

Bournemouth Churches Housing Association Limited

Report and Financial Statements

Year ended 31 March 2026

Co-operative and Community Benefit Society (FCA) number: 18497R

Regulator of Social Housing number: LH0155



Bournemouth Churches Housing Association Limited

Report and Financial Statements for the year ended 31 March 2026

Contents

Page:

2	Executives and advisors
3	Chairman's statement
4-8	Report of the board of management
9-32	Strategic report
33-35	Independent auditor's report to the members of Bournemouth Churches Housing Association Limited
36	Statement of comprehensive income
37	Statement of financial position
38	Statement of changes in reserves
39	Statement of cash flows
40-66	Notes forming part of the financial statements

Bournemouth Churches Housing Association Limited

Executives and advisors for the year ended 31 March 2026

Board of management

Chair

Chris Nicholson

Registered office

The Factory
14 Alder Hills
Poole
BH12 4AS

Board Members

Asa Stevens
Aasia Nisar (Chair of Governance Committee)
Graham Oliver (Chair of Audit, Risk & Treasury Committee)
Julie Porter (Chair of Development & Asset Management Committee)
Chris Nicholson (Chair)
Ceri Connor
Ian White
Peter Edy
Hannah Lee
Derek Watters - resigned April 2026
Marie Starr- appointed April 2025 and resigned August 2026
Richard Knott - appointed May 2026
Suzanne Rastrick - appointed November 2025

Executive management

Chief Executive

Lorraine Mealings

Director of Finance and Corporate Resources

Martin Lucas - Retired 31st March 2026
Simon Haskell - Appointed 9th March 2026

Director of Support

Nicola Greenfield

Director of Transformation

Laura Jump - resigned August 2026

Director of Homes

Chris George

Company Secretary

Philip Baker

Auditor

Crowe U.K. LLP
St James House
St James' Square
Cheltenham
GL50 3PR

Principal Solicitors

Steele Raymond Solicitors
Richmond Point
43 Richmond Hill
Bournemouth
BH2 6LR

Banker

Lloyds Bank Plc
45 Old Christchurch Road
Bournemouth
BH1 1ED

Bournemouth Churches Housing Association Limited

Chairman's statement for the year ended 31 March 2026

The annual accounts for 2025/26 provide a financial review of our activities and outcomes for the past year. Despite the continued challenges that we face as a social housing provider, we have remained committed to the Association's common aim to help people take control of their own lives by offering the highest standards of support in housing, health, learning, and work.

BCHA has a clear record of innovation and imagination in the delivery of services and the continuing pressure on government funding for our services has required us to apply this approach to ensure continuity of delivery and standards of services.

Good progress made in the first year of our five-year strategy has continued into 2025/26. The strategy reinforces our commitment to address homelessness and provide comprehensive support for those with complex social needs in our community.

We continue to work hard towards our mission to help people take control of their own lives and find a way forward and to achieve our vision that everyone has a home and an opportunity to thrive. Our annual accounts demonstrate that we are financially stable and have the resources needed to deliver our strategic targets

Our regulatory inspection was concluded during the year, and we were pleased to be graded with a G1 for Governance, V2 for Viability and C2 for Consumer Standards, meaning that we are compliant as a registered landlord in all areas. This reaffirms the Board's strong commitment to these very important regulatory gradings.

After 18 years as a charitable subsidiary of BCHA, Salisbury Trust for the Homeless (STFH) demerged from the Group on 30 March 2026, moving across to a more local parent organisation. This is an exciting and positive next step in their journey, and we wish them continued success.

I congratulate the Chief Executive and BCHA colleagues on the way they have successfully tackled the challenges facing BCHA and I extend to them the thanks of the Board.

The board has considered the possible ongoing impact of the current macroeconomic environment on BCHA for the financial year 2026/27 and the considerable challenges that it brings. The board has reviewed and approved an updated Financial Plan including various stress tests and is satisfied that the Association can still achieve its financial covenants and deliver its strategic plan.

Finally, I thank the members of the BCHA Board for the work they have done during the past year.



Chris Nicholson

Chair

Bournemouth Churches Housing Association Limited

Report of the Board of Management for the year ended 31 March 2026

The Board of Management presents its report and the financial statements for the Association for the year ended 31 March 2026.

Principal activities and review of business

Bournemouth Churches Housing Association is a Registered Social Housing Provider incorporated under the Co-operative and Community Benefit Societies Act 2014 that provides social housing and support services to a wide range of people who have housing and social support needs. Its mission is to provide accommodation, care, support, and help tailored to the specific needs of people who are homeless and others in housing need.

BCHA's subsidiaries during the year were:

(i) New Leaf Limited; a social enterprise limited company. The company became dormant from 1 April 2021 following an options appraisal review by the Board. The company will be retained for any future non-charitable activities.

(ii) Salisbury Trust for the Homeless (STFH); a charitable company limited by guarantee. The main objectives of STFH are as follows: -

- 1) The relief of poverty by the provision of accommodation; primarily single young people who are homeless.
- 2) The assistance of persons who, by reason of physical, psychological, emotional, or social infirmity, are in need of advice, counselling and any other form of aid concerning the problem of homelessness.
- 3) The reduction of homelessness by increasing public awareness of homelessness issues.

STFH demerged from the Group on 30 March 2026. These accounts do not include any disclosures in respect of STFH.

Review of Business

As a Registered Provider of social housing with the Regulator of Social Housing (RSH), Bournemouth Churches Housing Association (BCHA) had circa 1,430 homes at the year end.

We are a major provider of housing, support, and learning services in the Southwest of England. We support socially excluded people in the Bournemouth, Christchurch, and Poole (BCP) conurbation and across Dorset more widely, into Plymouth and Exeter in Devon, up through Somerset and Wiltshire.

We continue to work with over 10,000 clients each year and this, together with our staffing levels, makes BCHA directly comparable with Registered Social Housing Providers with larger stock sizes in our locality.

We have a mixed income stream; not solely dependent on rental income. Contracts for support services represent circa 40% of the Association's income. We also receive income from grants and other sources to provide learning services.

As with many charitable organisations, BCHA also benefits from donations which we utilise to add value to services our customers receive.

Bournemouth Churches Housing Association Limited

Report of the Board of Management for the year ended 31 March 2026 (continued)

During the year ended 31 March 2026, there were an average of 345 full-time equivalent colleagues in post (2025: 335) across BCHA. We owned, leased, and managed 1,430 units (2025: 1,400) as at the end of the year; 95% were owned or leased and 5% were managed by others.

Notwithstanding the uncertain economic environment, the Board considers that the Association has traded satisfactorily during the year and remains optimistic for its future prospects and growth set out in its strategic and financial plans.

The Group underwent a Regulatory Inspection by the Regulator of Social Housing in the spring/summer of 2025. The resultant ratings were announced in the Autumn of 2025, at which stage we were pleased to be informed that our governance rating and financial ratings had been reaffirmed at G1 and V2 respectively, and we were graded a compliant C2 in respect of the relatively new Consumer Standard.

More information is published on our website.

The Association ends the year with total reserves of £14,764,000 (2025: £14,049,000).

Group Companies Review

New Leaf Limited, our social enterprise company, became dormant from 1 April 2021 and transferred its business and assets and liabilities to BCHA. The company will be retained for any future non-charitable activities.

Salisbury Trust for the Homeless (STFH) demerged from the Group on 30 March 2026. These statements cover BCHA as an entity alone as the subsidiaries are not material to the Group.

BCHA is the sole corporate trustee of St Pauls Homes almshouses and manages the twelve units of accommodation in Salisbury.

Effects of material estimates and judgements upon performance

There was no material estimates made in the production of these accounts apart from the assessment of impairment to assets, reviewing the useful lives of assets and also the estimate of dilapidations. These are detailed in note three.

Qualifying third party indemnity provisions

The association has no qualifying third-party indemnity provisions in place for the Board members of Bournemouth Churches Housing Association - Registered Social Housing Provider.

Compliance with Governance and Financial Viability Standard

We continue to demonstrate adherence to relevant law, our chosen Code of Governance and the Regulator of Social Housing's Governance and Financial Viability Standard. Given the breadth of the Standard, seeking assurance from external sources is vital to giving the Board as rounded a view as possible of the Association's systems, processes, and performance.

The Governance and Financial Viability Standard is the only one of the Regulator of Social Housing's Standards that requires self-certification. However, regulatory outcome 1.1 (taking reasonable steps to ensure compliance with all relevant law) includes primary legislation, common law and statutory guidance which could therefore extend to other regulatory standards.

Following the Board's scrutiny of evidence that sets out the range of internal and external assurance available against each element of the Standard we certify compliance with the Governance and Financial Viability Standard at 31 March 2026.

Code of Governance

The BCHA Board has adopted the National Housing Federation Code of Governance. Following a self-assessment process, the Board is satisfied that it complies fully as at 31st March 2026 with the 2020 (current) version of the Code. Our report is available on our website.

Going concern

After making enquiries, the Board has a reasonable expectation that the Association has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the Association's financial statements. The Board approves the Association financial plan annually and its output which are submitted annually to the Regulator in the form of a Financial Forecast Return (FFR). The Board is, to the best of its knowledge, satisfied that covenant compliance is maintained throughout the life of the plan on the basis that the financial plan has been stress tested to withstand significant composite risks materialising without breaching lender covenants confirming the future viability of the Association.

Approach to Compliance and Internal control

The RSH's Regulatory Framework for Registered Providers requires the Board to ensure that they have an "appropriate, robust and prudent" business planning, risk, and control framework (Specific Expectation 2.4 of the Governance & Financial Viability Standard). This Framework must (a) be approved by the Board and (b) be reviewed for effectiveness at least once a year.

The main basis for BCHA's Framework was developed by the US Committee of Sponsoring Organisations of the Treadway Commission (COSO). This internationally recognised model has five integrated components:

1. Control Environment (standards, processes, and structures)
2. Business Planning and Risk Assessment (defining the strategy and understanding risks to achieving objectives)
3. Control Activities (policies, procedures, and systems to mitigate risk)
4. Information & Communication (generating and sharing data)
5. Monitoring (assessing that the components are present and functioning)

Within these five components are 17 principles which drill down into a broad range of control measures.

The Board receives regular and ongoing assurance on legal/regulatory compliance and control via a number of measures including:

- Appropriate and robust systems, policies, and procedures
- Quarterly review of risks
- Quarterly review of performance, customer satisfaction, and compliance
- Use of external consultancy and expertise, particularly in relation to landlord health and safety
- An annual internal audit programme utilising independent third party

The Board's Audit, Risk & Treasury Committee is responsible for detailed scrutiny of internal control matters and regularly reports to the Board on the effectiveness of assurance it receives.

Assessment of the effectiveness of Internal Controls

In our annual self-assessment, ten of the principles were scored as Strong and six as Moderate to Strong and one as Moderate. There were no components scored as Weak. The Internal Auditor's Annual Opinion Report for 2025/26 confirmed reasonable assurance based on the results of the audits conducted in the year. Action plans are in place to address areas where controls need to be strengthened and progress against these actions is being robustly monitored by the Board's Audit, Risk and Treasury Committee.

It also concluded that there were no weaknesses that have resulted in material losses, contingencies or uncertainties which require disclosure in the accounts.

The measures in place give assurance to the Board on a regular basis that the viability of the Association should not be compromised.

The Board reviewed the range and effectiveness of controls that were in place for the year ending 31st March 2026 and up to the date of this report and concluded that they were sufficiently robust.

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

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

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

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

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

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

The Board is responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the association and enable them to ensure that its financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It is

Bournemouth Churches Housing Association Limited

Report of the Board of Management for the year ended 31 March 2026 (continued)

responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the association and to prevent and detect fraud and other irregularities.

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

Information provided to the auditor

All of the current board members have taken all the steps that they ought to have taken to make themselves aware of any information needed by the association's auditor for the purposes of their audit and to establish that the auditor is aware of that information. The Board members are not aware of any relevant audit information of which the auditor is unaware.

Crowe U.K. LLP have expressed their willingness to continue in office and a resolution for their re-appointment is to be proposed at the forthcoming Annual General Meeting.

By order of the Board



P Baker
Company Secretary

Date: 21 September 2026

Objectives and strategies to achieve those objectives

Every five years, we take stock of progress and re-assess our current operating environment, future challenges, and opportunities and in February 2024 the Board approved a new five-year strategic plan. The Plan was the product of careful consideration with customers, colleagues and our many partners. These ideas were shaped with further work by the Board and Executive Team.

This latest Strategic Plan 2024-29 is not just a roadmap for our future; it represents our collective commitment to make a really positive impact on the lives of people in our community affected by homelessness and navigating challenging times.

Our Plan sets five interlinked strategic priorities that will drive our efforts:

- **Customers at the Heart:** What we do is centred on supporting people
- **Valued and Supported Teams:** Our colleagues are our most valued asset
- **Safe and Comfortable Homes:** Our houses are places we would choose to live
- **Fit for the Future:** Our better ways of working make us a strong and resilient organisation
- **A Bigger Impact:** We are developing new homes and services for our customers

A copy of the Strategic Plan is available on our website via the following link:

[Strategic Plan 2024 - 2029 | BCHA](#)

Under the overarching 5-year Action Plan, a yearly delivery plan is agreed to focus on which elements we aim to achieve over the course of that year. These are reported to the Board every quarter.

Development and performance during the financial year and financial position at the year end

This year's performance against the key themes of the Strategic Plan is summarised below. Where progress is not at/nearly at 100%, actions will be carried forward to 2026-7 strategic activity:

Progress Against Strategic Goals 2024-29 for Year 2 Plan

Customers at the Heart			
Goal	Year 2 Milestone by March 2026	Q end % Complete	Progress to date
Goal 1. Embed co-production for customers to share insights and shape service design and delivery	Implement Phase 2 of the Customer Engagement Strategy and use wider customer insight to inform service delivery	100%	- Scrutiny development in progress in line with RSH C1 Action Plan - board away day in April to co-produce plan of scrutiny projects - Customer profiling analysis - recommendations carried forward to Homes Directorate Y3 Plan - Active programme of projects
Goal 2. Embrace Consumer Standards & Ombudsman guidance to deliver effective, timely, responsive service	Continue to deliver against the consumer standards action plan	100%	- HTP - team to full complement - C1 Action Plan agreed by CSG and Board and first review with Regulator took place March 2026. - Year 3 directorate objectives agreed for 26/27
Goal 3. Keep customers safe	Safeguarding action plan approved and delivered	100%	- Action plan - actions completed with some continuing into 26-27 plan - Rubixx safeguarding module now live - Replacement safeguarding lead starts end April
Goal 4. Develop new services where there is strong unmet demand	Agree the service offer agreed from the 'transition' task and finish group relating to customers moving out of our services	75%	- Transition working group continues to meet addressing peer support, lottery funding, developing a transition workbook and integrating with Housing Transformation Programme - Work will continue into 2026-27

Bournemouth Churches Housing Association Limited

Goal 5. Consolidate approach to person-centred support to improve customer outcomes	Launch and continued development of colleague service operation and customer manuals, with each service providing its own additional manual relevant to their delivery	100%	- Operational manuals launched - Pilot quality audits completed and results being reviewed - Annual Growth & Development plans in place for each service (will be renewed for 2026-27)
Valued & Supported Teams			
Goal	Year 2 Milestone by March 2026	Q end % Complete	Progress to date
Goal 6. Develop effective recruitment, reduce turnover, minimise use of agency staff	6a & 7: People Strategy launched across the organisation 6b: Further agency staff reductions in line with budget assumptions, with risk assessments informing decision making 8: Roll out of reflective practice (or clinical supervision where required)	100%	- New Head of People & Culture commenced in post Oct and team up to complement. Progress reports to Board/committee planned for 26/27 - People strategy implementation objectives for 2026-27 and subsequent years agreed with Exec. - Agency spend continues to fall with increased relief bank available - Reflective practice offers for Support and Housing colleagues agreed in Q4 for launch in 2026-27
Goal 7. Review remuneration, benefits to attract and retain talent		100%	
Goal 8. Focus on wellbeing to foster resilience and minimise trauma		90%	
Goal 9. Value diversity & create a culture of inclusion - people describe BCHA as a place they can belong	Equality, Diversity, and Inclusion Policy approved and rolled out, internal governance reset and annual action plan complete	100%	- Cultural transformation approaches and projects being scoped for exec prioritisation in 2026-27 - Organisational psychological safety training Exec in Q3. - Customer Profiling work concluded and consideration on next steps by exec - Sexual harassment prevention training rolled out as new mandatory online course
Goal 10. Review onboarding, create development / career	Introduce a refreshed Learning and Development approach to support the	100%	Due to the employment rights act changes, probation process amendments have been delayed until Q2 26/27

Bournemouth Churches Housing Association Limited

pathways in line with regulatory expectations	necessary organisational development and individual development objectives		- Bespoke training for support delivered online to capture a wider audience - Online mandatory course compliance increased by 6% - Attract-recruit-retain framework mobilised - Apprenticeship levy fund now maximised due to increase in apprenticeships. - Training matrix for Safeguarding and H&S - Skills audit of Homes Team completed in Q4 - Learning and Development planning will continue into 2026/27
Goal 11. Develop consistent & robust leadership and management with strong communication & feedback	Provide the necessary support and opportunities to ensure managers and leaders across the organisation are able to meet their responsibilities and feel inspired to lead.	100%	- Leadership development and executive coaching rolled out Q3 16 managers completed Liberating Leadership programme - Further development of training offer (including RSH competency standard) continues into 2026-27
Safe & Comfortable Homes			
Goal	Year 2 Milestone by March 2026	Q end % Complete	Progress to date
Goal 12. Invest to ensure good quality homes which conform to quality, health & safety obligations	12a: Confirm and communicate a 5-year investment plan and incorporate within the 30-year financial plan	100%	- Plan for 26/27 agreed as part of budget setting - New contract for Legionella risk assessments awarded to Churchills. Fire alarm testing contract now scheduled for 2026/27 - Additional Physical stock condition surveys underway in-house - Damp and Mould processes reviewed in light published guidance/go-live of Awaab's law
		100%	
	12b: Update the asset management strategy based on stock condition survey data	75%	

Bournemouth Churches Housing Association Limited

	12c: Let new contracts for water/legionella management and fire alarm servicing/maintenance and fully mobilise investment plan 12d: Prepare for the implementation of Awaabs Law, ensuring we have systems and processes in place to deliver and report on the prescribed timescales	100%	
Goal 13. Provide affordable warmth, meet decarbonisation targets (EPC level3) by 2030	Agree an implementation plan to achieve EPC C following the approved asset management strategy	100%	- Energy strategy part of AMS - Further analysis on EPC upgrades conducted and integrated in 26/27 planned programme
Goal 14. Become more energy efficient- offset increasing costs & reduce usage	Agree an energy efficiency plan for the whole business and commence implementation	10%	Limited progress due to competing priorities. To roll over into 2026-27 plan
Goal 15. Establish effective and efficient maintenance and tenancy services	Undertake a value for money exercise on the in-house repairs service	100%	HQN appointed to undertake VFM review and report delivered. Consideration and actions to roll to 2026-27
Goal 16. Sustain tenancies and prevent evictions with person-centred tenancy services & the support of partners	16a: Tenancy action plan implemented including updated policies and procedures, refreshed training, embedded use of Rubixx and ensuring effective links with key partners e.g. Police	75%	- Q4 focus on developing Rubixx reporting to support refreshed processes. Work on developing housing management continues into 2026-27 - Weekly operational review of voids in place. Further action to continue into 2026-27 - IHM model agreed with Plymouth CC - charges to be uplifted for 26/27. Recruitment of additional posts to deliver increased support underway. Roll out to Exeter and BCP during 2026/27
	16b: Void management review and implementation	100%	
	16c: Review of Intensive Housing Management income and expenditure	100%	

Bournemouth Churches Housing Association Limited

Fit for the Future			
Goal	Year 2 Milestone by March 2026	Q end % Complete	Progress to date
Goal 17. Transform digital infrastructure to improve data capture, case management, analysis & decision making	17a: Proactive work to further embed digital systems implemented in 2024/25 including improved reporting capabilities 17b: Improve the Wi-Fi and cctv provision across the organisation	100%	- Rubixx development including ASB and safeguarding case management - Initial work on data transformation but will carry across to 2026-27 in concert with other key workstreams - Consultant engaged to support procurement of IT and telephony services in 2026-27
Goal 18. Invest in “Hub, Base & Roam” with fewer workspaces to support collaborative, agile working	18a: Identification and mobilisation of a Plymouth Hub 18b: Conversion of surplus spaces into lettable rooms	100%	- Plymouth hub operational summer 2025 - Plans proposed for improvement of Factory Hub - looking at investment options - Steady conversion of surplus scheme spaces to lettable rooms (14 over 2 years) - now BAU
		100%	
Goal 19. Improve project management for more effective business transformation	Agree a project management approach across the business and mobilise for key projects	50%	- A purposeful decision was made to not roll out the proposed PM framework. We have identified 3 key projects which started in late 25/26 which we are using to test and refine the proposed framework. - Once complete, we will update the proposed framework documentation and agree with the exec the full roll out phase in the new Financial Year.
Goal 20. Implement the Quality Framework, update policies & procedures, consistent delivery standards, QC measures & improvement	20a: Establish a broad Quality Framework for the whole organisation 20b: Commence the service quality audits	100%	- Quality framework developed 3 x Pilot quality audits concluded in Q3. Action plans completed and due to be signed off in Q4. Then review of pilots by Heads of Support, with a view to simplify process for 26/27 within support resources
Goal 21. Embed greater financial focus across leadership teams &	Financial Transformation Group action plan in place and delivered	50%	Financial transformation project paused end of March to enable leadership transition and year end. Phase 2 resumes in later 2026.

Bournemouth Churches Housing Association Limited

reinvest in customer facing services			
Goal 22. Proactively review all services to maximise income streams, ensure on-going viability, service quality & mission relevance	Budget modeller reviewed annually for each service to assess ongoing viability	100%	Completed
A Bigger Impact			
Goal	Year 2 Milestone by March 2026	Q end % Complete	Progress to date
Goal 23. Deliver steady growth of an additional 300 homes owned by March 2029	23a: Deliver 88 completed homes in 25/26 (Plymouth LAHF 3 - 18; Plymouth SHAP - 10; Verwood S106 - 11; Lancaster Gardens - 3; Chichester House - 46 [now aborted])	90%	- Opportunities remain good - Sturminster Newton and Sherford homes being handed over - LAHF3 programmes progressing well - Expected completion by year end = 67 - Triodos extension awaiting bank approval; Lloyds additional facility approved November 2025 Board
	23b: Updated Treasury Strategy and secure new funding with existing or new funding partners	90%	
Goal 24. Balance BCHA's portfolio with fewer leased homes and more GN, self-contained and move-on properties	Develop and implement a sustainability strategy for our new homes in order to deliver government targets and improve the energy efficiency of our homes	75%	- Sustainability principles agreed as part of wider development strategy with DAM committee. Further discussion in June - Further paper to DAM committee required (deferred March 2026)
Goal 25. Continue to appraise BCHA property portfolio, re-investing funds in existing and new stock	Continue to strategically divest of properties	50%	25/26 programme sales/transfers proceeding slowly due to legal queries by purchasers. Completion will roll forward to 2026-27 - Manor House (Fareham Refuge) sold in Q4 (purchaser is the charity running it)

Bournemouth Churches Housing Association Limited

Goal 26. Seek steady Growth in support services	26a: Further strategic development of Access Wellbeing contract delivery including wider partnership integration, data collection and roll out of drop in hubs 26b: Active contract management, strong re/tenders, strategic commissioning links maintained	100%	- Strategic meetings in place with all LA partners - Tender awarded for DA service in Plymouth (go live 1 July 2026) - MSVCC (Liberty) tender submitted by primes (BCHA as a subcontractor - further decision expected in summer)
Goal 27. Commence the creation of an ESG statement/approach	Publish a year end position statement for the Sustainability Reporting Standard and identify resulting actions required	75%	- Pilot results collated vs Sustainability Reporting Standard and reviewed at Exec team - ESG risk assessment completed for Feb 2026 ART committee - To continue work into 2026-27
Goal 28. Continue to provide targeted external comms across all 3 core geographies and nationally	Ongoing representation at national and local forums within budget	100%	- Exec and HoS continue to represent BCHA at national forums and round table events - Ongoing active media/social media releases

Bournemouth Churches Housing Association Limited

Summary Progress to end of the Quarter 4 on Goals for Year 2 Plan 2025-26

	Completed		On Track		Progressing but behind schedule		Not started (n), stalled (s), or discontinued (d)
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Increments	0%	10%	25%	50%	75%	90%	100%
	Not started	Scoping/plan produced	Underway; Initial milestones achieved	Project mid-way	Work well progressed - final phases	Final sign offs required	Completed

Future prospects

As outlined above, our Strategic Plan is driving our future ambition and prospects. This includes increasing the number of homes we own in order to contribute to meeting local housing needs. We are working closely with our local authority partners in the south and southwest and Homes England and Wayfarer (our development consortium lead) to continue to identify, plan and implement new development projects. In 2026/27 we are forecasting to generate 59 new social/affordable housing units which equates to circa 4.8% new supply. We have an ongoing development pipeline that seeks to deliver circa 300 new homes over the life of the strategic plan.

At the year-end we had £18m of undrawn loan facilities in place to fund this growth and are seeking new future funding as part of our Treasury Strategy. Current facilities were increased by £10m following the agreement of a rolling credit facility with Lloyds Bank in late 2025.

The funding forms part of Lloyds Banking Group's pioneering partnership with Homewards, a programme from The Royal Foundation of The Prince and Princess of Wales, which is working with communities across the UK to make homelessness rare, brief, and unrepeatable.

Through the partnership, Lloyds committed £50 million in new lending to support housing providers and charities in Homewards locations, helping organisations overcome barriers to accessing finance and increasing the supply of affordable housing.

BCHA was awarded £10 million of this funding, enabling us to accelerate our development programme and create much-needed affordable homes across the communities we serve.

A new business development strategy is in place, and we are proactively seeking new opportunities as well as bidding to maintain existing contracts.

Partnerships remain a priority in our work, as we understand that without them, we are unable to deliver the full and holistic service that our customers deserve. Understanding and collaborating in the important work that our stakeholders do enables us to bring the most value to our own work, by ensuring that we are able to develop interfaces, synergies and innovations, avoiding duplication and maximising our customer offer.

Our 30-year Financial Plan is updated at least annually with the most recent one approved by the Board in May 2026. This demonstrates a robust financial position which is appropriately stress tested and shared with our Regulator and funding partners.

The Board's Risk Management Approach & Principal risks and uncertainties

The Board reviews the strategic Risk Map of the Association every quarter following detailed scrutiny of significant risks by the Board's Audit, Risk & Treasury Committee.

Risk assessment is considered as part of all organisational decision making. An Operational Risk group comprising of the senior decision makers in the organisation also meets every quarter to update and review key risks. All risks, operational and strategic, are reviewed annually by all risk managers.

New and retained business opportunities are assessed for risk and scored to determine the organisational fit and the levels of risk inherent in each contract. Key risk areas in the operating environment include the impact of new legislation, retaining existing contract business and the changes in Welfare Reform which will impact on our customers.

During the year, the Board assessed the Risk Appetite for strategic activities of the business which is now reviewed as part of the overall Risk reporting process.

Risk Management is also coupled with applying a range of stress scenarios to our Financial Plan each year and ensuring that mitigation strategies are put in place to ease financial pressures where scenarios crystallise singularly or concurrently.

The top strategic risks as identified and scored on the Strategic Risk Map at the year-end are summarised below. An enterprise risk stems from business growth, an environment risk from the current environment whilst a stress test risk stems from one of our risk scenarios.

Environment Risk: Landlord health & safety failure: this ongoing risk, managed by the Director of Homes, is mitigated by employment of a compliance team to oversee the annual compliance programme, use of expert consultants and sub-contractors and rigorous weekly monitoring (with quarterly reporting to the board).

Environment Risk: Staff Recruitment & Retention: this risk, overseen by the Director of Transformation, is one that we remain exposed to give the challenges in the wider labour market, particularly for the social support sector. The risk has reduced from Q3 as the year end voluntary turnover rate at Q4 was lower than the same time in the previous year reflecting improvements to recruitment and on-boarding in-year and the ongoing implementation of the People Strategy which supports our Strategic Plan.

Stress Risk: Adverse performance against Voids and Bad Debts targets is another area of exposure due to the wider cost of living crisis making it harder for customers to pay their rents. Performance was close to target at the year-end, but this remains an ever-present risk requiring tight monitoring and timely intervention.

Financial and non-financial key performance indicators

The Association measures achievements using Key Performance Indicators (KPIs) that are both quantitative and qualitative. These are reported to the Board as part of the quarterly performance pack.

In terms of the headline corporate KPIs at the year end, the majority were on target or within our agreed margin of tolerance. The Association operating surplus for the year was £2,624k, down on the previous year (2025: £3,353k) but ahead of original budget by around 30%.

The Association surplus for the year was £715k (2025: £1,430k), up on the original budget of £465k.

Under the RSH's "Governance and Financial Viability Standard" registered providers are required to manage their resources effectively to ensure their viability is maintained while ensuring that social housing assets are not put at undue risk. Registered providers shall also ensure that they have an appropriate, robust, and prudent business planning, risk, and control framework. The framework shall ensure:

- (a) there is access to sufficient liquidity at all times
- (b) financial forecasts are based on appropriate and reasonable assumptions
- (c) effective systems are in place to monitor and accurately report delivery of plans
- (d) the financial and other implications of risks to the delivery of plans are considered
- (e) registered providers monitor, report on and comply with their funders' covenants

As part of BCHA's control framework, we have already adopted a number of financial standards to support the development of the business, to enable monitoring and reporting of performance and to manage risk. These standards set out the financial parameters which are most important to ensure we are maintaining our financial viability and meeting obligations to our funders. The standards are limits set to maintain a margin of safety over the measures in our loan covenants and provide a cushion in managing liquidity and treasury risks.

Capital structure and treasury policy

The capital structure of BCHA is a combination of capital grant (SHG), private finance, and accumulated reserves. Private finance is a mixture of fixed and variable rate bank loans secured by fixed charges on existing stock. Gearing (on a property cost basis) at 31st March 2026 was 41.5% (2025: 37%) compared with the tightest bank gearing covenant of 60%.

The Board adopts a low-risk strategy to treasury, and the Association does not use derivatives or other stand-alone products.

At the year-end there were £18m of undrawn loan facilities with NatWest, Lloyds and CAF Bank. These facilities are to finance the Association's continued growth through development and acquisition.

Objectives, strategies, and achievement

Commitment to employees

The Association has a strong commitment to the health, safety and welfare of its employees and actively encourages the involvement of its employees in its affairs. There is a dedicated health and safety officer to support colleagues in the business to deal with current and emergent workplace risks, overseen by the Exec team.

We acknowledge the important and valuable contribution colleagues make to the running of the Association and are constantly striving to improve our efforts to recruit, develop and retain quality staff. The importance of being an Equal Opportunities employer is reinforced by the commitment to the 'Positive about the disabled' initiative and through our continuous management, colleague training, and policies. The Association is proud to be an Equal, Diverse, and Inclusive (ED&I) employer, committed to fostering a supportive and accessible recruitment process. In May 2026 we created a Voice Group. This brings colleagues together from across the organisation to share thoughts and ideas in a safe and supportive space.

It is an opportunity for everyone to be heard and help shape positive changes across the organisation

The board members acknowledge and are grateful for the valuable contribution made by volunteers to the Association, whether by way of volunteer board members or volunteer face-to-face workers.

Gender Pay gap

In accordance with the Gender Pay reporting requirements we published details on our web site earlier this year based on data as of 5 April 2025 as follows:

Our gender pay gap has decreased from 6.3% to 5.9%

NUMBER OF REPORTABLE EMPLOYEES

Full Pay employees for the reporting period totalled 409, consisting of 161 males and 248 females.

- The mean gender pay gap is **5.9%** (2024 - 6.3%)
- The median gender pay gap for Organisation **2.4%** (2024 - 0%)
- The mean gender bonus gap for Organisation **0%** (2024 - 0%)
- The median gender bonus gap for Organisation **0%** (2024 - 0%)

Bournemouth Churches Housing Association Limited

Strategic report for the year ended 31 March 2026 (continued)

THE MEAN GENDER PAY GAP PER HOUR IS 5.9%

Mean Hourly Pay for Men £	£16.27
Mean Hourly Pay for Women £	£15.30
Difference as a % of male pay	5.9%

THE MEDIAN GENDER PAY GAP FOR ORGANISATION 2.4%

Median Pay Rate for Men £	£13.69
Median Pay Rate for Women £	£13.36
Difference as a % of male pay	2.4%

THE MEAN AND MEDIAN GENDER BONUS GAP FOR ORGANISATION 0%.

The mean and median gender bonus gap were both 0%. BCHA did not award bonuses in the April 2025 pay period (2024 - nil); as a result, there are no differences to report.

THE PROPORTION OF MALES AND FEMALES IN EACH PAY QUARTILE:

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

Band	Males	Females	What is included in this band?
A	10.27%	18.59%	All employees whose standard hourly rate is within the lower quartile, % of total workforce
B	9.78%	14.43%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median, % of total workforce
C	9.29%	17.11%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile, % of total workforce
D	10.02%	10.51%	All employees whose standard hourly rate is within the upper quartile, % of total workforce

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group.

The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

It is important to note that at time of data 61% of BCHA workforce is female and 39% of our workforce is male.

SUMMARY NARRATIVE

BCHA's gender pay gap figures are below the national average of 6.9%*.

BCHA remains committed to sustaining improvements to bring about greater equality, ensuring its policies reflect fairly and equally to men and women and continues to monitor gender pay and other Equality practices.

The key factors influencing our Gender Pay Gap include:

- BCHA's gender pay gap has decreased by 0.4% in this reporting period.
- BCHA employs more females than males with a current ratio of 61% females and 39% males.
- Females within the upper pay quartile are unchanged.
- Females in Lower Middle and Lower pay quartiles represent 39.8% of the total workforce.
- The variance between our Upper quartile is 2.2% difference between male and females.
- BCHA has made an ongoing commitment to enabling flexibility and will be including this within its retention strategy.
- BCHA will continue to promote flexible working opportunities across the organisation.

* [Gender pay gap in the UK - Office for National Statistics](#)

Our successes this year

2025/26 has been a successful year.

Over the past year, BCHA has continued to deliver significant impact across housing, homelessness, mental health, domestic abuse, and learning services. Through strong partnership working, service transformation, and a focus on person-centred support, the organisation has supported thousands of individuals and families to achieve greater stability, independence, and wellbeing.

The key outcomes, achievements, and impact delivered across all service areas during 2025-26 can be summarised as:

Housing

Housing Transformation

Responding directly to customer feedback, during 2025/26, the Housing service completed a full transformation programme, integrating income, tenancy, and financial inclusion functions. This delivers a more accessible single Housing Officer model.

This change has:

- Improved visibility of Housing Officers across estates and schemes
- Increased first-contact resolution for customer queries
- Strengthened operational and strategic oversight

Asset Management & Repairs

The Asset and Repairs team delivered strong operational performance, ensuring safe and well-maintained homes:

- 5,905 repairs completed
- 824 void properties re-let
- 641 gas services and 422 electrical safety checks completed
- 148 fire risk assessments and 65 asbestos surveys undertaken
- 161 damp and mould cases resolved

Investment in homes included:

- 56 kitchen renewals
- 28 bathroom upgrades
- 31 boiler replacements

Bournemouth Churches Housing Association Limited

Strategic report for the year ended 31 March 2026 (continued)

A strengthened customer journey has ensured residents are actively involved in decisions about improvements to their homes.

Development & Growth

BCHA continues to make strong progress towards its ambition of delivering 300 homes by 2029, our key growth goal in our Strategic Plan.

Key achievements include:

- With 119 homes delivered or in progress to date
- Our first section 106 Completed at Sturminster Newton. 24 new homes have been delivered throughout the year - 16 for affordable rent- nominated via Dorset Council and 8 shared ownership - all sold.

Homelessness Services

Families Temporary Accommodation Service

The Families Temporary Accommodation Service has had a particularly strong year, not only supporting 66 families to move on positively but also expanding its wellbeing offer.

Housing First

These services provide flexible, person-centred support to individuals with complex needs, preventing homelessness and supporting long-term independence.

- 29 individuals supported to sustain tenancies
- 100% tenancy sustainment for Housing First customers

Integrated Outreach & Alliance Services

The integration of outreach services in Plymouth has created a more cohesive and flexible system, improving outcomes and service continuity.

Key impacts include:

- 374 hospital discharges supported
- 165 individuals supported through the Sleep Safely service, with 77 move-ons
- £2.45m secured to deliver new accommodation through the SHAP programme

A new Housing First service is launching in 2026 to further strengthen prevention.

Homelessness Service-Level Impact, Exeter

Gabriel House is currently home to 42 residents, all with different experiences, strengths, and support needs. Over the last year, approximately 12 residents successfully moved on from Gabriel House into more suitable accommodation. This included 4 residents moving into social housing and 2 moving into lower supported accommodation, alongside several other positive housing outcomes.

Across services such as Gabriel House, Morwenna Court (Exeter), St Paul's and Lansdowne Gardens (Bournemouth):

- Individuals with complex needs are supported through trauma-informed approaches
- Tenancy skills, confidence, and independence are developed
- Strong partnership working enables access to housing, healthcare, and support services

Customer-led improvements and grant-funded enhancements have further improved quality of life and outcomes.

Lansdowne Gardens, Dorset Lodge and St Paul's

At Lansdowne Gardens and Dorset Lodge, we provide accommodation for individuals experiencing homelessness and multiple disadvantages. Our approach is holistic and person-centred, focusing on supporting customers to develop the skills, confidence, and independence required to successfully move on to their own accommodation. We explore all suitable move-on options with them, including private rented accommodation and registering for social housing. Through this process, we provide guidance and support with researching opportunities, completing applications, and accessing appropriate housing pathways.

St Paul's in Dorset provides supported accommodation for single people (including those with pets) and couples affected by homelessness or rough sleeping. Many of our customers have lived experience of drug or alcohol dependence, mental health issues, or complex trauma. The use of the in-house GP service, which attends St Paul's three or more days each week, continues to greatly benefit our customers.

Over the last year, we were contacted by the Dentaaid bus, which now attends St Paul's on a regular basis to support our customers with emergency dental treatment. We are excited about the further collaborations we at St Paul's can bring in the coming year.

Homelessness & Housing Support, Plymouth & Yeovil

Across homelessness services, hundreds of individuals and families have been supported into safe and sustainable housing.

Additional outcomes across services include:

- Yeovil Temporary Accommodation - 46 move-ons
- Plymouth B&B services - 75 move-ons
- Plymouth Temporary Accommodation - 80 positive move-ons
- George House – 28 positive move-ons
- Somewhere Safe to Stay – 30 positive move-ons
- Primrose – 12 positive move-ons
- Families Temporary Accommodation Service – 66 positive move-ons

Young People Accommodation

Robert Gabriel House, a 6-bed house, reopened last year and has so far housed 13 young people. Cooking and social activities have been provided for both Robert Gabriel and James Michael house through BCP's Food and Warmth Grant which were all well received by customers.

Across both services we have been successful the past year with long-staying customers moving on to their own accommodation in a positive manner.

Mental Health Services

BCHA continues to deliver a comprehensive mental health offer, supporting individuals across crisis, recovery, and prevention pathways.

Millennium House

- 15 positive move-ons achieved
- Strong partnership working and community engagement

Pepperell House

- 44 residents supported
- 32 moved into independent living

Bournemouth Churches Housing Association Limited

Strategic report for the year ended 31 March 2026 (continued)

Recovery Houses

- 160 individuals supported
- Extended support period to improve outcomes

Floating Support

- 100+ individuals supported to increase income and access benefits
- 10 evictions prevented

Community Front Rooms

The Community Front Rooms are part of the Access Mental Health pathway, a community mental health service commissioned by Dorset Healthcare University NHS Foundation Trust and delivered by BCHA alongside voluntary and community sector partners Harmony in Bridport and Hope in Shaftesbury.

There have been 2,750 visits across the Community Front Rooms in Bridport, Shaftesbury, Dorchester, and the online CFR service, known as Attend Anywhere, during 2025-2026. Dorchester CFR opened its doors in January 2026, becoming the latest service within the contract to provide valuable support for people approaching crisis point and struggling to cope.

Domestic Abuse Services

Refuge

- 61 adults and 61 children supported
- Safe accommodation and structured recovery programmes

Respite Rooms

- 80% engagement with children's social care
- 79% engagement with mental health services
- 90% progression into employment

The move to longer stays has significantly improved long-term outcomes.

Community Services

- Delivery of outreach, helpline, and early intervention support
- Specialist support for children and young people

Pathfinder

- 106 individuals supported through family court processes

Modern Slavery

Liberty Project

- 276 survivors supported
- Delivery of trauma-informed care across multiple regions

BCHA continues to play a key role in national advocacy and system change for survivors.

IDVA / ISVA

- 33 survivors supported with specialist advocacy

Learning, Skills & Employment

BCHA Learn has continued to deliver strong outcomes in education, skills, and digital inclusion.

Key Achievements

- 375 qualifications achieved
- 142 individuals supported through digital inclusion programmes

Bournemouth Churches Housing Association Limited

Strategic report for the year ended 31 March 2026 (continued)

Outcomes

- 88% improved skills
- 82% improved confidence
- 92% course completion rate

Additional Impact

- 60+ SIM cards and 19 laptops distributed to support digital inclusion
- Training delivered to BCHA colleagues and external partners
- Community wellbeing initiatives through New Leaf Allotment

These programmes continue to improve employability, independence, and wellbeing.

Digital, Communications & Engagement

BCHA's communications and digital channels have strengthened organisational visibility and engagement.

Digital Reach

- 105,728 website views from 21,707 users
- 55% of traffic via mobile devices

Social Media Impact

- 433,462 people reached (+5%)
- 8.6% engagement rate (above sector average)
- 1,000+ new followers across platforms

External Influence

- 31 media features during the year
- Strong engagement with MPs, councils, and national initiatives

Customer Engagement

Over the course of the year, more than 275 customers were actively involved in structured engagement activity, alongside many more contributing through informal conversations, surveys, complaints, and day to day interactions, including:

- 14-member Customer Steering Group providing strategic oversight
- 75 customers participating in Reference Panels and task-and-finish groups
- 21 individuals engaging remotely
- 169 customer contacts were recorded through house and service meetings, ensuring that feedback from across supported housing and communities informed service delivery.

The Factory

The Factory is the main office space in BCP, but it is more than just a place of work, it is a hub within the community, offering a professional co-working environment. This year, The Factory held 156 external bookings to local businesses for colleague training sessions, away days and more. This space also holds permanent tenants such as Microaces.

Conclusion

During 2025-26, BCHA has demonstrated strong organisational impact through:

- Significant housing delivery and asset investment
- High-performing homelessness prevention and move-on outcomes
- Comprehensive mental health support across pathways
- Specialist, high-impact domestic abuse, and modern slavery services
- Strong learning and digital inclusion outcomes
- Increased visibility and engagement across digital platforms

Despite increasing demand and system pressures, BCHA has continued to deliver high-quality, person-centred services, supporting individuals and communities to achieve safer, more stable, and independent futures.

Value for money - securing efficiency and effectiveness

BCHA has a comprehensive and strategic approach to achieving value for money which is fully compliant with the RSH's Value for Money (VFM) standard. This includes:

- Managing our resources economically, efficiently, and effectively in meeting our Strategic Plan;
- Maintaining a robust assessment of the performance of our assets and resources and controlling liabilities;
- Planning for and delivering continuous improvement;
- Putting customers at the heart of our business by taking account of the interests of, and our commitment to, residents and other stakeholders and sharing this assessment in a way that is transparent and accessible.

We continue to develop and strengthen our approach to value for money, providing foundations for further achievements in future years. We continue to refine our systems to make our processes more efficient and to support our residents to interact confidently in an increasingly digital world. We are also developing more formal methodology to review and challenge processes that do not add value and to create more opportunities for colleagues to develop their own skills. Our primary objectives are to:

- Reduce operating costs to address key income pressures in our business stemming from the continuing impact of government policy, welfare benefit reforms, and current macroeconomic pressures such as inflation;
- Achieve better-than-median performance across cost, performance, and satisfaction measures; and
- Optimise social value in our front-line services.

The Regulator for Social Housing previously revised the VFM Standard requiring less narrative reporting with a core of metrics that the Regulator will calculate from the submission of the annual accounts. The core metrics for 2025 and 2026 and what they cover are set out below.

For peer comparison purposes we have selected the metrics for the 14 specialist supported housing providers published in the Regulator's "2025 Global Accounts Additional Tables - Value for Money metrics" which is considered to be closest to BCHA's activities ("2025 GA SH median" in the analysis below). These 14 organisations are listed in full in our annual value for money report. BCHA generally compares favourably on most metrics other than gearing, EBITDA MRI and headline social housing cost per unit which are considered and explained below.

Reinvestment

2027 Target	2026 Target	2026 Actual	2025 Actual	2025 GA SH median
15.4%	18.2%	14.9%	7.9%	5.4%

This metric looks at the investment in properties, whether existing stock or new supply, as a percentage of the total value of properties held. Given the nature of our development programme this metric will fluctuate year to year. During the year we invested a total of £15.7m (2025 - £7.3m) in the development, acquisition, or refurbishment of property. This included the development and acquisition of 53 units as part of our strategy to increase our owned stock plus ongoing build costs of our development pipeline. The overall reinvestment of 14.9% is up on 7.9% in 2025 and better than the performance of our peer group 2025 median figure. It is however lower than the forecast figure for 2026 due to a slight delay in the development/acquisition programme. In 2026/27 we are forecasting to spend circa £18m (before grant) which equates to reinvestment of 15.4%.

Bournemouth Churches Housing Association Limited

Strategic report for the year ended 31 March 2026 (continued)

New Supply

	2027 Target	2026 Target	2026 Actual	2025 Actual	2025 GA SH median
Social housing	3.1%	3.8%	4.1%	2.0%	0.6%
Non-social housing	0%	0%	1%	0%	0%

This metric looks at new social and non-social housing acquired or developed in year as a percentage of social/non-social housing owned at the period end. Given the nature of our development programme this metric will fluctuate year to year.

As mentioned above BCHA made an investment in the acquisition (53 units) of property in 2025/26. As such our new supply metric performance was 4.1% this year, above the previous year (due to delays last year in the new build) programme and above the performance of our peer group 2025 median figure. In 2026/27 we are forecasting to generate 59 new social housing units which equates to 3.1 % with ongoing investment in others that will handover in future years.

Gearing

2027 Target	2026 Target	2026 Actual	2025 Actual	2025 GA SH median
46.9%	45.8%	41.5%	37.2%	0.3%

This metric looks at how much of a Registered Provider's assets are made up of debt and the degree of dependence on debt finance. This is often seen as an indicator of appetite for growth. Our net debt increased by £9.05m (£9.25m new drawdowns offset by repayments) during the year to fund our property investment. This increase was a higher proportion to the growth in the cost of our property assets and hence our gearing increased to 41.5%. Whilst this level is significantly higher than our peer group 2025 median figure it is not unusual given our asset base and our growth objectives. The median for all RPs (reflecting larger developers) is 46.7%. In 2026/27 we are forecasting our net borrowing to increase by around £11m to fund the property investment referred to above leading to gearing increasing to 46.9%. This is still very comfortably within loan covenant limits of 60%.

EBITDA MRI (Interest Cover)

	2027 Target	2026 Target	2026 Actual	2025 Actual	2025 GA SH median
EBITDA MRI	143.2%	138.2%	146.8%	156.6%	232.2%

This metric is a key indicator of liquidity and investment capacity - measuring level of surplus generated compared to interest payable. It provides a good approximation of cash generation and in 2026 was 146.8%.

This was lower than 156.6% in 2025 reflecting the reduced operating surplus (excluding asset management disposals). This was significantly lower than the 232.2% cover of our peer group 2025 median figure. In 2026/27 we are forecasting our operating surplus to increase but a significant increase in interest payable due to rising debt leading to a reduction in EBITDA MRI to 143.2%.

Bournemouth Churches Housing Association Limited

Strategic report for the year ended 31 March 2026 (continued)

Social Housing Cost per Unit

This metric seeks to assess Providers' costs spread over the number of social housing units owned and/or managed both at headline level and by cost grouping.

	2027 Target	2026 Target	2026 Actual	2025 Actual	2025 GA SH median
SH CPU	16,268	18,364	18,566	16,693	15,276
SH CPU adjusted for increase support charges	16,468	18,253	18,308	15,418	
SH CPU excl. rent	14,084	16,576	16,647	15,484	
SH CPU excl. rent & adjusted for increased support charges	14,285	16,465	16,390	14,208	
Analysis by spend					
Management	2,055	2,504	2,019	1,930	
Lease rent	2,184	1,788	1,918	1,210	
Service charges	2,050	2,754	2,814	2,426	
Routine repairs	1,496	2,340	2,445	2,295	
Major repairs	1,123	1,388	1,564	1,050	
Support	7,360	7,590	7,801	7,773	
Other	-	-	5	9	
Total CPU	16,268	18,364	18,566	16,693	

At BCHA, service charge costs include significant levels of communal upkeep and intensive housing management provision for supported housing services, as these are no longer funded through support contracts. Excluding support costs, other unit costs are broadly comparable with the wider sector. Our headline social housing cost per unit increased 11% to £18,566. This increase is due to rising costs in all expense categories.

Since 2025 we have taken on additional support work which increased support service costs by circa £0.6m (2025 £1.6M) without a corresponding change in units. Adjusting for this reduces the cost per unit to £18,308 (2025 - £15,418).

A key issue for BCHA is the inclusion of rent payable on leased properties (circa £1.5m up from £0.65m the previous year) in this metric. This is more akin to a funding rather than an operational cost and can skew comparisons with organisations with greater levels of ownership. The metric excluding this rent is shown in the table above.

Adjusting for both support charges and rent payable, the resulting CPU is still significantly higher than the peer group median which has increased from last year.

Bournemouth Churches Housing Association Limited

Strategic report for the year ended 31 March 2026 (continued)

Our supported housing peer group 2025 median figures range from circa £4.5k - £39.5k CPU illustrating the wide range in this measure. BCHA ranks 6th highest out of 14. In 2026/27 we are forecasting our CPU to fall due to decreases in management costs, repairs, and service charges (some of which are non-accommodation related).

Operating Margin

	2027 Target	2026 Target	2026 Actual	2025 Actual	2025 GA SH median
Social housing lettings	3.4%	-0.5%	3.9%	10.9%	10.2%
Overall	8.6%	7.3%	8.4%	9.1%	6.8%

This metric assesses profitability before exceptional expenses are taken into account, both overall and for social housing lettings (“SHL”) only. The operating margin decreased in 2026 largely due to increased operating costs. Our social housing margin was considerably lower than our peer group 2025 median figure. The Regulator does accept that “specialist” Registered Providers such as BCHA are likely to have lower margins. BCHA recognises that its operating margin is tight and as part of its Performance and Risk Framework has undertaken a detailed business analysis of its activities. This provides a sound and timely basis for decision-making - on whether to subsidise or exit particular activities by taking all the key factors into consideration. An action plan stemming from this analysis is underway to improve the financial health of the business. In 2026/27 we are forecasting margins (before asset sales) to increase slightly.

Return on Capital Employed

2027 Target	2026 Target	2026 Actual	2025 Actual	2025 GA SH median
2.2%	2.4%	2.4%	3.5%	3.4%

This metric compares operating surplus to total assets less current liabilities and is a common measure in the commercial sector to assess the efficient investment of capital resources. Our return decreased from 3.5% in 2025 to 2.4% in 2026 due to a 22% decrease in operating surplus whilst net assets increased by 5%. It is slightly less than our peer group. In 2026/27 we are forecasting a slightly decreased return of 2.2% as total assets grow. The table below summarises our performance with the RAG rating reflecting quartile performance against the supported housing benchmark group (see reference above).

		2026	2025	2024	2025 GA SH median
1.	Reinvestment	14.9%	7.9%	5.3%	5.4%
2.	New supply delivered (amber rating overall)	4.1%	2.0%	3.4%	0.6%
	- social housing	1.0%	0.0%	0.0%	0.0%
	- non-social housing				
3.	Gearing	41.5%	37.2%	40.2%	0.3%
4.	EBITDA MRI	146.8%	156.6%	131.7%	232.2%
5.	Headline social housing cost	18,566	16,693	13,403	15,276
6.	Operating margin	3.9%	10.9%	13.5%	10.2%
	- social housing lettings				
	- overall	8.4%	9.1%	5.5%	6.8%
7.	Return on capital employed	2.4%	3.5%	1.9%	3.4%

Bournemouth Churches Housing Association Limited

Strategic report for the year ended 31 March 2026 (continued)

Value for Money metrics are collected by the Regulator each year with the requirement that each Registered Provider (RP) publishes its results in its audited financial statements. BCHA tracks its performance against median results in its published accounts for the whole private RP sector and the “supported housing peer group” (SHPG) - 14 RP’s with more than 1000 units in ownership/management whose supported housing comprises 30% or more of its social housing. The Regulator accepts that supported housing is more costly to run than longer-term general needs housing.

It is the case that even the SHPG providers vary significantly making comparison more of a challenge. This section attempts to unpick the features of each SHPG provider to establish if there are any close comparators to BCHA and whether particular features may explain costs per unit.

The following Regulator of Social Housing publications at detailed level aid this benchmarking exercise:

- The Global Accounts
- The Statistical Data Return (SDR)
- The Tenant Satisfaction Metrics Return (TSM)

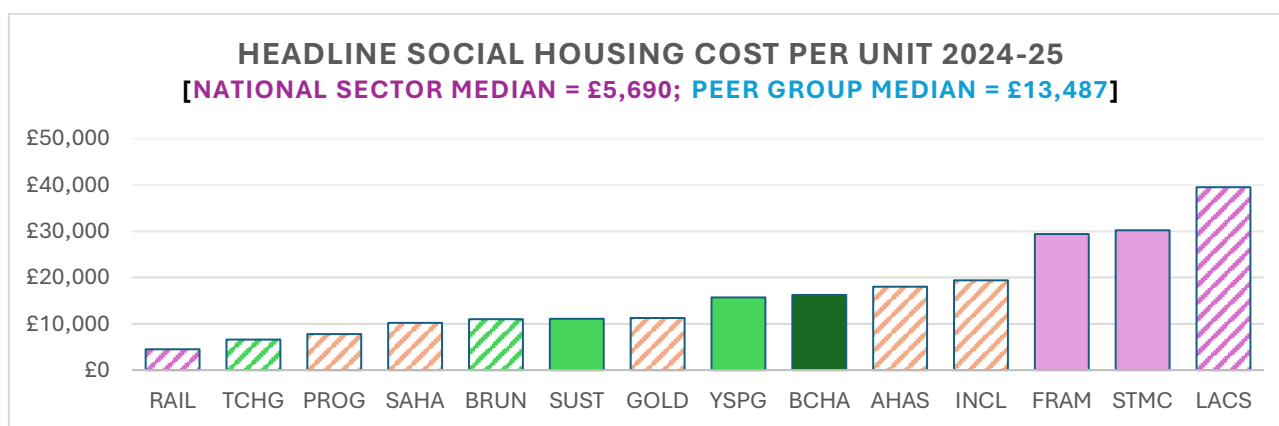
It should be noted though that the data is a year old at time of comparison but nevertheless can be relied upon for consistency given the precision of definition and data quality checking undertaken by the Regulator. Detailed data extracts are presented as annexes for information/reference only.

Comparison with Other Supported Housing Providers

BCHA tracks its performance against median results in its published accounts for the whole private RP sector and the “supported housing peer group” (SHPG) - 14 RP’s with more than 1000 units in ownership/management whose supported housing comprises 30% or more of its social housing. The Regulator accepts that supported housing is more costly to run than longer-term general needs housing.

Our supported housing peer group 2025 median figures range from circa £4.0k - £39.5k CPU illustrating the wide range in this measure. BCHA ranks 6th highest out of 14.

It is the case that even the SHPG providers vary very significantly in stock holding, type and distribution making comparison more of a challenge.



The closest comparators to BCHA in the supported housing peer group are based on similar social stock size, social stock distribution and occupancy turnover and are shown as solid-coloured bars.

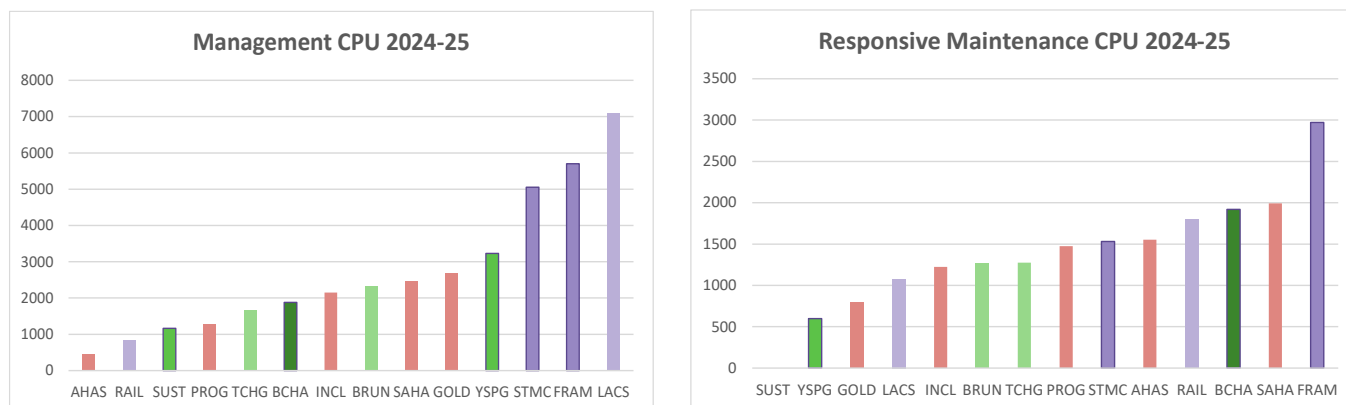
Bars coloured green relate to providers with a social stock presence in up to 10 local authorities in England, bars coloured purple relate to providers with social stock presence in up to 50 local authorities and bars coloured orange are widely distributed national providers.

Bournemouth Churches Housing Association Limited

Strategic report for the year ended 31 March 2026 (continued)

On Headline Social Housing Cost Per Unit, BCHA is 6th highest of the 14 in the peer group. Five of these 6, including BCHA providers have significant housing and community-based support provision (30%+ of their costs) which is consistent with their positioning at the upper end of the CPU scale for the peer group.

In terms of management costs per unit, BCHA is ranked 6th out of 14 in this group (our management costs are at the lower end of the range) whereas for responsive repair costs BCHA is ranked 12th out of 14 (at the upper end of the range). BCHA is the dark green bar in the charts below.



We attribute the higher costs of responsive maintenance on the nature of our stock (predominantly short term, high turnover single person's accommodation) driving a higher number of responsive repairs per unit. We recently concluded an independent review of our in-house maintenance service, and we intend to explore more our responsive repair volumes further to ensure good cost control.

Governance

The Board is committed to strong corporate governance and is pleased to have maintained its G1 regulatory rating. The Board meets four times a year for regular business, including approval of the budget and strategic plan. Board members attend two away days every year to discuss future strategy. The Board has the following committees: Audit, Risk and Treasury which meets four times per year and liaises with the internal and external auditor, Governance Committee which meets three times per year; Development & Asset Management Committee which meets at least four times per year. There is also a Board Financial Performance Group that meets regularly to discuss more detailed issues concerning management accounts, budgets, business analysis, and financial planning. Board members are also subject to bi-annual appraisals.

BCHA will continue to review its practices from time to time to ensure ongoing best practice and will utilise external expertise, as required in order to maintain this highest governance grading.

The Association has carried out its annual assessment of governance, including roles, responsibilities and accountabilities of the Board, Chair and Chief Executive and is satisfied that its arrangements are clear and effective.

Approval

This Strategic Report was approved by order of the Board on 21 September 2026.

P. Baker
Company Secretary

Independent auditor's report to the members of Bournemouth Churches Housing Association Limited

Opinion

We have audited the financial statements of Bournemouth Churches Housing Association Limited (the "Association") for the year ended 31 March 2026 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cash Flows and notes to the financial statements, including 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).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The Board is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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 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

Independent auditor's report to the members of Bournemouth Churches Housing Association Limited (continued)

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 in relation to which the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

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

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on pages 7 and 8, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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:

We obtained an understanding of the legal and regulatory frameworks within which the Association operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Co-operative and Community Benefit Societies Act 2014 (and related Directions and regulations), the Housing and Regeneration Act 2008 and other laws and regulations applicable to a registered social housing provider in England together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statements items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Association's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Association for fraud. The laws and regulations we considered in this context for the UK

Bournemouth Churches Housing Association Limited

Independent auditor's report to the members of Bournemouth Churches Housing Association Limited (continued)

operations were requirements imposed by the Regulator of Social Housing, building safety, health and safety, taxation, and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Board and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of care and support income, other material income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit, Risk and Treasury Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, designing audit procedures over the timing of the above income streams and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is available on the Financial Reporting Council's website at: 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 Association's members as a body in accordance with Section 87 of 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 Association's members as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor
St James House, St James' Square
Cheltenham
GL50 3PR

Date: 23 September 2026

Bournemouth Churches Housing Association Limited

Statement of comprehensive income for the year ended 31 March 2026

	Note	Association Total 2026 £'000	Association Total 2025 £'000
Turnover	4	29,941	28,353
Cost of Sales	4	(65)	(74)
Operating costs	4	(27,356)	(25,654)
Gain on disposal of housing properties	11	104	728
Operating surplus	4,7	2,624	3,353
Surplus on disposal of fixed assets		-	-
Other interest receivable and similar income	12	1	3
Interest and financing costs	13	(1,910)	(1,926)
Surplus before taxation		715	1,430
Taxation on surplus	14	-	-
Surplus for the year		715	1,430
Total comprehensive income for year		715	1,430

The financial statements were approved and authorised for issue by the Board of Management on 21 September 2026 and were signed on its behalf by:



C Nicholson
Chair of the Board of Management



G Oliver
Board Member



P Baker
Company Secretary

Registration Number: 18497R (CCBS Act)

The notes on pages 40 to 66 form part of these financial statements. All activities relate to continuing operations.

Bournemouth Churches Housing Association Limited

Statement of financial position for the year ended 31 March 2026

	Note	Association	
		2026 £'000	2025 £'000
Fixed assets			
Intangible assets	15	87	118
Tangible fixed assets - housing properties	16	105,655	91,659
Tangible fixed assets - other	17	2,244	2,240
		107,986	94,017
Current assets			
Stocks (Shared ownership)	19	958	320
Stocks (Van stock)		41	40
Debtors - receivable within one year	20	2,786	2,508
Cash and cash equivalents		1,906	2,717
		5,691	5,585
Creditors: amounts falling due within one year	21	(5,547)	(5,408)
Net current assets		144	177
Total assets less current liabilities		108,130	94,194
Creditors: amounts falling due after more than one year	22	(92,772)	(79,325)
Provisions for liabilities			
Dilapidation provision	25	(594)	(820)
Net assets		14,764	14,049
Capital and reserves			
Called up share capital	29	-	-
Income and expenditure reserve		14,764	14,049
Restricted reserve		-	-
		14,764	14,049

The financial statements were approved and authorised for issue by the Board of Management on 21 September 2026 and were signed on its behalf by:



C Nicholson
Chair of the Board of Management



G Oliver
Board Member



P Baker
Company Secretary

Registration Number: 18497R (CCBS Act)

The notes on pages 40 to 66 form part of these financial statements

Bournemouth Churches Housing Association Limited

Statement of changes in reserves for the year ended 31 March 2026

	Income and expenditure reserve	Restricted reserve	Total
	£'000	£'000	£'000
Balance at 31 March 2024	12,619	-	12,619
Surplus for the year	1,430	-	1,430
Transfer of restricted expenditure from income and expenditure reserve	-	-	-
Balance at 31 March 2025	14,049	-	14,049
Surplus for the year	715	-	715
Transfer of restricted expenditure from income and expenditure reserve	-	-	-
Balance at 31 March 2026	14,764	-	14,764

BCHA administered the grants awarded by Big Local Trust (a charity established by the Big Lottery Fund) and used in accordance with the Big Local plan for the Bourne Estate area up until the 31 March 2026. The amount held is kept as a separately identified creditor on the balance sheet. The balance at the end of the year is £0k (2025 £63k).

The notes on pages 40 to 66 form part of these financial statements.

Bournemouth Churches Housing Association Limited

Statement of cash flows for the year ended 31 March 2026

	Note	2026 £'000	2025 £'000
Cash flows from operating activities			
Surplus for the financial year		715	1,430
Adjustments for:			
Depreciation of fixed assets - housing properties	16	1,325	1,255
Depreciation of fixed assets - other	17	222	251
Amortisation of intangible fixed assets	15	31	32
Amortised grant	5	(469)	(838)
Interest payable and finance costs	13	1,910	1,926
Interest received	12	(1)	(3)
Surplus on sale of housing properties		(104)	(728)
Loss on disposal of components & other assets		142	167
(Increase)/Decrease in trade and other debtors		(278)	1,088
Increase in stocks		(639)	(90)
(Decrease)/Increase in trade creditors		(197)	1,072
Net cash generated from operating activities		2,657	5,562
Cash flows from investing activities			
Proceeds from sale of fixed assets - housing properties	11	970	1,594
Purchase of fixed assets - housing properties	16	(15,095)	(6,905)
Purchase of replacement components		(839)	(380)
Purchase of fixed assets - works to existing properties	16	-	(58)
Purchases of fixed assets - other	17	(229)	(168)
Receipt of grant	22	5,391	3,289
Interest received	12	1	3
Net cash from investing activities		(9,801)	(2,625)
Cash flows from financing activities			
Interest paid	13	(1,812)	(1,843)
New loans - bank	26	9,250	2,000
Loan arrangement fees deferred		(143)	(175)
Repayment of loans - bank	26	(962)	(1,411)
Net cash used in financing activities		6,333	(1,429)
Net (decrease) / increase in cash and cash equivalents		(811)	1,508
Cash and cash equivalents at beginning of year		2,717	1,209
Cash and cash equivalents at end of year		1,906	2,717

	2025 £'000	Cashflow £'000	Non-Cash Movement £'000	2026 £'000
Net Cash				
Cash and cash equivalents	2,717	(811)	-	1,906
	2,717	(811)	-	1,906
Debt				
Debts falling due within one year	(1,758)	962	(1,048)	(1,844)
Debts falling due after one year	(35,754)	(9,205)	1,048	(43,911)
	(37,512)	(8,243)	-	(45,755)
Net Debt	(34,795)	(9,054)	-	(43,849)

The notes on pages 40 to 66 form part of these financial statements.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026

INDEX OF NOTES

General notes

- 1 Legal status
- 2 Accounting policies
- 3 Judgements in applying accounting policies and key sources of estimation uncertainty

SOCI related notes

- 4 Particulars of turnover, cost of sales, operating costs, and operating surplus
- 5 Income and expenditure from social housing lettings
- 6 Accommodation in management
- 7 Operating surplus
- 8 Employees
- 9 Executive directors' emoluments
- 10 Board Members
- 11 Surplus on sale of fixed assets - housing properties
- 12 Interest receivable and income from investments
- 13 Interest payable and similar charges
- 14 Taxation on surplus on ordinary activities

Balance sheet related notes

- 15 Intangible assets
- 16 Tangible fixed assets - Housing properties
- 17 Other tangible fixed assets
- 18 Details of Subsidiary undertakings, associated undertakings, and other investments
- 19 Stock
- 20 Debtors
- 21 Creditors: amounts falling due within one year
- 22 Creditors: amounts falling due after more than one year
- 23 Deferred capital grant
- 24 Recycled capital grant fund
- 25 Provision for Liabilities
- 26 Debt analysis
- 27 Financial instruments
- 28 Defined Contribution Pension Scheme
- 29 Share capital
- 30 Contingent liabilities
- 31 Operating leases
- 32 Capital commitments
- 33 Related party disclosures

Notes forming part of the financial statements for the year ended 31 March 2026 (continued)

1. Legal status

Registered under the Cooperative and Community Benefit Society Act 2014

The association is registered in England with the Financial Conduct Authority under the Co-operative and Community Benefits Societies Act 2014 and is registered with Homes England as a social housing provider. The association is a public benefit entity and is a going concern.

2. Accounting policies

Basis of accounting

The financial statements for the association have been prepared in accordance with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice) which for Bournemouth Churches Housing Association includes the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008, 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, “Accounting by registered social housing providers” and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Association's accounting policies.

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

The following principal accounting policies have been applied:

Going concern

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

The Board has prepared cash flow forecasts covering a period of at least 12 months from the date of approval of these financial statements (the going concern period) which indicate that, taking account of severe but plausible downsides, the Association will have sufficient funds to meet its liabilities as they fall due for that period. In addition, the Board prepares a 30-year financial plan which is updated and approved on an annual basis. The most recent financial plan was approved in May 2026 by the Board.

As well as considering the impact of a number of scenarios on the financial plan the Board also adopted a stress testing framework against the base plan. The stress testing impacts were measured against loan covenants and peak borrowing levels compared to agreed facilities, with potential mitigating actions identified to reduce expenditure. The changing macroeconomic environment has been kept under review, and the Board has undertaken a series of scenario testing.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026 (continued)

Accounting policies (continued)

The Board, after reviewing the Association budget for 2026/27 and its medium-term financial position as detailed in the cash flow forecasts and 30-year financial plan, including changes arising from the changing macroeconomic environment, is of the opinion that, taking account of severe but plausible downsides, the Association has adequate resources to continue to meet its liabilities over the going concern period. In reaching this conclusion, the Board has considered the following factors:

- the property market - budget and business plan scenarios have taken account of delays in handovers, lower numbers of property sales and reductions in sales values;
- Maintenance costs - budget and business plan scenarios have been modelled to take account of cost increases and delays in maintenance expenditure, with major works being phased into future years;
- Rent and service charge receivable - arrears and bad debts have been increased to allow for customer difficulties in making payments and budget and financial plan scenarios to take account of potential future reductions in rents;
- Liquidity - available cash and unutilised loan facilities of circa £18m which gives significant headroom for committed spend and other forecast cash flows that arise;
- The association's ability to withstand other adverse scenarios such as higher interest rates and number of void properties.

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

Consequently, the Board is confident that the 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.

Income

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

- Rental income receivable (after deducting lost rent from void properties available for letting)
- Service charges receivable
- Revenue grants
- Proceeds from the sale of land and property

Rental income is recognised from the point at which properties become available to let.

Supported housing schemes

The Association receives support contract grants from a number of Local Authorities and County Councils. The grants received in the period as well as costs incurred by the Association in the provision of support services have been included in the Income and Expenditure Account. Any excess of cost over the grant received is borne by the Association where it is not recoverable from tenants.

Service charges

The Association generally adopts the fixed method for calculating and charging service charges to its tenants and leaseholders. However, when it adopts the variable method, 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.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

Accounting policies (continued)

Management of units owned by others

Management fees receivable and reimbursed expenses are shown as income and included in management fees receivable. Costs of carrying out the management contracts and rechargeable expenses are included in operating costs.

Disposal of housing properties

The proceeds from the sale of land and property are recognised at the point of legal completion of the sale.

Value Added Tax

The Association charges Value Added Tax (VAT) on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the Association and not recoverable from HM Revenue and Customs. Recoverable VAT arises from partially exempt activities and is credited to the Statement of Comprehensive Income.

Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest rate method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

Pension costs

Contributions to the Association's defined contribution pension scheme are charged to the statement of comprehensive income in the year in which they become payable.

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.

Intangible assets

Computer software is capitalised in respect of initial licence fees and amortised over the life of the software.

Tangible fixed assets - Housing Properties

Housing properties constructed or acquired (including land) are stated at cost less depreciation and impairment (where applicable).

The cost of housing land and property represents their purchase price and any directly attributable costs of acquisition which may include an appropriate amount for staff costs and other costs of managing development.

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.

Expenditure on major refurbishment to properties is capitalised where the works increase the net rental stream over the life of the property. An increase in the net rental stream may arise through an increase in the net rental income, a reduction in future maintenance costs, or a subsequent extension in the life of the property. Aside from the replacement of separately identifiable components all other repairs expenditure is charged to the statement of comprehensive income.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

Accounting policies (continued)

Depreciation of housing property

Housing land and property is split between land, structure and other major components that are expected to require replacement over time.

Land is not depreciated on account of its indefinite useful economic life.

The portion of shared ownership property retained or expected to be retained is not depreciated on account of the high residual value. Neither the depreciable amount nor the expected annual depreciation charge for such assets is considered material, individually or in aggregate.

Assets in the course of construction are not depreciated until they are completed and ready for use to ensure that they are depreciated only in periods in which economic benefits are expected to be consumed.

The cost of all other housing property (net of accumulated depreciation to date and impairment, where applicable) and components is depreciated over the useful economic lives of the assets on the following basis:

Housing properties are split between the structure and the major components which require periodic replacement. The costs of replacement or restoration of these components are capitalised and depreciated over the determined average useful economic life as follows:

Description	Economic useful life (years)
Structure	100
Kitchen	20
Bathroom	30
Roofs	70
Central Heating and ventilation	15
Electrics	40
Solar panels	25
Energy efficient components	20
External windows and doors	30

Leasehold properties are depreciated over the length of the lease except where the expected useful economic life of properties is shorter than the lease; when the lease and building elements are depreciated separately over their expected useful economic lives.

Tangible fixed assets - Other

Other tangible fixed assets are stated at historic cost less accumulated depreciation and any accumulated depreciation and any accumulated impairment losses. Historic cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Association adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the Association. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

Accounting policies (continued)

Depreciation of other tangible fixed assets

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

Description	Economic useful life (years)
Freehold buildings - other	50
Leasehold land and buildings	Lease term
Plant, machinery and vehicles	5
Fixtures, fittings, tools, and equipment	3 - 8
Computer	3 - 10

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'surplus on disposal of fixed assets' in the statement of comprehensive income.

Government grants

Grant received in relation to newly acquired or existing housing properties is accounted for using the accrual model set out in FRS 102 and the Housing SORP 2018. Grant is carried as deferred income in the balance sheet and released to the income and expenditure account on a systematic basis over the useful economic lives of the asset for which it was received. In accordance with Housing SORP 2018 the useful economic life of the housing property structure has been selected (see table of useful economic lives above).

Where social housing grant (SHG) funded property is sold, the grant becomes recyclable and is transferred to a recycled capital grant fund until it is reinvested in a replacement property. If there is no requirement to recycle or repay the grant on disposal of the assets any unamortised grant remaining within creditors is released and recognised as income within the income and expenditure account.

Grants relating to revenue are recognised in income and expenditure over the same period as the expenditure to which they relate once performance related conditions have been met.

Grants due from government organisations or received in advance are included as current assets or liabilities.

Recycled Capital Grant Fund

On the occurrence of certain relevant events, primarily the sale of dwellings, Homes England can direct the Association to recycle capital grants or to make repayments of the recoverable amount. The Association adopts a policy of recycling, for which a separate fund is maintained. If unused within a three-year period, it will be repayable to Homes England with interest. Any unused recycled capital grant held within the recycled capital grant fund, which it is anticipated will not be used within one year is disclosed in the balance sheet under "creditors due after more than one year". The remainder is disclosed under "creditors due within one year".

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

Accounting policies (continued)

Impairment of fixed assets

At each reporting date the Association assesses whether an indicator of impairment exists. If such an indicator exists, assets affected are subject to an impairment review and the recoverable amount of the asset or cash generating unit is estimated (the higher of value in use, fair value less costs to sell and value in use - service potential) and compared to the carrying amount. Value in use - service potential is represented by depreciated replacement cost which is the lower of rebuild cost and the estimated price of an asset with equivalent service potential on the open market, adjusted for depreciation. In practice, depreciated replacement cost is rebuild cost given the lack of data available on equivalent assets in the open market.

An impairment loss occurs when the carrying amount of an asset or cash generating unit exceeds its recoverable amount. This impairment loss is charged and disclosed as a separate line within operating expenditure where it is considered to be material.

The Association defines cash generating units as schemes except where its schemes are not sufficiently large enough in size or where it is geographically sensible to group schemes into larger cash generating units. Where the recoverable amount of an asset or cash generating unit is lower than its carrying value impairment is recorded through a charge to income and expenditure.

Stock

Stock is stated at the lower of cost and net realisable value. Cost comprises materials, direct labour and directly attributable costs. Net realisable value is based on estimated sales proceeds after allowing for all further costs to completion and selling costs.

Debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

Recoverable amount of rental and other trade receivables

The Association estimates the recoverable value of rental and other receivables and impairs the debtor by appropriate amounts. When assessing the amount to impair it reviews the age profile of the debt, historical collection rates, and the class of debt.

Concessionary loans

Concessionary loans are those loans made or received by the Association that are made:

- to further its public benefit objectives,
- at a rate of interest which is below the prevailing market rate of interest
- to be repayable on demand.

These loans are measured at the amount advanced at the inception of the loan less amounts received and any provisions for impairment.

Rent and service charge agreements

The Association has made arrangement with individuals and households for arrears payments of rent and service charges. These arrangements are effectively loans granted at nil interest rate.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

Accounting policies (continued)

Loans, Investments, and short-term deposits

The Association's loans meet the definition at and are classified as basic financial instruments under FRS102. These instruments are initially recorded at transaction price less any transaction costs. They are subsequently recorded at historic cost or amortised cost where the difference from historic cost is material.

Financial liabilities and equity

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

Cash and cash equivalents

Cash and cash equivalents in the Statement of Financial Position consists of cash at bank, in hand, deposits and short-term investments with an original maturity of three months or less.

Leased assets: Lessee

All leases are operating leases. Their annual rentals are charged to profit or loss on a straight-line basis over the term of the lease.

Leasehold Sinking Funds

Unexpended amounts collected from leaseholders for major repairs on leasehold schemes and any interest received are included in creditors.

Reserves

Income received, and expenditure incurred, for restricted purposes is separately accounted for within restricted funds. Realised and unrealised gains and losses on assets held by these funds are also allocated to the fund.

Current and deferred taxation

The Association is a Registered Social Housing Provider and is exempt from corporation tax on its primary purpose income.

Provision for liabilities

The Association has recognised provisions for liabilities of uncertain timing or amounts including those for major repairs on leased properties.

Provisions are measured at the best estimate of the expenditure required to settle the obligation as recognised at the present value using a discount rate. The unwinding of the discount is recognised as a finance cost in income and expenditure in the period it arises.

Notes forming part of the financial statements for the year ended 31 March 2026 (continued)

Accounting policies (continued)

Onerous leases

Where the unavoidable costs of a lease exceed the economic benefit expected to be received from it, a provision is made for the present value of the obligations under the lease.

Contingent liabilities

A contingent liability is recognised for the possible obligation for which it is not yet confirmed that a present obligation exists that could lead to a liability for a present obligation which is not probable will be settled. A contingent liability exists on grant repayments dependent on the sale of properties.

3. Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing these financial statements, the key judgements have been made in respect of the following:

Impairment

Whether there are indicators of impairment of the Association's tangible and intangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit. The members have considered the measurement basis to determine the recoverable amount of assets where there are indicators of impairment based on EUV-SH or depreciated replacement cost. The members have also considered impairment based on their assumptions to define cash or asset generating units. As a result of the changing macroeconomic environment there is great uncertainty, but this has been considered and there is no further impairment required.

Other key sources of estimation uncertainty

- *Tangible fixed assets (see note 16 and 17)*

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

For housing property assets, the assets are broken down into components based on management's assessment of the properties. Individual useful economic lives are assigned to these components.

- *Rental and other trade receivables (debtors) (see note 20)*

The estimate for receivables relates to the recoverability of the balances outstanding at year end. A review is performed on an individual debtor basis to consider whether each debt is recoverable.

- *Dilapidations provision in relation to leased property (see note 25)*

The estimate is based upon the property department estimate of the current cost of restoring the property to the condition required under the terms of the lease. The assessment takes into account any deterioration in the maintenance of the property at the balance sheet date or rectification costs required at the end of the lease.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

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

	2026			
	Turnover	Cost of Sales	Operating costs	Operating surplus/(deficit)
Social housing lettings (Note 5)	15,129		(14,532)	597
Other Social Housing Activities				
First Tranche low-cost home ownership sales	153	(65)	-	88
Charges for Support contracts	12,033		(10,040)	1,993
Activities other than Social Housing Activities				
Learning services	242		(256)	(14)
Other Housing (non-social)	1,418		(1,287)	131
Other	966		(1,241)	(275)
	2,626	-	(2,784)	(158)
Total	29,941	(65)	(27,356)	2,520
Gain on disposal of housing property				104
Operating surplus				2,624

	2025			
	Turnover	Cost of Sales	Operating costs	Operating surplus/(deficit)
	£'000	£'000	£'000	£'000
Social housing lettings (Note 5)	13,482		(12,058)	1,424
Other Social Housing Activities				
First Tranche low-cost home ownership sales	96	(74)	-	22
Support contracts	11,556		(9,709)	1,847
Activities other than Social Housing Activities				
Learning services	630		(564)	66
Other Housing (non-social)	2,032		(1,903)	129
Other	557		(1,420)	(863)
	3,219	-	(3,887)	(668)
Total	28,353	(74)	(25,654)	2,625
Gain on disposal of housing property				728
Operating surplus				3,353

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

5. Income and expenditure from social housing lettings

	General needs	Supported housing	Care Homes	Shared Ownership	Total 2026	Total 2025
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
Rent receivable net of identifiable service charges	3,164	5,703	9	117	8,993	7,396
Service charge income	514	4,422		11	4,947	4,536
Amortised government grants	162	290		5	457	826
Government grants taken to income	28	196			224	135
Other income	20	318	170	-	508	589
Turnover from social housing lettings	3,888	10,929	179	133	15,129	13,482
Operating Expenditure						
Management	(212)	(2,377)	(6)	(4)	(2,599)	(2,410)
Service charge costs	(1,612)	(1,974)	(26)	(10)	(3,622)	(2,960)
Routine maintenance	(597)	(1,723)	(90)	-	(2,410)	(2,430)
Planned maintenance	(305)	(404)	(28)	-	(737)	(395)
Major repairs expenditure	(404)	(730)	(39)	-	(1,173)	(925)
Bad debts	(34)	(237)	-	(15)	(286)	(285)
Depreciation of housing properties	(587)	(602)	(19)	(24)	(1,232)	(1,168)
Impairment of housing properties						
Lease costs	(361)	(2,105)	-	(2)	(2,468)	(1,479)
Other costs	(3)	(2)	-	-	(5)	(6)
Operating expenditure on social housing lettings	(4,115)	(10,154)	(208)	(55)	(14,532)	(12,058)
Operating surplus on social housing lettings	(227)	775	(29)	78	597	1,424
Void losses	(32)	(419)		(1)	(452)	(475)

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

6. Accommodation in management

	2026	2025
	Number	Number
General needs housing:		
- social	373	369
- affordable	127	112
- shared ownership	34	30
Supported housing:		
- social	584	572
- affordable	102	92
Housing for Older Persons	-	-
Total owned	1,220	1,175
Other social purpose lettings units	143	150
Total owned	1,363	1,325
Accommodation managed for others		
General needs housing:		
- social	-	-
Shared Ownership	-	-
Total managed accommodation	-	-
Supported housing	12	18
Care Homes	55	57
Total managed by other associations	67	75
Total owned and managed accommodation	1,430	1,400

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

7. Operating surplus

	2026 £'000	2025 £'000
This is arrived at after charging/(crediting):		
Depreciation of housing properties	1,325	1,255
Depreciation of other tangible fixed assets	222	251
Amortisation of intangible fixed assets	31	32
Operating lease charges - land & building	3,036	2,514
Auditor's remuneration (excluding VAT):		
- Fees payable to the Associations' auditors for the audit of the financial statements	38	36
Defined contribution pension cost	251	239

8. Employees

The average number of employees (including Executive Management Team) expressed as full-time equivalents (calculated based on a standard working week of 37.5 hours) during the year was as follows:

	2026 No	2025 No
Administration	28	29
Development	7	6
Housing, Support and Care	310	300
	345	335

Employee Costs

	2026 £'000	2025 £'000
Staff costs (including Executive Management Team) consist of:		
Wages and salaries	11,026	10,287
Social security costs	1,307	865
Other pension costs	251	239
	12,584	11,391

Notes forming part of the financial statements for the year ended 31 March 2026 (continued)

9. Executive directors' emoluments

The directors are defined as the members of the Board of Management, the Chief Executive and the Executive Management Team disclosed on page 2.

	2026 £'000	2025 £'000
Executive directors' emoluments	478	453
Contributions to money purchase pension schemes	22	18
	500	471

The highest paid director is the Chief Executive (who now works four days a week) in respect of emoluments (salary and pension contributions) was £96,964 (2025 - £92,501). Pension contributions of £1,321 (2025 - £1,321) were made to a money purchase scheme on her behalf.

As a member of the pension scheme, the pension entitlement of the Chief Executive is identical to those of other members.

There were 7 directors in the defined contribution pension scheme (2025 - 7). This included interim cover for part of the year due to maternity cover.

The remuneration paid to staff (including Executive Management Team) earning over £60,000 upwards:

	2026 No.	2025 No.
£60,000 - £69,999	5	3
£70,000 - £79,999	1	4
£80,000 - £89,999	3	1
£90,000 - £99,999	2	1

10. Board Members

None of the members of the Board of Management received any emoluments (2025: nil). The Board of Management received £2k (2025: £1k) for board expenses during the year.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

11. Surplus on sale of fixed assets – housing properties

	2026 £'000	2025 £'000
Disposal proceeds	970	1,594
Carrying value of fixed assets	(455)	(823)
Selling Costs	(22)	(43)
Capital grant recycled	(389)	-
Total surplus on disposal of fixed assets	104	728

12. Interest receivable and income from investments

	2026 £'000	2025 £'000
Interest receivable and similar income	1	3
	1	3

13. Interest payable and similar charges

	2026 £'000	2025 £'000
Bank loans and overdrafts	1,910	1,926
	1,910	1,926

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

14. Taxation on surplus on ordinary activities

	2026 £'000	2025 £'000
<i>UK corporation tax</i>	-	-
Current tax on surplus for the year	-	-
Taxation on surplus on ordinary activities	-	-

The tax assessed for the year differs to the standard rate of corporation tax in the UK applied to surplus/(deficit) before tax. The differences are explained below:

	2026 £'000	2025 £'000
Surplus/(deficit) on ordinary activities before tax	715	1,430
Surplus on ordinary activities at the standard rate of corporation tax in the UK of 25% (2025 - 25%)	179	358
Effects of:		
Profits under charitable exemption	(179)	(358)
Total tax charge for period	-	-

Bournemouth Churches Housing Association Limited is an exempt charity.

15. Intangible assets

	Computer Software £'000
<i>Cost or valuation</i>	
At 1 April 2025 and 31 March 2026	169
<i>Amortisation</i>	
At 1 April 2025	51
For the year	31
At 31 March 2026	82
<i>Net book value</i>	
At 31 March 2026	87
At 31 March 2025	118

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

16. Tangible fixed assets - Housing properties

	Short life leasehold properties completed £'000	Freehold & long leasehold properties completed £'000	Housing properties under construction £'000	Total housing properties £'000
<i>Cost or valuation:</i>				
At 1 April 2025	964	100,615	3,092	104,671
Additions	-	6165	9,568	15,733
Replaced components (additions)	-	839	-	839
Schemes completed	-	8,104	(8,104)	-
Housing properties disposed	(428)	(512)	-	(940)
Replaced components (disposal)	-	(534)	-	(534)
Aborted schemes	-	-	(20)	(20)
Transfer to Current Assets for Shared Ownership	-	-	(638)	(638)
At 31 March 2026	536	114,677	3,898	119,111
<i>Depreciation:</i>				
At 1 April 2025	923	12,089	-	13,012
Depreciation charged in year	20	1,305	-	1,325
Released on disposal	(428)	(281)	-	(709)
Replaced components	-	(172)	-	(172)
At 31 March 2026	515	12,941	-	13,456
<i>Net book value</i>				
At 31 March 2026	21	101,736	3,898	105,655
At 31 March 2025	41	88,526	3,092	91,659

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

Tangible fixed assets - Housing properties (continued)

The net book value of housing properties may be further analysed as:

	2026 £'000	2025 £'000
Freehold and Long Leasehold	105,634	91,618
Short leasehold	21	41
	105,655	91,659
Works to properties		
Improvements to existing properties capitalised	-	-
Component capitalised	839	380
Major repairs expenditure to income and expenditure account	1,173	925
	2,012	1,305
Total Social Housing Grant received or receivable to date is as follows:		
Capital grant - Housing Properties	48,354	43,590
Recycled Capital Grant Fund	842	453
	49,196	44,043

A contingent liability exists in relation to Capital grants but as the timing of future disposals is uncertain no provision has been recognised in the accounts.

Impairment

The Association considers individual and closely related schemes to represent separate cash generating units (CGU's) when assessing for impairment in accordance with the requirements of FRS102 and SORP 2018.

During the current year, the Association has recognised an impairment loss of £Nil (2025 - £Nil) in respect of housing stock. The annual review of all assets held at cost concluded that there was no indication of possible impairment and all units at depreciated cost represented the full service value of the housing stock.

Properties held for security

Bournemouth Churches Housing Association Limited had property with a net book value of £65.1m pledged as security at 31 March 2026 (£65.5m - 2025).

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

17. Other tangible fixed assets

Association	Freehold & Long leasehold Office buildings £'000	Furniture Fixtures & Fittings £'000	Vehicles £'000	Total £'000
<i>Cost or valuation</i>				
At 1 April 2025	2,028	875	473	3,376
Additions	-	183	46	229
Disposal	-	(18)	-	(18)
At 31 March 2026	2,028	1,040	519	3,587
<i>Depreciation</i>				
At 1 April 2025	250	632	254	1,136
Charge for year	13	110	99	222
Disposals	-	(15)	-	(15)
At 31 March 2026	263	727	353	1,343
<i>Net book value</i>				
At 31 March 2026	1,765	313	166	2,244
At 31 March 2025	1,778	243	219	2,240

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

18. Details of Subsidiary undertakings, associated undertakings, and other investments

The principal undertakings in which the Association had an interest in, during 2025/26 or the preceding year, are as follows:

Name	Country of incorporation or registration	Proportion of voting rights / Ordinary share capital held	Nature of business	Nature of entity
<i>Subsidiary undertakings</i>				
The New Leaf Company Limited	England	100% (Shares)	Social enterprises company	Incorporated company
Salisbury Trust For the Homeless	England	100% (Control)	Provider of homeless accommodation	Incorporated charity
RECOOP	England	100% (Control)	Resettlement and rehabilitation of ex-offenders.	Incorporated charity

Registered office

All subsidiaries listed above apart from Salisbury Trust for The Homeless are registered at the following address;

The Factory, 14 Alder Hills, Poole, Dorset, BH12 4AS

Salisbury Trust For the Homeless:

Bevan House, 148 Fisherton Street, Salisbury, Wiltshire, SP2 7QW

As mentioned in the Board report above RECOOP and Salisbury Trust for The Homeless left the group on 1 April 2025 and 30 March 2026, respectively.

19. Stock

	2026 £'000	2025 £'000
Shared ownership properties:		
Completed properties	212	-
Work in progress	746	320
	958	320

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

20. Debtors

	2026 £'000	2025 £'000
Due within one year		
Rent and service charge arrears	1,975	1,904
Less: Provision for bad and doubtful debts	(1,278)	(1,003)
	697	901
Other debtors		
Amounts owed by Association undertakings	-	7
Other debtors (incl Trade debtors)	1,705	844
Prepayments and accrued income	384	756
	2,786	2,508

21. Creditors: amounts falling due within one year

	2026 £'000	2025 £'000
Debt (note 26)	1,844	1,758
Trade creditors	703	674
Support grant in advance	171	109
Social housing grant - properties (Note 23)	496	474
Taxation and social security	275	290
Other creditors	1,227	1,375
Accruals and deferred income	831	728
	5,547	5,408

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

	2026 £'000	2025 £'000
Loans and borrowings (Note 26)	43,911	35,754
Deferred capital grant (Note 23)	44,300	41,026
Capital Grants in Advance	3,717	2,091
Recycled capital grant fund (Note 24)	842	453
Sinking fund balances	2	1
	92,772	79,325

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

23. Deferred capital grant

	2026 £'000	2025 £'000
At 1 April	43,590	41,122
Grants received during the year	5,392	3,290
Grants transferred to/from RCGF in year	-	(89)
Released to income during the year	(470)	(838)
Disposal	-	106
At 31 March	48,512	43,591
	2026 £'000	2025 £'000
Amounts to be released within one year	496	474
Amounts to be released in more than one year	48,016	43,117
	48,512	43,591

24. Recycled capital grant fund

Funds pertaining to activities within areas covered by	2026 £'000	2025 £'000
At 1 April	453	353
Grants recycled	389	453
Interest Accrued	-	11
Recycling of grant: Fire Doors	-	(364)
At 31 March	842	453
Amounts 3 years or older where repayment may be required	-	-

25. Provisions for liabilities

Dilapidations Association	2026 £'000	2025 £'000
At 1 April	820	484
Charged to income and expense		
- Additions	-	498
Utilised in year	(226)	(162)
At 31 March	594	820

The dilapidations provision relates to leased properties. The provision is the estimate of the cost of rectification or restoration that has accrued at the balance sheet date for dilapidation costs at the end of the lease.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

26. Debt analysis

Maturity of debt:

	2026 £'000	2025 £'000
In one year or less, or on demand	1,844	1,758
In more than one year but not more than two years	1,340	2,300
In more than two years but not more than five years	14,253	13,142
In five years or more	28,318	20,312
	45,755	37,512

Historic loans from Orchardbrook are repayable over a period of 60 years attracting fixed rates of interest between 8.75% and 11.25%. The terms remaining on these loans range between 35 and 37 years. The loans are repayable by half-yearly instalments.

The majority of Association borrowings are bank loans and mortgages with terms between 5 and 25 years at interest rates fixed or at margins over base rate. All loans are secured by fixed charges over freehold property. The terms remaining on these facilities are between 2 and 22 years.

The Association has not adopted the wider rule change required by the Regulator to use the full range of free-standing derivatives and as such does not have any standalone derivatives.

At 31 March 2026, the Association had undrawn loan facilities of £18m (2025 - £17m).

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

27. Financial instruments

The Association's financial instruments may be analysed as follows:

	2026 £'000	2025 £'000
Financial assets		
- Trade receivables	1,700	844
- Other receivables	856	1,506
- Cash and cash equivalents	1,906	2,717
Total financial assets	4,462	5,067
Financial liabilities		
Long Term Financial liabilities measured at historic cost		
- Loans payable	43,911	35,754
Financial liabilities measured at historic cost		
- Trade creditors	703	674
- Other creditors	2,046	2,084
- Loans and overdrafts payable	1,844	1,758
Total financial liabilities	48,504	40,270

There are no financial assets measured at fair value.

Financial assets measured at historic cost comprise trade debtors, other debtors and amounts owed by subsidiaries.

Financial liabilities measured at amortised cost comprise interest free loans relating to property.

There are no derivative financial instruments designated as hedges of variable interest rate risk comprise interest rate swaps.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

28. Defined Contribution Pension Scheme

A defined contribution pension scheme is operated by the Association on behalf of the employees. The assets of the scheme are held separately from those of the association in an independently administered fund. The pension charge represents contributions payable by the Association to the fund and amounted to £251,000 (2025 - £239,000). Contributions totalling £62,000 (2025 - £203,000) were payable to the fund at the year end and are included in creditors.

29. Share capital

	2026	2025
	£	£
Share capital		
At 1 April	35	41
Shares issued in the year	2	-
Shares removed in the year	-	(6)
At 31 March	37	35

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.

30. Contingent liabilities

As at 31 March 2026, the Association held £10,488k (2025: £15,744k) in relation to grants transferred on stock swap transactions from other Registered Providers. Two properties were sold, and ten properties were transferred to another registered provider during the year. The associated grants were transferred to the new owners.

31. Operating leases

The Association had minimum lease payments under non-cancellable operating leases as set out below:

Amounts payable as Lessee

	2026	2025
	£'000	As restated £'000
Not later than 1 year	111	147
Later than 1 year and not later than 5 years	120	142
Later than 5 years	7	20
Total	238	309

The minimum lease payments reported in the 2025 financial statements included cancellable operating leases. The 2025 comparatives have been restated to report non-cancellable lease payments only.

Bournemouth Churches Housing Association Limited

Notes forming part of the financial statements for the year ended 31 March 2026
(continued)

32. Capital commitments

	2026 £'000	2025 £'000
Commitments with signed contracts but not provided for - Construction	9,349	20,110
	9,349	20,110

Capital commitments for the association will be funded as follows:

	2026 £'000	2025 £'000
Social Housing Grant	3,362	3,224
New loans	5,987	15,612
Sales of properties	-	1,274
	9,349	20,110

In addition to the above the Board are actively pursuing and evaluating a number of schemes:

	2026 £'000	2025 £'000
Board agreement to actively pursue - Construction	19,679	20,123
	19,679	20,123

This aligns with the BCHA Strategic plan target to deliver 300 homes over the 5 years of the Strategic Plan.

Notes forming part of the financial statements for the year ended 31 March 2026 (continued)

33. Related party disclosures

There is no ultimate controlling party of Bournemouth Churches Housing Association.

Transactions with non-regulated entities

The association had two subsidiaries at the start of the year, but both left during the year. As planned, RECOOP demerged from the BCHA Group from 1 April 2025 to become an independent charity. On 30 March 2026 Salisbury Trust for The Homeless (STFH) began working under its new parent organisation, Alabaré

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

Payable to Association by former subsidiaries:	Management charges	
	2026 £'000	2025 £'000
RECOOP	-	71
STFH	30	17
	30	88

Intra-group management fees

Intra-group management fees were receivable by the association from subsidiaries to cover the running costs the association incurs on behalf of managing its subsidiaries. The management fee was calculated based on an individual service level agreement with each subsidiary. The calculation of the management fees was either on a percentage of turnover or headcount.