

Group Report & Financial Statements

Year ended March 2025

Co-operative and Community Benefit Societies Act 2014
Registered Society, Number 30398R



About Thrive

Thrive exists to provide and manage housing that helps individuals and families secure a good quality, safe home that they can afford.

We own and manage nearly 6,000 homes throughout Hertfordshire, Bedfordshire, Buckinghamshire, Hillingdon, Northamptonshire and Oxfordshire delivering much-needed homes for social and affordable rent, intermediate rent, leasehold, shared ownership and private market rent (through Thrive Places).

We are focused on increasing housing availability and affordability in some of the most expensive parts of the UK.

Since its formation in 2008, Thrive has pursued its aim of improving the condition of its existing homes, developing new homes for rent and sale, and expanding its area of operation to include adjacent home counties and the Oxford-Cambridge Arc. In 2021, Thrive achieved its first growth milestone of 5,000 homes. Following an acquisition of 500 homes in 2022/23, we now own and manage 5,931 homes – a 42% growth in 17 years.

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Company advisors

Auditor

Beever and Struthers, 150 Minories, London, EC3N 1LS

Principal Banker

Barclays Bank PLC, 1 Churchill Place, London E14 5HP

Legal Advisors

Devonshires Solicitors, Salisbury House, London Wall, London EC2M 5QY
Anthony Collins Solicitors LLP, 134 Edmund Street, Birmingham B3 2ES

Highlights

2024/25

Regulator of Social Housing
governance rating

G1

(2023/24: G1)

Regulator of Social Housing
viability rating

V2

(2023/24: V2)

Standard & Poor's Rating

A+ Negative

(2023/24: A+ Stable)

Total Homes

5,931

(2023/24: 5,859)

Homes rated EPC C or above

87%

(2023/24: 83%)

New homes built

151

(2023/24: 72)

Homes under construction
(start on site)

74

(2023/24: 193)

£ invested in
maintaining homes

£5.4m

(2023/24: £6.1m)

£ invested in development

£18.8m

(2023/24: £37.5m)

Operating surplus
(excluding revaluations
& impairments)

£14.5m

(2023/24: £13.2m)

No. of employees

179

(2023/24: 176)

Customer satisfaction
(combined)

72.8%

(2023/24: 70%)

Customer satisfaction LCRA
(low cost rented
accommodation)

74.8%

(2023/24: 73.0%)



Chair's Welcome

It is with great pleasure that I introduce the Annual Financial Statements for the year ending March 2025. This year represents my first year as Chair of the Board for Thrive Homes – a year of significant change and opportunity.



We bid goodbye to Elspeth Mackenzie, who retired after 15 years of dedicated leadership and welcomed Susan Hickey as interim CEO. On behalf of the Board, I extend our heartfelt thanks to Elspeth for her outstanding contribution. We also recruited Paul Richmond as our new Chief Executive who joined us on 1 April 2025, ushering in a new chapter for Thrive Homes with fresh leadership and renewed ambition.

The following pages reflect more than just numbers—they tell the story of how we've continued to support our customers, build new homes and focus on improving our services through another year of change and challenge.

2024/25 has been a year of cautious political optimism for the housing sector. The new rent settlement has given us a bit more certainty, which helps us plan ahead and invest where it matters most. But we are also working in one of the most unstable global periods in recent history. Global instability, increased regulatory requirements, the need to continue to invest significantly in our homes, and the ongoing struggle to recruit and retain skilled staff present significant challenge for the foreseeable future.

Despite this context, Thrive continues to focus on its core purpose of providing and managing safe, affordable homes. Key highlights include:

- Delivered 151 new homes for rent and sale supported by a £12.87m grant funding from Homes England.
- Invested £5.4m in upgrading existing homes with plans for greater investment in future years.
- Ended the year with 72.8% combined customer satisfaction (overall) above the UK Customer Satisfaction Index (CSI) public sector.
- Saw a 3.3 percentage point increase in satisfaction with our repairs service, a key focus for the year.
- In November 2024, we retained our G1/V2 rating from the Regulator of Social Housing regulator alongside our A+ credit rating from S&P Global, however, with a revised outlook from stable to negative, reflecting our unwavering commitment to investing in affordable housing.

As you read through this report, I hope you'll see the commitment, and ambition that drives everything we do. I am grateful to the Executive, the entire colleague team and my fellow board members for demonstrating these qualities in order to ensure that Thrive continues to provide good quality homes and services for our customers.

A handwritten signature in black ink, appearing to read 'Kate Still'.

Kate Still
Chair of the Board



Strategic Report

The 2024/25 financial year marks the end of our three-year business plan. Overall, we are pleased with our progress against targets even amidst a more challenging operational environment than we predicted at the start of the cycle.

Our Strategic Report is an opportunity for us to review our key activities and progress during 2024/25. Further detail on our financial performance is covered in the Financial Review on page 11.

This report is complemented by two other annual publications:

- The Environmental, Social and Governance report shows how we continue to provide genuine social value, including how we operate in a way that minimises our impact on the environment and maximises positive social outcomes.
- Our Annual Report for Tenants concentrates on issues that directly impact and are important to our customers.

Our strategic objectives

Our Strategic Framework contains four broad strategic objectives, these are:

- Resilient with a strong financial base
- A fair deal for customers
- Growth
- A great place to work

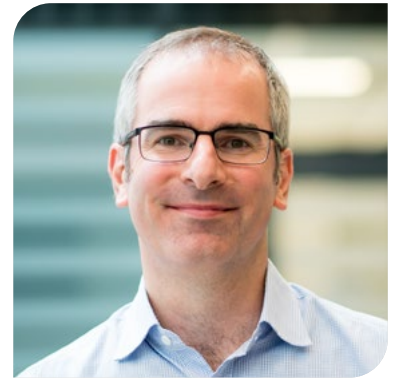
We measure progress against these objectives with a series of sub-strategic action plans to ensure they are fully embedded and central to all that we do. The KPIs against which we measure performance are discussed below and in the Value for Money section of this report (page 23).

The voice of the customer

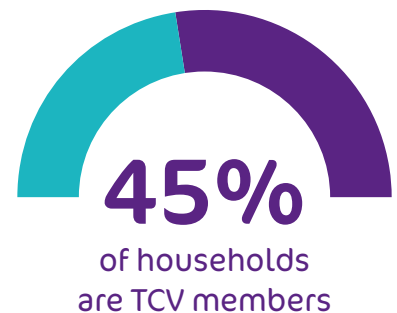
We work closely with our customers to ensure their voices are heard across all levels of the organisation. Through our Thrive Customer Voice (TCV) engagement model, members can choose how and when to participate – via polls, digital surveys, webinars, in-person events and focus groups.

In 2024/25 customer input directly influenced:

- the procurement of cleaning and grounds maintenance contracts
- selection of the contractor for our major door entry upgrade project, after the project was moved forward a year as a result of customer feedback
- a review of our neighbourhood management and downsizing policies
- content for the Annual Report for Tenants
- the recruitment of our new Chief Executive!



Paul Richmond
Chief Executive



10
Activities
completed

346
members
participated in at
least one activity

Customer satisfaction

Thrive has reported against the draft **Tenant Satisfaction Measures (TSMs)** since Q4 2021/22 –ahead of them becoming a regulatory requirement in April 2023 and are now benefitting from three years of comparable data. Throughout the year our independent market research agency interviews over 100 customers a month, enabling us to gather real-time insights into customer experience. By using this data alongside key performance indicators we can identify customer priorities and guide how we allocate our budget to create service improvements that are of the greatest value to our customers.

In 2024/25 our key areas of focus included:

- complaint handling and sharing of lessons learned
- keeping customers informed
- record keeping
- repairs timescales
- cleaning and grounds maintenance procurement.

Monitoring performance

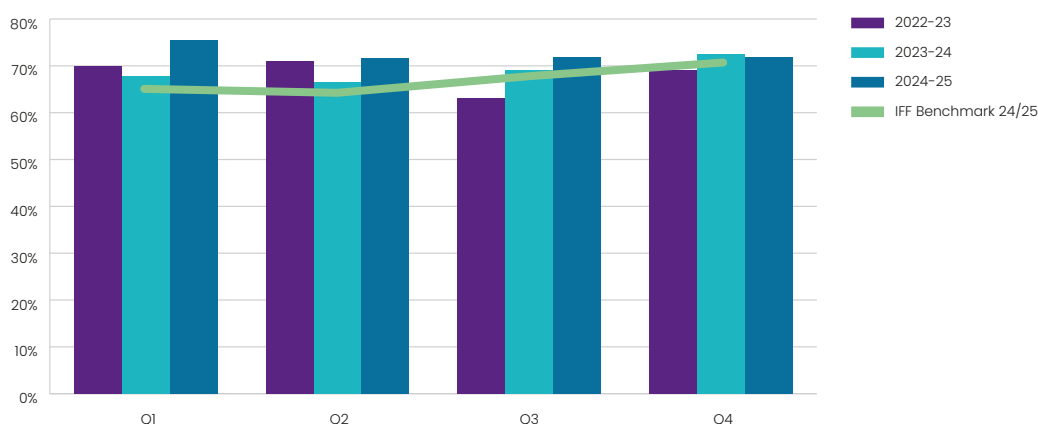
Over the past year, we have seen improvements in 11 out of 12 TSM questions for low cost rented accommodation (LCRA), with results aligning to the Regulator of Social Housing's (RSH) 2023/24 median benchmarks.

The only decline in satisfaction related to 'clean and well-maintained communal areas' (TPI0) due to the underperformance of our cleaning and grounds maintenance contracts –addressed through re-procured contracts which launched on 1 April 2025.

For low-cost home ownership (LCHO), whilst overall satisfaction rose slightly there was a decrease in all other areas compared to the previous year. Despite this, results remained within RSH median ranges. To better understand this data, a Thrive Customer Voice activity is planned for Q1 2025/26 so that we can improve our services for shared owners and leaseholders.

At the end of the year Thrive's combined level of customer satisfaction (overall) ranked 22 out of 37 comparators – 5.4% higher than the average benchmark from our independent market research agency and just above UK Customer Satisfaction Index (CSI).

Combined customer satisfaction (overall)



Visit www.thrivehomes.org.uk/TSM for further information and our Annual TSM Report.

Handling Complaints

Like others in the sector, Thrive has continued to experience an increase in complaints over the past year. This has been driven in part by increased media attention, government campaigns, our own proactive communications and changes to the way complaints are classified in the Housing Ombudsman’s Complaint Handling Code.

To improve how we handle complaints, we have established a centralised complaints team. This specialist team ensures consistency in the way complaints are handled, whilst freeing up other colleagues to focus on their core role and deliver agreed actions for the customer. Our internal auditors, Forvis Mazars praised this change for improving impartiality, root cause analysis, and reporting of lessons learned.

Whilst overall complaint management and satisfaction has improved, timescale compliance has decreased from 92.2% to 77.9% for stage 1 and 98.1% to 64.4% for stage 2 complaints compared to 2023/24. This was due to a misinterpretation of the Code and reporting issues relating to the time taken to acknowledge a complaint. We have, however remained compliant in the time taken to respond to a complaint. Once this issue was identified, we quickly enhanced our recording and monitoring systems, with changes reviewed and approved by our auditors.

Housing Ombudsman Determinations

During 2024/25, 19 cases were referred to the Housing Ombudsman. Of these, 11 were determined, resulting in 23 individual findings.

No annual report or other publications about Thrive’s performance were issued by the Ombudsman in respect of 2023/24. For 2024/25 the final report is anticipated to be published by the Ombudsman in October 2025.

Repairs

Like many housing associations, we faced a challenging year in delivering our repairs service. Demand rose by **3.3% above forecast**, while we continued to navigate UK-wide issues such as rising costs, labour shortages and a proactive approach to managing and monitoring damp and mould for our customers.

Getting our repairs service right is a key priority for us as it is our most-used service and a key driver of customer satisfaction.

This year saw the continuation of our Repairs Recovery Plan. Launched in January 2024, this programme saw an increased focus of resources, supplemented by external contractors when required, which has delivered positive results:

- 33.4% reduction in works in progress (WIP)
- 55.5% reduction in overdue repairs, with 60% of outstanding repairs due to no access or customer rescheduling.

Performance within timescale vs sector median

Repair type	Performance achieved %	Sector median ¹
Emergency repairs	99.6%	95.3%
Non-emergency repairs	73.1%	81.3%

While emergency repairs exceed the sector median, non-emergency repairs remain an area for improvement. We are working to bring our works in progress in line with our target of **1,000 repairs**, balancing contractor availability, scheduling, customer preferences, and access issues.

¹ Based on the RSH TSM 2023/24 report published in November 2024

Investing in our existing homes

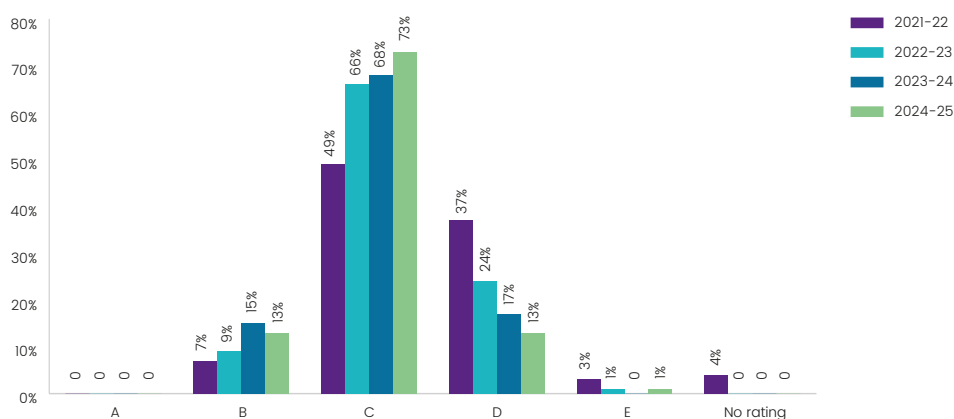
We continue to invest in our existing homes to ensure they are **decent, safe and warm** for our customers.

Our 'Roadmap for Every Home' – a data-led strategy – helps us to plan maintenance effectively and identify homes that need significant investment to be brought up to standard. We feel confident that we understand our homes and the interventions that are needed. As of March 2025, 99.9% of our homes met the Decent Homes Standard with the remaining three homes scheduled for completion in Q1 2025/26.

Improving energy efficiency

We've made significant strides in improving energy efficiency. Over our three-year business plan, the proportion of homes with an EPC-C rating or above has increased from **58.5% to 86.2%**. Investment has been secured to ensure that the remaining 600 homes will be brought up to standard by 2029/30.

EPC ratings of existing homes



Last year saw a change to the laws around the retrieval of EPC information, allowing us to pull in much richer data on our housing stock. This was a proactive approach by our team that resulted in a few properties changing bands. The largest number of downgrades were flats moving from EPC-B to C. Whilst this doesn't affect our EPC-C KPI, it is reflected in the chart.

Our level of confidence in our data is high and by inputting this into our new 'Intelligent Energy' database we have enabled more accurate programming and robust bids for funding. To date we have secured £4.9m across all waves of the Social Housing Decarbonisation Fund (SHDF), the Great British Insulation Scheme (GBIS), ECO 3 & 4 and Heat Network Efficiency Scheme (HNES).

Building safety

Providing a safe home is at the heart of our service to customers. To ensure transparency and easy access to information we publish detailed building safety information – including fire safety and accountable persons – on our website.

- 100% of fire doors have been inspected as a requirement of the Fire Safety Act
- 100% of homes that require an in-date Fire Risk Assessment have them
- 100% of fire safety equipment inspected
- 99.9% of homes have an in-date gas safety check (three homes overdue are going through the legal process)
- 99.5% of homes have a valid electrical safety certificate (all 24 overdue are either booked in or undertaking legal action)
- 100% of communal areas have received asbestos, lift and water safety checks.

We have continued to progress with building safety component replacement programmes and have reviewed and updated our procedures in accordance with relevant building safety guidance that has been published. Our two buildings over 18m are registered with the Building Safety Regulator, we complete the quarterly RSH Fire Remediation return and undertake annual 'meet the team' engagement events.

In addition to this work, we have been raising awareness of safety issues with estate visits supporting the launch of our new TORTS process and campaign to keep communal areas clear.

Commitment to growth

2024/25 marked a pivotal year for Thrive Homes as we started to see the results of our refreshed development programme.

While many housing associations have scaled back, we have reaffirmed our commitment to growth – focusing on **quality, value and affordability** partnering with best-in-class organisations to deliver lasting impact.

It has been an exciting year for new developments at Thrive Homes

- 151 new homes were delivered for shared ownership and affordable rent
- 74 starts on site
- income from first tranche sales hit £14.5m exceeding our annual target
- recognised for Innovative Tenant Communication at Housing Innovation Awards
- shortlisted for Outstanding Achievement in Affordable Housing (under 150 developments) at the RESI Awards.

Our five-year plan sets a clear path for continued growth helping to improve access to affordable housing in some of the most expensive parts of the UK.

Understanding our data

Our digital transformation project continues to make good progress as we transition to a fully integrated suite of applications. This upgrade will significantly enhance our ability to analyse data, generate reports and make informed decisions that improve customer outcomes.

While the project requires a substantial investment of time and resources, we are using this opportunity to streamline processes and put the customer journey at the forefront of what we do.

In parallel, our teams have worked with our customers to improve the accuracy of our customer and property data. This is helping us to identify trends in satisfaction by demographic, geography, tenure and housing type, which informs how we personalise our services.

Investing in our people

At Thrive we are proud to have a culture that is inclusive and customer-focused. Our approach is grounded in mutual respect between colleagues and customers, encouraging solution-focused thinking. This culture is supported by our Behaviours 'How we work' which promote accountability, pride and continuous improvement.

93.8%
of colleagues
agree that Thrive
is a great place
to work

We continue to invest in our people to meet business needs and support career growth. In April 2024, we launched our Empowering Leadership Programme, designed to strengthen performance management and align leadership practices with our Behaviour Framework.

As a result of our commitment to internal development:

- 58% of all vacancies were filled by internal applicants
- managers are better equipped to support and develop their teams
- we are building a strong pipeline of future leaders.



Financial Review

2024/25 – the third year of our current development cycle has seen us completing our current committed development plans whilst building a strong, resilient base to continue our corporate strategy. This is reflected in the year's performance, which has also been impacted by our response to a challenging and uncertain economic climate.

Our metrics, both internal and external, reveal Thrive's ongoing financial resilience and provide us with sufficient capacity to continue investing in our existing homes and building new ones.

Our key performance metrics demonstrate that we have a good balance of rental and sales income, with the core social housing lettings business operating efficiently and not reliant on support from other income streams or sales.

We end the year with significant capacity, having a combination of bond funding and drawn facilities at competitive fixed rates, and in addition, two significant Revolving Credit Facilities (RCF) to progress our strategy. Fundamental to this is our carefully monitored and controlled development programme.

The Regulator of Social Housing rated Thrive's viability at V2, following its normal engagement with providers in November 2024. This sits alongside our G1 governance rating, which was also confirmed in November 2024, following an in-depth assessment in March 2023.

This assessment was based on several factors, including; the current economic climate and associated risks, our planned increase in spend on existing properties, including EPC efficiency, our growth ambitions and a relatively high exposure to shared ownership sales.

There is recognition that these exposures need to be monitored and managed and are key considerations in our strategic decision making. The strategy remains on course. However, this is supported by a robust mitigation plan and an agile business able to flex the timing and size of its investments as it progresses. The compliant V2 rating has no direct impact on our funding arrangements.

Thrive's credit rating has been reaffirmed as A+ by S&P Global following their review in March 2025. This comes with a negative outlook for the current year, reflecting the economic environment as well as our significant investment in existing stock. The maintenance of our A+ grade represents a recognition of the strength of our financial health and business resilience, particularly in light of the current economic conditions and challenges. They recognised Thrive's prudent policies and risk management standards, strong demand for shared ownership homes in the area and an experienced team with the agility to adjust plans if needed to reflect operational or market conditions.

Key highlights include:

- operating surplus of £14.5m and a margin of 27% (statutory definition)
- underlying surplus before tax of £4.6m
- arrears at 2.63%
- liquidity – end of year cash balance available of £20.5m as well as £75m of facilities extended to five years
- built 151 homes (2023/24: 77) with investment of £18.8m
- G1 governance and V2 viability rating
- A+ (negative outlook) credit rating.

Turnover and operating surplus

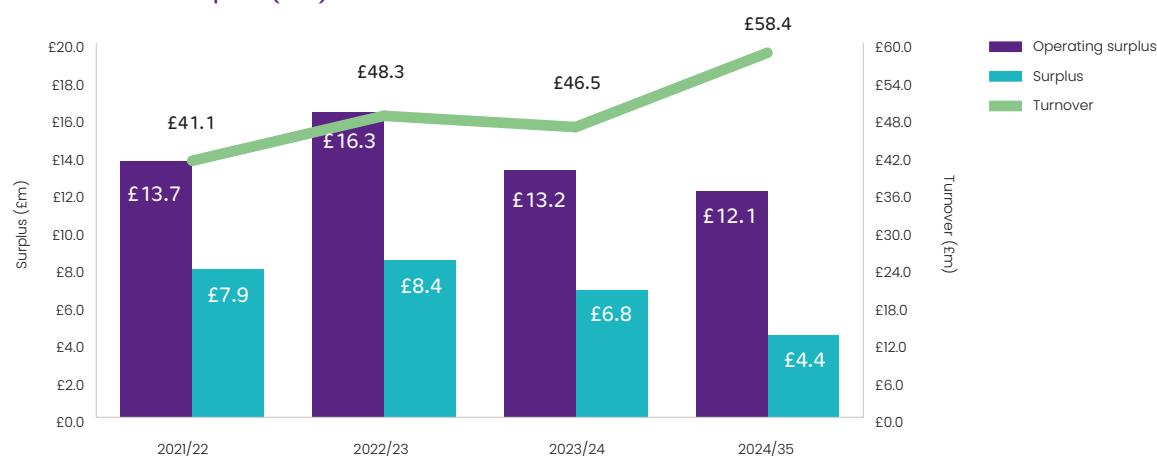
Turnover and operating surplus have continued to grow with new development stock coming online and strong demand for shared ownership homes. Rental income has increased by 10%, reflecting increased stock numbers and the statutory rental increase. An increase in the number of First Tranche Sales has led to a significant increase in total turnover, which has increased by 19% to £55.3m (£46.5m in 2023/24), which excludes asset sales of £3m (£0.2m in 2023/24). Operating margins continued to perform well at 27% in 2025, marginally down from the prior year, and we continue to reinvest our surplus to deliver safe, affordable homes for our customers.

Although margins are strong and remain in the upper quartile of the sector, they have come under pressure during the year for several key reasons:

- increased investment in our homes, in particular to improve energy efficiency
- the progression of our growth strategy
- investment in our people to deliver stronger frontline services
- absorbing the impact of recent high inflation levels on our costs
- impairment of £2.3m on IT implementation project.

The current economic climate is impacting margins across the sector, the challenge being to balance these emerging pressures with increased investment in existing homes and to comply with new building safety and environmental legislation.

Turnover and surplus (£m)



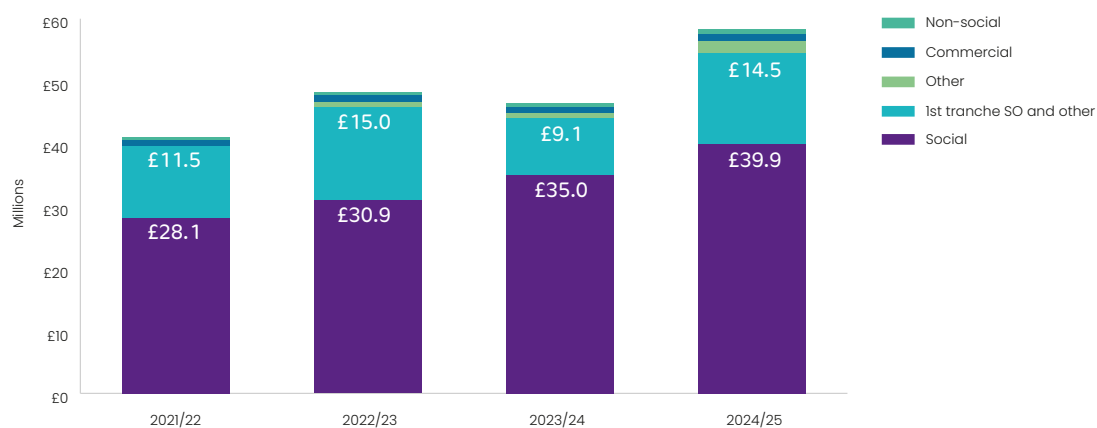
Development, sales and investment

Development capital spend in the year totalled £18.8m, which is lower than the prior year (£37.5m) but in line with the phasing of our planned development programme and includes the completions of 151 homes over four sites, comprising social, affordable and shared ownership tenures. There is a strong pipeline for development both for S106 sites and using our own landbank, and development expenditure is forecast to increase significantly for the coming year.

The programme of development on S106 schemes and using our landbank has continued throughout the year, the lower than budgeted expenditure relating more to timing issues. We have seen turnover from shared ownership increase by 59% to £14.5m, reflecting several schemes completing during the year. Local demand for this tenure remains strong and we see this continuing into future years. Our pipeline shows significant deliveries planned for the next few years and healthy demand at our current development sites. Although our focus is on new build shared ownership sales, turnover includes a smaller number of shared ownership conversions, enabling us to refurbish homes that are no longer

financially viable as rental properties, whilst keeping them as a social housing option and maintaining a rental income from the property. This programme ensures that we focus our investment within the portfolio, while releasing value that supports the construction of new homes.

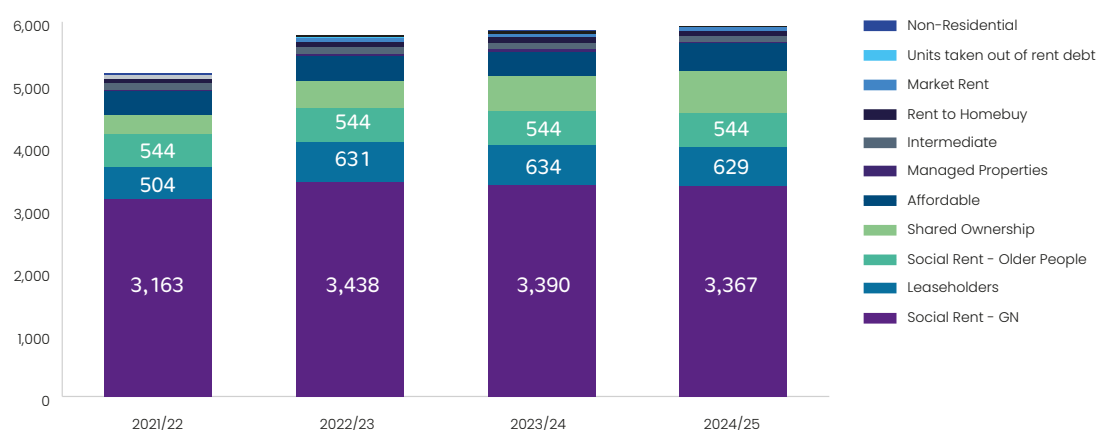
Turnover analysis (£m)



Total Homes by Tenure

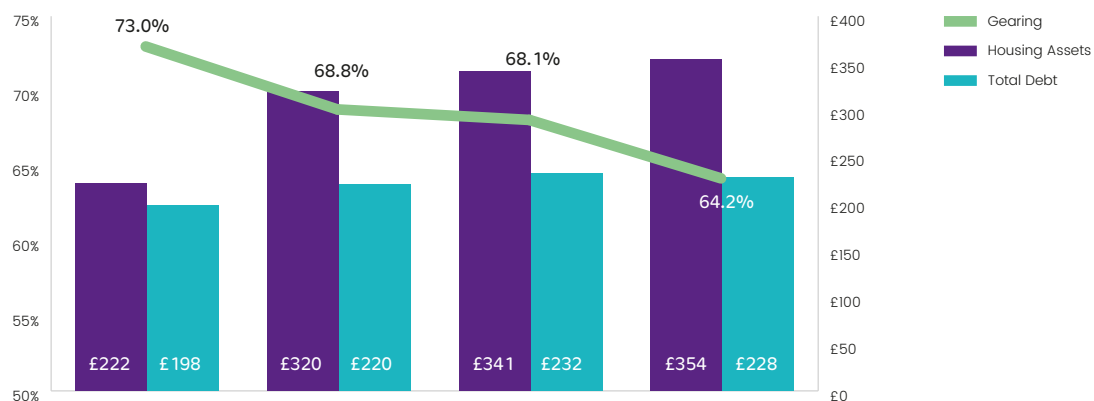
	2021/22	2022/23	2023/24	2024/25
Social Rent- General Needs	3,163	3,438	3,390	3,367
Leaseholders	504	631	634	629
Social Rent- Older People	544	544	544	544
Shared Ownership	297	437	556	672
Affordable	373	398	398	447
Managed Properties*	30	36	39	14
Intermediate	100	99	99	99
Rent to Homebuy	72	88	87	78
Market Rent	61	61	61	61
Units taken out of rent debit	30	30	33	9
Non-Dwellings	-	18	18	11
Total	5,174	5,780	5,859	5,931

*Properties held by CBRE under long leases are shown in Affordable Rent and Shared Ownership.



Gearing, assets and debt

Gearing has reduced from previous years' levels and debt growth is in line with plans. Housing assets increased in 2024/25 with the addition of new build properties. Thrive arranged additional facilities both during the year and in the months that followed, extending £100m of Revolving Credit Facility and arranging a new £25m fixed five-year loan.



Cash generation

Thrive continues to generate significant cash from operations to meet interest costs. This cash generation will rise with increased stock numbers, although reduced in the current year with the impact of higher inflation and as we invested spare capacity in improving our homes. Shared ownership sales continue to be resilient and a strong source of cash. Sales numbers have increased in the year as more homes are completed, and margins and percentages are slightly higher than budgeted, illustrating a strong demand in the area for this product.

	2022/23 £m	2023/24 £m	2024/25 £m
Net cash from operating activities	18	21	33
Cash outflow from investing activities	(105)	(25)	(19)
Cash outflow from Financing Activities	79	(8)	(9)
Net cashflow	(8)	(12)	5

Statement of Comprehensive Income	2022/23 £'000	2023/24 £'000	2024/25 £'000
Group Turnover	48,289	46,673	58,364
Cost of sales – shared ownership	(9,555)	(4,798)	(13,565)
Operating expenditure	(24,754)	(28,902)	(30,532)
Gain on disposal of fixed assets	3,215	216	243
Revaluation gain/(loss) on investment properties	(362)	(4,413)	175
Impairment	(531)	-	(2,300)
Operating Surplus	16,302	8,776	12,385
Interest receivable and similar income	1,244	1,841	1,443
Interest payable and financing costs	(9,109)	(8,067)	(9,259)
Surplus before taxation	8,437	2,550	4,569
Taxation	-	-	(123)
Surplus for the year	8,437	2,550	4,447

Funding and treasury management

This year, through delivery of year three of the Treasury Sub-Strategy, we have strengthened our treasury position – with all our current drawn debt at fixed, competitive rates and significant Revolving Credit Facilities available to us for future activity. The business has excellent liquidity, with sufficient current and future access to funding and the expertise to continue to strengthen relationships with external stakeholders and finance the business plan efficiently.

In March 2025, following its annual review, Standard & Poor Global (S&P) retained our credit rating at A+, although with a change in outlook from stable to negative, reflecting the challenges in the market and our significant investment of spare capacity in our existing and new own stock. These metrics, coupled with our V2 viability rating, demonstrate the external confidence in our organisation and the value generated from our strategy.

S&P's report identified that its decision was driven by strong confidence in our management, our agility and utilisation of spare capacity and noted the strategy of investing further in our existing homes and construction of new stock. The outlook has been revised from stable to negative, particularly to reflect the challenges in the sector along with our increasing investment in current and new stock. The detailed review is contained in S&P's release, their detailed analysis reflecting a slight deterioration in their assessment of our financial risk profile, financial performance and liquidity. This current rating means there is no impact on our current debt, including our bond, and will not change cost of borrowing going forward.

Thrive has a diverse portfolio of lending to ensure we are not dependent on a single bank or investor. Two of our Revolving Credit Facilities were extended for a further 5 years, with maturities in 2030. We continue to look at ways of diversifying our borrowing to utilise the most favourable rates, in line with our Treasury Strategy.

Our treasury risk is managed through our Treasury Management Policy (TMP), which focuses on key risks and setting targets that match our risk appetite. It is updated annually to reflect the latest agreed covenants.

Key treasury risks:

- **Liquidity risk** – on 31 March 2025 we had liquidity of £96m (cash and undrawn Revolving Credit Facilities). Our liquidity golden rule in the TMP calculates the level of liquidity required to remain resilient.
- **Counterparty credit risk** – our TMP sets out credit rating limits for our deposit counterparties, which we use to decide on investing our surplus cash. The counterparty credit ratings are provided by our treasury consultants and monitored regularly in-house.
- **Interest rate risk** – within our TMP are set parameters to manage our exposure to fluctuations in interest rates. Throughout the year and on 31 March 2025, 100% of drawn debt was fixed with no variable rate exposure.
- **Covenant compliance risk** – through our budget and business plan process, we monitor our financial covenants within our loan agreements and maintain headroom above these covenants. Compliance with all covenants is monitored through the Risk and Audit Committee each quarter. Thrive comfortably complied with its covenants throughout the year.

On 31 March 2025 Thrive had agreed and committed facilities of £325m, of which £250m were drawn. On 17th June 2025, Thrive secured an additional facility of £25m. All future committed developments in the business plan can be funded through existing agreed facilities.

Committed facilities and available cash (£m)



The bond and our loan agreements all contain financial covenants. Predominantly, loan covenants are based upon interest and asset covers. Compliance with all covenants is monitored through the Risk and Audit Committee each quarter. Thrive comfortably complied with all of its covenants throughout the year.

Thrive does not have any abnormal exposure to credit, liquidity, interest rate, counterparty, currency or cashflow risks arising from its treasury activities.



Value for Money Strategy

What value for money means to Thrive: a focus on delivering long-term, sustainable Value for Money (VFM) is important to Thrive as we grow and become a more complex organisation.

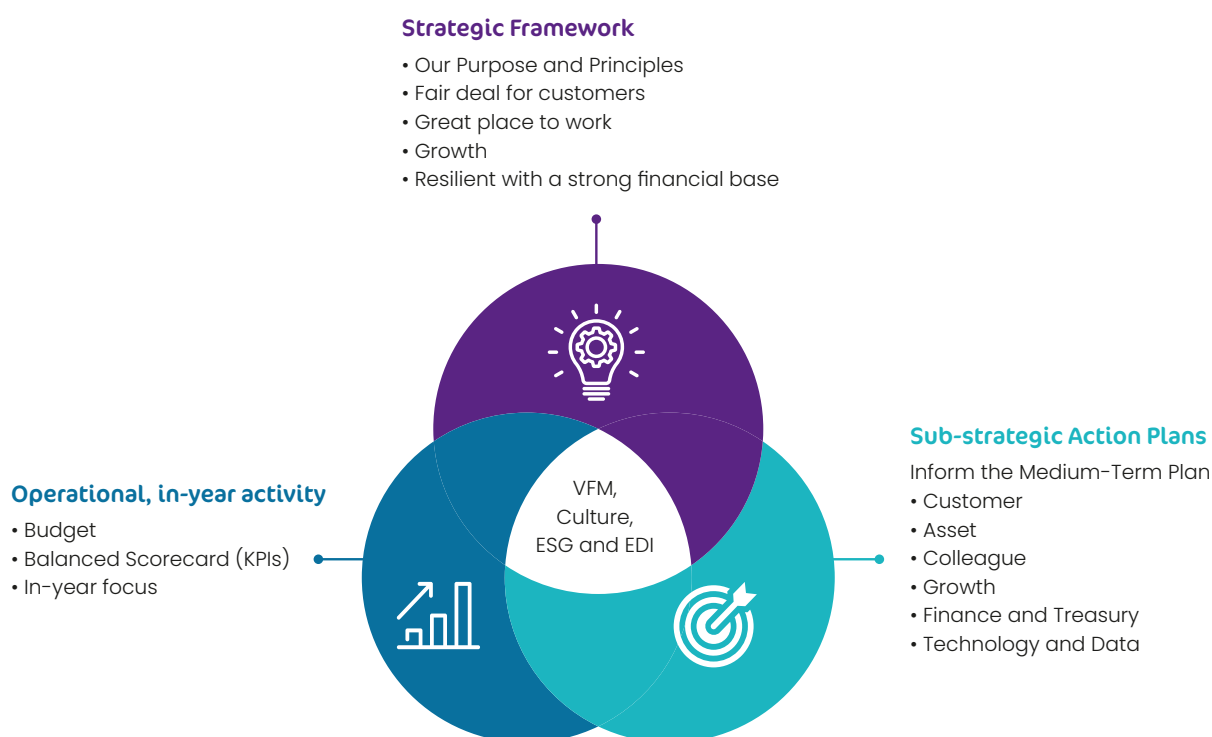
Making the best decisions, plans and interventions on resources, while leveraging investment by partner organisations, both now and into the future, maximises value to our customers. This:

- underpins Thrive's ongoing resilience and our ability to offer a fair deal to customers
- will enable Thrive to deliver its primary purpose of delivering more homes
- facilitates an organisation that can deliver on its intent to be a good landlord, through making best use of the resources available to invest in new homes whilst maintaining the quality and value of its portfolio
- enables us to maintain our independence, our ability to define and maintain our relationship with customers and other stakeholders and continue to exercise choice.

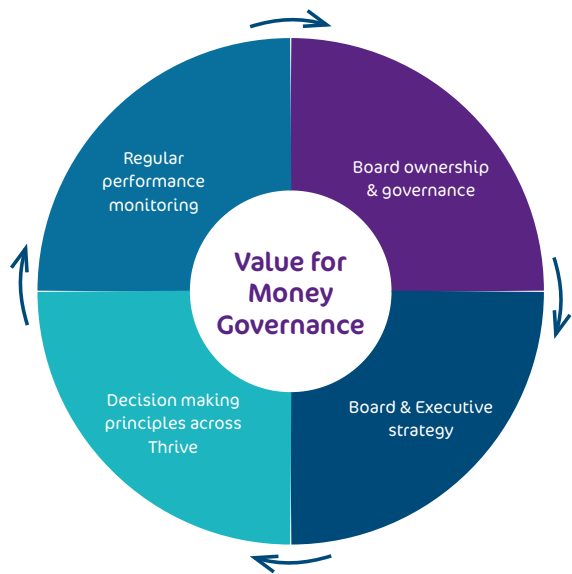
Our corporate strategy has VFM at its core. We operate in some of the most expensive areas to live in the country, so we believe our commitment to be a sustainable business and a good landlord, by delivering efficient services while meeting the high demand for growth, delivers VFM. This also ensures compliance with the Regulator of Social Housing's VFM Standard.

Our approach to VFM

VFM is a golden thread throughout the organisation and the way it operates. It is prominent in the development of our plans and decision-making processes, from our Principles and the approach set out in our Strategic Framework 2021, 'Foundations for Growth', through to our Business Plan and the budget.



Governance of VFM is embedded in Thrive Homes with clear Board ownership, cascading through the organisation.



VFM Strategy and Progress

Thrive’s Board agreed three major areas of focus for 2024/25 with specific deliverables to demonstrate how resources are being used most efficiently and effectively, whilst leveraging investment by partner organisations.

These are:

Resilient with a strong financial base	1. Developing our capabilities to ensure we are an organisation that is fit for purpose, able to deliver our strategy and support growth.
Great place to work	
Fair deal for customers	2. Continued development of the Thrive Deal, continuing to embed our new customer engagement model throughout the business.
Growth	3. Grow and manage the portfolio in cost-effective ways, seeking to support an effective cost to homes managed ratio

1. Developing our capabilities

We will seek to use all our resources; people, technology (including processes and data), partners, finance, treasury and assets, to grow and manage our portfolio in the most cost-effective and efficient way, with a principle of continuous improvement and transformation. This will require further analysis of the underlying cost base and the value driven from Thrive’s business units to identify areas where action can be taken to improve performance.

Progress

- Long-term funding in place at competitive and stable rates.
- Security position improved through efficient allocation of assets.
- Creating the internal teams needed to deliver our growth strategy in the most efficient manner and reducing the use of external partners/contractors.

- Three-year business transformation project achieves 60% completion (phase 1), replacing multiple 'silo' legacy systems with a consolidated cloud-based solution (Microsoft Dynamics 365 and Sun) that creates a single source of data. The project remains within budget and following a review and renegotiation, includes additional functionality to further streamline business processes.
- Following a series of audits and insurance questionnaires, we can confirm that no cyber breaches occurred with all external threats being identified and negated as a result of the proactive measures in place.
- Data cleansing and implementation of an intelligent energy system to enable development of our roadmap for every home, including identification of energy efficiency costs.

2. Development of the Thrive Deal

Since relaunching the Thrive Deal in 2022/23, we have continued to evaluate and undertake quality assurance checks to make sure we are delivering what we said we would. As part of our continual improvements, this year saw the start of our 'making every visit count' initiative. This approach maximises the benefit of existing appointments to capture damp and mould issues and/or customer vulnerabilities and ensures that we are responding to customer feedback by streamlining the number of appointments we expect them to be available for, whilst making us more efficient.

Progress

- Our new customer engagement model, Thrive Customer Voice, maintained a membership of circa 45% of households with 11.5% (346 households) taking part in at least one activity across the year.
- 99% of Thrive tenants have received a visit in the last financial year as part of 'making every visit count', the 40 homes that didn't receive in person appointments were contacted by phone.
- Digital interactions with customers have remained at our target of 72%. We anticipate this is the maximum level of digital interactions we can achieve, based on our knowledge that just under 30% of customers do not access web-based services.
- Customers paying by direct debit has remained at 56%, with 59% of customer accounts being 4-weeks in credit and arrears sitting at 2.63%.
- Following low levels of customer satisfaction new cleaning and grounds maintenance contracts were procured and mobilised, going live on 1 April 2025.
- A real focus on repairs has seen a reduction of 33.4% for works in progress (WIP) and 55.5% fewer overdue repairs (see page 7)
- A continued focus on customer satisfaction, resulted in 71.8% overall combined satisfaction (up from 69.7% the previous year).

Areas for focus in 2025/26 will be continuing with our Repairs Recovery plan, monitoring our new cleaning & grounds maintenance contracts, and identifying and improving on the root causes of complaints. Each area will be supported with an action plan for improvements that should positively impact customer satisfaction.

3. Grow and manage the portfolio in cost-effective ways

Growth represents a key part of Thrive's Strategic Framework and, as such, holds significant value for our organisation.

It is important that we increase the number of homes we provide to ensure our current and future customers have a wide choice of safe, affordable housing. This will be achieved by striking a balance between the different routes to growth and progressing a long-term acquisition, development and disposal plan to ensure that we strengthen our financial resilience.

Growth will help us deliver value for money as it provides the opportunity to have the people and technical resources required to operate effectively while operating within sensible costs per unit (CPU) and continuing to deliver improved margins, improved income and a stronger balance sheet, alongside the provision of a greater quantum of ethically managed and affordable homes.

Thrive will seek ways to support an effective cost to homes managed ratio. As we grow, we will spread costs over a larger unit base while analysing the efficiency and size of this cost base.

Progress

- Overall number of homes has significantly increased over recent years, through our own organic development as well as a lease and leaseback deal (CBRE) and stock acquisitions (L&Q).
- An initial roadmap developed for every home.
- To date we have secured £4.9m across all waves of the Social Housing Decarbonisation Fund (SHDF), the Great British Insulation Scheme (GBIS), ECO 3 & 4 and the Heat Network Efficiency Scheme (HNES).
- Over £27.5m of funding secured from Homes England as part of the Accent Strategic Partnership, which is earmarked for 399 new homes.

How do we compare?

Thrive uses the Regulator of Social Housing's metrics to monitor the impact of interventions with a focus on CPU, growth and reinvestment, as these are aligned to our aspiration to increase the number of homes we own and manage whilst continuing to invest in existing homes. Thrive has specific challenges relating to the nature, age and historic under-investment in communal areas of the portfolio acquired through stock transfer.

We continue to achieve levels of growth and investment that exceed or equal our peer group. CPU is relatively high compared to the sector predominantly due to the levels of investment in upgrading our homes as well as core applications, and the sector as a whole has been experiencing inflationary pressures in the cost base.

Thrive will continue to invest in its current homes to deliver Board expectations on quality and also EPC/sustainability targets. The CPU budget for next year reflects the increasing number of homes in our portfolio as well as increased investment in our existing properties.

Thrive utilises a peer group consisting of associations with less than 10k units, based in a similar geographical location, to compare performance, in addition to the wider sector metrics.

Performance against VFM measures has been strong and continues to reflect the stage we are at in delivering our strategy. These measures, mandated by the Regulator of Social Housing, may differ slightly from similar measures included throughout this report – for example, in the financial statements and covenants. This performance is measured against our peer group, similar in size and geography, and the wider sector.

Our future targets represent Thrive's budget for the year 2025/26 and, again, reflect the stage we are at in our cycle of development and sales. Margin and Interest Cover calculations include the impact of the Investment Property Valuations and are also impacted by the impairment we have taken in our IT project implementation during 2025. Changes in the Accounting Direction and FRS102 mean that the impact needs to be reflected above the line (in operating surplus) as they are related to day-to-day operations.

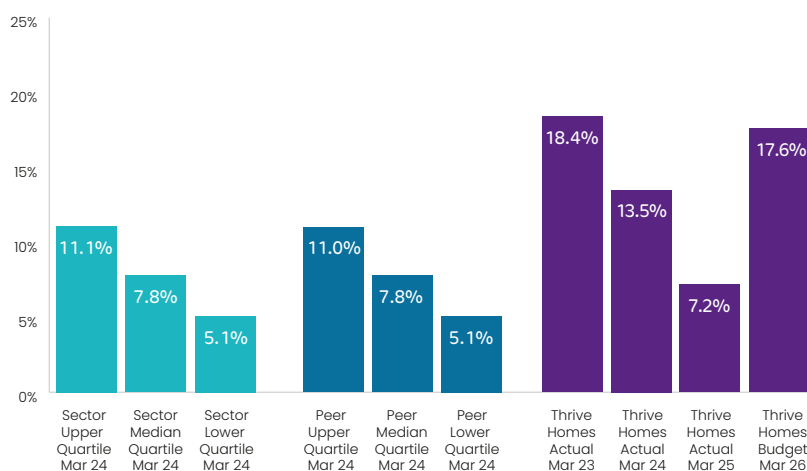
Reinvestment

This metric looks at investment in properties (both development and maintenance of existing properties, excluding stock acquisitions). In 2024/25, investment in existing properties has increased as we bring forward certain major works to utilise grants and meet our EPC C commitment as well as develop our broader asset management strategy. In addition, the age of our stock, including acquisitions, necessitates certain major works are required within the lifecycle of the assets.

Development expenditure has reduced during the year, a factor of timing, although there is considerable expenditure budgeted in the pipeline. 151 units were delivered during 2024/25 and 74 units in construction at year end, in line with our business plan and development cycle. Along with utilisation of our landbank we continue to review S106 deals and growth opportunities and current risks to the sector. The asset management strategy includes a placeholder for further sustainability investment, which is being modelled as part of business plans, and investment decisions are being made now the roadmap for every home has been approved by Board.

Compared to both the wider sector and our peer group, we were in line with reinvestment, reflecting a timing reduction in our development programme in 2024/25, and an ambitious programme for 2025/26 and beyond, and a significant increase of spend on existing homes. This is sustainable within our medium-term business plan, and we seek ways to manage costs through careful procurement and initiatives such as the shared ownership conversion programme.

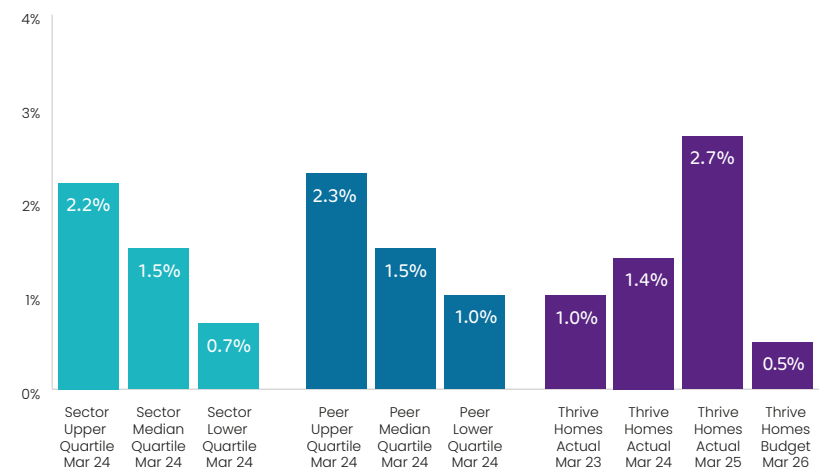
Re-investment



New home supply % (social)

Construction of new homes utilising our landbank is progressing at pace, with delivery of homes being dependent on the stage of our development cycle. We annually increase our number of homes on average by 2 to 2.5% per annum. We completed 151 (2023/24: 77) new homes for social housing during the year, and forecast this to increase significantly in future years. The change in completion numbers for 2025/26 is purely due to timing of deliveries, reflecting a higher level of work in progress and project completions which straddle several periods. We have significant deliveries due in 2026/27 and future years.

New supply of social housing delivered %



New home supply % (non-social)

In line with our Strategic Framework, we have a market rent portfolio to provide good quality yet affordable homes to help meet the needs of the private rented market. Numbers of market rent units were unchanged during the year, with the portfolio achieving its targeted yield and return. Thrive is currently reviewing strategic options for growth in this area given the economic climate's impact on a market rent operation.

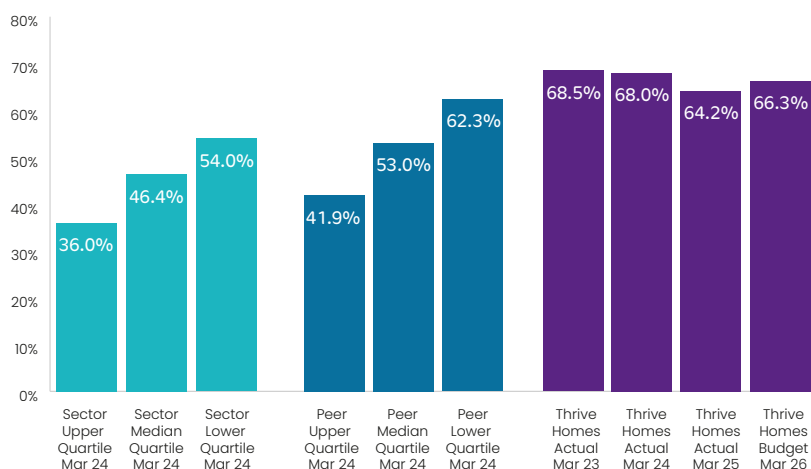
New supply of non-social housing delivered %



Gearing

Thrive continues to operate with a sustainable and cost-efficient level of debt. Our gearing, measured as debt to the net book value of housing, is relatively high and above the sector average. This is due to our LSVT origins and initial financing. We expect this to reduce as we continue to strengthen our balance sheet through shared ownership sales and efficient cash management. The transition to MV-ST (market value, subject to tenancies) valuation has led to an increase in the reported value of our assets for security purposes. This valuation, alongside Thrive's net debt per unit measure compared to the sector, provides further evidence of a healthy gearing position.

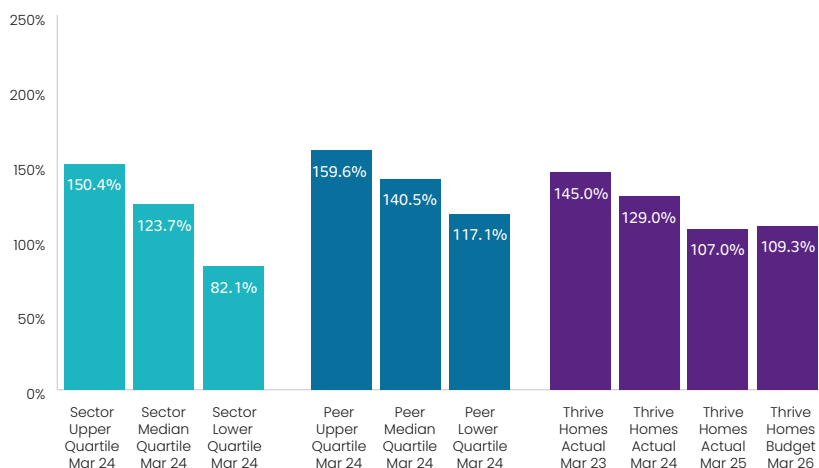
Gearing %



EBITDA Interest Cover %

This metric, a measure of cashflow, shows our earnings continue to exceed our interest costs. Thrive can demonstrate its ability to service interest on borrowings out of its day-to-day operations. This performance is indicative of our continued strong core margins and remains significantly above covenants. The small reduction in the year reflects increased pressure on our margins as well as investment in our stock to support our strategy. In addition, a £2.3m IT impairment has reduced EBITDA by this amount. Surplus cash has been invested to generate a larger interest receivable than in previous years.

EBITDA MRI Interest cover %

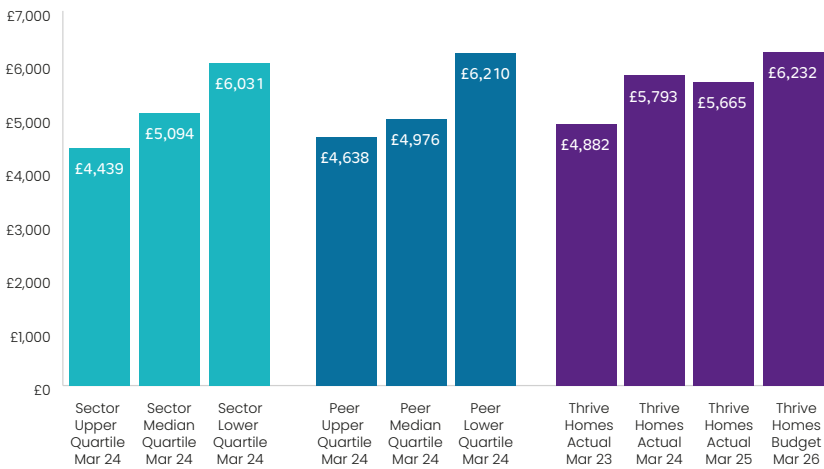


Headline Social Housing Cost per Unit (CPU)

We continue to deliver CPU broadly in line with our targets, at a level slightly higher than median compared to the wider sector and our peer group. The year's performance reflects a stabilisation of our CPU. Additional expenditure in major repairs as we improve our existing stock and deliver on our EPC targets has been compensated for by efficiencies in our cost base. Overall, inflationary pressures throughout the sector are increasing operating costs and generally driving this metric higher.

This metric is forecast to evolve as the benefit of a growing estate is balanced with emerging economic challenges and further investment in improving the energy efficiency of our homes.

Headline social housing cost per unit (CPU)

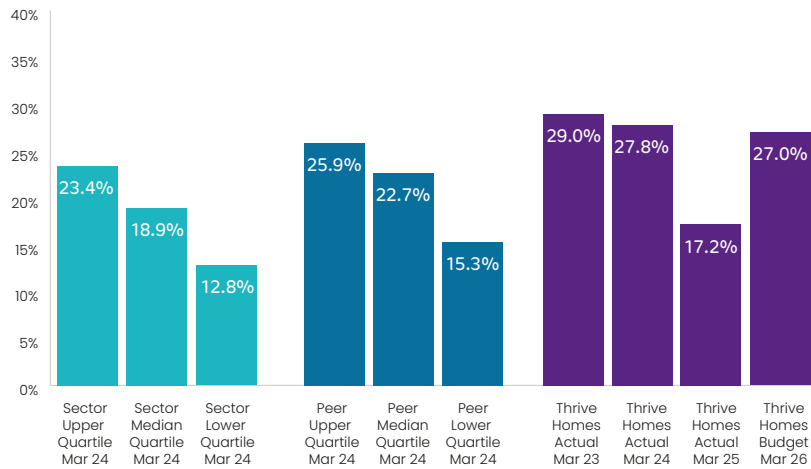


Operating Margins Overall

Our overall operating margin has reduced as expected over the prior year, but is close to median for the sector and amongst our peers. Despite economic and inflationary challenges impacting expenditure, particularly on maintenance, reducing operational surplus, overall letting margins remain healthy and in line with prior years. The rental increase was in line with inflation for the year. First Tranche Sales, in particular of conversion units has significantly decreased over the prior period, impacting surplus in this area, as we focus on new build stock. Margins in the sector have come under pressure, in particular with higher maintenance inflation. Additionally, we took an impairment on a significant IT project of £2.3m. Although we have been experiencing higher costs and increased levels of property maintenance which have had an adverse impact, strict cost control, particularly on staff and back-office services, has kept increases to a minimum.

Operating costs will come under further pressure in 2025/26, although we are anticipating operating margin to revert back close to upper quartile levels.

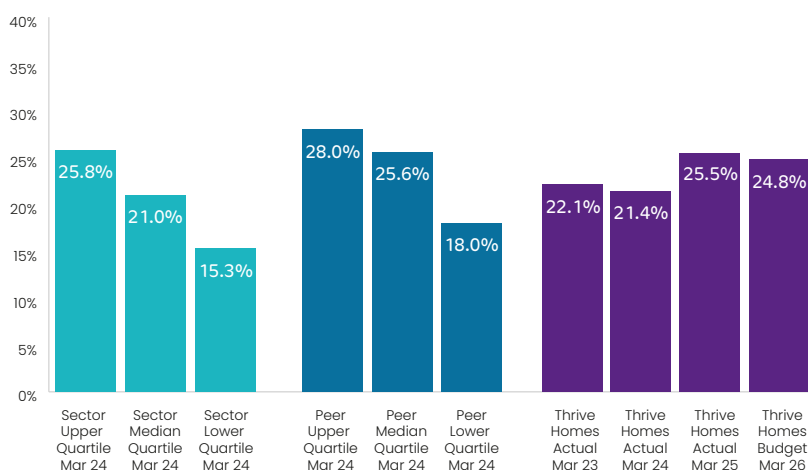
Operating margin overall %



Operating Margin Social Housing Lettings

The margin on our social housing lettings shows improvement over the prior year in line with expectations and is in line with peer median for 2024/25. This is despite a challenging operating environment, particularly with higher inflation, and a greater spend on maintaining our stock, as we continue to deliver our expected service levels. We continue to monitor our cost base, and this has led to improvements in the margin, as we aim to keep overall costs below inflation. Thrive has managed operating costs through careful management of our establishment and administration costs, including, for example, procurement and agile working.

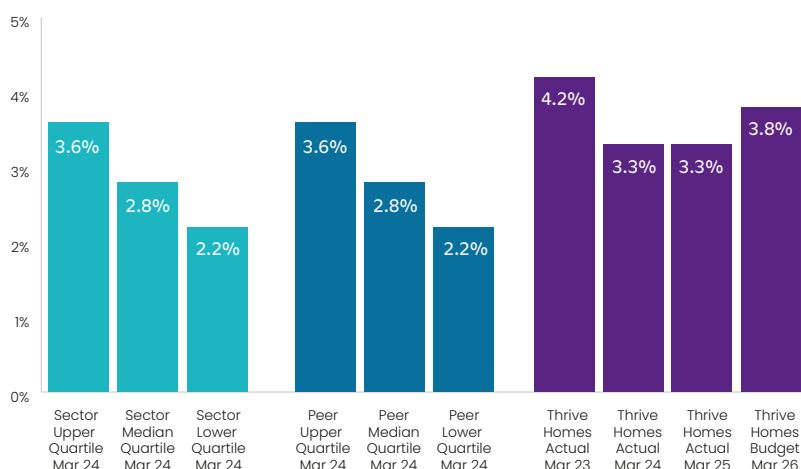
Operating margin social housing lettings %



Return on capital employed (ROCE) %

Thrive's return on capital employed (ROCE) continues to be delivered towards the higher end of both our peer group and wider sector. This demonstrates that we are using our assets effectively and efficiently to deliver sustained long-term returns. The ROCE is lower in the last two years, reflecting a reduction in overall surplus and an increase in new debt, although is forecast to increase in future years.

Return on capital employed (ROCE) %





Energy and Carbon Emissions

This report provides a transparent account of Thrive's energy use and carbon emissions across all operational scopes, supporting regulatory compliance and our commitment to environmental accountability.

Thrive's energy consumption and associated emissions for operations throughout the UK are reported below in line with the government's **Streamlined Energy and Carbon Reporting (SECR)** regulations and relate to Thrive's consumption of natural gas, electricity, transport fuel and emissions associated with its broader supply chain and operational activities, including Scope 3 categories. Specifically, they include:

- Scope 1: Direct greenhouse gas emissions from our heat networks, company vehicles, and refrigerant use within our office facilities
- Scope 2: Indirect emissions from purchased electricity in our offices and the communal areas of our residential blocks
- Scope 3: Indirect emissions associated with our supply chain, downstream leased assets and sources not directly owned by us.

Financial Year	2023/24	2024/25	YoY Change
Intensity Ratios	Carbon (tCO ₂ e)	Carbon (tCO ₂ e)	
Scopes 1&2 tCO ₂ e per £m turnover (Total turnover 2023/24 = £46.7m) (Total turnover 2024/25 = £58.4m)	19.81	15.99	-19.25%
All Scopes tCO ₂ e per £m turnover (Total turnover 2024/25 = £58.4m)		316.71	
Scopes 1 & 2 tCO ₂ e per FTE (Full-time equivalents (FTE) 2023/24 = 176) (Full-time equivalents (FTE) 2024/25 = 179)	5.26	5.10	-3.00%
All Scopes tCO ₂ e per FTE (Full-time equivalents (FTE) 2024/25 = 179)		103.76	

Scope	2023/24 Carbon (tCO ₂ e)	2024/25 Carbon (tCO ₂ e)	YoY Change
Scope 1			
Fuel for Company Vehicles	109.76	148.60	35.38%
Residential Gas (Communal Supply)	644.46	693.26	7.57%
Refrigerant Gases	0.00	5.29	
Total Scope 1	754.22	847.11	12.32%
Scope 2			
Office Grid-Supplied Electricity	20.01	31.80	58.93%
Residential Grid-Supplied Electricity	150.66	55.00	-63.50%
Total Scope 2	170.67	86.80	-49.14%
Total Scope 1 & 2	924.90	933.91	0.98%
Scope 3			
Business Travel		47.28	
Capital Goods		0.55	
Disposal and Treatment of Waste		268.39	
Downstream Leased Assets (Energy consumed by the homes we own)		9,336.00	
Employee Commuting		46.90	
Fuel & Energy Related Activities			
Fuel & Energy Related Activities (Working From Home)		33.70	
Purchased Goods & Services		7,828.25	
Upstream Transport & Distribution (Warehousing & Storage)		0.83	
Total Scope 3		17,561.91	
Total Reported GHG Emissions	924.90	18,495.82	

Carbon Performance Commentary

The 2024/25 reporting year marks Thrive's second disclosure under the SECR framework and the first-time reporting on Scope 3 emissions. As a result of this expanded boundary, total reported emissions increased by 17,571 tCO₂e. However, when comparing only Scopes 1 and 2 emissions, there has been an increase of 9 tCO₂e, representing a 0.98% increase from the previous year.

The slight increase in combined Scope 1 and 2 emissions reflects contrasting trends within each category. Thrive's Scope 1 direct emissions increased by 92.89 tCO₂e, representing a 12.32% rise compared to the previous year. This was primarily driven by two factors: a 35.38% rise in emissions from fuel used in company vehicles, attributed to a higher volume of repair jobs requiring increased travel by operatives; and a 7.57% increase in gas consumption within the communal areas of our residential blocks, due to the addition of new heat networks.

In contrast, Thrive's Scope 2 indirect emissions decreased by 83.87 tCO₂e, representing a 49.14% reduction compared to the previous year. This change is likely influenced by decarbonisation of the national grid, improved data consistency, and methodological updates introduced through the implementation of dedicated carbon accounting software.

Energy Efficiency Actions Taken

Since our previous SECR disclosure, Thrive has initiated an evaluation of our heat networks to assess the feasibility of early-stage decarbonisation. As part of this effort, we have undertaken two optimisation studies conducted under the Government's Heat Network Efficiency Scheme (HNES) and are reviewing improvement options.

Our planned retrofit works continue to support our commitment to achieving EPC C ratings across all properties by 2030 and contributes directly to the reduction of Scope 3 emissions. Further details are available in our annual ESG report.

Methodology

We have endeavoured to ensure the accuracy and completeness of all reported data, drawing on the most reliable sources and methodologies available at the time of reporting.

The underlying calculations were developed using Trace's carbon management software, in line with the GHG Protocol.

Emissions factors used are sourced from the annual Greenhouse Gas Reporting Conversion Factors issued by the Department for Energy Security and Net Zero (DESNZ), ensuring full alignment with national reporting standards.

For properties where Thrive Homes is directly responsible for utilities (i.e., via a landlord or service charge), readings were obtained from all 260 electricity supplies and 10 gas supplies.

Intensity metrics have been calculated using total tCO₂e figures and the performance indicators below for the relevant reporting period:

- Total turnover 2024/25 = £55.3m
- Full-time equivalents (FTE) 2024/25 = 179

Governance

The Board is pleased to present its report and the audited financial statements of Thrive Homes Limited (“the Association”) and its subsidiary entities (together “the Group”) for the year ending 31 March 2025. This is the 16th full year of operations for Thrive Homes since its formation.

Thrive Homes continues to comply with the NHF Code of Governance 2020. Compliance is reviewed annually with an internal self-assessment which is reviewed by the Customer, Colleague and Governance Committee and approved by Board.

Additionally, Thrive has adopted the 2020 NHF Model Rules for registered providers and is a signatory to the NHF Together with Tenants Charter which forms part of Board’s commitment to ensuring that the voice of the customer is heard and informs decision making. We are also compliant with the Housing Ombudsman’s Complaint Handling Code.

Regulator of Social Housing and regulation review

The Regulator of Social Housing (RSH) published the results of their In-Depth Assessment (IDA) in April 2023. The results were that the Association was assessed to retain the highest level possible for Governance (G1) and, reflecting the current economic climate, Viability (V2). The overview report from this IDA can be viewed on GOV.UK (www.gov.uk) by searching Thrive Homes Regulatory Judgement or using the QR code. For more information on the regulation of social housing in the UK, see the RSH website Regulatory standards – GOV.UK (www.gov.uk)



Group structure and overview

Thrive Homes is a registered not-for-profit provider of affordable homes. It owns and manages 5,931 homes in Hertfordshire, Bedfordshire, Buckinghamshire, Hillingdon, Northamptonshire and Oxfordshire. Thrive Homes has been growing over the years by a combination of building new homes and acquisitions from other registered providers. Its wholly owned subsidiaries are identified in the chart below.



The principal activity of the Group is the development and management of affordable housing.

Board and committees

Thrive Homes is governed and monitored by the Board working through three committees and supported by an Executive Management Team (as set out on page 38).

Board membership is based on an evaluation of skills and experience and is made up of the chief executive and non-executive members who are drawn from a wide range of backgrounds, bringing together professional and commercial expertise. We believe that creating a truly diverse board takes time and effort, and some succession planning. Our Associate Board Member programme is designed to attract a range of talent, mostly from 'non-traditional' board backgrounds, and work with them so that they are able to apply for board vacancies when they occur. Thrive currently has two Associate Board members with backgrounds in finance and social purpose strategy.

All appointments to Board positions are made via an appointments panel and the maximum tenure for a Board member is six years, with an option to extend for another three years in exceptional circumstances.

The Board appoints the Executive Directors and Company Secretary of all Thrive's subsidiaries: Thrive Homes Finance plc, Thrive Places Limited and Building for Thrive Limited.

Board members receive payment for their services as Non-Executive Directors. Payment is reviewed periodically by members supported by independent advisors. Levels of remuneration paid to Board members during 2024/25 and 2023/24 are shown on page 64 in the Notes to the Financial Statements.

The Executive Directors hold no interest in the share capital of Thrive. They have responsibility for day-to-day management of the business and implementation of the Board's strategic policies and plans.

Over the course of the year the Board met seven times, including three strategic away days. The Board has set up the following committees, which all meet quarterly. The committees provide additional scrutiny of delivery in each of these specific areas:

- **Risk & Audit Committee** – responsible for ensuring that Thrive Homes has appropriate risk management and business assurance arrangements in place and maintains good standards of probity.
- **Customer, Colleague & Governance Committee** – responsible for ensuring governance and regulatory compliance and a positive experience for customers and colleagues, including oversight of health and safety, EDI, Board and Executive remuneration and appraisals, and Board effectiveness.
- **Business Resilience & Growth Committee** – responsible for ensuring our Finance and Treasury Strategies are sustainable; how we are developing, growing and investing; the partnerships we are developing, and that we are maintaining and managing our existing assets effectively.

Board key facts

Gender balance	36% Female 64% Male	BME profile	9% BME 91% White
Average age	52	Average tenure	3.1 years
% with a disability	0%	Board turnover in last two years	14%

Board members



Kate Still
Chair of the Board
(appointed May-24)



Rachel Harrison
Vice-Chair of the Board and Chair
of Risk & Audit Committee



Jessica Friend
Non-Executive Director and Chair
of Business Resilience & Growth
Committee



Craig O'Donnell
Non-Executive Director and Chair
of Customer, Colleague and
Governance Committee and
Member Responsible for Complaints
(MRC)



David Dahan
Non-Executive Director



Rachel Hatfield
Non-Executive Director
and Vice-Chair of the Board
(appointed June 2025)



James Invine
Non-Executive Director



John Osborn
Non-Executive Director



Matthew Peak
Non-Executive Director



Graeme Snell
Non-Executive Director



John Tibbitts
Non-Executive Director



Kate McLeod
Chair of the Board
(Resigned May-24)



Elsbeth Mackenzie
Chief Executive and Board Member
(Resigned Dec-24)

Committee Membership Key



Risk & Audit Committee



Business Resilience & Growth
(BRG) Committee



Customer, Colleague &
Governance Committee (CCG)

Executive Management Team



Paul Richmond

Chief Executive
(Appointed 1 Apr-25)



Jo Barrett

Executive Director – Operations



Karen Forbes-Jackson

Executive Director – Corporate
Services and Company Secretary



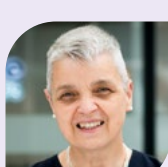
Alix Green

Executive Director – Growth &
Investment



Stephen King

Executive Director – Finance



Elsbeth Mackenzie

Chief Executive (Resigned Dec-24)



Susan Hickey

Interim Chief Executive
(until 31 Mar-25)



Risk and assurance

To maintain our strength, resilience and agility as a business, we are very conscious of the need to take an astute and proactive approach to balancing risk in the short, medium and long-term.

Constantly monitoring and managing such risks ensures that Thrive is able to rise successfully to today's challenges while being well-prepared for the potential challenges of the future.

We have programmes of internal audit to sustain and improve the quality of our day-to-day business operations, along with mitigation strategies which flag up risks at the earliest opportunity so we can take appropriate steps to address them.

Our strategic risks

The Board has agreed a Risk & Assurance Management Framework which sets out our approach to identifying, monitoring and managing current and emerging risks to the business. It has determined our risk appetite and adopted a range of measures to monitor our exposure to risk.

The Board identifies the changing risks to our business, along with the various external and internal factors influencing their management. Each Executive Director is responsible for identifying risks facing their area of operation and for putting in place procedures to mitigate and monitor risk. These risks are regularly reviewed by the Risk & Audit Committee, which reports back to the Board on its findings.

Here are the key risks we currently face:

Risk	Context	How this is being managed
Economic climate	The tough financial environment poses a significant risk to our income, as many customers struggle to pay their rent and other bills during the cost-of-living crisis.	We have been working with customers to support them with the financial challenges they face, helping them to keep up to date with their rent or ensuring they have a plan in place to pay back any arrears.
Health and safety	Keeping customers safe in their homes is our top priority. New legislative and regulatory changes are tightening up aspects of fire and building safety alongside Housing Health & Safety Rating System (HHSRS) and damp and mould.	We have been preparing for these changes brought about by the fire safety regulatory reform, to ensure we comply with revised fire and building safety regulations, and the new Quality and Safety consumer standard.
Data and technology	Managing and scrutinising data effectively is crucial to the success of any business, while robust cyber security is increasingly important as technology becomes ever more complex.	Project Phoenix, which will transform our IT systems, is well under way – with regular progress reports to the Business Resilience & Growth Committee and Board to ensure it delivers on its objectives.

Statement of Board Responsibilities

The Board is responsible for preparing the annual report and financial statements in accordance with the applicable law and regulations.

Housing association legislation requires the Board to prepare financial statements for each financial year. Under that legislation, the Board has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards including FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and applicable law). Under housing association legislation, the Board must not approve the financial statements unless it is satisfied that they give a true and fair view of the state of affairs of the Group and the Association and of the surplus or deficit of the Group and Association for that period. In preparing these financial statements, the Board is required to:

- select and adopt suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Group and Association will continue its business.

The Board is responsible for making the appropriate arrangements for keeping proper accounting records, which disclose with reasonable accuracy at any time, the financial position of the Group and Association and to enable it to ensure that the financial statements comply with housing association legislation (The Cooperative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and The Accounting Direction for Private Registered Providers of Social Housing 2019). It has responsibility for taking such steps as are reasonably open to it to safeguard the Group's assets and to prevent and detect fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Association's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Compliance with Governance and Financial Viability

The Group Board confirms that the Group has met the Regulator for Social Housing's regulatory expectations in the Governance and Financial Viability Standard. During the year the Group has complied with its adopted code of Governance (the NHF code of Governance 2020 – Excellence in Governance – Code for members) along with the Rent Standard and Consumer Standards

Statement of Compliance

In preparing this strategic report, the Board has followed the principles set out in the Housing SORP 2018.

Disclosure of Information to the Auditor

The Board members who held office at the date when this report was approved confirm that:

- so far as each of the directors is aware, there is no relevant audit information of which the Group and Association's auditor is unaware; and
- each of the directors has taken all the steps that they ought to have taken as a director to make them aware of any relevant audit information and to establish that the Group and Association's auditor is aware of that information.

External Auditor

Beever and Struthers have expressed their willingness to continue in office and a resolution to reappoint them as auditor will be proposed at the forthcoming Thrive Homes Board Meeting.

Approved and signed on behalf of the Board on 21 July 2025.



Kate Still

Chair of the Board

Financial Statements

Independent auditor's report to the Members of Thrive Homes Limited

Opinion

We have audited the financial statements of Thrive Homes Limited (the Association) and its subsidiaries (the Group) for the year ended 31 March 2025 which comprise the Consolidated and Association Statement of Comprehensive Income, Consolidated and Association Statement of Financial Position, Consolidated and Association Statement of Changes in Reserves, Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Association's affairs as at 31 March 2025 and of the Group's income and expenditure and the Association's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

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

Responsibilities of the Board

As explained more fully in the Statement of Board's Responsibilities set out on pages 38 to 39, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

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

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

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

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

- We obtained an understanding of laws and regulations that affect the Group and Association, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws and regulations that we identified included the Co-operative and Community Benefit Societies Act, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board have in place to prevent and detect fraud. We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations and fraud was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing recognising the nature of the Group's activities and the regulated nature of the Group's activities.
- We reviewed financial statements disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

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

Use of our report

This report is made solely to the Association, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and Section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Association those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association for our audit work, for this report, or for the opinions we have formed.



Beever and Struthers

Date
28 August 2025

Chartered Accountants
Statutory Auditor

150 Minories
London EC3N 1LS


Consolidated and Association Statement of Comprehensive Income

	Notes	Group		Association	
		2025	2024	2025	2024
		£'000	£'000	£'000	£'000
Turnover	2a	58,364	46,673	58,289	46,107
Cost of Sales- Shared Ownership	2a	(13,565)	(4,798)	(13,565)	(4,798)
Operating costs	2a	(30,532)	(28,902)	(30,409)	(28,836)
Gain on disposal of fixed assets	11	243	216	243	216
Impairment of investment in subsidiary	19	-	-	(669)	-
Impairment of Fixed Assets	9	(2,300)	-	(2,300)	-
Gain/(loss) on investment properties	13	175	(4,413)	1,030	(4,113)
Operating surplus	2a	12,385	8,776	12,619	8,576
Interest receivable	3	1,443	1,841	1,411	1,811
Interest payable and other finance costs	4	(9,259)	(8,067)	(9,259)	(8,067)
Surplus before tax		4,569	2,550	4,770	2,320
Taxation	8	(123)	-	-	-
Surplus for the year		4,447	2,550	4,770	2,320
Actuarial loss in respect of scheme of pension scheme	21	(264)	(195)	(264)	(195)
Total comprehensive income for the year		4,183	2,355	4,506	2,125


The financial statements were approved by the Board on 21 July 2025 and were signed on its behalf by:



Kate Still
Chair



Rachel Hatfield
Vice Chair



Lucie Westbury
Interim Company Secretary

The Consolidated and Association's results relate wholly to continuing activities and the notes on pages 46 to 78 form an integral part of these financial statements.

Consolidated and Association Statement of Financial Position

	Notes	Group		Association	
		2025	2024	2025	2024
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	9	2,540	3,300	2,540	3,300
Other property, plant and equipment	9a	251	683	251	683
Housing properties	10	354,407	341,348	352,285	340,682
Investment properties	13	31,360	31,180	21,380	20,350
Total fixed assets		388,558	376,511	376,457	365,015
Investments	19	30	30	11,126	11,795
Current assets					
Properties for shared ownership sale	14	7,998	16,942	7,998	16,942
Debtors	15	5,333	6,115	5,778	6,644
Refurbishment obligation asset	17f	-	3,124	2,637	3,124
Cash and cash equivalents		20,535	16,070	17,200	14,236
		33,866	42,251	33,614	40,946
Creditors: amounts falling due within one year	16	(50,207)	(21,763)	(49,654)	(21,754)
Net current (liabilities) / assets		(16,341)	20,488	(16,041)	19,192
Total assets less current liabilities		372,247	397,029	371,543	396,002
Creditors: amounts falling due after more than one year	17	(290,768)	(319,573)	(290,768)	(319,573)
Provision for liabilities	20	(465)	(625)	(465)	(625)
Provision for pension liability	21	-	-	-	-
Net assets		81,014	76,831	80,310	75,804
Capital and reserves					
Called up share capital	18	-	-	-	-
Income and expenditure reserve		81,014	76,831	80,310	75,804
Revaluation loss on investment properties	13	-	-	-	-
		81,014	76,831	80,310	75,804

The accompanying notes on pages 46 to 78 form an integral part of the financial statements.


These financial statements were approved by the Board on 21 July 2025 and were signed on its behalf by:



Kate Still
Chair



Rachel Hatfield
Vice Chair



Lucie Westbury
Interim Company Secretary

Consolidated and Association Statement of Changes in Reserves

	Group			Association		
	Income and expenditure reserve	Revaluation reserve investment properties	Total	Income and expenditure reserve	Revaluation reserve investment properties	Total
	£'000	£'000	£'000	£'000		£'000
At 1 April 2024	76,831	-	76,831	75,804	-	75,804
Surplus for the year	4,447	-	4,447	4,770	-	4,770
Actuarial loss on pension scheme	(264)	-	(264)	(264)	-	(264)
At 31 March 2025	81,014	-	81,014	80,310	-	80,310

	Group			Association		
	Income and expenditure reserve	Revaluation reserve investment properties	Total	Income and expenditure reserve	Revaluation reserve investment properties	Total
	£'000	£'000	£'000	£'000		£'000
At 1 April 2023	74,476	1,176	75,652	73,679	1,176	74,855
Surplus for the year	6,963	-	6,963	6,433	-	6,433
Actuarial loss on pension scheme	(195)	-	(195)	(195)	-	(195)
Loss on revaluation	(4,413)	(1,176)	(5,589)	(4,113)	(1,176)	(5,289)
At 31 March 2024	76,831	-	76,871	75,804	-	75,804

Income and Expenditure Reserve

The Income and Expenditure reserve represents cumulative surpluses and deficits of the Group and Association.

The accompanying notes on pages 46 to 78 form part of the financial statements.

Consolidated Statement of Cash Flows

Group	Notes	2025		2024	
		£'000	£'000	£'000	£'000
Net cash generated from operating activities	(a)		33,150		20,667
Cash flows from investing activities					
Software purchased and developed		(1,286)		(1,497)	
Acquisition and improvement of housing properties, including construction		(19,597)		(27,418)	
Addition to investment properties		-		(729)	
Net proceeds from sale of properties		3,028		804	
Purchase of other Personal Protective Equipment (PPE)		(97)		(22)	
Construction of shared ownership properties for sale		(4,260)		(12,707)	
Other disposals		243		-	
Grants received		1,099		15,207	
Interest received		1,443		1,841	
			(19,426)		(24,521)
			13,724		(3,854)
Cash flows from financing activities					
Interest paid		(9,259)		(8,067)	
Loan premium received		-		242	
			(9,259)		(7,825)
Increase/(decrease) in cash and cash equivalents	(b)		4,465		(11,679)
Cash and cash equivalents at beginning of the year			16,070		27,749
Cash and cash equivalents at end of the year			20,535		16,070

The accompanying notes on pages 46 to 81 form an integral part of the financial statements.

GROUP

(a) Reconciliation of surplus to net cash inflow from operating activities

	2025	2024
	£'000	£'000
Surplus for the financial year	4,183	2,590
<i>ADD BACK non-cash items:</i>		
Depreciation and Amortisation	6,314	6,222
Movement in Bond Premium	(1,648)	(1,576)
Movement in Deferred Bond costs	(121)	-
Surplus on disposal of fixed assets	(2,344)	(216)
Movement in Grant Amortisation	(172)	-
Decrease in Properties held for sale	8,944	-
Decrease in < 1-year debtor	3,907	948
Increase in < 1-year debtor	3,444	2,437
Decrease/(Increase) in Provisions	160	(142)
Pension re-measurement	264	(235)
Revaluation (Gain) / Loss on investment properties	(180)	4,413
Fixed Asset impairment	2,300	-
Increase in Retentions held	161	-
Corporation Tax	123	-
Adjustments for investing or financing activities		
Interest receivable	(1,443)	(1,841)
Interest payable	9,259	8,067
Net cash generated from operating activities	33,150	20,667

(b) Reconciliation of net cash flow to movement in net debt

	2025	2024
	£'000	£'000
Increase/(Decrease) in cash in the year	4,465	(11,679)
New loans	-	-
Loans paid	-	-
Change in net debt	4,465	(11,679)
Net debt brought forward	(241,930)	(230,251)
Net debt carried forward	(237,465)	(241,930)

Consolidated Statement of Cash Flows (continued)

GROUP
(c) analysis of changes in net debt

	At 1 April 2024	Cash flow	At 31 March 2025
	£'000	£'000	£'000
Cash at bank	16,070	4,465	20,535
	16,070	4,465	20,535
Debt due before 5 years	(33,000)	-	(33,000)
Debt due after 5 years	(225,000)	-	(225,000)
Total net debt	(241,930)	4,465	(237,465)

Notes to the Financial Statements

1. Accounting Policies

General information

Thrive Homes Limited (the 'Association') is a Community Benefit Society incorporated and domiciled in the United Kingdom. The address of the registered office is Westside, London Road, Hemel Hempstead, HP3 9TD.

The main activities of the Association and its subsidiaries are the provision of affordable homes for rent for people in housing need.

The consolidated Group financial statements are presented in Pounds Sterling, generally rounded to the nearest thousand.

The principal accounting policies are summarised below. They have all been applied consistently throughout the year and to the comparative year.

Basis of Consolidation

The consolidated financial statements include the results of Thrive Homes Limited and its subsidiary undertakings Thrive Homes Finance plc, Thrive Places Limited and Building for Thrive Limited, whose accounts are prepared to the same accounting date. Building for Thrive Limited commenced trading in December 2024.

The financial year represents the 12 months ended 31 March 2025 (prior year, 12 months ended 31 March 2024).

Basis of accounting

The financial statements have been prepared under the historical cost convention in accordance with FRS 102, "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council and comply with the Statement of Recommended Practice for Registered Social Housing Providers 2018 (SORP), the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. Thrive Homes Limited is a public benefit entity, as defined in FRS 102, and applies the relevant paragraphs prefixed 'PBE' in FRS 102.

FRS 102 allows a qualifying entity certain disclosure exemption, subject to certain conditions, which have been complied with, including notification of, and no objection to, the use of exemptions by the Association's shareholders.

In preparing the Association's individual financial statements, the Association has taken advantage of the following exemptions:

- from disclosing key management personnel compensation, as required by paragraph 7 of Section 33 'Related Party Disclosures';
- from presenting a reconciliation of the number of shares outstanding at the beginning and end of the year, as required by paragraph 12 of Section 4 'Statement of Financial Position'; and
- from presenting a statement of cash flows, as required by Section 7 'Statement of Cash Flows'.

On the basis that equivalent disclosures are given in the consolidated financial statements; the Association has also taken advantage of the exemption not to provide certain disclosures as required by Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues'.

Significant management judgements and key sources of estimation uncertainty

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

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

Significant management judgements

The following are management judgements in applying the accounting policies of the organisation that have the most significant effect on the amounts recognised in the financial statements.

Impairment of social housing properties

The Group must make an assessment as to whether an indicator of impairment exists. In making the judgement, management considered the detailed criteria set out in the SORP. No indicators of impairment have been identified as existing at the year end.

Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value less costs to sell or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified.

Following a trigger for impairment, the Group performs impairment tests based on fair value less costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in an arm's length transaction on similar cash generating units (properties) or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on either a depreciated replacement cost or a discounted cash flow model. The depreciated replacement cost is based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential to the Group as the existing property.

Fixed Asset vs Investment Properties

The Group must decide which properties that would otherwise be shown as social housing properties, meet the definition of investment properties. The Group has determined that all 'market rent' residential properties which earn rental income at market rates will be classified as investment properties. The Group's social housing properties are not classified as investment properties as they are held for their social benefit, i.e. they are rented out at subsidised rates to eligible tenants.

Valuation of Investment Properties

The Group has confidence in the values disclosed in the financial statements. In the light of the current situation – the Group has discussed the valuations with their valuers and also undertaken internal reviews of the most recent investment property valuations and assessed the financial performance of the portfolio and are confident that when taking into consideration the financial strength of the Group, any potential downturn in the value or financial returns from its investment properties would not have an impact on the Groups long term financial viability.

CBRE Lease and Lease Back

The arrangement with CBRE Affordable Housing Fund (CBRE) is considered a finance lease and an operating lease back. The headlease is the finance lease which is considered a

disposal due to the duration of the lease being longer than the life of the properties and also with all risks and rewards transferred over to CBRE. The sublease is the operating lease and generates a monthly management fee which is recognised as part of turnover and in Note 2.

Estimation uncertainty

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Bad and doubtful debts

Provision is made against rent and service charge arrears for both current and former tenants and against sundry debts to the extent that they are considered by management not to be recoverable at their full value. The level of provision is based on historical experience and future expectations.

Economic life of assets

An estimation of the useful economic lives of the organisation's assets are determined by management and disclosed within accounting policies. The estimates are based on industry standards adjusted to reflect our own experience, quality of components and maintenance procedures.

Defined benefit pension scheme

The Group has obligations to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on many factors, including; life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management uses independent actuaries to advise on suitable estimates for these factors in determining the net pension obligation. The assumptions reflect historical experience and current trends.

Pension assets are restricted to comply with FRS 102 paragraph 28, and recognise a plan surplus as a defined benefit pension asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. These criteria were not considered to be met at 31 March 2025 and an asset was therefore not recognised, even though the plan reported a surplus

Going Concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Board Report. The Group has in place the proceeds of a bond issue which provide adequate resources to finance the growth aspects of the Group's Strategic Plan.

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

Turnover

Turnover represents rent and service charges receivable in the year (net of rent and service charge losses from voids) and disposal proceeds of current assets such as properties developed for outright sale or shared ownership first tranche sales at completion together with revenue grants from local authorities and Homes England and charitable fees and donations.

Tangible Fixed Assets, Impairment and Depreciation

(a) Housing Properties

Housing properties are principally properties available for rent and are stated at cost less depreciation and reduced by any impairment. Freehold land is not depreciated.

Depreciation of building structure is charged to write down the value of housing properties to their estimated residual value on a straight-line basis over their expected useful economic lives, which are:

Traditional build type	100 years
Non-traditional build type	30 years (as at 31 March 2025 these numbered 632)

No depreciation is charged on housing properties during construction.

(b) Impairment

For all housing properties if there are indicators of impairment, then an impairment review is undertaken. Where there is evidence that impairment has occurred, any shortfall between the carrying costs and the higher of value in use or net realisable value is recognised immediately in the surplus or deficit.

The main indicator of housing property impairment is the existence of long-term voids.

The reversal of past impairment losses is recognised when the recoverable amount of a tangible fixed asset or investment in a subsidiary has increased because of a change in economic conditions or in the expected use of the asset.

(c) Disposal of Housing Properties

The sale of properties under the ‘Right to Buy’ legislation is treated as disposals of fixed assets. The surplus or deficit arising on disposal is shown net of the share due to Three Rivers District Council, as determined in the Development Agreement which governed the 2008 stock transfer to Thrive Homes.

(d) Components

Major components are treated as separable assets and depreciated over their expected useful economic lives or the lives of the properties to which they relate, if shorter, at the following annual rates:

Roofs	50 years
Bathrooms	30 years
Central Heating Systems	30 years
Central Heating Boilers	15 years
Windows	25 years
Kitchens	20 years
Doors	20 years
Electrical works	20 years
Building envelope	100 years

Expenditure on housing properties is capitalised where it results in an increase of the economic benefits of the asset in excess of the performance anticipated when the asset was first acquired. Any works which do not result in an increase to economic benefits, e.g. routine and responsive repairs, are charged to the Statement of Comprehensive Income.

(e) Shared Ownership

Shared Ownership properties are valued at the lower of cost and net realisable value. Costs include acquisition and development costs together with interest payable. Net realisable value is based on estimated sales price after allowing for further costs of completion and disposal. Properties are split proportionately between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classed as a

current asset until sold. Sales proceeds are then included in turnover. The unsold balance is classed as a fixed asset with any subsequent sale treated as a disposal of the fixed asset.

Mixed tenure development costs are apportioned by square footage.

(f) Capitalisation of Overheads

Overhead costs which are identifiable to and directly attributable to the creation of assets are capitalised. These costs include legal and professional fees, bought in construction and design services, bought in works programme delivery management and in-house management and administration. With respect to acquisitions, these costs will also include valuation and stock condition survey services.

(g) Other tangible fixed assets

Other tangible fixed assets are stated at cost and are written down to their residual value over their expected useful lives, which are:

Information, technology and communications (ITC) hardware	3 years
Office furniture and equipment and office fixtures and fittings	5 years
Plant, machinery and vehicles	5 years

Social Housing Grant and other Government grants

Government grants are recognised using the accrual model and are classified either as a grant relating to revenue or a grant relating to assets. Grants relating to revenue are recognised in income on a systematic basis over the period in which related costs for which the grant is intended to compensate are recognised. Where a grant is receivable as compensation for expenses or losses already incurred it is recognised as revenue in the period in which it becomes receivable.

Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset. Grants received for housing properties are recognised in income over the expected useful life of the housing property structure. Where a grant is received specifically for components of a housing property, the grant is recognised in income over the expected useful life of the component.

Grants are written off when properties are sold at market value with the purchaser recognising the grant written off as a contingent liability.

Provision for Bad Debts

The provision for tenant bad debts is based on the age and type of arrear. Arrears in respect of former tenants are fully provided for.

The provision for sales ledger bad debts is based on a review of the age and collectability of each debt.

Financial instruments

Financial assets carried at amortised cost

Financial assets comprise rent and service charge arrears, other debtors, prepayments and cash and cash equivalents. Where the effect of discounting is material, financial assets are measured at amortised cost using the effective interest method.

A financial asset is derecognised when the contractual rights to the cash flows expire, or when the financial asset and all substantial risks and reward are transferred.

Financial liabilities carried at amortised cost

Financial liabilities include trade and other creditors and interest-bearing bond issues.

Liabilities which are classed as basic financial instruments are measured at amortised cost using the effective interest method, with interest and related charges recognised as an expense in finance costs in the Statement of Comprehensive Income.

A financial liability is derecognised only when the contractual obligation is extinguished, that is, when the obligation is discharged, cancelled or expires.

Bond issue

The amount due to bond holders is stated as at the Statement of Financial Position date as the amount of the issue net of deferred financing costs. Deferred financing costs are written off evenly over the period until the issue is repayable. Further details are set out in Note 17a.

Bond premium

Bond premium is the value above par achieved on bond sales. This is recorded as deferred income and amortised to revenue over the remaining years until the first bond repayment is due. The bond premium resulting from the 2015, 2017 and 2022 bond sales are amortised to 2039 using the discounted cash flow method to reduce the balance to nil at this point.

Operating Leases

Rentals payable under operating leases are charged to the Statement of Comprehensive Income as incurred, on the accrual's basis.

Interest Payable

Interest is capitalised on borrowings to finance developments to the extent that it accrues in respect of the period of development if it represents interest on borrowings specifically financing the development programme, after deduction of Social Housing Grant received in advance. Other interest payable is charged to the Statement of Comprehensive Income in the year.

Pension Costs – Defined Benefit Scheme

For defined benefit schemes, the amounts charged to the operating surplus are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. The interest cost and the expected return on assets are shown as a net amount of other finance costs or credits adjacent to interest. Actuarial gains and losses are recognised immediately in Other Comprehensive Income.

The defined benefit scheme is funded, with the assets of the scheme held separately from those of the Group, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each Statement of Financial Position date. The resulting defined benefit asset or liability is presented separately on the face of the Statement of Financial Position.

Pension Costs – Defined Contribution Scheme

Thrive Homes provides a defined contribution stakeholder type pension scheme for employees. The employee chooses their own contribution rate which is enhanced by the employer in the ratio of £2 for every £1 the employee contributes, up to a maximum employer contribution of 10% of salary. The employer contribution to the scheme is charged to the Statement of Comprehensive Income when paid. The assets of the scheme are kept separately from those of Thrive Homes and are invested in independently managed funds as chosen by the employee.

Investments

The Association holds investments in Thrive Homes Finance plc, Building for Thrive Limited, Thrive Places Limited (formerly Thrive Living Limited), and MORhomes PLC. These investments are held at cost less any impairment.

Intangible Assets - Software

Software purchased and developed or developed in house, is an intangible asset. Cost is measured initially at acquisition cost or costs incurred to develop the asset. Development expenditure incurred on an individual project is capitalised only if specific criteria are met including that the asset created will probably generate future economic benefits.

Acquired software and developed software are both amortised over five years.

Taxation

Thrive Homes Limited is not subject to corporation tax on its ordinary activities due to its charitable status. Thrive Homes Finance plc does not have charitable status but was established to on-lend the proceeds of a bond issue to Thrive Homes Limited and is not expected to make either a profit or loss. Profits will be generated from interest received for deposits or cash held. Any profits from Thrive Homes Finance Plc, Building for Thrive Limited and Thrive Places Limited will be either gift-aided to Thrive Homes Limited or offset using group interest relief.

Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, deposits held with banks, other short-term highly liquid investments with original maturities of three months or less.

VAT

Thrive Homes Limited is VAT registered but a large proportion of its income, namely rental income, is exempt for VAT purposes. This gives rise to a partial exemption VAT recovery calculation on VAT charges incurred on purchases. Expenditure is recorded inclusive of VAT and the input VAT recovered is credited to the Statement of Comprehensive Income or credited against capital additions as appropriate.

As part of the Development Agreement which governed the stock transfer from Three Rivers District Council at Thrive Homes Limited's inception, there is a VAT sharing agreement referencing a VAT shelter arrangement entered by Thrive Homes Limited and the Council. This enables the full recovery of VAT on costs incurred as Thrive Homes Limited completes qualifying works to the transferred properties. The arrangement requires Thrive Homes Limited to perform works to bring the properties up to an agreed standard for a fixed sum of £70m, equal to the expected cost of the works. The VAT recovered on these qualifying works is shared between the parties as determined in the agreement.

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

Group

	Notes	2025					2024				
		Turnover	Cost of sales	Operating Costs	Other	Operating Surplus/(Deficit)	Turnover	Cost of sales	Operating Costs	Other	Operating Surplus/(Deficit)
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Social Housing Lettings	2b	39,930	-	(29,746)	-	10,184	35,690	-	(28,062)	-	7,628
Other Social Housing Activities											
SO 1st tranche sales		14,547	(12,638)	-	-	1,909	9,129	(4,641)	-	-	4,488
Development		-	-	(585)	-	(585)	-	-	(758)	-	(758)
Non-Social Housing Activities											
Market Rent		859	-	(201)	-	658	1,695	-	(82)	-	1,613
Surplus on disposal of fixed assets		3,028	(927)	-	243	2,344	159	(157)	-	216	218
Impairment on Other Fixed Assets		-	-	-	(2,300)	(2,300)	-	-	-	-	-
Revaluation gain/(loss) on investment properties		-	-	-	175	175	-	-	-	(4,413)	(4,413)
Total		58,364	(13,565)	(30,532)	(1,882)	12,385	46,673	(4,798)	(28,902)	(4,197)	8,776

Included in social housing letting is income and costs for managing units on behalf of other landlords. Income for the year is £246k (2024: £267k).

Association

	Notes	2025					2024				
		Turnover	Cost of sales	Operating Costs	Other	Operating Surplus/ (Deficit)	Turnover	Cost of sales	Operating Costs	Other	Operating Surplus/ (Deficit)
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Social Housing Lettings	2b	39,930	-	(29,746)	-	10,184	35,759	-	(28,062)	-	7,697
Other Social Housing Activities											
SO 1st tranche sales		14,547	(12,638)	-	-	1,909	9,129	(4,641)	-	-	4,488
Development		-	-	(570)	-	(570)	-	-	(758)	-	(758)
Gift Aid received		530	-	-	-	530	-	-	-	-	-
Non-Social Housing Activities											
Market Rent		177	-	(13)	-	164	1,060	-	(16)	-	1,044
Surplus on disposal of fixed assets		3,028	(927)	-	243	2,344	159	(157)	-	216	218
Impairment of investment in subsidiary		-	-	-	(669)	(669)	-	-	-	-	-
Impairment on Other Fixed Assets		-	-	-	(2,300)	(2,300)	-	-	-	-	-
Revaluation gain/(loss) on investment properties		-	-	-	1,030	1,030	-	-	-	(4,413)	(4,413)
Impairment on investment properties		-	-	-	-	-	-	-	-	-	-
Total		58,289	(13,565)	(30,409)	(1,696)	12,619	46,107	(4,798)	(28,836)	3,897	8,576

Included in social housing letting is income and costs for managing units on behalf of other landlords. Income for the year is £246k (2024: £267k).

2b. Income and Expenditure from Social Housing Lettings

Group and Association

	2025				2024			
	General Needs	Housing for Older People	Shared Ownership	Total	General Needs	Housing for Older People	Shared Ownership	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income								
Rents	28,385	4,371	3,913	36,669	26,057	3,650	2,575	32,282
Service charges income	1,529	473	469	2,471	1,714	555	426	2,695
Amortised government grant	172	-	-	172	164	-	8	172
Other income	618	-	-	618	541	-	-	541
Turnover from Lettings	30,704	4,844	4,382	39,930	28,476	4,205	3,009	35,690
Expenditure								
Management	(8,690)	(1,164)	(1,438)	(11,292)	(8,682)	(1,240)	(1,234)	(11,156)
Service charge costs	(1,354)	(418)	(415)	(2,187)	(1,221)	(392)	(300)	(1,913)
Routine maintenance	(6,756)	(917)	-	(7,673)	(6,122)	(871)	-	(6,993)
Planned maintenance	(2,150)	(292)	-	(2,442)	(1,682)	(240)	-	(1,922)
Bad debts	(148)	(17)	-	(165)	(114)	(14)	-	(128)
Depreciation, Housing Properties	(5,364)	(623)	-	(5,987)	(5,290)	(660)	-	(5,950)
Operating Costs on Lettings	(24,461)	(3,432)	(1,853)	(29,746)	(23,111)	(3,417)	(1,534)	(28,062)
Operating Surplus	6,243	1,412	2,529	10,184	5,365	788	1,475	7,628
Memo - Voids	324	40	4	368	238	30	-	268

As there are publicly traded securities within the Group, it is required to disclose information about the operating segments under IFRS 8. Segmental information is disclosed in notes 2(a) and 2(b) and as part of the analysis of housing properties in note 10. Information about income, expenditure, and assets attributable to material operating segments are presented based on the nature and function of housing assets held by the Group rather than geographical location. As permitted by IFRS 8 this is appropriate based on the similarity of the services provided, the nature of the risks associated, the type and class of customer and the nature of the regulatory environment across all the geographical locations in which the Group operates. The Board does not routinely receive segmental information disaggregated by geographical location.

3. Interest Receivable

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Interest receivable from bank deposits	608	1,075	576	1,045
Other finance income from pension scheme	835	766	835	766
	1,443	1,841	1,411	1,811

4. Interest Payable and Other Finance Costs

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
To THF (subsidiary)	-	-	9,541	9,360
To Bondholders	9,541	9,360	-	-
Amortised bond premium	(1,648)	(1,404)	(1,648)	(1,404)
On bank loans, overdrafts and other loans	1,824	1,917	1,824	1,917
Other finance costs – pension scheme	577	573	577	573
Other finance costs	185	266	185	266
	10,479	10,712	10,479	10,712
Borrowing costs capitalised	(1,220)	(2,645)	(1,220)	(2,645)
	9,259	8,067	9,529	8,067

Borrowing costs within the Association have been capitalised using a rate of 4.32% (2024: 4.32%), which is the actual rates applicable to the Group's current borrowings outstanding during the year. Borrowing costs are charged to development projects from the date of completion on land acquisition or the date of signing works contracts through to practical build completion of properties.

5. Surplus on Ordinary Activities Before Interest

The surplus on ordinary activities before interest is stated after:

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
- Depreciation of housing properties	5,987	5,865	5,987	5,865
- Depreciation of other assets	234	357	234	357
- Operating lease payments				
- land and buildings	362	345	362	345
- other	131	122	131	122
- Auditor's remuneration (excluding VAT):				
- in the capacity of auditor	68	51	55	36
- non - audit services	-	12	-	12

6. Employee Information

Group and Association

	2025			2024
	Staff No.	Non-Exec No.	Total No.	Total No.
Average number of full-time equivalent staff employed during the year (at 37 hours / week)	179	-	179	176
These were categorised as:				
- Support functions	67	-	67	69
- Development	9	-	9	10
- Housing Management	33	-	33	27
- Property Services (including maintenance)	70	-	70	70
	179	-	179	176
	Staff	Non-Exec	Total	Total
	£'000	£'000	£'000	£'000
Salaries and other benefits	9,250	98	9,348	7,513
Social security costs	912	1	913	293
Pension costs	630	-	630	15
	10,791	99	10,890	7,821
Excluded from the above costs are:				
Compensation for loss of office	35	-	35	90

There was no compensation for loss of office payments made to any of the directors.

	2025			2024
The number of full-time equivalent staff whose total remuneration was above £60,000 in the year, by pay band (includes employer's contribution to pension schemes).	Staff No.	Non-Exec No.	Total No.	Total No.
£170,000 +	-	-	-	1
£160,000 - £169,999	-	-	-	1
£150,000 - £159,999	3	-	3	-
£140,000 - £149,999	1	-	1	3
£130,000 - £139,999	2	-	2	-
£120,000 - £129,999	-	-	-	1
£110,000 - £119,999	2	-	2	3
£100,000 - £109,999	2	-	2	2
£ 90,000 - £ 99,999	-	-	-	1
£ 80,000 - £ 89,999	-	-	-	-
£ 70,000 - £ 79,999	2	-	2	4
£ 60,000 - £ 69,999	15	-	15	11
	27	-	27	27

7. Directors' Emoluments

Group

Emoluments paid to the Directors of Thrive Homes (the Board of Management, the Chief Executive, Executive Director - Operations, Executive Director - Growth and Investment, Executive Director - Finance and Executive Director - Corporate Services) are shown below. The key management personnel of the group comprise the Executive Management Team and Board members as named on pages 36-37.

Emoluments are defined as salaries paid plus the employer's contributions to pension schemes.

	2025			2024
	Exec	Non-Exec	Total	Total
	£'000	£'000	£'000	£'000
Salary	891	99	990	923
Pension	65	-	65	59
Total emoluments	956	99	1,055	982
Emoluments paid to the highest paid director	185	-	185	211
Excluding pension contribution	172	-	172	194
Total expenses reimbursed to Directors not chargeable to UK income tax	1	-	1	3

The Chief Executive received an addition to salary in lieu of pension contributions. No additional contributions to any pension scheme have been made and there were no special or enhanced terms which applied.

Director's emoluments are included in staff costs in Note 6.

During the year remuneration paid to Board Members was:

		Board Meetings Attended	2024/25 £	2023/24 £
Kate Still	Chair of the Board Appointed December 2023	4/4	14,326	1,246
Kate McLeod	Chair of the Board Resigned May 2024	1/1	2,546	14,562
Rachel Harrison	Vice Chair of the Board Chair of Risk & Audit	4/4	8,315	8,171
Graham Olive	Vice Chair of the Board Resigned December 2023	-	-	5,968
Jessica Friend	Chair of Business Resilience & Growth Appointed September 2023	4/4	8,315	7,957
Francesco Elia	Chair of Business Resilience & Growth Resigned September 2023	-	-	3,978
Craig O'Donnell	Chair of Customer, Colleague & Governance	4/4	8,315	6,984
John Tibbitts	Chair of Thrive Places	4/4	8,315	6,984
David Dahan	Board Member	4/4	6,111	5,848
Rachel Hatfield	Board Member	4/4	6,111	6,821
James Irvine	Board Member	4/4	6,111	5,848
John Osborn	Board Member Appointed September 2023	4/4	6,111	5,203
Matt Peak	Board Member Appointed December 2023	4/4	6,171	1,979
Graeme Snell	Board Member	4/4	6,111	5,848
Yvonne Luu	Associate Board Member Appointed December 2023	4/4	4,000	1,246
Robert Abraham	Associate Board Member Appointed December 2023	3/4	4,000	1,246
Elspeth Mackenzie	Chief Executive Resigned December 2024	3/3	-	-
			94,858	89,889

8. Taxation

Group

	2025	2024
	£'000	£'000
Tax on profit on ordinary activities	123	-
	2025	2024
	£'000	£'000
Reconciliation of tax charge		
Profit on ordinary activities before tax & revaluation	4,394	4,798
Total tax on profit @25% (2024: 25%)	1,099	300
Reduction in tax charge due to charitable status	(968)	5,098
Reduction in tax charge due to qualifying charitable donation to parent company	(8)	1,623
Tax charge for the year	123	-

Thrive Homes Limited has been granted charitable status and is not liable to corporation tax on ordinary activities.

Thrive Homes Finance plc, Building for Thrive Limited and Thrive Places Limited are subject to United Kingdom corporation tax on their ordinary activities, but can take advantage of Group Relief surrendered and Gift Aid to donate any taxable profits to Thrive Homes Limited, where sufficient distributable reserves exist. Thrive Places Limited had no distributable reserves at the end of March 2025, due to impairment of investment properties recognised during the year, so is not able to make a Gift Aid donation. Thrive Places Limited profit on ordinary activities is therefore liable for a Corporation Tax charge.

9. Intangible Assets

Group and Association

	Notes	Internally developed software	Acquired software	Total
		£'000	£'000	£'000
Cost				
At 1 April 2024		3,711	862	4,573
Additions in year		1,286	-	1,286
Reclassification from Other Property, Plant and Equipment	9a	255	-	255
Impairment		(2,300)	-	(2,300)
As at 31 March 2025		2,951	862	3,813
Amortisation				
At 1 April 2024		411	862	1,273
Charge for the year		-	-	-
As at 31 March 2025		411	862	1,273
NET BOOK VALUE				
As at 31 March 2024		2,540	-	2,540
As at 31 March 2024		3,300	-	3,300

During the year the value of internally developed software was reduced by £2.3 million (2024: £Nil). This brings the costs capitalised into line with the estimated present value of the future financial benefits arising from using the software over its useful life.

9a. Other Property, Plant and Equipment

Group and Association

	Notes	Office Equipment, Fixtures and Fittings	Total
		£'000	£'000
Cost			
At 1 April 2024		2,224	2,224
Additions		97	97
Reclassification to Intangible Assets	9	(255)	(255)
As at 31 March 2025		2,086	2,086
Depreciation			
At 1 April 2024		1,541	1,541
Charge for year		274	274
As at 31 March 2025		1,835	1,835
Net Book Value			
As at 31 March 2025		251	251
As at 31 March 2024		683	683

10. Housing Properties

Group

	Housing Properties Under Construction	Housing Properties Completed	Housing Properties Under Construction	Housing Properties Completed	Total
	For letting	For letting	For shared ownership	For shared ownership	
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 April 2024 - restated	17,296	273,524	31,784	64,509	387,113
Additions in year	14,148	-	4,623	-	18,771
Developments completed	(14,764)	14,764	(26,803)	26,803	-
Works to existing properties	-	5,449	-	-	5,449
Transfer from / (to) current assets	97	-	(2,889)	(640)	(3,432)
Disposals	-	(1,345)	-	(616)	(1,961)
At 31 March 2025	16,777	292,392	6,715	90,056	405,940
Depreciation					
At 1 April 2024	-	45,765	-	-	45,765
Charge for year	-	6,039	-	-	6,039
Reclassifications	-	(2)	-	-	(2)
Eliminated on disposal	-	(269)	-	-	(269)
At 31 March 2025	-	51,533	-	-	51,533
Net Book Value					
At 31 March 2025	16,777	240,859	6,715	90,056	354,407
At 31 March 2024	33,061	231,943	11,835	64,509	341,348

During the year Thrive Homes Limited identified an error in the allocation of brought forward costs between Housing Properties for letting under construction, and Housing Properties for shared ownership under construction. This has been corrected as a prior year adjustment by adding £19,949k to Housing Properties for Shared Ownership under construction, and subtracting £19,949k from Housing Properties for letting under construction, both at 1st April 2024. Additional valuation work has been carried out on the properties under construction values at year end, and the Group has confirmed these to be correct.

In addition, an error in the allocation of brought forward costs between Housing Properties for Letting under construction, and completed Housing Properties for Letting has been corrected as a prior year adjustment adding £4,184k to Housing Properties for Letting under construction, and subtracting £4,184k from completed Housing Properties for letting, both at 1st April 2024. Additional valuation work has been carried out on the property values at year end, and the Group has confirmed these to be correct.

Interest of £1,436k (2024: £2,645k) and own costs of £985k (2024: £893k) have been capitalised in the year to 31 March 2025.

Works to existing properties includes costs charged by contractors, external consultants, interest capitalised and related in-house supervision and administration costs which have been capitalised.

10. Housing Properties (continued)

Association

	Housing Properties Under Construction	Housing Properties Completed	Housing Properties Under Construction	Housing Properties Completed	Total
	For letting	For letting	For shared ownership	For shared ownership	
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 April 2024 – restated	18,682	271,473	31,784	64,509	386,448
Additions in year	13,233	-	4,081	-	17,314
Developments completed	(14,764)	14,764	(26,803)	26,803	-
Works to existing properties	-	5,449	-	-	5,449
Transfer from / (to) current assets	97	-	(2,889)	(640)	(3,432)
Disposals	-	(1,345)	-	(616)	(1,961)
At 31 March 2025	17,248	290,341	6,173	90,056	403,818
Depreciation					
At 1 April 2024	-	45,766	-	-	45,766
Charge for year	-	6,039	-	-	6,039
Reclassifications	-	(2)	-	-	(2)
Eliminated on disposal	-	(269)	-	-	(269)
At 31 March 2025	-	51,533	-	-	51,533
Net Book Value					
At 31 March 2025	17,248	238,807	6,173	90,056	352,285
At 31 March 2024	34,447	229,891	11,835	64,509	340,682

During the year Thrive Homes Limited identified an error in the allocation of brought forward costs between Housing Properties for letting under construction, and Housing Properties for shared ownership under construction. This has been corrected as a prior year adjustment by adding £19,949k to Housing Properties for Shared Ownership under construction, and subtracting £19,949k from Housing Properties for letting under construction, both at 1st April 2024.

In addition, an error in the allocation of brought forward costs between Housing Properties for Letting under construction, and completed Housing Properties for Letting has been corrected as a prior year adjustment adding £4,184k to Housing Properties for Letting under construction, and subtracting £4,184k from completed Housing Properties for letting, both at 1st April 2024. Additional valuation work has been carried out on the properties values at year end, and the Association has confirmed these to be correct.

Interest of £1,463k (2024: £2,645k) and own costs of £985k (2024: £893k) have been capitalised in the year to 31 March 2025.

Works to existing properties includes costs charged by contractors, external consultants, interest capitalised and related in-house supervision and administration costs which have been capitalised.

10. Housing Properties (continued)

Association

	2025	2024
	£'000	£'000
Analysis of works to existing properties:		
Capitalised: replacement of components	3,407	6,718
Capitalised: improvements (aids and adaptations)	2,041	264
	5,449	6,981
Charged to Statement of Comprehensive Income	2,442	1,660
	7,891	8,642

Properties held for security

Thrive Homes Limited – Registered social housing provider had property with a total value on a Market Value Tenanted basis of £687m pledged as security as 31 March 2025 (2024: £98m on a Net Book Value basis).

11. Disposal of Fixed Assets

Group and Association

	2025			2024
	Right to Buy	Other	Total	Total
	£'000	£'000	£'000	£'000
Proceeds	1,899	2,733	4,632	804
Fees	(5)	(577)	(582)	(4)
Local Authority Clawback	(1,587)	-	(1,587)	-
Costs	(184)	(3)	(187)	(758)
Depreciation eliminated on disposal	68	-	68	26
	191	2,153	2,344	68

12. Units in Ownership and Management

	2024	Additions	Disposals	Transfers	2025
	No.	No.	No.	No.	No.
Social Housing					
Owned – General Needs, let at social rents	3,390	2	(7)	(18)	3,367
Owned – General Needs, let at affordable rents	398	49	-	-	447
Owned – General Needs, let at intermediate rents	99	-	-	-	99
Owned – General Needs, let as rent to home buy	87	-	-	(9)	78
Owned – Housing for Older People	544	-	-	-	544
Owned – Shared Ownership	556	100	(8)	24	672
Managed – General Needs, let at affordable rents	13	7	(20)	-	-
Managed – General Needs, let at intermediate rents	14	-	-	-	14
Managed – Shared Ownership	12	-	(12)	-	-
Leasehold Properties	634	-	(8)	3	629
	5,747	158	(55)	-	5,850
Non-Social Housing					
Market Rented	61	-	-	-	61
Other Dwellings	6	-	-	-	6
Non-Dwellings	12	-	(1)	-	11
Total	5,826	158	(56)	-	5,928
The above excludes units taken out of rent debit:					
Owned – General Needs, let at social rents	6	-	(3)	-	3
Owned – Housing for Older People	27	-	(27)	-	-

12. Units in Ownership and Management (continued)

	2023	Additions	Disposals	Transfers	2024
	No.	No.	No.	No.	No.
Social Housing					
Owned – General Needs, let at social rents	3,438	4	(1)	(51)	3,390
Owned – General Needs, let at affordable rents	310	-	-	-	310
Owned – General Needs, let at intermediate rents	99	-	-	-	99
Owned – General Needs, let as rent to home buy	88	-	-	(1)	87
Owned – Housing for Older People	544	-	-	-	544
Owned – Shared Ownership	322	73	-	46	441
Managed – General Needs, let at affordable rents	97	4	-	-	101
Managed – General Needs, let at intermediate rents	14	-	-	-	14
Managed – Shared Ownership	128	-	(1)	-	127
Leasehold Properties	631	-	-	3	634
	5,671	81	(2)	(3)	5,747
Non-Social Housing					
Market Rented	61	-	-	-	61
Other Dwellings	6	-	-	-	6
Non-Dwellings	12	-	-	-	12
Total	5,750	81	(2)	(3)	5,826
The above excludes units taken out of rent debit:					
Owned – General Needs, let at social rents	3	-	-	-	6
Owned – Housing for Older People	27	-	-	-	27

13. Investment Properties

	Group		Association	
	Land and Buildings	Land and Buildings	Land and Buildings	Land and Buildings
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
At 1 April 2024	31,180	36,040	20,350	24,910
Additions	-	729	1,030	729
Release of revaluation reserves	-	(1,176)	-	(1,176)
Gain/(loss) on revaluation	180	(4,413)	1,030	(4,113)
At 31 March 2025	31,360	31,180	21,380	20,350

Market rented properties (Private Rented Sector, 'PRS') are treated as investment properties. The company have adopted the provisions under sections 16.1 and 16.2 of FRS 102 in relation to the revaluation of their investment. This valuation was carried out by Brasier Freeth Limited and Phoenix and Partners, both firms of RICS registered valuers in accordance with Royal Institute of Chartered Surveyors (RICS) Valuation – Global Standards 2017 using qualified chartered surveyors who had sufficient current local knowledge of the market and skills and understanding to undertake the valuation competently.

14. Properties for Shared Ownership Sale

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Properties under construction	-	11,408	-	11,408
Completed Shared Ownership Units held for sale	7,998	5,534	7,998	5,534
	7,998	16,942	7,998	16,942

15. Debtors

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Due within one year				
Gross rent and service charges arrears	2,032	2,565	1,979	2,509
Less: provision for bad debts	(1,182)	(1,072)	(1,126)	(1,034)
	850	1,493	852	1,475
VAT due from HMRC	456	-	417	-
Trade debtors less provision for bad debts	291	657	291	657
Refurbishment obligation	2,247	2,820	2,247	2,820
Due from subsidiary undertakings	-	-	615	539
Other debtors	173	-	41	-
Prepayments and accrued income	1,316	1,145	1,316	1,153
	5,333	6,115	5,778	6,644
Due after one year				
Due from subsidiary undertakings	-	-	2,637	-
Deferred expenditure, refurbishment obligation (note 17f)	-	3,124	-	3,124
	-	3,124	6,842	3,124

16. Creditors: Amounts Falling Due Within One Year

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade creditors	3,716	586	3,531	586
Rents and service charges received in advance	1,633	1,653	1,628	1,643
Due to Three Rivers District Council – VAT sharing agreement	392	250	392	250
Due to Three Rivers District Council – RTB proceeds share	1,604	522	1,604	522
Taxation and social security costs	561	318	573	330
Other pension creditors	91	73	91	73
Leaseholder sinking funds	1,730	1,570	1,730	1,570
Refurbishment obligation – see Note 17f	2,247	2,820	2,247	2,820
Housing Loan – Other – see Note 17c	25,000	-	25,000	-
Sundry creditors	3,456	3,629	3,326	3,626
Government Grants – see Note 17e	172	172	172	172
Bond Premium Amortisation – see Note 17d	1,404	1,404	1,404	1,404
Retentions, due on works to properties	611	1,886	611	1,886
Accruals and deferred income	7,590	6,880	7,345	6,872
	50,207	21,763	49,654	21,754

17. Creditors: Amounts Falling Due After More Than One Year

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Housing loans– Bond, Note 17a	198,158	198,279	198,158	198,279
Housing loans– Bank loans, Note 17b	-	25,000	-	25,000
Housing loans– Other loans, Note 17c	25,000	25,000	25,000	25,000
Deferred Income– Bond Premium, Note 17d	35,106	36,754	35,106	36,754
Deferred Income– Grant, Note 17e	32,343	31,415	32,343	31,415
Deferred Income– Refurbishment obligation, Note 17f	-	3,124	-	3,124
Major Works Retentions	161	-	161	-
Total creditors more than one year	290,768	319,573	290,768	319,573

17a. Housing Loans – Bond

Group

On 24 March 2014, Thrive Homes Finance plc, a subsidiary of Thrive Homes Limited, issued a £200 million fixed rate bond with four equal maturities of 25, 29, 33 and 37 years. The annual coupon rate is 4.68%.

£70 million of the issue was sold to investors on the issue date at par, £30 million was sold on 14 July 2015 at a premium of £3.5 million, £25 million was issued on 26 May 2017 at a premium of £7.7 million, £45 million was issued on 31 March 2022 at a premium of £19.6 million and the final £30 million tranche was issued on 30 September 2022 at a premium of £11.98million. The premiums arising, are being amortized to interest expense within Thrive Homes Limited over the 26-year period to 2051 when the final bond payment is due.

£50 million is therefore repayable on each of 24 March 2039, 24 March 2043, 24 Mar 2047, and 24 Mar 2051.

Thrive Homes Finance plc has on-lent the £200 million bond proceeds to Thrive Homes Limited under a guarantee and security trust agreement. Thrive Homes Limited provides the underlying asset security and this is held through a Security Trust arrangement with M&G Plc. The £200 million debt held by investors is secured by fixed charges over 2,783 Thrive Homes Limited properties (2,122 affordable and social rent, 310 shared ownership and 351 leaseholds at NIL value) at Market Value Tenanted (MV-T) of £453.8 million and their Existing Use Value – Social Housing (EUV-SH) of £43.9 million. This reflects the full valuation on 31 July 2024 completed by JLL during the year to March 2025 being the last official valuation, and is net of the disposal of secured properties, e.g. under Right to Buy legislation, since the initial bond issue.

Under the terms of it's loan agreement, all Thrive Homes Finance plc costs relating to providing funding services to Thrive Homes Limited are payable by Thrive Homes Limited.

Association

Thrive Homes Limited has loans from its subsidiary Thrive Homes Finance plc. £70 million was put in place on 24 March 2014 with further £30 million on 14 July 2015, £25 million on 26 May 2017, £45 million on 1 April 2022 and a final £30 million on 30 September 2022 to total £200 million. The period of the loans is to 2051 at a coupon rate of 4.68%. Interest is payable by Thrive Homes Limited to Thrive Homes Finance plc half yearly, September and March. Any fees and financing costs incurred by Thrive Homes Finance plc regarding bond issuing, bond sales, and on lending to Thrive Homes Limited are payable by Thrive Homes Limited. These are deferred in the accounts of Thrive Homes Limited and written off over the period of the loan.

Amounts repayable by instalments and not wholly repayable within five years:

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Long Term Loan – THF plc	-	-	200,000	200,000
Deferred finance fees – re Bond	(1,842)	(1,721)	(1,842)	(1,721)
Due to bond holders	200,000	200,000	-	-
Repayable after five years	198,158	198,279	198,158	198,279

The Statement of Financial Position shows the position net of deferred financing costs.

17b. Housing Loans – Bank Loans

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Loan	25,000	25,000	25,000	25,000
At 31 March	25,000	25,000	25,000	25,000
Due within one year	25,000	-	25,000	-
Due after one year	-	25,000	-	25,000
	25,000	25,000	25,000	25,000

The bank loans are drawn from loan facilities of £25m that mature in October 2025. Bank loans are secured by charges on specific properties and the interest is payable at a variable rate now linked to Sterling Overnight Index Average (SONIA) from March 2025. After the year end, a loan agreement was signed on 17th June 2025 which extended the repayment maturity date to June 2030.

17c. Housing Loans – Other

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Due within one year	-	-	-	-
Due after one year	25,000	25,000	25,000	25,000
	25,000	25,000	25,000	25,000

17d. Deferred Income – Bond Premium

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
At 1 April	38,158	39,562	38,158	39,562
Amortised in year	(1,648)	(1,404)	(1,648)	(1,404)
At 31 March	36,510	38,158	36,510	38,158
Due within one year	1,404	1,404	1,404	1,404
Due after one year	35,106	36,754	35,106	36,754
	36,510	38,158	36,510	38,158

Bond premium is the cash received over and above the bond value, on bond sales. This is amortised to revenue over the remaining years until the first bond repayment is due.

17e. Deferred Income – Grants

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Original Capital Grant Value	53,973	52,873	53,972	52,873
At 1 April	31,588	16,553	31,588	16,553
Grant received	1,099	15,207	1,099	15,207
Amortisation to Statement of Comprehensive Income	(172)	(172)	(172)	(172)
At 31 March	32,515	31,588	32,515	31,588
Due within 1 year, note 16	172	172	172	172
Due after 1 year, Note 17	32,343	31,416	32,343	31,416
	32,515	31,588	32,515	31,588

Capital grants received are recorded as deferred income and subsequently amortised to turnover within the Statement of Comprehensive Income. The period of amortisation is the remaining years of useful economic life for the building structure from its date of construction, or at the time of its acquisition by Thrive (if this is later).

17f. Refurbishment Obligation

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Debtor Balances				
Original Debt	70,196	70,196	70,196	70,196
At 1 April	5,944	8,764	5,944	8,764
LESS: works completed in year	(3,697)	(2,820)	(3,697)	(2,820)
At 31 March	2,247	5,944	2,247	5,944
Due within 1 year, Note 15	2,247	2,820	2,247	2,820
Due after 1 year, Note 15	-	3,124	-	3,124
	2,247	5,944	2,247	5,944

	Group		Association	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Creditor Balances				
Original Liability	70,196	70,196	70,196	70,196
At 1 April	5,944	8,764	5,944	8,764
LESS: works completed in year	(3,697)	(2,820)	(3,697)	(2,820)
At 31 March	2,247	5,944	2,247	5,944
Due within 1 year, Note 16	2,247	2,820	2,247	2,820
Due after 1 year, Note 17	-	3,124	-	3,124
	2,247	5,944	2,247	5,944

This represents the Association's liability to carry out refurbishment works under the Development Agreement with Three Rivers District Council. As work within the agreement is undertaken, this liability is reduced. This agreement is a sub agreement to the principal 2008 transfer agreement. The value and scope of these works is part of the agreement, and the total value was invoiced by the Association to the council in 2008 – the income being deferred. The requirement to carry out the works is a contractual obligation and is therefore treated as a liability. The equal and opposite side of the liability is recognised as a debtor (prepayment) as this is effectively deferred expenditure.

18. Called Up Share Capital

Association

2025		2024	
No.	£	No.	£
Issued and fully paid shares of £1 each:			
At beginning of year	12	12	11
Issued during the year	-	3	13
Cancelled during the year	2	2	2
At end of the year	10	12	12

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

No shareholders have any rights in the residual interest in the assets of the Association after deducting all liabilities.

19. Investments

Group		Association	
2025	2024	2025	2024
£'000	£'000	£'000	£'000
Thrive Finance plc (08902717)	-	50	50
Building for Thrive Limited (10471305)	-	1	1
MORHomes Plc (10974098)	30	30	30
Thrive Places Limited (12292058)	-	11,714	11,714
Impairment (see note)	-	(669)	-
Revised value		11,045	11,714
At 31 March	30	11,126	11,795

Note: During the year the value of the Association's investment in Thrive Places Limited was reduced by £669,000 (2024: £Nil). This impairment arises from a reduction in the market value of Thrive Places Limited's residential lettings properties.

20. Provision for Liabilities

The Group recognises provisions and liabilities of uncertain timing or amounts. Provision is made for specific and quantifiable liabilities, measured at the best estimate of expenditure and only where probable that it is required to settle a legal or constructive obligation that existed at the Statement of Financial Position date.

Group and Association

	2025	2024
	£'000	£'000
At 1 April	625	767
Increase in provision	-	55
Release of provision	(160)	(197)
At 31 March	465	625

An analysis of the movement in each provision is set out below:

Remedial works

Group and Association

	2025	2024
	£'000	£'000
At 1 April	410	410
At 31 March	410	410

Other

Group and Association

	2025	2024
	£'000	£'000
At 1 April	215	357
Increase in provision	-	55
Release of provision	(160)	(197)
At 31 March	55	215

Other provision consists of amounts provided in respect of disputes.

21. Retirement Benefit Schemes

Group and Association

Defined Benefit Scheme

Thrive Homes Limited is an admitted member of the Hertfordshire County Council Pension Fund, which is part of the Local Government Pension Scheme (LGPS) – a funded defined benefit scheme based on final salary. Entry to the scheme for new employees was closed in November 2009. Thrive Homes' contribution rate over the year was 20.6% of pensionable salary (2024: 27.1%).

The assets and liabilities of the LGPS were moved to Three Rivers District Council (TRDC) under a subsumption agreement during 2021/22, which did not affect the financial treatment of the fund. The most recent actuarial valuations of scheme assets and the present value of the defined obligation were carried out at 31 March 2025. The present value of the defined benefit obligation related current service cost and past service cost were measured using the projected unit credit method.

The principal assumptions used by the actuaries for FRS 102 purposes were:

	2025	%	2024	%
Financial assumptions:				
Pension increase rate	2.90		2.75	
Salary increase rate	3.90		3.25	
Discount rate	5.80		4.85	

Mortality

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2021 model, with a 10% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long-term rate of improvement of 1.5% p.a. for both males and females. Based on these assumptions, the average future life expectancies at age 65 for the Employer are summarised below:

	Males	Years	Females	Years
Current pensioners	21.2		24.1	
Future pensioners	21.9		25.2	

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

	2025	£'000	2024	£'000
Current service cost	(34)		(38)	
Net interest cost	258		193	
	224		155	
Actuarial loss recognised in other comprehensive income	(264)		(195)	
Total loss relating to defined benefit scheme	(264)		(195)	

The amount included in the Statement of Financial Position arising from the Group's obligations in respect of this scheme is as follows:

	2025	2024
	£'000	£'000
Present value of defined benefit obligations	(10,464)	(12,153)
Fair value of scheme assets	17,069	17,447
Surplus	6,605	5,294
Net (liability)/asset recognised in the Statement of Financial Position	-	-

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

	2025	2024
	£'000	£'000
At 1 April	(12,153)	(12,205)
Service cost	(34)	(38)
Interest cost	(577)	(573)
Actuarial gains	1,786	318
Contributions from members	(12)	(13)
Benefits paid	526	358
At 31 March	(10,464)	(12,153)

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

	2025	2024
	£'000	£'000
At 1 April	17,447	16,277
Interest income	835	766
Return on plan assets (excluding amounts included in net interest cost)	(739)	709
Contributions from the employer	40	40
Contributions from members	12	13
Benefits paid	(526)	(358)
At 31 March	17,069	17,447

The analysis of the scheme assets at the Statement of Financial Position date are:

	2025	2024
	%	%
Equity instruments	59	61
Bonds	23	21
Property	15	12
Cash	3	6
	100	100

The employer contribution rate from 1 April 2025 will be 20.6% (2024: 20.6%).

The pension plan has not invested in any of the Group's own financial instruments or other assets of the Group.

Defined Contribution Scheme

Thrive Homes provides a defined contribution stakeholder type pension scheme for employees which is administered by Royal London (formerly Scottish Life). The assets of the scheme are kept separately from those of Thrive Homes and are invested in independently managed funds chosen by the employee.

The employers' contributions to the scheme charged to the Statement of Comprehensive Income for the year ended 31 March 2025 were £630k (2024: £563k). The amount of pension contributions payable at the 31 March 2025 was £69k (2024: £48k).

Thrive Homes' contribution ranges from 6% to 10%, being twice the employee's own personal contribution. The minimum contribution levels are compliant with 'Automatic Enrolment' legislation.

Employee members as at 31 March 2025 were 162 (2024: 97).

22. Capital Commitments

Group and Association

	2025	2024
	£'000	£'000
Capital expenditure contracted for but not provided in the financial statements	14,019	17,520
Capital expenditure authorised by the Board but not yet under contract	59,189	25,422

The Board expects the expenditure it has authorised to be fully financed by a combination of cash, available loan facilities, grant funding or from Thrive Homes' own reserves.

23. Other Financial Commitments

Group and Association

At the reporting date there were outstanding commitments for future minimum lease payments under non-cancellable operating leases falling due as follows:

	2025			2024		
	Land and buildings	Office equipment	Total	Land and buildings	Office Equipment	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Expiring:						
Not later than one year	366	9	375	366	6	372
Later than one year but not later than five years	732	36	768	1,098	12	1,110
After five years	-	13	13	-	-	-
	1,098	58	1,156	1,464	18	1,482

24. Contingent Liabilities

At the 31 March 2025 Thrive Homes Limited had a contingent liability with respect to capital grants associated with social housing properties acquired by way of stock transfer, that may be repayable should the units that the grants are attached to be disposed or otherwise no longer be properties for social housing letting. The contingent liability at year end is £18.9m (2024: £18.9m).

25. Legislative Provisions

Thrive Homes is a registered society under the Co-Operative and Community Benefit Societies Act 2014, registered number 30398R.

It is also registered with the Regulator for Social Housing, Number L4520, and subject to its Regulatory Framework.

26. Related Party Transactions

Resident Board Members - Tenants

During the year, there was no Tenant Member of the Board.

Tenant Board member tenancies are on normal terms and they are not able to use their position on the Board to their advantage. During the year, rent and related charges to tenant Board members amounted to £nil (2024: £nil). Arrears charges outstanding at year end, for tenant Board members amounted to £nil (2024: £nil).

Resident Board Members - Leaseholders

During the year there was no Leasehold Member who served as a member of the Board.

During the year, service charge costs charged to leasehold Board members amounted to £nil (2024: £nil). Balances outstanding at year end for leasehold Board members, relating to the costs of major works being paid in instalments, amounted to £nil (2024: £nil).

Development Agreement with Three Rivers District Council

The Development Agreement covers the long-term refurbishment of the housing stock following its transfer to Thrive Homes in 2008 and includes a VAT shelter arrangement whereby 'savings' generated are shared between both parties. The value paid to Three Rivers District Council for the year is £423,401 (2024: £254,706)

The Development Agreement also includes some proceeds sharing agreement when properties are disposed of under the 'Right to Buy' legislation. Annual values can be seen in note 16.

27. Subsidiary Undertakings

Thrive Homes Finance plc

Thrive Homes Finance plc is a subsidiary of Thrive Homes Limited. It is 100% owned and controlled by Thrive Homes Limited, who own 50,000 £1 ordinary shares in Thrive Homes Finance plc.

Thrive Homes Finance plc, registered England & Wales 08902717, was incorporated on 19 February 2014. The company registered office is Westside, London Road, Hemel Hempstead, HP3 9TD.

Its principal activity is to source funds on behalf of Thrive Homes Limited directly from the capital markets and to on-lend the proceeds to Thrive Homes Limited.

Transactions and balances with Thrive Homes Finance plc are as follows:

	2025 £'000	2024 £'000
Statement of Comprehensive Income		
Interest payable	9,361	9,360
Outstanding balances as at 31 March		
Debtors, less than 1 year, Gift Aid	31	30
Creditors, greater than 1-year, long term loan	(200,000)	(200,000)

Building for Thrive Limited

Building for Thrive Limited is a subsidiary of Thrive Homes Limited. It is 100% owned and controlled by Thrive Homes Limited, who own 1,000 £1 ordinary shares in Building for Thrive Limited.

Building for Thrive Limited, registered England & Wales 10471305 was incorporated on 9 November 2016. It commenced trading in December 2024. The company registered office is Westside, London Road, Hemel Hempstead, HP3 9TD.

Its principal activity is to carry out design and build activities for Thrive Homes Limited development activities.

Transactions and balances with Building for Thrive Limited are as follows:

	2025 £'000	2024 £'000
Statement of Comprehensive Income		
Sales – Administrative Services	113	-
Purchases – Design & Build Services	(3,374)	-
Balances as at 31 March		
Debtor – Loan to Building for Thrive Limited	2,637	-

Thrive Places Limited (formerly Thrive Living Limited)

Thrive Places Limited is a subsidiary of Thrive Homes Limited. It is 100% owned and controlled by Thrive Homes Limited, who own 11,714,000 £1 ordinary shares in Thrive Places Limited.

Thrive Places Limited, registered England & Wales 12292058 was incorporated on 31 October 2019. The company registered office is Westside, London Road, Hemel Hempstead, HP3 9TD.

Its principal activity is the letting and operating of own or leased real estate.

Transactions and balances with Thrive Places Limited are as follows:

	2025 £'000	2024 £'000
Statement of Comprehensive Income		
Interest payable	-	-
Balances as at 31st March		
Creditors, less than one-year, unpaid share capital	(30)	-
Debtors, less than 1 year, Gift Aid	-	501

28. Financial Instruments

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

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Financial assets				
Measured at undiscounted amount receivable				
Deferred expenditure – refurbishment obligation (note 17f)	2,247	3,124	2,247	3,124
Rent arrears and other debtors (note 15)	1,770	3,486	2,215	4,007
Cash	20,535	16,070	17,200	14,236
	24,551	22,680	21,662	21,367
Financial liabilities				
Measured at amortised cost				
Loans payable (note 17a–17c)	248,158	248,279	248,158	248,279
Measured at undiscounted amount payable				
Refurbishment obligation (note 17f)	2,247	3,124	2,247	3,124
Trade and other creditors (note 16)	21,384	20,279	20,831	20,171
Amounts owed to related undertakings (note 27)	–	–	(615)	100
	271,789	271,682	270,621	271,674

The Group and Association's income, expense, gains and losses in respect of financial instruments were £nil (2024: £nil).



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