



# FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

The Riverside Group Limited



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These statements demonstrate we are in a strong position to deliver our vision of **transforming lives and revitalising neighbourhoods**.

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## AT A GLANCE

In 2024/25 we achieved the following:

Homes for  
the future

**980**

New homes built

Last year: 1,479

Places to  
thrive in

**£207M**

Reinvestment

Last year: £287M

People at  
our heart





**64.1%**

Overall customer satisfaction

Last year: 65.3%

# 01.

## Five year summary of financial highlights

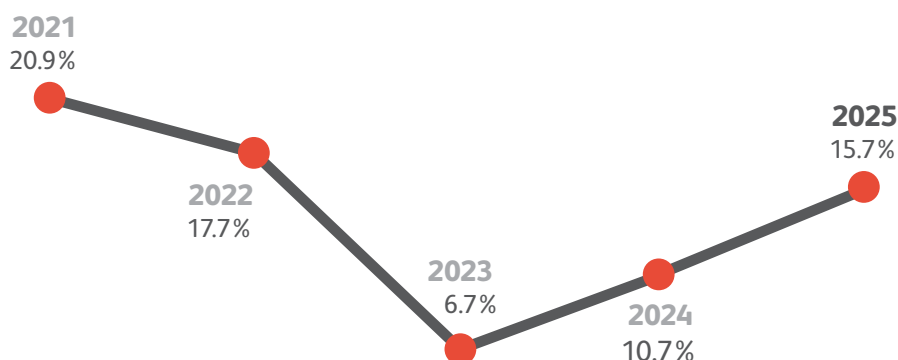
For the year ended 31 March Group		2021	2022	2023	2024 Restated	2025	
	<b>Statement of comprehensive income</b>						
	Turnover	£'000	374,258	448,141	625,405	647,542	<b>686,095</b>
	Operating surplus	£'000	78,203	79,201	41,619	69,217	<b>108,036</b>
	Operating surplus as a percentage of turnover	%	20.9	17.7	6.7	10.7	<b>15.7</b>
	Surplus on ordinary activities before tax	£'000	49,112	702,718	(12,841)	(14,812)	<b>9,946</b>
	Surplus as a percentage of turnover	%	13.1	156.8	(2.1)	(2.3)	<b>1.4</b>
	<b>Statement of balance sheet</b>						
	Tangible and intangible assets	£'000	2,250,314	3,957,801	4,173,458	4,370,078	<b>4,515,265</b>
	Loans repayable after more than one year	£'000	957,135	2,114,345	2,177,105	2,395,154	<b>2,558,047</b>
	Reserves	£'000	608,452	1,332,014	1,348,749	1,319,718	<b>1,339,111</b>
	<b>Accommodation figures</b>						
	Total housing stock owned and managed	Units	58,671	76,675	76,648	75,626	<b>75,667</b>
	New homes built	Units	766	1,227	1,016	1,479	<b>980</b>
	<b>Key ratios</b>						
	Voids and bad debts – Group (as % of net rental income)	%	3.0	2.9	3.0	3.1	<b>3.4</b>
	Rent and service charge arrears – Group (as a % of net rent and service charge receivable)	%	4.4	9.3	4.1	4.3	<b>5.4</b>
	Interest cover – Association (operating surplus plus surplus on sale of property, property depreciation, amortisation and grant divided by net interest payable)		3.9	3.4	3.03	1.8	<b>1.7</b>
	Gearing – Association (loans as % of historic cost of properties)	%	35.1	44.3	52.8	52.8	<b>52.6</b>

All figures have been extracted from current and prior years' audited financial statements

All figures have been extracted from current and prior years' audited financial statements.

### Operating surplus as a percentage of turnover

Riverside reported an overall operating margin of 15.7% compared to 10.7% the previous year. The improvement in the margin was attributable to the increase in surplus on social housing lettings and reduction in loss on baycroft.



# 02.

## The Board, Executives and Advisors

The Board is responsible for Riverside’s overall policy and strategy and is committed to integrity and accountability in the stewardship of the Group’s affairs.

### Group Board



Terrie Alafat CBE  
**Group Chair**



Sandy Murray  
**Group Vice Chair**  
(Resigned 30 April 2025)



Paul Dolan  
Co-Optee  
(Appointed 1 May 2024)



Fenella Edge



Kel-Retta Farrell



Pauline Ford  
(Appointed 1 May 2024)



Nigel Holland



Olwen Lintott



Erfana Mahmood



Sam Scott



Mona Shah



Richard Williams  
(Appointed 1 April 2024)

### Movements during the year



Ingrid Fife  
(Resigned 30 April 2024)



Carol Matthews CBE  
Co-Optee  
(Resigned 30 April 2024)



Jules Jackson  
Customer Board Observer  
(Appointed 14 July 2024)

Keith Harkness  
Customer Board Observer  
(Resigned 13 July 2024)





Detailed information can be found about each Group Board member and Executive Director on our website:  
[www.riverside.org.uk/about-us/our-team](http://www.riverside.org.uk/about-us/our-team)

## Executive Directors

(left to right)

Tony Blows  
**Chief Information Officer**

Sara Shanab  
**Chief Strategy & Corporate Services Officer**  
(Appointed 1 July 2024)

Liz Fairburn  
**Chief Customer Officer**  
(Appointed 22 April 2025)

Cris McGuinness  
**Chief Financial Officer**

Ian Gregg  
**Chief Property Officer**

John Glenton  
**Chief Care and Support Officer**

Paul Dolan  
**Group Chief Executive**  
(Appointed 1 May 2024)

## Movements during the year



Carol Matthews CBE  
**Group Chief Executive**  
(Resigned 30 April 2024)



Patrick New  
**Executive Director, Customer Service**  
(Resigned 4 December 2024)



Jehan Weerasinghe  
**Managing Director**  
(Resigned 31 March 2025)



Andrea Thorn  
**Interim Executive Director, Customer Service**  
(Appointed 5 December 2024, resigned 21 April 2025)

## Registered auditors

**BDO LLP**  
Eden Building  
Irwell Street  
Salford  
Manchester  
M3 5EN

## Principal bankers

**National Westminster Bank Plc**  
Liverpool City Office  
2-8 Church Street  
Liverpool  
L1 3BG

## Secretary and Registered Office

Sara Shanab  
2 Estuary Boulevard  
Estuary Commerce Park  
Liverpool  
L24 8RF

## Registered Numbers

Co-operative and Community  
Benefit Society  
Registered Number: 30938R  
Regulator of Social Housing  
Registered Number: L4552

## 03. Group Chair's introduction

Welcome to the 2025 financial statements for The Riverside Group Limited. It is my pleasure to report that, despite the ongoing economic challenges, Riverside has delivered a strong financial performance. We have grown our operating surplus and improved our operating margin to 15.7%, with positive headroom on our financial covenants. This financial strength means we are well-positioned to continue prioritising the quality and safety of our homes for our customers.

Riverside has proven its financial resilience time and time again. While the past few years have tested the entire housing sector, we have continued to grow and adapt. With our 100th anniversary just a few years away, I have every confidence in Riverside's ability to remain a strong, stable, and resilient organisation long into the future - one that continues to provide vital social housing and support to people across the country.

This year has marked a significant milestone as we near the full conclusion of our merger with One Housing Group (OHG). With all former OHG customers now on Riverside tenancies and our teams fully integrated, we are proud to be one organisation. This makes us a truly national provider, with expanded influence and presence across the country. And yet, our local roots and deep community connections remain at the heart of everything we do.

We have made significant strides in delivering our "Forward Together" Corporate Plan, now entering its final year. We have continued to play our role in tackling the national housing shortage, developing just under 1,000 new homes in the year, with almost two thirds of those in much-needed affordable tenures. Alongside this, progress has also been made with removing potentially dangerous cladding from our tall buildings, and we have continued to

progress our regeneration schemes which will see works gather pace in 2025.

As part of our focus to provide a consistent service offer across our geography, new teams have been launched in London to ensure that our customers in that region now have dedicated housing officers that are able to respond to their needs, and we have also maintained a clear focus on enhancing our repairs service, one of the key drivers of customer satisfaction. This has included a full review of timescales to ensure that we are allocating the right priorities to repairs, and enhanced systems have been introduced making it much easier for frontline colleagues to process and resolve issues at the first point of contact.

We know how important it is for customers who live in housing with support services to feel satisfied with the service they receive, particularly our customers who have experienced homelessness and rough sleeping. Having a safe and secure home is only half of the support they receive from our colleagues, and I am so pleased to report that the annual customer satisfaction survey revealed that we received an 87.9% overall satisfaction from our supported customers. This is a great testament to our staff who are focussed on providing excellent support.

I want to also highlight our work with veterans under our Care and Support programme. When the new government was elected in July 2024, funding for Op Fortitude, a programme that provides housing and wraparound support to veterans, became uncertain. Our teams worked tirelessly to secure additional funding, so we could continue to provide vital support for our veterans. I am proud to say we achieved this security in autumn 2024 when the Prime Minister announced it in a speech on veteran's support in November. This is just one



example of how our strategy is delivering real outcomes for the people who need us most.

We have also provided a huge range of support and advice to our customers through our dedicated 'Communities & Livelihoods' strategy supported by the Group's charitable foundation, with positive outcomes achieved particularly in relation to our tenancy sustainment and money advice services.

Looking ahead, we are actively preparing for our next corporate strategy. In the coming year, we will consult, engage, and launch this new plan, and I look forward to working with my colleagues on the Group Board and Executive Team to help shape the future of Riverside together.

One thing that will not change in our plans going forward is our commitment to our customers. Whether it is safety, satisfaction or service standards, our focus remains firmly on meeting the needs of our residents, now and in the years to come. To support this, we have introduced a new resident influence and accountability framework, giving our customers more influence than ever before in shaping the services they receive.

As I reflect on this last year and what is in front of us, I have no doubt that challenges lie ahead, but I have full confidence in our Executive Directors and Group Board to steer Riverside through them. Their expertise and dedication give me great reassurance.

Finally, I want to extend my heartfelt thanks to Sandy Murray for her service on the Board and her contribution as Vice-Chair. Sandy, your insight and commitment have been invaluable. We wish you all the best for the future.

DocuSigned by:

*Terrie Alafat*

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**Terrie Alafat CBE**  
Group Chair

26.08.2025



## 04. Group Chief Executive's statement

It has been just over a year since I joined Riverside as Group Chief Executive, and I'm proud to say we've started to turn a corner. While financial and political challenges persist, Riverside remains a financially stable and resilient housing association. Our financial capability is critical in enabling us to provide high-quality homes and services to our customers.

As I look back on the last year, I think one of the biggest achievements has been the near completion of our integration with One Housing Group (OHG). When we began this process three years ago, we said we would be stronger together, and we're now starting to see the longer-term benefits. As a result of the merger, we've started to see improvements in our financial position, customer engagement, and real momentum in our cladding remediation programme, which remains on track for completion by 2028.

Another important outcome of the merger is Riverside's transformation into a truly national organisation. With strong representation across both North and South regions, our influence in shaping

National Housing Policy has grown significantly. This helps us not only champion the needs of our customers but also advocate for the sector's ability to deliver much-needed homes and focus on critical regeneration projects.

This year, we've been focused on engaging with the newly elected government. Building relationships with new MPs and supporting the government's national housing objectives is central to our mission. We share their ambition to deliver 1.5 million new homes during this Parliament, an ambitious target with considerable challenges, but one we are committed to supporting.

At Riverside, we're doing all we can to support the Government's targets, and I'm pleased to say that this year we delivered 980 new homes. We also continue to make progress on major regeneration projects in both Liverpool and London, which will not only provide new homes but help to revitalise those communities.

Improving customer service also remains a top priority for us. I'm pleased that this year, tenancy satisfaction measures improved across key areas





such as emergency repairs and how well customers feel listened to and are treated fairly, with respect. These improvements are encouraging, and tell me we're on the right track, but we know there is much more to do.

Customer experience starts and ends with our people. That's why our people strategy, focusing on skills, training, leadership development and system improvement, is so crucial to improving customer service. By equipping our colleagues with the right tools and support, we can continue to deliver the high-quality services our customers deserve.

I also believe that diversity is an important factor in improving our services. One of Riverside's greatest strengths is our diversity, of geography, of our people, and of the customers we serve. Diversity makes us stronger, and we will continue to promote it both internally and externally as a core value.

I want to extend my sincere thanks to my colleagues, the Board, and above all, our customers. Your feedback and partnership help us learn, improve, and grow. I look forward to continuing this work together.

Signed by:

*Paul Dolan*

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**Paul Dolan**

Group Chief Executive

26.08.2025



## 05. Strategic report

We seek to transform the lives of individuals by providing quality services and better opportunities, whilst revitalising the places where they live through investing in building more new homes and leading regeneration.

### Overview of the business

The Riverside Group Limited (TRGL) is an exempt charity registered with the Financial Conduct Authority under the Co-operative and Community Benefit Societies Act 2014 and as a Registered Society with the Regulator of Social Housing as a Private Registered Provider. It is the parent organisation of a group of complementary businesses driven by a clear social purpose, with a charitable housing association at its core.

We provide in England and Scotland:

- affordable homes to rent for singles, couples and families;
- care and support for older people, those who are homeless or at risk of homelessness, veterans and other people who are vulnerable and / or facing significant challenges in life;
- affordable homes for sale to shared owners and leaseholders;
- extra services to help sustain tenancies including money advice, employment support and affordable warmth advice; and
- market homes for sale to generate profits to reinvest in our core social business (through commercial subsidiaries and joint ventures).

Each entity within The Riverside Group plays a role in meeting our social and charitable objectives.



Evolve Facility Services Limited	Delivers repairs and maintenance services to Riverside properties.
Prospect (GB) Limited	Builds new homes for sale, the profit from which is reinvested back into Riverside to be used to deliver its charitable objectives.
Irvine Housing Association Limited (trading as Riverside Scotland)	A Registered Provider in Scotland, providing social housing and homes for affordable rent in Irvine and overseeing Riverside's growth strategy in Scotland.
Riverside Estuary Limited	Operates three extra care schemes in Hull.
Riverside Regeneration Limited	Invests on Riverside's behalf in a joint venture partnership with Vistry to deliver new homes in Stanton Cross, Northamptonshire.
Riverside Regeneration (Lambeth) Limited	Invests on Riverside's behalf in a joint venture with Bellway Homes to deliver regeneration in Lambeth, London.
Riverside Regeneration (London) Limited	A vehicle to deliver the building of new homes on land owned by Riverside.
Riverside Regeneration (Bromley) Limited	Invests on Riverside's behalf in a joint venture with Countryside Properties (UK) Limited to deliver regeneration in Bromley, London.
Riverside Regeneration (Southwark) Limited	Invests on Riverside's behalf in a joint venture with Mount Anvil to deliver regeneration in Southwark, London.
CHA Ventures Limited	Invests on Riverside's behalf in a joint venture with Mulalley & Co. Limited to deliver regeneration in London.
Citystyle Living (Victoria Quarter) Limited	Invests on Riverside's behalf in a joint venture with Fairview New Homes Limited to deliver regeneration in London.
One Housing Investment	Invests on Riverside's behalf in a joint ventures with Countryside Properties (UK) Limited and Mount Anvil Limited to deliver regeneration in London.
Citystyle Living Limited	Investment in residential market rent properties.
Riverside Finance Plc	Enables funding to be secured from capital markets through the issuing of bonds listed on the London Stock Exchange, the proceeds from which TRGL uses to meet its core social purpose.
Riverside Consultancy Services Limited	Provides construction services to The Riverside Group Limited.

In addition to these Group companies, Riverside Foundation is a charity closely associated with Riverside which promotes charitable purposes in and around England and Scotland, with an emphasis on areas where Riverside operates. Riverside is the primary donor to the charity and supports the work of its Trustee Board.

More detail of the Group's structure and its activities is set out in note 12 of the financial statements.



## Our Strategy

Our vision is ‘transforming lives, revitalising neighbourhoods’.

We seek to transform the lives of individuals by providing quality services and better opportunities, whilst revitalising the places they live through investing in building more new homes and leading regeneration. Riverside’s strategic planning is currently managed on a three-year cycle and we have just completed the second year of our ‘Forward Together 2023-26’ Corporate Plan.

### Context

‘Forward Together’ sets out the ways in which we will deliver a series of pledges to provide better homes, services and outcomes for our customers.

### Our objectives

Our activities over the period of this plan support the delivery of five clear objectives;

#### Warm and safe, decent homes

- Removing potentially dangerous cladding from our tall buildings.
- Identifying and addressing damp and mould issues.
- Bringing more homes up to a minimum Energy Performance Certificate (EPC) C rating.
- Delivering planned maintenance and improvement works to customers’ homes.

#### Trusted customer services

- Listening and acting to expand engagement opportunities for customers and increase accountability.
- Keeping our promises to deliver better outcomes for our customers through high quality, locally tailored services.
- Improving our customers’ experience, making it easier for queries to be resolved and getting more repairs right first time.

#### Supporting our customers through the cost-of-living crisis

- Preventing evictions and homelessness through proactive tenancy sustainment support that includes an annual £500k emergency grants fund.
- Delivering specialist advice and support services that help people to improve their lives, with Foundation-funded activity focusing on reducing food and fuel poverty.
- Promoting community resilience and empowerment through new and existing voluntary groups that identify and deliver a wide range of local initiatives.

#### Leadership in care and support

- Maintaining our position as a leading provider of supported housing and care.
- Creating a focused and high performing business building on the best of what we do.
- Exiting services where we’re not able to provide best value or achieve viability.



### New homes, better places

- Building new homes to help address the housing need and replace existing stock through regeneration.
- Providing a choice of homes through a range of tenures, with an emphasis on affordability.
- Building high-quality homes that create better places and help reduce our carbon emissions.

The way in which we work is also important and the plan is underpinned by four cross-cutting themes:

- **Value for money/efficiency** – driving down costs to achieve our objectives with the least amount of expenditure on resource, minimising wasted time, money and effort.
- **Equality, Diversity and Inclusion (EDI)** – identified as a new organisational value ('We are inclusive'), promoting a culture in which both customers and colleagues are treated fairly with dignity and respect, ensuring that we are transparent and honest.

- **People** – improving our colleague experience, becoming an attractive employer of choice, where people feel valued and empowered to perform at their best and where they have the appropriate professional qualifications to comply with regulatory requirements.
- **Data and Information** – improving the definition, capture, quality, integration and analysis of the data we hold through well-governed processes. This will inform better decision making through advanced techniques such as Artificial Intelligence and predictive analytics.

The plan is the starting point for all activity across the Group and is accompanied by nine supporting strategies that unpack the detail and will continue to drive delivery up to 2026 and beyond.



## **Forward Together – Year 2 (2024/25) review**

At the end of the second year of our 'Forward Together' Corporate Plan, we have continued to make progress and the following sections provide a high-level summary of activity under each of our objectives:

### **Warm and safe, decent homes**

Work has continued over the year to further embed the Group's Building Safety Framework, which is helping to improve overall compliance and reduce risk, and we remain on track to complete all required safety case reports by the end of the Corporate Plan period. Our cladding remediation programme is also progressing well, and as a result of positive negotiations with original contractors, we are due to commence on the majority of outstanding buildings during the coming year. In relation to increasing energy efficiency of our homes, our first significant retrofit programme to bring c1,100 properties up to EPC C in London, Liverpool, Carlisle and Halton is in the final stages, and we have been successful in securing a further £36m (through the Warm Homes: Social Housing Fund Wave 3) to deliver efficiency upgrades to an additional c3,000 homes by 2028. Whilst there is some way to go, the volume and quality of information held on the general condition and performance of our existing homes is improving at a greater pace, with a scaled-up stock condition programme underway.

### **Trusted customer services**

A key priority under this objective is to improve the ways in which we listen to and act upon customer feedback, and following an extensive review of our existing customer involvement and engagement frameworks, a new co-designed Customer Influence and Accountability Framework has been established. This will transform the ways in which we engage with our customers to ensure that involvement translates into meaningful influence over the services that matter most to them, as well as those we already know are in need of improvement. As part of our focus to provide a consistent service offer across our geography, new teams have been launched in London, meaning that our customers in that region now have housing officers dedicated to their particular neighbourhoods. In terms of repairs, a full review of timescales has been completed to ensure that we are allocating the right priorities to customers' repairs, and this will be explored further. We have also focused on improving our

Customer Service Centre (CSC), with call wait times significantly lower than at the start of the year and work has continued to enhance our digital offer and make it easier for customers to access key services.

### **Support through cost of living crisis**

A key priority under this objective is to do what we can to support the livelihoods of people living in the communities in which we work, and although we have undertaken value for money and social value reviews of our services, which has resulted in a redistribution of some resources and a reduction in capacity, a wide range of activity has been delivered over the past year. This included initiatives focused on nutritional wellness, furniture solutions and digital inclusion, in addition to the creation of 'support directories' published on our website detailing services delivered by other agencies that customers may benefit from. Additional support has been provided through our financial inclusion service that works proactively with existing and new customers to tackle money, debt, and fuel poverty, as we seek to achieve a measurable increase in household incomes, lower bills and a reduction in evictions. The distribution of an annual £500k emergency grants fund ("Helping Hand") has also helped people to secure white goods, food shopping and energy vouchers.

### **Leadership in Care and Support**

At the end of the second year of the Forward Together Corporate Plan, significant progress has been made in delivering our key objectives of integration, consolidation and financial viability, and a new case management system is enabling us to work more effectively to provide the best possible support to our customers. A wide range of impactful stakeholder engagement activity has also been undertaken, and following a targeted, multi-channel lobbying campaign, the Prime Minister announced £3.5m of additional funding for our Op Fortitude referral pathway and dedicated wraparound services for veterans. We hosted a private round table event with Homeless Link and key MPs at the Labour Party Conference in September 2024 and presented at the Ending Homelessness and Older People and Housing All Party Parliamentary Groups (APPGs). Some of our supported services were subject to visits by MPs throughout the year, and we have had continued success with placing thought leader and opinion piece articles in targeted media. Our focus for



the coming year will be on high impact projects that include completing our Retirement Living Investment Programme (RLIP) and delivering our 2025/26 Supported Housing Asset Review (SHAR) project.

### New homes, better places

It remains the Group's position to progress cautiously in terms of developing new homes as we balance the provision of new, affordable homes with building safety works and maintenance of existing properties, against a backdrop of rising costs and increased regulatory requirements. Although our longer-term development aspirations have been scaled back, the number of homes completed in the year has remained relatively stable at 980, with c60% of these affordable units (i.e. non-market sale). All developments in our Affordable Homes Programme (AHP) 2021-26 that we are delivering in partnership with Homes England (HE), have now started on site, including a 130 home extra-care scheme in Sandbrook. With reference to our regeneration activity, we have secured detailed planning permission for our proposals in Runcorn and Southwark that will start on site in the summer of 2025. In London more generally, nine schemes are progressing at different rates, with works underway at a number of sites and the first completions due in the coming year.

Our progress in delivering the Corporate Plan is also monitored against 30 metrics, a sample of which are included in addition to the mandatory VfM measures in the 'Business Effectiveness: Value for Money' section (on page 28).



Our business environment

The following paragraphs explain the environment in which Riverside operates.

Risk management

Risk management is well established and ‘live’ within our business. Riverside conducts its business in a prudent manner and we take all necessary steps to protect social housing assets against undue risk.

Risk appetite

Group Board has agreed a set of risk appetite statements. In particular, Riverside calibrates its appetite for risks which threaten its financial viability by setting a series of business ‘Golden Rules’ covering gearing, interest cover, liquidity and operating margin. In addition, the Investment Policy sets out the maximum proportion of reserves which can be invested in commercial activities.

Risk oversight

The risk register is a standing item at every meeting of Group Board and Group Audit & Risk Committee. The risk register gives a clear line of sight between risk, mitigation and assurance. Board sub-Committees oversee risk registers focused in their own areas of responsibility. A summary of the strategic risks is set out below:

Risk		Key mitigations	
1	<b>Finance resilience</b>		
	<p>The uncertain economic environment poses a continuing challenge to delivering our ambitions.</p> <p>Finance underpins many risks including customer expectations, investing in our stock and adds to the challenge of meeting new legal and regulatory requirements.</p>	<p>The business plan is robustly stress tested against a range of adverse scenarios and includes tiered mitigation strategies to respond to adverse events.</p> <p>The Treasury Policy and Strategy are updated annually.</p> <p>Finance Business Partners facilitate a robust challenge on budget holders.</p>	
2	<b>Customers trust</b>		
	<p>We acknowledge there are gaps in our delivery of consistent high quality service that customers trust especially around communication and keeping customers informed. Repairs, complaint handling and service charges are inherent drivers of dis-satisfaction.</p>	<p>Customer KPIs are scrutinised by the Care &amp; Support and Customer Experience Committees.</p> <p>A range of improvement plans are in place including customer satisfaction, complaint handling, service charges and repairs.</p> <p>We are establishing a new customer influence and accountability framework.</p> <p>Emergency response plans are in place and have been tested.</p>	

Risk	Key mitigations
<p><b>3 Building safety</b></p> <p>We have no appetite for harm to customers, colleagues and others.</p> <p>We have an extensive range of responsibilities to keep customers safe including asbestos, gas, electrics, fire, legionella, lifts, lighting, door entry systems, play areas and the external landscape.</p>	<p>A compliance framework is in place including skills, technology, data quality, national supply chain and external quality assurance.</p> <p>Boards and Committees set ambitious compliance targets and robustly scrutinise performance.</p> <p>A programme of routine inspections is in place for schemes and communal areas.</p>
<p><b>4 Quality and sustainability of homes</b></p> <p>The current external focus of the quality of social housing stock is unprecedented. We know we have properties that do not meet the standards our customers expect and have gaps in our data around stock condition.</p> <p>We are facing a series of cost pressures including demand for responsive repairs, properties of concern and supply chain. Awaab’s law will bring mandatory timescales initially for damp and mould from October 2025 before being extended to other hazards.</p>	<p>An accelerated survey programme is underway to ensure we prioritise stock investment in the right areas.</p> <p>We have a strategic stock rationalisation programme focusing on geographic outliers and financially unviable homes.</p> <p>We have invested in our arrangements for dealing with damp and mould including training, predictive analytics and follow-up.</p>
<p><b>5 Development and regeneration</b></p> <p>Higher cost of capital and lack of grant funding threatens the Government agenda of building 1.5m homes over the life of the Parliament.</p> <p>The uncertain economic environment impacts on the development and regeneration programme creating risks around cost pressures, contractor solvency and sales.</p>	<p>All schemes are approved at a series of five gates by the executive Development and Investment Appraisal Panel (DIAP).</p> <p>Contractor financial health is monitored and a risk mitigation strategy is in place in the event of contractor bankruptcy.</p>
<p><b>6 Systems, Data and CyberResilience</b></p> <p>Geopolitical uncertainty heightens the inherent risk of CyberAttack. At the same time any loss of data, whether accidental or through theft, could lead to harm to customers and others.</p> <p>AI represents both a risk and an opportunity, and the business is establishing an appropriate governance framework.</p>	<p>A range of technical security solutions are in place which are overseen by the Cyber Security Steering and Working Groups. Periodic external penetration tests are carried out.</p> <p>Our Digital strategy aims to deliver an agile experience which meets industry best practice for availability, security and resilience.</p> <p>We are rolling out an Information Governance Strategy which will ensure high quality data, one version of the truth and compliance with data privacy regulations enabling Riverside to be an information and insights led organisation.</p>



Risk	Key mitigations
<div data-bbox="73 248 113 338">7</div> <div data-bbox="140 275 349 302"><b>People experience</b></div> <div data-bbox="140 322 571 439">Failure to embed Our Riverside Way throughout the colleague lifecycle could lead to inconsistent behaviours and poor customer experience.</div>	<div data-bbox="689 275 1422 333">People metrics are scrutinised by Boards and Committees and include sickness, attrition, diversity and inclusion.</div> <div data-bbox="689 351 1401 409">Our People Plan sets out how we will become an employer of choice where colleagues feel valued and empowered.</div> <div data-bbox="689 427 1442 515">Periodic colleague surveys take place. Results are cascaded to leaders and the People Services Business Partners facilitate the development of improvement plans.</div>
<div data-bbox="73 595 113 685">8</div> <div data-bbox="140 595 316 622"><b>Care &amp; Support</b></div> <div data-bbox="140 642 620 790">We acknowledge and accept that a degree of risk is inherent in our services which support a diverse customer group including ageing, ill-health, addictions, homelessness or the threat and experience of violence and abuse.</div> <div data-bbox="140 808 614 925">At the same time, commissioners are seeking to make savings on the cost of care and support contracts leading to downward pressure on margin.</div>	<div data-bbox="689 595 1433 683">A scheme quality framework is in place including policies, procedures, self-assessments, quality audits and the ongoing work of the Quality &amp; Compliance team.</div> <div data-bbox="689 701 1428 761">A model to measure scheme profitability has been developed with the output having visibility at Care &amp; Support Committee.</div>





## Being a responsible business

As a leading national provider of social and affordable housing, Riverside is about so much more than bricks and mortar. We have an impressive track record of investing in added-value activities for individuals and communities to deliver measurable positive outcomes. Our Riverside Way summarises our values, our strong sense of social responsibility and accountability to customers; We Care, We are Inclusive and We are Trusted.

We continue to use the Sustainability Reporting Standard as a framework. Our latest ESG (Environmental, Social and Governance) report provides an overview of activity over our financial year ending 31 March 2024, and is our first report to provide group-wide results since merging with One Housing Group, and will therefore act as a new baseline report. The report shows the significant progress we have made on our ongoing ESG journey across all areas. We will publish our next combined report which will showcase our activity over the financial year ending March 2025 in the autumn.

We are inherently committed to being ethical and social. Through the Riverside Foundation we deliver a range of initiatives and outcomes which ultimately improve the lives of people or households.

During 2024/25, Riverside Foundation enabled Riverside to deliver projects which:

- provided 735 customers with employment and training advice, including 172 job starts.
- supported Riverside to deliver projects which delivered £4.51m in cash gains to people through Money Advice, Affordable Warmth and Affordability Services.
- provided support to 672 customers to help them to sustain their tenancy.

Through the Helping Hand Fund just over 4,000 awards were made to customers totalling over £530k providing support with one off purchases, such as fuel top up vouchers, white goods, food vouchers and furniture. The Riverside Foundation Community Fund supported 85 applications in 2024/25 providing just over £160k of funding to community projects. Through the Community Fund a wide range of activities were provided within communities including community events, warm hubs, environmental projects and initiatives for young people.

Other projects supported during 24/25 include a tutoring programme for primary school children and their families in London and projects for young people in Stoke and Workington.

Our Group Procurement policy commits to encouraging our supply chain to provide opportunities of employment, work experience, training, volunteering/apprenticeship programmes or contributions to the Riverside Foundation. Our procurement activities and guiding principles are in line with the requirements of the Public Services (Social Value) Act, as well as the Procurement Act, which, became law in February 2025.





## Our business performance

Against a tough economic backdrop, we have managed to significantly grow our operating surplus, operating margin and have a good amount of headroom on our financial covenants.

Riverside continues to invest in housing supply and improvements to existing stock. The Group balance sheet remains strong and healthy. The 2025 financial performance reports a net surplus for the year.

### Statement of comprehensive income

The detailed results for the year are set out in the consolidated statement of comprehensive income on page 65 and the notes to the financial statements on pages 72 to 153. The following table provides a summary of the Group's results:

For the year ended 31 March	2025	Restated 2024
	£m	£m
Group turnover	<b>686.0</b>	647.5
Operating costs	<b>(601.8)</b>	(599.6)
Surplus on sale of property	<b>23.8</b>	21.3
Operating surplus	<b>108.0</b>	69.2
Net interest payable	<b>(101.8)</b>	(93.5)
Share of operating profit/(loss) in joint ventures	<b>2.7</b>	7.8
Other movements	<b>1.0</b>	1.7
Surplus/(deficit) for the year before tax	<b>9.9</b>	(14.8)
Other comprehensive income/(loss) and tax	<b>9.4</b>	(14.2)
Total comprehensive income/(expenditure)	<b>19.3</b>	(29.0)
Operating margin %	<b>15.7%</b>	10.7%

Turnover from social housing lettings accounts for 80% of total turnover and continues to comprise the majority of the Group's turnover. Turnover from other social housing activities accounts for 11% of total turnover and non-social housing activities 9%.

Operating surplus increased year on year from £69.2m to £108.0m and operating margin improved from 10.7% to 15.7%. During the year, rents increased by 7.7% in line with the sector rent cap and the operating surplus on social housing lettings increased in year by £12.1m. Additionally, the operating surplus on non-social activities improved due to nursing homes being sub let to a registered care provider. Surplus from sale of property improved by £2.4m due to a focus on strategic disposals.

Net interest payable continues to be high in comparison to more recent years due to increased borrowing and higher interest rates.

## Statement of cash flows

The consolidated statement of cash flows is provided on page 68 and supporting details can be found in the notes to the financial statements on pages 72 to 153. The following table provides a summary of the key elements:

For the year ended 31 March	2025	Restated 2024
	£m	£m
Net cash inflow from operating activities before interest and tax	<b>157.2</b>	103.5
Net cash generated from operating activities	<b>36.5</b>	(11.4)
Net cash outflow from investing activities	<b>(134.6)</b>	(156.7)
Net cash inflow from financing	<b>103.6</b>	183.9
Increase / (Decrease) in cash	<b>5.5</b>	15.8
Opening cash	<b>47.8</b>	32.0
Closing cash	<b>53.3</b>	47.8

The cash generated from operating activities, property sales, disposal of fixed assets and grants has been invested in the supply of new housing, other fixed assets and improvements to existing properties. Net cash outflow from investing activities was £134.6m with £71.8m cash paid for housing construction and £122.9m cash paid for expenditure on capitalised improvements both being the largest elements. Gross investing expenditure was offset by grant income of £35.6m. The cost of servicing the Group's debt increased compared to 2024 due to an increase in borrowing and higher interest rates.

There was a net cash inflow from financing as new loans raised of £251m exceeded loan principal repayments of £147.4m. The cash holding at year end stood at £53.3m, an increase of £5.4m on last year.

The available cash will be used to fund further investment in new and existing housing stock.



Balance sheet

The consolidated balance sheet is provided on pages 65 to 66 and supporting details can be found in the notes to the financial statements on pages 72 to 153. The following table provides a summary of the key elements:

For the year ended 31 March	2025	Restated 2024
	£m	£m
Fixed assets and investments	4,802.0	4,670.4
Current assets	444.6	440.2
Total assets	5,246.6	5,110.6
Creditors	(3,882.0)	(3,760.5)
Provisions	(25.5)	(30.4)
Reserves	(1,339.1)	1,319.7
Debt per unit (£'000)	34.6	33.4

The balance sheet remains strong. The Group continues to invest in housing supply and improvements to stock. Total assets of £5.3bn include the net book value of housing properties held by the Group which stands at over £4.4bn.





### **Our borrowing structure and interest costs**

The year ended 31 March 2025 was one of consolidation and risk management, given the continued volatility in the financial markets and relatively stubborn interest and inflation rates.

Revolving Credit Facilities (RCF) with core lenders were extended during the year, alongside the raising of an additional £225m in new finance; £75m as a short tenor Private Placement and a new £150m RCF with ABN Amro, the first facility in Riverside's portfolio capable of adding sustainability KPIs. Meeting the KPIs will give a small reduction in the interest margin, with no penalty for missing them. At the reporting date £175m of the new finance was drawn with £50m still available to drawdown on the RCF with ABN Amro.

A conscious decision was made during the year to delay the issuance of a new bond in the Capital Markets due to the ongoing volatility associated with gilts. Given that liquidity levels remain strong, interest savings could be made by delaying the raising of further new debt into the new financial year. This sees the start of a shift away from the historic position of Riverside funding a three year window in one-go, to an approach of raising funding nearer to when it is needed, whilst the wider economic environment in which Riverside operates remains challenging, this is in order to balance risks, including the cost of carry versus liquidity. We expect this approach to be relatively short term

and would look to return to funding longer periods in advance once the wider economic climate is more benign.

This slight change in tack remains in line with the Group's treasury policy, which aims to minimise refinancing risk. The Group currently has to repay £913m (2024: £875m) of loans over the next five years. This represents 35% (2024: 34.7%) of drawn debt. At the report date, the Treasury team were in discussions to extend (both tenor and quantum) another RCF which would otherwise mature in the next financial year. Further debt will be raised in the coming financial year. Market conditions and interest rate sentiment will be monitored before Riverside considers the most appropriate mix of term loan, private placement, bond or other funding options. However, in order to keep the right mix of debt types and tenor in the portfolio, a new bond issuance is a likely possibility, potentially hedging short term interest rates with swaps.



## Supply Volume Summary

	1 April 2024						31 March 2025	
	Opening Unsold Units	Affordable Homes for Riverside	Affordable Homes for other RP's	Shared Ownership Homes	Market Sale Homes	Section 106	Closing Unsold Units	Total Delivered
Riverside		368		183	–		–	551
Prospect	(4)	–	–	–	52		7	55
Compendium	(5)	–		–	48		20	63
Stanton Cross	(1)	–		–	204	–	8	211
Other joint ventures	–	–		–	100	–	–	100
<b>Total</b>	<b>(10)</b>	<b>368</b>	<b>–</b>	<b>183</b>	<b>404</b>	<b>–</b>	<b>35</b>	<b>980</b>

New supply delivered – social housing units (VfM mandatory metric 2a)	551
New supply delivered – non-social housing units (VfM mandatory metric 2b)	55
Other	374
<b>Total</b>	<b>980</b>

### Our development

As set out in our current 'Forward Together' Corporate Plan, building decent, affordable homes is fundamental to our purpose, not only in helping to address the shortage of housing across the country, but also in creating better places for people to live. Whilst the scale at which we can do this will be determined by factors including costs, inflation and wider budget challenges linked to building safety and decarbonising existing homes, building new homes remains a key priority for the Group. This is something we will do increasingly as part of our long-term regeneration programmes in Runcorn and London, where plans are progressing to improve neighbourhoods through schemes that will take up to ten years to complete.

Over the past year we have delivered 980 units as shown in the table above.

During 2024/25, there were 551 homes developed by Riverside for affordable rent and shared ownership which was broadly in line with the budget.

Prospect, a Riverside subsidiary, sold 52 homes and handed over 61 new affordable homes to Riverside.

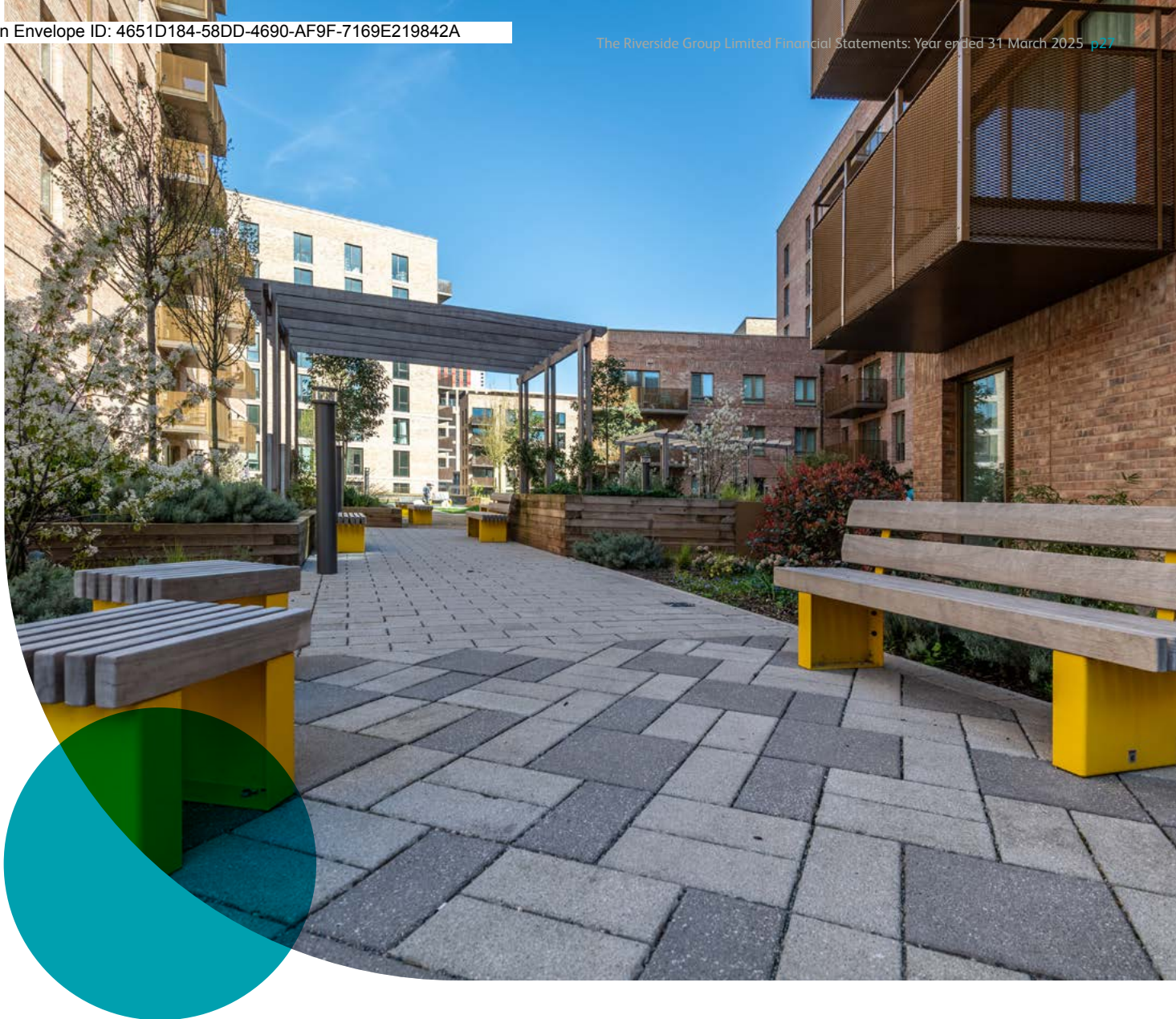
During 2024/25, Compendium Living (one of our joint venture companies) focused sales activity on two key sites at Ings in Hull and Castleward where 48 sales were achieved in the year and there are three forward sales agreed. Work has commenced on the next phases of Castleward and Ings with 53 open market sales budgeted for 2025/26.

Riverside entered into a joint venture agreement with Vistry Group in 2019 for a large mixed tenure development at Stanton Cross, Wellingborough. Sales in 2024/25, the fifth year of the development have progressed well with a further 208 sales added to the 485 sales achieved in previous years.

The development at Geoffrey Close, Lambeth is now on site and will develop 441 homes in conjunction with our joint venture partner Bellway. Construction works are progressing and first handovers are forecast for January 2026.

The development at Pike Close, Bromley is now on site and will deliver 170 homes, in conjunction with our joint venture partner Countryside Partnerships. Handover of the first block was taken in February 2025 and preparation works for the second block are progressing.





The development at Calverley Close, Bromley is now on site and will deliver 275 homes, in conjunction with our joint venture partner Countryside Partnerships. The first phase of handovers is forecast for September 2025.

We are now in joint venture with partner Mount Anvil on Friars Close in Southwark, all residents have been rehoused temporarily while construction works are carried out. Demolition of the existing blocks is forecast to begin in July 2025.

The joint ventures with Mulalley & Co at Granville and Ladderswood are continuing and will deliver at least 649 homes. Final handovers are forecast to be received by the end of 2025 on Granville and 2027 on Ladderswood.

The development at Victoria Quarter is now on site and will deliver 449 homes, in conjunction with our joint venture partner Fairview New Homes. The affordable homes on this scheme will be purchased by Sovereign Network Group. Works on site are progressing with 43 open market sales being achieved in 2024/25

The development at Camden Goods Yard will deliver up to 456 homes. In conjunction with our joint venture partner Countryside Partnerships, we are targeting the submission of planning permission in May 2025.

We are now in contract with our joint venture partner Mount Anvil in relation to the Tiller Road scheme which could deliver up to 351 new homes. A planning application for the 351 new home scheme was submitted in April 2025.

## Business Effectiveness: Value for Money (VfM)

### Our approach

Riverside's approach to Value for Money utilises the three key components of 'value for money' as set out in the Regulator of Social Housing's (RSH) VfM Code of Practice 2018. These are:

**Economy:** this is about minimising the cost of resources, whilst ensuring the desired level of quality is maintained. For Riverside this is fundamentally about procurement and workforce related costs.

**Efficiency:** this is about processes and how efficient they are in achieving the desired outcomes from both a cost and quality perspective. This is fundamentally about how the workforce is organised, the processes and systems they use and how these are improved over time to create better products and services at minimum costs. For Riverside, this is about the way we structure the business, organise our teams, the systems and processes we deploy, and how we improve them.

**Effectiveness:** this is about the outcomes we achieve. How good the final products and services we deliver are and whether they satisfy our customers – both in terms of the benefits they deliver and the costs. In addition, this is about defining our outcomes and planning how we achieve them. For Riverside, this is about our planning and performance management frameworks and then the actual outcomes we achieve as demonstrated by the RSH's value for money metrics.

We take an approach to improving value for money that is fully integrated into the way we run the organisation. Our corporate, business planning and performance management frameworks clearly set out and measure what we want to achieve for our customers, prospective customers and communities. We have adopted a blend of metrics that combine physical outputs, customer and colleague sentiment, and financial performance, and how we manage and optimise our people, financial resources and processes required to achieve these goals. This is the Riverside definition of achieving true value for money.

Our Corporate Plan focus is on driving value adding activity, as opposed to cost reduction, to deliver the best outcome for customers. We do, however, have targets against each of the mandatory VfM metrics set by the Regulator for Social Housing. The targets are calculated using the Riverside Business Plan.

### The metrics

To demonstrate the progress we are making, here we report performance against the seven VfM metrics defined by The Regulator of Social Housing. This transparent approach enables:

- Measurement against the targets we have set ourselves and our previous year's (2023/24) performance to show direction of travel.
- Comparison against sector norms. We use this type of measurement to drive activity we set out through our action plans.

The Regulator's mandatory metrics are finance and supply based and do not cover the breadth of our objectives, in particular those focusing on outcomes for customers and communities.

To address this, we have supplemented them with additional measures, drawn from the Group's Corporate Plan to review progress against our objectives for the period to 2025.

## Commentary on metrics

The following table summarises the results for both the mandatory and additional metrics.

Value for money mandatory metrics	Group				
	2024/25 Result	2024/25 Target	2023/24 Result	2023/24 Benchmark	2025/26 Target
Efficiency					
Reinvestment %	4.7	7.0	6.7	8.5	6.8
New supply delivered (social housing units) %	0.8	0.8	1.7	1.8	0.6
New supply delivered (non-social housing units) %	0.07	0.1	0.1	0.1	0.1
Gearing %	58.2	60.7	58.1	48.3	61.5
Headline social housing cost per unit	£8,091	£8,792	£7,564	£5,340	£8,843
EBITDA MRI interest cover % (1)	40	15	45	96	5
Operating margin (social housing lettings) %	9.6	3.7	7.7	23.7	4.0
Operating margin (overall) % (2)	12.2	12.0	8.6	18.4	12.4
Return on capital employed %	2.2	2.3	1.8	2.6	2.4
Value for money additional metrics (Riverside only)	2024/25 Result	2024/25 Target	2023/24 Result	2025/26 Target	
Warm and safe, decent homes					
Customer satisfaction that the home is well-maintained %	61.8	62.6	61.5	64.5	
Trusted customer services					
Overall customer satisfaction %	60.6	65.9	61.4	70.4	
Support through cost-of-living crisis					
Number of customers supported through all advice and support services	9,074	N/A	10,792	N/A	
Leadership in Care and Support					
Customer satisfaction with Care and Support services %	76.6	75.6	72.8	79.7	
New homes, better places					
Number of new homes started	334	1,233	964	1,217	

Figures reported in this section are based on the Regulator's VfM metric definitions.

- 1) EBITDA MRI Interest Cover % – Excluding £107m capitalised major repairs from the calculation of the 2024/25 outcome would increase interest cover to 127%.
- 2) Operating margin % – The operating margin reported in this section excludes profit from sale of fixed assets. Group operating margin reported in other areas of the financial statements includes profit from sale of fixed assets.



### The Mandatory Metrics

We have benchmarked our performance using The Regular of Social Housing 2024 Benchmarking tool. The benchmarking population includes Housing Associations with greater than 20,000 units and at least 4% of stock being supported housing. The benchmark applied is the median for this group. The benchmark data is for 2023/24, which is the latest information available.

### Reinvestment

Riverside is generating substantial surpluses which strengthen our balance sheet and enable us to re-invest in new and improve existing homes. In 2024/25, Riverside reinvested 4.7% of the total value of our housing assets in this way. During the year we spent £100m on development of new properties and a further £107m was spent on reinvestment in our existing housing stock. Whilst reinvestment has reduced compared to the previous year, there has been an increase in the value of reinvestment in our existing housing stock.

#### Performance Improvement:

Investment spend is planned to increase marginally to 6.8% of the value of our housing assets for 2025/26. Investment includes spend to maintain our stock, to ensure we meet all regulatory compliance requirements and complete our Retirement Living Investment programme. The programme includes significant investments on fire safety works on our tall buildings.

Whilst not part of the reinvestment metric, spend is also planned for responsive repairs, void works and cyclical repairs. We will also continue with a five year £25m programme of major improvements to our larger supported housing schemes, and complete a longstanding programme of improvements to our retirement living housing.

**Target for 2025/26:** 6.8%

### New supply delivered

Because of the regulatory definition, our overall supply figure is under reported by 374 homes, as it excludes the output of our JV's.

During the year, we delivered 551 social housing homes including 183 properties developed for shared ownership. This is in line with the target we set. Of the total, 176 units were delivered under the GLA Affordable Homes Programme as we continued to focus our investment in core areas.

During the 2023-26 Corporate Plan, we will continue to develop homes for outright sale to enable cross subsidy, which balances the risks and ensures the development programme remains financially sustainable. During the year there were 429 'non-social' home completions, which was an increase from the previous year's figure of 199. Of the total, only 100 homes developed by CHA Ventures Limited and 55 homes that were developed for market sale by our commercial house building subsidiary, Prospect, are included in the non-social housing unit supply figure, the remainder being delivered by our Joint Ventures. The reported non-social housing supply figure is close to the target set and our benchmark group, adding back the homes delivered by Joint Ventures take us significantly above the target and benchmark group.

#### Performance Improvement:

In 2023-26 we will continue to be a significant housebuilder to meet local needs, but due to adverse economic factors and the increasing cost of stock reinvestment, this will be at a smaller scale than originally planned – at least in the short-term. We had already anticipated this possibility in the Corporate Plan, signalling the need for constant review of the scale of our programme. Our focus will also change, as increasingly our programme prioritises the reprovion of existing homes to build better places through large scale regeneration. The homes we build will be more energy efficient and fit for the future.

This 2023-26 plan includes homes that broadly fall into three categories:

- Those we are contracted to deliver via Homes England and Greater London Authority strategic partnerships;
- Regeneration plans where we have made promises to customers; and
- Obligations via Joint Ventures, alongside Prospect.

#### Target for 2025/26:

Social housing 0.6% / 452 homes

Non-social housing 0.1% / 74 homes

### Gearing %

Riverside's gearing has understandably increased from historic Riverside levels achieved prior to the recent merger and currently stands at 58.2%.

Long term debt is currently £2.6bn. Short term loans stand at £52m. The balance of cash held stands at £53m. The NBV of housing properties is £4.4bn. Whilst in line with the previous year figure, gearing is higher than historic levels due to the loan portfolio and debt levels inherited at the time of the merger with One Housing. It was anticipated that gearing would increase as a result of the merger and is expected to remain higher than the premerger levels in the short term, whilst the size of the borrowing portfolio is righted. Riverside still has a strong balance sheet that puts us in a good position to fund our revised development plans as well as investment in existing stock. What has not changed is the collaborative way in which we work with our lenders and investors to assure them that Riverside continues to have significant financial strength and stability, underpinned by our 30-year Business Plan.

#### Performance Improvement:

- Higher than historic levels of debt are still needed as the full integration of One Housing completes, especially with regard to the level of capital investment that has been made into existing stock in the past two years; much of this has been in relation to fire remediation spending, a programme of works not due to complete until 2028. As a result, in the short term, new debt will therefore still need to be issued in the capital markets to both consolidate some of the existing portfolio but also to fund these works. Timing of this issuance will in part be guided by the wider economic environment and the cost of locking into long term debt whilst inflation and interest rates, whilst currently reducing, remain higher than in previous periods. As such, gearing levels are not expected to materially improve until the fire safety works have completed at the earliest.

**Target for 2025/26:** 61.5%



Headline Social Housing CPU

Riverside’s headline social housing cost per home has increased compared to 2023/24, however is below the target for the year.

The higher CPU in 2024/25 is attributable to an increase in major repair activity, which includes significant fire safety expenditure on tall buildings within the legacy One Housing Group stock portfolio. Additionally, the relatively high level of Service Charge cost reflects Riverside’s significant presence in the Care and Support sector. Excluding One Housing Group Fire Safety cost reduces CPU to a little over £7,700 whilst excluding Care and Support cost reduces CPU to close to £5,300. The 2023/24 CPU for an appropriate comparator group was £5,340. It is difficult to benchmark Riverside’s CPU inclusive of service charge cost as there are very few providers with a similar proportion of supported housing and housing for older people.

Social housing cost per unit analysis (£/unit)



The increase in the 2025/26 target reflects our continued commitment to investing money in our housing stock for the benefit of current and future customers.

Performance Improvement:

- Performance improvement measures are the same as those set out for interest cover.

Target for 2025/26: £8,843

Interest cover (EBITDA MRI) %

Our EBITDA MRI has reduced from 45% to 40%, though it was ahead of target. The increase in The Group operating surplus was offset by an increase in capitalised major repair expenditure, and a small increase in interest payable and financing cost.

Our EBITDA MRI is influenced by higher costs and the lower operating margins associated with our labour-intensive Care and Support business. Our typical level of EBITDA MRI is also the product of a relatively low rent base, especially in the North West of England.

Performance Improvement:

- Reduced management and overhead costs delivered through an ongoing focus on optimising our organisational structure and reducing operational costs. This includes leveraging cost efficiencies gained through the merger. This will be partly offset by increasing interest costs.
- Delivery of the asset management programme which will see a gradual shift in asset values through our development and acquisitions programme, and the disposal of lower value assets.

Target for 2025/26: 5.0%



### Operating Margin

Riverside reported an overall group-level surplus (excluding contribution from disposal of fixed assets) of £84.3m. This represented an increase in the overall margin to 12.2%.

The group level operating surplus from social housing lettings increased to £53.2m which resulted in the margin increasing to 9.6%. The increase in the surplus generated from social housing was the main reason for the improvement in the overall operating margin. Profit from sale of shared ownership properties contributed £9.3m to the overall margin and other social housing activities recorded a surplus of £7.4m.

There was a profit of £14.5m from non-social housing activities of which the largest contribution was profit of £11.8m from non-social housing letting.

As referred to previously within our social housing business, neighbourhood services (general needs rent and shared ownership) have a margin which is much higher than the level generated by our Care and Support business stream, which significantly suppresses our operating margin on social housing lettings. Care and Support have a very different business model being resource intensive, and where contracted income and service charge income account for a large proportion of turnover.

### Performance improvement:

- Improved commercial sales performance and profit margins, from both Prospect's and our joint venture enterprises.
- Other cost reduction measures are included in the commentary on interest cover.

We plan to retain and consolidate our care and support business streams. Growth will be focused on our areas of expertise where our margin expectations must be realised.

**Overall Target 2025/26: 12.4%**

**Social Housing Target for 2025/26: 4.0%**

### Return on Capital Employed

Our Return on Capital Employed increased to 2.2%. The increase in the overall operating surplus was the biggest reason for the improvement. Total assets less current liabilities increased slightly and are valued at £5.0bn.

### Performance Improvement:

- Performance improvement measures the same as those set for overall operating margin.

**Target for 2025/26: 2.4%**



## Our Additional Value for Money Metrics

### Satisfaction that the home is well-maintained

Although below target, performance has shown some positive movement from the previous year as we continue to invest in improving the quality of our customers' homes, both in terms of our planned maintenance programme and responsive repairs service.

A key priority in the year was to reduce repairs backlogs and bring some stability to our London region in particular, where the appointment of a new contractor is helping to deliver a more consistent service. This has contributed to a slight increase in the level of satisfaction with repairs as well (a key driver of performance against this measure), and in terms of our transactional survey (based on customers' latest repair), we finished the year reporting an outcome of 86%. Action has also been taken to improve the level and quality of information held around the condition and performance of our homes, with a contractor in place completing a greater number of surveys that will enable us to identify our investment priorities.

Advancements in our reporting capability is providing greater visibility around issues in customers' homes that need to be remediated as we continue to focus on driving further progress during the coming year.

## Overall customer satisfaction

Although the overall level of satisfaction with our services is not meeting the standards our customers expect, significant progress has been made in a number of key areas as we seek to drive improvement, something that we acknowledge will take time. Indeed, through our dedicated 'Customer Experience' strategy, we have maintained a clear focus on enhancing our repairs service, one of the key drivers of performance against this measure. This has seen a new 'Job Management System' go live in the year, bringing together multiple sources of data, with improved functionality and reporting capability making it much easier for frontline colleagues to process and resolve issues at the first point of contact. We have also been trialling video technology to more accurately diagnose repairs and are reviewing response and resolution times to meet customer needs.

In our Customer Service Centre (CSC) we have also taken concerted action to increase the level of queries resolved at the first contact, something we now have greater visibility of in terms of reporting and more advanced systems are channelling customers to the right place. Call wait times have reduced to some of the lowest levels we have achieved consistently throughout the year, and the rate of abandonment is also falling. Our dedicated customer digital strategy retains a key focus on expanding the capability of our (MyRiverside) self-service portal to increase the number of queries that can be self-served by customers, and important work continues to improve our approach to service charge management.



### Number of customers supported through all advice and support services

It has been another strong year in terms of the number of people that have received a range of advice and support through the services we provide, and although the reported outcome shows a reduction from the previous year, it should be highlighted that ongoing work to integrate systems and processes has impacted our ability to capture every instance of support. As such, the figure of 9,074 doesn't fully reflect the true position in a year in which we maintained our focus on supporting customers with money, affordable warmth and employment/training advice backed by the Group's Foundation.

We also delivered initiatives that included the provision of furniture, food and fuel vouchers, as well as projects focused on nutritional wellness and digital inclusion. Our dedicated tenancy sustainment service continued to be successful in helping people to retain their tenancies, with extremely high outcomes rates achieved.

We remain outcome focussed and aim to deliver sustainable, lifechanging solutions for customers, which can mean an extended or intense period of support, and this will impact the volume of customers we can assist in any one year. The roll-out of an enhanced case management system will ensure all projects and beneficiaries are captured going forward.

### Customer satisfaction with Care and Support services

Full integration has been achieved across our Care and Support functions in the year, and this has helped to drive further improvement in the overall level of customer satisfaction with the services that we provide for more than 13,000 people. This has been supported by the successful implementation of a new support platform that provides a full

360-degree view of customer interactions and touchpoints in one system, making it much easier to complete tasks and freeing up time to spend with customers.

Excellent satisfaction scores were also achieved through bespoke Supported Housing and Care satisfaction surveys that were carried out, and our dedicated Customer Pillar Delivery Group continues to oversee progress.

### Number of new homes started

Whilst the number of new homes we have completed in the year has remained relatively stable, and broadly in line with target as shown in the mandatory new supply metrics, the overall level of starts has fallen short of original assumptions.

Although our longer-term development aspirations have been scaled-back as we continue to invest in building safety and maintenance of our existing homes, performance this year was impacted by delays to a number of our larger sites.

The underlying issues are being resolved to enable works to get underway over the coming year on several schemes that will deliver a mix of affordable, shared ownership and open market sale homes, including a significant proportion through modern methods of construction (MMC).

The overall number of starts is therefore forecast to increase over the final year of the current Corporate Plan, with volumes due to reduce in subsequent years, mirroring a trend that is being seen across the social housing sector.



## How are we doing?

Collectively, our performance against these metrics demonstrates that after an initial period in which our merger with One Housing adversely impacted outcomes (anticipated in the short term), there are clear signs of recovery. Indeed, we have broadly met or exceeded expectations in terms of our VFM targets, achieving healthier margins and a slower than forecast increase in our cost base. Whilst this is promising in the context of ongoing economic challenges being experienced across the sector, further progress is still expected to be gradual as we continue to strike a balance between investment in our existing homes and new development. Riverside is an organisation that:

- Is focused on improving outcomes for customers through front-line services supported by online options and ensuring that customers receive high quality products and services. Though we have seen some modest gains in customer satisfaction, there is still a long way to go to reach the levels our customers deserve;
- Has delivered nearly 1,000 new homes in the financial year ending 31 March 2025;
- Remains totally committed to its values and charitable purpose, supporting some of those in the greatest need living in many of the country's most deprived neighbourhoods. Over the past year, we have continued to provide a wide-range of additional advice and support services to thousands of customers, funded through the Riverside Foundation;
- Has retained a large, supported housing business that provides accommodation for over 12,000 customers, and we are working hard to become more efficient;
- Has significant financial capacity and is working hard to optimise it by improving margins through a culture of continuous improvement that will deliver substantial and sustainable annual savings. Our merger will improve the long-term financial strength of the Group by delivering real value for money benefits;
- Looks to deliver further efficiency through a systematic approach to drive down costs, with better working practices and effective procurement that does not compromise service standards or quality. Over the longer term we are on course to deliver the savings planned in our original merger business case; and

- Manages its financial capacity to ensure long term viability, but seeks to leverage its capacity as it pursues ambitious and substantial investment in improved homes across a range of tenures. Part of this commitment is to complete significant building safety works to higher blocks.

## Our future

Like many of our peers, the year ended 31st March 2025 has continued to be challenging from a financial perspective. However, 2024/25 has seen an increase in Operating Surplus to £108m, Operating Margin to 15.7% with over £4.5bn of assets. We remain confident that these short-term challenges will lead to medium and longer term benefits as we complete the integration and the Fire Safety Programme.

During 2025/26, we will deliver the final year of Forward Together, our Corporate Plan for 2023 – 2026.

We have delivered £8m of reoccurring integration savings, with £15m set to be delivered by 2030. All teams are now integrated, with further integration of systems to be delivered across 2025/26.

Riverside remains a strong and robust organisation.


The board has a reasonable expectation that, based on forecasts and current expectations of future sector conditions, the Group and the Association have adequate resources to continue in operational existence for the foreseeable future.

As a result Riverside continues to adopt a going concern basis in preparing these financial statements.

Statement of compliance

The form and content of the strategic report review has been prepared in line with the Statement of Recommended Practice for registered Social Housing Providers 2018. The statement has also been prepared in accordance with The Accounting Direction for Private Registered Providers of Social Housing 2022.

The strategic report was approved by the Board on 26 August 2025 and signed on its behalf by:

DocuSigned by:  
  
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Cris McGuinness  
Chief Financial Officer

26.08.2025



## 06. Report of the Board

The Board is pleased to present its report and the audited consolidated financial statements for the year ended 31 March 2025.

### Principal activity

The principal activity of The Riverside Group Limited is the provision of affordable homes for rent and shared ownership, together with housing support and associated services for vulnerable and elderly residents.

The Riverside Group comprises several companies with a common, shared purpose. The Riverside Group Limited is the ultimate parent within this Group and is led by a Board of Directors. The Riverside Group Limited has a number of Shareholders drawn from members of its Board, details of whom are given on pages 4 to 5 of these financial statements.

The Group's objectives are carried out for the public benefit as set out in the financial statements. The Board considers legal advice and regulatory guidance when determining the activities that the Group undertakes to deliver these objectives.

As of 1st April 2023, Riverside became the legal landlord of previous One Housing customers and the legal employer of staff at One Housing, with all assets and liabilities having transferred to Riverside.

As of January 2025, the name 'One Housing, part of Riverside' is no longer used as a trading name. This was a major milestone on the integration journey which is bringing the organisation together over the next few years. This will mean that together Riverside can deliver better, more cost-effective services to customers with common standards and processes.

### Events after the end of the reporting period

The Board can confirm that there have been no events since the financial year end that have had a material effect on the financial position of the Group. Non-adjusting events after the reporting period are disclosed in note 33.

### The Board of The Riverside Group Limited

The Board members of TRGL holding office during the period 1 April 2024 to 31 March 2025 are detailed below:

- Terrie Alafat CBE
- Paul Dolan (co-opted member, appointed 1 May 2024)
- Fenella Edge
- Kel-Retta Farrell
- Ingrid Fife (resigned 30 April 2024)
- Pauline Ford (appointed 1 May 2024)
- Nigel Holland
- Olwen Lintott
- Erfana Mahmood
- Carol Matthews CBE (co-opted member, resigned 30 April 2024)
- Sandy Murray (resigned 30 April 2025)
- Sam Scott
- Mona Shah
- Richard Williams (appointed 1 April 2024)

In addition, a tenant observer member attends Group Board meetings:

- Keith Harkness (resigned 13 July 2024)
- Jules Jackson (appointed 14 July 2024)

This appointment is for one year and was filled by Keith Harkness until 13 July 2024, when Jules Jackson was appointed as the Group Board Observer. Also in attendance at Board meetings are the Executive Directors and the Company Secretary.

Membership of the Board comprises 64% women, (2024: 83%), which compares to 51% in the wider population. Board members declaring themselves to have a disability is lower than the wider population and those declaring themselves as having ethnic minority backgrounds is lower than the wider population.



During the year payments made to Board members were £186k (2024: £168k), which represented 0.026% (2024: 0.026%) of annual turnover. Payment of the Group Chair and Group Board members is calculated by taking into account the size of the Group and industry norms. An independent review of Board member remuneration was carried out in 2024, using independent benchmarking data.

The Board (and its committees and subsidiary boards) carry out an annual appraisal of performance and effectiveness in accordance with the adopted Code of Governance. Every three years an independent, external provider is engaged to support the appraisal and bring an objective perspective. An independent specialist facilitated an appraisal of the Board in 2024, outcomes of the appraisal exercise were used as the basis for an action plan to enhance effectiveness.

In 2024, individual appraisals were also carried out to support Board and Committee members in reflecting on their individual performance and identifying opportunities for improvement. Each Board member (excluding the co-optees) is appointed for a fixed term of office of up to three years. Having adopted the NHF Code of Governance 2020, reappointment is now possible for up to a maximum of one additional three-year term. Further extensions are only granted by exception and where there is clear business need.

### **Role of the Board and Committees**

The Board leads the organisation and guards its mission through establishing a culture, values, policy and strategy to deliver Riverside's objectives. It monitors performance against agreed targets within a clearly defined framework of delegation and system of control. It has ultimate responsibility for ensuring that the Group operates in compliance with all relevant law and regulation.

The Board determines what matters should be delegated to the Executive Team or a Committee of the Board and what matters it will reserve for its own consideration and decision. Board members act in the interest of the Riverside Group and not on behalf of any other interest group.

Board members are drawn from diverse backgrounds and are selected to ensure that they bring relevant experience, skills and understanding to the work of the Board. The Group aims to have Boards and Committees which are representative of the wider population in the areas where it works and it is committed to fairness and equality of opportunity.

The majority of Group subsidiaries have their own Board of Directors appointed for their skills, knowledge and experience. These can be both Executive and Non-Executive Directors. The Board has a schedule of six meetings each year for regular business and meets annually to discuss strategy. It also convenes if decisions are required for urgent matters between meetings.

The Riverside Group Limited rules allow attendance by telephone and video conference which facilitates efficient and effective governance. In-person meetings are also held which facilitate rapport that is good for boards and committees, both between members and between officers and members. The Chair also has authority to take decisions on behalf of the Board where a meeting cannot be organised and a timely decision is required.

The Board has established Committees to oversee specific areas of the Group's work. The Board sets the responsibilities and scope of authority of each Committee. Board delegation may allow decision making for certain matters or require that the Committee consider issues and provide advice and assurance to support Board decision-making.

The Committees of the Board are the Governance and Remuneration Committee, the Group Audit and Risk Committee, the Group Treasury Committee, the Customer Experience Committee, the Care and Support Committee and the Group Development Committee, all of which are composed of non-executive members and chaired by a member of Group Board. Where it is considered that a direct link is required between Committees, an individual may be appointed to more than one Group. Each Committee obtains independent external advice to support its work where it is appropriate to do so. There are over twenty customers actively involved in Riverside’s governance through their roles on Board and Committees and Riverside Customer Voice Executive members.

From 1 January 2024, the Customer Experience Committees and Care and Support Committees of Riverside and One Housing were combined into integrated Customer Experience and Care and Support Committees. Representatives from both sides of the business were appointed to the integrated Committees following an interview process to ensure both the right balance of skills and experience were present and that each side of the business was represented.

Further information on the Committees and their membership is provided below.

Committee	Role	Members	Meetings
Customer Experience	To scrutinise delivery of social housing and home ownership customer services to ensure that Riverside delivers safe, decent homes in a good state of repair, lets homes in a fair and transparent way and keeps wider areas clean and safe, promoting wellbeing and tackling antisocial behaviour.	Sam Scott (Chair)  Paul Seymour (appointed 1 September 2024) Paula Simpson Gillian Singh Jim Strang Tracy Thomas	Met six times in the year
	The Committee also oversees how customers are involved and empowered through engagement with Riverside.	Olwen Lintott (resigned 27 November 2024) David Ripley (appointed 1 August 2024, resigned 9 May 2025) Paul Sammut (appointed 1 August 2024, resigned 31 March 2025)	
Care and Support	The Committee carries out the same role as the Customer Experience Committee but with a focus on those customers within our Care & Support business area; Supported Housing, Retirement Living, and Extra Care Schemes.	Pauline Ford (Chair, appointed 1 May 2024)  Rod Barnes (appointed 15 July 2024) Sara Beamand Pamela Davies Pauline Ford John Glenton Michele Scattergood Wendy Wallace Brian Willmore (appointed 15 July 2024)  Ingrid Fife (Chair, resigned 30 April 2024)	Met four times in the year

Committee	Role	Members	Meetings
<b>Governance &amp; Remuneration</b>	<p>To provide assurance and advice to the Group Board (and relevant subsidiary Boards) on the effectiveness of Group governance arrangements and compliance against the adopted Code of Governance, all relevant law and regulation and Group governing instruments.</p> <p>The Committee considers nominations and appointments to Group Boards and Committees and approves or recommends approval of such to Group Board.</p> <p>The Committee is also responsible for matters of remuneration relating to staff, senior leadership and Non-Executive Directors and Committee Members.</p>	<p>Fenella Edge (appointed 1 August 2024, appointed Chair 1 May 2025)</p> <p>Terrie Alafat CBE</p> <p>Sandy Murray (Chair, appointed 1 April 2024, resigned 30 April 2025)</p>	Met eleven times in the year
<b>Group Audit &amp; Risk</b>	<p>To provide assurance and advice to the Group Board (and relevant subsidiary Boards) on the effectiveness of risk management arrangements, the internal control framework, compliance with all legal, statutory and regulatory requirements and the integrity of the annual financial statements.</p> <p>The Committee also advises the Group Board on the appointment and effectiveness of the external auditor for the Riverside Group.</p>	<p>Mona Shah (Chair)</p> <p>Jane Forbes (appointed 1 September 2024)</p> <p>Lee Gibson</p> <p>Suki Jandu</p> <p>Erfana Mahmood</p> <p>Helen Rourke (appointed 1 September 2024)</p> <p>Pauline Ford (resigned 24 September 2024)</p> <p>Maria Hallows (resigned 30 June 2024)</p>	Met six times in the year
<b>Group Treasury</b>	<p>To advise the Board on significant technical or complex treasury issues.</p> <p>To assist the Board in understanding the implications of treasury risk for the Group and ensuring that such risks are adequately mitigated.</p> <p>To make decisions on behalf of the Board with regards to day-to-day operational treasury matters that require higher level approvals, in accordance with the Delegated Authorities provided by the Board to the Committee for such activities.</p>	<p>Fenella Edge (Chair)</p> <p>Matthew Blake (appointed 1 June 2024)</p> <p>Joanna Bonnett (appointed 1 June 2024)</p> <p>Phil Elvy</p> <p>Nigel Perryman (resigned 31 May 2024)</p>	Met five times in the year



Committee	Role	Members	Meetings
Group Development	To assist the Group Board in the delivery of the Group’s development and regeneration activities, and in monitoring the performance of the Group’s development, regeneration and sales programmes. This includes where this activity is via Joint Ventures or Special Project Vehicles.	Nigel Holland (Chair)  Roshan Ramlugun (appointed 1 August 2024) Janet Townsend (appointed 1 November 2024) Richard Williams  Stewart Davenport (resigned 30 April 2024) John Feeney (resigned 30 November 2024) Dale Meredith (resigned 4 October 2024)	Met seven times in the year



## Executive Directors

Whilst the Board is responsible for the Group's overall policy and strategy, management of the business is delegated to the Group Chief Executive.

A team of Executive Directors assist the Chief Executive in delivering the Board's vision and aims.

The Chief Executive is responsible to the Board and only acts within the authority delegated by it. The Executive Team meets on a monthly basis to consider all major management issues including performance across the Group.

The Executive Directors also form the membership of the Development and Investment Appraisal Panel. Its purpose is to assess the viability of investment proposals such as new projects and initiatives to ensure that they generate value for the Group and its stakeholders and contribute to delivering Riverside's goals. The Panel oversees projects at key stages of development to ensure that they are effectively delivered and remain financially viable.

The Executive Directors hold no beneficial interest in the share capital of any member of the Group.

## Corporate governance

The Board is committed to integrity and accountability in the stewardship of the Group's affairs. The annual assessment of compliance against Riverside's adopted Code of Governance (which for the financial year 2024/25 was the NHF Code of Governance 2020) has been completed. The Group complies with its Code of Governance, with the following exceptions:

- Four Group Board Members (Ingrid Fife, Olwen Lintott, Sandy Murray, and Sam Scott) exceeded the six-year maximum tenure rule. In addition, Dale Meredith (Group Development Committee), and Nigel Perryman (Group Treasury Committee) served in excess of six years, but have subsequently resigned. The Code allows for extension where there is a clear business need, it is considered that the business need has been established in each of the two instances given that the retention of these skills, knowledge and experience was vital to Riverside maintaining strong governance leadership and customer insight in light of regulatory change and the recent merger.

- The Board of Irvine Housing Association has retained a nine-year maximum Board Member tenure and a retirement rotation system as set out in its Rules. It has also retained those Rules which set out the minimum and maximum Board Membership which differ from the Code of Governance.
- The Board of Evolve Facility Services Limited is comprised of two Directors whose terms of office are coterminous with their appointment with the Riverside Group.

Riverside is content that these exceptions do not compromise the governance of this organisation.

In the year, overseen by Riverside's Governance and Remuneration Committee the following work has been carried out to enhance Corporate Governance:

- Recruitment of Paul Dolan as the new Chief Executive Officer following the retirement of Carol Matthews CBE in May 2024.
- A review of the Governance Structure was undertaken; from April 2025 a new Homes Committee will monitor performance and scrutinise delivery of Asset Management objectives and a reformed Investment and Development Committee will have a greater oversight of subsidiary and joint venture companies.
- The Succession Plan for Board and Committee members has advanced with significant recruitment made throughout the year, strengthening the membership of Board and Committees through the recruitment of skilled and experienced members.
- Streamlining of the Corporate Structure has continued.

## Internal controls assurance

The Board is the ultimate governing body and is responsible for the Group's system of internal control. The Board, advised by the Group Audit and Risk Committee has reviewed the effectiveness of the system of internal control for the year ended 31 March 2025 and to the date of approval of these financial statements. For the year ended 31 March 2025, the Board makes the following statements:

- The system of internal control is designed to provide the Board with reasonable but not absolute assurance that risks are identified on a timely basis and dealt with appropriately; that assets are safeguarded; that proper accounting records are maintained; and that the financial information used within the business or for publication is reliable.
- Control is exercised through an organisational structure with clearly defined levels of authority, responsibility and accountability. Any business development involving significant risk is subject to Board approval.
- The Group maintains a culture of risk awareness, based on a sound control environment with high regard for integrity and ethical values. Regular reviews of the external landscape and risk mitigations are carried out.
- The framework of internal control is subject to a regular programme of review. In particular, the Group maintains a fully resourced Internal Audit team led by an appropriately qualified Director reporting directly to the Group Audit and Risk Committee.
- Service delivery risk is monitored through the service improvement framework, quality self- assessment and tenant scrutiny processes.
- The Board and its sub-Committees scrutinise a comprehensive suite of performance metrics.
- The Group is committed to sound financial management in all aspects of its business. It has a robust business planning process and all parts of the Group have detailed annual budgets and longer-term business plans.
- The Group maintains a suite of policies covering the main elements of its business. The policies are subject to a rolling programme of review to confirm their continued appropriateness with all Group policies approved by the Board.
- The anti-fraud policy sets out the commitment to preventing fraud. Confidential reporting arrangements are in place to allow staff to voice their concerns and know that they will be properly investigated. The anti-bribery and corruption policy sets out guidelines for all staff to ensure the highest standards of conduct in business dealings and this has been adopted throughout the Group.
- In reviewing the effectiveness of the Group's system of internal control, the Board has considered a range of sources of assurance including:
  - management reports;
  - key performance indicators;
  - audit reports;
  - quality management systems; and
  - external regulator reports.
- During the year there were no weaknesses in internal controls which resulted in material losses, contingencies or uncertainties that require disclosure in these financial statements.



## Equality and Diversity: Composition overview

In line with our commitment to building an inclusive organisation reflective of the communities we serve, we continue to monitor the diversity profile of our governance, leadership, and wider workforce. The comparison below is presented across key protected characteristics against national benchmarks.

**Gender** – Women remain well-represented across our organisation, particularly at governance and workforce levels. Female representation stands at 55% on Boards and Committees and 61% across the wider workforce, both exceeding the national benchmark of 51%. However, women are currently underrepresented within our Leadership Group, where their proportion has decreased slightly to 47.5%. We are actively engaging with initiatives such as our internal WiSH (Women in Social Housing) network to remove barriers and increase representation at senior levels.

**Ethnicity** – The ethnic diversity of our Board and Leadership Group remains an area for development. White colleagues make up 82% of the Board and 91% of the Leadership Group, in contrast with a more balanced composition across the wider workforce (65%) and the wider population (66%). Representation of Black, Asian and minority ethnic colleagues is notably higher in the wider workforce (particularly Black colleagues at 23%) but drops at senior levels.

These figures reflect the ongoing need to build robust progression pathways and diversify our governance structures. In consultation with our ethnically diverse colleague group, Empower, we commissioned an external review to look at how we can go even further to create the workplace we want. Following a series of recommendations, we've developed an ethnically diverse talent strategy. This strategy aims to ensure we become an industry leader in the way we recruit, nurture and support ethnically diverse talent, both internally and externally.

**Disability** – Disabled colleagues continue to be significantly underrepresented. Just 9% of Board members and 8% of the Leadership Group identify as disabled, compared to 24% in the wider population. Our data also shows that 9.8% of the wider workforce identify as disabled. As we strengthen data disclosure practices, campaigns to encourage disclosure of long-term health conditions and disability will remain a priority. We will continue to work with, and engage our disability staff group, Enable, to improve our disability representation.

**Sexual orientation** – We are pleased to report strong representation of lesbian, gay and bisexual colleagues, particularly within the Leadership Group, where they comprise 25% compared to a national benchmark of 5%. This trend continues across the wider workforce, with 6.3% of colleagues identifying as LGBTQ+, affirming the Group's progress in creating an inclusive environment where colleagues can be their authentic selves.

**Age** – The age profile of our governance community is weighted towards older age groups. Within the Board and Committees, over 85% of members are aged 45 or above, compared to 49% of the wider population. The Leadership Group reflects a similar pattern, with 76% of members aged 45–64. In contrast, under-25 representation across the workforce is just 4.4%, highlighting the importance of targeted early career opportunities to support age diversity.

**Religion or belief** – Faith diversity is comparable to the general population at the workforce level, but less so in leadership and governance roles. Christians make up 54% of Board members and 50% of the Leadership Group, which aligns with national averages. However, representation of Muslim colleagues remains notably low at senior levels. Promoting religious inclusion and enhancing cultural competency within governance structures continues to be an area of focus.

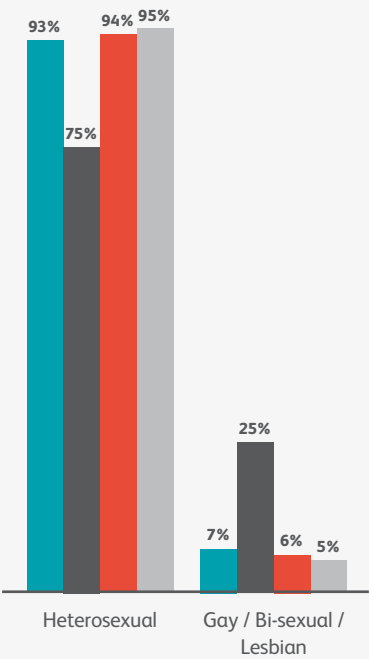


Key Equality and Diversity Metrics

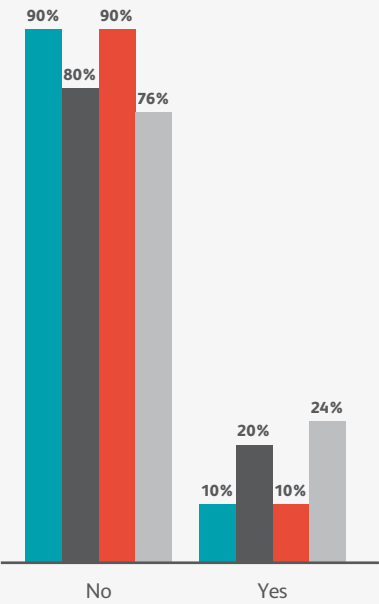
Legend

Board & Committees Leadership Group Wider workforce Wider population

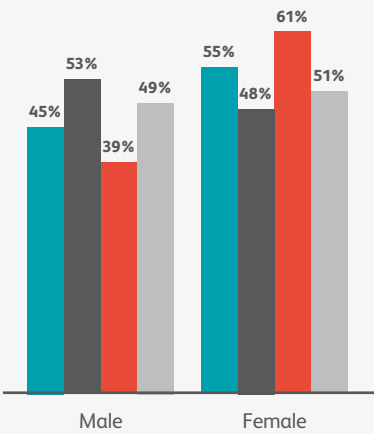
Sexual orientation



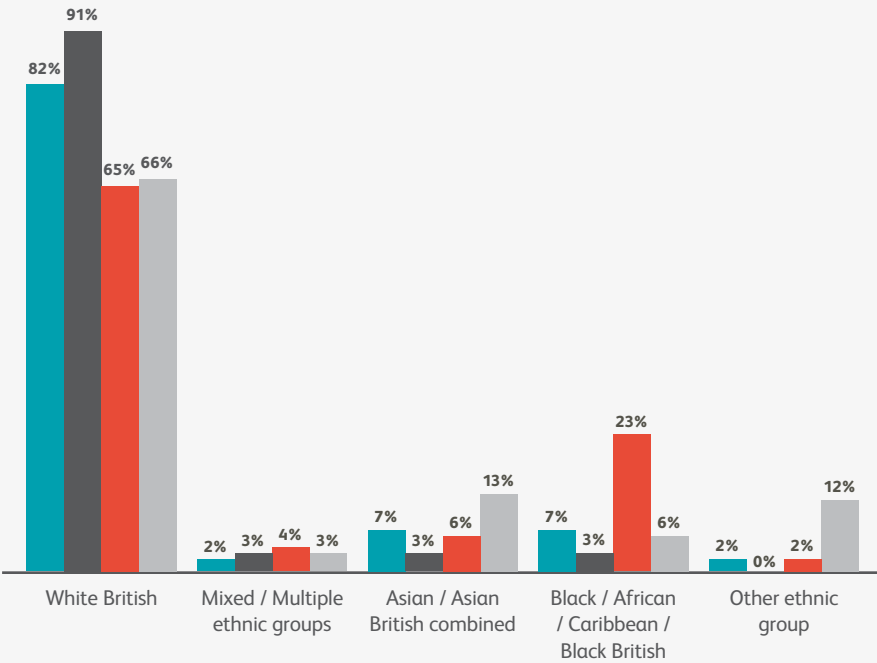
Disability



Gender

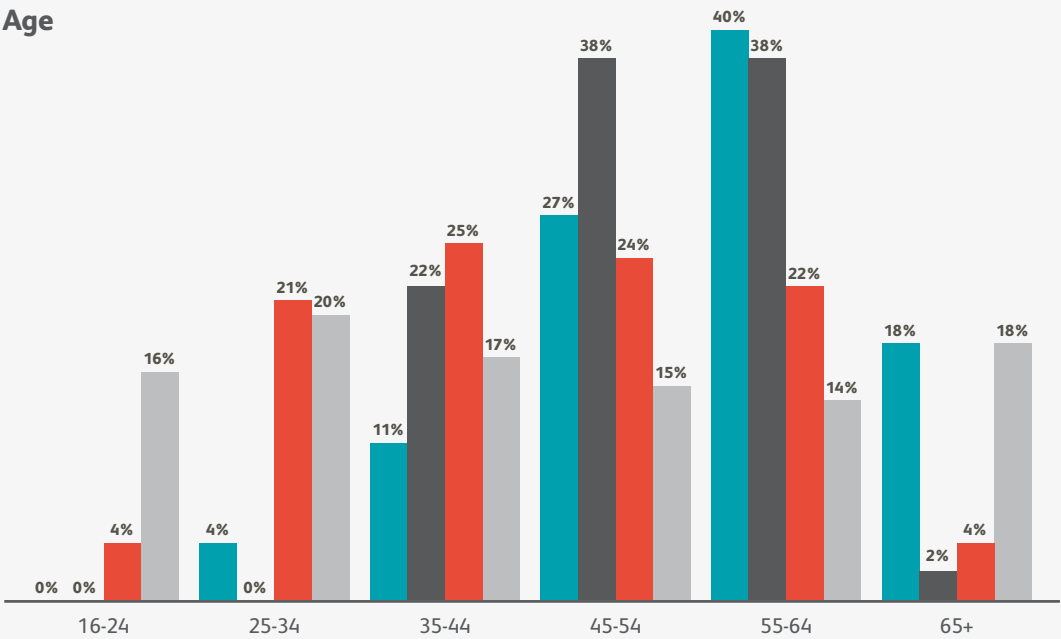


Ethnicity

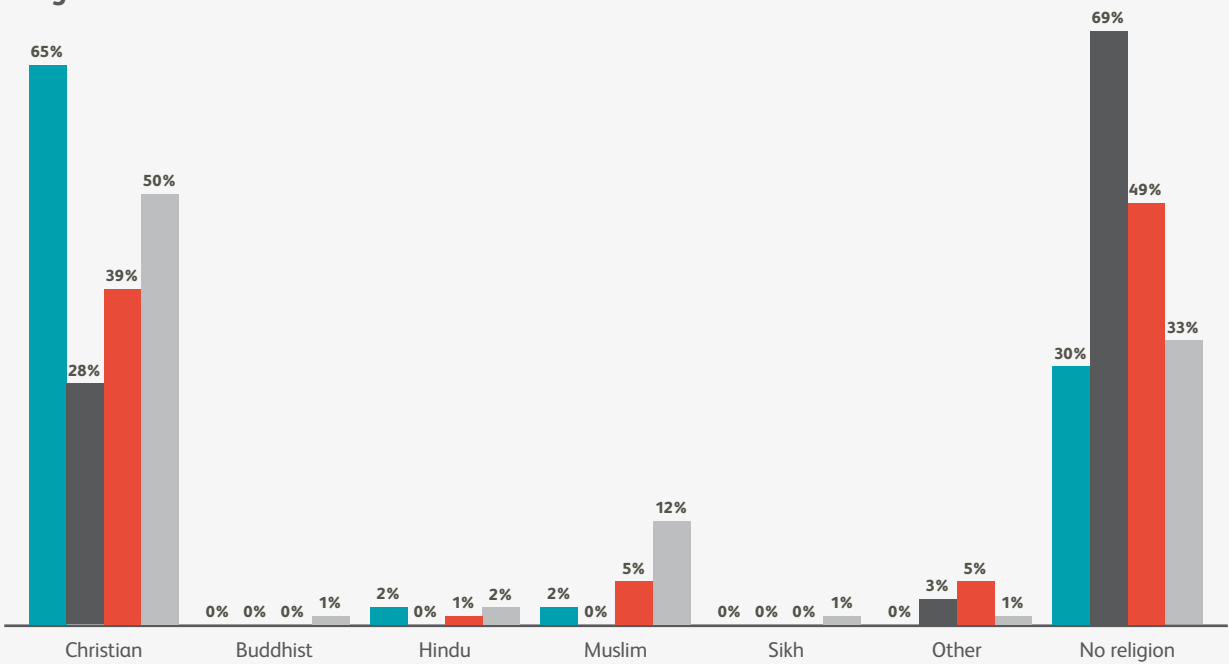


<sup>1</sup> The data has been aggregated to protect the privacy and confidentiality of individuals information. The changes impact two protected characteristics, Ethnicity and Religion, only.

Age



Religion



The wider population grouping does not include 'do not wish to state / not declared' responses for ethnicity, disability and sexual identity.



Ethnicity and Gender Pay Gap

Gender Pay Gap 2025

At Riverside our mean gender pay gap is 10.7 % and shows a median rate of 11.8 % . The mean has reduced from 11.3 % and the median has increased from 10.6 % in 2024. We have very few people who will have received a bonus during the year. Our mean bonus is -2.35 % which is improved significantly from -24 % closing the gap on who receives a bonus, the median bonus has remained static at 0 % and is in line with 2024 reporting.

When looking at the representation of female colleagues, our split was 2,372 female (59.9 %) and 1,588 male (40.1 %). Overall, our headcount has increased during the period with a reduction in representation amongst our female colleagues from 61.1 % in 2024. Although we have a much higher female representation when compared to ONS, this is typical of our industry.

Our gender pay gap is not because of different rates of pay, but a high proportion of females across our workforce in lower paid roles in Care & Support and an under-representation within our upper quartile Corporate Group roles.

We will continue to focus on:

- Celebrating our female role models through our WREN (Women at Riverside Employee Network) group to further support female confidence, removing any barriers to progression that we will drive through our EDI and People Strategies.
- Promotion of flexible working practices, development opportunities and vacancies for all.
- Advertising all roles and promoting fairly any opportunities to grow, develop and progress within our organisation.
- Exploring and understanding our gender pay gap results and ensure that areas such as reward and benefits packages, family friendly paid leave, flexible working and recruitment practices enable and do not prevent progression.

Pay quartile split by gap



Q1 – Lower Quartile



Q2 – Lower Middle



Q3 – Upper Middle



Q4 – Upper Quartile



Ethnicity Pay Gap 2024

Our mean ethnicity pay gap is 16.1 % which has reduced from 16.7 % in 2024. The median is 16.9 % which has increased from 15.1 % in 2024. We have very few people who will have received a bonus during the year. Our mean bonus is 56.2 % which has increased from 45.4 %, with the median pay gap remaining static at 0 %.

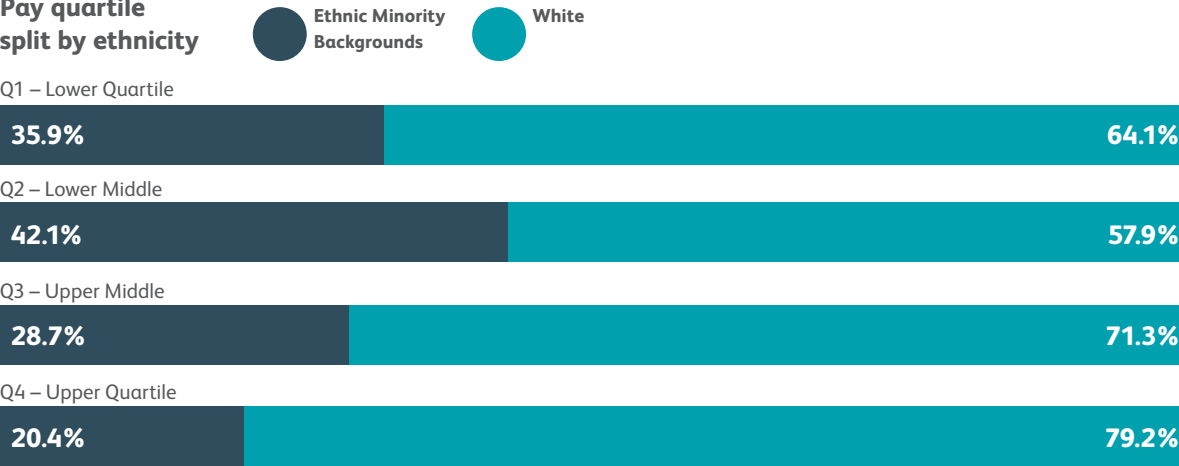
When looking at the representation of our ethnically diverse colleagues, for those who have disclosed their ethnicity, our split was 2353 white (68.2 %) and 1,096 ethnically diverse (31.8 %) and has improved marginally by 0.6 % when compared to 2024. Representation increased in our upper quartile to 20.4 %, from 18.7 % in 2024.

Similar to gender, our ethnicity pay gap is not as a result of different rates of pay, but a high proportion of ethnically diverse colleagues in our lower quartile roles in Care & Support and an under representation within our upper middle and upper quartile roles.

Our representation and pay gap have been compounded by the integration of our teams during the financial year and the change of roles that are no longer required to be based in London, where ethnic diversity is representation is higher than nationally. The impact on our pay gap and representation has been mitigated to some extent by maintaining and protecting London salaries for our impacted colleagues as we integrate, this has had a marginal impact in maintaining the current pay gap position.

- We will continue to focus on:
- Listening to our colleagues, improving experience and providing opportunities for mentoring, growth and progression, working in partnership with the Housing Diversity Network and with our colleague group EMpower, to drive cultural change through our EDI and People Strategies.
  - Introduction of our first Leadership programme, Leadership First. Phase one is for Chief Officers and Directors, which has been extended to include our ethnically diverse Heads of Service (HoS) leaders.
  - Celebrating our ethnically diverse role models through our EMpower colleague group to further support ethnically diverse confidence and progression.
  - Our involvement with the Housing Diversity Network’s mentoring scheme; the Greater Manchester Housing Provider’s Boost and G15 Programmes aimed at driving cultural change and improving progression and representation in more senior roles within housing.
  - Our new Trainee Board programme in partnership with Housing Diversity Network (HDN), with two of the three opportunities ringfenced for ethnically diverse talent. In addition, will also recruit two Trainee Board positions from external candidates within Riverside.
  - Advertise our roles internally to ensure that there is equal access for all job opportunities, promoting fairly any opportunities to develop and progress within our organisation.

Pay quartile split by ethnicity



## Statement of Board's responsibilities in respect of the Board's report and the Financial Statements

The board members are responsible for preparing the report of the board and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law and social housing legislation require the board members to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

In preparing these financial statements, the board members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice: Accounting by registered social housing providers 2018 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and association will continue in business.

The board members are responsible for keeping adequate accounting records that are sufficient to show and explain the group and association's transactions, and disclose with reasonable accuracy at any time the financial position of the group and association, and enable them to ensure that the financial statements comply with 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. They are also responsible for safeguarding the assets of the group and association, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The board is responsible for ensuring that the report of the board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2018.

Financial statements are published on the group and association's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the group and association's website is the responsibility of the board members. The board members' responsibility also extends to the ongoing integrity of the financial statements contained therein.



### Equality and diversity

The Group's policies reflect its strong commitment to equality and the value it places on diversity in all aspects of its work.

### Political donations

No donations for political purposes were made during the year.

### Policy on payment of creditors

In the absence of any dispute, the Group's policy is to pay non-development invoices within 30 days of the date of the invoice. Development creditors, paid under certificate, are settled within 21 days of the valuation date.

### Changes in fixed assets

The movements in fixed assets during the year are set out in note 11 to the financial statements.

### Investment power

The Group's Rules permit investment of monies not immediately required to carry out its objectives as it determines and is permitted by law.

### Annual General Meeting

The Groups rules were updated in 2022, (registered with the FCA on 16th September 2022), one of the amendments made was to remove the requirement to hold an AGM each year.

### Auditors

BDO were appointed auditors following a competitive tender exercise and are in year four of a maximum five year term.

### Statement of compliance

The Board confirms that the strategic report and Board report have been prepared in accordance with principles set out in the 2018 SORP for Registered Social Housing Providers. The Board certifies that as a registered provider, TRGL complies with the Regulator of Social Housing's Governance and Financial Viability Standard.

### Disclosure of information to auditor

At the date of making this report each of the Group's members, as set out on page 4 to 5, confirm the following:

- So far as each member is aware, there is no relevant information needed by the Group's auditors in connection with preparing their report of which the Group's auditors are unaware.
- Each member has taken all the steps that they ought to have taken as a member in order to make themselves aware of any relevant information needed by the Group's auditors in connection with preparing their report and to establish that the Group's auditors are aware of that information.

The report of the board was approved by the Board on 26 August 2025 and signed on its behalf by:

Signed by:  
  
 7DE8D5003C26451...  
**Sara Shanab**  
 Secretary

26.08.2025





# 07.

## Independent auditor's report

### to The Riverside Group Limited

#### Opinion on the financial statements

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the Association's affairs as at 31 March 2025 and of the Group's and the Association's surplus for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been properly 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.

We have audited the financial statements of The Riverside Group Limited ("the Association") and its subsidiaries ("the Group") for the year ended 31 March 2025 which comprise the consolidated and Association statement of comprehensive income, the consolidated and Association statement of financial position, the consolidated and Association statement of changes in equity, the consolidated statement of cash flows 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 United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. Our audit opinion is consistent with the additional report to the Group Audit and Risk Committee.

#### *Independence*

Following the recommendation of the Group Audit and Risk Committee, we were appointed by the Board on 15 November 2021 to audit the financial statements for the year ending 31 March 2022 and subsequent financial periods. The period of total uninterrupted engagement including retenders and reappointments is 4 years, covering the years ending 31 March 2022 to 31 March 2025.

We remain independent of the Group and the Parent Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. The non-audit services prohibited by that standard were not provided to the Group or the Parent Association.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Board's assessment of the Group and the Parent Association's ability to continue to adopt the going concern basis of accounting included:

- obtaining management's assessment that supports the Board's conclusions with respect to the disclosures provided around going concern;
- assessing the internal forecasting process to confirm the projections are prepared by appropriate personnel that are aware of the detailed figures in the forecast and also have a high level understanding of the Group's markets, strategy and profile in the customer base;
- considering the forecasts prepared by management and challenging key assumptions based on our knowledge of the business;
- considering the appropriateness of the downside scenarios outlined in the going concern policy and challenged management to confirm that they had suitably addressed the inputs which are most susceptible to change, including those in respect of rental income, property sales, margins and cost savings;
- challenging management on the suitability of the mitigating actions identified by management in their assessment and the quantum and period ascribed to these mitigating actions;
- obtaining and assessing the availability of financing facilities, including the nature of the facilities, repayment terms and financial

covenants. We considered management's financial covenant compliance calculations through to September 2026 and concluded on the consistency of such calculations with the ratios stated in relevant lender agreements; and

- considering the adequacy of the disclosures in the financial statements against the requirements of the accounting standards and consistency of the disclosure against the going concern assessment performed.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Parent 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.

Overview

Key audit matters		2025	2024
	The recoverable amount of property developed for sale is materially misstated	✓	✓
Materiality	Group financial statements as a whole		
	£78.0m (2024: £69.5m) based on 1.5% of total assets (2024: 1.5% of total assets)		
	Group specific materiality based on Revenue.		
	£12.0m (2024: £11.4m) based on 1.75% of group total revenue (2024: 1.75% of group total revenue).		

An overview of the scope of our audit

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

Components in scope

There are 35 entities in scope within the Group, including the Parent Association.

We performed risk assessment procedures to identify areas in the Group’s financial statements that may be at risk of material misstatement. We used both qualitative and quantitative factors to perform this assessment including evaluating the size, complexity, and nature of each entity’s activities, reviewing

significant transactions or estimates and any changes in the business environment. The Group is centrally managed, with the Group Finance team controlling the processes and controls for all entities within the Group.

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

Following this we identified the following components:

- Housing activities - 2 of these entities are Charitable Registered providers of social housing, including the Group’s main operating entity The Riverside Group Limited. 1 entity is the funding vehicle, which borrows externally and on lends to The Riverside Group Limited;
- Trading activities - 6 trading entities that carry out housing related activities such as development, repairs and renting commercial properties. ;
- PFI activities - 1 special purpose vehicle that manages a Private finance initiative;
- Dormant entities - 13 entities are dormant awaiting dissolution;
- Charitable entities - 5 entities are registered charities;
- Joint venture activities - 7 entities hold investments in joint ventures;

No risks in relation to the group audit were identified within the dormant and charitable entity components.

## Procedures performed at the component level

We performed procedures to respond to group risks of material misstatement at the component level that included the following.

Component	Component Name	Entities	Group Audit Scope
1	Housing	The Riverside Group Limited Irvine Housing Association Riverside Finance Plc	Statutory audit and procedures on the entire financial information of the component.
2	Trading	Evolve facility services Prospect GB Limited Riverside consultancy services Citystyle Living limited Renovo Facilities and Services limited Riverside regeneration (London) Limited	Specific audit procedures performed by component auditor to address group risk
3	PFI	Riverside Estuary Limited	Specific audit procedures performed by component auditor to address group risk
4	Joint ventures	Riverside regeneration (Bromley) Limited Riverside regeneration (Lambeth) Limited Riverside Regeneration Limited Riverside Regeneration (Southwark) Limited One housing investment Limited Citystyle Living (Victoria Quarter) CHA Ventures Limited	Specific audit procedures performed by component auditor to address group risk





### Procedures performed centrally

We considered there to be a high degree of centralisation of financial reporting and commonality of controls as well as similarity of the group's activities in relation to:

- Impairment of housing assets;
- Tax balances;
- Consolidation, financial statement preparation
- Going concern; and
- Laws and regulations

We therefore designed and performed procedures centrally in these areas.

The group operates a centralised IT function that supports IT processes for certain components. This IT function is subject to specific risk-focused audit procedures, predominantly the testing of the relevant IT general controls and IT application controls.

### Working with other auditors

As Group auditor, we determined the components at which audit work was performed, together with the resources needed to perform this work. These resources included component auditors, who formed part of the group engagement team as reported above. As Group auditor we are solely responsible for expressing an opinion on the financial statements.

In working with these component auditors, we held discussions with component audit teams on the significant areas of the group audit relevant to the components based on our assessment of the group risks of material misstatement. We issued our group audit instructions to component auditors on the nature and extent of their participation and role in the group audit, and on the group risks of material misstatement.

We directed, supervised and reviewed the component auditors' work. This included holding meetings and calls during various phases of the audit, reviewing component auditor documentation in person and evaluating the appropriateness of the audit procedures performed and the results thereof.

### Key audit matters

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

Key audit matter		How the scope of our audit addressed the key audit matter
<p><b><i>The recoverable amount of property developed for sale is materially misstated</i></b></p> <p>As explained in the accounting policies, properties developed for sale (note 14), including shared ownership first tranches and properties developed for outright sale, are measured at the lower of cost and net realisable value resulting in an amount recognised in the balance sheet of £105,248k.</p>	<p>For completed properties at the balance sheet date, an assessment is needed of an expected selling price. For properties in development at the balance sheet date, an assessment is needed of the expected selling price and costs to complete and sell.</p> <p>Due to the volume of property developed for sale (both complete and under construction) and the inherent estimation uncertainty in determining both sales proceeds and costs to complete we considered there to be a significant risk that the carrying amount of properties developed for sale is misstated and was therefore a key audit matter.</p>	<p>Our responses included the following:</p> <ul style="list-style-type: none"><li>— We obtained management’s assessment of the net realisable value of properties developed for sale, selecting a sample on which to perform detailed testing. Samples were chosen from the population of items that represented both developments under construction as well as completed developments at year end;</li><li>— For a sample of expected proceeds, we agree the amounts involved to supporting documentation or compared the expected proceeds to similar developments in the same locality;</li><li>— For a sample of properties under development, we obtained details of the expected costs to complete from the scheme budget for that development and agreed the budgeted contracted cost of the development to the latest contract documentation.</li><li>— We held discussions with project managers for schemes under development to discuss any indications of potential cost issues.</li><li>— For properties sold subsequent to year end, we traced to the sales proceeds and compared to the carrying value as at year end to ensure net realisable value is not below Cost.</li><li>— We assessed the accuracy of cost forecasting by looking at outturn costs compared to budget on schemes that completed in the year.</li></ul> <p><b>Key observations:</b></p> <p>We noted no material exceptions through performing these procedures.</p>

Our application of materiality

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

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

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

	Group financial statements		Parent Association financial statements	
	2025 £m	2024 £m	2025 £m	2024 £m
<b>Financial Statement materiality</b>				
<b>Materiality</b>	78.0	69.5	69.8	65.0
<b>Basis for determining materiality</b>	1.5% of total assets	1.5% of total assets	1.5% of total assets but capped based on the performance materiality adjusted for aggregation risk	1.5% of total assets
<b>Performance materiality</b>	50.7	45.1	45.4	42.2
<b>Basis for determining performance materiality</b>	65% of materiality	65% of materiality	Capped at 90% of group performance materiality and adjusted for aggregation risk across the group	65% of materiality
<b>Specific materiality</b>				
<b>Specific materiality</b>	12.0	11.4	10	10.5
<b>Basis for determining materiality</b>	1.75% of revenue	1.75% of revenue	1.75% revenue but capped based on the performance materiality adjusted for aggregation risk	1.75% of revenue
<b>Specific performance materiality</b>	7.8	7.4	6.5	6.8
<b>Basis for determining specific performance materiality</b>	65% of materiality	65% of materiality	Capped at 90% of group performance materiality and adjusted for aggregation risk across the group	65% of materiality

### Rationale for the benchmarks applied

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

We have determined that 65% of materiality is an appropriate basis for performance materiality based on our previous experience of the audit and factors such as the low levels of misstatements previously identified partially offset by some areas of the financial statements subject to significant estimation uncertainty.

### Component performance materiality

For the purposes of our Group audit opinion, we set performance materiality for each component of the Group, apart from the Parent Association whose materiality and performance materiality are set out above, based on a percentage of between 60% and 95% (2024: 33% ) of Group performance materiality dependent on a number of factors including size and our assessment of the risk of material misstatement of those components. Component performance materiality ranged from £15.1m to £45.4m (2024: £3.8m).

### Reporting threshold

We agreed with the Audit and Risk Committee that we would report to them all individual audit differences in excess of £1.5m (2024: £1.4m) in relation to financial statement materiality and £200k in relation to specific materiality (2024: £228k). We also agreed to report differences below this threshold that, in our view, warranted reporting on qualitative grounds.

### Other information

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

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters where we are required by the Co-operative and Community Benefit Societies Act 2014 to report to you if, in our opinion:

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

### Responsibilities of the Board

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



In preparing the financial statements, the Board are responsible for assessing the Group and the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Group or the Society 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.

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

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

#### **Non-compliance with laws and regulations**

Based on:

- Our understanding of the Group and the industry in which it operates;
- Discussion with management and those charged with governance, the Group Audit and Risk Committee and Internal Audit;
- Obtaining and understanding of the Group's policies and procedures regarding compliance with laws and regulations; and
- Review of Financial Conduct Authority Regulatory Permissions.

We considered the significant laws and regulations to be FRS 102, Co-operative and Community Benefit Societies Act 2014, Direction for Private Registered Providers of Social Housing 2022, UK tax legislation and the Financial Services and Markets Act 2000 (FSMA).

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be data protection, Financial Conduct Authority Regulatory Permissions and health and safety legislation.

Our procedures in respect of the above included:

- Review of minutes of meetings of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation;
- Involvement of tax expert to support risk assessment in the audit;
- Review of legal expenditure accounts to understand the nature of expenditure incurred; and
- Assessed the risk of the Building Safety Act in relation to the provisions and performed procedures to assess the completeness of provisions in relation to buildings in scope of the regulation.

### **Fraud**

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

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

Based on our risk assessment, we considered the areas most susceptible to fraud to be management's incentives and opportunities for fraudulent manipulation in relation to posting inappropriate journal entries to revenue or capitalised major expenditure and Revenue recognition around support income during the period.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation (see key audit matter);
- Involvement of forensic specialists in the audit at the planning stage to challenge our planning review and the assumptions we were making over the areas fraud would most likely be perpetrated;
- Assessing significant estimates made by management for bias;
- Considering the IT controls around the journal posting and the impact control limitations could have on the validity of data available and the testing conducted; and
- Testing a sample of income (support income) throughout the year end to supporting documentation.

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

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not

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

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

### Use of our report

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

**BDO**  
**Statutory Auditor**  
**Manchester, United Kingdom**

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



# 08. Group and Association statements



## Consolidated statement of comprehensive income

for the year ended 31 March 2025

	Notes	2025 £'000	Restated 2024 £'000
Turnover	2	686,095	647,542
Operating costs	2	(601,811)	(599,629)
Surplus on disposal of housing property	6	23,752	21,304
<b>Operating surplus</b>	2	<b>108,036</b>	<b>69,217</b>
Share of operating profit/(loss) in joint ventures	12	2,703	7,760
Interest receivable and other income	7	7,229	6,923
Interest payable and similar charges	8	(109,067)	(100,384)
Movement in fair value of financial instruments	31	(164)	2,057
Movement in fair value of investment properties	12	1,209	(385)
<b>Surplus/(deficit) on ordinary activities before tax</b>	9	<b>9,946</b>	<b>(14,812)</b>
Taxation	10	121	(357)
<b>Surplus/(deficit) for the year after tax</b>		<b>10,067</b>	<b>(15,169)</b>
<b>Other comprehensive income/(deficit)</b>			
Gain/(loss) recognised on cashflow hedges	31	5,036	(4,816)
Actuarial gain/(loss) on pension schemes	25	4,290	(9,045)
<b>Total comprehensive income/(expenditure) for the year</b>		<b>19,393</b>	<b>(29,030)</b>
<b>Total comprehensive income/(expenditure) for the year attributable to</b>			
Owners of the parent		19,415	(29,029)
Non-controlling interest		(22)	(1)
		<b>19,393</b>	<b>(29,030)</b>

All of the above results derive from continuing operations. The notes on pages 72 to 153 form an integral part of the financial statements.

The 2024 results contain a prior year restatement and have been adjusted for comparatives. See note 32 on page 152.



## Consolidated balance sheet

as at 31 March 2025

	Notes	2025 £'000	Restated 2024 £'000
<b>Fixed assets</b>			
Housing properties	11	4,395,329	4,259,140
Other tangible fixed assets	11	79,316	69,010
Intangible assets	11	40,620	41,928
		<b>4,515,265</b>	<b>4,370,078</b>
<b>Investments</b>			
Investment in joint ventures	12	88,576	104,810
Investment properties	12	194,463	191,705
Other investments	12	2,362	2,487
Homebuy equity loans	12	1,288	1,305
		<b>286,689</b>	<b>300,307</b>
<b>Current assets</b>			
Investments	12	85,241	79,367
Debtors: amounts receivable within one year	13	138,654	122,097
Debtors: amounts receivable after more than one year	13	62,190	67,896
Properties for sale	14	105,248	123,058
Cash and cash equivalents		53,308	47,824
		<b>444,641</b>	<b>440,242</b>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	15	(299,377)	(361,604)
<b>Net current assets</b>		<b>145,264</b>	<b>78,638</b>
<b>Total assets less current liabilities</b>		<b>4,947,218</b>	<b>4,749,023</b>
<b>Non current liabilities</b>			
Creditors: amounts falling due after more than one year	16	(3,582,028)	(3,398,713)
Deferred income	19	(592)	(201)
<b>Provisions for liabilities</b>			
Pension provision - deficit funding liability	27	(12,300)	(20,507)
Other provisions	27	(13,187)	(9,884)
		<b>(3,608,107)</b>	<b>(3,429,305)</b>
<b>Total net assets</b>		<b>1,339,111</b>	<b>1,319,718</b>
<b>Capital and reserves</b>			
Share capital	20	—	—
Cashflow hedge reserve (see statement of changes in reserves)		4,761	(275)
Income and expenditure reserve (see statement of changes in reserves)		1,334,350	1,319,993
		<b>1,339,111</b>	<b>1,319,718</b>





Consolidated statement of balance sheet – continued

as at 31 March 2025

	2025 £'000	Restated 2024 £'000
<b>Equity attributable to</b>		
Owners of the parent	1,339,133	1,319,719
Non-controlling interest (see statement of changes in reserves)	(22)	(1)
<b>Total Equity</b>	<b>1,339,111</b>	<b>1,319,718</b>

The notes on pages 72 to 153 form an integral part of the financial statements.

The financial statements were approved by the Board and authorised for issue on 26 August 2025 and were signed on its behalf by:

DocuSigned by:  
*Terrie Alafat*  
21FC95EC9CE0486...

Terrie Alafat CBE, Group Chair  
26.08.2025

Signed by:  
*Mona Shah*  
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Mona Shah, Board Member  
26.08.2025

Signed by:  
*Sara Shanab*  
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Sara Shanab, Secretary  
26.08.2025



## Consolidated statement of changes in reserves

	Cash flow hedge reserve £'000	Income expenditure reserve £'000	Minority interest £'000	Total reserves £'000
Balance as at 1 April 2024 - as previously stated	(275)	1,328,660	103	1,328,488
Prior period adjustment (note 32)	—	(8,770)	—	(8,770)
Balance as at 31 March 2024 as restated	(275)	1,319,890	103	1,319,718
Surplus for the year	—	10,067	—	10,067
<b>Other comprehensive income</b>				
Effective position of changes in fair value of cash flow hedges (note 31)	5,036	—	—	5,036
Actuarial gain on pension schemes	—	4,290	—	4,290
Non-controlling interest	—	22	(22)	—
<b>At 31 March 2025</b>	<b>4,761</b>	<b>1,334,269</b>	<b>81</b>	<b>1,339,111</b>
	Cash flow hedge reserve £'000	Income expenditure reserve £'000	Minority interest £'000	Total reserves £'000
Balance as at 1 April 2023	4,541	1,344,104	104	1,348,749
(Deficit) for the year - Restated	—	(15,169)	—	(15,169)
<b>Other comprehensive losses</b>				
Effective position of changes in fair value of cash flow hedges	(4,816)	—	—	(4,816)
Actuarial losses on pension schemes	—	(9,045)	—	(9,045)
Non-controlling interest	—	—	(1)	(1)
<b>At 31 March 2024</b>	<b>(275)</b>	<b>1,319,890</b>	<b>103</b>	<b>1,319,718</b>

The 2024 position has been restated to correct the following prior year error:

'Income and Expenditure Reserve' has been reduced by £8,770k to reflect the restated 'Surplus for the year.

See note 32 on page 152.



## Consolidated statement of cash flows

for the year ended 31 March 2025

	2025 £'000	Restated 2024 £'000
<b>Net inflow from operating activities before tax and interest (note 21)</b>	<b>157,222</b>	<b>103,485</b>
Tax paid	121	(357)
Interest paid	(120,830)	(114,500)
<b>Net cash from operating activities</b>	<b>36,513</b>	<b>(11,372)</b>
<b>Cashflow from investing activities</b>		
Interest received	4,920	6,734
Cash received for disposal of fixed assets	52,350	49,419
Cash paid for housing construction of fixed assets	(71,821)	(164,690)
Cash paid for fixed assets	(29,243)	(25,272)
Expenditure on capitalised improvements	(122,877)	(79,993)
Social Housing Grant received	35,622	82,823
Investment in joint ventures	(10,508)	(21,840)
Joint venture investments redeemed	29,445	7,401
Homebuy loans redeemed	17	41
Proceeds from sale of investment properties	413	210
Purchase/construction of investment properties	(1,962)	—
Decrease/(increase) in short term deposits	(5,874)	(11,571)
Repayments on recycled capital grant	(15,113)	—
<b>Net cash outflow from investing activities</b>	<b>(134,631)</b>	<b>(156,738)</b>
<b>Financing activities</b>		
Loans raised	251,000	514,000
Loan principal repayments	(147,398)	(330,103)
<b>Net cash inflow from financing</b>	<b>103,602</b>	<b>183,897</b>
<b>Increase/(decrease) in cash</b>	<b>5,484</b>	<b>15,787</b>
Opening cash balance	47,824	32,037
Movement in cash/cash equivalents	5,484	15,787
<b>Closing cash balance</b>	<b>53,308</b>	<b>47,824</b>

The notes on pages 72 to 153 form an integral part of the financial statements.



## Association statement of comprehensive income

for the year ended 31 March 2025

	Notes	2025 £'000	Restated 2024 £'000
Turnover	2	625,418	603,239
Operating costs	2	(549,369)	(563,268)
Surplus on disposal of housing property	6	23,785	21,304
<b>Operating surplus</b>	2	<b>99,834</b>	<b>61,275</b>
Interest receivable and other income	7	6,150	5,770
Interest payable and similar charges	8	(105,687)	(97,635)
Movement in fair value of financial instruments	31	(157)	2,057
Movement in fair value of investment properties	12	601	(2,202)
Gift aid	30	9,256	5,871
<b>Surplus/(deficit) on ordinary activities before tax</b>	9	<b>9,997</b>	<b>(24,864)</b>
Taxation	10	—	—
<b>Surplus/(deficit) for the year after tax</b>		<b>9,997</b>	<b>(24,864)</b>
<b>Other comprehensive income</b>			
Gain/(loss) recognised on cash flow hedges	31	5,036	(4,816)
Actuarial gain/(loss) on pension schemes	25	4,290	(9,045)
<b>Total comprehensive income/ (expenditure) for the year</b>		<b>19,323</b>	<b>(38,725)</b>

All of the above results derive from continuing operations. The notes on pages 72 to 153 form an integral part of the financial statements.

The 2024 results contain a prior year restatement and have been adjusted for comparatives. See note 32 on page 152.





## Association balance sheet

as at 31 March 2025

	Notes	2025 £'000	Restated 2024 £'000
<b>Fixed assets</b>			
Housing properties	11	4,289,396	4,153,681
Other tangible fixed assets	11	78,918	68,513
Intangible assets	11	40,620	41,928
		<b>4,408,934</b>	<b>4,264,122</b>
<b>Investments</b>			
Investments in joint ventures	12	3,475	3,475
Investment properties	12	52,188	54,657
Other investments	12	246,808	247,948
Homebuy equity loans	12	164	164
		<b>302,635</b>	<b>306,244</b>
<b>Current assets</b>			
Investments	12	81,449	76,486
Debtors: amounts receivable within one year	13	128,114	101,551
Debtors: amounts receivable after more than one year	13	31,444	41,631
Properties for sale	14	65,834	76,394
Cash and cash equivalents		36,119	37,665
		<b>342,960</b>	<b>333,727</b>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	15	(314,635)	(370,495)
<b>Net current (liabilities)</b>		<b>28,325</b>	<b>(36,768)</b>
<b>Total assets less current liabilities</b>		<b>4,739,894</b>	<b>4,533,598</b>
<b>Non current liabilities</b>			
Creditors: amounts falling due after more than one year	16	(3,391,939)	(3,200,062)
<b>Provisions for liabilities:</b>			
Pension provision - deficit funding liability	27	(12,300)	(20,507)
Other provisions	27	(13,187)	(9,884)
		<b>(3,417,426)</b>	<b>(3,230,453)</b>
<b>Total net assets</b>		<b>1,322,468</b>	<b>1,303,145</b>




## Association balance sheet – continued

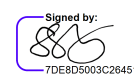
	Notes	2025 £'000	Restated 2024 £'000
<b>Capital and reserves</b>			
Share capital	20	—	—
Cashflow hedge reserve (see statement of changes in reserves)		4,761	(275)
Income and expenditure reserve (see statement of changes in reserves)		1,317,707	1,303,420
		<b>1,322,468</b>	<b>1,303,145</b>

The notes on pages 72 to 153 form an integral part of the financial statements.

The financial statements were approved by the Board and authorised for issue on 26 August 2025 and were signed on its behalf by:

DocuSigned by:  
  
 21FC95EC8CE0486...  
 Terrie Alafat CBE, Group Chair  
 26.08.2025

Signed by:  
  
 A80F05C8759547D...  
 Mona Shah, Board Member  
 26.08.2025

Signed by:  
  
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 Sara Shanab, Secretary  
 26.08.2025

## Association statement of changes in reserves



	Cash flow hedge reserve £'000	Income expenditure reserve £'000	Total reserves £'000
Balance as at 1 April 2024 - as previously stated	(275)	1,312,190	1,311,915
Prior period adjustment (note 32)	—	(8,770)	(8,770)
Balance as at 31 March 2024 as restated	(275)	1,303,420	1,303,145
Surplus for the year	—	9,997	9,997
<b>Other comprehensive income</b>			
Effective position of changes in fair value of cash flow hedges	5,036	—	5,036
Actuarial gain on pension scheme	—	4,290	4,290
<b>At 31 March 2025</b>	<b>4,761</b>	<b>1,317,707</b>	<b>1,322,468</b>
	Cash flow hedge reserve £'000	Income expenditure reserve £'000	Total reserves £'000
Balance as at 1 April 2023 - Restated	4,541	1,337,329	1,341,870
Deficit for the year - Restated	—	(24,864)	(24,864)
<b>Other comprehensive losses</b>			
Effective position of changes in fair value of cash flow hedges	(4,816)	—	(4,816)
Actuarial losses on pension schemes	—	(9,045)	(9,045)
<b>At 31 March 2024</b>	<b>(275)</b>	<b>1,303,420</b>	<b>1,303,145</b>

The 2024 position has been restated to correct the following prior year error:  
 'Income and Expenditure Reserve' has been reduced by £8,770k to reflect the restated 'Surplus for the year'.  
 See note 32 on page 152.

# 09. Notes to the financial statements

Year ended 31 March 2025  
The Riverside Group Limited

## 1 Principal accounting policies

The financial statements are Group statements which consolidate the financial statements of The Riverside Group Limited and its subsidiary undertakings.

### Legal status

The parent association, The Riverside Group Limited, is registered under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator for Social Housing as a Private Registered Provider of Social Housing.

### Basis of accounting

These financial statements have been prepared in accordance with applicable law and UK accounting standards which includes the Co-operative and Community Benefit Societies Act 2014, FRS 102 “the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland,” the Statement of Recommended Practice (SORP) for Registered Social Housing Providers 2018 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1,000.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Judgements made by the directors in the application of these accounting policies that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed on page 73.

### Measurement convention

The financial statements are prepared on the historical cost basis except for derivative financial instruments and investment properties which are shown at fair value as specified in the accounting policies below.

### Parent association disclosure exemptions

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

- No cash flow statement or net debt reconciliation has been presented for the association;
- Disclosures in respect of the association company’s financial instruments have not been presented as equivalent disclosures and have been provided in respect of the Group as a whole; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent association as their remuneration is the same as the totals for the Group as a whole.

### Basis of consolidation

The consolidated financial statements present the results of The Riverside Group Limited and its subsidiary undertakings. Intercompany transactions and balances between Group companies are therefore eliminated in full.

Details of subsidiaries are shown in note 12 to the financial statements.

The Riverside Group Limited’s investment in joint ventures is accounted for using the equity method as shown in note 12.

## Going concern

The financial statements have been prepared on a going concern basis. The directors have a reasonable expectation that the Group has adequate resources to continue in operation for the foreseeable future.

The Group prepares a business plan which is updated and approved on an annual basis. The most recent business plan was approved in March 2025 by the board. As well as considering the impact of a number of scenarios the Group business plan is rigorously stress tested through matrix single variant stress testing and multi-variant stress testing scenarios.

Included within the multi-variant stress testing are a number of specific scenarios that test the Group's resilience to continue to cope with the impact of the the current political landscape and ongoing conflicts which have been considered for their impact and the group plans show it could handle impacts on things such as interest rates/ inflation/ impact on demand for housing as a result of the fore-mentioned. In these scenarios as part of Riverside's risk management approach, a number of mitigations would be implemented to ensure compliance with all loan covenants. The Group has five tiers of mitigations ranging from those that have an immediate impact, through to those that would take up to two years to implement.

The Board, after reviewing the Group budget for 2026 and the Group's medium-term position as detailed in the business plan including changes arising from the scenarios above, is of the opinion that, taking account of severe but plausible downsides, the Group and Association have adequate resources to continue in business for the foreseeable future.

The Board believe the Group and Association has sufficient funding in place and expect the Group to be compliant with its debt covenants even in severe but plausible downside scenarios. Consequently, the directors are confident that the Group and Association will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

## Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported

for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements, estimates and assumptions have had the most significant effect in amounts recognised in the financial statements:

### — The categorisation of housing properties

In determining the intended use, the Group has considered if the asset is held for social benefit or to earn commercial rentals. The Group has determined that market rented properties are investment properties.

### — Tangible fixed assets

Other than investment properties, tangible assets are depreciated over their useful lives taking into account residual values where appropriate. The estimates of useful life for the different component types and assets are detailed on page 77.

### — Impairment of non-financial assets

An impairment review of the Group's land, properties and investments is undertaken when an impairment indicator is believed to have been triggered. The impact of the 2024/25 impairment review is disclosed in note 9.

### — Pension and other post-employment benefits

The cost of defined benefit pension plans and other post-employment benefits are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and long-term nature of these plans, such estimates are subject to considerable uncertainty and the Group relies on the expert input of actuaries. Further details of the assumptions made are provided in note 25.

### — Leaseholder Fire Safety

Management are required to decide if a constructive or legal obligation exists at the reporting date that requires a provision. Further details are provided in note 27.



## Business Combinations

Where there is a business combination that is in substance a gift, any excess of the fair value of the assets received over the fair value of the liabilities assumed is recognised as a gain in the statement of comprehensive income, below operating surplus.

The gain represents the gift of the value of one entity to another and shall be recognised as income. Where the fair value of the liabilities exceeds the fair value of the assets, the loss represents the net obligation assumed and shall be recognised as an expense in the statement of comprehensive income, below operating surplus.

Costs directly attributable to the execution of business combinations that are in substance a gift are recognised within the overall gain or loss on the gift of net assets.

## Supported housing

In addition to its own directly managed supported housing schemes, The Riverside Group owns a number of schemes that are run by outside agencies. Where The Riverside Group carries the financial risk, income and expenditure is included in the statement of comprehensive income. Where the agency carries the financial risk only the income and expenditure which relates solely to The Riverside Group is included. Other income and expenditure of schemes in this category is excluded from the statement of comprehensive income.

## Supporting People contract income

Supporting People (SP) contract income received from Administering Authorities is accounted for as income for support services in turnover in note 3 to the financial statements. The monies received in the period as well as costs incurred by the Group in the provision of support services have been included in the statement of comprehensive income. The related support costs are matched against the income and are accounted for on an accruals basis with invoices being raised after the period has ended. Any excess of cost over the grant received is borne by the Group where it is not recoverable from tenants.

## Service charges

The Group operates both fixed and variable service methods for calculating and charging service charges to its tenants and leaseholders. Charges are calculated on a scheme-by-scheme basis in full consultation with tenants.

Expenditure is recorded when a service is provided and charged to the relevant service charge account or to a sinking fund. Income is recorded based on the estimated amounts chargeable. Service charge income and costs are recognised on an accruals basis.

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 accordingly as a creditor or debtor in the statement of balance sheet.

Sinking funds are monies held on behalf of leaseholders for future major repairs; they are recorded in creditors in the balance sheet and the monies are held in separate bank accounts.

## Turnover

Turnover is measured at the fair value of the consideration received or receivable. The Group generates the following material income streams:

- rental income receivable (net of void loss from properties available to let).
- service charge income receivable.
- first tranche sales of low-cost home ownership properties developed for sale.
- revenue grants from local authorities, Homes England, and the Greater London Authority.

Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting.

Income from first tranche and open market sales is recognised at the point of legal completion of the sale. First tranche sales and open market sales are sales of inventory and are recognised in the Statement of Comprehensive Income in the period to which they relate.

Turnover from grants is recognised when the conditions for receipt of agreed grant funding have been met, either in full or amortised over its useful life.

## Operating segments

As we have publicly traded securities within the Group, we are required to disclose information about our operating segments under IFRS 8.

Segmental information is disclosed in notes 2 and 3 and as part of the analysis of housing properties in note 11.

Information about income, expenditure and assets attributable to material operating segments are presented on the basis of the nature and function of housing assets held by the Group rather than geographical location. As permitted by IFRS 8 this is appropriate on the basis of the similarity of the service provided, the nature of the risks associated, the type and class of customer and the nature of the regulatory environment across all of the geographical locations in which the Group operates. The Board does not routinely receive segmental information disaggregated by geographical location.

### Principal pension accounting policies

The assets of the defined benefit pension schemes are measured using market values. The liabilities are measured using the projected unit method discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities.

The surpluses of the defined benefit pension schemes (to the extent that they are recoverable) or deficits are recognised in full. The movements in the schemes' surpluses/deficits are included in the statement of comprehensive income as a cost within surplus on ordinary activities before tax and under the heading actuarial gains and losses on pension schemes. Contributions from the employer are recorded through the cash flow statement and as a contribution to scheme assets.

The Group also contributes to two defined contribution pension schemes. Contributions are being invested in a master trust provided by Legal & General, through the Our Riverside Retirement Plan. Under a defined contribution plan the Group pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Riverside also makes contributions into SHPS.

Obligations for contributions to the defined contribution pension scheme are recognised as an expense in the statement of comprehensive income in the period during which services are rendered by employees.

The carrying value of any resulting pension scheme asset is restricted to the extent that the group is able to recover the surplus either through reduced contributions in the future or through refunds from the scheme.

### Holiday pay accrual

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 balance sheet date.

### Investments in subsidiaries

Investments in subsidiaries are measured at cost less accumulated impairment. Where merger relief is applicable, the cost of the investment in a subsidiary undertaking is measured at the normal value of the shares issued together with the fair value of any additional consideration.

Investments in unlisted company shares, which have been classified as fixed asset investments as the Group intends to hold them on a continuing basis, are re-measured to fair value at each balance sheet date.

Gains and losses on re-measurement are recognised in the statement of comprehensive income for the period.

Investments in listed company shares, which have been classified as current asset investments, are re-measured to fair value at each balance sheet date. Gain and losses on re-measurement are recognised in the statement of comprehensive income for the period.

**Joint ventures**

An entity is treated as a joint venture where the Group or Association holds an interest and shares control under a contractual arrangement with one or more parties external to the Group.

In the Group accounts, joint ventures are accounted for using the equity method of accounting.

The investment is initially recognised at the transaction price (including transaction costs) and is subsequently adjusted to reflect the Group’s share of the profit or loss, other comprehensive income and equity of the joint venture.

The consolidated statement of comprehensive income includes the Group’s share of the operating results, interest, pre-tax results and attributable taxation of such undertakings based on audited financial statements applying accounting policies consistent with those of the group.

In the consolidated balance sheet, the investment in joint ventures are shown as the Group’s share of the identifiable net assets attributable.

In the association financial statements, investments in joint ventures are stated at cost less impairment.

**Intangible assets**

Intangible assets relate to items capitalised in respect of software and IT projects.

Costs relating to development of IT systems are capitalised only to the extent that they are directly attributable to the development process and in bringing the system to their intended use. Capitalised costs are written off over the useful economic life of the asset.

**Other tangible fixed assets**

Other tangible fixed assets relate to leased offices, fixtures and fittings and IT equipment and are stated at cost less accumulated depreciation.

**Depreciation of other tangible fixed assets**

Depreciation on other tangible fixed assets is charged on a straight-line basis over the expected useful economic lives of the assets at the following rates:

Asset	Useful Economic Life (years)
Freehold and long leasehold offices	15 to residual value
Office fixtures and fittings	5 - 10
Care and support scheme fixtures and fittings	3 - 30
IT equipment	3 - 5
Leasehold improvements	Over the term of the lease

**Housing property**

Housing properties are principally properties available for rent. Cost includes the cost of acquiring the land and buildings, capitalised interest, development costs and expenditure incurred in respect of improvements.

Interest payable on borrowing which has been drawn in order to finance the relevant construction or acquisition is capitalised. Where housing properties are in the course of construction, finance costs are only capitalised where construction is on-going and has not been interrupted or terminated.

Properties acquired in stock transfers are recognised at fair value.

Costs relating to development of properties are capitalised only to the extent that they are directly attributable to the development process and in bringing the properties to their intended use. Capitalised costs are written off over the useful economic life of the asset.

**Improvement to property**

Expenditure incurred on general repairs to housing properties is charged to the statement of comprehensive income in the year in which it is incurred. Expenditure on refurbishment or replacement of identified housing property components is capitalised. Non-component works to existing housing properties are capitalised where they relate to an improvement which is defined as an increase in the net rental stream or the life of a property.

## Depreciation of housing property

Where a housing property comprises two or more major components with substantially different useful economic lives, each component is accounted for separately and depreciated on a straight-line basis over its individual useful economic life. The estimated individual useful economic life of the components are as follows:

Component	Useful Economic Life (years)
Structure – new build	100 – 125
Structure – rehabilitated	up to 50
Kitchens	20
Bathrooms	30
Roofs	60 – 80
Commercial boilers	20
Individual boilers	15
Full heating system	30 – 40
Windows and doors	25 – 40
Lift	25 – 30
Electrical wiring	30
External wall render	20
Cladding	50
Common parts	50

Assets in the course of construction are held at cost and are not depreciated until reclassified as housing properties completed.

## Properties for sale

Completed properties for outright sale and property under construction are valued at the lower of cost and net realisable value. Cost comprises materials, direct labour, capitalised interest and direct development overheads.

Net realisable value is based on estimated sales price after allowing for all further costs of completion and disposal.

## Impairment of non-financial assets

An impairment review is undertaken at least annually, or more frequently if deemed necessary based on underlying triggers.

The carrying amount of the Group's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any indication exists, then the asset's recoverable amount is estimated. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from

continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "Cash Generating Unit" or "CGU").

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the statement of consolidated income.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined net of depreciation or amortisation if no impairment loss had been recognised.

## First tranche shared ownership sales

Shared ownership properties are split proportionally between current and fixed assets based on the first tranche proportion. First tranche proportions are accounted for as current assets and the related sales proceeds shown in turnover. The remaining element of the shared ownership property is accounted for as a fixed asset so that any subsequent sale is treated as a part disposal of a fixed asset.

## Investment property

Investment property includes commercial and other properties not held for the social benefit of the Group. Investment property is measured at cost on initial recognition, which includes purchase cost and any directly attributable expenditure, and subsequently at fair value at the reporting date. Fair value is determined annually by external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the statement of comprehensive income.



## Leasing and hire purchase

Where assets are financed by hire purchase contracts and leasing agreements that give rights approximating to ownership (finance leases), they are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as obligations to the lessor in creditors. They are depreciated over the shorter of the lease term and their economic useful lives.

Lease payments are analysed between capital and interest components so that the interest element of the payment is charged to the statement of comprehensive income over the term of the lease and is calculated so that it represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

Other leases are treated as operating leases and payments are charged to the statement of comprehensive income on a straight-line basis over the term of the lease.

Reverse premiums and similar incentives received on leases to enter into operating lease agreements are released to the statement of comprehensive income over the term of the lease.

## HomeBuy

Investments in Homebuy equity loans represent an equity stake in third party properties purchased under the Homebuy scheme. The Group operates this scheme by lending a percentage of the cost to home purchasers, secured on the property. The loans are interest free and repayable only on the sale of the property.

Homebuy loans are accounted for as concessionary loans as a fixed asset investment in the balance sheet. Initially recognised as the amount paid to the purchaser they are reviewed annually for impairment. Any impairment loss is charged to income and expenditure as part of operating costs. On sale of the property, a fixed percentage of the proceeds are repaid.

Homebuy grant from the government is provided to fund the loan provided to the purchaser of the property. Upon receipt of the initial homebuy grant, this is treated as grant received in advance and recognised within deferred income in the

balance sheet up until the point that the associated homebuy loan is redeemed. When the homebuy loan is redeemed, the associated grant is reclassified to recycled capital grant liability and can be used by the Group to develop new qualifying assets.

## Arrears

Debtors include the total rent and service charge arrears which is comprised of both current and former tenant arrears. Former tenant arrears are fully provided for in the financial statements at the point the tenant leaves the property. Current tenant arrears are provided for at specific rates according to the age of the debt.

## 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 is recognised in Turnover over the estimated useful life of the associated asset, under the accruals model. Social Housing Grant (SHG) received for items of cost written off in the statement of comprehensive income 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 the Homes England and Greater London Authority. 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 a subordinated unsecured repayable debt.

## Recycling of Capital Grant

Where SHG is recycled, as described above, it 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.

### Non-monetary government grant

On disposal of assets for which non-monetary government grants are held as deferred income in the balance sheet, the unamortised amount in creditors is derecognised and recognised as income in the statement of comprehensive income.

### 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 shown as deferred income until the conditions are met and then it is recognised as Turnover.

### Provisions

A provision is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event, that can be reliably measured and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are recognised at the best estimate of the amount required to settle the obligation at the reporting date.

### Current asset investments

Current asset investments include cash on deposit in the money market invested for periods of generally greater than three months and charged accounts which are illiquid. They are recognised initially at cost and subsequently at fair value at the reporting date. Any change in valuation between reporting dates is recognised in the statement of comprehensive income.

### Value Added Tax

The Riverside Group is partially exempt in relation to Value Added Tax (VAT) and accordingly is able to recover from HM Revenue & Customs part of the VAT incurred on expenditure. At the year-end VAT recoverable or payable is included in the balance sheet. Irrecoverable VAT is accounted for in the statement of comprehensive income.

### Taxation

The charge for taxation is based on the surplus or deficit for the year. It takes into account deferred taxation arising from timing differences between the treatment of certain items for taxation and accounting purposes to the extent that a liability or asset is expected to be payable or receivable in the foreseeable future.

### Loan issue costs and interest payable

The cost of raising loans is amortised over the period of the loan.

Loans are stated in the balance sheet at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised. Where loans are redeemed during the year any redemption penalty and any connected loan finance issue costs are recognised in the statement of comprehensive income in the year in which the redemption took place.

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.

Interest payable on borrowing which has been drawn in order to finance the relevant construction or acquisition is capitalised on the balance sheet as part of housing property or stock. Where housing properties are in the course of construction, finance costs are only capitalised where construction is on-going and has not been interrupted or terminated.

### Financial Instruments

Financial assets and financial liabilities are measured at transaction price initially, less transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

At the end of each reporting period, financial instruments are measured without any deduction for transaction costs the entity may incur on sale or other disposal as follows:

- Debt instruments that meet the conditions in paragraph 11.8(b) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.
- Commitments to receive or make a loan to another entity which meet the conditions in para 11.8(c) of FRS 102 are measured at cost less impairment.

Financial instruments held by the Group are classified as follows:

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at amortised cost using the effective interest method unless a quoted price is available, in which case they are held at fair value.
- Financial liabilities such as bonds and loans are held at amortised cost using the effective interest method.
- Loans to or from subsidiaries including those that are due on demand are held at amortised cost using the effective interest method.
- Commitments to receive or make a loan to another entity which meet the conditions above are held at cost less impairment.
- An investment in another entity's equity instruments other than non-convertible preference shares and non-puttable ordinary and preference shares are held at fair value.
- Derivatives such as interest rate swaps are classified as financial assets or financial liabilities at fair value.

Financial assets and financial liabilities at fair value are classified using the following fair value hierarchy:

- The best evidence of fair value is a quoted price in an active market.
- When quoted prices are unavailable, the price of a recent transaction for an identical asset, adjusted to reflect any circumstances specific to the sale, such as a distress sale, if appropriate.
- Where there is no active market or recent transactions then a valuation technique is used to estimate what the transaction price would have been on the measurement date in an arm's length exchange motivated by normal business considerations.

## Hedging

Interest rate swaps relate to fixing variable rate interest and are therefore designated as cash flow hedges. A cash flow hedge is a hedge of the exposure to variability in cash flows that is attributable to a particular risk associated with a recognised asset or liability or a highly probable transaction, which could affect profit or loss. They are measured at fair value at each reporting date.

Gains and losses on cash flow hedges which are highly effective are recognised in other comprehensive income. Any ineffective portion of a gain or loss on cash flow hedges is recognised in profit or loss.

In order to apply hedge accounting, an economic relationship must exist between the hedged item and the hedging instrument. The Group must formally designate and document the hedging relationship at inception so that the risk being hedged, the hedged item and the hedging instrument are clearly identified and the risk management objective for undertaking the hedge. It is also required to determine and document the causes of hedge ineffectiveness.

In a cash flow hedge, if the hedged future cash flows are no longer expected to occur, the amount that has been accumulated in the cash flow hedge reserve is reclassified from the cash flow hedge reserve to profit or loss immediately.

## Impairment of financial assets

Financial assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of financial assets is impaired. If there is objective evidence of impairment, an impairment loss is recognised in the consolidated statement of comprehensive income immediately.

An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

- For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
- For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.

## PFI service concession arrangements

Service concession arrangements The Group's Private Finance Initiatives (PFI) contracts with Sandwell Metropolitan Borough Council and Hull City Council meet the conditions of a service concession arrangement. For service concession arrangements entered into after the date of transition to FRS 102 the service concession arrangements will be accounted for using the financial asset model whereby costs incurred in constructing the PFI assets are initially recognised as a financial asset at the fair value of the construction costs. Thereafter accounting is in accordance with FRS 102 section 11 "Basic Financial Instruments".

## Cash and cash equivalents

Cash and cash equivalents includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Current asset investments are held for a period greater than three months and are therefore excluded from the cash and cash equivalents in the consolidated statement of cash flows.



## 2 Turnover, cost of sales, operating expenditure and operating surplus

		Group 2025		
	Turnover £'000	Cost of sales £'000	Operating expenditure £'000	Operating surplus £'000
<b>Social housing activities</b>				
Lettings (note 3)	554,116	—	(500,913)	53,203
<b>Other social housing activities</b>				
First tranche low-cost home ownership	37,862	(28,594)	—	9,268
Management services	15,125	—	(22,603)	(7,478)
Other	21,685	—	(6,845)	14,840
	<b>628,788</b>	<b>(28,594)</b>	<b>(530,361)</b>	<b>69,833</b>
<b>Non-social housing activities</b>				
Turnover from non social-housing lettings	16,624	—	(4,809)	11,815
Non-social housing property built for sale	35,841	(34,222)	—	1,619
Nursing homes	4,842	—	(3,825)	1,017
	<b>57,307</b>	<b>(34,222)</b>	<b>(8,634)</b>	<b>14,451</b>
<b>Total</b>	<b>686,095</b>	<b>(62,816)</b>	<b>(538,995)</b>	<b>84,284</b>
Surplus on disposal of housing property (see note 6)				23,752
<b>Operating surplus</b>				<b>108,036</b>

Cost of sales and operating expenditure are combined as operating expenditure as disclosed in the statement of comprehensive income.

Turnover from other social housing activities 'other' includes £12m of PFI income, £5m of other property related income net of voids including bed spaces, office rent and room hire, £2m of income donated from associated entity The Riverside Foundation to support community benefit programs and £1m of other income. Other operating expenditure includes the cost of services rendered in providing other housing related activities including guest rooms and bed spaces.

## 2 Turnover, cost of sales, operating expenditure and operating surplus – continued

	Group 2024			
	Restated Turnover £'000	Cost of sales £'000	Operating expenditure £'000	Restated Operating surplus £'000
<b>Social housing activities</b>				
Lettings (note 3) - Restated	511,321	—	(480,124)	31,197
<b>Other social housing activities</b>				
First tranche low-cost home ownership	42,603	(34,130)	—	8,473
Management services	24,357	—	(24,732)	(375)
Other	22,056	—	(11,231)	10,825
	<b>600,337</b>	<b>(34,130)</b>	<b>(516,087)</b>	<b>50,120</b>
<b>Non-social housing activities</b>				
Turnover from non social-housing lettings	13,550	—	(4,205)	9,345
Non-social housing property built for sale	17,274	(17,700)	—	(426)
Nursing homes	16,381	—	(27,507)	(11,126)
	<b>47,205</b>	<b>(17,700)</b>	<b>(31,712)</b>	<b>(2,207)</b>
<b>Total</b>	<b>647,542</b>	<b>(51,830)</b>	<b>(547,799)</b>	<b>47,913</b>
Surplus on disposal of housing property (see note 6)				21,304
<b>Operating surplus</b>				<b>69,217</b>

Cost of sales and operating expenditure are combined as operating expenditure as disclosed in the statement of comprehensive income.

## 2 Turnover, cost of sales, operating expenditure and operating surplus – continued

		Association 2025		
	Turnover £'000	Cost of sales £'000	Operating expenditure £'000	Operating surplus £'000
<b>Social housing activities</b>				
Lettings (note 3) - Restated	537,602	—	(487,288)	50,314
<b>Other social housing activities</b>				
First tranche low-cost home ownership	37,862	(28,569)	—	9,293
Management services	15,600	—	(22,636)	(7,036)
Other	20,172	—	(3,649)	16,523
	<b>611,236</b>	<b>(28,569)</b>	<b>(513,573)</b>	<b>69,094</b>
<b>Non-social housing activities</b>				
Turnover from non social housing lettings	9,340	—	(2,241)	7,099
Nursing homes	4,842	—	(4,986)	(144)
	<b>14,182</b>	<b>—</b>	<b>(7,227)</b>	<b>6,955</b>
<b>Total</b>	<b>625,418</b>	<b>(28,569)</b>	<b>(520,800)</b>	<b>76,049</b>
Surplus on disposal of housing property (restated) (see note 6)				23,785
<b>Operating surplus (restated)</b>				<b>99,834</b>

Cost of sales and operating expenditure are combined as operating expenditure as disclosed in the statement of comprehensive income.

Turnover from other social housing activities 'other' includes £9m of PFI income, £5m of other property related income net of voids including bed spaces, office rent and room hire, £2m of income donated from associated entity The Riverside Foundation to support community benefit programs and £3m of other income. Other operating expenditure includes the cost of services rendered in providing other housing related activities including guest rooms and bed spaces.

## 2 Turnover, cost of sales, operating expenditure and operating surplus – continued

	Restated Turnover £'000	Association 2024 Cost of sales £'000	Operating expenditure £'000	Operating surplus £'000
<b>Social housing activities</b>				
Lettings (note 3) - Restated	496,420	—	(469,388)	27,032
<b>Other social housing activities</b>				
First tranche low-cost home ownership	42,603	(31,896)	—	10,707
Management services	24,357	—	(23,962)	395
Other	17,305	—	(8,402)	8,903
	<b>580,685</b>	<b>(31,896)</b>	<b>(501,752)</b>	<b>47,037</b>
<b>Non-social housing activities</b>				
Turnover from non social housing lettings	6,173	—	(2,113)	4,060
Nursing homes	16,381	—	(27,507)	(11,126)
	<b>22,554</b>	<b>—</b>	<b>(29,620)</b>	<b>(7,066)</b>
<b>Total</b>	<b>603,239</b>	<b>(31,896)</b>	<b>(531,372)</b>	<b>39,971</b>
Surplus on disposal of housing property. (see note 6)				21,304
<b>Operating surplus (restated)</b>				<b>61,275</b>

Cost of sales and operating expenditure are combined as operating expenditure as disclosed in the statement of comprehensive income.



# 3 Turnover and operating expenditure from social housing lettings

	Group				2025	Restated
	General needs housing £'000	Supported housing £'000	Shared ownership £'000	Other £'000	Total £'000	2024 Total £'000
<b>Income</b>						
Rent receivable net of identifiable service charges	311,263	63,841	28,119	3,988	407,211	370,651
Income for support services	4,155	46,935	—	—	51,090	57,855
Service charge income	15,894	59,442	4,812	20	80,168	67,211
<b>Net rental income</b>	<b>331,312</b>	<b>170,218</b>	<b>32,931</b>	<b>4,008</b>	<b>538,469</b>	<b>495,717</b>
Other revenue grants	94	—	3,955	—	4,049	3,911
Amortised government grants (note 16b)	7,522	3,578	498	—	11,598	11,693
<b>Turnover from social housing lettings</b>	<b>338,928</b>	<b>173,796</b>	<b>37,384</b>	<b>4,008</b>	<b>554,116</b>	<b>511,321</b>
<b>Operating expenditure</b>						
Management	(42,457)	(37,236)	(591)	(15)	(80,299)	(76,806)
Service charge costs and support services	(58,288)	(110,586)	(5,081)	(152)	(174,107)	(168,381)
Routine maintenance	(59,597)	(20,101)	(2,482)	(325)	(82,505)	(73,969)
Planned maintenance	(30,804)	(6,077)	(254)	(14)	(37,149)	(38,407)
Major repairs expenditure	(37,120)	(4,304)	(5,794)	(6)	(47,224)	(42,952)
Bad debts	(5,019)	(3,585)	(344)	(1,707)	(10,655)	(7,272)
Depreciation	(50,064)	(14,374)	(1,494)	(348)	(66,280)	(72,671)
Impairment of housing properties	(2,585)	—	—	—	(2,585)	—
Lease costs	(68)	(30)	(11)	—	(109)	334
<b>Operating costs on lettings</b>	<b>(286,002)</b>	<b>(196,293)</b>	<b>(16,051)</b>	<b>(2,567)</b>	<b>(500,913)</b>	<b>(480,124)</b>
<b>Operating surplus on social housing lettings</b>	<b>52,926</b>	<b>(22,497)</b>	<b>21,333</b>	<b>1,441</b>	<b>53,203</b>	<b>31,197</b>
Void loss	(1,810)	(5,879)	(12)	—	(7,701)	(8,072)

The operating expenditure within this disclosure includes an apportionment for overheads.

### 3 Turnover and operating expenditure from social housing lettings – continued

	Association					
	General needs housing £'000	Supported housing £'000	Shared ownership £'000	Other £'000	2025 Total £'000	Restated 2024 Total £'000
<b>Income</b>						
Rent receivable net of identifiable service charges	295,214	63,841	28,119	4,040	391,214	359,320
Income for support services	4,154	46,935	—	—	51,089	51,453
Service charge income	15,736	59,442	4,810	20	80,008	70,331
<b>Net rental income</b>	<b>315,104</b>	<b>170,218</b>	<b>32,929</b>	<b>4,060</b>	<b>522,311</b>	<b>481,104</b>
Other revenue grants	—	40	3,955	—	3,995	3,926
Amortisation of government grants (note 16b)	7,220	3,578	498	—	11,296	11,390
<b>Turnover from social housing lettings</b>	<b>322,324</b>	<b>173,836</b>	<b>37,382</b>	<b>4,060</b>	<b>537,602</b>	<b>496,420</b>
<b>Operating expenditure</b>						
Management	(44,685)	(33,301)	(571)	(60)	(78,617)	(75,763)
Service charge costs and support services	(57,344)	(110,030)	(5,005)	(152)	(172,531)	(165,654)
Routine maintenance	(85,118)	(20,796)	(2,445)	(322)	(108,681)	(92,306)
Planned maintenance	(18,714)	(5,995)	(265)	(14)	(24,988)	(26,012)
Major repairs expenditure	(23,938)	(3,653)	(5,822)	(6)	(33,419)	(31,578)
Bad debts	(1,684)	(253)	(344)	(199)	(2,480)	(7,240)
Depreciation	(48,824)	(13,201)	(1,494)	(359)	(63,878)	(71,093)
Impairment of housing properties	(2,585)	—	—	—	(2,585)	—
Lease costs	(68)	(30)	(11)	—	(109)	258
<b>Operating costs on lettings</b>	<b>(282,960)</b>	<b>(187,259)</b>	<b>(15,957)</b>	<b>(1,112)</b>	<b>(487,288)</b>	<b>(469,388)</b>
<b>Operating surplus on social housing lettings</b>	<b>39,364</b>	<b>(13,423)</b>	<b>21,425</b>	<b>2,948</b>	<b>50,314</b>	<b>27,032</b>
Void loss	(1,721)	(5,879)	(12)	—	(7,612)	(6,518)

The operating expenditure within this disclosure includes an apportionment for overheads.

# 3a Fire related income and expenditure

	Group	
	2025 Total £'000	2024 Total £'000
Grant income claimed for leaseholder properties	10,663	15,846
<b>Total fire related income</b>	<b>10,663</b>	<b>15,846</b>
Fire related revenue expenditure	(10,961)	(9,806)
Leaseholders cladding and fire expenditure	(15,243)	(21,892)
Waking watch	(1,703)	(2,611)
<b>Total fire related revenue expenditure</b>	<b>(27,907)</b>	<b>(34,309)</b>
<b>Net expenditure after grant income</b>	<b>(17,244)</b>	<b>(18,463)</b>
Fire related capital expenditure	(17,981)	(19,790)
	Association	
	2025 Total £'000	2024 Total £'000
Grant income claimed for leaseholder properties	10,663	15,846
<b>Total fire related income</b>	<b>10,663</b>	<b>15,846</b>
Fire related revenue expenditure	(10,961)	(9,737)
Leaseholders cladding and fire expenditure	(15,243)	(21,817)
Waking watch	(1,703)	(2,511)
<b>Total fire related revenue expenditure</b>	<b>(27,907)</b>	<b>(34,065)</b>
<b>Net expenditure after grant income</b>	<b>(17,244)</b>	<b>(18,219)</b>
Fire related capital expenditure	(17,981)	(19,790)

Fire safety remediation works include Fire Risk Assessment of External Walls (FRAEW), cladding remediation and a range of fire safety mitigation measures which include waking watch and installation of fire safety equipment. Works to Riverside owned properties are recognised as capital expenditure where permitted by accounting policy. For leaseholder properties Riverside intend to seek recovery through appropriate legal channels, including but not limited to developers and maximising claims from the Building Safety Fund. During the year Riverside recognised £10.6m of Building Safety Grant (2024: £15.8m). Riverside complies with all legislation for fire safety including but not limited to The Building Safety Act 2022, The Regulatory Reform (Fire Safety) Order 2005, The Fire Safety Act 2021. The Fire Safety (England) Regulations 2022.

## 4 Directors' and senior staff emoluments

The Directors are defined for the purpose of this note as the members of the Board and Executive Directors of The Riverside Group Limited. Directors appointed after the end of the financial year are not included in the disclosure. This satisfies the definition included in the Accounting Direction for Private Registered Providers of Social Housing 2022.

The Executive Directors do not receive any chargeable benefits in kind other than company cars. The emoluments of the Directors are set out below. There are nine (2024: eight) Executive Directors included within the total below.

	Group 2025 £'000	2024 £'000
Emoluments (including pension contributions and benefits in kind)	2,304	1,790
Highest paid Director Emoluments (excluding pension contributions)	309	344
Expenses reimbursed to Directors not chargeable to income tax	3	4

Total Director emoluments include members of the Board and Executive Directors of the Riverside Group Limited.

The emoluments (excluding pension contributions) paid to Executive and Non-Executive Directors were as follows:

Executive Directors	2025 £'000	2024 £'000
Cris McGuinness	309	300
Paul Dolan	288	—
Tony Blows	216	210
Ian Gregg	199	188
Jehan Weerasinghe	198	109
John Glenton	188	183
Sara Shanab	181	—
Patrick New	147	190
Richard Hill	36	18
Carol Matthews CBE	23	344
Andrea Thorn	151	—

The emoluments above exclude the following pension payments:

Six of the Directors received pensions payments totalling £147k (2024: £80k) and two of them received cash in lieu of pension payments totalling £35k (2024: £68k). The Group Board approved a policy for payment in lieu of pension payments at a rate which does not involve the Group incurring any greater cost than that of the individual's pension membership. The emoluments reported for the Chief Executive Officer are from 1st May 2025 for a period of eleven months.

## 4 Directors' and senior staff emoluments – continued

Non-Executive Directors	2025 £'000	2024 £'000
Terrie Alafat CBE	33	33
Sandy Murray	23	15
Fenella Edge	17	5
Sam Scott	16	15
Nigel Holland	16	15
Pauline Ford	15	5
Mona Shah	15	5
Richard Williams	13	4
Erfana Mahmood	12	12
Olwen Lintott	12	12
Kei-Retta Farrell	12	4
Ingrid Fife	2	18
Pauline Davis	—	12
Caroline Corby	—	8
Rommel Pereira	—	5

The number of staff whose remuneration is £60,000 or more (including pension contributions) is disclosed below:

	2025	2024
£60,001 — £70,000	130	121
£70,001 — £80,000	77	66
£80,001 — £90,000	45	52
£90,001 — £100,000	24	24
£100,001 — £110,000	19	14
£110,001 — £120,000	6	9
£120,001 — £130,000	3	7
£130,001 — £140,000	3	3
£140,001 — £150,000	3	3
£150,001 — £160,000	3	4
£160,001 — £170,000	1	—
£170,001 — £180,000	1	2
£180,001 — £190,000	—	1
£190,001 — £200,000	—	1
£200,001 — £210,000	—	—
£210,001 — £220,000	—	1
£220,001 — £230,000	—	2
	<b>315</b>	<b>310</b>

The salary bandings do not include Directors who are disclosed above or on the previous page.



# 5 Employee information

## Staff numbers

The average number of persons (including the Executive Directors) employed during the year (based on 35-37.5 hours) was:

	2025 Number	Group 2024 Number
Full time equivalent	4,808	4,965
	2025 £'000	2024 £'000
Staff costs (for the above persons)		
Wages and salaries	160,023	175,104
Social security costs	16,732	14,984
Other pension costs	10,586	9,005
	187,341	199,093

Staff costs and numbers referred to above all relate to staff employed by The Riverside Group, but exclude staff costs and numbers employed by the managing agents at supported housing schemes.

The total amount of severance and redundancy payments made during the year was £2.7m (2024: £1.7m).

This year has marked a significant milestone as we near the full conclusion of our merger with One Housing Group (OHG). Employee numbers have decreased resulting in a reduction in the overall salary cost. This is offset by a slight increase in redundancy costs in the year.

	2025 Number	Association 2024 Number
Full time equivalent	4,008	4,137
	2025 £'000	2024 £'000
Staff costs (for the above persons)		
Wages and salaries	132,223	146,574
Social security costs	13,925	12,149
Other pension costs	9,265	7,654
	155,413	166,377

The total amount of severance and redundancy payments made during the year was £2.7m (2024: £1.3m).

This year has marked a significant milestone as we near the full conclusion of our merger with One Housing Group (OHG). Employee numbers have decreased resulting in a reduction in the overall salary cost. This is offset by a slight increase in redundancy costs in the year.

# 6 Surplus on disposal of housing property

	Group			
	Proceeds £'000	Cost of disposal £'000	Surplus 2025 £'000	Surplus 2024 £'000
Affordable and low cost shared ownership staircasing	23,273	(15,353)	7,920	5,238
Right to buy sales	3,780	(1,875)	1,905	989
Right to acquire sales	2,084	(896)	1,188	1,343
Other housing property sales	27,302	(14,563)	12,739	13,734
<b>Surplus on disposal of housing property</b>	<b>56,439</b>	<b>(32,687)</b>	<b>23,752</b>	<b>21,304</b>

	Association			
	Proceeds £'000	Cost of disposal £'000	Surplus 2025 £'000	Surplus 2024 £'000
Affordable and low cost shared ownership staircasing	23,273	(15,353)	7,920	5,238
Right to buy sales	3,780	(1,875)	1,905	989
Right to acquire sales	2,084	(896)	1,188	1,343
Other housing property sales	27,335	(14,563)	12,772	13,734
<b>Surplus on disposal of housing property</b>	<b>56,472</b>	<b>(32,687)</b>	<b>23,785</b>	<b>21,304</b>

7

Interest receivable and other income

	Group	
	2025	2024
	£'000	£'000
Bank and other interest receivable	7,229	6,880
Income from fixed asset investments	—	43
	<u>7,229</u>	<u>6,923</u>

	Association	
	2025	2024
	£'000	£'000
Bank and other interest receivable	3,438	4,710
Intercompany interest from subsidiaries	2,712	1,060
	<u>6,150</u>	<u>5,770</u>



## Interest payable and similar charges

	Group	
	2025 £'000	2024 £'000
Bank loans and overdrafts	106,764	94,789
Break costs	(267)	3,509
Other loans	12,883	14,821
Other interest payable	(518)	(492)
Pension costs	1,042	668
Finance costs	1,183	954
Recycled Capital Grant Fund	1,934	1,201
	<b>123,021</b>	<b>115,450</b>
Interest capitalised on the construction of housing property	(13,954)	(15,066)
	<b>109,067</b>	<b>100,384</b>

Interest capitalised on the construction of housing property £13,954k was calculated using the Group's weighted average cost of borrowing of 5.0 % (2024: £15,066k and 4.09 %).

Break costs in current year represent a repayment decision made in respect of a fixed rate loan that had an 'in the money' Mark to Market position at the time the "break" was traded.

	Association	
	2025 £'000	2024 £'000
Bank loans and overdrafts	102,474	92,352
Break costs	(267)	3,509
Other loans	10,908	12,733
Other interest payable	1,428	1,452
Pension costs	1,042	668
Finance costs	2,122	786
Recycled Capital Grant Fund	1,934	1,201
	<b>119,641</b>	<b>112,701</b>
Interest capitalised on the construction of housing property	(13,954)	(15,066)
	<b>105,687</b>	<b>97,635</b>

Interest capitalised on the construction of housing property £13,954k was calculated using the Association's weighted average cost of borrowing of 5.0 % (2024: £15,066k and 4.09 %).

Break costs in the current year represent a repayment decision made in respect of a fixed rate loan that had an 'in the money' Mark to Market position at the time the "break" was traded.

# 9

## Surplus/deficit on ordinary activities

	Group	
	2025 £'000	2024 £'000
<b>Surplus/(deficit) on ordinary activities is stated after charging/(crediting):</b>		
<b>Depreciation for the year</b>		
Housing properties (note 11)	56,199	66,823
Other tangible fixed assets (note 11)	6,443	7,218
Amortisation of government grant (note 16b)	(11,556)	(11,619)
Amortisation of intangibles (note 11)	13,568	12,936
<b>Impairment charge/(credit) for the year</b>		
Housing properties (note 11)	2,585	—
Impairment of joint ventures	2,892	(2,190)
<b>Auditors' remuneration</b>		
For audit services	768	714
For non-audit services		
— other	11	5
<b>Operating lease rentals</b>		
Land and buildings	6,497	7,045
Other	995	43

	Association	
	2025 £'000	2024 £'000
<b>Surplus/(deficit) on ordinary activities is stated after charging/(crediting):</b>		
<b>Depreciation for the year</b>		
Housing properties (note 11)	54,046	64,972
Other tangible fixed assets (note 11)	6,355	6,952
Amortisation of government grant (note 16b)	(11,254)	(11,317)
Amortisation of intangibles (note 11)	13,568	12,936
<b>Impairment (credit)/charge for the year</b>		
Housing properties (note 11)	2,585	—
Impairment of joint ventures	—	(2,190)
<b>Auditors' remuneration</b>		
For audit services	273	225
For non-audit services		
— other	11	5
<b>Operating lease rentals</b>		
Land and buildings	6,266	6,301
Other	584	534



# 10

## Tax on surplus on ordinary activities

	Group	
	2025 £'000	2024 £'000
Analysis of charge in period		
Current tax charge	30	12
Deferred tax charge	(151)	345
<b>Total tax charge/(credit)</b>	<b>(121)</b>	<b>357</b>

### Factors affecting tax charge for period

The tax assessed for the year is lower than the standard rate of corporation tax in the UK of 25 %. The differences are explained below:

	2025 £'000	2024 £'000
Surplus/(deficit) on ordinary activities before tax	9,946	(14,812)
Surplus/(deficit) on ordinary activities at standard rate of corporation tax in the UK of 25 % (2024: 25 %)	2,487	(3,703)
Expenses not deductible for tax purposes	170,004	168,051
Income exempt from tax due to charitable exemption	(170,481)	(162,848)
Movements in fair value on acquisition of subsidiary	—	—
Gains/revaluations	61	—
Adjustments to prior year	1,805	12
Prior year deferred tax	—	—
Deferred tax not provided	(385)	1,035
Movements in fair value of financial instruments	—	—
Movement in investment properties	—	—
(Creation)/use losses and group reliefs	—	—
Gift aid	(3,370)	(2,848)
Affect on profit from Joint Ventures	—	—
Rate change	—	(56)
<b>Total charge</b>	<b>121</b>	<b>(357)</b>

### Deferred taxation

The movement in the year is as follows:

	2025 £'000	2024 £'000
At the beginning of the year	(697)	(352)
Charge for the year	121	(357)
Movements in deferred tax treatment	(878)	12
<b>At the end of the year</b>	<b>(1,455)</b>	<b>(697)</b>

10

Tax on surplus on ordinary activities – continued

Factors affecting tax charge for period

The tax assessed for the year is higher than the standard rate of corporation tax in the UK of 25 %. The differences are explained below:

	Association	
	2025	2024
	£'000	£'000
Profit/(Loss) on ordinary activities before tax	9,997	(24,864)
Profit/(Loss) on ordinary activities at standard rate of corporation tax in the UK of 25 % (2024: 25 %)	2,499	(6,216)
Profits exempt from tax as a result of charitable exemption	(2,499)	6,216
Current tax	—	—

# 11

## Fixed assets

### Housing properties

	Social housing properties held for letting £'000	Social housing properties under construction £'000	Group Completed shared ownership properties £'000	Shared ownership properties under construction £'000	Total properties £'000
<b>Cost</b>					
At 1 April 2024	4,090,852	209,023	528,980	79,248	4,908,103
Schemes completed	61,637	(61,637)	53,656	(53,656)	—
Additions	4,292	78,675	2,674	14,165	99,806
Improvements to existing properties	104,859	—	2,548	—	107,407
Disposals	(15,127)	—	(15,840)	—	(30,967)
Accelerated replacement of components	(157)	—	—	—	(157)
Capitalised interest	—	7,528	—	5,786	13,314
<b>At 31 March 2025</b>	<b>4,246,356</b>	<b>233,589</b>	<b>572,018</b>	<b>45,543</b>	<b>5,097,506</b>
<b>Depreciation and impairment</b>					
At 1 April 2024	637,984	—	10,979	—	648,963
Charge for the year	54,649	—	1,550	—	56,199
Eliminated in respect of disposals and components	(2,389)	—	(200)	—	(2,589)
Impairment charge	2,585	—	—	—	2,585
Impairment released on disposal	(2,981)	—	—	—	(2,981)
<b>At 31 March 2025</b>	<b>689,848</b>	<b>—</b>	<b>12,329</b>	<b>—</b>	<b>702,177</b>
<b>Net book value at 31 March 2025</b>	<b>3,556,508</b>	<b>233,589</b>	<b>559,689</b>	<b>45,543</b>	<b>4,395,329</b>
Net book value at 31 March 2024	3,452,868	209,023	518,001	79,248	4,259,140

### Impairment and depreciation

The housing property portfolio for the Group is assessed for indicators of impairment at each reporting date. Where indicators are identified, a detailed assessment is undertaken to compare the carrying amount of assets or cash generating units for which impairment is indicated with the recoverable amounts. The carrying amount is taken to be cost less accumulated depreciation, net of amortised grant. The recoverable amount is taken to be the higher of fair value less costs to sell or value in use in respect of their service potential. For social housing assets, EUV-SH is used as a measure for fair value and depreciated replacement cost is an appropriate measure of value in use. An impairment loss is recognised in the Statement of Comprehensive Income. If an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised immediately in the Statement of Comprehensive Income. The Riverside Group Limited considers that both property and location of housing property assets represent separate 'Cash Generating Units' (CGU) when assessing for impairment in accordance with the requirements of FRS102 and SORP 2018. CGU's are distinguishable at cost centre level.

Impairment of £2.6m was recognised across 55 units in the year and £3.0m impairment was released on disposal the carrying value of the units prior to impairment loss was £2.6m. Brought forward balances include £17.5m of cumulative impairment of housing property assets.

Depreciation is charged on a straight line basis. Useful lives are shown in note 1 - accounting policies.

### Finance leases

The net book value of housing properties includes an amount of £1.31m (2024: £1.11m) in respect of assets held under finance leases. Such assets are classified as finance leases as the rental period amounts to the estimated useful economic life of the assets concerned and the Group has the right to purchase the assets outright at the end of the minimum lease term by paying a nominal amount.

# 11

## Fixed assets – continued

### Other tangible fixed assets

### Group

	Scheme fixtures and fittings £'000	Freehold and long leasehold offices £'000	Fixtures vehicles and computer equipment £'000	Total other fixed assets £'000
<b>Cost</b>				
At 1 April 2024	67,467	10,726	2,600	80,793
Additions	17,098	200	206	17,504
Disposals	(2,191)	(715)	(1,777)	(4,683)
<b>At 31 March 2025</b>	<b>82,374</b>	<b>10,211</b>	<b>1,029</b>	<b>93,614</b>
<b>Depreciation and impairment</b>				
At 1 April 2024	3,829	6,540	1,414	11,783
Charge for the year	5,500	325	618	6,443
Eliminated in respect of disposals	(1,704)	(511)	(1,713)	(3,928)
<b>At 31 March 2025</b>	<b>7,625</b>	<b>6,354</b>	<b>319</b>	<b>14,298</b>
<b>Net book value at 31 March 2025</b>	<b>74,749</b>	<b>3,857</b>	<b>710</b>	<b>79,316</b>
Net book value at 31 March 2024	63,638	4,186	1,186	69,010

No impairment losses were recognised in the year.

Depreciation is charged on a straight line basis. Useful lives are shown in note 1 - accounting policies.

# 11

## Fixed assets – continued

### Intangible fixed assets – Group and Association

	Completed £000	2025 Work in Progress £000	Totals £'000
<b>Cost</b>			
At 1 April 2024	69,507	11,151	80,658
Additions	—	12,324	12,324
Disposals	(6,704)	(64)	(6,768)
Projects completed	11,512	(11,512)	—
<b>At 31 March 2025</b>	<b>74,315</b>	<b>11,899</b>	<b>86,214</b>
<b>Amortisation</b>			
At 1 April 2024	38,730	—	38,730
Charge for the year	13,568	—	13,568
Eliminated in respect of disposals	(6,704)	—	(6,704)
<b>At 31 March 2025</b>	<b>45,594</b>	<b>—</b>	<b>45,594</b>
<b>Net book value at 31 March 2025</b>	<b>28,721</b>	<b>11,899</b>	<b>40,620</b>
Net book value at 31 March 2024	30,777	11,151	41,928



# 11

## Fixed assets – continued

### Housing properties

	Social housing properties held for letting £'000	Social housing properties under construction £'000	Association Completed shared ownership properties £'000	Shared ownership properties under construction £'000	Total properties £'000
<b>Cost</b>					
At 1 April 2024	3,936,972	204,866	547,872	90,201	4,779,911
Schemes completed	61,468	(61,468)	53,656	(53,656)	—
Additions	4,032	78,714	2,674	14,622	100,042
Improvements to existing properties	101,902	—	2,548	—	104,450
Disposal of properties	(15,012)	—	(15,840)	—	(30,852)
Accelerated replacement of components	(157)	—	—	—	(157)
Capitalised interest	—	7,528	—	5,786	13,314
<b>At 31 March 2025</b>	<b>4,089,205</b>	<b>229,640</b>	<b>590,910</b>	<b>56,953</b>	<b>4,966,708</b>
<b>Depreciation and impairment</b>					
At 1 April 2024	616,606	—	9,624	—	626,230
Charge for the year	52,496	—	1,550	—	54,046
Eliminated in respect of disposals and components	(2,368)	—	(200)	—	(2,568)
Impairment	2,585	—	—	—	2,585
Impairment released on disposal	(2,981)	—	—	—	(2,981)
<b>At 31 March 2025</b>	<b>666,338</b>	<b>—</b>	<b>10,974</b>	<b>—</b>	<b>677,312</b>
<b>Net book value at 31 March 2025</b>	<b>3,422,867</b>	<b>229,640</b>	<b>579,936</b>	<b>56,953</b>	<b>4,289,396</b>
Net book value at 31 March 2024	3,320,366	204,866	538,248	90,201	4,153,681

### Impairment and depreciation

The housing property portfolio for the Association is assessed for indicators of impairment at each reporting date. Where indicators are identified, a detailed assessment is undertaken to compare the carrying amount of assets or cash generating units for which impairment is indicated with the recoverable amounts. The carrying amount is taken to be cost less accumulated depreciation, net of amortised grant. The recoverable amount is taken to be the higher of fair value less costs to sell or value in use in respect of their service potential. For social housing assets, EUV-SH is used as a measure for fair value and depreciated replacement cost is an appropriate measure of value in use. An impairment loss is recognised in the Statement of Comprehensive Income. If an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised immediately in the Statement of Comprehensive Income. The Riverside Group Limited considers that both property and location of housing property assets represent separate 'Cash Generating Units' (CGU) when assessing for impairment in accordance with the requirements of FRS102 and SORP 2018. CGU's are distinguishable at cost centre level.

Impairment of £2.6m was recognised across 55 units in the year and £3.0m impairment was released on disposal the carrying value of the units prior to impairment loss was £2.6m. Brought forward balances include £17.5m of cumulative impairment of housing property assets.

Depreciation is charged on a straight line basis. Useful lives are shown in note 1 - accounting policies.

### Finance leases

The net book value of housing properties includes an amount of £1.31m (2024: £1.11m) in respect of assets held under finance leases. Such assets are classified as finance leases as the rental period amounts to the estimated useful economic life of the assets concerned and the Association has the right to purchase the assets outright at the end of the minimum lease term by paying a nominal amount.

# 11

## Fixed assets – continued

### Other tangible fixed assets

	Scheme fixtures and fittings £'000	Freehold and long leasehold offices £'000	Association Fixtures vehicles and computer equipment £'000	Total other fixed assets £'000
<b>Cost</b>				
At 1 April 2024	84,282	9,795	2,569	96,646
Additions	17,099	200	199	17,498
Disposals	(2,191)	(715)	(1,753)	(4,659)
<b>At 31 March 2025</b>	<b>99,190</b>	<b>9,280</b>	<b>1,015</b>	<b>109,485</b>
<b>Depreciation and impairment</b>				
At 1 April 2024	21,159	5,576	1,398	28,133
Charge for the year	5,419	325	611	6,355
Eliminated in respect of disposals	(1,704)	(511)	(1,706)	(3,921)
<b>At 31 March 2025</b>	<b>24,874</b>	<b>5,390</b>	<b>303</b>	<b>30,567</b>
<b>Net book value at 31 March 2025</b>	<b>74,316</b>	<b>3,890</b>	<b>712</b>	<b>78,918</b>
Net book value at 31 March 2024	63,123	4,219	1,171	68,513

No impairment was recognised in the year.

Depreciation is charged on a straight line basis. Useful lives are shown in note 1 - accounting policies.

# 11

## Fixed assets – continued

Housing properties and offices include freehold and long leasehold land and buildings as analysed below:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
<b>Housing Properties</b>		
Freehold	4,395,320	4,259,131
Long leasehold	9	9
	<b>4,395,329</b>	<b>4,259,140</b>
<b>Offices</b>		
Freehold	2,498	3,169
Long leasehold	1,359	1,051
	<b>3,857</b>	<b>4,220</b>

	<b>Association</b>	
	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
<b>Housing Properties</b>		
Freehold	4,289,387	4,153,672
Long leasehold	9	9
	<b>4,289,396</b>	<b>4,153,681</b>
<b>Offices</b>		
Freehold	2,531	3,133
Long leasehold	1,359	1,086
	<b>3,890</b>	<b>4,219</b>

# 12 Investments

## A. Fixed assets - Investments in subsidiaries

Name of undertaking	Nature of undertaking	Principal Activity	Investment £'000
Donald Bates Charity	Charitable Trust	Management of sheltered housing	—
Eleanor Godfrey Crittall Charity	Charitable Trust	Management of sheltered housing	—
Eventide Homes Trust	Charitable Trust	Management of supported housing	—
Evolve Facility Services Limited	Private company limited by shares under the Companies Act 2006	Property maintenance	4,152
Irvine Housing Association Limited	Registered Society and Scottish Registered Charity under the Co-operative and Community Benefits Societies Act 2014	Registered provider of social housing	—
Prospect (GB) Limited	Company incorporated and limited by shares under the Companies Act 2006	Property development and investment	25,500
Riverside Consultancy Services Limited	Company incorporated and limited by shares under the Companies Act 2006	Design and build services	—
Riverside Finance plc	Public Limited Company incorporated under the Companies Act 2006	Bond issuance	50
Riverside Estuary Limited	Private charitable company limited by shares under the Companies Act 2006	Construction and management of Extra Care homes	—
Riverside Regeneration Limited	Company incorporated and limited by shares under the Companies Act 2006	Investment in Stanton Cross LLP	42,500
Riverside Regeneration (Lambeth) Limited	Company incorporated and limited by shares under the Companies Act 2006	Urban regeneration initiatives	6,643
Riverside Regeneration (Bromley) Limited	Company incorporated and limited by shares under the Companies Act 2006	Urban regeneration initiatives	10,925
Riverside Regeneration (London) Limited	Company incorporated and limited by shares under the Companies Act 2006	Urban regeneration initiatives	10,788
Riverside Regeneration (Southwark) Limited	Company incorporated and limited by shares under the Companies Act 2006	Urban regeneration initiatives	4,615
Citystyle Living Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	54,528
Citystyle Living (Nunhead Lane) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—
Citystyle Living (Close) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—
Citystyle Living (St Ann's) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—
Citystyle Living (Kidwells THA) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—

# 12

## Investments – continued

Name of undertaking	Nature of undertaking	Principal Activity	Investment £'000
Citystyle Living (Wenlock Road) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—
Citystyle Living (High Road Haringey 624 THA) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—
Citystyle Living (Acton Town Hall) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—
Citystyle Living (Victoria Quarter) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	28,061
Citystyle Living (Belmont) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—
Citystyle Living (North End Farm) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—
Citystyle Living (Goldhawk) Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	—
CHA Ventures Limited	Private company limited by shares under the Companies Act 2006	Design and build services	50,280
One Housing Foundation	Company limited by guarantee and a charity registered with Charity Commission	Charitable foundation	—
One Housing Investment Limited	Private company limited by shares under the Companies Act 2006	Strategic urban regeneration	6,700
Renovo Facilities and Services Limited <sup>1</sup>	Private company limited by shares under the Companies Act 2006	Property maintenance	51

### Key to numbering

1 Entity is owned 51% by The Riverside Group Limited.

All other undertakings are 100% owned by The Riverside Group Limited.



# 12 Investments – continued

	Group	
	2025 £'000	2024 £'000
<b>Fixed assets</b>		
Investment in joint ventures (see (i) below)	88,576	104,810
Investment properties (see (ii) below)	194,463	191,705
Other (see (iii) below)	2,362	2,487
Homebuy equity loans (see (iv) below)	1,288	1,305
<b>Total fixed assets</b>	<b>286,689</b>	<b>300,307</b>

	Association	
	2025 £'000	2024 £'000
<b>Fixed assets</b>		
Investment in joint ventures	3,475	3,475
Investment properties (see (ii) below)	52,188	54,657
Investment in subsidiaries	244,793	245,812
Other (see (iii) below)	2,015	2,136
Homebuy equity loans (see (iv) below)	164	164
<b>Total fixed assets</b>	<b>302,635</b>	<b>306,244</b>

	Group	
	2025 £'000	2024 £'000
<b>(i) Group share of net assets and liabilities of joint ventures</b>		
Compendium Group Limited	4,516	4,108
Stanton Cross Developments LLP	42,922	48,123
Regeneration Lambeth LLP	(47)	(19)
Regeneration Bromley (Pike Close) LLP	322	302
Regeneration Bromley (Calverley Close) LLP	340	76
Friars Close Regeneration LLP	3,728	1,615
New Ladderswood LLP	11,056	24,345
New Granville LLP	21,678	23,774
Citystyle Fairview VQ LLP	3,644	2,585
Camden Development Partnership LLP	(136)	(99)
Tiller Road LLP	553	—
	<b>88,576</b>	<b>104,810</b>

# 12 Investments – continued

Name of investing entity	Proportion of voting rights	JV Partner	Joint venture entity
The Riverside Group Limited	50	Lovell Partnerships Limited	Compendium Group Limited
Riverside Regeneration Limited	50	Vistry Limited	Stanton Cross Developments LLP
Riverside Regeneration Lambeth Limited	50	Bellway Homes Limited	Lambeth Regeneration LLP
Riverside Regeneration Bromley Limited	50	Countryside Properties (UK) Limited	Regeneration Bromley (Pike Close) LLP
Riverside Regeneration Bromley Limited	50	Countryside Properties (UK) Limited	Regeneration Bromley (Calverley Close) LLP
Riverside Regeneration Southwark Limited	50	Mount Anvil Limited	Friars Close Regeneration LLP
CHA Ventures Limited	50	Mullally & Co Limited	New Ladderswood LLP
CHA Ventures Limited	50	Mullally & Co Limited	New Granville LLP
Citystyle Living Victoria Quarter Limited	50	Fairview New Homes Limited	Citystyle Fairview VQ LLP
One Housing Investment Limited	50	Countryside Partnerships Limited	Camden Development Partnership LLP
One Housing Investment Limited	50	Mount Anvil Limited	Tiller Road LLP

	Group share of profit/(loss) in joint ventures 2025 £'000	Group share of profit/(loss) in joint ventures 2024 £'000
<b>Name of joint venture entity</b>		
Compendium Group Limited	203	140
Stanton Cross Developments LLP	3,402	8,800
Lambeth Regeneration LLP	(27)	(3)
Regeneration Bromley LLP (Pike Close)	20	414
Regeneration Bromley LLP (Calverley Close)	264	187
Regeneration Southwark	(261)	(11)
New Ladderswood LLP	100	109
New Granville LLP	(1,512)	(1,165)
Citystyle Fairview VQ LLP	560	(613)
Camden Development Partnership LLP	(38)	(98)
Tiller Road LLP	(8)	—
	<b>2,703</b>	<b>7,760</b>

# 12 Investments – continued

	Group		
	Market Rent £'000	Commercial £'000	2025 Total £'000
<b>(ii) Investment properties</b>			
Valuation at 1 April 2024	145,605	46,100	191,705
Revaluation	575	634	1,209
Disposals	(388)	(25)	(413)
Additions	1,962	—	1,962
<b>Valuation at 31 March 2025</b>	<b>147,754</b>	<b>46,709</b>	<b>194,463</b>

	Association		
	Market Rent £'000	Commercial £'000	2025 Total £'000
<b>(ii) Investment properties</b>			
Valuation at 1 April 2024	8,556	46,101	54,657
Revaluation	(33)	634	601
Transfer (to)/from subsidiary	(3,045)	—	(3,045)
Disposals	—	(25)	(25)
<b>Valuation at 31 March 2025</b>	<b>5,478</b>	<b>46,710</b>	<b>52,188</b>

The Group and Association investment properties are valued annually on 31 March at fair value, determined by an independent, professionally qualified valuer. The valuations were undertaken in accordance with the Royal Institution of Chartered Surveyors' Appraisal and Valuation Manual.

In valuing investment properties, a percentage of MV-VP approach to reach the Fair Value for each property was adopted with the following key assumptions.

MV-VP : 77.5 % to 87.5 %

The surplus on revaluation of investment property including movements on disposal of investments properties of Group £1.2m (Association: (£0.6m) has been adjusted in the Statement of Comprehensive Income for the year.

# 12 Investments – continued

	Group	
	2025 £'000	2024 £'000
<b>(iii) Other investments</b>		
At 1 April	2,487	2,395
Revaluations	(125)	92
<b>At 31 March (note 18)</b>	<b>2,362</b>	<b>2,487</b>

At 31 March 2025, investments measured at fair value through profit and loss comprise the market value of 7.90 % secured bonds £1.98m (2024: £2.11m) in connection with a loan. The loan matures in 2033 at which point the loan will be repaid and the value of the stock will be realised. Additional investment in The Charities Investment Fund (COIF) £347k (2024: £354k). The COIF fund is an investment fund designed exclusively for charitable funds in England and Wales. The fund is promoted as a socially responsible fund. The fair value is determined by reference to their market price.

	Association	
	2025 £'000	2024 £'000
<b>(iii) Other investments</b>		
At 1 April	2,136	2,208
Revaluations	(121)	(72)
<b>At 31 March (note 18)</b>	<b>2,015</b>	<b>2,136</b>

At 31 March 2025, investments measured at fair value through profit and loss comprise the market value of 7.90 % secured bonds £1.98m (2024: £2.11m) in connection with a loan. The loan matures in 2033 at which point the loan will be repaid and the value of the stock will be realised. The fair value is determined by reference to their market price.

# 12 Investments – continued

	Group	
	2025 £'000	2024 £'000
<b>(iv) Homebuy equity loans</b>		
At 1 April	1,305	1,346
Loans redeemed	(17)	(41)
<b>At 31 March (note 18)</b>	<b>1,288</b>	<b>1,305</b>

	Association	
	2025 £'000	2024 £'000
<b>(iv) Homebuy equity loans</b>		
At 1 April	164	204
Loans redeemed	—	(40)
<b>At 31 March (note 18)</b>	<b>164</b>	<b>164</b>

Investments in Homebuy loans represent an equity stake in third party properties purchased under the Homebuy scheme. The loans are interest free and repayable only on the sale of the property. Security for the loans is based on the assets the loans relate to. During the year, one loan was repaid £17k (2024: £40k) as the property the loan was secured against was sold. All loans are repayable on the future sale of the property the loans relate to. The Group expects to recover all loans and no loans require an impairment loss.

	Group	
	2025 £'000	2024 £'000
<b>Current asset investment</b>		
PFI reserves	31,713	27,031
Client sinking funds	39,819	38,811
Money market account	13,709	13,525
<b>Total current asset investments (note 18)</b>	<b>85,241</b>	<b>79,367</b>

	Association	
	2025 £'000	2024 £'000
<b>Current asset investment</b>		
PFI reserves	28,905	24,932
Client sinking funds	38,835	38,028
Money market account	13,709	13,526
<b>Total current asset investments (note 18)</b>	<b>81,449</b>	<b>76,486</b>

Current asset investments include cash on deposit in the money market invested for periods of generally greater than three months and charged accounts which are illiquid.



# 13 Debtors

	2025 £'000	Group Restated 2024 £'000
<b>Debtors: amounts falling due within one year:</b>		
Rent and service charge arrears	47,450	43,416
Less: provision for bad and doubtful debts	(21,058)	(24,622)
<b>Net rental debtors</b>	<b>26,392</b>	<b>18,794</b>
Other debtors	39,665	38,123
Prepayments and accrued income	33,069	25,009
Amounts due from joint venture	39,528	40,171
<b>Total debtors amounts falling due within one year</b>	<b>138,654</b>	<b>122,097</b>
<b>Debtors: amounts falling due after more than one year:</b>		
Improvement programmes	1,126	1,348
PFI finance debtor	61,064	66,548
	<b>62,190</b>	<b>67,896</b>

# 13 Debtors – continued

	Association	
	2025	Restated
	£'000	2024
		£'000
<b>Debtors: amounts falling due within one year:</b>		
Rent and service charge arrears	45,481	41,513
Less: provision for bad and doubtful debts	(19,753)	(23,452)
<b>Net rental debtors</b>	<b>25,728</b>	<b>18,061</b>
Other debtors	39,950	36,531
Amounts owed by Group undertakings	24,207	19,948
Prepayments and accrued income	32,132	22,779
Amount due from joint venture	6,097	4,232
<b>Total debtors amounts falling due within one year</b>	<b>128,114</b>	<b>101,551</b>
<b>Debtors: amounts falling due after more than one year:</b>		
Improvement programmes	909	1,114
Intra group debtors	23,798	30,943
PFI finance debtor	6,737	9,574
	<b>31,444</b>	<b>41,631</b>

Intra group debtors comprise loans between The Riverside Group Limited and three of its subsidiaries.

Unsecured loan to Irvine Housing Association £3.4m, interest charged at Bank of England base rate plus 0.75 % - 1.5 %, matures in 2036.

Unsecured loan to Prospect (GB) Limited £15.6m, interest charged at Bank of England base rate plus 0.5 %, matures in 2029.

Unsecured loan to Riverside Estuary Limited £4.7m, interest charged at 12.60 %, matures in 2042.

# 14

## Properties for sale

	Group			
	First tranche shared ownership 2025 £'000	Outright sale 2025 £'000	Total 2025 £'000	Total 2024 £'000
Properties under construction	31,385	32,529	63,914	81,797
Completed properties	39,644	1,690	41,334	41,261
	<b>71,029</b>	<b>34,219</b>	<b>105,248</b>	<b>123,058</b>

	Association			
	First tranche shared ownership 2025 £'000	Outright sale 2025 £'000	Total 2025 £'000	Total 2024 £'000
Properties under construction	29,204	—	29,204	36,923
Completed properties	34,940	1,690	36,630	39,471
	<b>64,144</b>	<b>1,690</b>	<b>65,834</b>	<b>76,394</b>

# 15

## Creditors: amounts falling due within one year

	Group	
	2025 £'000	2024 £'000
Bank and other loans (see note 17)	52,424	124,210
Trade creditors	20,291	26,557
Rent and service charges received in advance	32,715	28,829
Social housing grant received in advance	11,587	13,074
Tax and social security	4,220	1,875
Other creditors	29,848	18,579
Recycled capital grant fund (see note 16a)	10,624	14,709
Accruals and deferred income	118,446	113,363
Amortisation of deferred capital grant (see note 16b)	11,556	11,619
Obligations under finance leases (see note 24)	59	63
Amounts due to joint ventures	7,607	8,726
	<b>299,377</b>	<b>361,604</b>

	Association	
	2025 £'000	2024 £'000
Bank and other loans (see note 17)	47,252	121,029
Trade creditors	14,767	20,909
Rent and service charges received in advance	31,810	27,915
Social Housing Grant received in advance	11,488	12,976
Tax and social security	3,474	1,187
Other creditors	25,401	18,998
Recycled Capital Grant Fund (see note 16a)	10,624	14,709
Accruals and deferred income	99,848	90,896
Intra group creditors	58,658	50,496
Amortisation of deferred capital grant (see note 16b)	11,254	11,317
Obligations under finance leases (see note 24)	59	63
	<b>314,635</b>	<b>370,495</b>

Social Housing Grant received in advance will be utilised against the related capital expenditure during the next twelve months. Deferred government grant received from Homes England is initially stated at transaction value as a long-term liability and is amortised as income over the life of the structure of properties.

# 16

## Creditors: amounts falling due after more than one year

	Group	
	2025 £'000	2024 £'000
Long term loans (see note 17)	2,558,047	2,395,154
Recycled capital grant fund (see note 16a)	32,227	32,575
Deferred capital grant (see note 16b)	958,035	934,850
Amortisation of deferred capital grant due in one year (see note 16b)	(11,556)	(11,619)
Fair value derivatives (see note 18)	2,493	7,492
Obligations under finance leases (see note 24)	1,701	1,363
Sinking and cyclical funds	39,791	37,593
Grant on Homebuy	1,290	1,305
	<b>3,582,028</b>	<b>3,398,713</b>

Long term loans are secured by fixed charges on properties.

	Association	
	2025 £'000	2024 £'000
Long term loans (see note 17)	2,409,450	2,238,340
Recycled capital grant fund (see note 16a)	32,227	32,575
Deferred capital grant (note 16b)	917,367	893,851
Amortisation of deferred capital grant due in one year (see note 16b)	(11,254)	(11,317)
Fair value derivatives (see note 18)	2,493	7,492
Obligations under finance leases (see note 24)	1,701	1,363
Sinking and cyclical funds	39,791	37,594
Grant on Homebuy	164	164
	<b>3,391,939</b>	<b>3,200,062</b>

Long term loans are secured by fixed charges on properties.



# 16a Creditors: analysis of recycled capital grant fund

	Group and Association	
	2025	2024
	£'000	£'000
<b>Recycled Capital Grant Fund</b>		
Opening balance	47,284	39,010
<b>Inputs to RCGF:</b>		
Grants recycled	9,180	10,587
Interest accrued	1,934	1,201
Grant repaid	(15,113)	—
<b>Recycling of grant:</b>		
Newbuild	(434)	(3,514)
<b>Closing balance</b>	<b>42,851</b>	<b>47,284</b>

£10.6m is potentially due for repayment to Homes England and is recognised within ‘creditors: amounts falling due within one year’.

# 16<sup>b</sup> Deferred Capital Grant

	Group	
	2025 £'000	2024 £'000
<b>Deferred capital grant</b>		
At start of the year	1,197,121	1,130,589
Grant received in the year	37,109	76,675
Disposals	(4,300)	(10,144)
<b>As at 31 March 2025</b>	<b>1,229,930</b>	<b>1,197,120</b>
Amortisation at start of the year	(262,270)	(253,117)
Released to income	(11,556)	(11,619)
Released to disposals	1,931	2,466
<b>As at 31 March 2025</b>	<b>(271,895)</b>	<b>(262,270)</b>
<b>Net deferred capital grant as at 31 March 2025</b>	<b>958,035</b>	<b>934,850</b>

On acquisition of One Housing Group, the Group acquired Housing Properties with attaching Social Housing Grant £681m. In line with acquisition accounting requirements this was recognised at nil value on the fair value of the housing properties. This amount would crystallise if the properties were disposed of to an unregistered provider.

Amounts to be released within one year £11.6m.

Amounts to be released after more than one year £1.2bn.

	Association	
	2025 £'000	2024 £'000
<b>Deferred capital grant</b>		
At start of the year	1,151,636	1,085,118
Grant received in the year	37,028	76,662
Disposals	(4,189)	(10,144)
<b>As at 31 March 2025</b>	<b>1,184,475</b>	<b>1,151,636</b>
Amortisation at start of the year	(257,785)	(248,934)
Released to income	(11,254)	(11,317)
Released to disposals	1,931	2,466
<b>As at 31 March 2025</b>	<b>(267,108)</b>	<b>(257,785)</b>
<b>Net deferred capital grant as at 31 March 2025</b>	<b>917,367</b>	<b>893,851</b>

On acquisition of One Housing Group, the Group acquired Housing Properties with attaching Social Housing Grant £681m. In line with acquisition accounting requirements this was recognised at nil value on the fair value of the housing properties. This amount would crystallise if the properties were disposed of to an unregistered provider.

Amounts to be released within one year £11.3m.

Amounts to be released after more than one year £1.2bn.

# 17

## Debt analysis

	Group	
	2025 £'000	2024 £'000
<b>Due within one year</b>		
Bank loans	35,458	116,412
Other loans	12,890	3,722
Local authority loans	4,076	4,076
<b>Total due within one year</b>	<b>52,424</b>	<b>124,210</b>
<b>Due after more than one year</b>		
Bank loans	1,019,364	1,013,655
Local authority loans	154,578	158,653
Other loans	1,142,429	980,319
Less finance costs capitalised	(14,021)	(13,170)
	<b>2,302,350</b>	<b>2,139,457</b>
Bond	250,000	250,000
Premium/Discount on issue	8,143	8,143
Bond issue costs	(2,446)	(2,446)
<b>Net bond balance</b>	<b>255,697</b>	<b>255,697</b>
<b>Total due after more than one year</b>	<b>2,558,047</b>	<b>2,395,154</b>

With the exception of £165m of unsecured lending lines, loans and bond are secured by way of a first fixed charge over assets of the Group.

Loans comprise a number of funding lines from capital market issuance, bank term and revolving credit facilities and local authority loans with a combination of fixed and variable rates of interest inclusive of lending margins of between 2.0 % and 11.3 %. Group Debt mix is 77 % fixed rate, 23 % floating rate. Term debt with repayment profiles falls to be repaid in the periods 2026 to 2064.

The Bond is repayable in one instalment in 2045. Fixed interest is payable at 3.9 %.

Weighted average cost of borrowing for the Group is 4.9 % (2024: 5.1 %).

	2025 £'000	2024 £'000
<b>Debt maturity profile</b>		
In one year or less	52,424	124,210
Between one and two years	265,783	48,719
Between two and five years	591,600	573,985
In five years or more	1,708,988	1,779,927
	<b>2,618,795</b>	<b>2,526,841</b>
<b>Less:</b>		
Loans due in one year or less	(52,424)	(124,210)
Finance costs capitalised	(16,467)	(15,620)
Discount on issue of bond	8,143	8,143
	<b>2,558,047</b>	<b>2,395,154</b>

# 17

## Debt analysis – continued

	Association	
	2025 £'000	2024 £'000
<b>Due within one year</b>		
Bank loans	32,755	115,541
Other loans	10,421	1,412
Local authority loans	4,076	4,076
<b>Total due within one year</b>	<b>47,252</b>	<b>121,029</b>
<b>Due after more than one year</b>		
Bank loans	992,651	982,083
Local authority loans	78,079	82,154
Other loans	1,095,794	931,215
Less finance costs capitalised	(12,771)	(13,274)
	<b>2,153,753</b>	<b>1,982,178</b>
Intra group creditor – Bond	250,000	250,000
Intra group creditor – Premium on issue	8,143	8,143
Intra group creditor – Bond issue costs	(2,446)	(1,981)
<b>Net bond balance</b>	<b>255,697</b>	<b>256,162</b>
<b>Total due after more than one year</b>	<b>2,409,450</b>	<b>2,238,340</b>

With the exception of £165m of unsecured lending lines, loans and bond are secured by way of a first fixed charge over assets of the Association.

Loans comprise a number of funding lines from capital market issuance, bank term and revolving credit facilities and local authority loans with a combination of fixed and variable rates of interest inclusive of lending margins of between 2.0 % and 11.3 %. Association Debt mix is 75.6 % fixed rate, 24.4 % floating rate. Term debt with repayment profiles falls to be repaid in the periods 2026 to 2064.

The bond is repayable in one instalment in 2045. Fixed interest is payable at 3.9 %.

Weighted average cost of borrowing for the Association is 5.0 % (2024: 5.2 %).

	2025 £'000	2024 £'000
<b>Debt maturity profile</b>		
In one year or less	47,252	121,029
Between one and two years	185,757	47,589
Between two and five years	574,288	526,714
In five years or more	1,656,479	1,671,150
	<b>2,463,776</b>	<b>2,366,482</b>
<b>Less:</b>		
Loans due in one year or less	(47,252)	(121,029)
Finance costs capitalised	(15,217)	(15,256)
Discount on issue of bond	8,143	8,143
	<b>2,409,450</b>	<b>2,238,340</b>

# 17a

## Borrowing facilities

Undrawn committed borrowing facilities at 31 March 2024 were as follows:

	Group	
	2025	2024
	£'000	£'000
Expiring no later than one year	10,000	90,000
Expiring later than one year and no later than five years	270,000	161,000
Expiring later than five years	100,000	100,000
	<u>380,000</u>	<u>351,000</u>

In the financial year ended 31 March 2025, all undrawn committed borrowing facilities were fully secured, this was the same as at 31st March 2024.

	Association	
	2025	2024
	£'000	£'000
Expiring no later than one year	10,000	85,000
Expiring later than one year and no later than five years	270,000	161,000
Expiring later than five years	100,000	100,000
	<u>380,000</u>	<u>346,000</u>

In the financial year ended 31 March 2025, all undrawn committed borrowing facilities were fully secured this was the same as at 31st March 2024.

# 18 Financial instruments and risk management

## A. Carrying amount of financial instruments

The carrying value of the financial assets and liabilities include:

	Group 2025 £'000	Group 2024 £'000	Association 2025 £'000	Association 2024 £'000
<b>Assets at fair value through profit or loss</b>				
Fixed asset investments (note 12)	2,362	2,487	2,015	2,136
<b>Assets measured at amortised cost</b>				
Fixed asset investments (note 12)	1,288	1,305	164	164
Current asset investments (note 12)	85,241	79,367	81,449	76,486
Debtors (note 13)	41,132	97,088	77,491	78,772
Cash and cash equivalents	53,308	47,824	36,119	37,665
<b>Derivatives at fair value through profit or loss</b>				
Designated as hedges (note 16)	(2,493)	(7,492)	(2,939)	(7,492)
<b>Liabilities measured at amortised cost</b>				
Loans (notes 15, 16 and 17)	(2,610,471)	(2,519,364)	(2,456,702)	(2,359,369)
Trade creditors (notes 15 and 16)	(203,793)	(194,820)	(174,319)	(166,210)
	<b>(2,633,426)</b>	<b>(2,493,605)</b>	<b>(2,436,722)</b>	<b>(2,337,848)</b>

Derivative financial instruments designated as hedges of variable interest rate risk comprise interest rate swaps.

## B. Financial instruments measured at fair value

Where financial instruments are measured in the balance sheet at fair value, disclosure of fair value measurements by level is required, in accordance with the following fair value measurement hierarchy:

Level 1 – Quoted prices in active markets for identical assets or liabilities.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (from prices) or indirectly (that is derived from prices).

Level 3 – Inputs from the asset or liability that are not based on observable market data (that is, unobservable inputs).

Investments measured at fair value through profit and loss comprise investments in bonds and funds investing in UK stocks. The fair value is determined by reference to their market price.

Derivative financial instruments are interest rate swaps designed to hedge the interest rate risk associated with the variability of cashflows on variable rate loans.

All of the Group's derivatives are carried at fair value. Fair value measurement is provided by the Group's external advisors and is categorised as Level 2. The valuation techniques include discounted cash flow pricing models with observable inputs. The most significant inputs into those models are interest rate yield curves, developed from publicly quoted rates and market available information. All valuations have been compared to similar market transactions or alternative third-party pricing services to ensure current market conditions are properly represented.



# 18 Financial instruments and risk management – continued

## C. Hedge accounting

	2025 Assets £'000	2025 Liabilities £'000	Group and Association 2024 Assets £'000	2024 Liabilities £'000
<b>Interest rate swaps</b>				
In one year or less	164	(3,111)	168	(3,273)
Between one and two years	3,750	(6,716)	3,813	(6,872)
Between two and three years	10,887	(8,594)	11,061	(8,742)
Between three and five years	22,058	(19,416)	21,570	(19,685)
In five years or more	63,097	(65,994)	54,983	(66,477)
<b>Total</b>	<b>99,956</b>	<b>(103,831)</b>	<b>91,595</b>	<b>(105,049)</b>

	Group and Association 2025 £'000	2024 £'000
<b>Nominal values</b>		
Cash flow hedge	211,728	236,559
<b>Total</b>	<b>211,728</b>	<b>236,559</b>

## Risk

The main risks arising from the Groups financial instruments are liquidity risk, interest rate risk, market risk and the risks associated with the credit condition of financial counterparties.

As at 31st March 2025, the Group held derivative positions via interest swaps totalling £211m under a hedge accounting relationship matching £260m of the floating rate debt portfolio. A further £50.0m forward starting swap becoming effective in September 2025.

Treasury Policy stipulates that the proportion of fixed rate debt, at all times, will be above 60%. At the year end the swap and fixed rate positions for the Group indicated a debt mix showing 77% of debt as fixed or hedged via derivative contracts.

For the £211.7m of swaps with various counterparties the maturity dates run up to and include July 2037 with fixed rates in a range from 1.14% to 5.93%. The weighted average duration of derivative positions is 5 years.

The Riverside Group will maintain policy limits for debt mix via additional fixed rate debt instruments in the form of loans or derivatives. The debit movement in the fair value of derivatives to the statement of comprehensive income is £157k (2024: £2.1m).

# 18

## Financial instruments and risk management – continued

### Liquidity Risk

The Group will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it all times to have the level of funds available to it which are necessary for the achievement of its business objectives.

The Group has a policy to maintain sufficient liquidity:

- i) In cash to cover the next one months forecast net cash requirement.
- ii) In cash and committed loan facilities capable of immediate drawdown to cover the next twelve months forecast net cash requirement, including an estimate of cash collateral requirements.
- iii) In cash and committed loan facilities (whether or not capable of immediate drawdown) to cover the higher of committed development spend and the next eighteen months forecast net cash requirement, including an estimate of cash collateral requirements.

### Interest Rate Risk

The Group has a policy of managing its exposure to fluctuations in interest rates so as to minimise any detrimental impact on its budgeted expenditure and income levels. In respect of its borrowings the Group is risk adverse and will endeavour to ensure that its borrowings contain a mix of fixed and variable interest rate structures. The optimum mix will be determined in the Annual Treasury Strategy.

Interest rate benchmark reform has been completed in the previous year and so:

FRS 102 requires that an entity shall disclose information on the nature and extent of risks arising from financial instruments subject to interest rate benchmark reform, how the entity manages those risks and the entity's progress in completing the transition from interest rate benchmarks to alternative benchmark rates.

Variable rates during the year included borrowings linked to SONIA. Fixed rate interest includes borrowing in relation to which the interest rate has been fixed in excess of twelve months.

The Chief Financial Officer is responsible for monitoring the Group's interest rate risk exposures and in managing this risk they will pay due regards to:

- minimising the risk of future covenant breach;
- current interest rate levels and the structure of the interest rate market;
- current interest rates and inflation compared with historic trends;
- anticipated future trend movements;
- the impact on revenue of estimated movements in interest rate and inflation trends;
- sensitivity of revenue to movement in interest rates and inflation trends; and
- policy and/or budgetary implications.

The Group has adopted the wider constitutional rule permitting the use of interest rate derivatives to manage its interest rate exposures. The Group will only use derivatives for managing interest rate and inflation risk and not for speculative purposes. All derivative transactions will be subject to standard ISDA documentation.

The Chief Financial Officer will monitor the mark to market of derivatives and ensure sufficient security is available to meet any requirements.

# 19

## Deferred income

	Group	
	2025	2024
	£'000	£'000
Opening balance	201	347
Additions to deferred income	391	—
Release of deferred income	—	(146)
<b>Closing balance</b>	<b>592</b>	<b>201</b>

Deferred income relating to 100 % owned subsidiary Prospect (GB) Limited consists of income for the construction of schemes that are not yet at revenue recognition point. All deferred income is released to statement of comprehensive income.

# 20

## Share capital

	Group and Association	
	2025	2024
	£	£
Opening balance as at 1 April 2024	11	12
Appointed in year	2	3
Resigned in year	(1)	(4)
<b>Closing balance as at 31 March 2025</b>	<b>12</b>	<b>11</b>

The share capital of the association consists of shares with a nominal value of £1 each, which carry no rights to dividends or other income. Shares in issue are not capable of being repaid or transferred. When a shareholder ceases to be a member, that share is cancelled and the amount paid thereon becomes the property of the association. Therefore, all shareholdings relate to non-equity interests.

# 21

## Reconciliation of operating surplus to net cash inflow from operating activities

	2025 £'000	Group Restated 2024 £'000
Operating surplus	108,036	69,217
Depreciation (see note 11)	68,343	74,041
(Increase)/decrease in other debtors and prepayments	(3,253)	4,149
Increase in other creditors and accruals	(712)	12,859
Movement in provisions	3,303	5,594
Stock movement	17,810	(26,107)
(Increase)/decrease in rent arrears	(7,598)	(1,602)
Surplus on disposal of housing property	(23,752)	(21,304)
Loss/(gain) on disposal of fixed assets including impairment	(2,010)	(6,901)
Revaluation gain on investment properties	—	(210)
Amortisation of grant	(11,556)	(11,619)
Amortisation of intangibles (see note 11)	13,568	12,936
Pension operating costs less contributions payable (see note 11)	(4,958)	(7,568)
<b>Net cash from operating activities</b>	<b>157,222</b>	<b>103,485</b>

## 22 Analysis of net debt

	1 April 2024 £'000	Cash flows £'000	Group Other changes £'000	31 March 2025 £'000
Cash and cash equivalents	47,824	5,484	—	53,308
Loans due within one year (see note 15)	(124,210)	56,012	15,774	(52,424)
Loans due after one year (see note 17)	(2,395,154)	(159,614)	(3,279)	(2,558,047)
Finance lease in year (see note 15 and note 16)	(1,426)	(334)	—	(1,760)
<b>Total</b>	<b>(2,472,966)</b>	<b>(98,452)</b>	<b>12,495</b>	<b>(2,558,923)</b>

## 23 Capital commitments

	2025 £'000	Group 2024 £'000
Capital commitments contracted but not provided for	268,598	486,562
Capital commitments approved by the Board but not contracted for	273,542	232,126

	2025 £'000	Association 2024 £'000
Capital commitments contracted but not provided for	268,598	486,562
Capital commitments approved by the Board but not contracted for	273,542	232,126

The capital commitments figure contracted but not provided contains £173.9m (2024: £283.8m) of committed spend for the eight joint ventures committed jointly with the JV partners.

Included within commitments approved but not contracted for are £103.2m (2024: £97.5m) of capital fire safety remediation works.

In terms of funding the existing Group capital commitments, allowances were included for all committed, approved but not in contract and proposed uncommitted schemes within the approved FY25 business plan. There is currently £54m (2024: £170m) of forecast Shared Ownership income and £124m (2024: £82m) of grant income to be received over the life of the schemes included in the figures above. There are no specific loans or loans under negotiation in relation to schemes included in these figures, although the additional new homes created by this spend will increase the security the Group can offer against any future loans.

# 24

## Financial commitments

At 31 March 2025, the Group had minimum lease payments under non-cancellable operating leases as set out below:

	Group			
	2025		2024	
	Land & buildings £'000	Other £,000	Land & buildings £'000	Other £,000
Expiring within one year	6,497	995	7,045	43
Expiring between one and five years	27,220	6,410	25,917	1,063
Expiring in five years or more	212,329	—	219,420	52
	<b>246,046</b>	<b>7,405</b>	<b>252,382</b>	<b>1,158</b>

At 31 March 2025, the Association had minimum lease payments under non-cancellable operating leases as set out below:

	Association			
	2025		2024	
	Land & buildings £'000	Other £,000	Land & buildings £'000	Other £,000
Expiring within one year	6,266	584	6,301	534
Expiring between one and five years	26,770	1,764	25,704	1,063
Expiring in five years or more	212,329	—	219,472	52
	<b>245,365</b>	<b>2,348</b>	<b>251,477</b>	<b>1,649</b>

	Group	
	2025 £'000	2024 £'000

### At 31 March 2025 commitments under finance leases

In one year or more but less than two (see note 15)	59	63
In two years or more but less than five (see note 16)	243	191
In five years or more (see note 16)	1,458	1,172
	<b>1,760</b>	<b>1,426</b>

	Association	
	2025 £'000	2024 £'000

### At 31 March 2025 commitments under finance leases

In one year or more but less than two (see note 15)	59	63
In two years or more but less than five (see note 16)	243	191
In five years or more (see note 16)	1,458	1,172
	<b>1,760</b>	<b>1,426</b>



# 25 Pension information

At 31 March 2025 The Riverside Group Limited recognised the following pension provision for deficit funding liabilities:

	<b>Group and Association</b>	
	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
<b>Summary of pension deficit funding liability</b>		
Riverside (Ex SHPS) defined benefit scheme	(9,382)	(14,249)
Riverside (Ex SHPS OHG) defined benefit scheme	(6,524)	(9,867)
LGPS – Tower Hamlets	3,611	3,611
Growth plan	(5)	(2)
<b>Total provision (note 27)</b>	<b>(12,300)</b>	<b>(20,507)</b>

During the year the following amounts were recognised within other comprehensive income for the year for the actuarial gain on the pension scheme.

	<b>Group and Association</b>	
	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
<b>Summary of remeasurement through statement of other comprehensive income</b>		
Riverside Group pension scheme	677	(911)
Riverside (Ex SHPS) defined benefit Scheme	1,917	(6,020)
Riverside (Ex SHPS OHG) defined benefit scheme	1,696	(2,739)
LGPS – Tower Hamlets	—	625
<b>Total remeasurement through other comprehensive income</b>	<b>4,290</b>	<b>(9,045)</b>

Information on separate Pension Schemes can be found on pages 129 to 139.

# 25 Pension information – continued

## i) The Riverside Group Pension Scheme

The Group operates the Riverside Group Pension Scheme (RGPS), a UK registered trust based pension scheme that provides defined benefits. Pension benefits are linked to the members' final pensionable salaries and service at their retirement (or date of leaving if earlier). The RGPS was closed to future accrual on 31 March 2016.

The Trustee is responsible for running the RGPS in accordance with the Trust Deed and Rules, which sets out their powers. The Trustee of the RGPS is required to act in the best interests of the beneficiaries.

The Trustee is required to carry out an actuarial valuation every three years. The most recent triennial actuarial valuation of the RGPS was carried out as at 31 March 2023. This valuation revealed a funding surplus of £7 million. As a result, the Trustee and Group agreed that from 1 October 2023, deficit contributions to the RGPS from the Group could cease. The Group therefore does not expect to pay any contributions to the RGPS during the accounting year beginning 1 April 2025.

The next actuarial valuation is due as at 31 March 2026.

All expenses in relation to running the RGPS are met directly by the RGPS.

The Group is aware of the 2023 ruling in the Virgin Media vs NTL Pension Trustee case and subsequent court of appeal ruling published in July 2024. These ruled that certain amendments made to the NTL Pension Plan were invalid because they were not accompanied by the correct actuarial confirmation.

There remains significant uncertainty as to whether the judgments will result in additional liabilities for UK pension schemes and it is possible that the Department for Work and Pensions will introduce legislation to allow changes to be certified retrospectively. A detailed review of historic documentation will be needed to determine whether the changes made by the RGPS were valid (assuming retrospective certification does not become an option), and such a review will take some time to complete.

As a result, the Group cannot be certain of the potential implications (if any) and therefore a sufficiently reliable estimate of any effect on the obligation cannot be made.

	2025	2024
<b>Principal actuarial assumptions used at the balance sheet date</b>		
Rate of discount on scheme liabilities	5.9%	4.9%
Retail price inflation	3.1%	3.1%
Consumer price inflation	2.8%	2.8%
Pension increases:		
— Pre 1 February 2002 accrual	3.0%	3.1%
— Pre 5 April 2006 accrual	3.0%	3.1%
— Post 5 April 2006 accrual	2.1%	2.2%
Life expectancy at age 65:		
— Male current pensioner	21.0	21.1
— Female current pensioner	23.6	23.6
— Male future pensioner	22.3	22.4
— Female future pensioner	25.0	25.0
	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Fair value of plan assets	114,255	127,599
Present value of plan liabilities	(104,859)	(118,536)
Irrecoverable surplus	(9,396)	(9,063)
<b>Deficit in the scheme</b>	<b>—</b>	<b>—</b>

# 25 Pension information – continued

The market value of the assets of the scheme and the expected long term rates of return at 31 March 2025 were:

	2025 £'000	2024 £'000
<b>Composition of plan assets</b>		
Equities	21,659	21,834
Insurance policy	6,705	7,757
LDI Portfolio	40,490	50,913
Gilts	16,505	18,135
Cash	593	949
Other	28,303	28,011
<b>Total plan assets</b>	<b>114,255</b>	<b>127,599</b>

The net interest expense for the year and past service cost are included in comprehensive income. Remeasurements of the net defined benefit liability are included in other comprehensive income.

Amounts recognised in the statement of comprehensive income are as follows:

	2025 £'000	2024 £'000
<b>Amounts recognised in the statement of comprehensive income</b>		
Administration expenses	(661)	(627)
Interest on assets	6,124	6,218
Interest on liabilities	(5,696)	(5,424)
Interest on irrecoverable surplus	(444)	(756)
<b>Amount recognised in the statement of comprehensive income</b>	<b>(677)</b>	<b>(589)</b>
<b>Analysis of actuarial loss recognised in other comprehensive income</b>		
Return on scheme assets excluding amount included in net interest	(14,183)	(8,775)
Experience gains arising on the scheme liabilities	14,749	83
Adjustment for restrictions on the asset recognised	111	7,781
<b>Remeasurement</b>	<b>677</b>	<b>(911)</b>
<b>Total defined benefit (liability)</b>	<b>—</b>	<b>—</b>

# 25

## Pension information – continued

	2025 £'000	2024 £'000
<b>Movement in deficit funding liability during year</b>		
Contributions from the employer	—	1,500
Administration expenses	(661)	(627)
Net interest expense	(16)	38
Return on assets excluding amount included in net interest	(14,183)	(8,775)
Experience gains arising on the scheme liabilities	14,749	83
Change in the effect of the asset limit	111	7,781
<b>Deficit funding liability at end of the year</b>	<b>—</b>	<b>—</b>
	2025 £'000	2024 £'000
<b>The return on scheme assets</b>		
Interest income	6,124	6,218
Return on scheme assets excluding amount included in net interest	(14,183)	(8,775)
	<b>(8,059)</b>	<b>(2,557)</b>

25

Pension information – continued

	2025 £'000	2024 £'000
<b>Reconciliation of plan assets</b>		
Plan assets at beginning of period	127,599	133,637
Employer contributions	—	1,500
Benefits paid	(4,624)	(4,354)
Interest income	6,124	6,218
Administration expenses	(661)	(627)
Return on scheme assets excluding amounts included in net interest	(14,183)	(8,775)
<b>Plan assets at end of year</b>	<b>114,255</b>	<b>127,599</b>
<b>Reconciliation of plan liabilities</b>		
Projected benefit obligation at the beginning of period	(118,536)	(117,549)
Interest expense	(5,696)	(5,424)
Benefits paid	4,624	4,354
Experience gains arising on the scheme liabilities	14,749	83
<b>Projected benefit obligation at end of year</b>	<b>(104,859)</b>	<b>(118,536)</b>

# 25

## Pension information – continued

### ii) Riverside (Ex SHPS) DB Scheme

The Riverside (Ex SHPS) DB Scheme was established with effect from the 1 October 2019 after a bulk transfer from the Social Housing Pension Scheme (SHPS). The bulk transfer resulted in Riverside's share of the assets and liabilities in SHPS being transferred into the new Riverside (Ex SHPS) DB Scheme. On 1 April 2021 there was a further bulk transfer from SHPS in respect of former Impact Housing members.

The Ex SHPS Scheme is a UK registered trust based pension scheme that provides defined benefits. Pension benefits are linked to the members' final pensionable salaries and service at their retirement (or date of leaving if earlier). The Ex SHPS Scheme is closed to future accrual.

Verity Trustees are responsible for running the Ex SHPS Scheme in accordance with the Trust Deed and Rules, which sets out their powers. The Trustee of the Ex SHPS Scheme is required to act in the best interests of the beneficiaries.

The Trustee is required to carry out an actuarial valuation every three years. The most recent actuarial valuation of the Ex SHPS Scheme was carried out as at 30 September 2023. This valuation revealed a funding shortfall of £14.3 million. Following this valuation, the Employer agreed a deficit recovery plan with the Trustee. This plan comprises contributions of £5m per annum from 1 April 2024 to 31 October 2024, followed by contributions of £1.8m per annum from 1 November 2024 until 30 September 2027, and a potential lump sum payment of £3.8m due by 31 December 2027. The Group has also agreed to pay contributions of £196,000 per year from 1 November 2024 in respect of expenses.

The Group therefore expects to pay £1.996m in contributions to the Ex SHPS Scheme during the accounting year beginning 1 April 2025. The Pension Protection Fund levy and any FRS102 accounting support costs are paid separately by the Group. The next actuarial valuation is due as at 30 September 2026.

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

In June 2023, the High Court handed down a decision in the case of Virgin Media Limited v NTL Pension Trustees Limited and others relating to the validity of certain historical pension changes due to the lack of actuarial confirmation required by law. In July 2024, the Court of Appeal dismissed the appeal brought by Virgin Media Ltd against aspects of the June 2023 decision. The conclusions reached by the court in this case may have implications for other UK defined benefit plans. The Group is currently considering the implications of the case for the Scheme. In addition, the Group has been informed by the Scheme's trustee that it has asked the High Court to clarify various points on how the issues arising from the Virgin Media case should be applied to the Scheme in the case of Verity Trustees Limited v Wood and others, which was heard by the High Court in February and March 2025, with the outcome expected later this year. The defined benefit obligation has been calculated on the basis of the pension benefits currently being administered, and at this stage the directors do not consider it necessary to make any adjustments as a result of the Virgin Media case.

All assets are in Pooled investment vehicles.



# 25

## Pension information – continued

	2025	2024
Rate of discount on scheme liabilities	5.9%	4.9%
Retail price inflation	3.1%	3.1%
Consumer price inflation	2.8%	2.8%
Life expectancy at age 65		
— Male current pensioner	20.7	20.7
— Female current pensioner	23.3	23.2
— Male future pensioner	22.0	22.0
— Female future pensioner	24.7	24.7

	2025 £'000	2024 £'000
Fair value of assets	70,262	74,907
Present value of liabilities	(79,644)	(89,156)
Deficit in the schemes	<b>(9,382)</b>	<b>(14,249)</b>

	2025 £'000	2024 £'000
<b>Reconciliation of opening and closing balances of the defined benefit obligation</b>		
Defined benefit obligation at the start of period	(89,156)	(89,495)
Interest expense	(4,289)	(4,108)
Experience (losses) due to scheme experience	(215)	(3,438)
Experience gains due to changes in demographic assumptions	(576)	772
Experience gains due to changes in financial assumptions	11,304	2,889
Benefits paid and expenses	3,288	4,224
<b>Defined benefit obligation at the end of period</b>	<b>(79,644)</b>	<b>(89,156)</b>

	2025 £'000	2024 £'000
<b>Reconciliation of opening and closing balances of the fair value of plan assets</b>		
Fair Value of plan assets at the start of period	74,907	76,918
Interest income	3,696	3,629
Expenses	(331)	(315)
Experience of plan assets (excluding amounts included in interest income)	(8,596)	(6,243)
Contributions by the employer	3,874	5,142
Benefits paid and expenses	(3,288)	(4,224)
<b>Fair value of plan assets at the end of period</b>	<b>70,262</b>	<b>74,907</b>

# 25 Pension information – continued

	2025 £'000	2024 £'000
<b>Defined benefit costs recognised in statement of comprehensive income</b>		
Scheme expenses	331	315
Net Interest expense	593	479
<b>Defined benefit cost recognised in statement of comprehensive income</b>	<b>924</b>	<b>794</b>
<b>Defined benefit costs recognised in other comprehensive income</b>		
Experience on plan assets (excluding amounts included in net interest cost)	(8,596)	(6,243)
Experience (losses) arising on the plan liabilities	(215)	(3,438)
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation	(576)	772
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation	11,304	2,889
<b>Total amount recognised in other comprehensive income – (loss)/gain</b>	<b>1,917</b>	<b>(6,020)</b>
	2025 £'000	2024 £'000
<b>Assets</b>		
Equity	6,067	6,059
Bonds	10,925	3,947
Property	3,920	3,768
Cash	1,003	6,079
Other	9,313	6,259
LDI	23,195	33,910
Liquid alternatives	9,705	8,463
Private credit	6,134	6,422
<b>Total assets</b>	<b>70,262</b>	<b>74,907</b>

# 25

## Pension information – continued

### (iii) OHG (Ex SHPS) – DB scheme

The OHG (Ex SHPS) DB Scheme was established with effect from 31 March 2023 after a bulk transfer from the Social Housing Pension Scheme (SHPS). The bulk transfer was in respect of members employed by One Housing Group (OHG) which became a subsidiary of the Riverside Group on 1 December 2021. The bulk transfer resulted in Riverside's share of the assets and liabilities in SHPS being transferred into the new OHG (Ex SHPS) DB Scheme.

The Ex SHPS Scheme is a UK registered trust based pension scheme that provides defined benefits. Pension benefits are linked to the members' final pensionable salaries and service at their retirement (or date of leaving if earlier). The Ex SHPS Scheme is closed to future accrual.

Verity Trustees are responsible for running the Ex SHPS Scheme in accordance with the Trust Deed and Rules, which sets out their powers. The Trustee of the Ex SHPS Scheme is required to act in the best interests of the beneficiaries.

The Trustee is required to carry out an actuarial valuation every three years. The most recent actuarial valuation of the Ex SHPS Scheme was carried out as at 30 September 2023. This valuation revealed a funding shortfall of £10.5 million. Following this valuation, the Employer agreed a deficit recovery plan with the Trustee. This plan comprises contributions of £1.921m per annum from 1 April 2024 to 31 October 2024, followed by contributions of £2.4m per annum from 1 November 2024 until 30 September 2027, and a potential lump sum payment of £2.4m due by 31 December 2027. The Group has also agreed to pay contributions of £93,000 per year from 1 November 2024 in respect of expenses.

The Group therefore expects to pay £2.493m in contributions to the Ex SHPS Scheme during the accounting year beginning 1 April 2025. The Pension Protection Fund levy and any FRS102 accounting support costs are paid separately by the Group.

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

In June 2023, the High Court handed down a decision in the case of Virgin Media Limited v NTL Pension Trustees Limited and others relating to the validity of certain historical pension changes due to the lack of actuarial confirmation required by law. In July 2024, the Court of Appeal dismissed the appeal brought by Virgin Media Ltd against aspects of the June 2023 decision. The conclusions reached by the court in this case may have implications for other UK defined benefit plans. The Group is currently considering the implications of the case for the Scheme. In addition, the Group has been informed by the Scheme's Trustee that it has asked the High Court to clarify various points on how the issues arising from the Virgin Media case should be applied to the Scheme in the case of Verity Trustees Limited v Wood and others, which was heard by the High Court in February and March 2025, with the outcome expected later this year. The defined benefit obligation has been calculated on the basis of the pension benefits currently being administered, and at this stage the directors do not consider it necessary to make any adjustments as a result of the Virgin Media case.

All assets are in Pooled investment vehicles.

	2025	2024
Rate of discount on scheme liabilities	5.90%	4.90%
Retail price inflation	3.10%	3.10%
Consumer price inflation	2.80%	2.80%
Salary Growth	2.10%	2.80%
Life expectancy at age 65:		
— Male current pensioner	21.3	21.4
— Female current pensioner	23.9	23.9
— Male future pensioner	22.6	22.7
— Female future pensioner	25.3	25.3

# 25

## Pension information – continued

	2025 £'000	2024 £'000
<b>Summary of plan liabilities</b>		
At 1 April 2024	(41,483)	(43,115)
Interest cost	(1,999)	(1,999)
Expenses	—	(100)
Benefits paid	1,189	1,163
Re-measurements – change in financial assumptions	6,117	1,527
Re-measurements – experience	(73)	1,427
Re-measurements – demographic assumptions	(313)	(386)
<b>At 31 March 2025</b>	<b>(36,562)</b>	<b>(41,483)</b>
	2025 £'000	2024 £'000
<b>Summary of plan assets</b>		
At 1 April 2024	31,516	34,537
Interest income on plan assets	1,566	1,638
Expenses	(133)	—
Employer contributions	2,212	1,911
Benefits paid and expenses	(1,189)	(1,263)
Experience on plan assets – (losses)	(4,034)	(5,307)
<b>At 31 March 2025</b>	<b>29,938</b>	<b>31,516</b>
	2025 £'000	2024 £'000
Fair value of plan assets	29,938	31,516
Present value of plan liabilities	(36,462)	(41,383)
	<b>(6,524)</b>	<b>(9,867)</b>
	2025 £'000	2024 £'000
<b>Defined benefit costs recognised in statement of comprehensive income</b>		
Included in administrative expenses:		
Expenses	133	100
Net interest expense	433	361
	<b>566</b>	<b>461</b>

# 25

## Pension information – continued

	2025 £'000	2024 £'000
<b>Defined benefit costs recognised in other comprehensive income</b>		
Remeasurement – change in financial assumptions gain	6,117	1,527
Remeasurement – experience on plan liabilities gain/(losses)	(73)	1,427
Remeasurement – demographic assumptions (losses)/gain	(313)	(386)
Experience on plan assets (losses)	(4,034)	(5,307)
	<b>1,697</b>	<b>(2,739)</b>

	2025 £'000	2024 £'000
<b>Assets</b>		
Equity	2,011	1,904
Bonds	5,381	2,770
Property	1,760	1,719
Cash	602	2,012
Other	4,033	2,791
LDI	10,538	14,647
Liquid alternatives	3,427	3,315
Private credit	2,186	2,358
<b>Total assets</b>	<b>29,938</b>	<b>31,516</b>

# 25 Pension information – continued

**(iv) Other defined benefits**

During the year the Group made contributions of £2,853 to the Growth Plan, a multi-employer scheme run by TPT Retirement Solutions. The Group will pay £1,924 to the Growth Plan in the year from 1 April 2025.

The Group also exited the London Borough of Tower Hamlets Pension Fund (THPF) on 31 March 2024. The Group is yet to receive the cessation report from the scheme actuary, however it is anticipated that the scheme will show a surplus at the exit date.

**V) Defined contribution pension schemes**

The Group also contributes to the Legal & General master trust through the Our Riverside Retirement Plan.

The total Group contributions to the defined contribution scheme for the year was £9.1m (2024: £8.9m).

# 26 Contingent liabilities

Government grants associated with housing properties acquired from stock transfers are recognised as a contingent liability. As these properties were included at fair value on acquisition, any fall in value for which the grant is compensating has already been reflected in the valuation and therefore no capital grant liability is disclosed within creditors. In the event of the housing properties being disposed, The Riverside Group Limited is responsible for the repayment or recycling of the grant.

	2025 £m	2024 £m
Carlisle, 2017	0.4	0.4
Accent Group, 2017	8.6	8.6
The Hyde Group, 2018	12.2	12.3
The Hyde Group, 2020	12.5	12.5
Clarion Housing Association, 2020	12.4	12.5
Guinness Homes, 2021	17.9	17.9

Following the demolition of properties on certain sites in 2010 the related grant has been written back and a contingent liability to a maximum of £2.1m (2024: £2.1m) exists in respect of this grant. In the unlikely event of the sale of the land, the grant becomes repayable to the extent of any surplus generated on the sale.



# 27

## Provisions for liabilities and charges

		Group and Association	
		2025 £'000	2024 £'000
Improvement programmes	(i)	2,108	2,268
Restructuring	(ii)	635	281
Pension liabilities (see note 25)	(iii)	12,300	20,507
Leaseholder fire safety	(iv)	10,444	7,335
<b>At 31 March 2025</b>		<b>25,487</b>	<b>30,391</b>

### (i) Improvement programmes

A provision of £2.1m (2024: £2.1m) has been made in respect of The Riverside Group's outstanding contractual and statutory commitment to carry out improvement work.

### (ii) Restructuring

A provision of £635k (2024: £281k) has been made in respect of the Group's constructive obligation for operational restructuring as part of our intergration journey following the acquisition of One Housing Group in 2021. Amounts have only been provided where communications have been made to those employees affected by the restructuring and a reliable estimate could be established.

### (iii) Pension liabilities

In line with FRS 102 'Retirement Benefits' the net deficits on the Group's Pensions Schemes are recognised as a liability on the balance sheet.

### (iv) Leaseholder fire safety

Provisions require judgement to be made as to whether a constructive or legal obligation exists at the reporting period. Management makes judgements by considering the facts and circumstances of each event. The Group must assess new legislation and form a judgement on its effect on relevant accounting treatment. The Building Safety Act 2022 (BSA), which was given Royal Assent in April 2022, introduced new legislation focused on the remediation of building safety defects in existing buildings. Riverside's judgement is that no legal obligation exists in reference to the BSA. However, a constructive obligation exists where fire safety remediation works have commenced but are incomplete at the reporting date. A provision of £10.4m (2024: £7.3m) has been made in the financial statements for the year ended 31 March 2025.

In addition a provision on the basis of a constructive obligation will be recognised where Riverside have made specific communications or commitments to residents, that create valid expectations that certain remedial works will be undertaken. No further constructive obligations have been triggered for any Group properties as at the reporting date. A provision on the basis of a legal obligation will only be recognised where there is a legally enforceable obligation to undertake specific remediation, where costs are unavoidable and there are no realistic alternatives to settling the obligation. Riverside recognise remediation orders under s123 and s124 of the Building Safety Act as a legal obligation.

No legal obligations were triggered for any Group or Association properties at the reporting date.

# 28 Donations

	Group and Association	
	2025	2024
	£'000	£'000
Donations	1,888	2,675
	<b>1,888</b>	<b>2,675</b>

The donations disclosed in this note are payable from The Riverside Group to external parties.

The donations went to the Riverside Foundation.

All donations were paid in the year.

# 29

## Accommodation in management and development

	Group					
	At 1 April 2024	Units developed or newly built units acquired	Units sold/ demolished	Transfers & acquisitions (to)/from other RPs	Other movements	At 31 March 2025
<b>Social housing units owned and/or managed (excluding leasehold units)</b>						
Social rent general needs housing	41,576	7	(166)	—	163	41,580
Affordable rent general needs housing	9,862	267	(41)	—	(70)	10,018
Social rent supported housing and housing for older people	10,719	—	(84)	(45)	(153)	10,437
Affordable rent supported housing and housing for older people	774	—	—	—	(5)	769
Low Cost Home Ownership	5,128	169	(115)	—	(7)	5,175
Care homes	346	—	(51)	—	(60)	235
Other social housing	700	78	—	—	6	784
<b>Total social housing units owned and / or managed</b>	<b>69,105</b>	<b>521</b>	<b>(457)</b>	<b>(45)</b>	<b>(126)</b>	<b>68,998</b>
Total social housing units managed but not owned	1,648	—	—	—	(146)	1,502
<b>Total social housing units owned</b>	<b>67,457</b>	<b>521</b>	<b>(457)</b>	<b>(45)</b>	<b>20</b>	<b>67,496</b>
Total social housing units owned but not managed	2,006	—	(123)	—	(37)	1,846
<b>Total social housing units managed</b>	<b>67,099</b>	<b>521</b>	<b>(334)</b>	<b>(45)</b>	<b>(89)</b>	<b>67,152</b>

# 29

## Accommodation in management and development – continued

	Group					
	At 1 April 2024	Units developed or newly built units acquired	Units sold/ demolished	Transfers & acquisitions (to)/from other RPs	Other movements	At 31 March 2025
<b>Non-social rental housing units (excluding leasehold units)</b>						
Total non-social rental housing units owned	327	—	—	—	1	328
Additional non-social rental housing units managed but not owned	—	—	—	—	—	—
<b>Total non-social rental housing units owned and / or managed</b>	<b>327</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>328</b>
<b>Leasehold units</b>						
Social leasehold units owned	4,453	—	—	—	51	4,504
Additional social leasehold units managed but not owned	83	—	—	—	84	167
<b>Total social leasehold units owned and / or managed</b>	<b>4,536</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>135</b>	<b>4,671</b>
Non-social leasehold units owned	1,626	—	—	—	12	1,638
Additional non-social leasehold units managed but not owned	32	—	—	—	—	32
<b>Total non-social leasehold units owned and / or managed</b>	<b>1,658</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>12</b>	<b>1,670</b>
Total social owned	71,910	521	(457)	(45)	71	72,000
Total social managed	1,731	—	—	—	(62)	1,669
Total non-social	1,985	—	—	—	13	1,998
<b>Total stock</b>	<b>75,626</b>	<b>521</b>	<b>(457)</b>	<b>(45)</b>	<b>22</b>	<b>75,667</b>

# 29

## Accommodation in management and development

	Association					
	At 1 April 2024	Units developed or newly built units acquired	Units sold/ demolished	Transfers & acquisitions (to)/from other RPs	Other movements	At 31 March 2025
<b>Social housing units owned and/or managed (excluding leasehold units)</b>						
Social rent general needs housing	39,078	7	(166)	—	163	39,082
Affordable rent general needs housing	9,862	267	(41)	—	(70)	10,018
Social rent supported housing and housing for older people	10,719	—	(84)	(45)	(153)	10,437
Affordable rent supported housing and housing for older people	774	—	—	—	(5)	769
Low Cost Home Ownership	5,128	169	(115)	—	(7)	5,175
Care homes	346	—	(51)	—	(60)	235
Other social housing	700	78	—	—	6	784
<b>Total social housing units owned and / or managed</b>	<b>66,607</b>	<b>521</b>	<b>(457)</b>	<b>(45)</b>	<b>(126)</b>	<b>66,500</b>
Total social housing units managed but not owned	1,648	—	—	—	(146)	1,502
<b>Total social housing units owned</b>	<b>64,959</b>	<b>521</b>	<b>(457)</b>	<b>(45)</b>	<b>20</b>	<b>64,998</b>
Total social housing units owned but not managed	2,006	—	(123)	—	(37)	1,846
<b>Total social housing units managed</b>	<b>64,601</b>	<b>521</b>	<b>(334)</b>	<b>(45)</b>	<b>(89)</b>	<b>64,654</b>

# 29

## Accommodation in management and development – continued

	Association					
	At 1 April 2024	Units developed or newly built units acquired	Units sold/ demolished	Transfers & acquisitions (to)/from other RPs	Other movements	At 31 March 2025
<b>Non-social rental housing units (excluding leasehold units)</b>						
Total non-social rental housing units owned	327	—	—	—	1	328
Additional non-social rental housing units managed but not owned	—	—	—	—	—	—
<b>Total non-social rental housing units owned and / or managed</b>	<b>327</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>328</b>
<b>Leasehold units</b>						
Social leasehold units owned	4,453	—	—	—	51	4,504
Additional social leasehold units managed but not owned	83	—	—	—	84	167
<b>Total social leasehold units owned and / or managed</b>	<b>4,536</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>135</b>	<b>4,671</b>
Non-social leasehold units owned	1,626	—	—	—	12	1,638
Additional non-social leasehold units managed but not owned	32	—	—	—	—	32
<b>Total non-social leasehold units owned and / or managed</b>	<b>1,658</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>12</b>	<b>1,670</b>
Total social owned	69,412	521	(457)	(45)	71	69,502
Total social managed	1,731	—	—	—	(62)	1,669
Total non-social	1,985	—	—	—	13	1,998
<b>Total stock</b>	<b>73,128</b>	<b>521</b>	<b>(457)</b>	<b>(45)</b>	<b>22</b>	<b>73,169</b>



# 30

## Related party transactions

### Joint Ventures

The following transactions took place between the Group and its joint ventures.

	2025 £'000 Joint ventures	2024 £'000 Joint ventures
Net loan movements	(907)	10,559
Additional investment	15,342	21,839
Distributions received	(34,279)	(7,771)
Group share of profit/loss	2,703	7,760
Net sales and purchases of goods and services	264	(850)
	<b>(16,877)</b>	<b>31,537</b>

	2025 £'000 Joint ventures	2024 £'000 Joint ventures
<b>Outstanding balances</b>		
Investments	88,576	104,810
Loans	39,052	39,959
Trading balances	476	212
<b>Total</b>	<b>128,104</b>	<b>144,981</b>

# 30

## Related party transactions – continued

### Transactions with non-regulated entities

The association provides management services, other services and loans to its subsidiaries. The association also receives charges from its subsidiaries. The quantum and basis of those charges is set out below.

### Intra-group loans

Other intra-group charges incurred by the association on its bank loans.

Intra-group interest is charged by the association to its subsidiaries at the rates shown below.

Entity granting loan	Entity receiving loan	Opening balance £'000	Movement £'000	Closing balance £'000
The Riverside Group Limited	Irvine Housing Association Limited (1)	9,256	(5,847)	3,409
The Riverside Group Limited	Prospect (GB) Limited (2)	17,008	(1,371)	15,637
The Riverside Group Limited	Riverside Estuary Limited (3)	4,679	73	4,752
		<b>30,943</b>	<b>(7,145)</b>	<b>23,798</b>

Included in 'other' is intragroup trading balances that have been repaid during the year.

Key	Terms of repayment	Details of guarantee	Interest rate
1	Matures 2036	None	Bank of England base rate plus 0.75% - 1.5%
2	Matures 2029	None	Bank of England base rate plus 0.5%
3	Matures 2042	None	12.60%

### Other intra-group charges

Other intra-group charges for gift aid are payable to the association from subsidiaries.

During the year the following subsidiaries made gift aid payments to the Parent 'The Riverside Group Limited':

	2025 £'000	2024 £'000
Evolve Facility Services Limited	—	789
Riverside Consultancy Services Limited	—	165
Riverside Regeneration Limited	8,800	3,100
Citystyle Living Limited	—	1,662
Riverside Regeneration (Bromley) Limited	231	155
Riverside Regeneration (Lambeth) Limited	100	—
Riverside Regeneration (Southwark) Limited	55	—
Riverside Regeneration (London) Limited	70	—
	<b>9,256</b>	<b>5,871</b>

# 30

## Related party transactions – continued

One Board member of The Riverside Group Limited is a tenant of The Riverside Group Limited. Their tenancy is on normal commercial terms and they cannot use their position to their advantage. There are no other related party transactions.

The Riverside Group Limited provides a number of central services for its subsidiaries including unregulated entities Prospect (GB) Limited and Evolve Facility Services Limited and these are recharged accordingly. Evolve Facility Services Limited is a wholly owned subsidiary which performs maintenance services for the Group. Its income is derived entirely from the repair contracts it has in place with the Group.

During the year the parent association, The Riverside Group Limited, transacted with its subsidiary undertakings as follows:

	2025 £'000	2024 £'000
<b>Payable to the Association by subsidiaries</b>		
Irvine Housing Association Limited	8,549	4,059
Prospect (GB) Limited	—	70
Riverside Estuary Limited	—	—
Riverside Regeneration Limited	58	—
Riverside Regeneration (London) Limited	687	596
Riverside Regeneration (Bromley) Limited	565	—
Riverside Regeneration (Southwark) Limited	5	—
Riverside Regeneration (Lambeth) Limited	529	—
One Housing Foundation	1,367	203
CHA Ventures Limited	12,441	13,827
Citystyle (Site A Nunhead Lane) Living Limited	1	—
Citystyle Living (Belmont) Limited	1	—
Citystyle Living (High Road Haringey 624 THA) Limited	—	26
Citystyle Living (Acton Town Hall) Limited	1	—
Renovo Facilities and Services Limited	—	860
Citystyle Living (St Anns's) Limited	1	116
Citystyle Living (Kidwells THA) Limited	1	1
Citystyle Living (Wenlock Road) Limited	1	1
	<b>24,207</b>	<b>19,759</b>

During the year, the Association transacted with its associated entity as follows:

	2025 £'000	2024 £'000
<b>Payable to the Association by associated entity</b>		
Riverside Foundation	201	—
	<b>201</b>	<b>—</b>

# 30

## Related party transactions – continued

	2025 £'000	2024 £'000
<b>Payable by the Association to subsidiaries</b>		
Evolve Facility Services Limited	(14,626)	(9,724)
Prospect (GB) Limited	(19)	—
Riverside Consultancy Services Limited	(2,852)	(1,775)
Riverside Finance PLC	(3,136)	(3,145)
Riverside Estuary Ltd	(472)	(270)
Eventide Homes Trust	(248)	(248)
Eleanor Godfrey Crittal	(746)	(768)
Donald Bates Charity	(119)	(119)
Riverside Regeneration Limited	—	(3)
Riverside Regeneration (Lambeth) Limited	—	(79)
Riverside Regeneration (Bromley) Limited	—	(5,322)
Riverside Regeneration (Southwark) Limited	—	(995)
Citystyle Living Limited	(743)	(2,977)
Citystyle (Site A Nunhead Lane) Living Limited	—	(543)
Citystyle Living (Belmont) Limited	—	(1,531)
Citystyle Living (North End Farm) Limited	—	(1,488)
Citystyle Living (Victoria Quarter) Limited	(6,786)	(2,944)
Citystyle Living (Acton Town Hall) Limited	—	(20)
Citystyle Living (Goldhawk Road) Limited	—	(16)
Citystyle Living (Bangor Wharf) Limited	—	(64)
Renovo Facilities and Services Limited	(637)	—
One Housing Investment Limited	(1,604)	(3,364)
	<b>(31,988)</b>	<b>(35,395)</b>

Entity granting loan	Entity receiving loan	Opening balance £'000	Movement £'000	Closing balance £'000
Evolve Facility Services Limited	The Riverside Group Limited	(542)	(2,126)	(2,668)
Riverside Regeneration (Bromley) Limited	The Riverside Group Limited	(9,030)	(5,612)	(14,642)
Riverside Regeneration (London) Limited	The Riverside Group Limited	(5,302)	(41)	(5,343)
Riverside Regeneration Limited	The Riverside Group Limited	—	(4,017)	(4,017)
		<b>(14,874)</b>	<b>(11,796)</b>	<b>(26,670)</b>

The amounts payable to subsidiaries from the tables above can be found in 'intra group creditors' in note 15.

# 30

## Related party transactions – continued

	2025 £'000	2024 £'000
<b>Net payment to/(from) related entities</b>		
Irvine Housing Association Limited	4,488	3,848
Evolve Facility Services Limited	(4,902)	(1,534)
Prospect (GB) Limited	(89)	68
Riverside Estuary Limited	(202)	(927)
Riverside Foundation	201	—
Riverside Regeneration Limited	61	(146)
Riverside Regeneration (London) Limited	91	596
Riverside Regeneration (Bromley) Limited	5,887	(5,702)
Riverside Regeneration (Southwark) Limited	1,000	(995)
Riverside Regeneration (Lambeth) Limited	609	1,046
Riverside Consultancy Services Limited	(1,077)	(1,775)
Riverside Finance PLC	9	(10)
Eventide Homes Trust	—	—
Eleanor Godfrey Crittal	22	(40)
Donald Bates Charity	—	—
One Housing Foundation	1,165	142
CHA Ventures Limited	(1,386)	19,520
Citystyle Living Limited	2,234	(3,051)
Citystyle (Site A Nunhead Lane) Living Limited	544	27
Citystyle Living (Belmont) Limited	1,532	(770)
Citystyle Living (High Road Haringey 624 THA) Limited	(26)	26
Citystyle Living (Acton Town Hall) Limited	21	(204)
Renovo Facilities and Services Limited	(1,497)	459
Citystyle Living (St Anns's) Limited	(115)	15
Citystyle Living (Kidwells THA) Limited	—	—
Citystyle Living (Wenlock Road) Limited	—	1
Citystyle Living (North End Farm) Limited	1,488	(3,247)
Citystyle Living (Victoria Quarter) Limited	(3,842)	(137)
Citystyle Living (Goldhawk Road) Limited	16	(2)
Citystyle Living (Bangor Wharf) Limited	64	(2,385)
One Housing Investment Limited	1,760	(3,364)
	<b>8,056</b>	<b>1,459</b>

# 31

## Movement in fair value of financial instruments

	2025 £'000	Group 2024 £'000
Fair value of derivatives	—	812
Fair value of ineffective cash flow hedges	(36)	1,318
Revaluation on fixed asset investments	(128)	(73)
<b>Total movement</b>	<b>(164)</b>	<b>2,057</b>
Gain/(loss) recognised on cashflow hedges	5,036	(4,816)

	2025 £'000	Association 2024 £'000
Fair value of derivatives	—	812
Fair value of ineffective cash flow hedges	(36)	1,318
Revaluation on fixed asset investments	(121)	(73)
<b>Total movement</b>	<b>(157)</b>	<b>2,057</b>
Gain/(loss) recognised on cashflow hedges	5,036	(4,816)



# 32

## Prior year restatement

The restatements apply to The Statement of Comprehensive Income and Balance Sheet, only those lines shown in the disclosure below have been restated, no other restatements were required.

Balance sheet – restatement	2024 £'000	Group 2024 Restated £'000	Prior year adjustment £'000
<b>Current assets</b>			
Debtors: amounts receivable within one year (i)	130,867	122,097	(8,770)

Statement of comprehensive income – restatement	2024 £'000	2024 Restated £'000	Prior year adjustment £'000
Turnover (i)	656,312	647,542	(8,770)

(i) The service charge recovery debtor was overstated in 2024 by £8.7m. An adjustment is required to reduce Debtors: amounts receivable within one year in the Balance Sheet and reduce service charge income in the Statement of Comprehensive Income. The adjustment will reduce both the Operating and Net surplus of the Association and Group in 2024.

Balance sheet – restatement	2024 £'000	Association 2024 Restated £'000	Prior year adjustment £'000
<b>Current assets</b>			
Debtors: amounts receivable within one year (i)	110,321	101,551	(8,770)

Statement of comprehensive income – restatement	2024 £'000	2024 Restated £'000	Prior year adjustment £'000
Turnover (i)	612,009	603,239	(8,770)

(i) The service charge recovery debtor was overstated in 2024 by £8.7m. An adjustment is required to reduce Debtors: amounts receivable within one year in the Balance Sheet and reduce service charge income in the Statement of Comprehensive Income. The adjustment will reduce both the Operating and Net surplus of the Association and Group in 2024.

# 33

## Events after the reporting period

On the 7th April 2025, The Riverside Group Limited completed a stock transfer to Red Kite Community Housing Association for 319 general needs properties and 14 leasehold units properties as part of a strategic plan to focus on investing and improving services in our core areas. Sales proceeds were £35.4m and the gain on sale is £4.8m.

## Get in touch or find out more



**[www.riverside.org.uk](http://www.riverside.org.uk)**

email: **[info@riverside.org.uk](mailto:info@riverside.org.uk)**

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### **The Riverside Group Limited**

Registered Office:

2 Estuary Boulevard,  
Estuary Commerce Park,  
Liverpool L24 8RF

A charitable Registered Society under  
the Co-operative and Community  
Benefit Societies Act 2014  
(Reg No 30938R)

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