under the effective interest method. The company considers evidence of impairment for all individual trade and other debtors and amounts owed by group undertakings, and any subsequent impairment is recognised in the statement of comprehensive income.

Impairment of financial assets carried at amortised cost

Impairment provisions are recognised when there is objective evidence that a financial asset or group of financial assets are impaired. Objective evidence includes significant financial difficulties of the counterparty, default or significant delays in payment.

Impairment provisions represent the difference between the net carrying amount of a financial asset and the present value of the expected future cash receipts from that asset.

Financial liabilities

Financial liabilities comprise trade creditors, accruals and amounts due to group undertakings; these are initially recorded at cost on the date they originate and are subsequently carried at amortised cost under the effective interest method.

Investment in subsidiaries

Investments in subsidiaries are accounted for at cost less impairment in the individual financial statements.

Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured at amortised cost.

Bad debt provision on rental income is calculated according to the following policy:

Customer balance (current arrears)	Provision policy
Below £250	0%
£251 to £500	10%
£501 to £1,000	25%
£1,001 to £1,500	50%
Over £1,500	75%
Former customer arrears	100%

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

2. Accounting policies (continued)

Stock

Stocks are initially measured at cost and subsequently measured at the lower of cost and estimated selling price less costs to complete and sell. Cost is determined using the first-in, first-out (FIFO) method.

At each reporting date, stocks are assessed for impairment. If an item of inventory is impaired, the carrying amount is reduced to its selling price less costs to complete and sell, with the difference recognized immediately in the statement of comprehensive income.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at cost, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

Liquid resources: cash and cash equivalents

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

Restricted cash

Restricted cash comprises cash balances that are subject to contractual, legal or regulatory restrictions and are therefore not available for general operating purposes.

Restricted cash is recognised when the Company has a right to the cash but its use is restricted by specific terms or conditions. Such balances are measured at amortised cost, which approximates their carrying value due to their short-term nature.

Restricted cash is presented separately from unrestricted cash where the amount is material. Balances are classified as current or non-current depending on the period over which the restriction is expected to apply.

Currently the amount held by FHG is the equivalent of 6 months interest payments for the Affordable Homes Guarantee Scheme loan, which are held by Bank of New York Mellon as part of the terms of the loan agreement.

Short term investments

Short term Investments comprise of cash held in deposit accounts with notice periods ranging in excess of three months.

Segment reporting

Reporting of revenue and profit by segment is a requirement of FRS102 and SORP 2018. Management has determined that the Group's segments are housing management and property sales. The segment information is however disclosed in note 4 and therefore no additional segment reporting has been prepared.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

3. Significant judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgments and estimates have been made include:

1) Impairment

As part of the Group's continuous review of the performance of their assets, management identify any homes or schemes that have indicators of impairment, such as if there are increasing void losses, are affected by policy changes or where the decision has been made to dispose of the properties. When an indicator is identified, analysis is undertaken to compare the carrying value and recoverable amount of the homes and any impairment losses are charged to operating surpluses.

The estimated depreciated replacement cost (DRC), calculated using appropriate construction costs and land prices is compared to the carrying value of the asset and where the DRC is lower than the carrying cost an impairment charge is made against the social housing properties.

A review has been carried out on completed shared ownership homes held for sale on the Statement of Financial Position. As at 31 March 2026, 15 units have been sold subject to contract and have exceeded their holding costs. Of the remaining two units, only one has been held for more than six months. Therefore, no impairment is considered necessary.

2) Capitalisation of property development costs

The Group capitalises development expenditure when a scheme is likely to proceed including having adequate budgetary provision. After capitalisation management monitors the asset and considers whether changes indicate that impairment is required.

3) Cost apportionment of development schemes

Management's estimate of the apportioned cost of individual properties for all tenures is done on a square metre basis.

4) Recoverable amounts on property held for sale

The forecast sale percentage is considered for the stock held for sale and the cost allocated accordingly. A review of the expected sales price, taking into account costs to completion in respect of assets under construction, is also performed and impairment considered. Although certain properties within the scheme have been sold for proceeds below their carrying values, the interdependent nature of the cash flows, together with the fact that such cash flows are monitored and management decisions are undertaken at the scheme level, supports the determination of the cash-generating unit at that level. Accordingly, no impairment has been recognised.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

3. Significant judgements and estimates (continued)

5) Staff seconded to FHG

Management believe that a constructive obligation exists in FHG for pension costs for staff seconded from FHL and FHW, who are in the local government pension schemes. As such the cost of pension contributions relating to those staff in year are included in the company statement of comprehensive income. As FHL and FHW remains responsible for their pension obligations the related schemes assets and liabilities are only included in the consolidated statement of financial position, the details disclosed in the notes to the accounts.

6) Recognition of defined benefit surplus

Management's estimate of the Defined Benefit Obligation (DBO) is determined using actuarial valuations using a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. A review has been undertaken of the of the valuation report for 31 March 2026 which calculated a net surplus for both defined benefit schemes that the group participates in. Management has concluded that, in line with FRS102 and the accounting policy, as the Group does not have an unconditional right to recover the asset either in the form of reduced contributions or a refund, the surplus should be capped at £nil (2025: £nil).

Futures Housing Group Limited
Year ended 31 March 2026**Notes to the financial statements (continued)****3. Significant judgements and estimates (continued)****Estimation uncertainty**

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

1) Useful economic lives of assets

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

2) Investment property valuation

Investment properties are valued annually on 31 March at fair value, which is subject to uncertainty as these are affected by market conditions. The valuation is determined by an independent, professionally qualified valuation by Rupert David & Co Chartered Surveyors and were undertaken in accordance with the Royal Institution of Chartered Surveyors' guidelines.

3) Defined benefit obligation (DBO)

Management's estimate of the DBO is determined using actuarial valuations using a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Due to the complexity of the valuation, the underlying assumptions and the long term nature of these plans, such estimates are subject to significant uncertainty and variation in these assumptions may significantly affect the DBO amount and the annual defined benefit expenses (as analysed in Note 10).

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

4a. Particulars of turnover, cost of sales, operating costs and operating surplus

Group - continuing activities

	Turnover	Cost of sales	Operating costs	Operating surplus
	2026	2026	2026	2026
For the year ended 31 March 2026	£'000	£'000	£'000	£'000
Social housing lettings (see note 4b)	65,804	-	(47,802)	18,002
Other social housing activities				
Management and agency services	335	-	(27)	308
First tranche shared ownership sales	7,337	(6,752)	(1,226)	(641)
Other	87	-	(15)	72
	<u>7,759</u>	<u>(6,752)</u>	<u>(1,268)</u>	<u>(261)</u>
Non-social housing activities				
Charges for support services	477	-	(537)	(60)
Market rents	2,156	-	(1,003)	1,153
Other	231	-	(25)	206
	<u>2,864</u>	<u>-</u>	<u>(1,565)</u>	<u>1,299</u>
	<u>76,427</u>	<u>(6,752)</u>	<u>(50,635)</u>	<u>19,040</u>
Revaluation of investment properties				(1,992)
Surplus on sale of housing properties				3,241
Surplus on sale of other fixed assets				65
				<u>20,354</u>

	Turnover	Cost of sales	Operating costs	Operating surplus
	2026	2026	2026	2026
Company	£'000	£'000	£'000	£'000
Other social housing activities				
Management services	<u>22,166</u>	<u>-</u>	<u>(21,913)</u>	<u>253</u>

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

4a. Particulars of turnover, cost of sales, operating costs and operating surplus (continued)

Group - Continuing activities

	Turnover	Cost of sales	Operating costs	Operating surplus
	2025	2025	2025	2025
For the year ended 31 March 2025	£'000	£'000	£'000	£'000
Social housing lettings (see note 4b)	62,947	-	(44,149)	18,798
Other social housing activities				
Management and agency services	108	-	(18)	90
First tranche shared ownership sales	10,235	(7,638)	(1,609)	988
Other	112	-	(18)	94
	<u>10,455</u>	<u>(7,638)</u>	<u>(1,645)</u>	<u>1,172</u>
Non-social housing activities				
Charges for support services	469	-	(557)	(88)
Market rents	2,141	-	(1,031)	1,110
Other	239	-	(26)	213
	<u>2,849</u>	<u>-</u>	<u>(1,614)</u>	<u>1,235</u>
	<u>76,251</u>	<u>(7,638)</u>	<u>(47,408)</u>	<u>21,205</u>
Revaluation of investment properties				(1,209)
Surplus on sale of housing properties				1,329
Surplus on sale of other fixed assets				9
				<u>21,334</u>

Company	Turnover	Cost of sales	Operating costs	Operating surplus
	2025	2025	2025	2025
	£'000	£'000	£'000	£'000
Other social housing activities				
Management services	<u>21,181</u>	<u>-</u>	<u>(21,123)</u>	<u>58</u>

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements

4b. Particulars of turnover, cost of sales, operating costs and operating surplus (continued)

Group - Continuing activities

Group	General housing	Sheltered housing	Shared ownership	Total
	2026	2026	2026	2026
	£'000	£'000	£'000	£'000
For the year ended 31 March 2026				

Turnover from social housing lettings

Rent receivable net of identifiable service charges	41,318	18,741	2,597	62,656
Service income	1,674	752	-	2,426
Amortisation of government grants	722	-	-	722

Turnover from social housing lettings

43,714	19,493	2,597	65,804
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Expenditure on social housing lettings

Management	(11,711)	(5,319)	(1,223)	(18,253)
Services	(1,472)	(1,554)	-	(3,026)
Routine maintenance	(4,332)	(1,955)	-	(6,287)
Planned maintenance	(2,094)	(902)	-	(2,996)
Major repairs expenditure	(3,644)	(1,763)	-	(5,407)
Bad debts	(191)	(90)	-	(281)
Depreciation of housing properties	(5,768)	(2,626)	(510)	(8,904)
Depreciation of other fixed assets	(1,340)	(626)	(54)	(2,020)
Accelerated depreciation	(370)	(166)	-	(536)
Other	(64)	(28)	-	(92)

Total expenditure on social housing lettings

(30,986)	(15,029)	(1,787)	(47,802)
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Operating surplus on social housing lettings

12,728	4,464	810	18,002
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Void losses

(638)	(279)	-	(917)
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Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

4b. Particulars of turnover, cost of sales, operating costs and operating surplus (continued)

Group - Continuing activities

Group	General housing	Sheltered housing	Shared ownership	Total
	2025	2025	2025	2025
	£'000	£'000	£'000	£'000
For the year ended 31 March 2025				
Turnover from social housing lettings				
Rent receivable net of identifiable service charges	39,804	18,200	2,164	60,168
Service income	1,498	681	-	2,179
Amortisation of government grants	600	-	-	600
Turnover from social housing lettings	41,902	18,881	2,164	62,947
Expenditure on social housing lettings				
Management	(10,915)	(4,927)	(1,037)	(16,879)
Services	(1,262)	(1,703)	-	(2,965)
Routine maintenance	(3,597)	(1,607)	-	(5,204)
Planned maintenance	(1,251)	(564)	-	(1,815)
Major repairs expenditure	(4,299)	(2,007)	-	(6,306)
Bad debts	(278)	(131)	-	(409)
Depreciation of housing properties	(5,215)	(2,396)	(417)	(8,028)
Depreciation of other fixed assets	(1,042)	(503)	(59)	(1,604)
Accelerated depreciation	(467)	(215)	-	(682)
Other	(175)	(82)	-	(257)
Total expenditure on social housing lettings	(28,501)	(14,135)	(1,513)	(44,149)
Operating surplus on social housing lettings	13,401	4,746	651	18,798
Void losses	(732)	(331)	-	(1,063)

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

5. Operating surplus

	Group	Company	Group	Company
This is arrived at after charging/(crediting)	2026	2026	2025	2025
	£'000	£'000	£'000	£'000
Depreciation of housing properties (note 13)	9,382	-	8,904	-
Impairment of housing properties (note 13)	53	-	(194)	-
Depreciation of other tangible fixed assets (note 14)	2,023	809	1,604	951
Operating lease rentals				
-Buildings	59	-	59	-
Auditors remuneration (excluding irrecoverable VAT)				
-Audit of Group financial statements	212	175	202	167
-for other assurance services	3	3	3	3

Audit costs are borne by FHG for all entities within the Group with the exception of FTP and FFL.

6. Surplus on sale of fixed assets - housing properties

	Group	Company	Group	Company
	2026	2026	2025	2025
	£'000	£'000	£'000	£'000
Disposal proceeds	4,823	-	2,368	-
Carrying value of fixed assets	(1,582)	-	(1,039)	-
	3,241	-	1,329	-

The above numbers include the following for shared ownership staircasing.

Disposal proceeds	1,040	-	514	-
Carrying value of fixed assets	(460)	-	(291)	-
	580	-	223	-

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

7. Accommodation in management

For the year ended 31 March 2026

	Social units	Affordable units	Shared ownership units	Supported sheltered units	Market rent units	Rent to Buy units	Total owned and managed by FHG units
Opening stock	5,639	954	635	3,094	269	136	10,727
Additions	59	30	83	-	-	16	188
Reclassification	2	11	(4)	-	2	(11)	-
Disposals	(42)	-	(8)	(1)	-	(1)	(52)
Closing stock	5,658	995	706	3,093	271	140	10,863

	Owned - managed by others units	Managed not owned units	Total owned and managed units
Opening stock	4	197	10,928
Additions	-	4	192
Reclassification	-	-	-
Disposals	-	(8)	(60)
Closing stock	4	193	11,060

8. Interest receivable and other income

	Group 2026 £'000	Company 2026 £'000	Group 2025 £'000	Company 2025 £'000
Interest receivable on deposits	<u>647</u>	<u>5</u>	<u>1,765</u>	<u>6</u>

9. Interest payable and similar charges

	Group 2026 £'000	Company 2026 £'000	Group 2025 £'000	Company 2025 £'000
Loans and bank overdraft	<u>11,224</u>	<u>13</u>	<u>10,554</u>	<u>8</u>

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

10. Employees

Average monthly number of employees expressed in full time equivalents (calculated based on a standard working week of 37 hrs):

	Group 2026 No.	Company 2026 No.	Group 2025 No.	Company 2025 No.
FTEs				
Administration	191	191	188	188
Development	26	26	24	24
Housing, support and care	237	48	225	45
	<u>454</u>	<u>265</u>	<u>437</u>	<u>257</u>

Employee costs:

	Group 2026 £'000	Company 2026 £'000	Group 2025 £'000	Company 2025 £'000
Wages and salaries	19,217	12,159	18,147	11,462
Social security costs	2,370	1,523	1,771	1,154
Pension costs *	1,371	1,588	1,493	1,536
	<u>22,958</u>	<u>15,270</u>	<u>21,411</u>	<u>14,152</u>

All employees of Futures Homescape Limited are members of Derbyshire County Council Pension Fund (DCCPF) and employees of Futures Homeway Limited are members of Northamptonshire County Council Pension Fund (NCCPF). These schemes were closed to new entrants from 1 July 2011; from that date the Group also participates in a scheme administered by Scottish Widows, this is a defined contribution scheme. The Group contributes between 3% and 13.8% dependant on the age of, and contribution made by, the individual employee.

A number of employees of Futures Homescape Limited and Futures Homeway Limited are seconded to Futures Housing Group Limited. On the basis that the constructive obligation rests with Futures Housing Group these costs are separately analysed above. As FHW and FHL remain responsible for their pension obligations no separate analysis of the related schemes' assets or liabilities is reported in the company accounts.

* Pension costs for The Group in 2026 included a credit of £878k (2025: £722k credit) as a result of the annual FRS102 current service costs being lower than actual contributions in the year. Current service costs for employees seconded to Future Housing Group costs are recharged in the year.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

10. Employees (continued)

Derbyshire County Council Pension Fund

The DCCPF is a multi-employer defined benefit scheme, which is administered by Derbyshire County Council under the regulations governing the Local Government Pension Scheme (LGPS), a defined benefit scheme. Triennial actuarial valuations of the pension scheme are performed by an independent, professionally qualified actuary using the projected unit method. The most recent formal actuarial valuation was completed as at 31 March 2025. The market value of Futures Homescape Limited's share of scheme assets at that date was £49.3 million and the level of funding was 139%. The main actuarial assumptions used in the valuation were:

	%p.a.
Investment return	5.8%
Salary increases	3.3%
Pension increases/CARE revaluation	2.3%

Contributions

The Company paid contributions at the rate of 33.4% during the year. The cost to the Company, of contributions to the scheme in the period, amounted to £940,000 (2025: £1,028,000). Members' contributions vary between 5.5% and 11.4% of pensionable pay until 31 March 2026, depending on the circumstances of the employee. Employers' contributions to the DCCPF during the accounting period commencing 1 April 2026 are at a rate of 0.0%.

Major categories of plan assets as a total of plan assets

	2026	2025
	%	%
Equities	53	53
Bonds	24	24
Property	10	10
Infrastructure	11	11
Cash	2	2

Assumptions

The main financial assumptions used by the actuary were as follows:-

	2026	2025
	%	%
Rate of increase in salaries	4.00	3.75
Rate of increase in pensions	3.00	2.75
Discounted rate	6.20	5.80

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

10. Employees (continued)

Mortality assumptions

The post retirement mortality assumptions were based on the Fund's VitaCurves with improvements inline with the CMI 2023 model and these are used to value the benefit obligation at 31 March as determined by the actuary, for non-pensioners and pensioners.

	2026	2025
	No of Years.	No of Years.
Current pensioners:		
Males	21.3	20.8
Females	24.2	23.8
Future pensioners:		
Males	22.1	21.5
Females	25.5	25.3

Amounts recognised in the statement of financial position:

	2026	2025
	£'000	£'000
Present value of funded obligations	(32,529)	(31,113)
Fair value of plan assets	54,267	51,185
Surplus restriction	(21,738)	(20,072)
	-	-
Present value of unfunded obligations	-	-
Net liability	-	-

Amounts recognised in other comprehensive income

	2026	2025
	£'000	£'000
Remeasurement of Assets	142	(533)
Actuarial movement on liabilities	(219)	6,032
Restriction of surplus	(1,666)	(6,632)
Interest on effect of the asset ceiling	1,163	653
Actuarial (loss) in other comprehensive income	(580)	(480)

Analysis of the amount charged to operating surplus

	2026	2025
	£'000	£'000
Current service cost	377	559
Past service losses	-	-
Total operating charge	377	559

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

10. Employees (continued)

Finance costs

	2026	2025
	£'000	£'000
Expected return on pension scheme assets	2,968	2,384
Interest on pension scheme liabilities	(1,788)	(1,721)
Effect of asset ceiling	(1,163)	(652)
Net interest charge	<u>17</u>	<u>11</u>

Movement in deficit during the year

	2026	2025
	£'000	£'000
Group share of net liabilities at start of period	-	-
<i>Movement in year:</i>		
Current service cost	(377)	(559)
Past service cost	-	-
Employer contributions	940	1,028
Other finance costs	17	11
Actuarial (loss)	<u>(580)</u>	<u>(480)</u>
Group share of net scheme assets at end of year	<u>-</u>	<u>-</u>

Changes in present value of defined benefit obligation:

	2026	2025
	£'000	£'000
Opening defined benefit obligation (including unfunded obligations)	(31,113)	(35,613)
Current service cost	(377)	(559)
Past service cost	-	-
Interest cost	(1,788)	(1,721)
Contributions by members	(184)	(205)
Actuarial (loss)/gain	(219)	6,032
Benefits paid	<u>1,152</u>	<u>953</u>
Closing defined benefit obligation (including unfunded obligations)	<u>(32,529)</u>	<u>(31,113)</u>

Changes in fair value of plan assets

	2026	2025
	£'000	£'000
Opening fair value of plan assets	51,185	49,053
Expected return on assets	2,968	2,384
Contributions by members	184	205
Contributions by employer	940	1,028
Actuarial gain/(loss)	142	(533)
Benefits paid	<u>(1,152)</u>	<u>(952)</u>
Fair value of assets at end of year	<u>54,267</u>	<u>51,185</u>

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)
10. Employees (continued)
Northamptonshire County Council Pension Fund

The NCCPF is a multi-employer defined benefit scheme, which is administered in partnership by West Northamptonshire County Council and Cambridgeshire County Council under the regulations governing the Local Government Pension Scheme (LGPS), a defined benefit scheme.

Triennial actuarial valuations of the pension scheme are performed by an independent, professionally qualified actuary using the projected unit method.

The most recent formal actuarial valuation was completed as at 31 March 2025.

The market value of the scheme's assets at that date was £11.3 million and the level of funding was 149%. The main actuarial assumptions used in the valuation were:

	% p.a.
Discount rate	6.0%
Salary increases	2.8%
Benefit increases and CARE revaluation (CPI)	2.3%

Contributions

The company paid contributions at the rate of 43.2% during the year. The cost to the company, of contributions to the scheme in the period, amounted to £378k (2025: £337k). Members' contributions vary between 5.5% and 11.4% of pensionable pay until 31 March 2026, depending on the circumstances of the employee. Employers' contributions to the NCCPF during the accounting period beginning 1 April 2026 are at a rate of 0.0%.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

10. Employees (continued)

Major categories of plan assets as a total of plan assets

(Not held directly by the group or its subsidiaries)

	2026	2025
	%	%
Equities	50	52
Bonds	31	28
Property	15	16
Cash	4	4

Assumptions

The main financial assumptions used by the actuary were as follows:-

	2026	2025
	%	%
Rate of increase in salaries	3.50	3.25
Rate of increase in pensions	3.00	2.75
Discounted rate	6.30	5.80

Mortality assumptions

The post retirement mortality assumptions were based on the Fund's VitaCurves with improvements inline with the CMI 2023 model and these are used to value the benefit obligation at 31 March as determined by the actuary, for non-pensioners and pensioners.

	2026	2025
	No of	No of
	Years	Years
Current pensioners:		
Males	20.8	19.9
Females	24.5	24.0
Future pensioners:		
Males	22.8	22.3
Females	26.3	25.9

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

10. Employees (continued)

Amounts recognised in the statement of financial position:

	2026	2025
	£'000	£'000
Present value of funded obligations	(6,900)	(6,555)
Fair value of plan assets	12,297	11,143
Surplus restriction	<u>(5,397)</u>	<u>(4,588)</u>
	-	-
Present value of unfunded obligations	<u>-</u>	<u>-</u>
Net liability	<u>-</u>	<u>-</u>

Amounts recognised in other comprehensive income

	2026	2025
	£'000	£'000
Remeasurement of Assets	331	(336)
Actuarial movement on liabilities	(112)	1,437
Restriction of surplus	(809)	(1,509)
Interest on effect of the asset ceiling	266	149
Actuarial (loss) in other comprehensive income	<u>(324)</u>	<u>(259)</u>

Analysis of the amount charged to operating surplus

	2026	2025
	£'000	£'000
Current service cost / total operating charge	<u>63</u>	<u>84</u>

Analysis of the amount charged to other finance costs:

	2026	2025
	£'000	£'000
Expected return on pension scheme assets	651	527
Interest on pension scheme liabilities	(376)	(372)
Effect of asset ceiling	<u>(266)</u>	<u>(149)</u>
Net finance cost	<u>9</u>	<u>6</u>

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

10. Employees (continued)

Movement in deficit during the year

	2026	2025
	£'000	£'000
Group share of net liabilities at start of period	-	-
<i>Movement in year:</i>		
Current service cost	(63)	(84)
Employer contributions	378	337
Other finance costs	9	6
Actuarial (loss)	(324)	(259)
Group share of net scheme assets at end of year	<u>-</u>	<u>-</u>

Changes in present value of defined benefit obligation:

	2026	2025
	£'000	£'000
Opening defined benefit obligation (including unfunded obligations)	(6,555)	(7,735)
Current service cost	(63)	(84)
Past service cost	-	-
Interest cost	(376)	(372)
Contributions by members	(34)	(31)
Actuarial (loss)/gains	(112)	1,437
Past service gain	-	-
Benefits paid	240	230
Closing defined benefit obligation (including unfunded obligations)	<u>(6,900)</u>	<u>(6,555)</u>

Changes in fair value of plan assets

	2026	2025
	£'000	£'000
Opening fair value of plan assets	11,143	10,814
Expected return on assets	651	527
Actuarial gain/(loss)	331	(336)
Contributions by employer	378	337
Contributions by members	34	31
Benefits paid	(240)	(230)
Fair value of assets at end of year	<u>12,297</u>	<u>11,143</u>

The Local Government Pension Schemes (LGPS) were closed to new entrants from 1 July 2011, from this date the Company also participated in a scheme administered by Scottish Widows, this is a defined contribution scheme.

We are aware of the implications of the Pension Scheme Act 2026 following the Virgin Media pension ruling. Due to ongoing legislative uncertainties it is difficult at this stage to reach a definitive conclusion regarding any impact on our pension scheme. We do not consider there to be any fundamental doubts at this stage, as such there is insufficient evidence that any adjustment would need to be recognised within the year end liabilities and therefore no allowance has been made in the above disclosures.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

11. Board members, executive directors and key management personnel.

The Group's executive directors are considered to be the key management personnel of the group and company.

	Group 2026 £'000	Company 2026 £'000	Group 2025 £'000	Company 2025 £'000
Basic salary	762	762	712	712
Benefits in kind	93	93	80	80
Employers NIC	115	115	96	96
Pension and pension equivalent contributions	96	96	131	131
	<u>1,066</u>	<u>1,066</u>	<u>1,019</u>	<u>1,019</u>

The emoluments of the highest paid executive director is £240,495 (2025: £211,026) - excludes pension, pension equivalent and salary sacrifice.

The Chief Executive is a member of the Scottish Widows defined contribution pension scheme. He is an ordinary member of the scheme, no enhanced or special terms apply. The Group made standard employer contributions of £15,785 to the scheme in respect of the Chief Executive in line with the scheme's terms. No contributions were made to any personal pension arrangement. There is currently one director for whom benefits are accruing under a defined benefit scheme and four whose benefits accrue under a defined contribution scheme.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

11. Board members, executive directors and key management personnel (continued)

The full time equivalent number of staff (including directors) who received emoluments, including pension contributions, in the following ranges:

	2026 No.	2025 No.
£60,000 to £70,000	19.0	20.0
£70,001 to £80,000	17.0	16.0
£80,001 to £90,000	3.0	3.0
£90,001 to £100,000	4.0	5.0
£100,001 to £110,000	3.0	2.0
£110,001 to £120,000	1.0	1.0
£120,001 to £130,000	3.0	2.8
£130,001 to £140,000	2.0	1.0
£140,001 to £150,000	-	1.0
£150,001 to £160,000	-	0.4
£190,000 to £200,000	0.7	-
£230,001 to £240,000	1.0	-
£250,001 to £260,000	1.0	0.7
£270,001 to £280,000	-	1.0
£340,001 to £350,000	-	0.5
	54.7	54.4

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

11. Board members, executive directors and key management personnel (continued)

Board members' emoluments	Group 2026 £'000	Company 2026 £'000	Group 2025 £'000	Company 2025 £'000
P Davis	25	25	19	19
M Stevenson	-	-	15	15
C McMillan	1	1	14	14
S Chalmers	15	15	14	14
R Harding	-	-	12	12
P Burke	10	10	9	9
L Ponting	10	10	9	9
T Slater	10	10	9	9
J Perry	15	15	9	9
G Middleton	16	16	9	9
J Imuere	2	2	6	6
P Duffy	10	10	6	6
G Dhaliwal	7	7	-	-
S Bagshaw	3	3	4	4
D Hook	3	3	4	4
M Goodison	4	4	4	4
G Roberts	4	4	4	4
K Wooding	3	3	4	4
J Bemrose	4	4	4	4
D Cribbin	-	-	4	4
E Lock	3	3	4	4
D Brooks	-	-	3	3
C Clarke	4	4	3	3
S Jackson	15	15	3	3
M Daunt	-	-	1	1
	164	164	173	173
Emoluments paid to FHG Chair:				
P Davis	25	25	10	10

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

12. Tax on surplus

Group and company

	Group 2026 £'000	Company 2026 £'000	Group 2025 £'000	Company 2025 £'000
Current tax				
UK corporation tax on surplus for the year	29	29	-	-
Adjustments in respect of prior period	-	-	-	-
Current tax	29	29	-	-
Deferred tax				
Net origination and reversal of timing differences	32	32	14	14
Adjustments in respect of prior period	(1)	(1)	1	1
Total tax charge	60	60	15	15
Tax reconciliation				
	Group 2026 £'000	Company 2026 £'000	Group 2025 £'000	Company 2025 £'000
Surplus before tax	9,803	245	12,562	56
Charitable activities				
Qualifying charitable donation	(313)	-	(300)	-
Surplus subject to Corporation Tax	9,490	245	12,262	56
Theoretical tax at UK corporation tax rate 19% (2025: 19%)	1,757	-	2,330	-
Theoretical tax at UK corporation tax rate 25% (2025: 25%)	60	60	14	14
Income not taxable for tax purposes	(1,757)	-	(2,330)	-
Adjustment in respect of prior periods – deferred tax	-	-	1	1
Total tax charge	60	60	15	15

All of the subsidiaries within the group, except for FHG, reported taxable surplus' below the marginal corporation tax threshold. As a result, these entities are subject to a corporation tax rate of 19% (2025: 19%).

FHG is the only company within the group that achieved a surplus exceeding the marginal tax threshold. FHG has been subjected to a higher corporation tax rate of 25% (2025: 25%).

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

13. Tangible fixed assets - properties

Group	Completed housing properties shared ownership £'000	Shared ownership properties under construction £'000	Social housing properties held for letting £'000	Social housing properties under construction £'000	Total £'000
Cost					
At 1 April 2025	56,209	10,872	407,692	30,193	504,966
Properties transferred from other tenures	(456)	-	456	-	-
Transfer to Investment Properties	-	-	(364)	-	(364)
Additions	2	10,987	1,172	37,417	49,578
Capitalised improvements	-	-	18,816	-	18,816
Schemes completed	12,894	(12,894)	26,139	(26,139)	-
Disposals	(491)	-	(3,902)	-	(4,393)
At 31 March 2026	68,158	8,965	450,009	41,471	568,603
Depreciation					
At 1 April 2025	2,363	-	70,594	-	72,957
Properties transferred from other tenures	(12)	-	12	-	-
Transfer to Investment Properties	-	-	(37)	-	(37)
Charged in year	510	-	8,872	-	9,382
Released on disposal	(31)	-	(2,827)	-	(2,858)
At 31 March 2026	2,830	-	76,614	-	79,444
Impairment					
At 1 April 2025	-	-	-	-	-
Charged in year	-	-	53	-	53
At 31 March 2026	-	-	53	-	53
Net book value					
At 31 March 2026	65,328	8,965	373,342	41,471	489,106
At 31 March 2025	53,846	10,872	337,098	30,193	432,009

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

13. Tangible fixed assets - properties (continued)

Expenditure on works to existing properties

Group

	2026	2025
	£'000	£'000
Components capitalised	18,816	20,608
Amounts charged to statement of comprehensive income	5,407	6,306
	<u>24,223</u>	<u>26,914</u>

Social housing and other capital grants

Group

	2026	2025
	£'000	£'000
Total accumulated grant	<u>80,650</u>	<u>74,113</u>
Recognised in comprehensive income	8,477	7,795
Held as deferred capital grant	<u>72,173</u>	<u>66,318</u>
	<u>80,650</u>	<u>74,113</u>

Housing properties book value, net of depreciation and grants, and depot net book value (notes 13 & 14) comprises:

Group	2026	2025
	£'000	£'000
Freehold land and buildings	<u>490,231</u>	<u>433,120</u>

Housing properties comprise of only freehold land and buildings.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

14. Other tangible fixed assets

Group

	Freehold depot	Tools and equip- ment	Furniture, fixtures and fittings	Lifeline equip- ment	IT and office equip- ment	Other land and buildings	Vehicles	Salary sacrifice vehicles	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost									
At 1 April 2025	1,322	507	1,660	1,468	7,641	4,855	3,090	230	20,773
Additions	31	119	190	842	599	-	1,704	232	3,717
Disposals	-	(70)	-	(1,173)	(1,817)	-	(436)	(36)	(3,532)
At 31 March 2026	1,353	556	1,850	1,137	6,423	4,855	4,358	426	20,958
Depreciation									
At 1 April 2025	201	424	1,262	1,293	6,953	180	3,037	68	13,418
Charged in year	27	95	231	228	678	40	619	105	2,023
Released on disposal	-	(70)	-	(1,173)	(1,817)	-	(436)	(15)	(3,511)
At 31 March 2026	228	449	1,493	348	5,814	220	3,220	158	11,930
Net book value									
At 31 March 2026	1,125	107	357	789	609	4,635	1,138	268	9,028
At 31 March 2025	1,121	83	398	175	688	4,675	53	162	7,355

The net book value of other tangible assets for the group includes an amount of £268k (2025 - £161k) in respect of assets held under finance leases. Such assets are generally classified as finance leases as the rental period amounts to the estimated useful economic life of the assets concerned and often the Group has the right to purchase the assets outright at the end of the minimum lease term by paying a nominal amount.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

14. Other tangible fixed assets (continued)

Company

	Furniture, fixtures and fittings £'000	IT and office equipment £'000	Tools and equipment £'000	Salary sacrifice vehicles £'000	Total £'000
Cost					
At 1 April 2025	240	6,561	3	230	7,034
Additions	111	592	1	232	936
Disposals	-	(795)	-	(36)	(831)
At 31 March 2026	351	6,358	4	426	7,139
Depreciation					
At 1 April 2025	173	5,873	3	68	6,117
Charged in year	28	675	1	105	809
Disposals	-	(795)	-	(15)	(810)
At 31 March 2026	201	5,753	4	158	6,116
Net book value					
At 31 March 2026	150	605	-	268	1,023
At 31 March 2025	67	688	-	162	917

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

15. Investment Properties non social housing properties held for letting

	Completed investment properties £'000	Investment properties under construction £'000	Total £'000
Cost			
At 1 April 2025	32,961	-	32,961
Transfer from Housing Properties	327	-	327
Additions	420	-	420
Cost at 31 March 2026	33,708	-	33,708
Revaluation/(impairment)			
At 1 April 2025	3,654	-	3,654
In year revaluation	(1,992)	-	(1,992)
Cost at 31 March 2026	1,662	-	1,662
Carrying value			
Cost at 31 March 2026	35,370	-	35,370
At 1 April 2025	36,615	-	36,615

Investment properties were valued as at 31 March 2026 at their open market value based on an independent valuation by Rupert David & Co Chartered Surveyors. The valuation was carried out in accordance with the RICS valuation - global standards 2017 and the UK national supplement (the red book). No allowance has been made for the liability of taxation that may arise on disposal as the activity is undertaken in a charitable entity and no alteration has been made to reflect the costs of selling. All valuation figures are exclusive of VAT.

If investment properties had been accounted for under historical cost accounting rules, the property would have been measured as follows

	2026 £'000	2025 £'000
Historic cost	32,497	31,750
Accumulated depreciation and impairment	(3,540)	(3,188)
	28,957	28,562

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

16. Group and company

Investment in associate	2026 £'000	2025 £'000
Cost and net book value		
At 1 April	-	-
Impairment	-	-
At 31 March	-	-

The Group has the following aggregate interests in associated undertakings.

	2026 £'000	2025 £'000
Share of fixed assets	26	21
Share of current assets	900	745
Share of current liabilities	(338)	(224)
Share of net assets	588	542
Impairment - to show movement in assets	(588)	(542)
Impairment charge in year	-	-
Investment	-	-

The Group owns 50% of the issued share capital of Three Together Limited, a company incorporated in England and Wales. Its wholly owned subsidiary, Access Training Limited, is a training and apprenticeship provider. The investment has been fully impaired as the company is being subsidised with Governance support and the right to interest is also being waived.

17. Stock

Group	2026 £'000	2025 £'000
Raw materials and consumables	317	311

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

18. Properties held for sale

Group	2026 £'000	2026 £'000	2026 £'000	2025 £'000	2025 £'000	2025 £'000
	Completed properties	Land and properties under construction	Total	Completed properties	Land and properties under construction	Total
Shared ownership properties	1,536	4,879	6,415	1,083	4,660	5,743
	<u>1,536</u>	<u>4,879</u>	<u>6,415</u>	<u>1,083</u>	<u>4,660</u>	<u>5,743</u>

19. Debtors

	Group 2026 £'000	Company 2026 £'000	Group 2025 £'000	Company 2025 £'000
Due within one year				
Rent and service charges receivable	2,137	-	1,215	-
Less: provision for bad and doubtful debts - rents	(467)	-	(492)	-
	1,670	-	723	-
Trade debtors	570	46	277	42
Other debtors	339	37	295	43
Grant prepayments	1,050	-	-	-
Prepayments and accrued income	2,852	2,528	4,026	3,509
Amounts due from group undertakings	-	394	-	342
	6,481	3,005	5,321	3,936

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

20. Creditors: amounts falling due within one year

	Group	Company	Group	Company
	2026	2026	2025	2025
	£'000	£'000	£'000	£'000
Trade creditors	3,323	168	3,263	639
Rent and service charges received in advance	4,135	-	2,975	-
Corporation Tax	29	29	-	-
Other taxation and social security	794	532	654	474
Other creditors	1,220	14	1,275	185
Accruals and deferred income	11,838	1,012	10,911	1,214
Amounts owed to group undertakings	-	1,831	-	2,053
Deferred capital grant (note 22)	828	-	829	-
Right to buy creditor	926	-	648	-
Bank loans (note 25)	4,000	-	-	-
	27,093	3,586	20,555	4,565

The £4m bank loan is a drawdown from the Natwest revolving credit facility which has a rate of SONIA + 1.05%. This is a secured loan and further details around this security is included within Note 25.

21. Creditors: amounts falling due after one year

	Group	Group
	2026	2025
	£'000	£'000
Bank loans and bond finance (note 25)	343,640	313,398
Deferred capital grant (note 22)	71,345	65,489
Recycled capital grant fund (note 23)	-	38
	414,985	378,925

Total of group future minimum lease payments under finance leases:

	2026	2025
	£'000	£'000
In one year or less, or on demand	107	78
In more than one year but not more than five years	300	80
	407	158

The obligation under finance leases are repayable by equal installments in less than five years. Finance leases relate to vehicles used by the association provided for as part a salary sacrifice arrangement

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

22. Deferred capital grant

Group	31 March 2026 £'000	31 March 2025 £'000
At 1 April	66,318	47,884
Grant received in the year	6,554	18,505
Grant transferred to the RCGF (note 23)	(253)	(39)
Grant transferred from the RCGF (note 23)	297	568
Released to income in the year	(722)	(600)
Grant released to income from property disposals	(21)	-
	<u>72,173</u>	<u>66,318</u>
Social housing grant to be released within one year	828	829
Social housing grant to be released in more than one year	71,279	65,423
Other capital grant to be released in more than one year	66	66
	<u>72,173</u>	<u>66,318</u>

23. Recycled capital grant fund

Group	31 March 2026 £'000	31 March 2025 £'000
At 1 April	38	544
Inputs to RCGF:		
Grant recycled from property disposals	253	39
Recycling of grant: new build	(297)	(568)
Interest accrued	6	23
Recycling of grant	-	-
Balance at 31 March	<u>-</u>	<u>38</u>

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

24. Provisions for liabilities and charges

Deferred tax

	Group	Company	Group	Company
	2026	2026	2025	2025
	£'000	£'000	£'000	£'000
At 1 April	(115)	(115)	(100)	(100)
Amount (charged) to the statement of comprehensive income	(31)	(31)	(15)	(15)
At 31 March	(146)	(146)	(115)	(115)
Comprising:				
Fixed asset timing differences	(146)	(146)	(135)	(135)
Losses and other deductions	-	-	20	20
Deferred tax (liability)	(146)	(146)	(115)	(115)

25. Debt analysis

Group	2026	2025
	£'000	£'000
Due within one year		
Bank loans	4,000	-
Due after more than one year		
Bank loans	54,949	22,949
Bond finance	291,237	292,311
Less: capitalised issue costs	(2,546)	(1,862)
	343,640	313,398

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

	2026	2025
	£'000	£'000
Within one year	4,000	-
Between one and two years	-	-
Between two and five years	7,949	7,949
After five years	338,237	307,312
	350,186	315,261

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

25. Debt analysis (continued)

The Group fixes the interest rate on a proportion of its borrowings for a specified period of time; the maturity of these arrangements does not lead to a requirement to repay the debt.

The bank loans are secured by a floating charge over the assets of the Group and by fixed charges on individual properties.

Overdraft interest is payable quarterly in arrears at the usual charging dates in March, June, September and December at a rate of 1% above base rate.

On all committed floating rate borrowings interest is payable quarterly at the maturity of the relevant fixture period of 1, 3, or 6 months and semi-annually if the fixture period is 12 months.

On all fixed rate borrowings interest is payable quarterly or semi-annually in arrears, calculated from the semi-annual fixed rate cost of funds.

The bank and other loans are repaid in instalments at fixed and variable rates of interest ranging from 3.38% to 6.79%. The final instalments fall to be repaid in the period 2028 to 2044.

All loans are in sterling. The majority of loans in the Group are routed through two separate treasury vehicles:

Futures Treasury Plc was set up during 2018-19 as a funding vehicle for the issue of a £200m bond, of which £150m was drawn on 8 February 2019 via a 25 year 3.375% coupon bond issue at a discount of 0.037%. Monies are lent to associations within the Group.

On 24 June 2020, FTP sold £50m of the retained bond at a coupon of 3.375%. The retained bond was sold at a premium of £16m with a spread of 1.15% above the yield of 0.591%, resulting in an overall rate of 1.741%

On 24 January 2022 FTP tapped into the existing bond and sold a further £70m at a coupon of 3.375%. The bond was sold at a premium of £12.8m with a spread of 0.956% above the yield of 1.360%, resulting in an overall rate of 2.310%. FTP incurred loan fees of £557k.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

25. Debt analysis (continued)

The market value of the bond as at 31 March 2026 was £187.8m, derived by an external Bloomberg valuation.

Futures Finance Ltd was also set up during 2018-19 and borrows money on behalf of the Group and on-lends to the individual associations as required. Futures Homescape Limited and Futures Homeway Limited have entered into a fully cross-collateralised structure.

The benefits of setting up the treasury vehicles include streamlined and efficient treasury procedures and strategy.

At 31 March 2026 the Group had undrawn committed loan facilities of £71m (2025: £75m). The Group's weighted average cost of capital is 3.74%.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

26. Financial commitments

	Approved and contracted for		Approved and not contracted	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Expenditure on the acquisition/construction of housing properties	75,290	63,470	35,900	49,331
Repairs partnering contracts	-	-	19,338	16,627
Acquisition of other fixed assets	-	-	1,671	2,941
Total	75,290	63,470	56,909	68,899
Financed by:				
Borrowings	53,096	55,181	31,819	35,263
Committed grant	22,194	8,289	4,081	14,068
Operating surpluses	-	-	21,009	19,568
	75,290	63,470	56,909	68,899

27. Contingent liabilities

FHL has in place a guarantee related to the highways and performance aspects of the development scheme at Welford Road of £41k (2025: £532k). This amount may be retained by West Northamptonshire Council and Anglian Water Services Limited if the works under instruction are not completed to the required standard. The value was reduced in October 2025 when the majority of the works were completed.

FHL anticipates completing the works satisfactorily, which would result in the expiration of these guarantees.

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

28. Operating leases

The payments which the Group is committed to make in future years under operating leases are as follows:

Group	2026 £'000	2025 £'000
Land and buildings		
Due to expire - within one year	74	89
Due to expire - one to five years	-	356
Due to expire - more than five years	-	178
	<u>74</u>	<u>623</u>

Prior year commitments assumed a longer-term lease based on a draft agreement; following a change in landlord, the Company has entered into a shorter extension to 31 January 2027, which is reflected in the current year disclosure.

29. Reconciliation of surplus to net cash inflow from operating activities

	2026 £'000	2025 £'000
Surplus for the year	9,743	12,547
Adjustments for non cash and non operating items:		
Depreciation and impairment of tangible fixed assets	11,458	10,314
Amortisation of loan costs	(544)	-
Pensions cost less contributions payable	(903)	(739)
(Increase) in trade and other debtors	(152)	(1,759)
Increase in trade and other creditors	1,261	3,783
(Increase)/Decrease in stock and stock of housing	(678)	1,773
Surplus on sale of tangible fixed assets	(3,306)	(1,338)
Amortisation of government grants	(722)	(600)
Revaluation of investment properties	1,992	1,209
Interest receivable	(647)	(1,765)
Interest payable	<u>11,768</u>	<u>10,554</u>
Cash inflow from operating activities	<u>29,270</u>	<u>33,979</u>
Taxation paid	-	-
Net cash inflow from operating activities	<u>29,270</u>	<u>33,979</u>

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

30. Financial assets and liabilities

The Board policy on financial instruments is explained in the Board Report as are references to financial risks.

Categories of financial assets and financial liabilities

	Group 2026	Company 2026	Group 2025	Company 2025
	£'000	£'000	£'000	£'000
Financial assets that are debt instruments measured at amortised cost:				
Rental debtors	1,670	-	723	-
Other debtors	570	46	191	8
Amounts due from group undertakings	-	394	-	342
	<u>2,240</u>	<u>440</u>	<u>914</u>	<u>350</u>

Financial liabilities measured at amortised cost				
Trade and other creditors	3,323	168	3,063	605
Accruals	11,838	1,012	10,911	1,214
Right to Buy creditor	926	-	648	-
Loans	350,186	-	315,261	-
Amounts owed to group undertakings	-	1,831	-	2,167
	<u>366,273</u>	<u>3,011</u>	<u>329,883</u>	<u>3,986</u>

Financial assets

Other than short-term debtors the Group had financial assets consisting of short-term money market and cash deposits held in special interest bearing accounts. They are sterling denominated and the interest rate profile at 31 March was:

	Group 2026	Company 2026	Group 2025	Company 2025
	£'000	£'000	£'000	£'000
Short-term money market deposits	-	-	-	-
Special interest bearing accounts	8,074	87	16,779	33
	<u>8,074</u>	<u>87</u>	<u>16,779</u>	<u>33</u>

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

30. Financial assets and liabilities (continued)

The interest rate profile of the Group's loan liabilities at the 31 March 2026 was:

	2026	2025
	£'000	£'000
Floating rate	4,000	-
Fixed rate	346,186	315,261
Total (note 25)	<u>350,186</u>	<u>315,261</u>

The financial liabilities have a weighted average interest rate of 3.74% (2025: 3.59%). The fixed rate sums are fixed for between one and 20 years.

The debt maturity profile is shown in note 25.

31. Net debt reconciliation

	1 April 2025	Cash flows	Other non-cash changes	31 March 2026
	£'000	£'000	£'000	£'000
Bank loans				
Within one year	-	(4,000)	-	(4,000)
Between one and two years	-	-	-	-
Between two and five years	(7,949)	-	-	(7,949)
After five years	(15,000)	(30,184)	(1,816)	(47,000)
Bond				
After five years	(290,450)	-	1,759	(288,691)
	<u>(313,399)</u>	<u>(34,184)</u>	<u>(57)</u>	<u>(347,640)</u>
Cash at bank and in hand	16,779	(8,705)	-	8,074
Restricted Cash	-	810	-	810
Total	<u>(296,620)</u>	<u>(42,079)</u>	<u>(57)</u>	<u>(338,756)</u>

Futures Housing Group Limited
Year ended 31 March 2026

Notes to the financial statements (continued)

32. Related parties

The company has taken advantage of the exemption in FRS 102 from disclosing transactions with its wholly owned subsidiaries.

During the year the company paid £36,870 (2025: £25,200) to Access Training Limited, a company with whom the Group has a beneficial interest, in respect of training.

Transactions with non regulated Group members

During the year the company received £175k (2025: £183k) from Five Doorways Homes Limited. This is allocated on the basis of units managed. This income is from a non regulated Group member for the provision of central services, such as finance and HR.

In addition **intra-group transactions** occurred between other regulated and non regulated Group members during the year:

Futures Homescape Limited has loans in place from Futures Finance Limited of £11.9m, from Futures Treasury PLC of £180.0m and from Five Doorways Limited of £1.3m. Futures Homeway Limited has loans in place from Futures Finance Limited of £47.0m, from Futures Treasury PLC of £89.9m and £26.5m from Futures Homeway Limited. Futures Housing Group Limited has loans in place from Five Doorways of £1.2m.

Futures Finance Limited has received loan interest from Futures Homescape Limited of £1,125k and from Futures Homeway Limited of £1,983k. Futures Treasury PLC has received loan interest from Futures Homescape Limited of £6,335k and Futures Homeway Limited of £3,166k. Futures Homeway Limited has received loan interest from Futures Homescape Limited of £637k. Five Doorways Limited has received loan interest from Futures Homescape Limited of £40k and from Futures Housing Group Limited of £1.6k.

The Group's executive directors are considered to be the key management personnel of the Company. Disclosures in relation to their remuneration is included in note 11.

Futures Housing Group Limited
Year ended 31 March 2026**Notes to the financial statements (continued)****33. Interest in subsidiaries**

The financial statements consolidate the results of Futures Housing Group Limited with its subsidiaries, (on the basis of control). Futures Homescape Limited, Futures Homeway Limited, Five Doorways Homes Limited, Futures Living Limited (formerly Limehouse Developments Limited), Futures Finance Limited and Futures Treasury PLC. Futures Housing Group Limited is the ultimate parent undertaking. Futures Homescape, Futures Homeway Limited and Five Doorways Homes Limited's primary activity is the letting and development of social housing properties. Futures Greenscape Limited primary activity was the provision of landscape maintenance services, these services were transferred to FHL and FHW from 31 March 2021 and the company is not trading. Futures Living Limited primary activity was the development of homes for outright sale, the cash reserves were transferred to FHL 28 March 2024 and from 31 March 2024 the company is not trading. Futures Finance Limited and Futures Treasury PLC's primary activity is to act as onward lenders of funds raised from loan financing and debt capital markets.

Futures Treasury plc has issued share capital of £50,000, comprising 50,000 ordinary shares of £1 each, which is held by Futures Housing Group Limited. Five Doorways Homes Limited is a Community Benefit Society and exempt charity and is a wholly owned charitable subsidiary of Futures Homescape Limited. Futures Homescape Limited exercises control over Five Doorways Homes Limited through its right to appoint members to the Board.

The registered address of all entities in the Group is as follows:

Futures House
Building 435, Argosy Road
Castle Donington

34. Post statement of financial position events

Post year end, FFL increased its revolving credit facility to £115m and entered into an additional £25m Social Housing loan facility. The new loan is designated to fund the development of new homes.