



Northamptonshire Partnership Homes
A Company Limited by Guarantee

Consolidated Financial Statements
for the year ended 31 March 2025

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01 COMPANY INFORMATION

Registered office – The Guildhall, St Giles Street, Northampton. NN1 1DE

Board Members (statutory directors)

There are a total of 12 places reserved on the Board for the following constituency groups: Independents Board Members (4), Tenants Board Members (4) and Council Nominated Board Members (4).

Those who are currently or who have served during the year are as follows:

Independent Board Members

Andrew Woods – Independent (Chair) (resigned April 2025)
Aileen Evans – Independent (Chair) (appointed May 2025)
Rakesh Thakrar – Independent (Vice Chair from March 2025)
Clive Williams – Independent
Suzanne Williamson – Independent

Independent Co-optee

Andrew Weatherill – Audit and Risk Committee

Tenant Board Members

Chris Webb – Tenant (Vice Chair) (resigned February 2025)
Godfrey Kanengoni – Tenant (removed at end of term AGM October 2024)
Clare Whitehead – Tenant (removed at end of term AGM October 2024)
David Godfrey – Tenant
Xanthia Ncube – Tenant (appointed January 2025)
Connor Salter – Tenant (appointed January 2025)
John Atkinson – Tenant (appointed June 2025)

West Northamptonshire Council-Nominated Board Members

Cllr Andrew Kilbride – Council Nominee (removed at end of term AGM October 2024)
Simon Lewis – Council Nominee (appointed October 2024)
Rebecca Peck (also known as Purnell) – Council Nominee (resigned July 2025)
Cllr Robert Purser – Council Nominee (resigned November 2024)
Jon Sawyer – Council Nominee (appointed October 2024)

Executive Management Team (EMT)

Steve Feast – Chief Executive
Linda Cherrington – Director of Finance (resigned December 2024)
Julian Beaney – Director of Resources (appointed April 2025)
Gary Duckmanton – Director of Property Maintenance & Compliance (resigned May 2024)
Nicola McKenzie – Director of Customers

Julie Petrie – Director of Human Resources and Organisational Development
(resigned May 2024)

Winston Williams – Director of Property and Deputy Chief Executive

Professional Advisers

Auditors

Forvis Mazars LLP
The Pinnacle
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Milton Keynes
MK9 1FF

Actuary

Hymans Robertson LLP
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Bankers

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Solicitors

Devonshires LLP
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Solicitors

Howes Percival LLP
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Solicitors

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EX1 1UA

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London
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02. STRATEGIC REPORT

Purpose

Northamptonshire Partnership Homes Limited (“NPH” or “the Company”) was incorporated on 30 April 2014 and commenced operations on 5 January 2015 to manage the housing stock owned of Northampton Borough Council. Following local government reorganization on 1 April 2021, NPH now delivers housing management services on behalf of West Northamptonshire Council (“WNC” or “the Council”) under the terms of a Management Agreement. NPH operates as an Arm’s Length Management Organisation (ALMO), wholly owned by WNC, and is limited by guarantee.

NPH’s primary purpose is to provide high quality housing services, ensuring safe, affordable, and well-maintained homes for over 25,000 customers across Northamptonshire. The Company supports residents to live in safe homes and vibrant communities where they can thrive.

NPH operates on a not-for-profit basis, governed by an independent Board working in partnership with the Council as shareholder.

Our Purpose:

“We provide great homes, neighbourhoods, and services with the people of West Northamptonshire.”

Principal activities and funding

The principal activities of the Company are the delivery of landlord and asset management services on behalf of WNC, including:

- Tenancy and housing management services
- Responsive repairs, voids, and planned maintenance
- Capital investment programme and major works
- Compliance and building safety management
- Resident support services including welfare, financial inclusion, and tenancy sustainment

NPH also operates a wholly owned subsidiary, Happy to Help (Northampton) Community Interest Company (HTH), which delivers wider community benefit activities aligned to the Company’s social purpose. HTH is a not-for-profit organisation governed by an independent Board.

The Company is funded primarily through the Housing Revenue Account (HRA) via the Management Agreement with WNC. Additional funding sources include capital grants from Homes England, recycling of Right to Buy receipts, and Council capital contributions.

Section 172 Statement

The Board confirms its duty under section 172 of the Companies Act 2006 to promote the success of the Company, having regard to the following matters:

- The likely long-term consequences of decisions
- The interests of employees

- The need to foster strong business relationships with suppliers, customers, and partners
- The impact of the Company's operations on the community and environment
- The need to maintain high standards of business conduct
- The need to act fairly between members of the Company

These factors are actively considered as part of all Board decision-making, underpinned by a commitment to strong governance, stakeholder engagement, and regulatory compliance.

Strategic Direction

The financial statements have been prepared on a going concern basis, as the payment from WNC in respect of the Management Fee is made monthly in advance. This payment profile helps ensure adequate cash flow is maintained throughout the year. The Letter of Support from WNC supports this also.

The company acknowledges that the Council is considering the future management of its housing stock following recent interaction with the Regulator of Social Housing but is confident this does not negatively impact the Company's status as a going concern at this time due to the timing of any decision.

At the WNC Cabinet meeting held on the 24th of June 2025 an options appraisal was put forward regarding the future management of the council's housing stock. The following resolutions were approved by the Council's Cabinet.

- Approved a minded-to decision to pursue option 3 (bringing the provision of the housing service back in-house (to the Council) in a phased approach completing June 2027) to develop a robust implementation plan before bringing NPH services under direct Council management.
- Approved that the Director of Communities and Opportunities, in consultation with the Cabinet Member for Housing, undertakes the formal consultation with tenants at the appropriate time and bring findings and recommendations back to a future Cabinet for formal Decision.
- Approved that during this time of transition and improvement, the retention of the NPH Board and agrees for the Director of Communities and Opportunities in consultation with the Cabinet Member for Housing, to work with NPH and the Board to ensure that tenants are supported throughout the process with good quality services.

Corporate Plan

Following consultation with staff, residents and partners, the Board reviewed and agreed a refreshed purpose and set of corporate objectives in February 2025.

The revised corporate objectives are:

- Work collaboratively to provide great neighbourhoods where residents are proud to live
- Listen and act on our residents' views to provide great services
- Provide great homes that are safe, sustainable and high quality

- Be a great company which is inclusive, successful and well run.

The new Corporate Plan adopts the OKR (Objectives and Key Results) framework, aligning the organisation's purpose, objectives, key results (using the Board approved KPIs for 2025/26), and supporting service plans. The plan has been designed to ensure alignment with the strengthened regulatory framework, including the Regulator of Social Housing's Consumer Standards and Tenant Satisfaction Measures. Delivery will be monitored by the Executive and Senior Management Teams through regular performance scorecards, with quarterly progress reports provided to the Board.

Performance Overview 2024/25

2024/25 was a year of both challenge and progress for NPH. We faced important issues that required action and responded making real improvements to strengthen our services and enhance safety. 10 out of 12 perception measures improved during the year.

Regulatory Compliance and Organisational Strengthening

In November 2024, following internal assurance reviews, NPH and West Northamptonshire Council (WNC) jointly self-referred to the Regulator of Social Housing (RSH), having identified failings in key areas of building safety compliance, including weaknesses in fire safety, electrical safety, and asbestos management. Following formal assessment, the Regulator issued a Consumer Standards C3 judgement, citing non-compliance with the Safety and Quality Standard.

The Board and Executive responded swiftly and collaboratively, working closely with the shareholder to develop and implement a comprehensive improvement plan. The focus has been on strengthening governance, compliance, data integrity, operational oversight, and organisational resilience. Key actions have included:

- Strengthened Board governance structures, revised committee terms of reference, and enhanced assurance reporting
- Additional Council-appointed Board nominees and interim executive support to provide additional capacity during the improvement period
- Commissioning an independent governance self-assessment aligned to the National Housing Federation Code of Governance 2020
- Establishment of new partnership working arrangements with WNC, including a Shareholder Panel and regular assurance meetings
- Implementation of an internal Executive Management restructure, streamlining the leadership team, clarifying accountabilities, and redeploying resources to strengthen core service delivery, compliance, complaints handling, and data management functions.

Building Safety and Compliance Improvements

In parallel, significant investment and structural change were made to strengthen NPH's building safety and compliance functions, including:

- Full implementation of the C365 compliance management system across all key ("Big 6") safety areas, improving real-time monitoring and reporting

- Commissioning of external Fire Risk Assessments (FRAs) and procurement of contractors to complete all required remedial works
- Development of a comprehensive suite of compliance policies, operational procedures, and KPIs
- Third-party validation of compliance data to improve accuracy and reliability
- Enhanced monitoring of carbon monoxide and smoke detectors through integration with gas and electrical certification processes
- Development of Building Safety Cases for all high-rise residential buildings, in line with emerging regulatory requirements
- Creation of new team structures within the Building Safety and Compliance directorate to build long-term operational capacity.

These improvements form a key part of NPH's response to the regulatory findings and demonstrate clear progress against the improvement plan agreed with both the Regulator and the shareholder.

Service Delivery Performance

Key Performance Indicators

Despite the challenges of increased regulatory scrutiny and rising service demand, NPH continued to deliver a wide range of housing services throughout 2024/25. Performance against key indicators is summarised below:

Tenant Satisfaction Measures (TSMs)

- 10 out of 12 perception measures improved during the year
- +6.96% increase in resident satisfaction with the handling of anti-social behaviour
- +6.06% improvement in resident satisfaction with the timeliness of repairs
- Overall repairs satisfaction increased from 63% to 72% (March 2025)

Building Safety

Maintained top quartile performance in key safety areas including:

- Fire Risk Assessments (FRA)
- Legionella Risk Assessments
- Asbestos Management

Complaint Handling

Complaint satisfaction remains an area of challenge:

- Satisfaction with complaint handling stood at 34%
- Stage 2 complaint volumes increased, reflecting sector-wide trends following the introduction of the Housing Ombudsman's revised Complaint Handling Code

Property Condition

Following completion of a full stock condition survey, 18% of stock is now classified as non-decent. This provides an accurate baseline for future investment planning and long-term asset management.

Development and Growth

- 36 new homes were completed during 2024/25
- Approximately 50 homes were repurchased to support temporary accommodation and refugee resettlement programmes
- Right to Buy sales declined slightly to 67 sales (compared to 73 in 2023/24)

Future development activity has transferred directly to West Northamptonshire Council, with NPH concluding delivery of existing pipeline schemes during 2025/26

Recognition and Awards

During the year, NPH has been recognised for its work and community impact through several external awards and accreditations:

- Shortlisted for the Lifetime Achievement Award at the AICO Community Awards 2024.
- Shortlisted for the Make a Difference Award at the BBC Northamptonshire Make a Difference Awards 2024
- Awarded EROSH Accreditation in December 2024

Income Collection and Financial Inclusion

Effective income collection remains a key focus for maintaining Housing Revenue Account (HRA) stability. NPH continued to perform strongly in this area during 2024/25:

- Rent arrears remained within target at 3.10%, despite continued financial pressures facing tenants
- Universal Credit claimants increased by 22.5% to 6,218, now representing over 55% of all tenancies
- The Financial Inclusion and Welfare Reform teams secured over £553,000 in additional financial support for tenants through benefits backdating, grants, and financial assistance schemes
- Evictions due to non-payment of rent remained low at 19 cases during the financial year
- Court costs were lower than budgeted, releasing funds to offset other inflationary pressures, particularly on materials and subcontractor costs
- Void rent loss increased to 1.41% (£903k), reflecting continued turnover and property condition issues upon return

Housing Management Services

From April 2024, responsibility for the housing register and allocations transferred to West Northamptonshire Council. NPH supported this transition, providing systems support, training, and process assistance to ensure a smooth handover.

Housing management teams continued to support a significant number of residents throughout the year:

- The Older Persons Welfare Team supported approximately 2,000 tenants, with 535 receiving support during 2024/25. Of these, 212 cases have since been closed, with 323 cases remaining open
- The General Support Team supported 271 tenants during the year, with 90 cases remaining open at year-end
- Across both teams, an additional £328,000 in financial support was recovered on behalf of tenants
- Investment was made in the digitalisation of the Lifeline Service, upgrading approximately 1,091 units, with a further 100 units installed to support the most vulnerable tenants
- 150 Mutual Exchange applications were completed during the year, supporting tenant mobility and access to appropriate housing
- 2,878 tenancy and property updates were completed in the year
- The TSM relating to anti-social behaviour increased 7% in the year, which is above the national median.

Repairs, Maintenance and Voids

Demand for responsive repairs and voids work remained high across 2024/25, reflecting sector-wide pressures:

- Disrepair and issues relating to damp, mould and condensation (DMC) continued to increase. As a result, the 2025/26 budget includes provision for a dedicated team within the Assets service to proactively manage these cases going forward.
- Approximately 90% of stock condition surveys have now been completed, providing improved data to inform asset investment decisions.
- Temporary accommodation (TA) void performance improved significantly during the year, with the turnaround times reducing from 76.69 days in April 2024 to 12.7 days by March 2025.

However, the condition of some properties returned to NPH continues to create financial pressure, particularly due to high clearance and garden restoration costs

The combination of high demand for repairs, property condition challenges, DMC workload and ongoing inflationary pressures continue to drive cost pressures which will remain a challenge into 2025/26.

Asset Management

During the year, we adopted a new Asset Management Strategy following extensive consultation with customers and stakeholders. The strategy sets out our ambition for investing well in the homes we manage on behalf of the Council, and it is built around ten key priorities, including strengthening building safety compliance, improving repairs performance, raising void standards to

support sustainable tenancies, investing in neighbourhood quality, and delivering decarbonisation works to meet EPC Band C by 2030 and net zero carbon by 2045.

We invest around £27.5 million each year in maintaining and improving our homes, supported by updated stock condition data and strengthened governance arrangements that ensure ongoing oversight, assurance, and value for money. Underpinning our approach is ensuring that we are designing and delivering customer focussed services with a target over the next two years from 2025 to raise overall levels of satisfaction with the repairs service to upper quartile benchmark levels.

Tenant Engagement and Influence

NPH remains committed to ensuring that residents have meaningful opportunities to influence and shape the services they receive. During 2024/25, a revised Tenant Involvement Framework was implemented to strengthen both formal and informal engagement channels. The updated framework includes:

- Strengthening the role of the Service Quality Committee, which provides formal tenant oversight of service performance, complaints handling, and service improvement proposals
- Establishing scrutiny focus groups to review specific service areas and inform decision-making
- Expanding informal engagement opportunities through community cafes, community lunches, drop-in sessions, and outreach events
- Undertaking resident consultation on key service areas, including the development of the new Asset Management Strategy
- Successfully recruiting additional tenant members to strengthen representation on the Service Quality Committee

The framework ensures that tenants have accessible routes to engage at both strategic and operational levels, contributing to service design, monitoring, and continuous improvement. Formal structures are complemented by more flexible, informal approaches to capture a broad range of resident voices and experiences.

Our People and Workforce

NPH recognises that its staff are central to delivering safe, high-quality services to residents and to achieving its strategic objectives. The Board remains committed to supporting staff through effective recruitment, development, and engagement.

Recruitment and Equality

NPH strives to be an accessible and inclusive employer, operating positive recruitment practices to promote equality of opportunity. Applicants with disabilities who meet essential role criteria are automatically offered an interview.

Employee Engagement

The organisation maintains open channels of communication with staff through regular briefings, team meetings, one-to-one sessions, and formal employee forums. Biennial staff surveys and ongoing consultation processes inform the development of HR policies, organisational change proposals, and working practices. NPH also engages regularly with recognised trade unions (GMB, UNISON, UNITE).

Training and Development

A wide range of internal and external training opportunities are provided for staff at all levels, including apprenticeships, technical qualifications, leadership development, and continuous professional development. All employees participate in regular appraisals and one-to-one meetings as part of a structured performance and development framework.

Workforce Flexibility

NPH remains committed to modern and flexible working arrangements, supported by investment in technology, mobile working and hot-desking solutions, to maximise use of office accommodation and support service delivery.

The organisation continues to build workforce capacity to ensure the skills and resilience required to meet regulatory, financial, and operational challenges while maintaining high-quality services for residents.

Shareholder Relationship

Throughout 2024/25, NPH and West Northamptonshire Council worked together to strengthen their partnership, enhancing openness, accountability, and joint oversight to ensure effective delivery of housing services for residents. Key developments included:

- Formation of a Shareholder Panel to oversee NPH performance.
- Appointment of additional Council nominees to the NPH Board
- Establishment of joint assurance forums to oversee compliance delivery
- Executive support provided by WNC during the improvement phase
- Collaborative working on strategic direction and long-term governance arrangements

The strengthened partnership will provide a stable platform for delivering future improvements, meeting regulatory expectations, and supporting the housing ambitions of the Council.

Sustainability and Decarbonisation

We continue to make good progress towards our sustainability and carbon reduction commitments.

During 2024/25, a further 103 homes were retrofitted under Wave 2 of the Social Housing Decarbonisation Fund (SHDF), bringing the total to over 670 homes upgraded to EPC Band C or higher. This work has improved energy efficiency, helped reduce tenants' energy bills, and provided greater protection against rising energy costs.

We have exceeded the targets set out in our Sustainability Strategy, achieving a 32% reduction in operational carbon emissions compared to the 2018/19 baseline, against an original target of 20%. Total operational emissions now stand at 1,689 tCO₂e. This reflects investment in energy efficiency measures, 100% green electricity procurement, improved waste and water management, and reductions in fuel use across the fleet.

Further decarbonisation activity includes progressing options for air source heat pumps, working with WNC on a potential low-carbon heat network for Northamptonshire, and transitioning the fleet to zero-carbon vehicles. In addition, over 1,100 homes are now fitted with rooftop solar PV panels, generating 1.1 million kWh of renewable electricity during the year.

We remain fully compliant with Streamlined Energy and Carbon Reporting (SECR) requirements and continue to support WNC's wider net zero carbon ambitions.

Social Value and Community Investment

Happy to Help (Northampton) Community Interest Company (CIC)

Happy to Help (Northampton) CIC is a wholly owned subsidiary of NPH, established to deliver added social value, community support, and wellbeing services to residents. Its activities are delivered by the NPH Social Enterprise & Community Partnership Team.

During 2024/25, Happy to Help provided a wide range of practical support services, helping to improve financial wellbeing, home comfort, and tenancy sustainment for residents. Key outcomes included:

- 375 household appliances provided, including energy-efficient items such as air fryers, slow cookers, and dehumidifiers to reduce fuel and food costs
- 94 beds (and bedding where required) supplied, largely supporting tenants moving out of temporary accommodation
- 97 items of bedroom furniture purchased and delivered
- 164 curtain sets and 71 sets of fitted carpets installed, utilising grant funding to improve home warmth and comfort
- Funding support for 33 community projects, reaching nearly 1,000 people across Northampton
- 4,619 litres of paint diverted from landfill through the Kings Heath Paint Shop project, supporting 673 households and utilising 940 hours of community volunteering
- 528 gardening and handyperson jobs delivered
- 93 crisis care packages provided to tenants in crisis or new tenants moving from temporary accommodation
- Deep cleans and house/garden clearances totaling £7,565, supporting tenancy sustainment and hospital discharge cases
- Distribution of over £40,000 in fuel vouchers to tenants experiencing fuel poverty
- Crisis Service support provided to 673 people, representing a 129% increase compared to the previous year

The work of Happy to Help plays an important role in supporting the Council's wider social inclusion and homelessness prevention objectives and demonstrates the organisation's continued commitment to providing holistic support to residents beyond core landlord services.

Value for Money

We continue to focus on delivering cost efficiencies alongside service improvements, recognising the challenges of the current economic climate. While NPH, as an ALMO, is not formally subject to the Regulator of Social Housing's Value for Money Standard, we recognise the importance of applying these principles as best practice and being fully accountable for the effective and efficient use of tenants' rents.

The NPH Value for Money strategy and statement is published every three years and is available to download here ([VfM](#)) and our annual SECR report on sustainability and decarbonisation is also available ([SECR](#)), please see below also.

Streamlined Energy and Carbon Reporting

The energy and carbon data in this report has been collated following the UK Government Environmental Reporting Guidance 2019; for Streamlined Energy and Carbon Reporting (SECR). The most recent UK Government Conversion Factors for Company Reporting have been used.

Energy and carbon data is quantified and reported annually by the NPH Sustainability Manager with support from relevant departments within NPH. A table of data is provided in figure 2 illustrating energy and carbon performance for the reporting period 2024-25 against previous reporting periods and a base year of 2018-19.

Methodology

The international standard *ISO 14064-1:2019 Greenhouse gases part 1*, provides the formal methodology for quantification and reporting of NPH greenhouse gas emissions.

A systematic approach has been applied with consideration for environmental aspects and impacts in terms of cause and effect. Environmental aspects summarised in *table 1; greenhouse gas inventory*, are converted into tonnes of carbon dioxide equivalent (tCO₂e) as a common and consistent indicator of environmental impact. Carbon dioxide equivalent is a recognised metric to include other greenhouse gases, e.g., methane, relevant to an environmental aspect being reported.

Table 1; NPH Greenhouse gas inventory

Environmental Aspect	Description	Scope
Gas	Gas consumption in kWh in relation to all energy supply contracts	Scope 1
Diesel	Fleet fuel consumption, measured in litres of diesel, converted into kWh	Scope 1
Electricity	Electricity consumption in kWh in relation to all energy supply contracts	Scope 2

Grey Miles	Business mileage from employee vehicles (grey miles)	Scope 3
Water	Water supply and treatment in m3 in relation to all water supply contracts	Scope 3
Waste	Disposal of various waste streams in tonnes including from fly tipping and estate services, building waste and minor voids, and office waste.	Scope 3

Verification and validation of the data and statements included in this report will be conducted by the WNC Sustainability Team. An outcome statement will summarise the findings.

Boundaries

The organisational boundary for NPH energy and carbon reporting follows a financial control approach, consolidating facility level greenhouse gas emissions from multiple sources, reporting all significant energy consumption and carbon emissions from activities and operations NPH have financial control over.

The Reporting boundaries applied follow the Greenhouse Gas Protocol definitions of:

- Direct greenhouse gas emissions from sources under NPH control
- Indirect greenhouse gas emissions because of NPH actions that occur at a source out of NPH control.

Following the Greenhouse Gas Protocol, three broad scopes are applied:

- Scope 1: All direct greenhouse gas emissions, including gas and diesel
- Scope 2: Indirect greenhouse gas emissions from purchased electricity
- Scope 3: Other indirect emissions, including grey miles, electricity transmission and distribution, and outsourced activities such as water supply and treatment, and waste disposal.

Exceptions and exclusions

- Greenhouse gas removals are not included in this energy and carbon data.
Net zero carbon transformation will require a balance of inputs and outputs: carbon emissions against carbon sinks and removals. Sufficiently robust data for NPH greenhouse gas removals are not currently available. Development of NPH energy and carbon reporting working towards a net zero carbon transformation will seek to include elements of greenhouse gas sinks and removals into the greenhouse gas inventory. For example, biogenic removals and storage e.g., afforestation, reforestation, forest restoration, urban tree planting, agroforestry, etc.
- Energy and water consumption from NPHs main office at Westbridge Depot is excluded from this data collection.

Westbridge Depot is leased to NPH from WNC. Provision of energy and water is provided as part of the landlord services and therefore accounted in WNCs own energy and carbon reporting. To avoid double counting, and in respect of the organisational boundary described above, energy and water supplied to the Westbridge Depot office is excluded from NPHs energy and carbon data.

- Housing stock energy and carbon emissions are excluded from the reporting methodology. The housing stock managed by NPH has a carbon footprint far greater than the operational carbon emissions declared in this report. Those emissions are summarised at the end of this report but deemed out of scope. The purpose of this energy and carbon reporting system is to provide a basis for design and implementation of greenhouse gas emission reduction and removal initiatives in relation to NPH operations.

The described exceptions and exclusions are reviewed annually. Agreed changes following review will be documented and highlighted in future energy and carbon reports.

Quantified energy and carbon data

NPH carbon performance from a 2018-19 baseline to the financial year of 2024-25 is summarised in *figure 2*. The latest NPH carbon footprint is 1,689 tCO₂e. This equates to an intensity ratio of 0.136 tCO₂e per home (including leasehold).

The overall reduction in carbon emissions from a 2018-19 baseline is 32%.

NPH carbon emissions have continually reduced from the initial baseline of 2,474 tCO₂e in 2018-19. Year on year reductions have exceeded the 7% target for three years in a row, 2023-24 showed a slight increase, but 2024-25 data shows a decrease of total emissions compared to the previous reporting period. Over the five-year period (2020-2025), these still averages at in line with the 7% target.

	Baseline 2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Scope 1 emissions (tCO2e)							
Gas	1,259	1,255	1,249	1,165	1,090	1,092	1,115
Diesel	218	226	214	215	217	204	195
<i>Scope 1 energy consumption - kWh</i>	<i>7,847,925</i>	<i>7,749,812</i>	<i>7,679,142</i>	<i>7,267,832</i>	<i>6,868,706</i>	<i>6,831,938</i>	<i>6,916,962</i>
Scope 2 emissions (tCO2e)							
Electricity	527	579	477	432	394	419	524
<i>Scope 2 energy consumption - kWh</i>	<i>1,860,817</i>	<i>2,327,986</i>	<i>2,046,212</i>	<i>2,036,494</i>	<i>2,037,376</i>	<i>2,022,494</i>	<i>2,530,949</i>
Total Scope 1 & 2 emissions (tCO2e)	2,003	2,059	1,939	1,812	1,701	1,715	1,834
Green Tariff electricity for scope 2 (tCO2e)			100	300	357	417	524
Net Carbon outturn (tCO2e)	2,003	2,059	1,839	1,512	1,344	1,298	1,310
Scope 3 emissions (tCO2e)							
Travel, Waste, Water, Electrical distribution	471	424	346	407	389	471	379
Total annual net emissions tCO2e	2,474	2,484	2,185	1,920	1,733	1,769	1,689
Intensity ratio: tCO2e/number of properties (including leasehold)	0.200	0.201	0.177	0.155	0.140	0.142	0.136
Change in emissions from previous period		0.4%	-12.0%	-12.1%	-9.7%	2.1%	-4.5%
Change in intensity ratio from previous period		0.7%	-12.2%	-12.1%	-10.0%	1.8%	-4.6%
Change in emissions current period to baseline		0.4%	-11.7%	-22.4%	-29.9%	-28.5%	-31.7%

Figure 2; Energy and carbon data

Scope 1 emissions are in line with prior year.

Under scope 2 emissions, kWh consumption of electricity has been very consistent year on year at roughly 2,000,000 kWh. As the carbon intensity of UK grid electricity has improved, the location-based carbon emissions from NPH electricity consumption have increased by 25% compared to the previous year.

The major scope 2 carbon savings can be attributed to the energy procurement risk management strategy implemented in 2020. In the 2024-25 reporting period 100% of NPH electricity has been procured and supplied through a *Green Tariff* certified under the Renewable Energy Guarantees of Origin (REGO) scheme. Green tariff electricity is reported as zero carbon emissions using a market-based reporting approach.

Scope 3 emissions have decreased by 20% compared to the previous reporting period. The decrease can be seen in relation to diesel, water, and void waste.

Progress Towards Net Zero

West Northamptonshire Council (WNC) have made a commitment to the UK100 Net Zero pledge, to cut emissions of the LA to net zero by 2030, and for WNC residents and businesses to be net zero carbon by 2045. NPH has a key role to play in helping WNC meet these targets as a management agent to the local authority and a significant stakeholder in the local economy.

Consumption of natural gas, primarily for communal heating systems, accounts for over 55.5% (2023/24: 61.7%) of the total footprint. Reducing our reliance on gas whilst continuing to deliver a best value service will be a significant challenge. To help on this journey, air source heat pump domestic heating technologies are being explored, with a particular focus on the tenant experience, and NPH are supporting WNC on a feasibility study looking into potential development of a Northampton low carbon heat network.

NPH carbon emissions from electricity are low due to REGO electricity supply. To improve on our current position and to develop a more robust net zero carbon energy system, we will continually seek to minimise energy consumption and increase the proportion of onsite renewable energy generation.

NPH manage almost every type of waste stream imaginable, including building waste, office waste, hazardous waste, and much more. Coupled with the high volumes collected, this makes waste a complex and challenging environmental aspect.

Diesel used in the fleet of NPH vans accounts for 11.6% of total carbon emissions (2023/24: 11.5%). The transformation to a zero-carbon fleet is anticipated to see the uptake of electric vehicles being gradually blended in over the coming years. Consideration has been made for how this will impact NPH operations, and our expectation is for the NPH fleet to be diesel free and zero carbon before 2030.

Carbon reduction of the housing stock

The portfolio of circa 12,000 homes managed by NPH has a modelled carbon footprint of 22,564 tCO₂e (2022/23). Our aim is to transform to a net zero carbon housing portfolio by reducing energy consumption and increasing the provision of renewable energy.

More than 1,100 homes in the portfolio currently have solar PV, providing more than 3MW of renewable power. For the period 2024-25 this generated 1.1 million kWh of renewable electricity.

Our Social Housing Decarbonisation Fund (SHDF) demonstrator scheme completed in December 2022. The project completed whole house retrofit to 140 homes. The project applied a 'fabric first' approach to reducing space heating demand, installing external wall insulation, high performance windows and doors, and topping up loft insulation. The homes were insulated tight, and so it was also important to ventilate right by installing mechanical ventilation to ensure comfortable and healthy home environments. Smart heating controls and internet of things devices have been installed to both empower residents and enable monitoring of performance of the homes post-retrofit. Renewable energy generation has been installed in a portion of the retrofits, including solar 19 PV systems, and 15 air source heat pumps replacing gas boilers.

During 2023/24 we completed 429 homes through Wave 1, implementing a fabric first approach to improving energy efficiency by installing external wall insulation, loft insulation, new windows and

doors, and improved ventilation. Pre-retrofit, the 429 homes started at EPC band D to E. Post retrofit, the homes have been improved to at least EPC Band C, reducing household energy bills.

During 2024/25 Wave 2 will be completed during April 2025 and will affect another 103 homes, with the same works as Wave 1.

This has significantly reduced the energy consumption of the retrofitted homes, saving tenants hundreds of pounds on energy bills, and offering some protection from the energy price rises seen over the past few years. Reduced energy consumption has also resulted in significant reductions in carbon emissions.

03. Governance

Our Board: Membership, Pay and Interests

The Board is responsible for setting NPH's strategic direction, providing effective oversight, and ensuring that services are delivered safely, effectively, and sustainably on behalf of both the shareholder and residents. The Board is committed to maintaining high standards of governance, accountability, and transparency.

The Board comprises a balanced mix of:

- Independent Non-Executive Directors (including the Chair)
- Tenant Board Members; and
- Shareholder-appointed Council Nominees (appointed by WNC)

This balanced structure ensures the Board benefits from a wide range of professional skills, lived experience, community insight, and shareholder accountability.

Code of Governance

In October 2023, the Board formally adopted the National Housing Federation Code of Governance 2020. This Code provides the overarching framework for assessing Board effectiveness, governance processes, and regulatory compliance.

Board Refresh and Leadership Changes

During 2024/25, the Board undertook a planned programme of Board refreshment and governance review, including:

- Commissioning an independent self-assessment against the NHF Code of Governance
- Reviewing Board skills, experience, and diversity to ensure ongoing resilience
- Refreshing Board membership to strengthen sector expertise
- Appointing a new Chair following a transparent and extensive recruitment process

Following this process, Aileen Evans was appointed as Chair of the Board in April 2025. Aileen brings extensive leadership and strategic experience in social housing, having previously served as Chief Executive of Grand Union Housing Group.

Governance Structure and Committees

In January 2025, the Board implemented a revised committee structure to simplify governance arrangements, enhance assurance, and align with best practice:

- The Audit and Risk Committee comprises Board members, with one independent co-opted member bringing additional external expertise.
- The People and Governance Committee consists entirely of Board members

- The Service Quality Committee includes two Board members alongside eight tenant and resident committee members, ensuring strong resident voice and meaningful customer scrutiny

This committee structure supports the Board in maintaining effective oversight, regulatory compliance, and resident engagement.

Board and Committee Membership

The table below sets out the Board and Committee membership as at 31 March 2025.

Member	Committee			
	Board	Audit and Risk	People and Governance	Service Quality
David Godfrey	●	●		
Simon Lewis	●		●	
Xanthai Ncube	●		●	
Rebecca Purnell	●	●		
Connor Salter	●	●		●
Jon Sawyer	●	●		
Rakesh Thakarar	Vice Chair	Chair		
Andrew Weatherill		●		
Clive Williams	●	Vice Chair		
Suzanne Williamson	●		Chair	
Andrew Woods	Chair		Vice Chair	
Tenant Board member vacancy			●	●
Council Nominee Board member vacancy			●	
SQC Committee member 8 vacancies				●

Board Remuneration and Interests

Board member remuneration is set by the Board in line with the Company's Articles of Association and reviewed every three years. The last remuneration review was completed in February 2023. Independent Non-Executive Directors and Tenant Board Members receive remuneration for their services.

Council-appointed Board Members do not receive remuneration.

All Board members are entitled to claim reasonable out-of-pocket expenses incurred in the course of their Board duties.

In accordance with Company policy, all Board members are required to declare actual or potential conflicts of interest. Declarations of interest are reviewed annually and kept under ongoing review.

All Board members have completed declarations for the year ended 31 March 2025. There are no matters to report.

Directors and Officers Liability Insurance

Directors and Officers Liability Insurance was in place throughout 2024/25 for Board members and Executive officers. The Company's wider insurance programme is arranged through Cambridge Insurance Services following a comprehensive market tender completed in October 2022.

Executive Team Responsibilities

The Board delegates day-to-day operational management to the Chief Executive and Executive Management Team (EMT). The EMT is responsible for service delivery, regulatory compliance, financial management, and implementation of the Board's strategic direction. The EMT meets fortnightly and attends Board and committee meetings to provide operational insight, performance assurance, and strategic advice.

During 2024/25, significant changes were made to the executive structure to streamline management, eliminate duplication, and clarify accountabilities. Resources released through this restructuring were reinvested into key service areas, including complaints handling, compliance, customer insight, repairs, and data management.

04. RISK MANAGEMENT AND INTERNAL CONTROLS

The Board has overall responsibility for the Company's system of internal control, risk management, and assurance, and for reviewing its effectiveness. These systems are designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims or objectives. The systems provide reasonable but not absolute assurance of effectiveness.

The Board confirms that throughout the year ended 31 March 2025, and up to the date of approval of the financial statements, appropriate arrangements were in place to safeguard the assets of the Company, ensure the integrity of financial information, and manage significant risks.

Risk Management Framework

NPH operates a structured approach to identifying, assessing, and managing risks at both strategic and operational levels. The risk management framework includes:

- A Board-approved Corporate Risk Register reviewed and updated regularly
- Oversight of risk management arrangements by the Audit and Risk Committee, which reports directly to the Board
- Executive Management Team (EMT) oversight of operational risk registers and escalation processes
- Integration of risk considerations into business planning, performance management, and decision-making processes

Strategic risks are reviewed regularly by the Board and Audit and Risk Committee to ensure that the Company remains resilient to emerging risks and regulatory expectations.

Significant risks and uncertainties

The NPH management fee is set annually in advance and is the financial resource available to deliver services and the Corporate Plan. The fee is funded from the Housing Revenue Account (HRA) and where required from the Council's General Fund. The HRA is funded by rents, therefore an increase in bad debt resulting from the current economic environment is one of the main risks to the HRA and NPH's future management fee.

NPH continue to experience the instability of the economic climate, the scarcity of skilled labour to both directly recruit and from our supply chain. These are in addition to the impact of previous rises to inflation. The impact has been shown in increasing cost pressures, predominately from escalating materials and subcontractors expenditure, and staff vacancies, which we have helped to mitigate through value engineering and reappropriating resources where possible.

The continued increase on the focus of damp, mould and condensation has also increased costs due to the need to triage, inspect and address cases using external contractors as well as direct additional internal resources to meet demand.

The continued increased focus on stock condition has also increased costs due to the need to complete additional Fire Risk Assessments (FRAs) required, additional Electrical tests required and a third-party validation of compliance to improve accuracy and reliability.

Internal Audit

The internal audit service is provided independently by RSM. The Audit and Risk Committee agrees an annual internal audit plan, which is aligned to key risks and areas of assurance. All internal audit reports are considered in detail by the Audit and Risk Committee and summary findings are reported to the Board.

In their Annual Internal Audit Opinion for 2024/25, RSM concluded that:

"The organisation has an adequate and effective framework for risk management, governance, and internal control."

Where audit recommendations are made, management actions are agreed, tracked, and monitored until fully implemented. Progress against audit actions is reported regularly to the Audit and Risk Committee.

External Audit

The external audit of the financial statements is undertaken by the appointed external auditors who report independently to the Board on the truth and fairness of the financial statements and the adequacy of the financial control environment.

Financial Control and Budget Management

The Company maintains robust financial control arrangements. Financial services are provided under a shared service arrangement with Cambridgeshire County Council, which ensures strong financial oversight, reporting, and financial management systems.

The Company operates under Financial Regulations, Scheme of Delegation, and Contract Procedure Rules that have been approved by the Board. These policies apply to all Board members, committees, staff and contractors, and provide a clear framework for managing financial affairs, covering:

- Financial planning and resource allocation
- Budgetary control and financial monitoring
- Risk management and control of assets
- Procurement, contracts, and expenditure authorisation
- Financial reporting requirements

Monthly financial reports are provided to managers and budget holders to monitor income and expenditure, forecast variances, and identify emerging financial pressures or opportunities. Variances are reviewed by EMT and escalated as necessary. Financial reports are reviewed quarterly by the Finance and Development Committee and reported formally to the Board.

The Company operates virement procedures that provide controlled flexibility to reallocate budgets where required, subject to appropriate authorisation levels and, where applicable, agreement with the Council's s151 Officer (Chief Financial Officer).

Performance Management

The Company operates a comprehensive performance management framework aligned to corporate priorities, regulatory standards, and service delivery targets. Key performance indicators (KPIs) are monitored at multiple levels, including:

- Monthly review by EMT and operational managers
- Regular reporting to Board Committees
- Quarterly reporting to the Board

Where performance varies from agreed targets, corrective actions are identified, implemented, and monitored to support continuous service improvement.

Policies and Procedures

The Company maintains a suite of approved policies and procedures that provide guidance and control across all areas of service delivery and governance. Policies are reviewed and approved by the Board or delegated committees in line with an agreed policy framework.

Service Level Agreements

Certain corporate support services continue to be delivered via SLAs with WNC. These include key back-office functions. The Company places reliance on the Council's internal control arrangements for these shared service areas and maintains appropriate oversight to ensure these services meet agreed standards.

05. STATEMENT OF RESPONSIBILITIES OF THE BOARD

The Board members are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable laws and regulations.

Company law requires the Board members to prepare financial statements for each financial year. Under that law, the Board members have elected to prepare the financial statements in accordance with International Financial Reporting Standards (IFRS). The financial statements are required by law to give a true and fair view of the state of affairs of the Company and of its income and expenditure for that period.

In preparing those financial statements, the Board members are required to:

- Select suitable accounting policies and apply them consistently
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable international accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Board members are responsible for ensuring adequate accounting records are kept that are sufficient to show and explain the Company's transactions, disclose with reasonable accuracy the financial position of the Company at any time, and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the Company and for taking reasonable steps to prevent and detect fraud and other irregularities.

Governance Assurance Statement

The Board remains satisfied that appropriate governance arrangements were in place throughout 2024/25 to enable the organisation to fulfil its obligations and maintain effective oversight of all statutory, financial, operational, and regulatory requirements.

Governance arrangements have been strengthened during the year in response to regulatory self-referral, independent governance review, Board refreshment, and executive restructuring. The Board continues to monitor governance arrangements on an ongoing basis, supported by its Audit and Risk Committee, People and Governance Committee, and Service Quality Committee.

The Board confirms that, as at the date of approval of these financial statements, the organisation remains compliant with the National Housing Federation Code of Governance 2020.

Disclosure of Information to Auditors

The Board Directors who held office at the date of signing this report confirm that:

- so far as each Board Director is aware, there is no relevant audit information of which the

company's auditors are unaware,

- the Board Directors have taken all the steps that they ought to have taken to make them aware of any relevant audit information and to establish that the auditors are aware of that information.

Independent Auditors

Following a competitive tender process Forvis Mazars were re-appointed for a new three-year term with the provision of an extension of two years. This was approved at the Annual General Meeting held on 13 October 2023.

Going Concern

The financial statements have been prepared on a going concern basis. Forecast profile of income and expenditure for 2025/26 indicate that cash flows for the year will be sufficient to meet all obligations as they become due. There has been an increase in tenants accessing Universal Credit and delays in receipt of rental income; however, these continue to be actively managed and are not considered to materially impact the strong HRA position.

The payment from WNC in respect of the Management Fee is made monthly in advance. This payment profile helps ensure adequate cash flow is maintained throughout the year.

NPH manages the Council budgets for Capital and Revenue Maintenance of the property portfolio. These are invoiced monthly in advance based on approved budgets and are then adjusted to actual at year end. In this way income is balanced to expenditure over the course of the full year.

By virtue of the Management Agreement with the Council, the Council guarantees the status of Northamptonshire Partnership Homes as a going concern. This agreement is for a period of 15 years and each year a 5-year fee indication is provided. Crucially, the agreement contains paragraphs 19.1 and 19.2 (see below) which guarantee the status of NPH as a going concern.

- 19.1 The Council shall provide and evidence such support for NPH as shall be required to enable NPH's auditors to confirm from time to time to NPH's Board of directors that NPH is and will continue to be able to meet its debts as they fall due and is otherwise a 'going concern'.
- 19.2 The Council agrees that whether through the Total Fee or otherwise it shall ensure that NPH is able to discharge its liabilities for the pension's costs attributable to NPH's past, present, and future employees.

For clarity, this agreement, and the commitment to supporting NPH has continued following the newly formed West Northamptonshire Council.

The company acknowledges that the Council is considering the future management of its housing stock following recent interaction with the Regulator of Social Housing. At the WNC Cabinet meeting held on the 24th of June 2025 an options appraisal was put forward regarding the future

management of the council's housing stock. The following resolutions were approved by the Councils Cabinet.

- Approved a minded-to decision to pursue option 3 (bringing the provision of the housing service back in-house (to the Council) in a phased approach completing June 2027) to develop a robust implementation plan before bringing NPH services under direct Council management.
- Approved that the Director of Communities and Opportunities, in consultation with the Cabinet Member for Housing, undertakes the formal consultation with tenants at the appropriate time and bring findings and recommendations back to a future Cabinet for formal Decision.
- Approved that during this time of transition and improvement, the retention of the NPH Board and agrees for the Director of Communities and Opportunities in consultation with the Cabinet Member for Housing, to work with NPH and the Board to ensure that tenants are supported throughout the process with good quality services.

The Directors are confident that this does not negatively impact the Company's status as a going concern at this time but does cast doubt as to the future of the organisation as an independent entity.

By order of the board

Aileen Evans

Date

06. INDEPENDENT AUDITORS REPORT

Opinion

We have audited the financial statements of Northamptonshire Partnership Homes (the 'company') for the year ended 31 March 2025 which comprise the Consolidated Statement of Comprehensive Income, Consolidated and Company Statement of Financial Position, Consolidated and Company Statement of Changes in Equity, Consolidated and Company Statement of Cash-flows and notes to the financial statements, including material accounting policy information.

The financial reporting framework that has been applied in their preparation is applicable law and UK-adopted international accounting standards.

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31 March 2025 and of its loss for the year then ended; and
- have been properly prepared in accordance with UK-adopted international accounting standards; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, 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.

Material uncertainty related to going concern

We draw your attention to note 1.19 in the financial statements, which indicates that parent entity of Northamptonshire Partnership Homes Limited is considering the options available to it in respect of the future viability of Northamptonshire Partnership Homes Limited.

As stated in note 1.19, these events or conditions, along with the other matters as set forth in this note to the financial statements, indicate that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

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

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

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Directors

As explained more fully in directors' responsibilities set out on page 20, the directors are 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 directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company'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 directors either intend to liquidate the company 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 the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

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.

Based on our understanding of the company and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation and anti-money laundering regulation.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the company is in compliance with laws and regulations and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the company which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation and the Companies Act 2006.

In addition, we evaluated the directors' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in

significant accounting estimates, in particular in relation to revenue recognition (which we pinpointed to the cut-off assertion) and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the directors and management on whether they had knowledge of any actual, suspected, or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

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

Use of the audit report

This report is made solely to the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body for our audit work, for this report, or for the opinions we have formed.

David Hoose (Senior Statutory Auditor)
for and on behalf of Forvis Mazars LLP

Chartered Accountants and Statutory Auditor
The Pinnacle
160 Midsummer Boulevard
Milton Keynes
MK9 1FF

Date:

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 March 2025

	Notes	2024/25 £000's	2023/24 £000's
Revenue	2	67,596	74,305
Total Revenue		67,596	74,305
Employee benefit expenses	4 & 18	(13,663)	(14,360)
Other expenses	3 & 4	(53,115)	(59,373)
Total expenses		(66,778)	(73,733)
Operating profit/(loss)		818	572
Finance costs	11	(4)	-
Finance income	12	734	472
Profit/(loss) before tax		1,548	1,044
Taxation	13	(47)	(42)
Profit/(loss) for the year		1,501	1,002
Other comprehensive income			
Remeasurement of pension assets and liabilities	20	(1,700)	(1,043)
Total comprehensive (expenditure)/income for the year		(199)	(41)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 March 2025

	Notes	2024/25 £000's	2023/24 £000's
ASSETS			
<u>Non-current</u>			
Investment property	6	360	360
Fixed assets	7	1,626	465
Non-current assets		1,986	825
<u>Current</u>			
Trade and other receivables	8	3,985	4,416
Cash and cash equivalent	9	6,775	4,279
Current assets		10,760	8,695
TOTAL ASSETS		12,746	9,520
LIABILITIES			
<u>Current</u>			
Trade and other payables	10a	(10,164)	(8,008)
Lease liabilities	10b	(353)	(335)
Employee benefits accrual	19	(126)	(115)
Current liabilities		(10,643)	(8,458)
NET CURRENT ASSETS		117	237
<u>Non-current</u>			
Pension liability	20	-	-
Lease liabilities	10b	(1,273)	(33)
Non-current liabilities		(1,273)	(33)
TOTAL LIABILITIES		(11,916)	(8,491)
NET ASSETS		830	1,029
Equity and reserves			
Pension reserve		-	-
Insurance reserve		138	138
Retained earnings		692	891
TOTAL EQUITY	15	830	1,029

These Financial Statements were approved by the Board and authorised for issue, signed for and on behalf of the Directors.

A Evans
Chair
Date:

COMPANY STATEMENT OF FINANCIAL POSITION

As at 31 March 2025

	Notes	2024/25 £000's	2023/24 £000's
ASSETS			
<u>Non-current</u>			
Investment in subsidiary	5	-	-
Investment property	6	360	360
Fixed assets	7	1,626	465
Non-current assets		1,986	825
<u>Current</u>			
Trade and other receivables	8	3,892	4,359
Cash and cash equivalent	9	6,707	4,241
Current assets		10,599	8,600
TOTAL ASSETS		12,585	9,425
LIABILITIES			
<u>Current</u>			
Trade and other payables	10a	(10,130)	(7,995)
Lease liabilities	10b	(353)	(335)
Employee benefits accrual	19	(126)	(115)
Current liabilities		(10,609)	(8,445)
NET CURRENT ASSETS		(10)	155
<u>Non-current</u>			
Pension liability	20	-	-
Leasing liabilities	10b	(1,273)	(33)
Non-current liabilities		(1,273)	(33)
NET ASSETS / (LIABILITIES)		703	947
<u>Equity and reserves</u>			
Pension reserve		-	-
Insurance reserve		138	138
Retained earning		565	809
TOTAL EQUITY	15	703	947

Signed for and behalf of the Board of Directors.

A Evans
Chair
Date:

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 31 March 2025

	Notes	Pension Reserve £000's	Insurance Reserve £000's	Retained Earnings £000's	Total Equity £000's
Opening balance at 1 April 2024	15 & 20	-	138	891	1,029
<u>Profit for the period</u>		-	-	1,501	1,501
<u>Other comprehensive income</u>					
Remeasurement of pension assets and liabilities	20	(1,700)	-	-	(1,700)
Transfers to pension reserve	20	1,700	-	(1,700)	-
Total comprehensive expenditure for the year		-	-	(199)	(199)
Balance at 31 March 2025		-	138	692	830

For the year ended 31 March 2024

	Notes	Pension Reserve £000's	Insurance Reserve £000's	Retained Earnings £000's	Total Equity £000's
Opening balance at 1 April 2023	15 & 20	-	138	932	1,070
<u>Profit for the period</u>		-	-	1,002	1,002
<u>Other comprehensive income</u>					
Remeasurement of pension assets and liabilities	20	(1,043)	-	-	(1,043)
Transfers to pension reserve	20	1,043	-	(1,043)	-
Total comprehensive expenditure for the year		-	-	(41)	(41)
Balance at 31 March 2024		-	138	891	1,029

COMPANY STATEMENT OF CHANGES IN EQUITY

for the year ended 31 March 2025

	Notes	Pension Reserve £000's	Insurance Reserve £000's	Retained Earnings £000's	Total Equity £000's
Opening balance at 1 April 2024	15 & 20	-	138	809	947
<u>Profit for the period</u>		-	-	1,456	1,456
<u>Other comprehensive income</u>					
Remeasurement of pension assets and liabilities	20	(1,700)	-	-	(1,700)
Transfers to pension reserve	20	1,700	-	(1,700)	-
Total comprehensive income for the year		-	-	(244)	(244)
Balance at 31 March 2025		-	138	565	703

For the year ended 31 March 2024

	Notes	Pension Reserve £000's	Insurance Reserve £000's	Retained Earnings £000's	Total Equity £000's
Opening balance at 1 April 2023	15 & 20	-	138	876	1,014
<u>Profit for the period</u>		-	-	976	976
<u>Other comprehensive income</u>					
Remeasurement of pension assets and liabilities	20	(1,043)	-	-	(1,043)
Transfers to pension reserve	20	1,043	-	(1,043)	-
Total comprehensive income for the year		-	-	(67)	(67)
Balance at 31 March 2024		-	138	809	947

CONSOLIDATED STATEMENT OF CASH FLOWS
for the year ended 31 March 2025

	Notes	2024/25 £000's	2023/24 £000's
Cash flows from operating activities			
Profit/(loss) after tax		1,501	1,002
Adjustments (non-cash items)	14	1,854	2,033
Contributions to defined benefit plans	20	(3,454)	(3,000)
Net increase/(decrease) in working capital	14	2,595	3,418
Net Cash inflow/(outflow) from operating activities		2,496	3,453
Net cash increase/(decrease) in cash or cash equivalents		2,496	3,453
Cash, cash equivalents and bank overdrafts at the beginning of the year		4,279	826
Cash, cash equivalents and bank overdrafts at the end of the year		6,775	4,279

COMPANY STATEMENT OF CASH FLOWS
for the year ended 31 March 2025

	Notes	2024/25 £000's	2023/24 £000's
Cash flows from operating activities			
Profit/(loss) after tax		1,456	979
Adjustments (non-cash items)	14	1,854	2,033
Contributions to defined benefit plans	20	(3,454)	(3,000)
Net increase/(decrease) in working capital	14	2,610	3,433
Net Cash inflow/(outflow) from operating activities		2,466	3,445
Net cash increase/(decrease) in cash or cash equivalents		2,466	3,445
Cash, cash equivalents and bank overdrafts at the beginning of the year		4,241	796
Cash, cash equivalents and bank overdrafts at the end of the year		6,707	4,241

NOTES TO THE FINANCIAL STATEMENTS

1. Summary of Accounting Policies

1.1 General Information

Northamptonshire Partnership Homes is a private company limited by guarantee without share capital and was incorporated on 30 April 2014. Its registered address can be found on page 3.

1.2 Basis of Preparation

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) under the historical cost basis. NPH has chosen not to disclose the company's own statement of comprehensive income under the exemption provided under Section 408 of the Companies Act 2006.

1.3 New and amended standards adopted by the company.

	Effective Date: Accounting periods beginning on or after
UK-adopted and EU-endorsed	
IFRS 16 <i>Leases</i> (Amendment): Lease Liability in a Sale and Leaseback	1 January 2024
IAS 1 <i>Presentation of Financial Statements</i> (Amendment): Classification of Liabilities as Current or Non-current and Classification of Non-current Liabilities with Covenants	1 January 2024
IAS 7 <i>Statement of Cash Flows</i> and IFRS 7 <i>Financial Instruments Disclosures</i> (Amendments): Supplier Finance Arrangements	1 January 2024
IAS 21 <i>The Effects of Changes in Foreign Exchange Rates</i> (Amendment): Lack of exchangeability	1 January 2024
EU-endorsed (not UK-adopted)	
None	
UK adopted (not EU endorsed)	
Annual Improvements to IFRS Accounting Standards – Volume 11 - IFRS 1 – <i>First-time Adoption of International Financial Reporting Standards</i> - IFRS 7 – <i>Financial Instruments: Disclosures</i> - IFRS 9 – <i>Financial Instruments</i> - IFRS 10 – <i>Consolidated Financial Statements</i> - IAS 7 – <i>Statement of Cash Flows</i>	1 January 2026
Subject to UK-adoption and EU endorsement	
IFRS 9 <i>Financial Instruments</i> and IFRS 7 <i>Financial Instruments: Disclosures</i> (Amendment): Classification and Measurement of Financial Instruments	1 January 2026

IFRS 9 <i>Financial Instruments</i> and IFRS 7 <i>Financial Instruments: Disclosures</i> (amendment): Contracts Referencing Nature-dependent Electricity	1 January 2026
IFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2026
IFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2026

1.4 Revenue and Other Income Recognition

Revenue is recognised when the amount and associated costs can be measured reliably net of VAT.

Revenue is measured at the fair value of consideration received or receivable for services provided by the Company and defined as the Service Fee in the Management Agreement.

Other income relates to grant funding, interest received and other income generating activities and the Works Fee defined in the Management Agreement and is recognised in the accounts on the same basis as revenue.

1.5 Expenditure

Expenditure is recognised in the accounts upon receipt of goods or services and the associated costs can be measured reliably net of VAT.

1.6 Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year from activities with parties other than the Council and relate principally to the generation of interest income from balances.

We have received confirmation from HMRC that our commercial service provision activities with the Council for NPH are deemed to be non-trading in nature and hence do not attract Corporation Tax.

1.7 Investment Property

Investment property has been recognised at the net present value of the rental income in conjunction with benchmarking against similar HMO property values in Northamptonshire.

1.8 Recognition of Capital Expenditure (de-minimis Policy)

In accordance with International Accounting Standard 16 (IAS 16), the Company recognises non-current assets when all four of the following tests are met:

1. Assets held for use in the production or supply of goods or services, rental to others, or for administrative purposes.
2. Assets expected to be used for more than one financial period.
3. Assets where it is expected that future economic benefit will flow to the Company.
4. Assets where the cost can be reliably measured.

The capital cost of an asset is recognised to be:

- Purchase price, construction cost, minimum lease payments or equivalent including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates.

- For assets held under operating leases these are adopted as non-current assets per IFRS16 and included at the net present value of the lease payments on an individual agreement basis.
- Costs associated with bringing the asset to the location and condition necessary for it to be capable of operating in the manner required by management.
- Initial estimate of the costs of dismantling and removing the asset and restoring the site on which it is located, the obligation for which the Company incurred either when the asset was acquired or because of having used the asset during a particular period for purposes other than producing inventories during that period.
- Subsequent expenditure that will substantially increase the market value of the asset.
- Subsequent expenditure which substantially increases the extent to which the Company can use the asset for the purpose, or in conjunction with the functions of the Company.
- The Company has a general de-minimis level of £5,000 for capital expenditure purposes.
- Capital Assets are held on the Statement of Financial Position as non-current assets, unless otherwise stated.

1.9 Depreciation

Assets are depreciated over their expected useful lives on a straight-line basis to write down the cost less the estimated residual value of the asset.

Depreciation is based as follows:

- ICT equipment for the economic useful life of 3 years
- Operating lease assets over the term of the respective motor vehicle or property lease agreement term
- Fixtures and fittings over 3 years

Gains or losses arising on the disposal of assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in the Comprehensive Statement of Income within Other Income or Other Expenses as appropriate.

1.10 Financial Instruments

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the financial instrument. Financial assets and liabilities are measured at amortised cost.

Financial assets are de-recognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is de-recognised when it is extinguished, discharged, cancelled, or expires. Any gains and losses that arise on de-recognition of an asset are credited/debited to the Comprehensive Income and Expenditure Account.

1.11 Inventories

Inventory is stated at the lower of cost and net realisable value and relate to van stocks for the responsive repairs service.

1.12 Trade and Other Receivables

All trade and other receivables are made based on normal credit terms and do not bear interest. The carrying amounts of trade and other receivables are reviewed to determine whether there is any objective evidence that the amounts are not recoverable. IFRS9 – expected credit loss allowance is not material year on year and the movement is not material.

1.13 Cash and cash equivalents

Cash and cash equivalents comprise cash at the bank and in hand, and other short-term deposits held by the Company with maturities less than 3 months.

1.14 Trade and other payables

Trade payables are recognised at fair value.

1.15 Employee Benefits

Employee benefits such as wages, salaries, paid annual leave and sick leave and overtime are considered as an expense in the year in which the employee renders the service to the Company.

An accrual is made for the cost of holiday entitlement earned by employees but not taken before the year end, and which may be carried forward into the next financial year. These are included in current liabilities under the "employee benefits accrual". An accrual is measured at the undiscounted amount that the Company expects to pay because of the unused entitlement. Accruals are not made for costs in respect of outstanding car mileage claims.

Termination benefits are amounts payable because of a decision by the Company to terminate an officer's employment before the normal retirement date. These costs are required to be recognised immediately in the provision of service.

1.16 Leases

The Company has a tenancy at will and a lease from the Council in respect of the Westbridge Office Accommodation in addition to commercial vehicle leases. A significant proportion of the risk and reward of ownership are retained by the lessor and therefore are classified as operating leases but require no further recognition under IFRS 16. Payments made under these agreements are charges under Other Expenses in the Statement of Comprehensive Income.

Other operating leases have been capitalised following the adoption of IFRS16 at the net present value of the discounted lease commitments. Depreciation and finance costs for these contracts are shown in the Comprehensive Statement of Income under other expenses and finance costs respectively.

1.17 Estimation uncertainty

The Company operates a defined benefit pension scheme for its employees and the future obligations and asset returns are based on several estimates and assumptions. In recognising these liabilities, we take advice from specialist consultants.

We have reviewed the useful economic life of equipment and intangible assets and based depreciation and amortisation charges on these assumptions.

1.18 Pensions

Employees of the Company are members of the Local Government Pension Scheme administered by West Northamptonshire Council. The Scheme provides benefits to members (retirement lump sums and pensions) earned as employees of Northamptonshire Partnership Homes and in most cases, prior to their transfer to NPH on 5 January 2015, of the Council.

The Local Government Pension Scheme is a defined benefit scheme. The liabilities of the scheme attributable to the Company are included in the Statement of Financial Position on an actuarial basis using the projected unit method i.e., an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc., and projections of earnings for current employees.

Pension liabilities are measured using the projected unit method and discounted at the Statement of Financial Position date rate of return on high quality corporate bonds of equivalent term to the liabilities. The discount rate is the weighted average of spot yields on AA rated corporate bonds.

The change in the net pension liability is analysed into seven components:

1. Current service cost - the increase in liabilities as result of years of service earned this year - allocated in the Comprehensive Income and Expenditure Statement.
2. Past service cost - the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years debited to the Net Cost of Services in the Statement of Comprehensive Income as part of Non-Distributed Costs
3. Interest cost - the expected increase in the present value of liabilities during the year as they move one year closer to being paid - debited to finance costs in the Statement of Comprehensive Income.
4. Expected return on assets - the annual investment return on the fund assets attributable to the Company, based on an average of the expected long-term return - credited to finance income in the Statement of Comprehensive Income.
5. Gains/losses on settlements and curtailments the result of actions to relieve the Company of liabilities or events that reduce the expected future service or accrual of benefits of employees - debited to the Net Cost of Services in the Comprehensive Income and Expenditure Statement as part of Non-Distributed Costs
6. Actuarial gains and losses - changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions - debited to the Statement of Comprehensive Income and expenditure.
7. Contributions paid to the Northamptonshire Pension Fund – cash paid as employers' contributions to the Pension Fund.

1.19 Going concern.

The financial statements have been prepared on a going concern basis. Forecast profile of income and expenditure for 2025/26 indicate that cash flows for the year will be sufficient to meet all obligations as they become due. There has been an increase in tenants accessing

Universal Credit and delays in receipt of rental income; however, these continue to be actively managed and are not considered to materially impact the strong HRA position.

The payment from WNC in respect of the Management Fee is made monthly in advance. This payment profile helps ensure adequate cash flow is maintained throughout the year.

NPH manages the Council budgets for Capital and Revenue Maintenance of the property portfolio. These are invoiced monthly in advance based on approved budgets and are then adjusted to actual at year end. In this way income is balanced to expenditure over the course of the full year.

By virtue of the Management Agreement with the Council, the Council guarantees the status of Northamptonshire Partnership Homes as a going concern. This agreement is for a period of 15 years and each year a 5-year fee indication is provided. Crucially, the agreement contains paragraphs 19.1 and 19.2 (see below) which guarantee the status of NPH as a going concern.

19.1 The Council shall provide and evidence such support for NPH as shall be required to enable NPH's auditors to confirm from time to time to NPH's Board of directors that NPH is and will continue to be able to meet its debts as they fall due and is otherwise a 'going concern'.

19.2 The Council agrees that whether through the Total Fee or otherwise it shall ensure that NPH is able to discharge its liabilities for the pension's costs attributable to NPH's past, present, and future employees.

For clarity, this agreement, and the commitment to supporting NPH has continued following the newly formed West Northamptonshire Council.

The company acknowledges that the Council is considering the future management of its housing stock following recent interaction with the Regulator of Social Housing. At the WNC Cabinet meeting held on the 24th of June 2025 an options appraisal was put forward regarding the future management of the council's housing stock. The following resolutions were approved by the Councils Cabinet.

- Approved a minded-to decision to pursue option 3 (bringing the provision of the housing service back in-house (to the Council) in a phased approach completing June 2027) to develop a robust implementation plan before bringing NPH services under direct Council management.
- Approved that the Director of Communities and Opportunities, in consultation with the Cabinet Member for Housing, undertakes the formal consultation with tenants at the appropriate time and bring findings and recommendations back to a future Cabinet for formal Decision.
- Approved that during this time of transition and improvement, the retention of the NPH Board and agrees for the Director of Communities and Opportunities in consultation with the Cabinet Member for Housing, to work with NPH and the Board to ensure that tenants are supported throughout the process with good quality services.

The Directors are confident that this does not negatively impact the Company's status as a going concern at this time but does cast doubt as to the future of the organisation as an independent entity.

1.20 Key Judgements

The Company has responsibility to commission and project manage the Capital and Revenue repairs programme for Council homes. Contracts are issued in the name of Northamptonshire Partnership Homes Ltd and the Company recharges the Council in full for the reimbursement of these costs within the agreed Managed Budget Fee. We consider NPH to be the principal in this arrangement.

IFRS 15 affects how and when revenue is recognised from contracts with customers, our main customer being WNC, our obligations are clearly set out at the beginning of each year, along with the estimated price, this is then split across the 12 months and invoices raised each month to the value of 1/12th. Any change or modifications are discussed during the year and a separate obligation with price is determined and invoiced separately.

The IAS19 opening pension deficit on commencement of the scheme has not been charged to the Statement of Comprehensive Income as the Company's pension liability is supported by the Council as the ultimate parent (see above).

As a result of the triennial valuation the present value of the defined benefit obligation at the reporting date is less than the fair value of plan assets at that date. This resulted in the plan having a notional surplus. As management do not consider that the Company and Group will be able to recover the surplus either through reduced contributions in the future or through refunds from the plan, the surplus has not been recognised in these financial statements in line with IAS19.

The acquisition of the Company's activity from its parent is a transaction between entities under common control and consequently is outside the scope of IFRS 3 Business Combinations. In the absence of specific guidance in IFRS applicable to such transactions, the Company has considered guidance that is available under other similar conceptual accounting frameworks and accounted for the business transfer as a group reconstruction using merger accounting principles set out in IFRS 6 Acquisitions and Mergers issued by the Accounting Standards Board.

The Directors consider that the application of acquisition accounting, and consequential recognition of goodwill, would fail to reflect the substance of the transaction. No consideration was paid for the business transfer; however, the Company did assume the defined benefit pension scheme obligation in relation to employees who transferred to the Company as part of the business transfer; no other assets or liabilities were transferred. The difference between the nil consideration and the assumed pension scheme obligation has historically been debited to reserves, as the assumption of the pension scheme obligation is in substance a distribution to its parent. There has been a full triennial valuation during 2021/22 reflecting the reduction in the pension scheme obligation and this improvement has been reflected in the pension reserves shown in the Statement of Financial Position.

1.21 Government Grants

Grant income is recognised on receipt when the amount can be measured reliably, and the Company and its subsidiaries ensure that it meets any conditions associated with the grant funding.

1.22 Accruals Concept

Income is recognised in line with the provisions in the management agreement, when revenue can be measured reliably, and the future economic benefits are probable. Expenditure is recognised once goods or services have been received, rather than when cash payments are made.

Where income and expenditure has been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Statement of Financial Position respectively. Equally, where cash has been received or paid which is not yet recognised as income or expenditure, a creditor (income in advance) or debtor (payment in advance) is recorded in the Statement of Financial Position respectively and the Statement of Comprehensive Income adjusted accordingly.

1.23 Value Added Tax

Income and expenditure treated as either capital or revenue, excludes any amounts related to VAT. All VAT collected is payable to HM Revenue and Customs and all VAT paid is recoverable from it. Any amounts outstanding (payment or receipt) at the year-end date is held as a creditor or debtor after netting off the amounts due / owed.

1.24 Events after the Statement of Financial Position date

Where there is a material post Statement of Financial Position event, a disclosure in the notes to the accounts will be included. If this event provides additional evidence of conditions that existed at the Statement of Financial Position date, and materially affects the amounts to be included in the accounts; adjusting items will be shown in the accounts.

1.25 Exceptional and extraordinary items and prior period adjustments

Exceptional and extraordinary items will have been disclosed separately on the face of the Comprehensive Statement of Income and details will be disclosed in the notes to the accounts.

1.26 Prior period adjustments

There are no prior period adjustments.

1.27 Contingent assets and liabilities

Where the Council has a contingent asset or liability this will be disclosed as a note to the accounts.

1.28 Group Boundary

HTH was incorporated on the 18 July 2018. HTH is wholly owned by NPH, with its own Board of Directors. It is a Company Limited by Guarantee and is a not-for-profit organisation. HTH is a subsidiary of Northamptonshire Partnership Homes for accounting purposes and have been consolidated into the Company's group accounts.

1.29 Intra Group Transactions

During 2024/25 NPH provided services to HTH for £131,353 (2023/24: £83,800) and HTH provided services to NPH for £48,845. As of 31 March 2025, there was a debtor balance of £14,751 due payable to NPH by HTH (2023/24: £5,983). Also, there was a creditor balance of £732 due to HTH from NPH (2023/24: £23,100).

1.30 Basis of consolidation

The Consolidated Financial Statements includes NPH and its subsidiary HTH (together the Group). The result of the subsidiary is included in the Consolidated Statement of Comprehensive Income from the date of the formation. All intra-group transactions, balances, surpluses, and deficits are eliminated in full on consolidation.

1.31 Accounting Policies

In preparing the Group Accounts the accounting policies of HTH have been aligned with those of the parent, NPH.

2. Revenue

Income is derived wholly from within the United Kingdom from the Company's principal activity of housing management.

	Group	
	2024/25	2023/24
	£000's	£000's
Management fee paid by West Northamptonshire Council	66,967	73,993
Other revenue	629	311
	67,596	74,305

Analysed as:

Management fee - Housing Revenue Account	17,302	16,950
Management fee - General Fund	425	399
Management fee - Repairs & Maintenance	16,426	16,267
Management fee - Capital	30,322	39,950
Management fee - Other	2,495	427
Investment property income	33	31
Happy to Help - Revenue	272	191
Miscellaneous income	325	89
Total revenue	67,596	74,305

	Company	
	2024/25	2023/24
	£000's	£000's
Management fee paid by West Northamptonshire Council	66,971	74,064
Other Revenue	489	121
	67,460	74,184

Analysed as:

Management fee - Housing Revenue Account	17,302	16,950
Management fee - General Fund	425	399
Management fee - Repairs & Maintenance	16,426	16,267
Management fee - Capital	30,322	39,950
Management fee - Other	2,495	498
Investment property income	33	31
Income from Happy to Help	131	-
Miscellaneous income	325	89
Total Revenue	67,459	74,184

3. Other Expenses

Other expenses comprise of (excluding salaries):

	Group		Company	
	2024/25	2023/24	2024/25	2023/24
	£000's	£000's	£000's	£000's
Management fee - Housing Revenue Account	5,461	4,899	5,470	4,899
Management fee - General Fund	254	367	254	367
Management fee - Repairs & Maintenance	13,649	10,261	13,649	10,261
Management fee - Capital	30,322	40,025	30,322	40,025
Management fee - Special Services	3,322	3,653	3,322	3,653
Investment Property	21	6	21	6
Happy to Help	86	163	-	-
	53,115	59,373	53,038	59,210

4. Operating Profit

The operating profit is reported after charging the following costs:

	Group		Company	
	2024/25	2023/24	2024/25	2023/24
	£000's	£000's	£000's	£000's
External audit fees				
– Audit services	40	37	31	31
– Other services	17	16	13	13
Internal audit fees	43	43	43	43
Depreciation	437	403	437	403

The following table analyses the nature of expenses as follows:

Staff costs	13,663	14,360	13,663	14,360
Other operating costs	53,115	59,373	53,038	59,281
	66,778	73,733	66,701	73,641

These costs are further analysed as follows:-

Management fee - Housing Revenue Account	11,659	10,630	11,659	10,630
Management fee - Special Services	5,215	5,627	5,215	5,627
Management fee - General Fund	426	401	426	401
Management fee - Repairs & Maintenance	19,047	16,887	19,047	16,887
Management fee - Capital	30,325	40,019	30,325	40,019
Other	106	168	29	76
	66,778	73,733	66,701	73,641

5. Investment in subsidiary

The table below presents the Company's subsidiary:

Northamptonshire Partnership Homes Limited
Financial Statements 2024/25

	Country of incorporation	Registered Address	Holding	Principal activity
Happy to Help (Northampton) CIC	England and Wales	The Guildhall St. Giles Square Northampton NN1 1DE	100%	Social Enterprise

The results of the subsidiary, Happy to Help (Northampton) CIC are as follows:

	2024/25 <u>£000's</u>	2023/24 <u>£000's</u>
Revenue	280	191
Profit/(loss)	48	22
Aggregate of reserves	127	79

6. Investment Property (Group and Company)

	2024/25 <u>£'000</u>	2023/24 <u>£'000</u>
Investment Property as at 31 March	360	360

The investment property has been recognised at the net present value of the rental income in conjunction with benchmarking against similar HMO property values in Northamptonshire.

7.Fixed Assets (Group and Company)

	Office refurbishment	Vehicles	Right of Use Assets Westbridge site	Employee Vehicle Lease	Total
	£'000	£'000	£'000	£'000	£'000
Cost as at 1 April 2024	227	1,129	2,645	55	4,056
Additions	3	-	-	70	73
Disposals	-	-	-	-	-
Cost as at 31 March 2024	230	1,129	2,645	125	4,129
Accumulated depreciation as at 1 April 2024	130	1,129	2,325	7	3,591
Adjustment: lease modification	-	-	(1,525)	-	(1,525)
Depreciation charge for the year	100	-	320	17	437
Accumulated depreciation as at 31 March 2025	230	1,129	1,120	24	2,503
Net Book Value as at 31 March 2025	-	-	1,525	101	1,626
Net Book Value as at 31 March 2024	97	-	320	48	465

In November 2021 a formal lease was provided to NPH by WNC in respect of the Westbridge site covering the remaining duration of the current management agreement (January 2030).

During 2022/23, the company reached an agreement with its landlord whereby it will terminate its property lease agreement in 2025 (in advance of moving to a new property) rather than in 2030 as per its original lease. During 2024/25, the company discussed the relocation with its landlord and the current property lease agreement still stands and has now gone back to the original terms. Management have not applied an effective interest rate when calculating the carrying value of its property lease liability as it is immaterial to the financial statements.

8. Trade and Other Receivables

The primary debtors at year-end relate to central government and the management fee due from the council. Therefore, credit losses are expected to be immaterial.

	Group		Company	
	2024/25	2023/24	2024/25	2023/24
	£000's	£000's	£000's	£000's
West Northamptonshire Council	3,269	2,091	3,269	2,091
Payments in advance	176	237	176	237
HMRC - VAT	444	1,771	427	1,771
Happy to Help (CIC)	-	-	15	23
Sundry debtors	96	317	5	237
Total	3,985	4,416	3,892	4,359

9. Cash and Cash Equivalents

	Group		Company	
	2024/25 £000's	2023/24 £000's	2024/25 £000's	2023/24 £000's
Bank current account	6,775	4,279	6,707	4,241
Total cash and cash equivalents	6,775	4,279	6,707	4,241

10. Current Liabilities

10a. Trade and Other Payables

	Group		Company	
	2024/25 £000's	2023/24 £000's	2024/25 £000's	2023/24 £000's
Trade payables	1,222	3,131	1,222	3,114
West Northamptonshire Council	3,342	178	3,342	178
Happy to Help (CIC)	-	-	1	3
Other creditors (HMRC VAT)	-	-	-	-
Corporation Tax	48	40	33	40
Accruals	5,552	4,659	5,532	4,659
Total trade and other payables	10,164	8,008	10,130	7,995

10b. Lease Liabilities (right of use assets)

	Group		Company	
	2024/25 £000's	2023/24 £000's	2024/25 £000's	2023/24 £000's
Less than 1 month	29	28	29	28
1-3 months	85	84	85	84
Over 3 months	239	224	239	224
Total lease liability less than one year	353	335	353	335
Total lease liability greater than one year	1,273	33	1,273	33
Total lease liabilities	1,626	368	1,626	368

11. Finance Costs

	Group		Company	
	2024/25	2023/24	2024/25	2023/24
	£000's	£000's	£000's	£000's
Pensions interest	-	-	-	-
Interest on lease liabilities	-	-	-	-
Other finance costs	(4)	-	(4)	-
Total Finance Cost	(4)	-	(4)	-

12. Finance Income

	Group and Company	
	2024/25	2023/24
	£000's	£000's
Investment income from cash and cash equivalents	129	146
Pension income	605	326
Total	734	472

13. Taxation

HMRC have confirmed that the activities and transactions between the Council and wholly owned subsidiaries of Northamptonshire Partnership Homes Ltd do not amount to trading and as such any surpluses in respect of these activities are not taxable nor any losses relieviable for corporation tax purposes. It follows that taxable profits or losses should only arise on activities carried out with external organisations.

The tax currently payable by NPH is based on taxable profit for the year from activities with parties other than the Council and therefore relates principally to the generation of interest income from balances of £129k (2023/24: £146k).

	Group		Company	
	2024/25	2023/24	2024/25	2023/24
	£000's	£000's	£000's	£000's
Profit/(loss) on ordinary activities before tax	1,548	1,002	1,488	979
Tax on profit on ordinary activities at standard CT rate -25%	387	261	372	245
Income and expenses not taxable	(340)	(218)	(340)	(208)
Marginal relief	(1)	(1)	-	-
Total tax charge payable for the year	47	42	32	37

The subsidiary undertaking, HTH is subject to Corporation Tax on profits raised. It therefore seeks to maximise the use and impact of the CSR and other income streams to the benefit of Council tenants and the local community across Northampton.

14. Cash Flow adjustments and changes in working capital

	Group		Company	
	2024/25	2023/24	2024/25	2023/24
	£000's	£000's	£000's	£000's
<u>Adjustments (non-cash items)</u>				
Current service costs	2,359	2,283	2,359	2,283
Net pension interest costs	(605)	(326)	(605)	(326)
Depreciation	100	76	100	76
Total adjustment	1,854	2,033	1,854	2,033
<u>Net changes in working capital</u>	<u>2024/25</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2023/24</u>
	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>
Change in trade and other receivables	432	3,853	467	3,881
Change in trade and other payables	2,107	(365)	2,135	(378)
Change in employee benefits accrual	10	(6)	10	(6)
Capital expenditure	(3)	(64)	(3)	(64)
Net changes in working capital	2,546	3,418	2,610	3,433

15. Reserves

The Pension Reserve absorbs the timing differences arising from the different arrangements for post-employment benefits and for funding benefits in accordance with statutory provisions. Historically the balance on the Pensions Reserve has shown a shortfall in the benefits earned by past and current employees and the resources set aside to meet them. As a result of the triennial valuation the present value of the defined benefit obligation at the reporting date is less than the fair value of plan assets at that date, resulting in the plan having a notional surplus. As management do not consider that the Company and Group will be able to recover the surplus either through reduced contributions in the future or through refunds from the plan, the surplus has not been recognised in these financial statements in line with IFRS102.

The Insurance Reserve is held to manage future liabilities in respect of insurance claims.

Retained earnings of the Company represents the accumulated profit.

16. Related Party Transactions

Northamptonshire Partnership Homes Ltd is an Arms-Length Management Company wholly owned by the Council. The Company was established with no share capital and is limited by guarantee.

In the event that the Company is wound up, the Council undertakes to contribute such amounts as may be required for the payment of the debts and liabilities of the Company. After the satisfaction of all debts and liabilities, the remaining assets will transfer to the Council's Housing Revenue Account.

The Council has delegated the responsibility for overseeing the management and maintenance of its Housing stock to Northamptonshire Partnership Homes Ltd in accordance with the current Management Agreement effective from 5 January 2015.

Details of the status of the Company and the composition of the Board of Directors are given on page 3.

The Council pays the Company a management fee, monthly in advance in accordance with the Management Agreement. The Company has invoiced a total of £17.3m for management services to the Council relating to 2024/25 (2023/24: £17m). In addition to this the Company invoices the Council monthly in advance to fund the repairs and maintenance and capital programs. At each quarter end the balance owing/owed is adjusted so that the income equates to the expenditure incurred. The Company invoiced the Council £16.4m and £30.3m for the repairs and maintenance and capital fee respectively (2023/24: £16.3m and £40.0m). As at 31 March 2025 WNC owed NPH £3,269k (2023/24: £2,091k) shown in debtors in relation to the management fee. NPH owed WNC £3,342k (2023/24: £178k) shown in creditors in relation to the recharges owed.

The net balance claimed by the Company from the Council at the end of the year is nil (2023/24: nil). The balance is payable on normal commercial terms and does not bear any interest. There have been no transactions, excluding remuneration, with key management personnel or Board members during the year (2023/24: £Nil).

17. Contingent Liabilities

There are no contingent liabilities at the 31 March 2025 (2023/24: £Nil) for the Company and the Group.

18. Employee Benefit Expense

The average number of full-time equivalents for the year was 290 (2023/24: 300). Key management of the Company comprise of the Executive Management Team as detailed on page 3.

Expenses recognised for employee benefits are analysed as follows:

	Group and Company	
	2024/25	2023/24
	£000's	£000's
Wages and salaries	9,367	10,356
Social security cost	1,054	1,026
Pension cost	2,359	2,283
Temporary Staff	883	695
Total	13,663	14,360

Key management personnel remuneration is as follows:

	2024/25	2023/24
	£000's	£000's
Wages and salaries	649	755
Social security cost	111	102
Pension cost	150	142
Total	910	1,000

The Directors of the Company are detailed on page 3. Directors' remuneration is as follows:

	2024/25	2023/24
	£000's	£000's
Wages and salaries	43	31
Total	43	31

There are no pension contributions for Directors' (2023/24 £Nil).

19. Employee Related Benefit Accrual

The current liabilities recognised for employee remuneration in the Statement of Financial Position related to accrued costs in respect of untaken holiday entitlement for employees as of 31 March 2025.

	Group and Company	
	2024/25	2023/24
	£000's	£000's
Employee related benefit accruals	126	115

20. Retirement Benefit Obligations

The Company is a member of the Local Government Pension scheme administered originally by Northamptonshire County Council until 31 March 2021 and is now administered by West Northamptonshire Council. This is a funded defined benefit scheme which provides index linked retirement benefits to employees who choose to join.

The scheme was opened on 5 January 2015 when employees of Northamptonshire Partnership Homes Ltd transferred from the Council under Transfer of Undertakings (Protection of Employment) (TUPE). At the time of admission, the Company scheme was fully funded under the actuarial valuation assumptions made. However, the figures presented in these financial statements are reported under the requirements of IAS19, which are prepared on a different basis to the actuarial valuation.

Employees and the Company pay contributions to the fund. During 2024/25 the employer's rate remained at 19.6%, (2023/24: 19.6%) and employees contribute variable rates which increase on banded salary ranges. As of 31 March 2025, the scheme had 258 (2024: 318) active members.

A comprehensive actuarial valuation is undertaken every three years, and the latest review was undertaken as of 31 March 2022 by the actuary Hymans Robertson LLP.

Movements in the present value of the defined benefit obligation are as follows:

	2024/25	2023/24
	£000's	£000's
Opening balance at 1 April	40,238	37,953
Current and past service cost	2,359	2,283
Interest cost on pension liabilities	2,008	1,857
Contributions by scheme participants	659	640
Benefits Paid	(598)	(630)
Remeasurment – gain on financial assumptions	(8,455)	(1,865)
Closing balance at 31 March	36,211	40,238

For determination of the pension obligation the following actuarial assumptions have been used:

<u>Inflationary assumptions</u>	2024/25	2024/25
	End of	Start of
	Period	Period
	%	%
Rate of Inflation (CPI)	2.75	2.75
Rate of Inflation (RPI)	3.05	3.10
Rate of increase in salaries	3.25	3.25
Rate of increase in pensions	2.75	2.75
Discount rate	5.80	4.85

<u>Mortality assumptions:</u>	2024/25	2024/25
	End of	Start of
	Period	Period
	years	years
Life expectancy for current pensioners aged 65:		
Men	20.6	20.7
Women	23.5	23.5
Life expectancy for future pensioners aged 65 in 20 years time:		
Men	21.4	21.5
Women	25.4	25.5

Movements in the fair value of plan assets are as follows:

	2024/25	2023/24
	£000's	£000's
Opening balance at 1 April	52,187	44,475
Interest on plan assets	2,613	2,183
Remeasurements (assets)	(1,666)	2,519
Employer contributions	3,454	3,000
Benefits paid	(598)	(630)
Contributions by members	659	640
Closing balance at 31 March	56,649	52,187

Amounts included in the Statement of Financial position in respect of defined benefit scheme are as follows:

	2024/25	2023/24
	£000's	£000's
Fair value of plan assets	56,649	52,187
Present value of funded obligation	(36,211)	(40,238)
Less notional surplus not recognised	(20,438)	(11,949)
Surplus / (Deficit) in scheme	-	-

Analysis of plan assets as follows:

<u>Fair value of plan assets</u>	2024/25	2023/24
	£000's	£000's
<u>Equity securities</u>		
Consumer	588	551
Manufacturing	533	486
Energy & utilities	237	225
Financial institutions	580	470
Health care	353	367
Information technology	1,256	939
Other	133	94
<u>Debt securities</u>		
UK Government	7,448	7,648
<u>Private Equity</u>		
All	4,301	3,879
<u>Real Estate</u>		
UK property funds	5,005	2,769
Overseas property Funds	399	380
Infrastructure	3,429	3,257
Other		
<u>Investment funds and unit trusts</u>		
Equities	21,680	22,538
Bonds	8,384	7,601
<u>Cash and cash equivalents</u>		
All	2,325	983
Total	56,649	52,187

Amounts included in the Statement of Financial Position in respect of the defined benefit scheme are as follows:

Amounts recognised in the Statement of Comprehensive Income in respect of the defined benefit scheme are as follows:

	2024/25	2023/24
	£000's	£000's
Current and past service cost	(2,359)	(2,283)
Interest cost on pension liabilities	(2,008)	(1,857)
Interest on plan assets	2,613	2,183
Total charged to the Statement of Comprehensive Income	(1,754)	(2,267)

Current service costs are recognised in Employee Benefit Expenses. Interest cost and administration expenses are recognised in Finance Cost.

IAS19 requires the disclosure of the sensitivity of the results to the methods and assumptions used. The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Changes in assumptions at 31 March 2025	Approximate % increase to Employee Liability	Approximate monetary amount £000's
0.1% decrease in Real Discount Rate	2%	781
1 year increase in member life expectancy	4%	1,448
0.1% increase in the Salary Increase Rate	0%	35
0.1% increase in Pension Increases Rate	2%	767

Estimated Employer's contributions for the period to 31 March 2026 will be approximately £3,062,000

21. Financial Instruments

Assets

The table overleaf analyses the Company's financial assets held for managing liquidity risk which are readily saleable or are expected to generate cash inflows to meet cash outflows on financial liabilities.

	Notes	Group		Company	
		Current 2024/25	Current 2023/24	Current 2024/25	Current 2023/24
		£000's	£000's	£000's	£000's
Trade and other receivables	8	3,445	2,328	3,445	2,328
Cash and cash equivalents	9	6,775	4,279	6,707	4,241
Total		10,220	6,607	10,152	6,569

There are no long-term Group or Company assets.

Liabilities

The table overleaf analyses the Company's current and long-term financial liabilities on a contractual gross undiscounted cash flow basis at the reporting date up to the contractual maturity date.

Current liabilities

	Notes	Group		Company	
		Current		Current	
		2024/25 £000's	2023/24 £000's	2024/25 £000's	2023/24 £000's
Trade and other payables	10a	10,164	8,008	10,130	7,995
Leasing liability	10b	353	335	353	335
Employee benefits accrual	20	126	115	126	115
Total		10,643	8,458	10,609	8,445

Long-term liabilities

		Group and Company	
		Long Term	
		2024/25 £000's	2023/24 £000's
Leasing liability	10b	1,273	33
Total		1,273	33

Cash Flow

The Company's primary source of revenue is from the Council through the Management, Capital, and Repairs & Maintenance Fees. These are invoiced monthly in advance and then adjusted on a quarterly basis to reflect actual expenditure incurred across each area. The timing of these cash inflows ensures the Company can meet its financial obligations.

Credit and Liquidity Risk

The Company ensures that all liabilities are met as they fall due. As stated above the nature of cash inflows gives a safeguard that the Company is exposed to low credit and liquidity risk.

The Company is exposed to liquidity and credit risk principally if the Council were to experience cash flow difficulties. However, based on the Council's own high credit rating this is assessed to be an unlikely scenario and therefore low risk.

Interest Rate Risk

The Company has no borrowing and no long-term investments. Short term deposits are limited to cash held at the bank and interest received from these short-term investments is not critical to the Company's revenue. We therefore consider that the Company is not exposed to interest rate risk in relation to its financial instruments.

22. Prior year adjustments

There are no prior year adjustments.

23. Post reporting date events

There have been no adjusting events between the reporting date and the date of authorisation.

24. Ultimate parent company

The Company is a wholly owned subsidiary of West Northamptonshire Council (formerly Northampton Borough Council) and the accounts have been consolidated into the Council's financial statements. These statements are available on the council website.