Adullam Homes Housing Association Limited

Annual Report and Financial Statements

for the year ended 31 March 2026

Registered number 20853R

Contents

Company Information

Board of Management, Non-Executive Directors:

Chair
Derrick Dunkley

Vice Chair
Tony Price

Board Members
Stephen Philpott (retired 17th September 2025)
Jane Newsome
Andrew Cooke
Anne Dokov
Hannah Buckley
Julie Haywood
Paul Maher
Theresa Pass - from 1st April 2025
Paul Robinson - from 1st April 2025
Kevin Lowry - from 1st April 2025

Executive Directors:
Alison Sargent (Chief Executive)
Gerard Riley (Executive Director of Housing and Support)

Registered Office:
Walter Moore House
34 Dudley Street
West Bromwich
West Midlands
B70 9LS

The Regulator of Social Housing Registration Number: LH 1388

Co-operative and Community Benefit Societies Act 2014 Registration Number: 20853R

External Auditor: Menzies LLP

Internal Auditor: RSM Internal Audit

Bankers: Santander
Lloyds Bank
Barclays

Lenders: Triodos Bank NV
Natwest (Orchardbrook)
Charity Bank

Solicitors: Anthony Collins Solicitors LLP
Irwin Mitchell Solicitors

Adullam Homes Housing Association Limited
Chair's Statement

As Chair of Adullam Homes, I am pleased to present this year's statement reflecting on our progress, our purpose, and the difference we continue to make in the lives of those we serve.

At the heart of Adullam's work is a simple but powerful commitment: restoring hope and dignity through quality housing and support. That commitment has remained constant, but the context in which we operate continues to evolve, with increasing complexity around homelessness, mental health, and the growing demand for safe and supportive accommodation. Against that backdrop, I am proud of the resilience and impact demonstrated across the organisation this year.

Throughout this year, Adullam has continued to provide housing and support to over 1,000 individuals at any one time, working across more than 20 locations in England and Wales in partnership with local authorities and other agencies. This reach and consistency of delivery are testament not only to the strength of our model but also to the dedication of our staff, volunteers, and partners.

One of the defining features of this year has been the strength of our partnerships. The expansion of the Destination: Home service in Stoke-on-Trent—supported by a significant consortium investment—illustrates the role Adullam plays in collaborative, system-wide responses to homelessness. Through this programme, we are helping to deliver coordinated accommodation, prevention, and recovery services to those most at risk, reinforcing our belief that lasting solutions are built through partnership.

We have also seen tangible growth in our work with young people. The continued development of supported accommodation for care leavers, including expanded provision in Derbyshire, reflects our ongoing commitment to supporting individuals at critical transition points in their lives. Equally, services such as our Ofsted-registered provision for 16–17-year-olds continue to evolve, incorporating new initiatives that promote engagement, wellbeing, and positive life outcomes.

Innovation at a local level has been equally important. Whether through community-based initiatives that bring residents together, wellbeing-focused activities within our projects, or the development of new facilities such as wellbeing and garden hubs, we are seeing how targeted, person-centred approaches can deliver meaningful change. These initiatives may appear small in scale, but they are fundamental to building confidence, connection, and independence among those we support.

This year has also been one of recognition. Our teams have received external acknowledgement for their work, including success at sector awards, demonstrating both the quality and the impact of our services. Such recognition is important—not simply as an accolade, but as validation of the standards we set ourselves across the organisation.

At the same time, we have remained responsive to immediate need. The reopening and delivery of emergency night shelter provision in Stoke-on-Trent is one example of how Adullam continues to support local communities during periods of heightened pressure. This kind of responsive provision ensures that we remain both strategic and operationally agile.

Adullam Homes Housing Association Limited
Chair's Statement

From a governance perspective, the Board has continued to prioritise robust oversight, regulatory compliance, and long-term sustainability. We recognise that strong governance is not an end in itself, but a means to ensure that the organisation remains effective, accountable, and focused on those we serve. As a Board, we have maintained a clear focus on risk, performance, and Value for Money, while continuing to support the executive team in delivering the organisation's strategic objectives.

Looking ahead, the environment remains challenging. Demand for our services continues to grow, and funding pressures across the sector require careful stewardship. However, I am confident that Adullam is well positioned to respond—through the strength of its partnerships, the commitment of its people, and the clarity of its purpose.

In closing, I would like to extend my sincere thanks to everyone who contributes to Adullam's work: our staff, our volunteers, our partners, and importantly, our tenants, residents, and service users. It is through your collective effort that Adullam continues to transform lives.

As Chair, I remain proud of what we have achieved together this year and optimistic about the future we are shaping.

Derrick Dunkley
Chair

Adullam Homes Housing Association Limited

Adullam Homes Housing Association Limited
Board Report Incorporating the Strategic Report

The Board of Management presents its Strategic Report with the Financial Statements for the year ending 31st March 2026.

Adullam Homes Housing Association Limited (Adullam) was founded by Walter Moore MBE in 1972. Since then, the organisation has developed and now supports people from vulnerable backgrounds across the Northwest, East and West Midlands, Derbyshire and South Yorkshire.

As Adullam has a subsidiary company, (Adullam Social Enterprises CIC) the parent Board of Adullam exercises control and oversight of the governance and operations of their activities too.

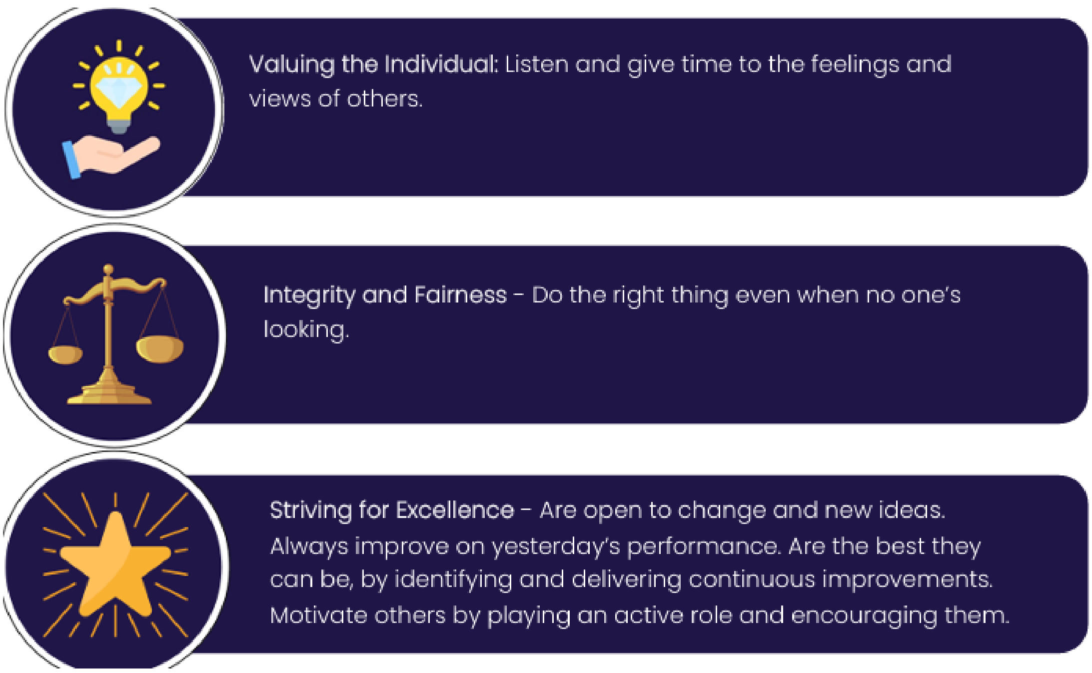
Mission

Adullam's Mission Statement is: "Restoring hope and dignity through quality housing and support." Adullam works with young single homeless people, young people leaving care, those from offending backgrounds, vulnerable mothers and children, people recovering from drug and alcohol addiction, people living with enduring mental health issues and vulnerable families. Adullam aims to help people to access safe, comfortable accommodation and support them to go on to lead independent lives. A key part of "Restoring hope and dignity" is assisting service users to improve their employability and find opportunities to gain work and work experience.

Values and Behaviours

Adullam was formed for the benefit of the community by the late Walter Moore, as an expression of his Christian faith. The Association today continues that work as an expression of Christian faith in action. Our values at Adullam, and the expected behaviours that flow from them, were developed by the Board, service users and staff and we keep them under regular review.

Board members are guardians of the Association's values. It is essential for the culture and well-being of the Association that the values are lived out in practice, because they impact upon the way that we behave towards one another, Tenants Residents and Service Users (TRS) and other stakeholders (Commissioners, Partners, Suppliers, Regulators, and friends of Adullam). Our values are:



A cornerstone of our work across the Association is co-production, involvement, and engagement, we work with each person to rebuild a meaningful, valued and fulfilling life. We cannot succeed in this unless we work closely in partnership with the people we support. We continue to use our resources to pursue these priorities.

Governance Framework

Adullam is an exempt charity registered with the Financial Conduct Authority and registered with the Regulator of Social Housing as a Private Registered Provider. Adullam's governing instrument is a set of rules based upon the National Housing Federation's (NHF) 2015 Model Rules.

The Board considers the Regulatory standards and matters covered by the code and is a member of the National Housing Federation and endorses the 2020 NHF Code of Governance. Adullam is compliant with the requirements of the Code that are relevant to it as a small, Registered Provider of social housing. Adullam has rigorous governance arrangements which are audited regularly by our engaged firm of internal auditors and meets the reporting requirements of the Regulator of Social Housing.

It is a requirement of Ofsted Quality Standards Regulations (2023) under the Department of Education that providers of Semi-Independent and Supported Housing for Looked After Children and Care Leavers who are 16 and 17 years old are registered. Our properties are registered under three categories with Ofsted in line with the Regulations – single occupancy, ring-fenced and non-ring fenced. Our Statement of Purpose which has been updated this year includes the ethos, core aims and functions, categories of supported accommodation on offer, services and facilities provided and the characteristics of the children supported and made available to stakeholders via our website.

Adullam currently have 10 registered properties under Ofsted regulations in 3 local authorities (Salford, Derbyshire and Leicestershire). In total these services offer a total capacity of 87 bed spaces, the Head of Children's services is a Registered Service Manager and oversees all registered children's supported accommodation and provides leadership to Operational Managers in ensuring compliance with the standards. Every six months a Regulation 32 report is submitted to Ofsted by the Registered Service Manager detailing the quality and impact of support, the experiences of Young People, improvements made and those to be made over the next six months. These are reported to the Operations Committee and by exception to Board.

The Board regularly reviews key Strategic Policies, Procedures, Terms of Reference and the Organisational Structure to ensure that it has effective resources to deliver the Business Plan. The Board undertakes regular training, succession planning and appraisals to ensure a high level of individual and collective competency. This year saw one Board member retire with two members to retire at the September 2026 AGM; this will see the Board comprising of nine members including the Chair.

The Board continues to ensure that key corporate Business Plan objectives are developed through regular Strategy Days. The Board maintain a keen awareness of risk, performance, and delivery by reviewing the Risk Register and Risk Appetite, Sector Risk Profile, Financial Management Accounts and performance against the Business Plan objectives via Balanced Scorecard KPI's. The Board has a good working relationship with the CEO and Senior Leadership Team. Following our Strategy Day in October 2025, the Corporate Strategy was updated alongside the streamlining of Committee and Board meeting dates to align with reporting deadlines and improving consistency of data. A member of the Tenant's Scrutiny Panel attends Board meetings with a view to regularising representation.

The primary role of the Board of Adullam is to provide strategic leadership and direction, to ensure that the Association is financially viable, properly governed and properly managed. In addition, the Board's role is to carry out functions as set out in the Organisation's Rules, but it may delegate any of its powers under written Terms of Reference to its Committees and/or Officers.

The Board seeks to continually improve services for TRS's and stakeholders to ensure high quality and strategically relevant services meeting and exceeding expectations whilst providing good Value for Money. In June 2024 Adullam published the first Tenant Satisfaction Measure Outcomes via our website following a survey of 547 tenants in March 2024, a second survey was completed in February/March 2025, this year saw our third survey of 609 tenants with results reported to Board in June 2026. An increase in responses to 265 was seen from 230 the previous year.

We received 150 complaints and 115 compliments during this year. The number of complaints has increased compared to 2024/25 where there was an overall total of 108 logged. The number of compliments have decreased compared to 2024/25 where there was an overall total of 287 logged. One reason for the decline in compliments during 2025/26 could be related to the Denbighshire service reducing in size, as this service recorded the highest number of compliments in 2024/25 with an overall total of 75.

The increase in complaints received during 2025/26 could be related to the increase in the number of properties, and the implementation of a new service in Cheshire East with several operational legacy issues to be resolved. The main theme for complaints were Staff Related which accounted for 30% (45) of the overall total. Most complaints (37%) were within the Midlands and Derbyshire region with West Midlands Supported Housing having received the highest number of complaints (21.3%). Of the 150 complaints received, 109 have been resolved/closed on Pyramid. The KPIs for the complaints that have been closed are:

Average Days to Resolve	29
No of Complaints Closed within 15 Days	75
% of Complaints Closed within 15 Days	68.81%

All complaints that were closed outside of the target have a Delay Reason recorded against them, with the majority showing as being 'Complex Case' (42%).

The Board of Adullam has overall responsibility for, and an oversight of, performance management and the internal control framework for the Association. The Board of Adullam delegate authority to the Finance, Audit and Risk Management Committee (FARM) to deal with the detailed scrutiny of financial performance, external and internal audit, internal control, and risk management.

The Operations Committee ensures that the Association delivers on its operational work so to fulfil its regulatory obligations as well as its mission. An integral element of this Committee is the regular feedback from people who live within projects or receive services across the three regions. The meeting calendar is aligned to the Consumer Standard areas with each meeting themed accordingly.

The People Committee assists the Board in obtaining assurance that the Association's workforce strategies and policies are aligned with strategic aims and a performance culture where staff engagement, development and innovation is supported. They fulfil this by promoting excellence in staff wellbeing, identifying, and managing risks relating to staff and ensuring efficient and effective use of resources including recommending pay uplifts to Board.

The Board of Adullam always adhere to acting in a way that they consider in good faith will be most likely to promote the success of the Association for the benefit of the people supported in the long term as well as the immediate need of our current TRS. To do this we pay regard to:

- The likely impact and consequences of decisions in the short and long term with social and financial returns clearly articulated.
- The interest of all stakeholders through working closely with and listening to issues raised by the people we support, our staff, our Commissioners, Regulators, suppliers, and customers.
- Understanding the impact of our services on our local and wider communities and the environment.
- Conducting our business to a high standard of conduct in terms of how our staff approach their work and the expectations from our partners and providers.

Diversity of Board Members

As part of the Board's approach to good governance, the Association has committed to the 'Diversity in the Boardroom' pledge, and by signing the pledge the Association is actively working towards creating a Board and Senior Leadership Team which reflects the diversity of people we work with.

Gender		Age		Ethnicity	
Female	5	26-40	0	People from ethnic minority groups	1
Male	7	41-64	8	White British	11
		65+	4		

Code of Governance and Regulatory Standards - Statement of Compliance

We recognise that an open, well informed, and diligent Board is an important part of effective risk management, governance, and internal control.

The Association is compliant with the NHF (2020) Code of Governance following a self-assessment.

The Adullam Homes Board set out how they are complying with the requirements of the Joint Complaint Handling Code published by the Housing Ombudsman and Local Government and Social Care Ombudsman via the agreed Annual Complaints Performance and Service Improvement Report presented by the nominated Board member responsible for complaints. This and previous years versions are available on the Adullam website including the Annual Self-Assessment against the Code to ensure the Complaint Handling Policy remains in line with its requirements.

Within Adullam Homes, Complaints, Compliments and Comments are monitored weekly, monthly, and reported quarterly to Senior Leadership Team. An annual report is also completed by the Assistant Director of Quality & Assurance and submitted to the Operations Committee.

Adullam Homes also have in place a Complaints/Tracker Group which meets each quarter with key officers in attendance to discuss and monitor complaints performance. The Quality Team will send out monthly complaints reports to staff and ask for updates direct from managers on progress. Work this year to comply with Social Tenant Access to Information Requirements has included self-assessment with the production of policy and procedural guidance for staff alongside developments to our tenant area of the website.

Adullam recognise our responsibilities as a Board to demonstrate to stakeholders and the Regulator that the Association is a going concern and fully complies with the Governance and Financial Viability Standard.

Board of Management

Responsibilities of the Board

The Board of Management has ultimate responsibility for the Association. Its role is to lead, direct, control, scrutinise and evaluate the Association's work. This includes determining strategic direction and key policies, establishing, and overseeing control and risk management frameworks, assuring itself on the integrity of financial information and ensuring the organisation achieves its aims and objectives.

The Board remains accountable for all its functions; even those delegated to the Chair, Committees, individual Directors, or Senior Staff, and therefore receives information about the exercise of delegated functions to enable it to maintain an effective governing body role. As Adullam has a subsidiary company, (Adullam Social Enterprises CIC) the parent Board of Adullam exercises control and oversight of the governance and operations of their activities too.

Board members (apart from the Chair of the Board) undertake an active role in the detailed scrutiny of key areas of the Association's work. Board members served on the following Committees and payment was made to the Chair and individual Board members as follows.

Adullam Homes Housing Association Limited
Board Report Incorporating the Strategic Report

Board Member	Term	Committee Membership	Emoluments
Derrick Dunkley	2022	Chair of Board from 20th September 2022	£6,560
Tony Price	2017	Finance, Audit and Risk Management Committee (Chair) Vice Chair Board from 20th September 2023	£4,356
Jane Newsome	2017	People Committee (Chair)	£2,665
Stephen Philpott	2016	Operations Committee (Chair) to September 2025	£1,332
Andrew Cooke	2018	Finance, Audit and Risk Management Committee	£2,665
Anne Dokov	2022	Operations Committee & People Committee	£2,665
Hannah Buckley	2022	Finance, Audit and Risk Management Committee	£2,665
Julie Haywood	2022	People Committee	£2,665
Paul Maher	2022	Operations Committee	£2,665
Theresa Pass	2025	People Committee	£2,665
Kevin Lowry	2025	Operations Committee (Chair) from September 2025	£2,665
Paul Robinson	2025	Finance, Audit and Risk Management Committee	£2,665

The Board has delegated authority to three Committees that operated during the year. Each has a term of reference, which is regularly reviewed by Board. A review of Governance this year agreed the revised Balanced Scorecard key performance indicators and which Committee would receive assurance from SLT, respective performance reports and internal audit management actions. The Committees were:

Finance, Audit and Risk Management (FARM) Committee, Operations Committee and People Committee. The Committees provide detailed reports on required areas within their Terms of Reference, reporting back to Board on a regular basis.

The People Committee's role includes consideration of applications to membership of the Board, Committees, and subsidiary Boards.

Board Attendance - 2025 to 2026

Name of Board Member	Attended	Percentage of Meetings Attended
Derrick Dunkley	5/6	83%
Tony Price	6/6	100%
Jane Newsome	5/6	83%
Stephen Philpott	2/3	67%
Andrew Cooke	4/6	67%
Anne Dokov	6/6	100%
Julie Haywood	5/6	83%
Hannah Buckley	5/6	83%
Paul Maher	4/6	67%
Theresa Pass	6/6	100%
Kevin Lowry	4/6	67%
Paul Robinson	6/6	100%

Adullam Homes Housing Association Limited
Board Report Incorporating the Strategic Report

Independent Committee Member	Committee
Alastair Baillie	Operations Committee
Colin Crabtree	Operations Committee

We would like to thank Board and Committee Members, staff, volunteers and supporters, contractors and partners for their hard work and support throughout this year. Their dedication has enabled us to continue to deliver our objectives and mission.

The Association has a Recruitment and Selection Policy for new Board members and is committed to succession planning and refreshing of Board members. As part of good governance, the Association maintains a skill gap analysis and recruits based on required skills and expertise.

Financial Review of 2025/26

Eight Year Highlights	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
Financial Performance									
Turnover (£000)	21,567	18,790	16,838	14,435	13,755	12,107	10,806	10,848	9,837
Total comprehensive income (deficit) for the year (£000)	531	783	415	84	640	732	1,030	1,624	(956)
Financial return (%)	2.46	4.17	2.46	.58	4.65	6.05	9.53	14.97	(9.7)
Interest payable (£000)	123	140	136	55	48	50	52	54	63
Interest cover	5.10	6.35	3.82	2.33	14.40	15.86	20.77	31.03	(18.98)
Financial Position									
Housing Properties (cost) (£000)	27,310	26,563	26,378	26,351	26,007	24,532	24,082	23,701	23,538
Cash and cash equivalents (£000)	5,407	5,240	4,911	4,013	3,623	4,322	3,597	2,700	1,196
Net Current Assets (£000)	3,655	4,430	3,777	3,505	3,039	3,607	3,134	2,905	1,526
Current Ratio	1.86	2.54	2.38	2.76	2.63	2.78	2.70	3.66	1.82
Debt (£000)	1,797	1,846	1,814	1,854	898	942	984	1,023	1,062

Financial Review - Income 2025/26

Adullam has two main areas of business:

1. Providing accommodation for vulnerable people
2. Providing support paid for under revenue funding contracts

The Association secured two large contracts for My Home Bolton and Cheshire East Contract. Adullam renewed the Ofsted Services contract.

The Group only bids for work on a full cost recovery basis and following a service delivery risk assessment.

Financial Review - Expenditure 2025/26

Expenditure includes increased costs relating to the Association's new contractual work and increased investment in maintenance works. Increased costs in staffing and agency cover, IT and legal fees.

Disposals of Assets

The Association maintains an ongoing active approach to Asset Management as work in various regions changes. The overarching aim is to provide and maintain properties in the most effective and efficient locations. To ensure the Association's assets are fully utilised, represent Value for Money and provide quality housing for our TRS's, we review our stock on a regular basis and report to Board annually. This informs the Asset Management Team on which units still satisfy the operational and business needs of the Association. All reviews are in consideration with the Association's Asset Management Strategy and Business Plan.

In 2025/26 the deficit on Disposals of £20,000 reflects the loss on component disposals.

Cashflow

The cash generated from operating activities during the year amounts to £1,727,000. Principal repayments of £50,000 have been made to lenders in respect of loan obligations.

Corporate Strategy

As a supported housing provider, the Association is focused round the needs of TRS in addition to financial factors. The Association has chosen to work with vulnerable people, and it is recognised that this will not necessarily be the most profitable or easy work to accomplish, but we see this as an outworking of the Christian ethos, which is expressed through our mission and our values.

We have delivered the outcomes of the regulatory standards set by the RSH that apply to us as a small housing provider.

Adullam's Corporate Strategy is aligned to Strategic Pledges, and the strategy was reviewed in 2025/26. Over the next five years, we have an ambitious Asset Management Strategy which outlines our plans for greater investment in our current housing stock, the disposal of old, inefficient properties, and the building of new, affordable homes. These properties will complement our existing work and will also support new growth in areas such as children's services.

There are five pledges covering the themes of Homes, investing in our Workforce, managing our Resources, Being the Best We Can, and Consumer Regulation and Compliance, with key priorities sitting under these. Team workplans are aligned to the Strategic Pledges and for each pledge we have identified Strategic Priorities.

Homes

We will provide good quality safe affordable homes that are well managed and meet the tenant satisfaction measures set by the Regulator.

Investing in our Workforce

We will invest in our workforce, the frontline staff, managers, and central teams who enable us to deliver quality housing and support and make it possible to restore hope and dignity in those we serve.

Managing our Resources

We will make the most of our resources and demonstrate how we balance cost, quality, and performance.

Being the Best, we can

Working collaboratively with our tenants, residents, and service users to meet the challenges they face, finding innovative solutions through agreed feedback mechanisms to improve the quality of our services, and a focus to value lived experience.

Consumer Regulation and Compliance

We will ensure we are compliant with all Consumer Regulation requirements whilst keeping our TRS safe, involved, and at the heart of the business and services we deliver.

Our commitment to our staff colleagues includes:

Milestones and outcomes are reported to Board as part of the Board assurance framework alongside the Risk Register, reports on internal controls, audit findings, deep dive reviews at Committee and Balanced Scorecard KPIs. The Executive and SLT provide assurance to Board over the key controls in place that mitigate the business as usual and exceptional risks that may threaten achievement of objectives. The Board sets the tone and influences the culture of risk management within the Association, including the level of acceptable risk (Risk Appetite), and formulation of a Risk Appetite Statement.

Biannual Safeguarding and Incident Management working groups review data, performance and emerging themes/action plans followed by a report to Board members and update briefing to all staff on key themes. As part of the regular Co-production Week, staff were asked to concentrate on the Tenant Satisfaction Measures (TSM) survey with a focus on the Strategy and Action Plan, local and national offers. To assist with this, the Comms Team produced a tips sheet which among other things provided examples of activities relating to the questions, leaflets, the website's tenant area, newsletters and posters.

The new Competence and Conduct Standard will come into force in October 2026. There will be a transition period after this date giving providers additional time to comply with qualification requirements for senior housing managers and executive, smaller providers that own less than 1,000 units will have four years.

The new Social Tenant Access to Information Requirements (STAIRs) for Registered Providers of social housing, including housing associations will come into force from October 2026, providers will be required to proactively publish information about the management of their homes. From April 2027, they will be expected to provide tenants with access to information on request.

Work has already begun to integrate the new Standards for 2026/2027 and to incorporate these proposed within both operational areas to produce the relevant documents for the classifications within the Publication Scheme. We aim to complete this exercise by June 2026, so we are ready for any changes. An update on progress against compliance against the Consumer Standards is sent to Board every six months.

Complaints Ombudsman Self-Assessment - During March 2026 this document was updated in line with changes to the policy and the RSM Consumer Regulation Complaints internal audit.

- Annual Complaints Performance and Service Improvement Report
- Ombudsman Self-Assessment Board Report 2026 - to Board June 2026
- Submission of the Self-Assessment July 2026

Data Quality Assessment Framework 2026 - Key documents will be submitted to FARM in September 2026 to provide an assessment of where Adullam Homes are currently positioned against the Government Data Quality Framework. The Data Quality Assessment Framework Review Report provides an assessment of where Adullam Homes are currently positioned against the Government Data Quality Framework. Adullam Homes continue to address those operational areas contained within the five Data Quality Principles.

Business Planning and Governance Compliance - The Business Planning process and the Governance and Board/Committees structure by design complies with data quality management principles reporting accuracy, completeness and timeliness of data sets evidenced by minutes and papers required. Through the current monitoring groups, reporting forums, ongoing reviews of quality systems Adullam Homes can evidence that we are reporting and reviewing the strengths and limitations of our critical data in operational areas.

Data Quality and AI - Data quality is a critical factor for Adullam Homes, as it underpins everything from co-production and repairs to financial reporting and regulatory submissions. Poor data quality can lead to inefficiencies, missed opportunities, and reputational risk. As digital transformation accelerates, data quality is a strategic priority rather than a back-office task.

AI is reshaping data management in social housing, offering predictive insights, personalised engagement, and the ability to tailor services to meet individual resident needs more effectively. As technology continues to evolve, the adoption of Artificial Intelligence (AI) is increasing rapidly. Adullam Homes will need to begin to outline our approach to using AI responsibly and provide a framework for the ethical adoption, deployment, and management of approved AI systems and tools used across Adullam Homes to improve and enhance data quality. Adullam Homes is a member of an AI Data Quality Focus Group (made up of other housing providers) which will discuss Data Quality, and how this links to using AI in the future for Adullam Homes. This is in partnership with our current management data base provider Omniledger.

The Health and Safety Annual Team work Plans are delivered through the Health and Safety Champions group with representatives from across the Association and through dedicated job roles. Ongoing analysis of performance data and information supports decision-making, monitoring the performance of statutory obligations, and services provided.

A key opportunity in our strategy is supported accommodation for Young People with a separate Business Plan for this area led by the Registered Manager. The introduction of formal Regulation 32 inspections in addition to Quarterly Safeguarding, Incident and Complaints reviews ensures services are continuously improving, learning from incidents, creating a strong safeguarding culture and evidence compliance under the Leadership and Management Standard.

Our budget for 2026/27 continues to prioritise an investment in staff costs and well-being initiatives, these additional costs will support both salary uplifts to ensure market rates in a highly competitive labour environment and an ongoing commitment to the Living Foundation Wage. The People Strategy 2023-26 and a Happy Healthy and Here Policy articulates objectives. The HR function is committed to developing and implementing policies and processes that not only support delivery of the Corporate Strategy but also optimises the ability to recruit, develop, retain, and reward staff, linked to Adullam's Values. This year we have recruited a dedicated Recruitment and Retention HR specialist who is focused on reducing our reliance on agency staff and improving efficiencies in onboarding.

We have reviewed our organisational structures this year and completed several restructures to enhance delivery of services with a move from Regional Managers to two Heads of Service focused respectively on children's and adult services with Locality Managers providing leadership to Operational Managers. This will ensure increased management 'bandwidth', and an ability to respond to Tenants Residents and Service Users' priorities, ensure quality assurance, regulatory compliance and growth in numbers of people supported.

We aspire for growth of our services, and these are built upon established relationships with Local Authority partners and regional partnerships. This needs to be balanced with ensuring Adullam remains financially strong and focused on the mitigations identified in the strategic Risk Register and appropriate annual stress testing, triggers, and scenario planning. Our responses in terms of business development are positive, and our overall service model (Asset Based Approach) is well received. The asset-based approach is under review to ensure we can provide a clear USP, meeting the appetite and approach to general commissioning need/specifications and more specialist needs. Tendered activity during 2025/26 realised a 100% success rate in addition to £2.3m of proposals, negotiated agreements and contract extensions.

The Board meet on a regular basis and receive regular reports on the performance of the Association to achieve the objectives of the Business Plan. In addition, there is a National Contract Tracker in place which provides Board members visibility on contract lengths, risk and renewal dates or retender dates. This informs annual review of the three-year Business Plan, stress testing and assumptions on income and expenditure going forward.

There are significant externally driven challenges, and Adullam will be robust in scenario planning to prepare for their potential impacts. We will continue to invest to ensure we can continue to create and deliver services that are sustainable and effective to meet the needs of the people we support. We continue despite rising costs and increased expectations to generate a surplus year on year to strengthen our financial viability so that we can invest in current and new services and demonstrate quality assurance. We continued to make substantial investment in maintaining our housing stock during the year, to ensure that all properties met the Decent Homes Standard and disposal of underperforming or inefficient property approved by Board in line with our objectives.

As part of our Asset Management Strategy Adullam carries out an annual impairment review of its properties. This exercise ensures that all our assets support the needs of the business, satisfy our obligations regarding our TRS and provide Value for Money. During the review we analyse void loss, housing related issues, potential investment required, energy performance and health and safety. Each property is then rated to see if Adullam should retain the property or seek an alternative use, i.e. sell or lease. We carry out the review in March at the end of the financial year and our findings are submitted to Board. This enables us to effectively manage our stock and provide income to support the acquisition of appropriate and more sustainable properties to fulfil our objectives and growth plans.

Achievements

Adullam had a very successful year in tenders for services including the Derbyshire County Council Supported Accommodation for Care Leavers, Cheshire East Rough Sleepers Provision, and Stoke-on-Trent Destination: Home contracts, and a six-month night shelter pilot project in Stoke-on- Trent.

The outcomes of the 2024/25 Tenant Satisfaction Measures Survey were published in June 2025. More than 540 tenants who live in Adullam-owned properties had been sent the TSM survey, generating 230 responses (over 40% return).

We saw an improvement in every measure compared to the previous year - overall satisfaction 78.67% very/fairly satisfied (78.38% in 2023/24); overall repairs service 79.75% very/fairly satisfied (71.06% in 2023/24); listens to views and acts on them 77.73% very/fairly satisfied (65.97% in 2023/24); keeps informed 81.28% very/fairly satisfied (73.29% in 2023/24).

Our Tenant Scrutiny Panel (TSP) started the year with eight members. During 2025- 26, work was put into recruiting new members and five expressed an interest with two getting actively involved. They are from Sheffield and Bury, extending the geographical areas represented.

The member from Bury was supported in delivering a listening meeting within his own project, gathering feedback from other tenants. This is expected to be a regular event moving forward members attended the Operations Committee, the Health & Safety Champions Forum, and, as an observer, at Board meetings. The latter is with a view to active involvement in future. Panel members attended the national TPAS conference. On returning, one presented a report to Board about using social enterprise projects for improving neighbourhoods, while another wrote a report on increasing tenant engagement.

A total of 15 TSP meetings were held during the year, with significant work completed. The panel coproduced an implementation document for ASB, influenced changes to the gardening maintenance contract specification in Birmingham, and had input into introducing different levels of policy review for the kitemarking system.

During the year Adullam teams/staff won four national awards with victories for Bolton Bridges at the British Care Awards, for the Lifehouse Team in the Housing with Care Awards, and for one of our Pathway Coordinators at both Housing with Care and She Inspires. In addition to these, we achieved 10 finalists' spots, two of them in award programmes we have not entered before (Children & Young People Awards and Respect ASB Awards).

In our Coproduction, Inclusion and Engagement (CIE) Action Plan for 2025/26, one of the target outcomes was: "Build on the 2024 Adullam Excellence and Inclusion Awards to create a strong recognition and reward scheme." Three award events were successfully delivered with extensive tenant, resident, and service user involvement and positive feedback from everyone involved. A total of 163 entries were submitted, and we had 12 external judges who included a Commissioner, a former Police Sergeant, and the owner of a Community Interest Company (CIC).

Our Coproduction Week for this year took place from 16-20 March and saw a variety of activities and discussions take place. As a key theme, we invited everyone to focus on Adullam's values and what they mean in practice. We suggested that teams explore with tenants, residents and services users how they see our values in action from our staff and services and what does it look like when we get it right. Input received was very useful, helping to verify the behaviours and attitudes needed to work successfully with our tenants, residents, and service users, and evidence our work on the Regulatory Competence and Conduct Standard.

The tenant, resident, and service area of the website was revised, with changes in November 2025 implemented to make it easier for TRS to find information.

Changes made included changing a tile name from "My Adullam" to "Information and Advice" and the information in the section being divided into "chapters" with an explanation at the top to help introduce what is in each of them. Previously all the documents within the section were provided as a complete mixture.

Over the past year, our Ofsted-supported accommodation services have undergone significant development, with a strong focus on strengthening practice, improving outcomes, and enhancing the overall quality of support provided to young people. A suite of new and revised policies has been implemented to ensure greater consistency, clarity, and alignment with regulatory expectations. Alongside this, we have embedded more robust quality assurance processes, including the introduction of monthly quality audits and eight-weekly service improvement plan reviews, ensuring a structured and continuous approach to service development and accountability.

We have also strengthened leadership and management capacity across the service. A full management team is now in place, with managers reporting increased confidence and preparedness for Ofsted inspections. This has been supported by targeted professional development, including training in leading supported accommodation services and effective supervision practices. These improvements have contributed to a more cohesive and capable leadership structure, better equipped to maintain high standards and respond to challenges proactively.

An external consultant visit in November confirmed that all previously identified actions had been successfully completed, with the service now nearing full compliance with the most recent set of recommendations. Additionally, there has been a substantial reduction in regulatory notifications, with Regulation 27 notifications decreasing from 94 in Q1 and Q2 to 16 in Q3 and Q4. This marked improvement reflects the sustained effort, commitment, and focus of the team in driving up standards and delivering safer, more effective services for young people.

A key priority has been amplifying the voice of young people and embedding co-production across our services. This has reached its highest level to date, with young people actively contributing to the design and development of key resources, including new induction booklets and the Visitors' Policy. Their involvement has also informed ongoing improvements to the quality of accommodation, ensuring that services are responsive to their needs and experiences. Feedback from young people highlights meaningful progress.

Our Happy, Healthy, and Here Wellbeing Strategy actions were strengthened. The year saw the introduction of Thrive, an app that provides staff with a range of tools and resources to help manage stress, build resilience, and improve their overall wellbeing. A replacement for our health benefit provider was identified and introduced to staff in anticipation of the new contract going live at the beginning of 2026.

On site free of charge health checks were organised with dozens of staff benefiting from blood pressure, body mass index (BMI), blood glucose, and total cholesterol checks. These also included a lifestyle discussion covering stress, work-life balance, daily energy levels, sleep, and exercise behaviour.

We were extremely pleased to be awarded a RoSPA Gold Award for health and safety performance for the second year in a row. This is the ultimate sign of achievement in safety and excellence. Having been awarded it previously is no guarantee of a second success. A completely new assessment of our practices and operations was carried out.

Replacement Dell laptops were introduced across the Association. These upgraded devices are more powerful than their predecessors and equipped with the latest technology to support the work of our staff. They feature improvements in nearly every area and have faster performance, better reliability, and deliver a smoother overall experience. Pyramid G2 our housing management system was successfully implemented on 31st July 2025.

Sickness absence reduced from 4.56% to 4.19% over the previous 12 months, reflecting the positive impact of wellbeing initiatives, early intervention support, and improved manager capability. Mental health awareness training was introduced for managers to improve confidence in supporting employees experiencing mental ill health and encouraging earlier intervention within teams. Additional specialist support was introduced through the Able Futures programme, providing employees with access to up to nine months of mental health support where required.

Significant improvements have been implemented across recruitment processes to strengthen workforce planning, reduce agency dependency, improve candidate quality, and deliver greater Value for Money. A new Master Vendor and Preferred Supplier List (PSL) model was introduced following a full tender and competitive bidding process. This approach was designed to improve governance, ensure transparent agency rates and margins, improve candidate quality. Recruitment process improvements also reduced time to hire by six days and strengthened candidate engagement through improved onboarding communication and support. This has contributed to a stronger candidate experience, improved pre-start retention, and a shift in focus from recruitment volume towards onboarding quality and long-term workforce retention.

We continue to invest in our existing properties ensuring they provide quality, affordable homes which allow tenants, residents, and service users the opportunity to reach their potential in a safe, and supported, environment. This year we have invested £237k of capital expenditure for existing properties and £798k for repairs and maintenance.

The Association maintains an ongoing active approach to Asset Management as work in various regions and compliance changes. The overarching aim is to provide and maintain properties in the most effective and efficient locations. To ensure the Association's assets are fully utilised, represent Value for Money and provide quality housing for our TRS's, we review our stock annually and present our findings to Adullam's Board. This informs the Asset Management Team on which units still satisfy the operational and business needs of the Association. All reviews are in consideration of the Association's strategic plan, our Asset Management Strategy and Business Plan.

To ensure all our properties remain safe, affordable and desirable, in 2025 Adullam has completed a full Stock Condition Survey and presented our findings to Adullam's Board. Acknowledging the demand for affordable, safe homes, we are in the process of developing a new, 10-year Asset Management Strategy which aims to increase the number of properties we own, replace old, outdated stock with modern homes and develop existing sites with brand new accommodation. We are piloting this initiative in consultation with our existing TRS's and will launch the new strategy in September 2026. In addition to our aspirations for new properties, we remain committed to our existing stock and have increased our capital expenditure by 30% and our repairs budget by 10%. This is to ensure that Adullam Homes are always investing in the safety and standard of our properties recognising that they are not merely an asset but a home. This year we reported on repairs and maintenance in relation to Awaab's Law. There were six failures on damp and mould repairs/service requests. All were due to access issues. We have instigated our access procedure and are recording all interactions with the tenants to mitigate future risk.

Repairs and Maintenance Responsive Repairs - cumulative total from 1/4/2025-1/3/2026

Priority	Number Received	Awaiting formal closure via contractors' paperwork	Completed in Time	Qty inside completion-not yet due	Completed out of Time	Target 95%* Target Awaab's Law 100%*
Emergency	339	0	0	339	0	100%
Urgent	2445	34	2174	29	208	91%
Routine	2149	60	1820	138	131	93%
Awaab's Law Emergency 27/10/2025	2	0	2	0	0	100%
Awaab's Significant 27/10/2025	105	14	79	6	6	94%

(*) Target from Balance Scorecard.

2025 has been a strong and strategically important year for ICT, with a clear focus on modernisation, resilience, and cyber security. Key programmes have been successfully delivered to strengthen the Association's technology foundations and improve the experience for staff across the organisation.

A key improvement in our cyber security posture has been the continued rollout and reinforcement of **Multi-Factor Authentication (MFA)** and **Single Sign-On (SSO)**.

These controls have significantly enhanced identity security by:

- Reducing the risk of unauthorised access.
- Simplifying user access across multiple systems.
- Improving login security and compliance.
- Reducing password fatigue and support demand.

Cyber security has remained a core priority throughout 2025/26. Working in partnership with **Wanstor** and **Gamma**, we have continued to strengthen our security posture through enhanced monitoring, improved threat detection, and ongoing infrastructure hardening. This work ensures the organisation remains resilient against evolving cyber threats while maintaining secure and reliable service delivery.

Value for Money (VFM)

To reflect the Regulator's approach to reinforce the strategic significance of VFM within the sector, the Association has embedded the principles of VFM throughout its operational and strategic policies. Adullam's VFM performance will be measured against its own strategic VFM targets, its peer groups, and the set of regulatory metrics.

To ensure the Association's assets are fully utilised, represent VFM and provide quality housing for our tenants, residents, and service users, we review our stock on a quarterly basis and report to Board annually. In conjunction with the Finance Team, a weekly breakdown of all void properties and properties which have been taken off gross is provided. This informs the Asset Management, Housing and Health & Safety Teams on which units still satisfy the operational and business needs of the Association and do not represent a risk. All reviews are in consideration of the Association's Asset Management Strategy and Business Plan.

Within the budget and business objectives the Association considers VFM in terms of Economy, Efficiency, Effectiveness, and the Creation of Social Value. The principles underpinning the way we will manage our assets and resources include:

- Meeting the needs of customers at the right time
- Customer satisfaction
- Co-production and collaboration
- Regulatory compliance and customer involvement
- Enhancement of our reputation and track record
- Support by delivery from suppliers whose prices are competitive for the quality of service delivered and yield additional social value

Adullam Homes have a Value for Money Strategy which ensures that we have a formalised strategic approach to delivering and achieving VFM in meeting our strategic aims.

The distinctive social purpose of Adullam requires us to protect and promote the interests of our TRS's and the communities we serve, while safeguarding public investment. We need to ensure the views and needs of the people we serve are at the heart of strategic decision making, there is robust oversight of measures to keep TRS's, other customers, and staff safe and the Board exert a firm grip of risk including testing the impact of potential risk scenarios on our plans.

The VFM Strategy is incorporated into both the strategic and operational activities of the Association. The Business Plan actions reflect this linking to other defined strategies/key policies, business priorities and team/service targets.

The Association aims to derive the most value out of every pound spent, balancing costs against the diverse requirements of the service user base. Adullam provides supported accommodation to young single homeless people, young people leaving care, those from offending backgrounds, vulnerable mothers and children, people recovering from drug and alcohol addiction, people living with enduring mental health issues and vulnerable families.

Adullam aims to help people to access safe, comfortable accommodation and support them to go on to lead independent lives. As a supported housing provider, Adullam competes on quality and cost for the awarding of support contracts from various local authority Commissioners. Through various returns to Commissioners, the Association reports on the utilisation of bed spaces and support hours provided. For the Association to thrive in this challenging environment it must constantly be aware of its cost base, the pricing of staff costs, property costs and be aware of those of its competitors. It has had to react quickly to changing geography, contract wins, and losses and the subsequent costs associated with winning and losing work and properties. The Association has had to contend with changing demand for its property stock to respond to various contact/Commissioner requirements.

Strategic objectives are set and agreed by the Board, as are Adullam's performance targets and reflect the longer-term Business Plan. The targets are reviewed and revised annually, based on analysis of the organisation's performance, external factors as well as comparison with peers.

Provision of Support, Provision of Housing (Quantity and Quality) and Benchmarking

To assist with benchmarking, Adullam is a member of two benchmarking clubs, regularly assessing its own performance against its peers using Acuity and the House mark definitions, illustrated by "Small Providers Benchmarking (SPBM)" comparisons throughout this report.

The Association provides support, sometimes this is 'floating support' where it is not tied to properties; but most of the work is accommodation-based support, where the provision of good quality housing and support services are key to successful outcomes for TRS's.

Adullam Homes Housing Association Limited
Board Report Incorporating the Strategic Report

The Association in assessing the overall success of its work and the investment that is made, measures on an ongoing basis:

- Customer satisfaction for support
- Customer satisfaction for accommodation

The new Tenant Satisfaction Measures (TSMs) Standard became operational in April 2023 and applies to all providers. Whilst providers with less than 1,000 stock are not required to submit their TSM data to the Regulator, we collected and reported them to our tenants and stakeholders for the year 2023/24, 2024/25 and 2025/26. Response rate improved year on year.

	Very/Fairly Satisfied		**Very/Fairly Dissatisfied**		**Neither Satisfied nor Dissatisfied**	
	2024/25	**2025/26**	2024/25	**2025/26**	2024/25	**2025/26**
TPO01 Overall Satisfaction	78.67%	**78.16%**	8.44%	**10.73%**	12.89%	**11.11%**
TPO02 Overall Repairs Service	79.75%	**77.23%**	14.72%	**11.88%**	5.52%	**10.89%**
TPO03 Repairs: Time Taken	76.43%	**77.11%**	16.56%	**13.93%**	7.01%	**8.96%**
TPO04 Home is well maintained	82.95%	**77.78%**	7.83%	**10.34%**	9.22%	**11.88%**
TPO05 Home is safe	85.71%	**80.08%**	9.22%	**10.73%**	5.07%	**9.20%**
TPO06 Listens to views & acts on them	77.73%	**75.29%**	11.82%	**12.55%**	10.45%	**12.16%**
TPO07 Keeps informed	81.28%	**77.13%**	7.76%	**9.69%**	10.96%	**13.18%**
TPO08 Treated Fairly & with respect	86.64%	**85.60%**	7.37%	**7.00%**	5.99%	**7.39%**
TPO09 Approach to complaints	69.44%	**58.02%**	18.06%	**25.93%**	12.50%	**16.05%**
TPO10 Communal areas	79.64%	**80.41%**	11.38%	**8.25%**	8.98%	**11.34%**
TPO11 Contribution to neighbourhood	68.72%	**63.64%**	8.06%	**9.49%**	23.22%	**26.88%**
TPO12 Approach to Anti-social behaviour	76.19%	**70.36%**	6.67%	**10.28%**	17.14%	**19.37%**

Landlord TSM

TSM Code	Description	%
BS01	Proportion of homes for which all required gas safety checks have been carried out.	100%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	100%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	100%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100%
RP01	Proportion of Decent Homes that meet the Decent Homes Standard.	100%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	91%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	100%

Customer Satisfaction (proportion of tenants satisfied with the landlord's services)

Measure STA001 SH	24/25: Adullam	SPBM Peer Group 24/25: Median
	%	%
Excellent/Good	78.6	74

As a Registered Provider the Association must provide properties to minimum Decent Homes Standards (DHS) and has expectations around the delivery of its repairs and maintenance services which are monitored by Senior Staff and the Operations Committee and via the Balanced Scorecard KPIs linking to the Strategic Risk Register. The table below shows that Adullam matches its peers in this area.

Customer Satisfaction (proportion of tenants satisfied with the landlord's repairs)

Measure STA006 SH	24/25: Adullam	SPBM Peer Group 24/25: Median
	%	%
Excellent/Good	79.7	77

Wise Use of the Association's Assets - Key Value for Money Objective

The key strategic aspect of Adullam's approach to Value for Money is hinged around using the Association support services and property assets wisely, where possible to generate a surplus to be re-invested and deliver in new owned or managed properties which meet the target need.

Impairment and Voids

As part of preparation for the end of each financial year an impairment review is undertaken on Association properties to assess 'carrying value', this includes obsolescence, any contamination, changes in Government Policy, fire safety and cladding.

As part of our Asset Management Strategy, Adullam carries out an Annual Impairment Review of its properties. This exercise ensures that all our assets support the needs of the business, satisfy our obligations regarding our tenants, residents, and service users, and provide excellent Value for Money. During the review, we analyse void loss, housing related issues, potential investment required, energy performance and health and safety. Each property is then rated to see if Adullam should retain the property or seek an alternative use, i.e. sell or lease. We carry out the review in March at the end of the financial year and our findings are submitted to Board. This enables us to effectively manage our stock and provide income to support the acquisition of more appropriate and sustainable properties.

The table below shows that Adullam has favourable void losses compared with its peers and represents a positive picture of 2.5%.

Measure HMSH 30	25/26: Adullam	SPBM Peer Group 24/25: Median
	%	%
Void Loss	2.5	6.1

Regulatory Metrics

The Regulator of Social Housing has a set of metrics against which all Registered Providers, regardless of their size and nature of business delivery, are required to report. The results from these metrics are shown below.

We recognise the need to compare "like with like" and the regulatory requirements to have a sector wide set of VFM metrics, however, these are not fully representative of smaller housing associations and those providing supported housing for vulnerable people. Hopefully the commentary will "paint a picture" and provide background to the figures in the table below.

Registered Providers are required by the Regulator of Social Housing to assess their compliance with the RSH's Governance and Financial Viability Standards and in line with the requirements of the RSH Adullam can certify that we comply.

Metric No.	Metric Title	SPBM benchmarking report Acuity Research and Practice 24/25 Median	Adullam Homes: results from Statutory Financial Statements 25/26	24/25
1	Reinvestment %	3.4%	**3%**	1%
2A	New supply delivered % - Social Housing	0%	**0%**	0%
2B	New supply delivered % - Non-Social Housing	0%	**0%**	0%
3	Gearing %	13.8%	**(13.5%)**	(13 %)
4	Earnings pre-interest, tax, depreciation, amortisation; major repairs included interest cover	192%	**(117%)**	507%
5	Headline Social Housing Cost per Unit (excluding support and care costs)	£6,524	**£16,649**	£14,382
6A	Operating Margin (social housing lettings) %	17.3%	**2.5%**	4.3%
6B	Operating Margin (overall)%	15.3%	**3.1%**	4.9%
7	Return on Capital Employed	3.1%	**2.5%**	3.4%

Notes to the Regulatory Metrics

1. Figures include a commitment to deliver contracts in 2025/26 and on existing reinvestment.
2. As a specialist supported housing provider, the Association's level of provision is not dependent upon new supply being delivered.
3. The Association's low levels of debt are less than its cash at bank. There is an increase in cash balance in 2025/26 compared to 2024/25 due to operating activities.
4. The Association in 2025/26 compared to 2024/25 has increased in major works capitalised and less surplus.
5. The Association is committed to ensuring all properties meet the Decent Homes Standard and has a regular reinvestment programme.
6. The Association has made a surplus 2025/26, however, less than 2024/25. This relates to an increase in staff agency costs.
7. The Association has significantly higher social housing costs per unit than its peers. This is due to the small number of properties owned, the dispersed nature of the stock and the high levels of housing management needed to provide the level of service required by customers.

Future VFM Savings and Initiatives

As part of the Business Plan process, VFM objectives are set by the Board in agreement with the Senior Leadership Team.

VFM objectives for 2026/27 are as follows:

- Achieve a minimum of Outcome 2 for Ofsted inspections through robust QA processes.
- Retain RoSPA Gold Standard.
- Replace and improve the Association's mobile connectivity solution to enhance signal coverage, improve data usage performance and provide better VFM.

- Workforce Stabilisation and Growth - Reduce the vacancy gap/Strengthen workforce planning/Improve early retention/Enhance recruitment metrics.
- The Social Tenants Access to Information Requirements (STAIRs) - Establish a new statutory framework aimed at strengthening transparency and accountability across Adullam Homes - Publication Scheme fully operational, 1st October 2026/ formally manage individual information requests by 1st April 2027.
- Reduce agency spend by 30% - Through workforce planning and internal recruitment.
- Embed the Spring Charter and SEA self-assessment outcome and learning across services to ensure quality and consistency.
- ERA Implementation - Strengthen selection processes/Formalise structured induction/Introduce mandatory probation review checkpoints/Train managers in early performance intervention/Strengthen documentation and governance.
- Comply with SHIP and SEA requirements - Revise accommodation-based support/Improve property standards.
- Competence and Conduct Standards - Align job design and recruitment standards/Implement documented performance review frameworks/Ensure consistent conduct management/Enhance assurance reporting to the Committee.
- Continuous Co-production: Use TSM 2026 baseline to ensure feedback shapes local and national offers.
- Develop and implement EDI Strategy/Plan.
- AI - Implementation of Co-Pilot in key strategic business areas.
- Develop website in line with regulatory changes - establish new Publications Scheme for Adullam Homes.
- Adullam Homes will train tenants, residents and service users to be what are called "Scrutiny Champions".
- There will be a scrutiny panel made up of people from all over the organisation.
- We will use the agreed governance structure for CIE in all levels of decision-making nationally, regionally, locally and embedded as part of decision-making forums or committees.
- Provide co-production training for everyone.
- Better engagement through a communications plan using easy read documents, better website links, access to information, annual calendar of events and the annual national CIE week held each March.
- Improve property standards with cyclical timetable for works such as internal decoration and renewals and replacements (similar to Capex plans and less reactive) - SHROA requirements.
- Complete 2nd cohort of CIH level 4 roll out for staff.
- Sheffield bid for implementation March 2027/NSAP bid for implementation July 2026/ABEN bid for implementation March 2027.

In February 2026 Adullam was shortlisted in the Respect ASB Awards for an entry that focused on the partnership work done by our Lifehouse service in Stoke-on-Trent with the Police. Actions including patrol changes, drug dog visits, and beat team liaison all helped reduce anti-social behaviour in and around the service.

A strong, mutually beneficial relationship has also been established by the Lifehouse with the Prince's Trust at Stoke College. The students had found finding work placements difficult, but they now regularly help at the Lifehouse, gaining experience and completing tasks such as decorating and gardening.

The Board will receive updates on the annual VFM objectives at the FARM Committee and Board meeting to monitor performance.

Rent Policy

Rents and service charges are approved and set for all our properties as part of our annual budget setting exercise as well as ensuring compliance with the Government's rent formula and other regulations. Service charges are set at affordable levels and ensure full cost recovery.

Arrears Policy

The Arrears performance is reported to and monitored by the FARM Committee and Arrears metrics are included in monthly management accounts and reported on Balance Scorecard. The Arrears Strategy and Action Plan developed by the National Housing Manager will provide leadership to a revised approach to rent collection and arrears management.

Treasury Management Policy

Adullam has a Treasury Management Policy which sets out the parameters and controls for treasury activities. It has been compiled using the CIPFA Code of Practice for Treasury Management in Public Services. The policy is reviewed annually by the Board. In respect of Treasury arrangements, these are actively managed. Adullam does not have any abnormal exposure to price, credit, liquidity, and cashflow risks arising from its trading activities. Adullam does not enter any hedging transactions and no trading in financial instruments is undertaken. Adullam has three principal funders being Orchardbrook, Triodos and Charity Bank. These loans at the date of this report are at a fixed rate.

Internal Controls

The Board acknowledges its overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness as a whole. The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against material misstatement or loss. In meeting its responsibilities, the Board has approved an effective framework to identify and manage the significant risks to the Group's operations. This risk-based approach to establishing and maintaining internal controls is embedded within day-to-day management and governance processes. The approach includes the regular evaluation of the nature and extent of risks to which the Group is exposed and is consistent with best practice.

Annual Review of the effectiveness of the System of Internal Control

The Board delegates responsibility for the annual review of the effectiveness of the system of internal control to the FARM Committee. The FARM Committee take account of any changes needed to maintain the effectiveness of the management and control process for risk and fraud. The FARM Committee met 6 times during the financial year. Assurance over the control environment was obtained from the following main sources:

Risk Management

The Risk Management Policy provides a clear framework linking overall Strategy to Risk Appetite to Value for Money. Adullam Homes views risk as the possibility that an action, event or set of circumstances will adversely or beneficially affect the ability to achieve its objectives. Risk appetite is a core consideration in the risk management approach. Adullam Homes Board members and Executive express clearly and review regularly the extent of their willingness to take risk to meet their strategic objectives.

The Assurance Framework is the key source of evidence that links strategic objectives to risks, controls and assurances, and the main tool that the Board use in discharging its overall responsibility for internal control.

Sources of Assurance include:

- Risk 'deep dives'
- Management assurance (ad-hoc reports)

- Management assurance (regular reports)
- Regulatory Audit, inspection
- Internal Audit / External Audit
- Assurance by expert third parties
- Inspection and quality audits by Commissioners

Our biggest challenge and risk relate to the recruitment and retention of staff and high labour cost inflation alongside the risk flowing from the general economic and social environment. The markets we operate in remain fiercely competitive and the squeeze on margins is challenging, so we are working hard to evolve new effective delivery pathways at the same time as developing new delivery partnerships and meeting Commissioners' priorities and quality assurance requirements in the geographies we operate.

An effective risk management framework sits at the core of the system of internal control. The Board confirms that the process for identifying, evaluating, and managing the risks faced by the organisation is ongoing, the process has been in place throughout the year and up to the date of approval of the Annual Report and Accounts and is regularly reviewed by the Board.

The FARM Committee reviews, at each meeting, the contents and scoring of the Risk Register on behalf of the Board who maintain direction and oversight as part of good governance. The Executive and Senior Leadership Team regularly consider reports on risks, and the Chief Executive is responsible for reporting to the Board any significant changes affecting key strategic risks.

The Business Disaster Recovery and Continuity Working Group which look at risks that are possible and likely will oversee a business continuity recovery event to test our business continuity plans this year.

Internal Audit

The prime responsibility of the internal audit service is to provide the Board with assurance on the adequacy and effectiveness of the internal control system, including Risk Management and Governance. Internal audit also plays a valuable role in helping management to improve systems of internal control and so to reduce the potential effects of any significant risks faced.

The Internal Auditor has direct access to the FARM Committee including in-camera meetings without management present. The FARM Committee reviews the findings arising from all internal audit reports and is provided with progress reports on the implementation of all agreed recommendations for improvement to the point of conclusion.

Four internal audits were carried out during the year conducted by our retained consultants RSM:

- Responsive Repairs (including Damp, Mould and Condensation) - Reasonable Assurance.
- HR (Recruitment & Retention) - Reasonable Assurance.
- Consumer Standards (Transparency, Influence and Accountability Standard) - Substantial Assurance.
- Health and Safety Compliance (Gas Safety) - Reasonable Assurance.

Adullam Homes has demonstrated reasonable progress in implementing agreed management actions. Out of the ten management actions considered as part of this review, five were fully implemented, one not implemented and the remaining four, the implementation is ongoing.

Adullam Homes have been working with Procurement for Housing to establish a contract to provide an internal audit service for the organisation. After a successful procurement process which will run for an initial term of three years, the contract has been awarded to TIAA Ltd. It is anticipated that findings from the proposed audits for 2026/27 through to 2029 will contribute to further improvements and changes to quality and the provision of services Adullam Homes provide.

Review Area	Type	Link to Strategic Risk Theme	Link to Regulatory Framework	2026/27
Governance				
Governance (including Regulatory Standards and Self-Assessment)	Assurance	All	All	✓ Supported Housing
Resident and Community Wellbeing and Voice Arrangements				
Anti-Social Behaviour (ASB)	Assurance	Customer Service Delivery and Engagement Regulatory	Neighbourhood and Community Standard	✓
Vulnerable Customers and Safeguarding	Assurance	Customer Service Delivery and Engagement	Neighbourhood and Community Standard Safety and Quality Standard	✓
Young Person Services				
Supported Housing Provision Management (including Spring Charter)	Assurance	Customer Service Delivery and Engagement	N/A – new / emerging risk	✓
Landlord Health and Safety				
Gas Safety	Assurance (including Specialist)	Data Customer Service Delivery and Engagement Health and Safety Regulatory	Transparency, Influence and Accountability Standard Safety and Quality Standard	
Fire Safety				✓
Electrical Safety				
Lift Maintenance				✓
Asbestos Safety				
Legionella / Water Safety				

Fraud Management

The Association operates a zero-tolerance approach to any instances of fraud or corruption, this year a new Probity Policy was developed which replaced the Anti-Fraud & Bribery Policy, in addition an Anti-Money Laundering Policy and Whistleblowing Policy link to this policy. A Fraud Register is maintained by the Company Secretary and in line with the revised policy six monthly Probity meetings led by the CEO and Head of Business Assurance. There were no material issues identified during the year. The Group has appropriate insurance cover in place to mitigate the potential financial losses associated with fraud.

Information and Financial Reporting Systems

Financial reporting provides detailed annual budgets, detailed treasury reports, VFM reporting and monthly Management Accounts and Cashflows which are reviewed by FARM Committee and the Board.

Any issues raised in the external Audit Management Letter issued at the conclusion of the annual audit are dealt with to the satisfaction of both the external auditor and the FARM Committee with progress tracked to the point of conclusion.

Key performance indicators and business objectives set as part of the performance management framework are regularly reviewed by the Group Board to assess progress and outcomes against the rolling three-year Business Plan.

Budgetary Responsibility

Each employee who has financial or devolved budgetary responsibility is provided with a copy of the Financial Regulations and Schedule of Delegation. Employees shall be responsible for the accountability and control of all resources including plant, buildings, materials, cash, and stores relating to their areas of responsibility.

The FARM Committee is responsible for making recommendations to the Group Board on amendments to Financial Regulations as it considers necessary for the supervision and control of the Finances, Accounts, Income, Expenditure, and Assets of the Group. The Financial Regulations with delegated authority was reviewed in 2025/26 to reflect operational restructures and the advisory audit on policies and procedures for compliance with the Procurement Act.

Going Concern Statement

The Budget for Adullam for 2026/27 shows an accounting surplus (prior to any surplus on asset sales) of £287k. The budgeted surplus for Adullam Social Enterprises CIC is £5k.

The budget for Adullam has been developed and compiled by the Financial Controller, Regional Managers, Operational Managers and the Property & Contracts Manager, then reviewed with the Senior Leadership Team and ultimately challenged and approved by Adullam's Board. Property budgets have been compiled by a detailed and comprehensive review by the above.

The Business Plan Priorities for 2026/27 have been set within the context of the Corporate Strategy, the Strategic Risk Register and the Sector Risk Profile. The assumptions of compliance with 2025/26 Budgets include:

- Rents set at 4.8% cap.
- Service charge income for properties reflects accurate costs for service and property management contracts, salaries regarding Enhanced Management and salaries regarding Concierge and inflation of some services.
- Loan covenants met.
- Maintenance of cash balance of £3 million.
- Compliance with regulatory requirements as a Registered Provider with RSH and Ofsted.
- Investment in staff costs via uplifts, new roles, wellbeing initiatives and National Insurance increases.
- Void losses at current run rates.
- Delivery of revised Asset Management Strategy following outcome of 2025 Stock Condition Survey.

Rental Income for 2026/2027 is forecast at £17,402,750 with voids budgeted for 2026/27 at £385,707. This has been reviewed and void rates for each area have been considered individually on current run rates.

Bad Debt provision has been reviewed and bad debt provision rates for each area have been considered individually on current rates. Adullam Homes Housing Association is in a better position regarding the impact of Universal Credit than many general needs providers of accommodation due to our 'exempt status'.

Revenue funding for Supporting People budget has considered current contracts in place and the likelihood of renewal.

The staffing budget is made up of all existing posts on the current establishment and any vacancies. The budget for the year incorporates revenue funding for supporting people contractual hours and Enhanced Housing Management. Agency has been considered at a rate of 8% where required and 14% for Concierge. Adullam has applied the Living Foundation Wage of 6.75% and 5% to Central Support Services.

Service charge budget of £2.8m has considered the service charge income and actual expenditure and the costs are covered by the income generated apart from where staff are based on site which is covered by the management fee.

Property costs of £3.7m include the service contracts in place. Within this budget there is £2.7m provided for landlord payments, which nets off the income we collect in for rents and service charges. This figure has increased from 2025/26 budget and largely relates to the new contracts.

Project overheads have been set based on reviews with Senior Leadership Team members, Operational Managers and Regional Managers.

The cashflow for Adullam Homes is based on the 2025/26 Budget. Assumptions are listed below:

- All cash profiles have considered the start and end of support contracts.
- Support contracts have been profiled further for contracts that which are paid monthly/quarterly/half yearly basis.
- Staffing is profiled equally over the 12 months.
- Expenditure has been considered on a monthly/quarterly/half year/yearly basis where possible.
- VAT considers the income less the expenditure as per standard.
- Capital expenditure of £757k which relates to the Stock Condition Survey.
- Development Costs of £804k.

To ensure budgets are effectively managed and controlled, monthly management accounts are produced for Adullam staff, Board and FARM. These are then reviewed and acted upon by Adullam staff monthly. The Association can meet existing loan covenant requirements.

Senior Leadership engage in a review of the 5-year Business Plan and Stress Testing each year. The FARM Committee and Board also review and approve the 5-year Business Plan based on current year budget with stress testing outcomes for Adullam based on that plan. These are applied with testing of those scenarios/triggers and the actions required if the triggers materialised. Multiple scenarios happening together are considered in addition to the individual scenarios.

On this basis, the Board has reasonable expectation that Adullam has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve 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.

Control Environment and Procedures

Governance arrangements are subject to continuing review and development to ensure they remain fit for purpose. Board and sub-Committee membership is reviewed annually in line with the membership policy terms. Compliance with the chosen Code of Governance and the Regulatory Framework is reviewed annually.

The Board retains responsibility for a defined range of issues covering strategic, operational, financial, and compliance matters and new investment projects. The Board disseminates its requirements to employees through a framework of policies and procedures.

The Board confirms that there is an ongoing process for identifying, evaluating, and managing significant risks faced by the Group and for preventing, detecting, investigating, and insuring against fraud. This process had been in place throughout the year under review, up to the date of the Annual Report, and is regularly reviewed by the Board.

Adullam Homes Housing Association Limited
Board Report Incorporating the Strategic Report

Public Benefit Entity

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

Information for the Auditor

The Board members who held office at the date of approval of this Board report confirm that, so far as they are each aware, there is no relevant audit information of which the Association's auditor is unaware; and each Board member has taken all the steps that they ought to have taken as a Board member to make them aware of any relevant audit information and to establish that the Association's auditor is aware of that information.

The Board confirms that this Strategic Report has been prepared in accordance with the principles set out in Paragraph 4.7 of the 2018 SORP for Registered Social Housing Providers.

Annual General Meeting

The Annual General Meeting will be on 16th September 2026.

External Auditor

The Association's external auditor is Menzies LLP. A resolution to re-appoint Menzies LLP will be proposed at the forthcoming Annual General Meeting.

By Order of the Board:

Signed:

Date: 22nd July 2026

Alison Sargent
Chief Executive

Adullam Homes Housing Association Limited

Independent Auditor's Report to the Members of Adullam Homes Housing Association Limited

Opinion

We have audited the financial statements of Adullam Homes Housing Association Limited (the 'parent association') and its subsidiary (the 'group') for the year ended 31 March 2026 which comprise the Group and the parent association's Statements of Comprehensive Income, the Group and the parent association's Statements of Financial Position, the Group and the parent association's Statements of Changes in Reserves, the Group Statement of Cashflows and notes 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

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

Basis for Opinion

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

Conclusions Relating to Going Concern

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

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

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

Independent Auditor’s Report to the Members of Adullam Homes Housing Association Limited

Other Information

The Board is responsible for the other information. The other information comprises the information included in the annual report, 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Matters on which we are Required to Report by Exception

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

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

Responsibilities of the Board

As explained more fully in the Statement of the Board’s responsibilities set out on page 9, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
In preparing the financial statements, the Board is responsible for assessing the group’s and the parent association’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the group or the parent association or to cease operations or 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.
Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK). Those standards require us to comply with the Financial Reporting Council’s Ethical Standard.

Independent Auditor's Report to the Members of Adullam Homes Housing Association Limited

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

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

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

- We obtained an understanding of laws and regulations that affect the Group and Company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws and regulations that we identified included the Co-operative and Community Benefit Societies Act 2014, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2019, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board have in place to prevent and detect fraud.
- We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations and fraud was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing, recognising the nature of the group's activities and the regulated nature of the group's activities.
- We reviewed financial statements disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

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

Adullam Homes Housing Association Limited

Independent Auditor's Report to the Members of Adullam Homes Housing Association Limited

Use of the Audit Report

This report is made solely to the association's members as a body in accordance with Part 7 of the Co-operative and Community Benefit Societies Act 2014 and Chapter 4 of Part 2 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association and the association's members as a body for our audit work, for this report, or for the opinions we have formed.

Signed by:

Menzies LLP

DBC7679AF0DF489...

Menzies LLP, Statutory Auditor
The Colmore Building
20 Colmore Circus Queensway
Birmingham
B4 6AT
Date: 11-Aug-2026

Adullam Homes Housing Association Limited

Consolidated Statement of Comprehensive Income

For the year ended 31st March 2026

	Note	2026 £'000	2025 £'000
Turnover	2	21,567	18,790
Operating expenditure	2	(20,920)	(17,884)
(Deficit) on disposal of housing properties	3	(20)	(17)
Operating surplus		627	889
Finance income		27	35
Interest and financing costs	4	(123)	(140)
Surplus before tax	5	531	784
Taxation	8	-	(1)
Total comprehensive income for the year		531	783

The Financial Statements on pages 35 to 62 were approved and authorised for issue by the Board on 22nd July 2026 and were signed on its behalf by:

Chair:

Derrick Dunkley

Vice Chair:

Tony Price

Chief Executive:

Alison Sargent

Adullam Homes Housing Association Limited

Association Statement of Comprehensive Income

For the year ended 31st March 2026

	Note	2026 £'000	2025 £'000
Turnover	2	21,476	18,729
Operating expenditure	2	(20,829)	(17,825)
(Deficit) on disposal of housing properties	3	(20)	(17)
Operating surplus		627	887
Finance income		27	35
Interest and financing costs	4	(123)	(140)
Surplus before tax	5	531	782
Taxation	8	-	-
Total comprehensive income for the year		531	782

The Financial Statements on pages 35 to 62 were approved and authorised for issue by the Board 22nd July 2026 and were signed on its behalf by:

Chair:
Derrick Dunkley

Vice Chair:
Tony Price

Chief Executive:
Alison Sargent

Adullam Homes Housing Association Limited

Consolidated Statement of Financial Position

At 31st March 2026

	Note		2026 £'000	2025 £'000
Fixed assets				
Intangible assets	9		-	2
Housing properties	10		20,992	20,495
Other property, plant and equipment	11		1,738	1,333
			22,730	21,830
Current assets				
Debtors	13		2,502	2,062
Cash			5,407	5,240
			7,909	7,302
Creditors: Amounts falling due within one year	14		(4,254)	(2,872)
Net current assets			3,655	4,430
Total assets less current liabilities			26,385	26,260
Creditors: Amounts falling due after more than one year	15		(1,677)	(1,920)
Deferred capital grant	16		(11,401)	(11,564)
Net assets			13,307	12,776
Capital and reserves				
Called-up share capital	22	*	-	-
Revenue reserve			12,940	12,497
Restricted reserve			367	279
Total reserves			13,307	12,776

* Non-equity share capital for 2025/26 is £18 (2024/25 £18)

The Financial Statements on pages 35 to 62 were approved and authorised for issue by the Board on 22nd July 2026 and were signed on its behalf by:

Chair:	Vice Chair:	Chief Executive:
Derrick Dunkley	Tony Price	Alison Sargent

Adullam Homes Housing Association Limited

Association Statement of Financial Position

At 31st March 2026

	Note	2026 £'000	2025 £'000
Fixed assets			
Intangible assets	9	-	2
Housing properties	10	20,992	20,495
Other property, plant and equipment	11	1,738	1,333
		22,730	21,830
Current assets			
Debtors	13	2,479	2,059
Cash		5,224	5,063
		7,703	7,122
Creditors: Amounts falling due within one year	14	(4,161)	(2,805)
Net current assets		3,542	4,317
Total assets less current liabilities		26,272	26,147
Creditors: Amounts falling due after more than one year	15	(1,677)	(1,920)
Deferred capital grant	16	(11,401)	(11,564)
Net assets		13,194	12,663
Capital and reserves			
Called-up share capital	22	* -	-
Revenue reserve		12,827	12,384
Restricted reserve		367	279
Total reserves		13,194	12,663

* Non-equity share capital for 2025/26 is £18 (2024/25 £18)

The Financial Statements on pages 35 to 62 were approved and authorised for issue by the Board on 22nd July 2026 and were signed on its behalf by:

Chair:	Vice Chair:	Chief Executive:
Derrick Dunkley	Tony Price	Alison Sargent

Adullam Homes Housing Association Limited

Consolidated Statement of Changes in Reserves

At 31st March 2026

	Revenue reserve £'000	Restricted reserve £'000	Total £'000
At 1 April 2024	11,818	175	11,993
Total comprehensive income for the year	783	-	783
Transfer of restricted expenditure from unrestricted reserve	(104)	104	-
At 31 March 2025	12,497	279	12,776
Total comprehensive income for the year	531	-	531
Transfer of restricted expenditure from unrestricted reserve	(88)	88	-
At 31 March 2026	12,940	367	13,307

Adullam Homes Housing Association Limited

Association Statement of Changes in Reserves

At 31st March 2026

	Revenue reserve £'000	Restricted reserve £'000	Total £'000
At 1 April 2024	11,706	175	11,881
Total comprehensive income for the year	782	-	782
Transfer of restricted expenditure from unrestricted reserve	(104)	104	-
At 31 March 2025	12,384	279	12,663
Total comprehensive income for the year	531	-	531
Transfer of restricted expenditure from unrestricted reserve	(88)	88	-
At 31 March 2026	12,827	367	13,194

Adullam Homes Housing Association Limited

Consolidated Statement of Cashflows

For the year ended 31st March 2026

	Note	2026 £'000	2025 £'000
Net cash generated from operating activities	1a	**1,727**	**854**
Cashflows from investing activities			
Purchase of property, plant and equipment	11	(591)	(322)
Purchase of properties under construction	10	(829)	(55)
Proceeds from sale of property, plant and equipment	3	6	-
Interest received		27	35
Net cashflows from investing activities		**340**	**512**
Cashflows from financing activities			
Interest paid	4	(123)	(140)
Repayments of borrowings	19	(50)	(43)
New Finance			
Net change in cash and cash equivalents		167	329
Cash and cash equivalents at beginning of year		5,240	4,911
Cash and cash equivalents at end of year		**5,407**	**5,240**

Adullam Homes Housing Association Limited

Consolidated Statement of Cashflows

For the year ended 31st March 2026

		2026	2025
Note 1a	**Note**	**£'000**	**£'000**
Surplus for the year		**531**	**783**
Adjustments for non-cash items			
Depreciation, amortisation and scrappage of tangible and intangible fixed Assets	9/10/11	493	451
Amortisation of capital grant	16	(163)	(167)
Grant amortisation written back on disposal	16	-	-
Interest payable		123	140
Interest receivable		(23)	(35)
Deficit on disposal of property, plant and equipment	3	20	17
Operating cashflow before movements in working capital		**977**	**1,155**
Increase in Debtors	13	(440)	(463)
Increase in Creditors	14	1190	137
Increase in Creditors over 1 year	15	-	25
Net cash generated from operating activities		**1,727**	**854**

Note 1b

Analysis of changes in net debt

Group	**At Beginning of Year**	**Cashflows**	**At End of the Year**
	£'000	**£'000**	**£'000**
Cash and Cash Equivalents	5,240	167	5,407
Housing Loans Due in One Year	(50)	(28)	(78)
Housing Loans Due After One Year	(1,796)	77	(1,719)
Net Funds	3,394	216	3,610

Accounting Policies

Legal Status

Adullam Homes Housing Association Limited is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing as a Private Registered Provider of Social Housing. The Registered Office is Walter Moore House, 34 Dudley Street, West Bromwich, B70 9LS. The principal activity of the Association is that of housing support to individuals from vulnerable backgrounds.

Basis of Accounting

These Financial Statements have been prepared in accordance with applicable United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018. As a public benefit entity, Adullam has applied the public benefit entity 'PBE' prefixed paragraphs of FRS 102.

These Financial Statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. The accounts are prepared on the historical cost basis of accounting. Housing properties are stated at cost. The Association does not own any assets classified as financial instruments that require periodic revaluation. Therefore, no modification to the historic cost basis of accounting has been necessary. The financial statements are presented in pounds sterling and are rounded to thousands of pounds.

Basis of Consolidation

A wholly owned subsidiary: Adullam Social Enterprises Community Interest Company 'CIC' was incorporated on and commenced operations on 2nd April 2016. The Association has therefore prepared consolidated Financial Statements from 31st March 2018 onwards. The consolidated Financial Statements incorporate those of Adullam Homes Housing Association Limited and its subsidiary each year made up to 31st March.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Reduced Disclosures

In accordance with FRS 102, the Association has taken advantage of the exemptions from the following disclosure requirement in the individual Financial Statements of Adullam Homes Housing Association Limited.

- Section 7 'Statement of Cashflows' - Presentation of a Statement of Cashflows and related notes and disclosures.
- Section 11 'Basic Financial Instruments' & Section 12 'Other Financial Instrument Issues' - Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches; and details of hedges and hedging fair value changes recognised in profit or loss and in other comprehensive income.

Significant Management Judgements and Key Sources of Estimation Uncertainty

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

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

Significant Management Judgements

The Group's Financial Statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future, based on budgeting and cashflow forecasting for 2025/26 and the first half of 2026/27. There has been no breach in loan covenants, and it has been concluded that there is no imminent or likely future breach in borrowing covenants.

An assessment is made at each reporting date of whether there are indications that a fixed asset (including housing properties) may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the Group estimates the recoverable amount of the asset.

Other Key Sources of Estimation and Assumptions:

Tangible Fixed Assets

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

Turnover and Revenue Recognition

Turnover represents rental income receivable, amortised capital grant, revenue grants from local authorities and other income and is recognised in relation to the period when the goods or services have been supplied.

Rental income is recognised when the property is available for let, net of voids. Income from property sales is recognised on legal completion. Revenue funding for supporting people is recognised in line with the contractual arrangements.

Support Income and Costs Including Revenue Funding for Supporting People and Costs

Revenue funding for supporting people (SP) contract income received from Administering Authorities is accounted for as support income in Turnover as per note 2. The related support costs are matched against this income in the same note.

Service Charges

Service charge income and costs are recognised on an accruals basis. The Group operates both fixed and variable service charges on a scheme-by-scheme basis in consultation with residents. Where variable service charges are used the charges will include an allowance for the surplus or deficit from prior years, with the surplus being returned to residents by a reduced charge and a deficit being recovered by a higher charge. Until these are returned or recovered, they are held as creditors or debtors in the Statement of Financial Position.

Where periodic expenditure is required, a provision may be built up over the years, in consultation with the residents; until these costs are incurred this liability is held in the Statement of Financial Position within long term creditors.

Loan Interest Costs

Loan interest costs are calculated using the effective interest method of the difference between the loan amount at initial recognition and amount of maturity of the related loan.

Taxation

The Association has charitable status for taxation purposes and no liability to corporation tax arises on its results for the year. The subsidiary company is subject to corporation tax in the same way as any commercial organisation.

The tax expense represents the sum of the current tax expense and deferred tax expense. Current tax assets are recognised when tax paid exceeds the tax payable.

Current tax is based on taxable profit for the year. Current tax assets and liabilities are measured using tax rates that have been enacted or substantively enacted by the reporting date.

Value Added Tax

The Group is partially exempt and recovers VAT under a standard partial exemption method.

Intangible fixed assets

Intangible fixed assets comprise capital investment in computer software. Intangible fixed assets are initially measured at cost, net of depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost to its estimated residual value on a straight-line basis over its expected useful life, as follows:

	Years
Software	3

Tangible Fixed Assets and Depreciation

Housing Properties

Tangible fixed assets are stated at cost, less accumulated depreciation. Housing properties under construction are stated at cost and are not depreciated. These are reclassified as Housing properties on practical completion of construction. Freehold land is not depreciated.

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

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

UELs for identified components are as follows:

	Years
Structure	120
Roofs	60

Bathroom	30
Windows	30
Heating	20
Kitchens	20

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

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

	Years
Freehold offices	50
Sprinkler systems	20
Furniture and equipment	10
Storage Heaters	10
Doors	10
Velux Windows	10
External Barriers	10
Fire Alarm systems	10
Electrical Showers	10
Office equipment	5
CCTV	5
Motor Vehicles	5
Web Design	3
Mobile Phones	3
Laptops	3

Impairment of Fixed Assets

Reviews for impairment of housing properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified.

Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of fair value less costs to sell and value-in-use of the asset based on its service potential, are recognised as impairment losses in the Statement of Comprehensive Income.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Reversals of impairment losses are recognised in the Statement of Comprehensive Income. On reversal of an impairment loss, the depreciation or amortisation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

Property Managed by Agents

Where the Group carries the majority of the financial risk on property managed by agents, income arising from the property is included in the Statement of Comprehensive Income. Where the agency carries the majority of the financial risk, income includes only that which relates solely to the Group. In both cases, the assets and associated liabilities are included in the Group's Statement of Financial Position.

Leasing and Hire Purchase

Annual rentals on operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the term of the lease.

Stock and Properties Held for Sale

The Group does not hold any significant stocks of materials. Properties which have been identified for sale and are in a state in which a sale could proceed as at the year-end are recorded as a current asset.

Non-Government Grants

Grants received from non-government sources are recognised under the performance model. If there are no specific performance requirements the grants are recognised when received or receivable. Where grant is received with specific performance requirements it is recognised as a liability until the conditions are met and then it is recognised as Turnover.

Social Housing and Other Government Grants

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in Turnover over the estimated useful life of the associated asset structure and components (not land), under the accruals model. Social Housing Grant (SHG) received for items of cost written off in the Statement of Comprehensive Income Account is included as part of Turnover.

When SHG in respect of housing properties in the course of construction exceeds the total cost to date of those housing properties, the excess is shown as a current liability.

SHG must be recycled by the Group under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by Homes England. However, SHG may have to be repaid if certain conditions are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as Turnover. In certain circumstances, SHG may be repayable, and, in that event, is recorded as a subordinated unsecured repayable debt.

Recycling of Capital Grant

Where Social Housing Grant is recycled, as described above, the SHG is credited to a fund which appears as a creditor until used to fund the acquisition of new properties. Where recycled grant is known to be repayable it is shown as a creditor within one year.

Asset Disposals

Asset disposals are recognised upon the unconditional exchange of contracts relating to the disposal.

Employee Benefits

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the year end.
The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the Group is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement Benefits

The cost of providing pensions and related benefits is charged to management costs over the periods benefiting from the employees' services. All pension arrangements in which the Group participates are defined contribution schemes.

Reserves

The Association carries two types of reserves.

a) Restricted reserve and
b) Unrestricted reserves

Restricted Reserve

The following restricted reserve is held as follows:

a) Welfare Fund

Unrestricted Reserves

The total unrestricted reserve is represented by the income and expenditure reserve shown in the financial statements. As at 31 March 2026 this amounted to £12,940,000 (31 March 2025: £12,497,000). This balance is accumulated net surplus that Adullam Homes and ASE have generated since its formation in July 1972.

As a housing group owning a portfolio of properties, most of the surplus generated has been re-invested into maintaining its property stock.

The Group has a Reserves Policy which is renewed annually. The policy identifies the Group unrestricted, unencumbered cash backed reserves as equivalent to the net current assets of the Group. As at 31st March 2026 this amounted to £5,407,000 (31 March 2025: £5,240,000).

This policy aims to build unrestricted, unencumbered cash backed reserves up to sum representing three months' expenditure plus a buffer of 10% at year end. This would currently amount to approximately £5,314,000 (31 March 2025: £4,560,000).

The policy is read in conjunction with the Association Treasury Management Policy, which stipulated a minimum cash holding of £3m.

Financial Instruments

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument and are offset only when the Group currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial Assets

Debtors

Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Such debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Where the arrangement with a debtor constitutes a financing transaction, the debtor is initially and subsequently measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in income and expenditure for the excess of the carrying value of the debtor over the present value of the future cashflows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in the Statement of Comprehensive Income.

Financial Liabilities

Creditors
Trade and other creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Where the arrangement with a creditor constitutes a financing transaction, the creditor is initially and subsequently measured at the present value of future payments discounted at a market rate of interest for a similar instrument.

Borrowings
Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar charges.

Derecognition of Financial Assets and Liabilities
A financial asset is derecognised only when the contractual rights to cashflows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

2a. Particulars of Turnover, Cost of Sales, Operating Costs and Operating Surplus - Group

2026

Adullam Homes Housing Association Limited

Notes to the Financial Statements
For the year ended 31st March 2026

	Turnover £'000	Operating costs £'000	Operating surplus £'000
Social housing lettings (note 2b)	21,363	(20,829)	534
Other social housing activities	204	(91)	113
Total	21,567	(20,920)	647

	2025		
	Turnover £'000	Operating costs £'000	Operating surplus £'000
Social housing lettings (note 2b)	18,627	(17,825)	802
Other social housing activities	163	(59)	104
Total	18,790	(17,884)	906

The above amounts for the Association includes turnover of £91,000 and operating costs of £91,000 in respect of Adullam Social Enterprises CIC.

2b. Particulars of Income and Expenditure from Social Housing Lettings - Group and Association

All Supported Housing	**2026 Total £'000**	**2025 Total £'000**
Income		
Rents receivable	4,801	4,206
Service charge income	12,065	10,136
Amortised government grant	163	167
Other grants	302	307
Support Services/Supporting People	4,032	3,811
Turnover from social housing lettings	**21,363**	**18,627**
Expenditure		
Service charge costs	9,454	7,770
Management	3,437	2,700
Care and Support Costs	3,249	3,277
Routine maintenance	798	758
Bad debts	628	398
Leased Charges	2,808	2,473
Depreciation of housing properties	307	320
Depreciation of other fixed assets	148	129
Operating costs	**20,829**	**17,825**
Operating surplus social housing lettings	**534**	**802**
Void losses	*422*	*393*

3. (Deficit) on Disposal of Property, Plant and Equipment

	2026 £'000	2025 £'000
Disposal proceeds	6	-
Costs of sale	(26)	(17)
(Deficit) on disposal	(20)	(17)

4. Interest and Finance Costs

	2026 £'000	2025 £'000
Bank loans repayable in more than five years	123	140
On late payment of supplier invoices	-	-
	123	140

5. Surplus on Ordinary Activities before Taxation

Surplus on ordinary activities before taxation is stated after charging/(crediting):	2026 £'000	2025 £'000
Depreciation of property, plant and equipment	493	449
Amortisation of Grant	(163)	(167)
Audit fees:	29	
- Statutory audit	-	26
- Audit-related assurance services	-	-
Operating lease rentals	3,573	2,473

Adullam Homes Housing Association Limited

Notes to the Financial Statements
For the year ended 31st March 2026

6. Staff Costs

	2026 £'000 Group	2025 £'000 Group	2026 £'000 Association	2025 £'000 Association
Wages and salaries	9,136	7,362	7,286	6,303
Social security costs	873	590	861	580
Pensions and other costs	187	157	183	153
Redundancy and severance	24	17	24	17
	10,220	8,126	8,354	7,053

The Full Time Equivalent number of staff who received emoluments, including pension contribution, in excess of £60,000 were as shown below.

Salary Band £'	2026 Number	2025 Number
60,000 - 69,999	2	1
70,000 - 79,999	1	2
80,000 - 89,999	1	1
90,000 - 99,999	1	-
100,000 - 109,999	1	1

The Association average full-time equivalent number of employees was:

	2026 Number	2025 Number
The average number of persons employed during the year expressed in full time equivalents (37.5 hours per week)	243	213

7. Directors' Remuneration and Transactions

Key Management Personnel Remuneration

Directors who are Executive Staff Members	**2026 £'000**	**2025 £'000**
Wages and salaries	208	195
Social security costs	30	26
Other pension costs	11	10
Compensation for loss of office	-	-
Estimated money value of any other benefits otherwise than in cash	11	11
Board Members		
Wages and salaries	40	30
Social security costs	-	-
Other pension costs	-	-
	300	272

Directors are defined as the members of the Board, Chief Executive, Director of Operations and Director of Housing.

Remuneration of the Highest Paid Director, excluding Pension Contributions:	**2026 £'000**	**2025 £'000**
Emoluments	117	107

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

8. Taxation

The Association has charitable status for taxation purposes and no liability to corporation tax arises on its results for the year.

Adullam Social Enterprises C.I.C corporation tax over accrual of £629 for 2024/25, plus an accrual of £1,037 provision for 25/26. (£654: 2025)

Adullam Homes Housing Association Limited

Notes to the Financial Statements
For the year ended 31st March 2026

9. Intangible Fixed Assets - Software

Group and Association

	Total
	£'000
Cost	
At 1 April 2025	349
Additions	-
Disposals	(330)
As at 31 March 2026	19
Amortisation	
At 1 April 2025	347
Charge for the year	2
Eliminated on disposals	(330)
As at 31 March 2026	19
Net book value	
As at 31 March 2026	-
As at 31 March 2025	2

10. Tangible Fixed Assets - Housing Properties

Group and Association	Completed properties £'000	Under construction £'000	Total £'000
Cost or valuation			
At 1 April 2025	26,508	55	26,563
Completed properties acquired	-	-	-
Components capitalised	-	-	-
Works to existing properties	237	592	829
Disposals	(82)	-	(82)
Transfers from Properties held for Sale	-	-	-
At 31 March 2026	26,663	647	27,310
Depreciation			
At 1 April 2025	6,068	-	6,068
Charge for the year	305	-	305
Eliminated on disposals	(55)	-	(55)
Transfers from Properties held for Sale	-	-	-
At 31 March 2026	6,318	-	6,318
Net book value			
At 31 March 2026	20,345	647	20,992
At 31 March 2025	20,440	55	20,495

All works to existing Housing properties relate to capitalised expenditure on components. During the year replacements were made to heating systems, kitchens, bathrooms, and windows.

The net book value of completed freehold land and buildings at 31st March 2026 was £19,733,406 (2025: £19,825,155) and £611,218 (2025: £614,845) in respect of long leasehold land and buildings.

11. Property, Plant and Equipment - Other

Group and Association	Freehold £'000	Fixtures and fittings £'000	Motor Vehicles £'000	Total £'000
Cost				
At 1 April 2025	1,052	1,347	127	2,526
Additions	-	525	66	591
Disposals	-	(193)	(12)	(205)
At 31 March 2026	1,052	1,679	181	2,912
Depreciation				
At 1 April 2025	335	800	58	1,193
Charge for the year	21	139	26	186
Disposals	-	(193)	(12)	(205)
At 31 March 2026	356	746	72	1,174
Net book value				
At 31 March 2026	696	933	109	1,738
At 31 March 2025	717	547	69	1,333

12. Investments

The Association's subsidiary undertaking Adullam Social Enterprises C.I.C is owned through virtue of control.

Adullam Social Enterprises C.I.C is a company limited by guarantee and as such does not have share capital.

13. Debtors

	Group		Association	
	2026 £'000	**2025 £'000**	**2026 £'000**	**2025 £'000**
Amounts falling due within one year:				
Rent arrears	1,578	1,517	1,578	1,517
Provision for bad debts	(977)	(1,067)	(977)	(1,067)
Trade debtors	841	774	841	774
Prepayments and accrued income	1,049	820	1,037	820
Other debtors	11	18	-	15
Amounts owed by Group undertakings	-	-	-	-
	2,502	2,062	2,479	2,059

Adullam Homes Housing Association Limited

Notes to the Financial Statements

For the year ended 31st March 2026

14. Creditors - amounts falling due within one year

	Group		Association	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Bank loans (note 19)	78	50	78	50
Trade creditors	2,112	1,022	2,109	1,021
Rents received in advance	634	582	634	582
Other taxation and social security	401	248	291	186
Accruals and deferred income	716	913	660	865
Recycled Capital Grant (note 17)	167	-	167	-
Other creditors	146	57	146	57
Amounts owed to Group undertakings	-	-	76	44
	4,254	2,872	4,161	2,805

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

	Group		Association	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Loans (note 19)	1,719	1,796	1,719	1,796
Recycled Capital Grant (note 17)	-	168	-	168
Costs of Raising Loans	(42)	(44)	(42)	(44)
	1,677	1,920	1,677	1,920

16. Deferred Income - Government Grants

	Group		Association	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
At 1 April 2025	11,564	11,731	11,564	11,731
Grants receivable/reallocated	-	-	-	-
Amortisation to Statement of Comprehensive Income	(163)	(167)	(163)	(167)
Disposals	-	-	-	-
Grant amortisation written back on disposal	-	-	-	-
At 31 March 2026	11,401	11,564	11,401	11,564
Net Deferred Income - Government Grants				
Due within one year	161	163	161	163
Due after one year	11,240	11,401	11,240	11,401
At 31 March 2026	11,401	11,564	11,401	11,564

17. Recycled Capital Grant Fund

	Group		Association	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
At 1 April 2025	168	168	168	168
Grants released on disposal	-	-	-	-
Grants recycled	-	-	-	-
At 31 March 2026	168	168	168	168
Net Deferred Income - Government Grants				
Due within one year	168	-	168	-
Due after one year	-	168	-	168
At 31 March 2026	168	168	168	168

18. Grant and Financial Assistance

	Group		Association	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
Held as deferred capital grant	11,401	11,564	11,401	11,564
Recognised as income in revenue reserves	5,847	5,684	5,847	5,684
Held in Recycled Capital Grant	168	168	168	168
Total accumulated government grant and financial assistance	17,416	17,416	17,416	17,416

19. Analysis of Debt Repayments

Borrowings are repayable as follows:

	Group		Association	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
Bank loans				
Between one and two years	83	73	83	73
Between two and five years	289	253	289	253
After five years	1,347	1,470	1,347	1,470
	1,719	1,796	1,719	1,796
On demand or within one year	78	50	78	50
	1,797	1,846	1,797	1,846

Loans are secured by specific charges on the Association's individual housing properties. The loans are repayable monthly at varying rates of interest and are due to be repaid in 2032, 2037 and 2048.

£151,743 (Orchardbrook Ltd) (31st March 2025 £165,716) repayable quarterly for 31 years commencing in 2000; interest rate 10.9625%

£569,624 (Triodos Bank) (31st March 2025 £604,796) repayable monthly for 25 years; interest rate of 3% above base rate.

£1,075,000 (Charity Bank) (31st March 2025 £1,075,000) repayable monthly for 25 years; interest rate of 2.25% above base rate.

20. Pension Obligations

The Group operates a defined contribution pension scheme which targets a guaranteed basic sum, evaluated on contributions up to the year of retirement. The assets of the scheme are held separately from those of the Group, in trustee administered funds. Contributions to the scheme are charged to the Statement of Comprehensive Income in the period to which they relate. Separate to the Pension Scheme, there is also a Death in Service Insurance Scheme. The scheme provides benefits equal to four times an employee's final salary.

The total cost of employer pension contributions for the year ended 31st March 2026 was £186,852 (2025: £156,749).

An amount of £20,661 was payable to the fund at the year end and is included in creditors payable within one year (2025: £9,294).

The Chief Executive is an ordinary member of the pension scheme. No special terms apply. The Association does not contribute to any other pension arrangement for the Chief Executive.

21. Financial Instruments

The carrying values of the Group and Association's financial assets and liabilities measured at fair value are summarised by category below:

	Group	
	2026	**2025**
	£'000	**£'000**
Financial assets		
Measured at amortisation cost	1,672	1,409
Financial liabilities		
Measured at amortisation cost	4,379	3,446

22. Share Capital

	2026	**2025**
	£	**£**
At beginning of year	18	18
Issued during the year	-	-
Cancelled during the year	-	-
At end of year	18	18

The value of each share is £1. The shares do not have a right to any dividend or distribution in a winding-up and are not redeemable. Each share has full voting rights.

23. Financial Commitments

Operating lease commitments:

The Group hold properties and office equipment under non-cancellable operating leases. Total future minimum lease payments under non-cancellable operating leases are as follows:

	Group		Association	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
Payments due: -				
- within one year	1,510	937	1,510	937
- between one and five years	728	223	728	223
- after five years	1,335	727	1,335	727
	3,573	1,887	3,573	1,887

24. Housing Stock

Group and Association	2026 Number	2025 Number
Owned and Managed		
Supported housing accommodation	705	659
General needs housing accommodation	154	117
	859	776
Managed by Others	13	23

25. Related Party Transactions

During the year Adullam Homes Housing Association had the following transactions with non-regulated entities which form part of the Group.

Subsidiary/Non-Regulated Entity	Transaction	2026 £'000	2025 £'000
Adullam Social Enterprises C.I.C (ASE)	Management charge to ASE	10	10
	Agency charges for staff time from ASE	2,052	1,255

Recharges are made at cost. Adullam Social Enterprises C.I.C is a wholly owned subsidiary incorporated in England on 2 April 2016.

At 31 March 2026 between Adullam Homes Housing Association and Adullam Social Enterprises C.I.C, non-regulated entity which forms part of the Group:

	2026 £'000	2025 £'000
Adullam Homes Housing Association Ltd owed Adullam Social Enterprises C.I.C	76	44
Adullam Social Enterprises C.I.C owed Adullam Homes Housing Association Ltd	-	-

26. Legislative Provisions

The Association is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 and is a Private Registered Provider of Social Housing.