



# One Manchester Limited Annual Report and Financial Statements for the year ended 31 March 2025



# Contents

3.	Board Members, Company Secretary, Executive Directors, Funders and Advisors	46.	Association statement of comprehensive income
5.	Chair’s introduction	47.	Group statement of financial position
6.	Report of the Board	48.	Association statement of financial position
18.	Strategic Report	49.	Group statement of changes in reserves
28.	Value for Money Self-Assessment	50.	Association statement of changes in reserves
36.	Governance	51.	Group statement of cash flows
38.	Directors’ responsibilities	52.	Notes forming part of the financial statements
40.	Independent auditor’s report		
45.	Group statement of comprehensive income		



# Board Members, Company Secretary, Executive Directors, Funders and Advisors

Board		
Yashar Turgut	Chair – Board Member	
Nicole Kershaw	Chief Executive	
Sue Lock	Chair of Customers & Communities Committee – Board Member	
Dave Bullock	Chair of Investment & Growth Committee – Board Member	
Cath Wilson	Senior Independent Director	
Mick Warner	Board Member	Resigned 5 December 2024
Cllr Rabnawaz Akbar	Board Member	
Gillian Drakeford	Board Member	
Tony Deakin	Current Chair of Audit & Risk Committee – Board Member	
Guy Marshall	Board Member	Appointed 30 October 2024
Company Secretary		
Christopher Murphy		
Executive Directors		
Nicole Kershaw	Chief Executive	
Charlotte Grover	Chief Experience Officer	
Andrew Cooke	Chief Financial Officer	Appointed 13 January 2025
Barry Wears	Chief Financial Officer	Resigned 20 December 2024
Registered Office	Lovell House Archway 6 Hulme Manchester M15 5RN	
Company registration Number	RS007018	
Regulator of Social Housing Number	4808	

External auditor	RSM UK Audit LLP Landmark St Peter's Square 1 Oxford Street Manchester M1 4PB
Internal auditor	Beever and Struthers 1 George Leigh St Manchester M4 5DL
Treasury Advisors	Chatham Financial (From April 2024) 12 St James's Square London SW1Y 4LB
Bankers	Royal Bank of Scotland 1 Spinningfield Square Manchester M3 3AP  Barclays Bank plc 1st floor, 3 Hardman Street Manchester M3 3HF
Funders	Barclays Bank plc 1st floor, 3 Hardman Street Manchester M3 3HF  Royal Bank of Scotland Kirkstane House 139 St Vincent Street Glasgow G2 5JF  Legal and General Assurance Society Limited 1 Coleman Street London EC2R 5AA  Danske Bank 75 King William Street London EC4N 7DT

# Chair's Introduction

## It's my pleasure to present the financial statements of One Manchester Group for the year ending 31 March 2025.

This year has brought a renewed focus on social housing at the national level, following the general election and a new government committed to addressing the housing crisis. We welcome the ambition shown, from the implementation of Awaab's Law to the expansion of the Social Housing Decarbonisation Fund. These changes signal both opportunities and responsibilities for housing providers, and we remain firmly committed to meeting them head-on.

We retained our G1 governance rating and continue to build resilience despite sector-wide financial pressures. We've worked hard to balance increasing investment in building safety, net zero compliance, and regulatory preparedness while maintaining service standards for our customers. As part of this, we've enhanced our home condition data and submitted a £14.4m bid to deliver fabric-first measures to 1,800 homes, helping improve energy efficiency and affordability for our residents.

One Manchester played a proud role in regional efforts to tackle housing inequality, including contributing to the GM Housing First roadmap and supporting the launch of the new GM Housing First Unit. Our partnership working continues to grow stronger, and we've helped shape strategic conversations around the future of social housing in Greater Manchester.

Our Thrive Fund continues to be a lifeline. This year, we supported over 1,000 customers, with funding used for essential items like cookers, white goods, and beds for children. This reflects not only the continued cost-of-living challenges faced by many but also the dedication of our neighbourhood teams who remain at the heart of our work.

Our work to support customers' wellbeing and connection to their communities also stepped up. We hosted nine summer events across Manchester, drawing over 2,700 attendees and bringing colleagues, local partners, and residents together. Feedback gathered from these events is now actively shaping how we prioritise community investment in the year ahead.

We have also strengthened our regulatory preparedness, including proactive learning from the first rounds of inspections under the new consumer standards. Our teams are working with sector leaders to ensure we stay ahead of expectations and continue to champion safe, secure, and high-quality homes.

Finally, I want to acknowledge the efforts of everyone across One Manchester—our staff, volunteers, Board, and partners—who embody our values each day. Through uncertain times and ever-evolving challenges, we remain steadfast in our purpose: to be more than a landlord and deliver not only great homes, but real opportunities for our customers and communities.

Yashar Turgut – Group Chair






# Report of the board

## Principal activities and review of the business

The One Manchester Group comprises the Group parent (One Manchester Limited) and three subsidiaries: One Manchester Treasury Limited, One Manchester Property Limited, and One Manchester Developments Limited. One Manchester Limited is a Charitable Community Benefit Society (registration number RS007018) and a Registered Social Housing Provider with the Regulator of Social Housing (registration number 4808). These Group financial statements include the accounts of One Manchester Developments Limited, One Manchester Treasury Limited, and One Manchester Property Limited. One Manchester Limited is the largest social landlord in central, south and east Manchester, owning and managing more than 12,000 homes. The principal activity of the Group is the provision, management, maintenance, and improvement of affordable social housing. In addition, the Group is working closely with key agencies for the wider public benefit of its communities; to improve and regenerate those communities and provide a positive environment for people to live in. The strategic report considers these activities in further detail.

Each subsidiary has its own Board of Directors. The One Manchester Limited Board acts as the Group Parent and oversees the activities of these wholly owned subsidiaries, namely:

- One Manchester Developments Limited (company number 09246629). A 100% owned subsidiary of One Manchester Limited and a private limited company. It was established to enable non-charitable activity to be undertaken;
- One Manchester Treasury Limited (company number 09456700). A 100% owned subsidiary of One Manchester

Limited and a private limited company. It was established to facilitate efficient treasury management for the Group;

- One Manchester Property Limited (company number 11384233). A 100% owned subsidiary of One Manchester Limited and a private limited company. It was established to enable non-charitable purpose, vision, and values activity to be undertaken.

## Qualifying third party indemnity provisions

The Group has qualifying third party indemnity provisions in place for the Board members of One Manchester Limited.

## Compliance with Governance & Financial Viability Standard

The Regulator of Social Housing's (RSH) Governance & Financial Viability Standard (the 'Standard') was updated in April 2015 and reviewed in July 2017. This review emphasised the importance of the Board's responsibility for health and safety of residents, strengthened stress testing, and ensured organisations were keeping live their Assets & Liabilities Registers and used the information contained within them in strategic decision-making. The Standard was accompanied by a Code of Practice, which provides guidance to registered providers to ensure compliance with the Standard.

The overall required outcomes of the Standard are:

- to ensure there are effective governance arrangements that deliver the aims, objectives, and intended outcomes for tenants and potential tenants in an effective, transparent, and accountable manner;
- to manage resources effectively to ensure registered providers' viability is maintained, ensuring that social housing

assets are not put at risk. The Standard requires registered providers to assess their compliance with the Standard at least annually, and Boards are required to report their compliance with the Standard within their annual accounts.

The definition of assurance means that this is not just an internal and external audit issue. Boards need to determine how they are obtaining assurance to demonstrate to the Regulator of Social Housing:

- a clear understanding of asset values, related security, potential losses, and potential chains of recourse. Note that Boards need to know exactly what information will be required in the event of distress and social housing asset exposure to value the assets without delay;
- evidence of application of the principles;
- the assurance they receive on quality of records.

The RSH's Consumer Standards were updated in 2024. The aim of the review was to ensure that Social Housing tenants have a safe, secure, and well-maintained home, with clear communication and good service from landlords. The overall outcomes of the Consumer Standards are:

- Neighbourhood and Community Standard**
  - Safety of shared spaces – to work co-operatively with tenants, other landlords and relevant organisations to take all reasonable steps to ensure the safety of shared spaces
  - Local cooperation – to co-operate with relevant partners to promote social, environmental and economic wellbeing in the areas where registered providers provide social housing.

- Anti-social behaviour and hate incidents – to work in partnership with appropriate local authority departments, the police and other relevant organisations to deter and tackle anti-social behaviour (ASB) and hate incidents in the neighbourhoods where registered providers provide social housing.
- Domestic abuse – to work co-operatively with other agencies tackling domestic abuse and enable tenants to access appropriate support and advice.

### Safety and Quality Standard

- Stock quality - to have an accurate, up to date and evidenced understanding of the condition of the Registered Provider's homes that reliably informs their provision of good quality, well maintained and safe homes for tenants.
- Decency – to ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain homes to at least this standard unless exempted by the regulator.
- Health and safety – Registered Providers must take all reasonable steps to ensure the health and safety of tenants in their homes and associated communal areas.
- Repairs, maintenance and planned improvements – Registered providers must provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.
- Adaptations – Registered providers must assist tenants seeking housing adaptations to access appropriate services.





## ● Tenancy Standard

- Allocations and lettings – Registered providers must allocate and let their homes in a fair and transparent way that takes the needs of tenants and prospective tenants into account.
- Tenancy sustainment and evictions – Registered providers must support tenants to maintain their tenancy or licence. Where a registered provider ends a tenancy or licence, they must offer affected tenants advice and assistance.
- Tenure – Registered providers shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock. They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation.
- Mutual exchange – Registered providers must support relevant tenants living in eligible housing to mutually exchange their homes.

## ● Transparency, Influence and Accountability Standard

- Fairness and respect – Registered providers must treat tenants and prospective tenants with fairness and respect.
- Diverse needs – In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.
- Engagement with tenants – Registered providers must take tenants' views into account in their decision making about how landlord services are delivered and communicate how tenants' views have been considered.
- Information about landlord services – Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account.



- Performance information – Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.
- Complaints – Registered providers must ensure complaints are addressed fairly, effectively, and promptly.

On 26 February 2025, the Regulator of Social Housing (RSH) issued a stability check, maintaining the existing G1 grade for One Manchester's governance and V2 for financial viability. One Manchester is still to be graded against the Consumer Standards.

Compliance with the Standard was assessed by the Board in July 2025 for the year ending 31 March 2025. After considering the self-assessment, the Board can confirm that the Group complies with the Standard. The Group has also adopted the National Housing Federation Code of Governance (2020). A self-assessment against the Code is carried out annually and the Board can confirm that the Group complies with the Code.

## Going concern

The Group's business activities, its current financial position, and factors likely to affect its future development are set out within the Strategic Report. The Group has in place long-term debt facilities that provide adequate resources to finance the committed investment and development programmes, along with the Group's day-to-day operations.

The Group also has an updated long-term Business Plan, taking in to account the impact of the current economic volatility, that demonstrates the Group can service these debt facilities whilst continuing to

comply with funders' covenants. A series of stress tests have also been carried out to evidence the impact of various scenarios. The 2025 Business Plan has been updated and reflects the current economic circumstances experienced including rent caps, higher interest, higher inflation, and supply chain uncertainty. Our Board is continually monitoring the Business Plan in relation to these pressures and are appropriately stress testing the Business Plan for deteriorating conditions including higher interest and inflation, and lower rent levels and rent collection.

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 at least 12 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.

## Internal Control and Risk Management

The Board is the ultimate governing body and is responsible for ensuring that an adequate system of internal control and risk management is in place and for reviewing its effectiveness.







## Internal Control

The system of internal control is designed to manage and reduce, not eliminate, risk, and provide reasonable assurance that key business objectives will be met. It also gives assurance and support to the preparation and reliability of financial and performance information, and the safeguarding of the Group's assets. The Board recognises that no system of internal control can provide absolute assurance or eliminate all risk.

Risks may be defined as those factors which may adversely affect the achievement of the Group's objectives. The internal control framework manages and mitigates risks by identifying those risks and ensuring controls are in place.

### The key elements of internal control include:

- Corporate governance arrangements including the adoption of the National Housing Federation Code of Governance (2020).
- The Delegation Framework (reapproved in July 2024) including the Board approved terms of reference and delegated authorities for its Committees, Financial Regulations and Scheme of Delegation.
- Following extensive consultation with stakeholders, the Board agreed a three-year Corporate Plan for 2022/2025 at its meeting in June 2022 supported by annually agreed corporate priorities.
- In July 2024, after careful consideration, the Board extended the Corporate Plan by another two years. The Board felt the priorities of People, Place, and Prosperity still resonated strongly with our strategic direction and recognised there was still important work to deliver within these.
- Strategic and business planning processes within which the Board approves strategy and Business Plan objectives supported by a performance monitoring framework.
- Development, monitoring, and approval of the long-term financial Business Plan updated with the annual budgeting cycle and in response to all significant environmental changes, which includes robust stress testing and assessment of key risks and mitigation analysis.
- The review and approval of annual budgets by the Board; review of results against the approved budget, and revised forecasts prepared at regular intervals. The annual budgeting cycle informs, and is informed, by the long-term financial Business Plan when setting the overall resources of the organisation, in both the short and medium term.



# Internal control - continued

- The annual Treasury Strategy to control exposures in connection with treasury management activities, regular monitoring of loan covenants and requirements for new loan facilities.
- Performance indicators generated monthly to identify trends that are reported to Board each time they meet, to monitor progress towards objectives and to identify intervention.
- Board approved Value for Money Strategy dated May 2024, reinforcing our commitment to the Group's economy, efficiency, and effectiveness objectives.
- Financial appraisals of all proposed major investments in new properties and place regeneration initiatives that are subject to individual approval by the Executive Leadership Team, Growth Committee or Group Board as defined within the Delegatory Framework.
- A Group-wide risk management system (including health and safety) which identifies, evaluates, and manages the significant risks faced by the Group.
- Board approved financial 'golden rules' to support quantification of the Group's financial risk appetite to augment covenant headroom monitoring and stress testing.
- Audit & Risk Committee develop and approve a risk based internal audit plan receiving internal audit reports, tracking implementation of recommendations. Following a competitive tendering process, Beevers and Struthers were appointed by the Audit and Risk Committee as One Manchester's internal auditors in April 2023.
- Formal recruitment, training, and development policies for all colleagues.
- A Board approved Whistle Blowing Policy, updated May 2024.
- A Board approved Probity Policy.

- A Board approved Anti-Money Laundering Policy and an Anti-Bribery, Fraud and Corruption Policy, together with a Fraud Response Plan.
- Ongoing programme of Board training.
- A Crisis Management Plan, including scenario testing with all relevant colleagues, facilitated by an external specialist.

The effectiveness of the controls is assured by:

- Independent assurance by internal auditors as to the existence and effectiveness of the risk management activities described by management.
- Board and Audit & Risk Committee review and approval.
- External audit.
- External regulatory scrutiny, including In Depth Assessments, and other reports.
- Review and assurance by management.

The internal control framework, the risk management process, and fraud register are subject to regular review by internal audit, which has responsibility for providing independent assurance to the Board via its Audit & Risk Committee. All reports to Board and Committees consider risk and risk appetite and separately the Board and Audit & Risk Committee considers the overarching risk strategy, register and controls.

A fraud register is maintained and is reviewed by the Audit and Risk Committee on an annual basis. Any reports of alleged fraud were made to the Audit & Risk Committee in accordance with our policy, and any incident recorded in the fraud register.

Instances of fraud in relation to tenancies are investigated and, where fraud has taken place, these are actioned and recorded.

The Audit & Risk Committee has received the Chief Executive's annual review of the effectiveness of the system of internal control for the Association and the annual report of the internal auditor and has reported its findings to the Board. The report concluded that controls were good and worked effectively.



The Board confirms that there is an ongoing process for identifying, evaluating, and managing the significant risks faced by the Group. This process has been in place throughout the year under review and up to the date of the Annual Report and Financial Statements and is reviewed at least quarterly by the Board. The Board has responsibility for the Group as a whole.



# Risk management

The One Manchester Board has overall responsibility for risk management with a particular focus on the degree and type of risk it is prepared to take in achieving its overall objectives. This is set within the context of the rapidly changing external environment in which housing associations are operating, subject to policy, market, economic change, and reputational risks which can have a fundamental impact on the business. Risk is formally reported quarterly to the Board. The One Manchester Risk Management Policy articulates the commitment to robust and effective risk management, how it views risk, its approach to its management and the actions it takes to manage and mitigate risk throughout the business.

## Key risks and risk appetite

The Board maintains a Corporate Risk Register which captures those risks across the business that could have the most significant impact on the achievement of its Corporate Plan.

The Board has reviewed its Risk Appetite Statement in December 2024, originally approved in February 2023, which articulates its attitude to risk across a range of risk categories. This was reviewed again by the Board during their strategic away day in March 2025, during a session facilitated by Hargreaves Risk, and further changes were recommended for inclusion within the above-mentioned amended Policy and Framework as approved by Board in April 2025.

Risk taking is generally of a cautious nature to protect assets, comply with regulatory requirements, and provide social value rather than seek rapid growth and large surpluses. We will not compromise the safety of our customers and will always strive to deliver the best value that we can.

We have a 'zero tolerance' to any risks that would breach our covenants, legal, or regulatory duties, or risks that would jeopardise our social housing assets. We set our financial 'golden rules' with

caution and then apply a 'zero tolerance' to any schemes or proposals that would breach those rules.

The Board is prepared to tolerate some levels of risk that will further our corporate strategies and aims to improve the quality and investment in our neighbourhoods. Risk decisions will be viewed on their own merits and in the context of our wider strategies, using all available intelligence at the time.

The Board has articulated risk appetite across a range of categories to reflect the complexity of the risks it manages, the changing nature of the environment in which it operates, and to provide parameters to support the Executive in delivering products and services.

The Board recognises that to deliver its Business Plan with the levels of uncertainty and challenge, particularly around external macroeconomic factors, it will need to assess the level of risk it takes on a considered basis. It also recognises that the risks it faces and its attitude to risk will change with time and circumstance, and it will always consider the longer-term impacts from the short-term decisions it makes and will take into account the voice of the customer.

### Where the Board chooses to accept an increased level of risk, it will:

- do so in a considered way, taking into account the benefits, threats, and longer-term impacts;
- confirm that sensible and proportionate measures to mitigate risk can be established;
- review its risks and risk appetites on a regular basis to respond accordingly.

The Board considered the following as the key risks for the 2024/25 financial year:

### 1. Regulatory and Statutory Compliance

The Board will not tolerate being exposed legally, financially, or reputationally to losses arising from failures in meeting our wide ranging legal or regulatory obligations to customers, colleagues, or business partners or from loss or theft arising from criminal activities including breaches of health and safety. The Board is AVERSE to regulatory and statutory compliance risks.

### 2. Financial Viability and Value for money

The Board has taken a cautious approach when setting its financial Golden Rules and will not tolerate schemes or projects that would breach those rules, to ensure there is sufficient capital and liquidity to meet obligations as they fall due and reduce the risk of financial exposure to loss. The Board is AVERSE in relation to financial viability and value for money risks.

### 3. Property Growth

The Board recognises the need to grow, but also the need to balance investment between new and existing stock. It will manage this investment by ensuring all proposals for the development of new stock is based upon a sound business case that meets pre-determined parameters for any proposals whilst also monitoring the competing demands for investment in existing stock and services to customers on the impact on the business plan to ensure ongoing covenant compliance. The Board is CAUTIOUS in relation to property growth risks.

### 4. Business Growth

The Board will consider the risks arising from business growth such as mergers, joint ventures, and partnerships. It will always consider our customers' interests and ensure there is a sound business case for any proposal and take external expert advice accordingly. The Board is OPEN to business growth risks.

### 5. Stock Quality

The Board is committed to providing good quality homes. We recognise that components must be regularly reviewed and advances in technology may provide opportunities that will benefit our customers and our properties, but we will only progress such advances with appropriate testing and implementation plans. The Board is AVERSE to asset management risks.

### 6. Customer Service

The Board is committed to ensuring its regulatory and statutory duties in delivering services to customers are met at all times. Service improvements to enhance the customer experience will always be progressed in a considered manner and will always include the voice of the customer. The Board is CAUTIOUS to these risks.

### 7. People and Culture

The Board is committed to ensuring that colleagues feel valued and empowered to perform to their best potential. It recognises its people are a key resource and is committed to ensuring that effective recruitment, talent management and retention policies are in place. One Manchester is cautious in relation to risk when ensuring the organisation has the skills it needs to successfully achieve its corporate objectives and ambition. The Board is CAUTIOUS to risks arising from developing its approach to people and culture.



## 8. Environment and Sustainability

The Board recognises the need to reduce its carbon footprint and is committed to decarbonization and improving sustainability. Whilst it is open to new technologies and components to support our customers in their homes, initiatives will be carefully considered before being implemented given the financial implications and potential impact on our customers.

The Board is therefore CAUTIOUS in relation to environmental and sustainability risks.

## 9. Stakeholder Expectations

Understanding and meeting stakeholder expectations is key to managing OM's reputation to ensure customers, colleagues and stakeholders have confidence in our delivery of services and achieving our objectives. Our reputation is vital in securing and maintaining partnership and funding arrangements with external stakeholders to deliver our business plan. We recognise that our reputation is a consequence of our actions, and we remain accountable to a range of parties, none less so than our customers.

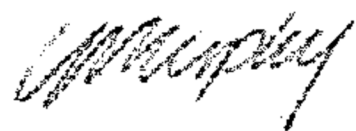
The Board is AVERSE in relation to such reputational risks.

## Audit

All the current Directors have taken all necessary steps to make themselves aware of any information needed by the Group's auditors for the purposes of their audit and to establish that the auditor is aware of that information. The Directors are not aware of any relevant audit information of which the auditors are unaware.

Following a successful first year external audit in 2023/24, a resolution was made for the re-appointment of RSM UK Audit LLP as auditor of the Association at the Annual General Meeting on 25 September 2024.

By order of the Board



Chris Murphy  
Company Secretary





# Strategic report

## Our purpose and vision

One Manchester is a provider of housing and community services that currently owns and manages over 12,000 homes in central, south and east Manchester.

**Our purpose is to provide good quality homes, great services, and real opportunities for our customers and communities.**

**Our vision is to create inclusive, connected, and sustainable places where people can thrive and live well.**

Times are challenging, with growing inequalities, poverty, cost of living pressures, and climate change. One Manchester is committed to working in partnership with other organisations to address these issues for the benefit of customers, the City and Greater Manchester. At the same time, One Manchester is determined to provide better quality, safer homes and be more accountable to customers. We want those who live in our homes, both now and in the future, to prosper and live well as part of a thriving Manchester.

## Strategies to achieve our purpose and vision

In 2022, Board approved a three-year Corporate Plan for 2022/25 with three new strategic priorities. Underpinning this work is the Shaping our Future programme, which has been designed to deliver a customer focused organisation that is structured to operate in an efficient manner. In July 2024, after careful consideration, the Board extended the Corporate Plan by another two

years. The Board felt the priorities of People, Place, and Prosperity still resonated strongly with our strategic direction and recognised there was still important work to deliver within these.

### Strategic priority one: People

Customers and colleagues are at the centre of what we do. We're committed to keeping everyone safe and treating people equally and fairly. We're determined to listen more to customers and use their feedback to shape brilliant services. We want to recruit and keep talented colleagues who feel rewarded and inspired to do great work.

#### In 2024/25, we focused on:

##### Customer voice:

- Reviewing our Customer Voice Strategy and delivering year 1 of the action plan,
- Reviewing our customer experience across all channels to improve accessibility and ease of use.

##### Great place to work:

- Refresh our People Strategy to include our new performance framework and talent development plan,
- Refreshing our IT Strategy to align to key business priorities and simplify ways of working.

##### Inclusive Culture:

- Creating and embedding a new EDI Strategy,
- Developing and launching the One Manchester "Service Style" to improve how we listen, communicate and connect with our customers.

### Strategic priority two: Place

Where you live can determine what happens in your life. We want to help people succeed by providing quality, affordable, secure homes to rent and buy – and build more to meet future needs. We're investing in sustainable communities that people are proud to live in.



During 2024/25, One Manchester were focused on the following against this priority:

#### Well maintained homes:

- Starting year 1 of the Repairs Intervention, with a view to creating a "right first time" service,
- Creating and implementing a new Building Safety Strategy.

#### Sustainability:

- Implementing year 1 of the Sustainability Strategy,
- Improving our overall EPC rating by concluding Wave 2 of SHDF.

#### Community focus:

- Creating and piloting a template for our new Community Plans.

### Strategic priority three: Prosperity

We want our customers and communities to thrive, so we're committed to tackling inequalities and creating opportunities. We're determined to build more homes and regenerate more places, help more people find work and training, make their money go further, and live well.

During 2024/25, One Manchester were focused on the following against this priority:

#### Support and succeed:

- Creating a new Community Investment Strategy.

#### Growth and Partnerships:

- Refreshing and implementing year 1 of the Growth and Regeneration Strategy.

#### Financially Strong and Well-Governed

- Implementing year 2 of the Service Charge Review,
- Completing year 1 of the VFM action plan,
- Embedding the new Social Housing Regulation Act and Consumer Standards,
- Commencing and completing the Data Quality Insight Project.



# Tenant satisfaction measures

Tenant Satisfaction Measures (TSMs) were introduced by the regulator for social housing in April 2023 to give our customers the opportunity to share views and feedback on the services provided by One Manchester. We will also provide customers with an annual report of our TSM's looking at them in more detail and providing updates on feedback and actions.

Our TSM's are submitted to the Regulator of Social Housing at the end of June each year and are also published on our website for customers to access. The report covers our performance across 22 key areas using feedback from over 2000 customers from April 2024 to March 2025.

We received a 71.7% overall satisfaction from our customers, which is an improvement of 2.1% from 2023/24. Customers felt most positive about the behaviour of our colleagues, that we're easy to deal with, and that they liked the quality and speed of wait times, particularly when completed right first time.

Customers also told us about areas they are dissatisfied with which included wait times for appointments, and feeling we didn't keep them updated on issues reported, meaning issues remained unresolved and needing following up.

Some key actions we will be taking forward in 2025/26 are the implementation of the repairs intervention to improve processes and help us get things right first time and reviewing our customer experience to improve accessibility at all contact points.

Our more detailed report including insight and actions on each TSM can be found on our website.

# Business model

The Corporate Plan is overseen and directed by the Group Board and Executive team. The Plan is delivered through of One Manchester Limited. Property services are delivered in-house, with a directly employed team responsible for gas safety, responsive maintenance, grounds maintenance, and estate cleaning.

The One Manchester Group adopted an efficient treasury structure upon its formation of the treasury vehicle, One Manchester Treasury Limited, which provides the private finance facilities and on lends to the Group. This structure allows for a more efficient use of the Group's security and private finance facilities enabling more efficient borrowing costs. The loan facilities and lending covenants apply to the whole Group which collectively form the loan facility obligors.

The treasury section of the financial review of the year ended 31 March 2025 details the current, historic, and undrawn facilities.

One Manchester Developments Limited is the vehicle through which the Group develops new housing, performing the role of principal development contractor for the Group, ensuring efficient development of new homes in accordance with our Growth Strategy.

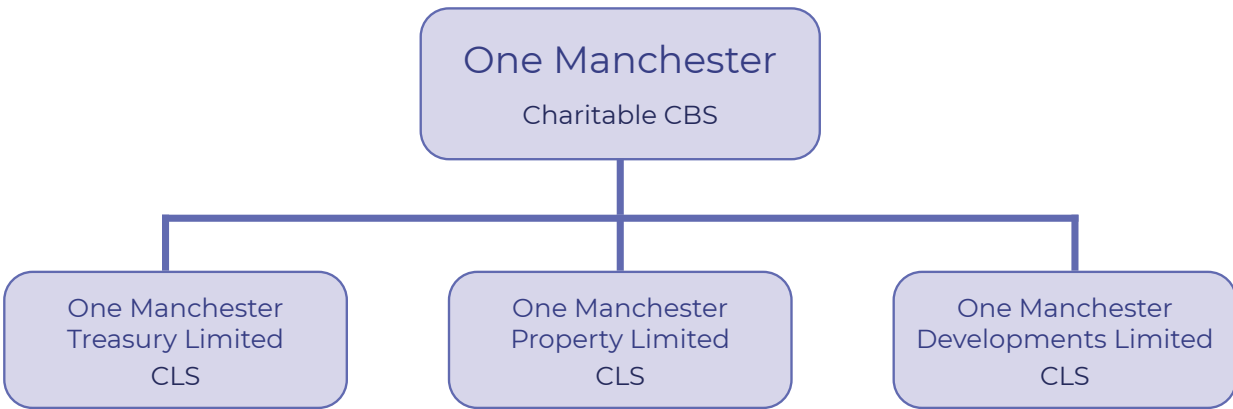
To address the lack of housing supply in the region, we are a partner in a joint venture between RPs and the GMCA to set up an investment fund to deliver over 800 homes for sale over ten years. The total contribution to be invested by One Manchester, through formal agreement is £3m, with the contributions now reforecast to complete during the 2025/26 financial year.

The Group (for the purposes of statutory reporting in 2024/25) comprises:

- One Manchester Limited, the Group parent and a Registered Social Housing Provider
- One Manchester Developments Limited
- One Manchester Treasury Limited
- One Manchester Property Limited

# One Manchester Group Structure

The graphic below shows the Group structure and the relationships between the members as at the balance sheet date of 31 March 2025.



A Charitable CBS (Community Benefit Society) conducts business on behalf of its community and invests its profits into the Society for the benefit of its community. A CLS (Company Limited by Shares) is a limited company which gift aids its trading surpluses in a tax efficient manner to the Group.

# Financial review of the year ended 31 March 2025

Overall, the Group, before adjusting for actuarial gain generated a surplus of £4.0m (2023: £5.2m) for the period, against a budgeted surplus of £4.3m. The Group continued to face a challenging operational environment with high demand for repairs and the increased investment needed in compliance and fire safety works. During the year the group continued to invest in our homes aligned to the Asset Management Strategy and to support our customers with the Thrive fund. The Board remain committed to invest in our customers and to provide warm, safe and decent homes.

## The factors contributing to the variance to budget of (£0.3m), were as follows:

- Increased management costs against budget of (£0.6m) due to higher spend on temporary accommodation to rehome customers linked to continuing investment into damp and mould and an increase in complaints compensation claims. As in previous years, where possible we have reduced spend in other support areas to reduce the impact of these higher costs.
- Reduction in bad debt charges of £0.4m due to improvements in rent collection, due to implementation of a new contributions and entitlement system.
- Routine Maintenance, asset investment and compliance costs were (£1.4m) higher than budgeted due to investment in fire safety works, higher materials and disrepair costs.
- Surpluses on the sale of Right to Buy and Right to Acquire properties were inline with budget. There were 67 property sales, with a surplus of £6.7m compared to 70 the previous year with a surplus of £6.8m.
- Gains on revaluation of investment properties of £1.5m

# Group Financial Results

	2025	2024
Highlights of Comprehensive income	£'000	£'000
Turnover	73,155	69,818
Cost of Sales and Operating costs	(68,149)	(64,792)
Operating surplus	11,742	11,868
Surplus after taxation, before actuarial gain	3,980	5,222
Actuarial (loss) / gain	151	(1,334)
Total comprehensive income for the year	4,131	3,888
Highlights of Financial Position	£'000	£'000
Social housing properties Net Book Value	327,371	304,326
Investment properties at valuation	57,115	55,623
Cash at bank and in hand	9,781	12,493
Net current (liabilities) / assets	(13,954)	(14,418)
Debt drawn	(208,000)	(198,000)
Revenue reverse	76,266	72,135
Number of homes in management		
Social housing	11,922	11,918
Market rent	374	372
Total	12,296	12,290

The Group Statement of Comprehensive Income is on page 45.

# Association Financial Performance

The Association achieved a surplus for the year of £4.1m largely in line with Group performance.



# Group Financial Performance

Group turnover increased in the year by £3.3m to £73.2m. The increase is a result of an additional £4.5m from social housing rents, and £0.3m from non-social housing rents largely reflecting allowable rent increases from the rent settlement. Improvements on empty homes turnaround times reduced rent loss by £0.3m. Shared Ownership property sales were lower by £1.9m then in the previous year, which reflects the lower number of completions in the year. Operating costs (including costs of sale) increased in year by £3.4m to £68.1m. The key variances were:

- An increase in management costs of £1.9m, which includes investment in IT cloud based software to reduce capital spend on IT infrastructure, increased cost of insurance, a one off expense in empty homes council tax cost and investment into colleague training and employee benefits following a full benefit review.
- An increase in asset investment and routine maintenance of £2.8m, due to high levels of demand for repairs, and a higher level of investment in compliance and fire safety works.
- A reduction in Shared Ownership cost of sales of £1.7m, in line with the reduction in number of new property sales, the lower number of handovers is aligned to the development programme.

The total Comprehensive Income for the year was £4.1m (2024: £3.9m). In line with the previous financial year, the key theme has continued to be on the accelerate investment in customers homes and maintaining support for customers during a difficult period, plus investment in compliance fire safety works.

# Asset Management

We continued progress on the Asset Management Strategy, which was co-created with customers, and has 8 key principles prioritising investment. During 2024/25 we accelerated investment in a number of key programmes of work, including kitchen and bathroom replacements, soil stacks and roofing programmes. We also completed the replacement EPS cladding to Cundiff Court, Platt Court and Worsley Court. Investment was also increased into compliance and fire safety areas, including fire door replacements, to align to the increased fire safety regulation.

The Sustainability Strategy was put in place in May 24 and during 2024/25 work commenced on the delivery of our programme under the Social Housing Decarbonisation Fund (SHDF) Wave 2. SHDF aims to improve the energy efficiency of homes and reduce their carbon output, bringing the EPC rating to C and above for over 80 properties, with the expected value of work around £1.0m.

Following our 'Big Listen' customer consultation on our repairs service in July 2023, we commenced the Repairs Intervention in March 2024. The Repairs Intervention used the information and insight gathered from our customers as building blocks to inform the review. The intervention is using a 'check, plan, do' methodology to review our existing system and processes, with the overall aim of improving our customer satisfaction with our repairs service. The check phase has been completed in the year and we have moved to the plan / do phase. The outcomes of the intervention will ensure the Repairs team operate efficiently and effectively are in a strong position for the introduction of Awaab's Law in October 2025.



# Group Financial Position

The financial position remains strong with social housing properties shown at historic cost of £327.4m (2024: £304.3m), representing an increase of 7.6%.

The in-year movement is due to an additional £7.8m from new development handovers and capital work to existing properties of £25.0m, offset by property disposals through RTB and RTA and depreciation. On an Existing Use Value – Social Housing (EUV-SH) basis, the Group's properties used as security was £429m at the end of the period. There are further properties not currently used as security, with an approximate value of £213m, which could be valued and charged (subject to legal due diligence) in future years. We currently have 374 investment properties (market rent properties) which are held at current Market Value. The total value of the investment properties including those under construction is £57.1m.

Cash balances have decreased by £2.7m to £9.8m in 2025

- There was an increase in cash from business operating activities of £11.2m (2024: £7.1m) before debt servicing of £27.0m (interest and capital repayments).
- The spend on investing activities during the year was £13.9m (2024: £25.4m). This includes expenditure of £8.1m (2024: £16.0m) on the construction of new housing properties less sales receipts of £8.1m (2024: £6.6m).
- There have been loan drawdowns of £27m in the year (2024: £25m), and repayments of £17.0m (2024: £8.6m).

Overall, the cash position reduced in the year in line with expectations. Additional loan drawdowns were taken in the year of £27.0m, these funds along with the cash generated from normal operations and sale of housing assets, funded the investment in existing homes, new properties and the payment of interest and loan repayments. The revenue reserve now shows an accumulated gain of £76.3m (2024: £72.1m gain), reflecting the surplus made during the financial year.



Group performance	2025	2024
Group Operating Surplus as % of Turn-over (excluding fixed asset disposal surplus)	6.8%	7.2%
Group Operating Surplus as % of Turn-over (including fixed asset disposal surplus)	16.1%	17.0%
Rent losses (voids and bad debts as % of rent and service charge receivable)	1.46%	1.88%
Current Rent arrears (gross arrears as % of net rent and service charge receivable)	5.8%	7.67%
Rent collected % excluding current arrears	102.09%	97.61%
Average re-let time in days	60.4	82
Net debt to turnover	22.71	2.66

Covenants	2025	2024
Interest cover per loan agreements (Barclays and RBS/L&G)	1.58 / 1.99	11.23 / 2.08
Net Debt per unit £'s	16,121	15,441
Gearing	44.4%	47.0%
Effective interest rate	4.54	4.45%
Asset Cover (Barclays / RBS / L&G / Danske)	202% / 216% / 141% / 187%	225% / 189% / 123%

## Financial Covenants

The Group has four financial covenants:

- Interest cover – calculated as the sum of: Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA), add surplus from property sales, less capitalised major repairs and add back capital carve out agreed with funders (Barclays and L&G); expressed as a ratio in comparison to net interest paid. In 2024/25, the tightest ratio was 1.58 (2024: 1.23) which provides £4.5m headroom.
- Net debt to housing units at cost – the required level for this measure is that net debt does not exceed 55% of the housing units at cost. For 2024/25 this was 44.4%.
- Asset cover – expressed as a percentage of the EUV-SH of the properties divided by the drawn loan facilities, resulting in cover for 2025 of 202% across the combined facility (2024: 181%) significantly exceeding the tightest covenant requirement of 130%.



## Cash Flow

The Group has had a net outflow of cash and cash equivalents during the year of approximately £2.7m (2024: net outflow £10.7m). The cash balance at 31 March 2025 was £9.8m (2024: £12.5m). Cash inflows and outflows for the year under review are set out in the Group Statement of Cash Flows. Net cash inflows from operating activities are principally from the management of housing stock.

The most significant net cash outflows are from investing activities; the spend on development and acquisition of new properties £8.1m (2024: £16.0m), and major repairs capital expenditure to existing properties of £15.9m (2024: £16.9m). Debt repayments of £17.0m were made in the year (2024: £8.6m) and £9.6m of interest was paid (2024: £8.9m).

## Treasury Management

- Treasury management is the responsibility of the Board. The strategy is approved by the Board annually, with monitoring reports provided throughout the year.
- Borrowings at the financial year-end were £208.0m (2024: £198.0m) with a further £123m (2024: £75m) available to draw. This includes new short term funding of £75m and a two year extension of £50m existing revolving credit facility.
- The Treasury Strategy aims to ensure that loans are not all due for repayment in any one year. The Barclays debt of £45.5m and the RBS debt of £35.5m have agreed phased repayments until 2035. There is a further £100m of debt with RBS on a revolving credit facility, which can be repaid at any point. The effective interest rate in the year was 4.54% (2024: 4.45%).
- The Group's approved long term financial Business Plan confirms the existing secured facilities and cash balances meets its development and planned investment for a period of 3.5 years. In 2025 we have £208m loan drawn (2024: £198.0m) from Barclays Bank Plc, Royal Bank of Scotland Plc (RBS), Danske Bank and Legal and General Investment Management (L&G); the Group also has facilities of an additional £123m undrawn revolving credit, with RBS and Danske Bank, of which £81.3m is fully secured, with the remaining £41.7m to be secured in 2025/26.
- The Group manages the risk of fluctuations in interest rates through a mixture of variable and fixed rate debt. At 31 March 2025 the Group had 25.0% of drawn debt on a variable interest rate, 75.0% was on a fixed rate (the Group's Treasury Policy states that a minimum of 70% of debt should be fixed). The fixed rate loans are on an embedded basis and the Group has no standalone derivatives. All the undrawn facilities are variable.



## Treasury management - continued

- The Group borrows only in sterling so does not have any currency risk. Any cash surpluses are invested in approved UK institutions in accordance with the approved Group Treasury Management practices.

## Accounting policies

The policies are set out in pages 52 to 57 of the financial statements. Accounting policies are consistent across the Group.



# Value for money self-assessment

Value for Money (VfM) is fundamental to everything we do at One Manchester. There continues to be increasing demands on resources which makes the focus on efficiency, effectiveness, and economy more important than ever.

In 2024/25 we continued to face a challenging operating environment with increased investment around fire safety regulation, alongside the need to support our customers and invest in our customers homes. The Board are committed to increasing and accelerating investment programmes, increased cyclical maintenance and improve Independent Living schemes whilst continuing to provide support to customers through the Thrive Fund.

One Manchester fully complies with the requirements of the VfM Standard and a separate compliance statement has been prepared, reviewed, and adopted by the Board.

## Our Value for Money approach

The VfM Strategy has been updated and refreshed to ensure that the organisation, and its people, always acts in a way that strives to make the most of the resources available to it to support the successful delivery of the Corporate plan. The new strategy was adopted by One Manchester Board in May 2024 and covers the period 2024-2026. The key principles within the strategy are:

1. Create and embed a culture of VfM.
2. Maximise returns from commercial activity.
3. Create transparency around Value for Money.



Our approach to VfM during 2024/25 is embedded within the three corporate priorities considered in more detail below. This will also be reflected in our customer report.

## Delivering value

VfM in 2024/25 remained focussed on the practical necessity to support our customers and communities and maintain core services. Throughout the year, we have maintained The Thrive fund at £0.6m, which was introduced in 2022/23 to support our customers allowing direct access to funding to purchase essential items. The works and skills team supported customers and our communities into work and our income support team continued to provide debt advice. Income collection challenges and cost pressure were also a feature of the current economic operating environment.

Operating margin remained in line with previous year at 16.1% (2023/24: 17%), as we continue the positive decision to increase investment into our properties, drive investment into our data and insight and support our customers.

The Shaping our future programme, approved by Board in 2021, continued in the year with a focus on driving efficiencies across the business. The Board's objective was to ensure One Manchester remains cost effective, efficient and with good overall Social Housing Cost Per Unit metrics and most importantly deliver exceptional customer service.

The programme identified five major drivers for change at the outset, representing many of the macro issues facing One Manchester along with increased pressures from balancing investment in existing stock against new supply, building safety and achieving net zero carbon.

The Shaping our Future programme has progressed well and the successful outcomes have provided the foundations for One Manchester to deliver great services that customers want, in an efficient and effective manner. The focus is now firmly on driving efficiencies through procurement, contract management and focus on VFM across the business.

**Shaping our Future Programme** – The programme has been focused on creating the right structure across front line services and support functions to deliver better customer service, value for money, and positive cultural change. The new neighbourhood model has now been embedded with each Neighbourhood Officer having a smaller patch size of around 500 homes and are supported by specialist teams in income collection, financial inclusion, community safety and onboarding. From the launch of the model the Neighbourhood Officers have conducted Tenancy Experience visits with over 10,500 customers to build a connection, understand the customers needs and any concerns and to carry out a property inspection (inside and outside), to identify repairs that are outstanding and any unreported incidences of damp and mould.

**Community Investment** – In 2024/25 One Manchester directly invested back into our communities and customers through various community initiatives and Funds. The Employments and Skills team assisted 327 people into work opportunities of which 57% were One Manchester customers. Overall we provided opportunities including training, CV writing and interview skills for 856 people. Through One Manchester's Community Grants we have invested in more than 16 voluntary sector organisations who support our communities. This includes Olympias Music Foundation who have enabled One Manchester young people to access free music instrument lessons. Also, Smart Works who have been working with female One Manchester customers, supporting them into employment through confidence building, interview preparation and access to work/interview appropriate clothes.

Over the year with our external funding programme, One Manchester brought in over £540,000 which has enabled additional delivery within our communities. This included funding to develop a walking group for One Manchester care leaver tenants, building their peer support connections and confidence. Another initiative enabled One Manchester to deliver an intergenerational project for young people in Gorton, bringing together young people with residents in a One Manchester Independent Living scheme to collaborate on creative projects. Other initiatives included investments into our Employment and Skills programmes.



# Delivering value - continued

**Other Savings** – We have achieved savings of £400k on repair sub contract costs by changing the process of PIV fan installations and bringing the work in house. We also saved £100k on re procurement of principle design services in the Asset Investment team. The Board recognised that as an organisation and as a sector, we are continuing in a period of significant change, with increasing Fire Safety regulations and the introduction of Awaabs Law in October 2025. We must provide warm, safe and decent homes for our customers and as a result, the Board approved a Business Plan that looks to invest now to save in the future and has sufficient capacity to meet the investment needs and to be fully compliant with Awaabs Law, plus meeting our carbon net zero targets. In 2024/25 we continued on our journey to increased data and insight, completing annual tenancy experience visits with over 90% of our customers. We are underway with the stock condition survey, with the aim of completing 100% of our stock by the end of 2025/26, this will inform improvements in repairs and allow a proactive approach to tackle damp, mould and condensation. This work will generate longer term efficiencies which have been built into the Business Plan, as the standard of homes is increased, leading to a less reactive way of working and a move to proactive, planned investment.

# Regulatory Compliance and Scrutiny

In reviewing the Corporate Plan, the VfM strategy, the Business Plan, and Budget, we have been guided by the following principles:

- Benchmarking data (unit cost measures and analysis of our headline numbers).
- Using Global Accounts to understand our costs for delivering services, the quality this provides and how we compare with others.
- Recognising that our revenue costs, and our income will be the direct drivers in our operating margin. Having a rigorous decision-making process in place to challenge what we spend, the how and why.
- Gearing, ROCE and the EBITDA measures provide an indication of meeting our covenant commitments, measuring financial returns against our wider charitable objectives and further debt capacity.

Understanding our unit costs is a key VfM measure against the Value for Money Standard (the “VfM Standard”) and we have adopted and included all the VfM Standard’s core measures in the tables below. By utilising the ‘headline social housing cost per unit’ (CPU), we can see how we fare with others in the sector. Using this methodology, in 2024/25 One Manchester had a CPU of £6,704 which was driven by higher demand in repairs generated by our Tenancy Experience Visits and compliance costs as we invested fire safety, this is £923 higher per unit than in 2023/24. Our current and future direction analysis below is particularly important to us in maintaining and managing our future financial strength.

The table below details historic actual costs up to 2023/24, the accounts for 2024/25 and Business Plan forecast to 2027/28.

Table 1: unit cost measures – actual and target

	Actual						Business plan			
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Total social housing CPU	£3,077	£3,195	£3,206	£3,803	£4,888	£5,781	£6,704	£6,995	£6,571	£6,174
Management CPU	£1,137	£1,234	£1,296	£1,457	£1,708	£1,733	£1,896	£2,231	£2,043	£2,080
Service charge CPU	£204	£251	£275	£291	£396	£526	£527	£559	£574	£581
Maintenance CPU	£714	£825	£789	£857	£893	£1,596	£1,831	£1,560	£1,086	£913
Major Repairs CPU	£873	£687	£724	£999	£1,677	£1,763	£2,279	£2,596	£2,818	£2,549
Other social housing CPU	£149	£198	£122	£199	£215	£163	£171	£48	£50	£50
Stock numbers	11,794	11,944	11,878	11,938	11,890	11,918	11,922	11,988	11,952	12,028

Overall, the SHCPU figures are reflective of the positive decision made by the Board to accelerate and increase investment in customers’ homes and support customers through a challenging economic climate.

**Management Costs** – Management costs increased marginally compared to prior year. One Manchester and the sector as a whole, have continued to face increasing external pressure from the Housing Ombudsman and Housing Regulator and from the introduction of the new consumer standards and preparation for the introduction of Awaab’s Law and the Homes Intervention project. This has driven investment into our data and insight team, to gain the knowledge and intelligence to be able to meet our customers needs. One Manchester saw further increases in complaints compensation and disrepair claims, alongside the continued requirement for the use of temporary accommodation linked to the investment into Healthy Homes and damp and mould works.

**Service Costs** – A full review of the service charges is underway, which is outlined in the Corporate Priorities in 2024/25 and is set to complete in 2025/26. The aim is to assess and deliver efficient services whilst improving cost recovery.

**Maintenance Costs** – The Board approved an increase in budget for the Repairs team over the financial years 2023/24 and 2024/25 to support the new neighbourhood model and the increased demand linked to the tenancy experience visits, the expectation is that this increase demand in the short term and generate efficiencies in the medium to long term as we move to a more proactive service.

**Major Repairs** – This cost increase reflects the commitment to increase and accelerate investment in customers’ homes.





# Value for Money Metrics

The table below details historic actual, accounts for 2024/25 and budgeted and Business Plan targets through to 2027/28.

Table 2: Value for Money metrics – actual and target (as at March 2025)

		Actual				Projected		
	VfM Metrics	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1	Reinvestment	13.68%	12.73%	12.12%	10.19%	12.52%	15.20%	13.55%
	% New Supply Delivered (Social Housing Units)	1.46%	1.04%	0.98%	1.21%	0.68%	0.28%	1.17%
2a	No. New Supply Delivered (Social Housing Units)	174	124	117	145	82	34	141
	Closed Social Housing Units	11,938	11,890	11,918	11,922	11,988	11,952	12,028
	% New Supply Delivered (Non-Social Housing Units)	0.00%	0.49%	60.96%	0.00%	0.00%	0.00%	0.00%
2b	No. New Supply Delivered (Non-Social Housing Units)	0	63	0	0	0	0	0
	Closed Housing Units (Social & Non-Social) plus Leasehold	12,899	12,954	12,290	12,324	12,361	12,325	12,401
3	Gearing (Net Book Value of Housing Properties)	54.70%	56.13%	60.96%	60.55%	63.00%	64.00%	67.00%
4	EBITDA MRI Interest Cover	97.70%	-29.00%	-84.70%	-69.26%	-44.40%	4.20%	42.82%
5	Headline Social Housing Cost per Unit	£3,803	£4,888	£5,781	£6,704	£6,995	£6,571	£6,174
6a	Operating Margin (Social Housing Lettings only)	18.73%	8.53%	5.14%	4.56%	2.46%	6.18%	9.22%
6b	Operating Margin (overall)	19.72%	8.76%	7.20%	6.84%	8.59%	11.81%	14.41%
7	Return on Capital Employed (ROCE)	6.08%	6.22%	3.30%	3.06%	3.58%	3.61%	3.74%

Other Metrics		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
1	EBITDA MRI Social Housing Lettings Interest Cover	114.50%	-13.40%	-37.39%	-90.24%	-36.82%	-30.76%	-30.76%
2	Net Debt to Social Housing Lettings Turnover	3.3	3.2	3.2	3.1	0.29	0.26	0.26

This table presents the key metrics at the core of the VfM Standard. Specific commentary can be found below:

- Reinvestment: this has been consistent over the period of the table.
- New Supply: the growth in new home delivery reflects the handover stage of the Growth Plan which runs to 2029/30, the current plan has delivered 1,255 new homes up to 2024/25, with a further 438 homes planned over the next five years. The growth strategy has been refreshed in 2024/25 to ensure continued delivery of new homes for the long term.
- The total growth in our social housing stock is impacted by continued disposals; a number of tenants retain the Right-to-Buy or Right-to-Acquire as a vehicle to home ownership. One Manchester saw 67 properties sold in the year.

- Gearing: The debt profile continues to increase as we invest in current and new homes. This debt will be paid back over the life of the Business Plan by the cashflows generated by the new and existing homes which will allow for further investment activity.
- EBITDA MRI interest cover: In 2024/25, this metric improved on the previous year, but remains negative due to the increased investment in the fire safety works and the Repairs teams as we continued the tenancy experience visits and get behind every door. The Board recognised this investment is needed and will impact this metric over the short term, with medium to long term recovery. Sufficient headroom against funders covenants was always maintained during the period.
- Operating Margin: as with the prior year, the operating margin has been impacted with increased repair costs and investment works, this is expected to improve from 2025/26 as the effects of the proactive investment in our homes take effect and benefits from the Homes Intervention start to materialise.
- ROCE: is inline with previous years at 3.06% for 2024/25 against 3.3% for 2023/24.
- EBITDA MRI Social Housing: This metric is reduced due to the decision to increase investment in customers homes, increased compliance and fire safety works and increased demand for repairs teams from the Tenancy Experience visits as we get behind every door. Sufficient headroom against funders covenants was always maintained during the period.

The following table sets out how our 2024/25 performance compares to relevant peer groups.

Table 3: Value for Money metrics 2024/25 – global accounts sector Comparison

Vfm Metric	OM 2024	OM 2025	OM trend	All National RP's (over 1000 units)		LSVT >12 Years (13 Total)	
				Median 2024	Variance	Median 2024	Variance
Reinvestment	12.12%	10.19%	↓	6.70%	3.49%	8.90%	1.29%
New supply – social	0.98%	1.21%	↑	1.30%	(0.09%)	1.40%	(0.19%)
New supply – non-social	0.00%	0.00%	↔	0.00%	0.00%	0.00%	0.00%
Gearing	60.96%	60.55%	↑	45.30%	15.25%	51.80%	8.75%
Interest cover –EBITDA MRI	(84.70%)	(69.26%)	↑	128.40%	197.66%	122.00%	191.26%
Operating margin – social housing	5.14%	4.56%	↓	18.20%	(13.64%)	15.40%	(10.84%)
Operating margin – overall	7.20%	6.84%	↓	19.80%	(12.96%)	19.60%	(12.76%)
ROCE	3.30%	3.06%	↓	2.80%	0.26%	3.43%	(0.37%)



One Manchester has continued the focus on investment into our customers homes in line with the Board's decisions to invest now to save in the future years. In the year One Manchester accelerated the stock condition surveys to gain detailed insight into our homes and to drive robust a long-term investment planning. Investment was also increased into fire safety, aligned to updated building safety regulations to ensure safe and quality housing for our customers.

Whilst focus has been on investment, the Repairs Intervention also commenced in the year, this project aims to review and streamline our repairs service by looking at key efficiency metrics, including right first time, to reduce costs and improve our quality for our customers. Alongside this there has been a review on efficiencies across the business, looking at more cost effective ways of working, which will bring long term cost reductions for the business.

We are expecting to see the benefits of these initiative realise over the next two years and as a result improvement in the VFM metrics. The following paragraphs provide more detail to the figures in this table.

- The reinvestment metric looks at the investment in properties (existing stock as well as new supply) as a percentage of the value of total properties held. It demonstrates that finances are being put to good use by maintaining and improving stock as well as adding to the asset base. Nationally, at the median, RPs are spending the equivalent of 6.70% of their assets' value on reinvestment. Stock transfer organisations have higher median reinvestment rate of 8.9%.
- At 10.19% we are markedly above the LSVT NW median. This investment indicates that we are fulfilling our promises to tenants by investing funds to improve stock.
- New supply: at the median, RPs are developing new social housing, nationally of 1.30% of their stock in a year. Our combined result of 1.21% is in line with our growth plan.
- Gearing measures, the ratio of debt to assets, use a concept similar to mortgage lenders' loan to value measure. While a gearing ratio above the median may

demonstrate willingness to leverage assets to fund development, this measure has no real polarity. Gearing can also be affected by funders' lending covenants, which may set conditions in relation to borrowing levels.

- The results show the majority of RP's appear to use borrowing prudently with ratios below 45.3%. Associations with development programmes tend to have higher gearing than those without – our result of 60.55%, higher than the median results, demonstrates that we are committed to utilise financial capacity to invest in current homes and future supply of housing.
- It should be noted that the majority of historic debt was generated to support decent homes 'catch-up' repairs, and as we move forward, our debt profile increases to support both the development and investment programme. In addition, the bulk of our stock is historic social stock from both originating associations and came across at transfer at nil value. The current carrying value of this stock only reflects the investment programme works undertaken through the Decent Homes programme.
- EBITDA MRI measures financial performance before factoring in financing decisions, accounting decisions or tax environments. It approximates cash generated; presenting it as a percentage of interest shows the level of headroom on meeting interest payments for outstanding debt. This metric does not include surpluses from asset sales which is a significant income for One Manchester and is utilised to invest in customers' homes. All funders' covenants allow this income which is reflected in the prudent headroom the budget and Business Plan is operated within. This metric is meaningful for RP's who borrow to invest and cover interest payments with their operating surplus. Whilst it is important for earnings to cover interest payments, a high interest cover ratio could mean there is additional capacity for investment. Our commitment to invest in our homes, using the surplus funds from housing asset sales and supporting both the new homes programme and an increasing spend in major repairs, is reflected in the cost per unit metrics.



- The overall operating margin measures the amount of surplus generated from turnover on a RP's day-to-day activities and is a key measure of operational efficiency as it is influenced by both income and expenditure. Various factors can affect an operating margin including rent charges and increases in costs. The sector as a whole is experiencing significant downward pressures on operating margins as investment in current homes is increased. The approach taken by One Manchester will see margin performance improve in the medium term.
- ROCE – Return on Capital Employed – shows how well an RP is using both its capital and debt to generate a capital return. It is a commonly used ratio to assess the efficient investment in capital resources. The metric supports RPs with a wide range of capital investment programmes. However, it can be influenced by the nature of a RP's property portfolio e.g. balance between market and social rent, age of stock, historic debt and basis of valuation. Generally, higher returns are seen as better, and the national median point was 2.8%. Our result of 3.06% represents a positive measure against the sector median.



# Governance

The Board of One Manchester Limited is the Parent Board for the One Manchester Group and as of 31 March 2025 comprised 9 members as follows:

- Seven Independent Board members who are neither Residents nor Local Authority Persons
- One Manchester City Council Nominee
- The CEO

The Company Secretary and Executive Leadership team attend all meetings of the Board.

There are four committees that have been established by the Board:

- Audit and Risk (ARC)
- People and Governance (PGC)
- Customers and Communities (CCC)
- Investment and Growth (IGC)

Three other subsidiary companies complete the One Manchester Group namely: One Manchester Treasury Limited, One Manchester Developments Limited and One Manchester Property Limited (all being subsidiaries of One Manchester Limited). They all have their own separate Boards, but their activities are monitored by the Parent Board. The CEO and CFO serve on the Boards of the subsidiaries of One Manchester Limited. Board members are remunerated within the National Housing Federation recommended scale and the Board remuneration scale was last reviewed by an independent third party on 31 January 2024.

## Board Composition

In April 2022, One Manchester undertook a programme of recruitment to move to a strategic skills-based Board and to replace the members who had retired.

During 2024/25 one Independent Board Member resigned on 5 December 2024 and one Independent Board Member was recruited and appointed on 30 October 2024. Recruitment for a Customer Board Member is ongoing.

## Board Attendance

The table to the right sets out the Board membership and attendance which is shown as the number of meetings attended, the number of meetings possible and the overall attendance for both the individual Board Members and the Board in the year. Where Board members are not able to attend a meeting, they are encouraged to communicate their comments and opinions on the matters being considered at the meeting in advance of the meeting to the Chair or relevant Committee Chair.

Board member	Board meetings			Committee Membership			
	Attended	Possible	%	ARC	PGC	CCC	IGC
Yashar Turgut (Chair)	6	6	100		✓		✓
Cath Wilson (SID)	6	6	100		Chair		✓
Sue Lock	5	6	83		✓	Chair	
Dave Bullock	6	6	100				Chair
Nic Kershaw	6	6	100				✓
Rabnawaz Akbar (MCC Nominee)	4	6	67			✓	
Mick Warner	2	2	100	✓	✓		
Gillian Drakeford	5	6	83			✓	
Tony Deakin	6	6	100	Chair			
Guys Marshall	1	2	50	✓			
Overall attendance			90				

### Notes

The above Committee Membership is as of 31 March 2025. The following changes were made in 2024/25.

- Mick Warner provided 3 month’s notice in September 2024 and officially stepped down as a Board Member on 5 December 2024. Mick stepped down from the Committees he served with immediate effect of his notice.
- Guy Marshall was appointed to the Board on 30 October 2024.
- Gillian Drakeford stepped down from the Audit & Risk Committee on 3 December 2024 and Guy Marshall was appointed to the Audit & Risk Committee on 3 December 2024.





## Code of Governance

One Manchester Limited has adopted the National Housing Federation Code of Governance (2020) ('the Code') for itself and its subsidiaries.

The four main principles of the Code are:

- **Mission and values:** The Board sets and actively drives the organisation's social purpose, mission, values, and ambitions, and through these embeds within the organisation resident focus, inclusion, integrity, openness, and accountability.
- **Strategy and delivery:** The Board sets the organisation's plans and strategies and exercises demonstrable and effective oversight of their delivery.
- **Board effectiveness:** The organisation is led by a skilled and diverse Board which regularly reviews and capably manages its own performance and effectiveness and ensures that it complies with this code.
- **Control and assurance:** The Board actively manages the risks faced by the organisation, and obtains robust assurance that controls are effective, and that plans and compliance obligations are being delivered.

One Manchester Limited and its subsidiaries comply in full with the National Housing Federation Code of Governance (2020).

By order of the Board



**Chris Murphy**  
Company Secretary

## Directors' responsibilities

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

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

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

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards and current Statement of Recommended Practice (SORP) for Registered Housing Providers have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and association will continue in business.

The Board is responsible for keeping adequate accounting records that are sufficient to show and explain the Group and association's transactions and disclose with reasonable accuracy at any time the financial position of the Group and association and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. They are also responsible for safeguarding the assets

of the Group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

## Statement of compliance

The Board has sought assurance of the Group's compliance with all regulatory requirements. A key element of the Regulator for Social Housing, Governance and Financial Viability Standard is the requirement to comply with all relevant laws. The Board has taken reasonable steps to seek necessary assurance. On this basis the Board confirms that the Group complies with the requirements of the Regulator of Social Housing Governance & Financial Viability Standard.

## Auditor

Following the appointment in 2023 to carry out the 2023/24 audit, RSM UK Audit LLP were reappointed at the AGM on 25th September 2024. RSM UK Audit LLP has expressed their willingness to continue. A resolution for the re-appointment of RSM UK Audit LLP as auditor of the Association will be proposed at the forthcoming Annual General Meeting on 25 September 2025.





## Disclosure of information to the auditor

The Board members who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Board members have confirmed they have taken all the steps that they ought to have taken as Board members in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

# Independent auditor's report to the members of One Manchester Limited for the year ending 31 March 2025

## Opinion

We have audited the financial statements of One Manchester Limited (the 'Association') and its subsidiaries (the 'Group') for the year ended 31 March 2025 which comprise the Group Statement of Comprehensive Income, Association Statement of Comprehensive Income, Group Statement of Financial Position, Association Statement of Financial Position, Group Statement of Changes in Reserves, Association Statement of Changes in Reserves, Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including 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 Association's affairs as at 31 March 2025 and of the income and expenditure of the Group and the income and expenditure of the Association for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

## Basis for opinion

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

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or 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 annual report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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





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

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

- proper books of account have not been kept by the association in accordance with section 75; or
- a satisfactory system of control over transactions has not been maintained by the association in accordance with section 75; or
- the income account and the balance sheet are not in agreement with the books of account of the association; or
- we have not obtained all the information and explanations which, to the best of our knowledge and belief, we consider necessary for the purposes of our audit.

## Responsibilities of the Board

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

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

## Auditor's responsibilities for the audit of the financial statements

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

## The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate

responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and the Association operate in and how the group and the Association are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008, the Housing SORP, the Accounting Direction for Private Registered Providers of Social Housing 2022 and tax compliance regulations. We performed audit procedures to detect non-

compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, inspecting correspondence with local tax authorities and evaluating advice received from internal/external tax advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are Health and Safety at Work Act 1974 and Regulator of Social Housing Regulatory Standards (both Economic and Consumer standards). We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with licensing or regulatory authorities

The group audit engagement team identified the risk of management override of controls and revenue recognition in relation to property sales as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and testing a sample of property sales either side of the year end date.

The engagement partner on the audit resulting in this independent auditor's report is John Guest.

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





# Use of our report

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

RSM UK Audit LLP

RSM UK Audit LLP  
Statutory Auditor  
Chartered Accountants  
Ninth Floor, Landmark  
St Peter's Square  
1 Oxford Street  
Manchester  
M1 4PB



ONE MANCHESTER LIMITED  
Year ended 31 March 2025

## GROUP STATEMENT OF COMPREHENSIVE INCOME For the year ended 31 March 2025

	Note	2025 £ '000	2024 £ '000
Turnover: continuing activities	3	73,155	69,818
Cost of sales	3	(94)	(1,724)
Operating costs	3	(68,055)	(63,068)
Surplus on the disposal of housing properties	6	6,736	6,842
Operating surplus	3,5	11,742	11,868
Interest receivable and other income	7	398	490
Interest payable and similar charges	8	(9,709)	(7,834)
Movement in fair value of investment properties	15	1,503	295
Impairment on Housing Property reversal/(Charge)	13	-	374
Dividend Receivable from Joint Venture		46	29
Surplus on ordinary activities before taxation		3,980	5,222
Tax on surplus on ordinary activities	12	-	-
Surplus for the financial year		3,980	5,222
Other comprehensive income:			
Actuarial gain/(loss) relating to pension scheme	11	151	(1,334)
Total comprehensive income for the year		4,131	3,888

The consolidated results relate wholly to continuing activities. The notes on pages 52 to 94 form part of these financial statements.

Yashar Turgut  
Chair

26/09/25

Chris Murphy  
Company Secretary

26/09/25

Tony Deakin  
Chair of Audit & Risk Committee

26/09/25



**ASSOCIATION STATEMENT OF COMPREHENSIVE INCOME**  
For the year ended 31 March 2025

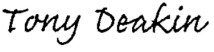
	Note	2025 £'000	2024 £'000
Turnover: continuing activities	3	73,155	69,792
Cost of sales	3	(94)	(1,724)
Operating costs	3	(67,970)	(62,987)
Surplus on the disposal of housing properties	6	6,736	6,842
<b>Operating surplus</b>	3,5	<b>11,827</b>	11,923
Interest receivable and other income	7	448	527
Interest payable and similar charges	8	(9,903)	(8,012)
Gift aid from subsidiary undertakings	9	259	270
Movement in fair value of investment properties	15	1,503	295
Impairment on Housing Property reversal/(Charge)	13	-	374
<b>Surplus on ordinary activities before taxation</b>		<b>4,134</b>	5,377
Tax on surplus on ordinary activities	12	-	-
<b>Surplus for the financial period and Total comprehensive income</b>		<b>4,134</b>	5,377
<b>Other comprehensive income:</b>			
Actuarial gain/(loss) relating to pension scheme	11	151	(1,334)
<b>Total comprehensive income for the year</b>		<b>4,285</b>	4,043

The results relate wholly to continuing activities.

The notes on pages 52 to 94 form part of these financial statements.

  
Yashar Turgut  
Chair  
26/09/25

  
Chris Murphy  
Company Secretary  
26/09/25

  
Tony Deakin  
Chair of Audit & Risk Committee  
26/09/25

**GROUP STATEMENT OF FINANCIAL POSITION**  
At 31 March 2025

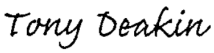
	Note	2025 £ '000	2024 £ '000
<b>Tangible fixed assets</b>			
Housing properties	13	327,371	304,326
Other tangible fixed assets	14	10,913	12,219
Investment properties	15	57,115	55,623
Fixed Asset Investments	19	2,261	2,261
<b>Total non-current assets</b>		<b>397,660</b>	374,429
<b>Current assets</b>			
Stock	17	986	249
Debtors	18	9,911	7,636
Cash at bank and in hand		9,781	12,493
		<b>20,678</b>	20,378
<b>Creditors: amounts falling due within one year</b>	20	<b>(34,632)</b>	(34,797)
<b>Net current (liabilities)</b>		<b>(13,954)</b>	(14,419)
<b>Total assets less current liabilities</b>		<b>383,706</b>	360,010
<b>Creditors: amounts falling due after more than one year</b>	21	<b>(306,441)</b>	(286,487)
Pension assets		-	388
Pension liability	11	(999)	(1,776)
<b>Net pension (liability)</b>		<b>(999)</b>	(1,388)
<b>Net asset</b>		<b>76,266</b>	72,135
<b>Capital and reserves</b>			
Income and expenditure reserve		76,266	72,135
Restricted Reserves		-	-
<b>Total reserves</b>		<b>76,266</b>	72,135

The notes on pages 52 to 94 form part of these financial statements.

These financial statements were approved and authorised for issue by the Board on 26/09/2025 and are signed on it's behalf by:

  
Yashar Turgut  
Chair  
26/09/25

  
Chris Murphy  
Company Secretary  
26/09/25

  
Tony Deakin  
Chair of Audit & Risk Committee  
26/09/25



**ASSOCIATION STATEMENT OF FINANCIAL POSITION**  
**At 31 March 2025**

	Note	2025	2024
		£ '000	£ '000
<b>Tangible fixed assets</b>			
Housing properties	13	328,766	305,593
Other tangible fixed assets	14	10,913	12,219
Investment properties	15	57,115	55,623
		<b>396,794</b>	<b>373,435</b>
<b>Current assets</b>			
Stock	17	986	249
Debtors	18	10,944	8,650
Cash at bank and in hand		8,850	4,509
		<b>20,780</b>	<b>13,408</b>
<b>Creditors: amounts falling due within one year</b>	20	<b>(33,114)</b>	<b>(33,233)</b>
<b>Net current (liabilities)</b>		<b>(12,334)</b>	<b>(19,825)</b>
<b>Total assets less current liabilities</b>		<b>384,460</b>	<b>353,610</b>
<b>Creditors: amounts falling due after more than one year</b>	21	<b>(306,441)</b>	<b>(279,487)</b>
Pension assets		-	388
Pension liability	11	(999)	(1,776)
<b>Pension (liability)</b>		<b>(999)</b>	<b>(1,388)</b>
<b>Net asset</b>		<b>77,020</b>	<b>72,735</b>
<b>Capital and reserves</b>			
Income and expenditure reserve		77,020	72,735
<b>Total reserves</b>		<b>77,020</b>	<b>72,735</b>

The notes on pages 52 to 94 form part of these financial statements.

These financial statements were approved and authorised for issue by the Board on 26/09/2025 and are signed on it's behalf by:

*Yashar Turgut*

**Yashar Turgut**  
**Chair**

26/09/25

*Chris Murphy*

**Chris Murphy**  
**Company Secretary**

26/09/25

*Tony Deakin*

**Tony Deakin**  
**Chair of Audit & Risk Committee**

26/09/25

**GROUP STATEMENT OF CHANGES IN RESERVES**

2025	Income & Expenditure Reserve £ '000
<b>Balance at 1 April 2024</b>	<b>72,135</b>
<b>Surplus for the year</b>	<b>3,980</b>
Actuarial gain on defined benefit pension schemes	151
<b>Total comprehensive income for the year</b>	<b>4,131</b>
<b>Balance at 31 March 2025</b>	<b>76,266</b>
<b>2024</b>	<b>Income &amp; Expenditure Reserve £ '000</b>
<b>Balance at 1 April 2023</b>	<b>67,987</b>
<b>Surplus for the year</b>	<b>5,222</b>
Actuarial loss on defined benefit pension schemes	(1,334)
<b>Total comprehensive income for the year</b>	<b>3,888</b>
Add back restricted reserves	260
<b>Balance at 31 March 2024</b>	<b>72,135</b>
Restricted reserve arising on revaluation	260
Restricted reserve moved to reserves	(260)
<b>Total reserves at 31 March 2024</b>	<b>72,135</b>

The notes on pages 52 to 94 form part of these financial statements.



## ASSOCIATION STATEMENT OF CHANGES IN RESERVES

2025	Income & Expenditure Reserve £ '000
<b>Balance at 1 April 2024</b>	<b>72,735</b>
<b>Surplus for the year</b>	<b>4,134</b>
Actuarial gain on defined pension schemes	151
<b>Other comprehensive income for the year</b>	<b>4,285</b>
<b>Balance at 31 March 2025</b>	<b>77,020</b>
<b>2024</b>	<b>Income &amp; Expenditure Reserve £ '000</b>
<b>Balance at 1 April 2023</b>	<b>68,692</b>
<b>Surplus for the year</b>	<b>5,377</b>
Actuarial loss on defined pension schemes	(1,334)
<b>Other comprehensive income for the year</b>	<b>4,043</b>
<b>Balance at 31 March 2024</b>	<b>72,735</b>

The notes on pages 52 to 94 form part of these financial statements.

## GROUP STATEMENT OF CASH FLOWS

For the year ended 31 March 2025	2025 £ '000	2024 £ '000
<b>Cash flows from operating activities</b>		
<b>Surplus for the year</b>	<b>3,980</b>	<b>5,222</b>
Adjustments for:		
Depreciation of Fixed Assets – Housing properties	9,829	8,572
Depreciation of Fixed Assets – Other	1,405	1,525
Grant amortisation	(4,131)	(4,373)
Impairment	-	(374)
Difference between pension contributions and costs	301	358
Surplus on disposal of fixed assets	(6,736)	(6,843)
(Increase)/Decrease in stock	(737)	2,231
(Decrease) / Increase in debtors	(2,275)	921
Increase / (Decrease) in creditors	1,767	(7,186)
Interest receivable	(384)	(490)
Interest payable	9,694	7,833
Movement on fair value of investment property	(1,503)	(295)
<b>Cash from operations</b>	<b>11,210</b>	<b>7,101</b>
<b>Corporation Tax paid</b>	<b>-</b>	<b>-</b>
<b>Net cash generated from operating activities</b>	<b>11,210</b>	<b>7,101</b>
<b>Cash flows from investing activities</b>		
Net proceeds from sales of fixed asset properties	8,105	6,596
Investment in Joint Venture	-	(1,268)
Social Housing Improvement Programme	(15,930)	(16,895)
Purchase of Investment Property	-	(8)
Construction of Housing Properties	(8,121)	(15,983)
Purchase of other fixed assets	(433)	(632)
Social Housing Grants received	2,188	2,393
Interest received	297	402
<b>Net cash used in investing activities</b>	<b>(13,894)</b>	<b>(25,395)</b>
<b>Cash from financing activities</b>		
Interest paid	(9,553)	(8,869)
Loans repaid	(17,000)	(8,567)
Loans received	27,000	25,000
Loan Refinancing Fees	(475)	-
<b>Net cash inflow /(outflow) from financing activities</b>	<b>(28)</b>	<b>7,564</b>
<b>Net increase /(decrease) in cash and cash equivalents in the year</b>	<b>(2,712)</b>	<b>(10,730)</b>
Cash and cash equivalents at beginning of year	12,493	23,223
<b>Cash and cash equivalents at end of year</b>	<b>9,781</b>	<b>12,493</b>



# Notes to the financial statements

## 1. Legal status

One Manchester Limited was registered as a Co-operative and Community Benefit Society on 6 October 2014 and is registered with the Regulator of Social Housing as a Registered Provider.

## 2. Accounting policies

### Basis of accounting

The financial statements have been prepared under the historical cost convention in accordance with applicable law and UK Generally Accepted Accounting Practice (UK GAAP).

For One Manchester, this includes the Co-operative and Community Benefit Societies Act 2014 (and related group accounts regulations), the Housing and Regeneration Act 2008, FRS 102 “the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland”, the Statement of Recommended Practice (SORP) for Registered Social Housing Providers 2018, “Accounting by registered social housing providers” and the Accounting Direction for Private Registered Providers of Social Housing 2022.

One Manchester is a Public Benefit Entity and the accounts are prepared under the historical cost basis except for the modification to a fair value basis for investment properties as specified in the accounting policies below. The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgement in applying the Group’s accounting policies. The accounts are presented in £000’s unless stated otherwise.

### Going Concern

The financial statements are prepared on a going concern basis. The Boards assessment of going concern is underpinned by provision of regular updates and assurance through comprehensive reporting on financial and operational performance, robust 40 year financial planning and stress testing, regular updates on liquidity and loan facilities, and regular updates on key issues and factors impacting the industry. This allows for informed and timely decision making and a forward thinking approach.

### Parent company disclosure exemptions

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

- only one reconciliation of the number of shares outstanding at the beginning and end of the period has been presented as the reconciliations for the Group and the parent company would be identical;
- no cash flow statement has been presented for the parent company;
- disclosures in respect of the parent company’s financial instruments have not been presented as equivalent disclosures have been provided in respect of the Group as a whole;
- no disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the Group as a whole.

### Basis of consolidation

The consolidated financial statements present the results of One Manchester and its subsidiaries (“the Group”) as if they formed a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full. The accounts of the following companies are included in the consolidation:

- One Manchester Limited
- One Manchester Developments Limited

- One Manchester Treasury Limited
- One Manchester Property Limited

One Manchester Limited has the right to appoint members to the Board of the subsidiaries and thereby exercises control over them. One Manchester Limited is the ultimate parent undertaking.

One Manchester Developments Limited is a property development business that provides build project management services to the Group.

One Manchester Treasury Limited is an investment company providing treasury services to the trading entities of the Group.

One Manchester Property Limited was incorporated on 26 May 2018 as a wholly owned subsidiary of Eastlands Homes Partnership Limited with general commercial objects. It was established in order to enable potential non-charitable, non-core activity to be undertaken, which is likely to include property development for sale, joint venture arrangements and providing property management services to third parties.

### Income

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

- Rental income receivable (after deducting lost rent from void properties available for letting),
- Service charges receivable,
- Revenue grants,
- Amortisation of Social Housing Grant and Gap funding grant,

- Proceeds from the sale of land and property, including the first tranche sale of shared ownership properties.

Rental income is recognised from the point when properties under development reach practical completion and are formally let. Revenue Grants are receivable when the conditions for receipt of agreed grant funding have been met. Charges for support services funded under Supporting People are recognised as they fall due under the contractual arrangements with Administering Authorities. Income from first tranche sales of shared ownership property and sales of properties built for sale is recognised at the point of legal completion of the sale.

### Service charges

The Group adopts the variable method for calculating and charging service charges to its tenants and leaseholders. Expenditure is recorded when a service is provided and charged to the relevant service charge account or to a sinking fund. Income is recorded based on the estimated amounts chargeable.

### Schemes managed by agents

Income is shown as rent receivable and management fees payable to agents are included in operating costs.

Should the Group carry the financial risk on property managed by agents, all the income and expenditure arising from the property during the year will be included in the Statement of Comprehensive Income. Should an agency carry the financial risk, then the Statement of Comprehensive Income will include only that income and expenditure that relates solely to the Group.





## 2. Accounting policies - continued

### Pension costs

Contributions to the Group's defined contribution pension scheme are charged to the Income Statement in the year in which they become payable. The Group participates in two funded defined benefit schemes, the Social Housing Pension Scheme (SHPS), and the Greater Manchester Pension Fund (GMPF – 4 separate schemes).

### GMPF

The difference between the fair value of the assets held in the group's defined benefit pension scheme and the scheme's liabilities measured on an actuarial basis using the projected unit method are recognised in the group's statement of financial position as a pension asset and/or liability as appropriate. The carrying value of any resulting pension scheme asset is restricted to the extent that the group is able to recover the surplus either through reduced contributions in the future or through refunds from the scheme.

### SHPS

The Scheme is classified as a 'last-man standing arrangement'. The association is therefore potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

### Other Pensions Issues

There is one issue which affect the One Manchester pension schemes - guaranteed minimum pension equalisation (GMP). Guaranteed Minimum Pension Equalisation Employers and employees who contracted out of the additional state pension, paid lower NI contributions. However, for those with pensionable service between 17 May 1990 and 6 April 1997, the pension scheme was required

to provide a GMP which was at least equal to the additional state pension foregone. GMPs are taken at different ages – women at 60 and men at 65. This results in inequality in the GMP value at the point at which benefits are taken. Any scheme that operated a formerly contracted out DB scheme must equalise benefits for men and women.

### Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the Statement of Financial Position date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Statement of Financial Position date.

### Taxation

The charge for taxation for the year is based on the surpluses arising from non-charitable activities which are liable to tax. Deferred taxation is provided in full on timing differences which result in an obligation at the Statement of Financial Position date to pay more tax, or a right to pay less tax, at a future date, at rates expected to apply when they crystallise, based on current tax rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in the financial statements. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered. Deferred tax balances are not discounted.

### Value Added Tax

The majority of the Group's income, being rents, is exempt for VAT purposes and this gives rise to a partial exemption calculation for VAT recovery. Expenditure is therefore primarily recorded inclusive of VAT with the small proportion that can be recovered credited to the Statement of Comprehensive Income. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

### Finance costs

Finance costs are charged to the Income Statement over the term of the debt using the effective interest rate method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument and amortised over the period of the related loan.

### Tangible fixed assets – Social Housing Properties

Housing properties are valued under the historical cost basis and stated at cost less depreciation and impairment (where applicable). The cost of housing land and property represents their purchase price and any directly attributable costs of acquisition which may include an appropriate amount for staff costs and other costs of managing development. Directly attributable costs of acquisition includes capitalised interest calculated, on a proportional basis, using finance costs on borrowing which has been drawn in order to finance the relevant construction or acquisition. Where housing properties are in the course of construction, finance costs are only capitalised where construction is on-going and has not been interrupted or terminated. Expenditure on major refurbishment to properties is capitalised where the works increase the net rental stream over the life of the property. An increase in the net rental stream may arise through an increase in the net rental income, a reduction in future maintenance costs, or a subsequent extension in the life of the property. Where staff costs are directly attributable to the major refurbishment works, these are included within the amounts capitalised. All other repair and replacement expenditure is charged to the Statement of Comprehensive Income.

Housing properties in the course of construction are included in Property, Plant & Equipment and held at cost less any impairment, and are transferred to completed properties when ready for letting. Expenditure

on shared ownership properties are split proportionately between current and fixed assets based on the elements relating to expected first tranche sales. The first tranche proportion is classified as a current asset and the related sales proceeds are included in turnover. The remaining element is classed as a fixed asset and included in housing properties at cost, less any provisions needed for depreciation or impairment. Gains and losses on disposal of social housing property are determined by comparing the proceeds with the carrying amount and are recognised within 'other operating income' in the statement of comprehensive income.

### Depreciation of housing property

Assets in the course of construction are not depreciated until they are completed and ready for use to ensure that they are depreciated only in periods in which economic benefits are expected to be consumed. The cost of all other housing property (net of accumulated depreciation to date and impairment, where applicable) and components is depreciated over the useful economic lives of the assets on the following basis: Freehold land is not depreciated. Housing properties are split between the structure and the major components which require periodic replacement. The costs of replacement or restoration of these components are capitalised and depreciated over the determined average useful economic life as follows:

Component description	Economic useful life (years)
Structure	100
Internal Structure	10
Kitchen	20
Bathroom	25
Roofs	50
Doors	25
Boiler	10
Rewiring	40
Windows	30
Central Heating	40
Lifts	30
Over cladding	60
Fire Sprinklers	25
Fencing & Gates	15
Groundworks / Environmental	20



2. Accounting policies - continued

Leasehold properties are depreciated over the length of the lease except where the expected useful economic life of properties is shorter than the lease; when the lease and building elements are depreciated separately over their expected useful economic lives. Depreciation methods, useful lives and residual values are reviewed if there is an indication of a significant change since the last reporting date in the pattern by which the group expects to consume an asset’s future economic benefit.

Gap Funding

The Group has been partly funded through Gap Funding Grant from Homes England. This grant was provided to meet the Decent Homes Standard, regenerate the area and improve the environment. Such funding is accounted for by reference to the accounting treatment of the grant eligible costs so funded. The funding of revenue costs is regarded as revenue income with Turnover, and the funding of capitalised additions to Housing Properties is carried as deferred income in the Statement of Financial Position and released to the Statement of Comprehensive Income on a systematic basis over the useful economic lives of the assets for which it was received.

Government grants

Grants received in relation to assets that are presented at historic cost have been accounted for using the accrual model set out in FRS 102 and the Housing SORP 2018. Grant is carried as deferred income in the statement of financial position and released to the Statement of Comprehensive Income on a systematic basis over the useful economic lives of the asset for which it was received. In accordance with Housing SORP, the useful economic life of the housing property structure has been selected (see table of useful economic lives above).

Where Social Housing Grant (SHG) funded property is sold, the grant becomes recyclable and is transferred to a recycled capital grant fund until it is reinvested in a replacement property. If there is no requirement to

recycle or repay the grant on disposal of the assets any unamortised grant remaining within creditors is released and recognised as income within the Statement of Comprehensive Income.

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

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

Recycled Capital Grant Fund

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

Investment properties

Investment properties consist of commercial properties and other properties not held for social benefit or for use in the business. Investment properties, including assets in the course of construction, are measured at cost on initial recognition and subsequently carried at fair value at each reporting date. Fair value is determined annually by an external valuer and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the Statement of Comprehensive Income.

Impairment of fixed assets

The housing property portfolio for the Group is assessed for indicators of impairment at each accounting date. Where indicators are identified then a detailed assessment is undertaken to compare the carrying amount of assets or cash generating units for which impairment is indicated to their recoverable amounts. An option appraisal is carried out to determine the option which produces the highest net realisable value. Valuations on rental return or potential sale proceeds are obtained and used to inform the options. The Group looks at the net realisable value, under the options available, when considering the recoverable amount for the purposes of impairment assessment. The recoverable amount is taken to be the higher of the fair value less costs to sell or value in use of an asset or cash generating unit. The assessment of value in use may involve considerations of the service potential of the assets or cash generating units concerned or the present value of future cash flows to be derived from them appropriately adjusted to account for any restrictions on their use.

For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Where the recoverable amount of an asset or cash generating unit is lower than its carrying value an impairment is recorded through a charge to Statement of Comprehensive Income.

Tangible fixed assets – Other

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

The group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the group. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to Statement of Comprehensive

Income during the period in which they are incurred.

Depreciation of other tangible fixed assets

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

Asset description	Economic Useful Life (years)
Freehold & Leasehold offices	40
Furniture, Fixtures & Fittings	4
Computers & applications	3
Plant & equipment	4
Motor vehicles	4

The assets’ residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date. There is no depreciation charged on Freehold Land.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within ‘other operating income’ in the Statement of Comprehensive Income.

Stock and Properties held for Sale

Stock is stated at the lower of cost and net realisable value. Cost comprises materials, direct labour and direct development overheads. Net realisable value is based on estimated sales proceeds after allowing for all further costs to completion and selling costs. Properties developed for outright sale are included in current assets as they are intended to be sold, at the lower of cost or estimated selling price less costs to complete and sell.

At each reporting date, stock and properties held for sale are assessed for impairment. If there is evidence of impairment, the carrying value is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the Statement of Comprehensive Income.



# Financial instruments

Financial assets and liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all its liabilities.

## Debtors and creditors

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

## Recoverable amount of rental and other trade receivables

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

## Rent and service charge agreements

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

## Loans, Investments and short term deposits

All loans, investments and short term deposits held by the Group are classified as basic financial instruments in accordance with FRS 102. These instruments are initially recorded at the transaction price less any transaction costs (historical cost), FRS 102 requires that basic financial instruments are subsequently measured at amortised cost. Loans and investments that are payable or receivable within one year are not discounted.

## Financial liabilities and equity

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

## Leased assets

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

## Leased assets: Lessor

Where assets are leased to a third party analysis of the lease is undertaken to determine if the lease gives rights approximating to ownership of the asset to the lessee. The group accounts for lessor transaction based on this analysis:

- where rights are granted to the lessee approximating to ownership (finance leases), the assets are treated as if they have been sold outright.
- where rights are not granted to the lessee approximating to ownership (operating leases), their annual rentals are credited to Statement of Comprehensive Income on a straight-line basis over the term of the lease.



## Provision for liabilities

The Group has recognised provisions for liabilities of uncertain timing or amounts including those for major repairs on stock transfers and leaseholders, overage for gap funding and restructuring.

Provisions are measured at the best estimate of the expenditure required to settle the obligation at the Statement of Financial Position date.

Where the effect of the time value of money is material the amount expected to be required to settle the obligation is recognised at the present value using a discount rate. The unwinding of the discount is recognised as a finance cost in the Statement of Comprehensive Income in the period it arises.

## Contingent liabilities

A contingent liability is recognised for a possible obligation, for which it is not yet confirmed that a present obligation exists that could lead to an outflow of resources; or for a present obligation that does not meet the definitions of a provision or a liability as it is not probable that an outflow of resources will be required to settle the obligation or when a sufficiently reliable estimate of the amount cannot be made.

A contingent liability exists on grant repayment which is dependent on the disposal of related property.

## Reserves

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



## Cash and cash equivalents

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

## Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing these financial statements, the following judgements have had the most significant effect on amounts recognised in the financial statements.

- **Capitalisation** – Investment spend is in line with the components set out in the Accounting policies. Judgement has also been applied to assess the FRS 102 capitalisation requirements on the following criteria, an increase on rental income over the life of the property, a significant extension to the life of the property and a reduction in future maintenance costs.
- **Indicators of impairment of the Group's tangible fixed assets** – Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit. The Group have considered the measurement basis to determine the recoverable amount of assets where there are indicators of impairment based

on EUV-SH, fair value or depreciated replacement cost.

- **Development Expenditure** – The anticipated costs to complete on a development scheme include anticipated construction cost, effective rate of interest on loans during the construction period, legal costs and other costs. Initial capitalisation of costs is based on management's judgement that development scheme is confirmed, usually when Board approval has taken place including access to the appropriate funding. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.
- **Leases** – Whether leases entered into by the Group are operating lease or finance leases depends on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- **Categorisation of housing properties** – The Group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Group has considered if the asset is held for social benefit or to earn commercial rentals. The Group has determined that market rented properties are investment properties.
- **Financial instruments - borrowings – Negative compensation and funding indemnity clauses** – The Group's loan facilities have been assessed as basic financial instruments. The Group's fixed rate loan facilities allow early payment of the principal and accrued interest in relation to fixed interest tranches. There is an indemnity clause that requires the borrower to pay a compensation premium

to the lender if market rates have fallen since the inception of the loan. There is also a clause that means that if market rates have increased, the borrower (i.e. the Group) would benefit from a compensation premium.

The Group does not consider that the clause allowing the Group to potentially receive a compensation premium upon early repayment of some or all of the fixed rate loan liability makes this financial instrument 'non-basic' or 'other' as outlined in FRS 102 section 11. The Group considers that this particular loan clause is specifically compliant with section 11.9b) and 11.9c) of FRS 102 and that the substance of this loan arrangement was always that it was always intended to be a simple fixed rate loan arrangement.

### Other key sources of estimation uncertainty:

- **Pension** – The critical underlying assumptions in relation to the estimate of the pension defined benefit scheme obligation include standard rates of inflation, mortality, discount rate and anticipated future salary increases. Variations in these assumptions have the ability to significantly influence the value of the liability or asset recorded and annual defined benefit expense. Further details can be found in Note 11.
- **Tangible fixed assets** – Tangible fixed assets, other than investment properties, are depreciated over their useful economic lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. For housing property assets, the assets are broken down into components based on assessment of the properties. Individual useful economic lives are assigned to these components. Further details can be found in Note 13.
- **Rental and other trade receivables (debtors)** – The estimate for receivables relates to the recoverability of the balances outstanding at the year end. A review is performed on an individual debtor basis to consider whether each debt is recoverable.

- **Fair Value of Investment Properties** – The group carries its investment properties at fair value, with changes in fair value recognised in the Statement of Comprehensive Income. The group engaged independent valuation specialists to determine the market value as at the Statement of Financial position date. The valuer used a valuation technique based on a discounted cash flow model. The determined fair value of the investment property is the most sensitive to the estimated yield as well as the long term vacancy rate. The key assumptions used to determine the fair value of investment property are further explained in note 15 of the financial statements.





NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

3. Turnover, operating costs and operating surplus

Group	Year ended 31 March 2025				Year ended 31 March 2024			
	Turnover	Cost of Sales	Operating costs	Operating surplus/(deficit)	Turnover	Cost of Sales	Operating costs	Operating surplus/(deficit)
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
<b>Social housing lettings</b>	<b>67,417</b>	<b>-</b>	<b>(64,345)</b>	<b>3,072</b>	<b>62,350</b>	<b>-</b>	<b>(59,147)</b>	<b>3,203</b>
<b>Other social housing activities</b>								
First tranche shared ownership sales	106	(94)	-	12	2,070	(1,724)	-	346
Development costs not capitalised	-	-	(634)	(634)	-	-	(419)	(419)
	<b>106</b>	<b>(94)</b>	<b>(634)</b>	<b>(622)</b>	<b>2,070</b>	<b>(1,724)</b>	<b>(419)</b>	<b>(73)</b>
<b>Non-social housing activities</b>								
Place, Skills, Heath & Wellbeing	153	-	(1,926)	(1,773)	17	-	(2,101)	(2,084)
Market rent lettings	4,562	-	(1,125)	3,437	4,496	-	(1,239)	3,257
Other	917	-	(25)	892	885	-	(162)	723
	<b>5,632</b>	<b>-</b>	<b>(3,076)</b>	<b>2,556</b>	<b>5,398</b>	<b>-</b>	<b>(3,502)</b>	<b>1,896</b>
	<b>73,155</b>	<b>(94)</b>	<b>(68,055)</b>	<b>5,006</b>	<b>69,818</b>	<b>(1,724)</b>	<b>(63,068)</b>	<b>5,026</b>
Surplus: Disposal of fixed asset housing property (note 6)				6,736				6,842
				<b>11,742</b>				<b>11,868</b>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

3. Turnover, operating costs and operating surplus

Association	Year ended 31 March 2025				Year ended 31 March 2024			
	Turnover	Cost of Sales	Operating costs	Operating surplus/(deficit)	Turnover	Cost of Sales	Operating costs	Operating surplus/(deficit)
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
<b>Social housing lettings</b>	<b>67,417</b>	<b>-</b>	<b>(64,260)</b>	<b>3,157</b>	<b>62,350</b>	<b>-</b>	<b>(59,066)</b>	<b>3,284</b>
<b>Other social housing activities</b>								
First tranche shared ownership sales	106	(94)	-	12	2,070	(1,724)	-	346
Development costs not capitalised	-	-	(634)	(634)	-	-	(419)	(419)
	<b>106</b>	<b>(94)</b>	<b>(634)</b>	<b>(622)</b>	<b>2,070</b>	<b>(1,724)</b>	<b>(419)</b>	<b>(73)</b>
<b>Non-social housing activities</b>								
Place, Skills, Heath & Wellbeing	153	-	(1,926)	(1,773)	17	-	(2,101)	(2,084)
Market rent lettings	4,562	-	(1,125)	3,437	4,496	-	(1,239)	3,257
Other	917	-	(25)	892	859	-	(162)	697
	<b>5,632</b>	<b>-</b>	<b>(3,076)</b>	<b>2,556</b>	<b>5,372</b>	<b>-</b>	<b>(3,502)</b>	<b>1,870</b>
	<b>73,155</b>	<b>(94)</b>	<b>(67,970)</b>	<b>5,091</b>	<b>69,792</b>	<b>(1,724)</b>	<b>(62,987)</b>	<b>5,081</b>
Surplus: Disposal of fixed asset housing property (note 6)				6,736				6,842
				<b>11,827</b>				<b>11,923</b>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

3. Turnover, operating costs and operating surplus (Continued)

Particulars of income and expenditure from social housing lettings

Group – Year ended 31 March 2025	2025					2024
	General needs housing	Supported housing & housing for older people	Low-cost home ownership	Intermediate Rent	Total	Total
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
<b>General needs housing</b>						
Rent receivable net of identifiable service charges	54,198	1,063	3,584	2,079	<b>60,924</b>	55,607
Service charge income	1,714	603	24	28	<b>2,369</b>	2,370
Capital grant amortisation	3,643	109	235	137	<b>4,124</b>	4,373
<b>Turnover from social housing lettings</b>	<b>59,555</b>	<b>1,775</b>	<b>3,843</b>	<b>2,244</b>	<b>67,417</b>	62,350
Management	19,964	595	1,289	752	<b>22,600</b>	20,653
Services	5,545	165	358	209	<b>6,277</b>	6,272
Routine maintenance	18,442	550	1,190	695	<b>20,877</b>	19,018
Planned maintenance	-	-	-	-	-	-
Major repairs expenditure	1,900	57	123	72	<b>2,152</b>	2,308
Major repairs expenditure – Cladding & Fire Safety	843	25	55	32	<b>955</b>	331
Bad debts	221	7	14	8	<b>250</b>	469
Depreciation of housing properties	8,683	259	560	327	<b>9,829</b>	8,572
Depreciation of other assets	1,241	37	80	47	<b>1,405</b>	1,524
Loss on disposal of other fixed assets	-	-	-	-	-	-
Impairment	-	-	-	-	-	-
<b>Operating costs on social housing lettings</b>	<b>56,839</b>	<b>1,695</b>	<b>3,669</b>	<b>2,142</b>	<b>64,345</b>	59,147
<b>Operating surplus on social housing lettings</b>	<b>2,716</b>	<b>80</b>	<b>174</b>	<b>102</b>	<b>3,072</b>	3,203
Void losses	603	27	105	6	741	942



NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

3. Turnover, operating costs and operating surplus (Continued)

Association – Year ended 31 March 2025	2025					2024
	General needs housing	Supported housing & housing for older people	Low-cost home ownership	Intermediate Rent	Total	Total
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
General needs housing						
Rent receivable net of identifiable service charges	54,198	1,063	3,584	2,079	60,924	55,607
Service charge income	1,714	603	24	28	2,369	2,370
Capital grant amortisation	3,643	109	235	137	4,124	4,373
<b>Turnover from social housing lettings</b>	<b>59,555</b>	<b>1,775</b>	<b>3,843</b>	<b>2,244</b>	<b>67,417</b>	62,350
Management	19,888	593	1,284	750	22,515	20,572
Services	5,545	165	358	209	6,277	6,272
Routine maintenance	18,442	550	1,190	695	20,877	19,018
Planned maintenance	-	-	-	-	-	-
Major repairs expenditure	1,900	57	123	72	2,152	2,308
Major repairs expenditure – Cladding & Fire Safety	843	25	55	32	955	331
Bad debts	221	7	14	8	250	469
Depreciation of housing properties	8,683	259	560	327	9,829	8,572
Depreciation of other assets	1,241	37	80	47	1,405	1,524
Loss on disposal of other fixed assets	-	-	-	-	-	-
Impairment	-	-	-	-	-	-
<b>Operating costs on social housing lettings</b>	<b>56,763</b>	<b>1,693</b>	<b>3,664</b>	<b>2,140</b>	<b>64,260</b>	59,066
<b>Operating surplus on social housing lettings</b>	<b>2,792</b>	<b>82</b>	<b>179</b>	<b>104</b>	<b>3,157</b>	3,284
Void losses	603	27	105	6	741	942

Particulars of income and expenditure from social housing lettings

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

4. Accommodation in management

At the end of the year, units managed for each class of accommodation were as follows:

Group	2024 No.	Additions No.	Disposals No.	2025 No.
<b>Social housing</b>				
General housing (social rents)				
Social Rents	10,921	10	(86)	10,845
Supported housing - Social Rent	8	11	-	19
Supported housing - Affordable Rent	-	24	-	24
Housing For Older People	242	-	(13)	229
Intermediate Rent	332	18	(7)	343
Affordable rent GN	248	62	(10)	300
Low-Cost home ownership – shared ownership	166	1	(5)	162
	11,917	126	(121)	11,922
<b>Non-social housing</b>				
Market rent (investment properties)	373	1	-	374

\*PY opening balances classifications have been amended due to data cleanse project in the year.

Association	2024 No.	Additions No.	Disposals No.	2025 No.
<b>Social housing</b>				
General housing (social rents)				
Social Rents	10,921	10	(86)	10,845
Supported housing - Social Rent	8	11	-	19
Supported housing - Affordable Rent	-	24	-	24
Housing For Older People	242	-	(13)	229
Intermediate Rent	332	18	(7)	343
Affordable rent GN	248	62	(10)	300
Low-Cost home ownership – shared ownership	166	1	(5)	162
	11,917	126	(121)	11,922
<b>Non-social housing</b>				
Market rent (investment properties)	373	1	-	374

\*PY opening balances classifications have been amended due to data cleanse project in the year.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 5. Operating surplus

This is arrived at after charging:	Group		Association	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Depreciation of housing properties	9,829	8,572	9,829	8,572
Depreciation of other tangible fixed assets	1,405	1,524	1,405	1,524
Operating lease rentals:				
- vehicles, office equipment & computers	1,045	1,297	1,045	744
- land & buildings	98	98	98	98
Auditor's remuneration (including VAT)				
- for external audit services	103	82	90	70
- for non-audit services (tax advisory, other)	16	15	6	5

### 6. Surplus on disposal of fixed assets – housing properties

GROUP AND ASSOCIATION	Shared Ownership	Other Housing	Total	Total
	2025 £'000	2025 £'000	2025 £'000	2024 £'000
Housing Properties:				
Disposal proceeds	601	8,420	9,021	8,353
Cost of Disposals	(333)	(2,186)	(2,519)	(2,023)
Selling Costs	(5)	(110)	(115)	(89)
Grant Recycled	-	-	-	-
Grant Disposed	-	349	349	601
	263	6,473	6,736	6,842

Disposal proceeds attributable to MCC have been included in the cost of disposals for £1.38m.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 7. Interest receivable and other income

	2025 £'000	Group 2024 £'000	2025 £'000	Association 2024 £'000
Interest receivable and bank deposits	384	440	434	477
Net pension fund interest (note 11)	14	50	14	50
	398	490	448	527

### 8. Interest payable and similar charges

	2025 £'000	Group 2024 £'000	2025 £'000	Association 2024 £'000
Loans and bank overdrafts	9,471	8,638	9,665	8,816
Capitalised Interest	(126)	(1,121)	(126)	(1,121)
Bank charges	16	10	16	10
Amortisation of Financing Costs	252	220	252	220
Interest on Disposal Proceeds Fund	19	26	19	26
Net pension fund interest (note 11)	2	-	2	-
Interest on SHPS liability (note 11)	75	61	75	61
	9,709	7,834	9,903	8,012

### Capitalised Interest

Interest cost of **£0.13m** (2024: £1.12m) was capitalised in the year in relation to new property development. Interest is capitalised at a rate of 4.54% of borrowings and is capitalised when directly related to a scheme.

### Capitalised Interest – Housing property developments

The cumulative amount of interest capitalised on housing property is **£4.93m** (2024: £4.82m).

### Capitalised Interest – Investment property developments

The cumulative amount of interest capitalised on investment property is **£842k** (2024: £842k).



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**9. Gift aid**

	2025	Group	Association	
	£'000	2024	2025	2024
		£'000	£'000	£'000
Gift aid received from subsidiary undertakings	-	-	259	270
	-	-	259	270

A gift aid payment of £117,269 (2024: £113,356) was received on 17 December 2024 in respect of the period ended 31 March 2024 from One Manchester Developments Limited.

A gift aid payment of £141,850 (2024: £156,647) was received on 17 December 2024 in respect of the period ended 31 March 2024 from One Manchester Treasury Limited.

**10. Group and Association Employees, Board members and Executive Directors**

All employees of One Manchester Group are employed on joint contracts of employment for all companies within the Group and at any time may be engaged on work for any of the Group's companies.

**Employees**

Average monthly number of employees expressed in full time equivalents:	2025	2024
	No.	No.
Administration	100	92
Neighbourhood Services	181	181
Property Services	212	210
Total Full-time equivalents based on a 35 hour working week:	493	483

**Employee costs:**

	2025	2024
	£ '000	£ '000
Wages and salaries	21,080	18,639
Social security costs	2,158	1,916
Pension costs	2,504	2,757
	25,742	23,312

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**10. Group and Association Employees, Board Members and Executive Directors (continued)**

Salary bandings for all Employees (including Directors) earning over £60,000 as at the end of March 2025 was as follows:

Bands	2025	2024
£60,000-£69,999	25	16
£70,000-£79,999	7	8
£80,000-£89,999	4	-
£90,000-£99,999	1	3
£100,000-£109,999	1	1
£110,000-£119,999	2	-
£120,000-£129,999	-	-
£130,000-£139,999	-	1
£140,000-£149,999	1	1
£150,000-£159,999	1	-
£170,000-£179,999	-	1
£190,000-£199,999	1	-
	43	31

**Board members and Executive Directors**

	2025	2024
	£ '000	£ '000
Aggregate remuneration paid to Directors (including Pension contributions)	575	525
Aggregate remuneration paid to Board members	70	66
Emoluments paid to the highest paid Director, Chief Executive excluding pension contributions		
Chief Executive	209	196

The Chief Executive is a member of the Social Housing Pension Scheme (SHPS). They were an ordinary member of the pension scheme and no enhanced or special terms apply. The Association does not make any further contribution to an individual pension arrangement for the Chief Executive. Directors comprise the Chief Executive and Executive Directors as listed within the Company Information section at the front of the financial statements.

These individuals are those considered by the Group to be the key management personnel.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

10. Group and Association Employees, Board members and Executive Directors (continued) 2024/25

Board Member	Remuneration for the period to 31 March 2025	One Manchester Board	Audit & Risk Committee	Place Committee	Growth Committee	Remuneration & Governance Committee
Yashar Turgut (Chair)	£16,273	✓			✓	✓
Sue Lock	£7,938	✓		✓		✓
Dave Bullock	£7,938	✓			✓	
Cath Wilson (Senior Independent Director)	£10,031	✓			✓	✓ Appointed as Chair 27/09/2023
Mick Warner	£4,875	✓ Resigned 05/12/2024	✓ Resigned	✓		✓ Resigned
Clr Rabnawaz Akbar	Nil (Council Nominee)	✓				
Gillian Drakeford	£6,378	✓ Appointed 27/09/2023	✓ Appointed 14/02/2024			
Tony Deakin	£8,008	✓ Appointed 27/09/2023	✓ Appointed as Chair on 31/01/2023			
Guy Marshall	£2,484	✓ Appointed 11/12/2024	✓ Appointed 03/12/2024			

## 11. Pensions – group

### Social Housing Pension Scheme

The Group participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004, which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at September 2023. This valuation revealed a reduction in the deficit from £1,560m to below £700m. The Recovery Plan remains in place with the aim of removing this deficit by 31 March 2028.

The next valuation has an effective date of 30 September 2026, results are expected in August / September 2027.

The Scheme is classified as a 'last-man standing arrangement'. Therefore, the Association is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

The Association has been notified by the Trustee of the Scheme that it has performed a review comparing the benefits provided to scheme members over recent years with the requirements of the Scheme documentation. Due to uncertainty as to the effect of some benefit changes, the Trustee has been advised by lawyers to seek clarification from the Court on potential changes to the pension liability. It is recognised that this could potentially impact the value of Scheme liabilities, but until the outcome of the ongoing Court process is known (which is currently expected to be late 2025), it is not possible to calculate the impact on the liabilities of this issue with any accuracy, particularly on an individual employer basis, for the purposes of the 31 March 2025 financial statements. Accordingly, no adjustment has been made in these financial statements in respect of this potential issue.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 11. Pensions – Group (Continued)

#### Social Housing Pension Scheme (Continued)

Period Ended 31 March 2025	Assets £'000	Obligations £'000	Net (liability) / asset £'000
Fair Value of plan assets	7,473	-	7,473
Present value of funded liabilities	-	(9,249)	(9,249)
<b>Opening position at 1 April 2024</b>	<b>7,473</b>	<b>(9,249)</b>	<b>(1,776)</b>
Service costs			
Current service cost	-	-	-
Expenses	-	(12)	(12)
Past service costs (including curtailments)	-	-	-
<b>Total service cost</b>	<b>-</b>	<b>(12)</b>	<b>(12)</b>
Net interest			
Interest income on plan assets	376	-	376
Interest cost on defined benefit obligation	-	(451)	(451)
<b>Total net interest</b>	<b>376</b>	<b>(451)</b>	<b>(75)</b>
<b>Total defined benefit cost recognised in Profit or (Loss)</b>	<b>376</b>	<b>(463)</b>	<b>(87)</b>
Cashflows			
Plan participants contributions	-	-	-
Employer contributions	526	-	526
Benefits paid	(208)	208	-
<b>Expected closing position</b>	<b>8,167</b>	<b>(9,504)</b>	<b>(1,337)</b>
Remeasurements			
Changes in demographic assumptions	-	-	-
Changes in financial assumptions	-	1,574	1,574
Scheme experience	(882)	(354)	(1,236)
Return on assets excluding amounts included in net interest	-	-	-
<b>Total remeasurements recognised in Other Comprehensive Income (OCI)</b>	<b>(882)</b>	<b>1,220</b>	<b>338</b>
Fair value of plan assets	7,285	-	7,285
Present value of funded liabilities	-	(8,284)	(8,284)
<b>Closing position as at 31 March 2025</b>	<b>7,285</b>	<b>(8,284)</b>	<b>(999)</b>

This scheme is closed to further accrual.



NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

11. Pensions – Group (Continued)

Social Housing Pension Scheme (Continued)

Period Ended 31 March 2024	Assets £'000	Obligations £'000	Net (liability) / asset £'000
Fair Value of plan assets	7,487	-	7,487
Present value of funded liabilities	-	(8,981)	(8,981)
<b>Opening position at 1 April 2023</b>	<b>7,487</b>	<b>(8,981)</b>	<b>(1,494)</b>
Service costs			
Current service cost	-	-	-
Expenses	-	(11)	(11)
Past service costs (including curtailments)	-	-	-
<b>Total service cost</b>	<b>-</b>	<b>(11)</b>	<b>(11)</b>
Net interest			
Interest income on plan assets	370	-	370
Interest cost on defined benefit obligation	-	(431)	(431)
<b>Total net interest</b>	<b>370</b>	<b>(431)</b>	<b>(61)</b>
<b>Total defined benefit cost recognised in Profit or (Loss)</b>	<b>370</b>	<b>(442)</b>	<b>(72)</b>
Cashflows			
Plan participants contributions	-	-	-
Employer contributions	460	-	460
Benefits paid	(151)	151	-
<b>Expected closing position</b>	<b>8,166</b>	<b>(9,272)</b>	<b>(1,106)</b>
Remeasurements			
Changes in demographic assumptions	-	80	80
Changes in financial assumptions	-	225	225
Scheme experience	(693)	(282)	(975)
Return on assets excluding amounts included in net interest	-	-	-
<b>Total remeasurements recognised in Other Comprehensive Income (OCI)</b>	<b>(693)</b>	<b>23</b>	<b>(670)</b>
Fair value of plan assets	7,473	-	7,473
Present value of funded liabilities	-	(9,249)	(9,249)
<b>Closing position as at 31 March 2024</b>	<b>7,473</b>	<b>(9,249)</b>	<b>(1,776)</b>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

11. Pensions – Group (Continued)

Social Housing Pension Scheme

Financial assumptions

	31 March 2025 % per annum	31 March 2024 % per annum
Discount rate	5.94	4.93
Inflation (RPI)	3.04	3.08
Inflation (CPI)	2.80	2.79
Salary growth	3.80	3.79
Allowance for commutation of pension for cash at retirement	75% of Maximum allowance	75% of Maximum allowance

Mortality assumptions

The mortality assumptions adopted at 31 March 2025 imply the following life expectancies:

	2025 No. of years	2024 No. of years
Retiring in 2024/25		
Males	20.5	20.5
Females	23.0	23.0
Retiring in 2044/45		
Males	21.7	21.8
Females	24.5	24.4



## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 11. Pensions – Group (Continued)

#### Social Housing Pension Scheme

Assets	31 March 2025 (£000s)	31 March 2024 (£000s)
Absolute Return	-	292
Alternative Risk Premia	-	237
Cash	99	147
Corporate Bond Fund	-	-
Credit Relative Value	-	245
Credit	279	-
Currency Hedging	12	(3)
Distressed Opportunities	-	263
Emerging Markets Debt	-	97
Fund of Hedge Funds	-	-
Private Equity	6	6
Global Equity	816	745
High Yield	-	1
Infrastructure	1	755
Insurance-Linked Securities	22	39
Investment Grade Credit	224	-
Liability Driven Investment	2,206	3,042
Liquid Alternatives	1,351	-
Long Lease Property	2	48
Net Current Assets	16	13
Opportunistic Illiquid Credit	-	292
Opportunistic Credit	-	-
Private Debt	-	294
Private Credit	892	-
Property	365	300
Risk Sharing	-	437
Real Assets	872	-
Secured Income	122	223
<b>Total assets</b>	<b>7,285</b>	<b>7,473</b>

None of the fair values of the assets shown above includes any direct investments in the employer's own financial instruments or any property occupied by, or other assets used by, the employer.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 11. Pensions – Group (Continued)

#### Social Housing Pension Scheme

Scheme assets and liabilities	2025 £ '000	2024 £ '000
Fair value of plan assets	7,285	7,473
Present value of funded liabilities	(8,284)	(9,249)
<b>Net defined benefit liability</b>	<b>(999)</b>	<b>(1,776)</b>
<b>Amounts charged/(credited) to income statement</b>	<b>2025 £ '000</b>	<b>2024 £ '000</b>
Current service cost	-	-
Expenses	12	11
<b>Amounts charged to operating costs</b>	<b>12</b>	<b>11</b>
Interest income on plan assets	(376)	(370)
Interest cost of scheme liabilities	451	431
<b>Net interest (credit)</b>	<b>75</b>	<b>61</b>
<b>Amounts charged/(credited) to other comprehensive income</b>	<b>2025 £ '000</b>	<b>2024 £ '000</b>
Changes in demographic assumptions	-	(80)
Changes in financial assumptions - liabilities	1,574	(225)
Scheme experience (Obligations)	(354)	282
Scheme experience (Assets)	(882)	693
<b>Net actuarial movements in other comprehensive income</b>	<b>338</b>	<b>670</b>



## 11. Pensions – group (continued)

### Greater Manchester Pension Fund (GMPF)

The GMPF is a multi-employer scheme, administered by Tameside Metropolitan Borough Council ("TMBC") under the regulations governing the Local Government Pension Scheme, a defined benefit scheme.

The Group contributes to three schemes within the GMPF as detailed below:

#### GMPF Scheme 1

Employees participating in this scheme are those, which transferred from Manchester City Council (MCC) in 2003 with the transfer of housing stock to the Association at that time. MCC has entered into an agreement with TMBC and the Association whereby the contributions payable by the Association are set in relation to the current service cost only (being based on contribution rates applied to MCC employees). In accordance with the provisions set out in FRS 102, the scheme is treated as a defined contribution scheme as the Association's contributions are linked to those of another employer and the actuary has indicated that it is not possible to allocate assets and liabilities to the Association's staff on a consistent and reliable basis given the degree of cross-subsidy that exists and the relative size of the Association compared with other members of the scheme. The income statement charge for the period represents the employer contributions payable.

The Association paid contributions at the average rate of 18.5% during the accounting period. The employers' contribution to the scheme in the period amounted to 2025: £57,894 (2024: £74,516). Member contributions vary between 5.8% and 6.8%. Future contribution rates will be set at the same level as MCC.

#### GMPF Scheme 2

Employees participating in this scheme are those that transferred from Manchester City Council (MCC) on 30 March 2009 with the transfer of East Manchester housing stock to the Association and those new starters between the 2003 transfer and the 2009 transfer. The most recent formal actuarial valuation was completed as at 31 March 2025 by a qualified independent actuary.

Employer contributions for the year 2024/25 are £384,000. Actuals contributions for 2023/24 were £288,000.

### ONE MANCHESTER LIMITED

Year ended 31 March 2025

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### 11. Pensions – Group (continued)

#### Greater Manchester Pension Fund (GMPF) (Continued)

#### GMPF Scheme 2

#### Changes in Fair Value of Plan Assets, Defined Benefit Obligation and Net (Liability)/Asset for year ended 31 March 2025

Period Ended 31 March 2025	Assets £'000	Obligations £'000	Asset ceiling £'000	Net (liability) / asset £'000
Fair Value of plan assets	58,770	-	-	58,770
Present value of funded liabilities	-	(28,524)	-	(28,524)
Restriction of asset surplus	-	-	(29,858)	(29,858)
<b>Opening position at 1 April 2024</b>	<b>58,770</b>	<b>(28,524)</b>	<b>(29,858)</b>	<b>388</b>
Service costs				
Current service cost	-	(311)	-	(311)
Past service costs (including curtailments)	-	(244)	-	(244)
<b>Total service cost</b>	<b>-</b>	<b>(555)</b>	<b>-</b>	<b>(555)</b>
Net interest				
Interest income on plan assets	2,806	-	-	2,806
Interest cost on defined benefit obligation	-	(1,359)	-	(1,359)
Interest on the effect of the asset ceiling	-	-	(1,433)	(1,433)
<b>Total net interest</b>	<b>2,806</b>	<b>(1,359)</b>	<b>(1,433)</b>	<b>14</b>
<b>Total defined benefit cost recognised in Profit or (Loss)</b>	<b>2,806</b>	<b>(1,914)</b>	<b>(1,433)</b>	<b>(541)</b>
Cashflows				
Plan participants contributions	94	(94)	-	-
Employer contributions	384	-	-	384
Benefits paid	(1,022)	1,022	-	-
<b>Expected closing position</b>	<b>61,032</b>	<b>(29,510)</b>	<b>(31,291)</b>	<b>231</b>
Remeasurements				
Changes in demographic assumptions	-	50	-	50
Changes in financial assumptions	-	4,059	-	4,059
Other experience	-	240	-	240
Return on assets excluding amounts included in net interest	(524)	-	-	(524)
Changes in the effect of the asset ceiling	-	-	31,291	31,291
<b>Total remeasurements recognised in Other Comprehensive Income (OCI)</b>	<b>(524)</b>	<b>4,349</b>	<b>31,291</b>	<b>35,116</b>
Fair value of plan assets	60,508	-	-	60,508
Present value of funded liabilities	-	(25,161)	-	(25,161)
Restriction of asset surplus	-	-	(35,347)	(35,347)
<b>Closing position as at 31 March 2025</b>	<b>60,508</b>	<b>(25,161)</b>	<b>(35,347)</b>	<b>-</b>



NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

11. Pensions – Group (continued)

Greater Manchester Pension Fund (GMPF) (Continued)

GMPF Scheme 2

Changes in Fair Value of Plan Assets, Defined Benefit Obligation and Net (Liability)/Asset  
for year ended 31 March 2024

Period Ended 31 March 2024	Assets £'000	Obligations £'000	Asset ceiling £'000	Net (liability) / asset £'000
Fair Value of plan assets	55,399	-	-	55,399
Present value of funded liabilities	-	(28,370)	-	(28,370)
Restriction of asset surplus	-	-	(26,458)	(26,458)
<b>Opening position at 1 April 2023</b>	<b>55,399</b>	<b>(28,370)</b>	<b>(26,458)</b>	<b>571</b>
Service costs				
Current service cost	-	(342)	-	(342)
Past service costs (including curtailments)	-	-	-	-
<b>Total service cost</b>	<b>-</b>	<b>(342)</b>	<b>-</b>	<b>(342)</b>
Net interest				
Interest income on plan assets	2,618	-	-	2,618
Interest cost on defined benefit obligation	-	(1,335)	-	(1,335)
Interest on the effect of the asset ceiling	-	-	(1,257)	(1,257)
<b>Total net interest</b>	<b>2,618</b>	<b>(1,335)</b>	<b>(1,257)</b>	<b>26</b>
<b>Total defined benefit cost recognised in Profit or (Loss)</b>	<b>2,618</b>	<b>(1,677)</b>	<b>(1,257)</b>	<b>(316)</b>
Cashflows				
Plan participants contributions	99	(99)	-	-
Employer contributions	288	-	-	288
Benefits paid	(971)	971	-	-
<b>Expected closing position</b>	<b>57,433</b>	<b>(29,175)</b>	<b>(27,715)</b>	<b>543</b>
Remeasurements				
Changes in demographic assumptions	-	186	-	186
Changes in financial assumptions	-	1,251	-	1,251
Other experience	-	(786)	-	(786)
Return on assets excluding amounts included in net interest	1,337	-	-	1,337
Changes in the effect of the asset ceiling	-	-	27,715	27,715
<b>Total remeasurements recognised in Other Comprehensive Income (OCI)</b>	<b>1,337</b>	<b>651</b>	<b>27,715</b>	<b>29,703</b>
Fair value of plan assets	58,770	-	-	58,770
Present value of funded liabilities	-	(28,524)	-	(28,524)
Restriction of asset surplus	-	-	(29,858)	(29,858)
<b>Closing position as at 31 March 2024</b>	<b>58,770</b>	<b>(28,524)</b>	<b>(29,858)</b>	<b>388</b>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

11. Pensions – Group (continued)

Greater Manchester Pension Fund (GMPF) (Continued)

GMPF Scheme 3

Employees participating in this scheme are employees of City South Manchester Housing Trust prior to the merger. The most recent formal actuarial valuation was completed as at 31 March 2025 by a qualified independent actuary. Employer contributions for the year 2024/25 are £335,000 (Actuals 2023/24: £372,000).

Changes in Fair Value of Plan Assets, Defined Benefit Obligation and Net Liability for year ended 31 March 2025

Period Ended 31 March 2025	Assets £'000	Obligations £'000	Asset ceiling £'000	Net (liability) / asset £'000
Fair value of plan assets	50,217	-	-	50,217
Present value of funded liabilities	-	(32,974)	-	(32,974)
Restriction of asset surplus	-	-	(17,243)	(17,243)
<b>Opening position at 31 March 2024</b>	<b>50,217</b>	<b>(32,974)</b>	<b>(17,243)</b>	<b>0</b>
Service costs				
Current service cost	-	(286)	-	(286)
Past service cost	-	(91)	-	(91)
<b>Total service cost</b>	<b>-</b>	<b>(377)</b>	<b>-</b>	<b>(377)</b>
Net interest				
Interest income on plan assets	2,414	-	-	2,414
Interest cost on defined benefit obligation	-	(1,580)	-	(1,580)
Interest on the effect of the asset ceiling	-	-	(836)	(836)
<b>Total net interest</b>	<b>2,414</b>	<b>(1,580)</b>	<b>(836)</b>	<b>(2)</b>
<b>Total defined benefit cost recognised in profit or (loss)</b>	<b>2,414</b>	<b>(1,957)</b>	<b>(836)</b>	<b>(379)</b>
Cashflows				
Plan participants contributions	98	(98)	-	-
Employer contributions	335	-	-	335
Benefits paid	(1,244)	1,244	-	-
<b>Expected closing position</b>	<b>51,820</b>	<b>(33,785)</b>	<b>(18,079)</b>	<b>(44)</b>
Remeasurements				
Changes in demographic assumptions	-	57	-	57
Changes in financial assumptions	-	4,900	-	4,900
Other experience	-	289	-	289
Return on assets excluding amounts included in net interest	(471)	-	-	(471)
Changes in the effect of the asset ceiling	-	-	18,079	18,079
<b>Total remeasurements recognised in Other Comprehensive Income (OCI)</b>	<b>(471)</b>	<b>5,246</b>	<b>18,079</b>	<b>22,854</b>
Fair value of plan assets	51,349	-	-	51,349
Present value of funded liabilities	-	(28,539)	-	(28,539)
Restriction of asset surplus	-	-	(22,810)	(22,810)
<b>Closing position as at 31 March 2025</b>	<b>51,349</b>	<b>(28,539)</b>	<b>(22,810)</b>	<b>-</b>



NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

11. Pensions – Group (continued)

Greater Manchester Pension Fund (GMPF) (Continued)

GMPF Scheme 3

Changes in Fair Value of Plan Assets, Defined Benefit Obligation and Net Liability for year ended 31 March 2024

Period Ended 31 March 2024	Assets £'000	Obligations £'000	Asset ceiling £'000	Net (liability) / asset £'000
Fair value of plan assets	47,557	-	-	47,557
Present value of funded liabilities	-	(33,175)	-	(33,175)
Restriction of asset surplus			(13,860)	(13,860)
<b>Opening position at 31 March 2023</b>	<b>47,557</b>	<b>(33,175)</b>	<b>(13,860)</b>	<b>522</b>
Service costs				
Current service cost	-	(409)	-	(409)
Past service cost	-	-	-	-
<b>Total service cost</b>	<b>-</b>	<b>(409)</b>	<b>-</b>	<b>(409)</b>
Net interest				
Interest income on plan assets	2,242	-	-	2,242
Interest cost on defined benefit obligation	-	(1,560)	-	(1,560)
Interest on the effect of the asset ceiling	-	-	(658)	(658)
<b>Total net interest</b>	<b>2,242</b>	<b>(1,560)</b>	<b>(658)</b>	<b>24</b>
<b>Total defined benefit cost recognised in profit or (loss)</b>	<b>2,242</b>	<b>(1,969)</b>	<b>(658)</b>	<b>(385)</b>
Cashflows				
Plan participants contributions	133	(133)	-	-
Employer contributions	372	-	-	372
Benefits paid	(1,233)	1,233	-	-
<b>Expected closing position</b>	<b>49,071</b>	<b>(34,044)</b>	<b>(14,518)</b>	<b>509</b>
Remeasurements				
Changes in demographic assumptions	-	205	-	205
Changes in financial assumptions	-	1,888	-	1,888
Other experience	-	(1,023)	-	(1,023)
Return on assets excluding amounts included in net interest	1,146	-	-	1,146
Changes in the effect of the asset ceiling	-	-	14,518	14,518
<b>Total remeasurements recognised in Other Comprehensive Income (OCI)</b>	<b>1,146</b>	<b>1,070</b>	<b>14,518</b>	<b>16,734</b>
Fair value of plan assets	50,217	-	-	50,217
Present value of funded liabilities	-	(32,974)	-	(32,974)
Restriction of asset surplus	-	-	(17,243)	(17,243)
<b>Closing position as at 31 March 2024</b>	<b>50,217</b>	<b>(32,974)</b>	<b>(17,243)</b>	<b>-</b>

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

Greater Manchester Pension Fund (GMPF) (Continued)

11. Pensions – Group (continued)

Sum of GMPF Schemes 2 and 3

Scheme assets and liabilities

	2025 £ '000	2024 £ '000
Fair value of plan assets	111,857	108,987
Present value of funded liabilities	(53,700)	(61,498)
Restriction of asset surplus	(58,157)	(47,101)
	-	388

Amounts charged/(credited) to income statement

	2025 £ '000	2024 £ '000
Current service cost	597	751
Past service cost	335	0
	932	751

Amounts charged to operating costs

	2025 £ '000	2024 £ '000
Interest income on plan assets	5,220	4,860
Interest cost of scheme liabilities	(2,939)	(2,895)
Interest on the effect of the asset ceiling	(2,269)	(1,915)
	12	50

Net interest charge / (credit)

Amounts charged/(credited) to other comprehensive income

	2025 £ '000	2024 £ '000
Changes in demographic assumptions	107	391
Changes in financial assumptions - liabilities	8,959	3,139
Other experiences gains/(losses) - liabilities	529	(1,809)
Return on net assets excluding amounts in net interest	(995)	2,483
Changes in the effect of the asset ceiling	49,370	42,233
Restriction of asset surplus	(58,157)	(47,101)
	(187)	(664)

Net actuarial movements in other comprehensive income

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 11. Pensions – Group (continued)

#### GMPF Schemes 2 and 3 Key Assumptions

##### Financial assumptions

	31 March 2025	31 March 2024
	% per annum	% per annum
Discount rate	5.80	4.80
Future salary increases	3.60	3.60
Future pension increases	2.80	2.80

##### Mortality assumptions

The post-retirement mortality assumptions adopted to value the benefit obligation at 31 March 2025 is based on the CMI2023 model (2024: CMI2022 model). The assumed life expectations on retirement at age 65 are:

Scheme 2 Assumptions	2025	2024
	No. of years	No. of years
Current pensioners:		
Males	19.7	20.2
Females	23.2	23.0
Future Pensioners:		
Males	20.1	20.9
Females	24.0	24.2

Scheme 3 Assumptions	2025	2024
	No. of years	No. of years
Current pensioners:		
Males	20.1	19.8
Females	23.0	23.2
Future Pensioners:		
Males	20.8	20.2
Females	24.2	24.1

#### Major categories of plan assets as a percentage of total plan assets

Scheme 2 and 3 Assumption	2025	2024
	%	%
Equities	65	68
Bonds	17	15
Properties	9	8
Cash	9	9

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

The Board are aware that the Court of Appeal has upheld the decision in the Virgin Media vs NTL Pension Trustees II Limited case. The decision puts into question the validity of any amendments made in respect of the rules of a contracted-out pension scheme between 6 April 1997 and 5 April 2016. The judgment means that some historic amendments affecting s.9(2B) rights could be void if the necessary actuarial confirmation under s.37 of the Pension Schemes Act 1993 was not obtained.

On the 5 June 2025, the Government announced its intention to introduce legislation to give affected pension schemes the ability to retrospectively obtain written confirmation that historical benefit changes met the necessary standards. However, details of the legislation have not been announced. This could impact both the SHPS and LGPS schemes and is subject to the entity being able to comply with the legislation and the pension schemes obtaining the required written actuarial confirmation, the Board do not expect the valuation of either of the scheme liabilities to change.

### 12. Tax on surplus on ordinary activities

The association did not suffer a tax charge during the period due to its charitable status and the charitable nature of its activities.

The group tax charge was £Nil (2024: £Nil). There is an unrecognised deferred tax asset of £11.3k in One Manchester Property. Deferred tax balances at the year-end have been measured at 25% (2024: 25%) which is the rate that the deferred tax liabilities are expected to crystallise.

	2025	2024
Current tax reconciliation – Group	£ '000	£ '000
Surplus on ordinary activities before tax	3,980	5,222
Tax on surplus on ordinary activities at standard CT rate of 25% (2024: 25%)	1,034	1,204
Deferred tax not recognised	-	-
Charitable income not chargeable to tax	(1,034)	(1,204)
Over Provision in Previous Year	-	-
Actual current and total taxation charge	-	-



NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

13. Tangible fixed assets – housing properties

Group	Social housing properties held for letting £ '000	Housing properties for letting under construction £ '000	Shared ownership properties completed £'000	Shared ownership properties under construction £ '000	Total housing properties £ '000
<b>Cost</b>					
At 1 April 2024	325,709	59,104	11,034	380	396,227
Reclassification of PY Impairment Properties	-	374	-	-	374
Reclassification	2,898	(2,141)	-	2,127	2,884
Additions	-	6,550	-	1,250	7,800
Schemes Completed	42,435	(42,435)	2,297	(2,297)	-
Works to existing properties	25,020	-	-	-	25,020
Disposals	(6,768)	-	(350)	-	(7,118)
<b>At 31 March 2025</b>	<b>389,294</b>	<b>21,452</b>	<b>12,981</b>	<b>1,460</b>	<b>425,187</b>
<b>Depreciation</b>					
At 1 April 2024	89,958	(374)	2,317	-	91,901
Charged in year	9,754	-	75	-	9,829
Reclassification of PY Impairment	-	374	-	-	374
Impairment	-	-	-	-	-
Eliminated on disposal	(4,271)	-	(17)	-	(4,288)
<b>At 31 March 2025</b>	<b>95,441</b>	<b>-</b>	<b>2,375</b>	<b>-</b>	<b>97,816</b>
<b>Net book value</b>					
<b>At 31 March 2025</b>	<b>293,853</b>	<b>21,452</b>	<b>10,606</b>	<b>1,460</b>	<b>327,371</b>
At 31 March 2024	235,751	59,478	8,717	380	304,326

Interest cost of £0.13m (2024: £1.1m) was capitalised in the year in relation to new property development. The cumulative amount of interest capitalised on housing property is £4.9m (2024: £4.8m). Interest is capitalised at a rate of 4.54% of borrowings and is capitalised when directly related to a scheme.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

13. Tangible fixed assets – housing properties (continued)

Association	Social housing properties held for letting £ '000	Housing properties for letting under construction £ '000	Shared ownership properties completed £ '000	Shared ownership properties under construction £ '000	Total housing properties £ '000
<b>Cost</b>					
At 1 April 2024	325,500	60,099	11,372	523	397,494
Reclassification of PY Impairment	-	374	-	-	374
Reclassification	2,898	(2,141)	-	2,127	2,884
Additions	-	6,664	-	1,264	7,928
Schemes Completed	42,435	(42,435)	2,297	(2,297)	-
Works to existing properties	25,020	-	-	-	25,020
Disposals	(6,768)	-	(350)	-	(7,118)
<b>At 31 March 2025</b>	<b>389,085</b>	<b>22,561</b>	<b>13,319</b>	<b>1,617</b>	<b>426,582</b>
<b>Depreciation</b>					
At 1 April 2024	89,958	(374)	2,317	-	91,901
Charged in year	9,754	-	75	-	9,829
Reclassification of PY Impairment	-	374	-	-	374
Impairment	-	-	-	-	-
Eliminated on disposal	(4,271)	-	(17)	-	(4,288)
<b>At 31 March 2025</b>	<b>95,441</b>	<b>-</b>	<b>2,375</b>	<b>-</b>	<b>97,816</b>
<b>Net book value</b>					
<b>At 31 March 2025</b>	<b>293,644</b>	<b>22,561</b>	<b>10,944</b>	<b>1,617</b>	<b>328,766</b>
At 31 March 2024	235,542	60,473	9,055	523	305,593

Interest cost of £0.13m (2024: £1.1m) was capitalised in the year in relation to new property development. The cumulative amount of interest capitalised on housing property is £4.9m (2024: £4.8m). Interest is capitalised at a rate of 4.54% of borrowings and is capitalised when directly related to a scheme.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

13. Tangible fixed assets – housing properties (continued)

Group Housing Properties Book Value net of depreciation and impairment	2025 £ '000	2024 £ '000
Freehold land and buildings	281,343	258,179
Long leasehold land and buildings	46,030	46,147
<b>Total</b>	<b>327,373</b>	<b>304,326</b>
<b>Group expenditure on works to existing properties</b>	<b>2025 £ '000</b>	<b>2024 £ '000</b>
Amounts capitalised	25,020	18,813
Amounts charged to income and expenditure account	2,152	2,203
<b>Total</b>	<b>27,172</b>	<b>21,016</b>

14. Group and Association Tangible fixed assets - other

	Freehold offices	Furniture fixtures and fittings	Computers and office equipment	Plant and equipment	Motor Vehicles	Total
Cost	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
At 1 April 2024	14,427	421	7,634	178	40	22,700
Additions	9	20	486	8	14	537
Disposal	-	-	(5)	(1)	-	(6)
Reclassification	(1,694)	-	-	-	-	(1,694)
<b>At 31 March 2025</b>	<b>12,742</b>	<b>441</b>	<b>8,115</b>	<b>185</b>	<b>54</b>	<b>21,537</b>
<b>Depreciation</b>						
At 1 April 2024	3,646	407	6,226	176	26	10,481
Charged in year	354	16	1,026	2	7	1,405
Disposal	-	-	(2)	-	-	(2)
Reclassification	(1,260)	-	-	-	-	(1,260)
<b>At 31 March 2025</b>	<b>2,740</b>	<b>423</b>	<b>7,250</b>	<b>178</b>	<b>33</b>	<b>10,624</b>
<b>Net book value</b>						
At 31 March 2025	10,002	18	865	7	21	10,913
At 31 March 2024	10,781	14	1,408	2	14	12,219

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

15. Group Tangible fixed assets – investment properties

	Market Rent properties held for letting £ '000	Investment Properties under construction £ '000	Total £ '000
At 1 April 2024	55,515	108	55,623
Additions	-	-	-
Disposal	-	(11)	(11)
Transfer to Social Property Schemes Completed	97	(97)	-
Revaluation	1,503	-	1,503
<b>At 31 March 2025</b>	<b>57,115</b>	<b>-</b>	<b>57,115</b>

Interest cost of £0k (2024: £0k) was capitalised in the year in relation to new property development. The cumulative amount of interest capitalised on investment property is £842k (2024: £842k). Interest is capitalised at a rate of 4.54% of borrowings and is capitalised when directly related to a scheme.

Association Tangible fixed assets – investment properties

	Market Rent properties held for letting £ '000	Investment Properties under construction £ '000	Total £ '000
At 1 April 2024	55,515	108	55,623
Additions	-	-	-
Disposals	-	(11)	(11)
Transfer to Social Property Schemes Completed	97	(97)	-
Revaluation	1,503	-	1,503
<b>At 31 March 2025</b>	<b>57,115</b>	<b>-</b>	<b>57,115</b>

The Group's completed investment properties are valued annually on 31 March at fair value, determined by an independent, professionally qualified valuer.

The valuations were undertaken in accordance with the Royal Institution of Chartered Surveyors' (RICS) Appraisal and Valuation Manual. Investment properties are held at open market value subject to existing tenancies.



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**15. Association Tangible fixed assets – investment properties (Continued)**

The surplus on revaluation of investment property arising of £1,503k (2024: surplus of £295k) has been credited to the Statement of Comprehensive Income for the year. The historic cost of investment properties is £43,694k (2024: £43,704k).

**16. Investments in subsidiaries**

The following are wholly owned subsidiaries of One Manchester Limited:

Name	Country of incorporation	Proportion of voting rights	Nature of Business
One Manchester Treasury Limited	UK	100%	Financing vehicle- funding
One Manchester Developments Limited	UK	100%	Property development
One Manchester Property Limited	UK	100%	Property development

The registered address of all companies is Lovell House, Archway 6, Hulme, Manchester, M15 5RN.

**17. Stock Group**

	2025 £ '000	2024 £ '000
Shared ownership properties:		
- Under construction	552	249
Materials stock	-	-
Properties held for sale	434	-
	<b>986</b>	<b>249</b>

**Stock Association**

	2025 £ '000	2024 £ '000
Shared ownership properties:		
- Under construction	552	249
Materials stock	-	-
Properties held for sale	434	-
	<b>986</b>	<b>249</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**18. Debtors**

	2025 £'000	Group 2024 £'000	Association 2025 £'000	2024 £'000
<b>Due within one year</b>				
Rent and service charges receivable	10,171	8,740	10,171	8,740
Less: Provision for bad and doubtful debts	(4,843)	(4,475)	(4,843)	(4,475)
Net rent and service charges receivable	<b>5,328</b>	4,265	<b>5,328</b>	4,265
Other debtors	2,045	653	2,023	641
Amounts owed to group undertakings	-	-	1,723	1,575
Prepayments and accrued income	2,538	2,718	1,870	2,169
	<b>9,911</b>	7,636	<b>10,944</b>	8,650

**19. Fixed Asset Investments**

	2025 £'000	2024 £'000
One Manchester Property Limited investment in Joint Venture.	2,261	2,261

This JV investment is funded by the intercompany loan referred to on page 16.

**20. Creditors: amounts falling due within one year**

	2025 £'000	Group 2024 £'000	Association 2025 £'000	2024 £'000
Trade creditors	3,232	1,224	3,174	1,216
Rent and service charges received in advance	3,823	2,734	3,823	2,734
RTB Sharing agreements – MCC Council	1,382	975	1,382	975
Accruals and deferred income	18,220	11,618	16,759	10,062
Other taxation / social security creditors	824	794	824	794
Other creditors	1,493	1,156	1,493	1,156
Deferred capital grant (note 23)	4,078	3,901	4,078	3,901
Loans payable within one year (note 24)	1,581	12,395	-	-
Amounts owed to group undertakings	-	-	1,581	12,395
	<b>34,633</b>	34,797	<b>33,114</b>	33,233

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

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

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Loans payable after one year (note 24)	206,419	185,605	-	-
Amounts owed to group undertakings	-	-	206,419	178,605
Less unamortised Arrangement Fees	(2,999)	(2,447)	(2,999)	(2,447)
Deferred capital grant	102,421	102,667	102,421	102,667
Recycled Capital Grant Fund > 1 yr. (note 22)	600	662	600	662
	<b>306,441</b>	<b>286,487</b>	<b>306,441</b>	<b>279,487</b>

22. Recycled Capital Grant Fund (RCGF)

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
At 1 April 2024	662	602	662	602
Additions	138	154	138	154
Utilised	(200)	(94)	(200)	(94)
<b>Balance at 31 March 2025</b>	<b>600</b>	<b>662</b>	<b>600</b>	<b>662</b>

23. Deferred capital grant – Group

	2025	2024
	£'000	£'000
Net deferred capital grant at start of year	106,568	110,185
Total Grant received	5,286	2,393
Less Grant Received in advance	-	-
Grant disposals	(1,224)	(1,637)
Grant amortisation	(4,131)	(4,373)
	<b>106,499</b>	<b>106,568</b>
Net deferred capital grant due in less than one year	4,078	3,901
Net deferred capital grant due in more than one year	102,421	102,667
	<b>106,499</b>	<b>106,568</b>

Gross accumulated capital grant received is £194,885k (2024: £189,599k). Total accumulated revenue grant received is £41,966k (2024: £41,966k).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

24. Debt analysis

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Within one year	1,581	12,395	1,581	12,395
Between one and two years	17,114	6,186	17,114	6,186
Between two and five years	57,296	53,015	57,296	53,015
After five years	132,009	126,404	132,009	126,404
	<b>208,000</b>	<b>198,000</b>	<b>208,000</b>	<b>198,000</b>

Security

The bank loans are secured by a floating charge over the assets of the Group and by fixed charges on individual properties. The Group's loan facilities are sterling denominated. The interest rate profile of the Group's financial liabilities at 31 March was:

24. Debt analysis (Continued)

	2025	2024
	£ '000	£ '000
Floating rate	52,000	25,000
Fixed rate	156,000	173,000
Total	<b>208,000</b>	<b>198,000</b>
Less: Arrangement fees	<b>(2,999)</b>	<b>(2,447)</b>
Total	<b>205,001</b>	<b>195,553</b>

The floating rate financial liabilities comprise bank loans and overdrafts that will have the cost of borrowing based on SONIA (Sterling Overnight Index Average).

Interest rates on fixed rate borrowings range between 2.29% and 7.08%, with a weighted average of 4.54%.



## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 25. Net Debt Reconciliation

	As at 31 Mar 2024	Cash flows	Other Non- Cash Movements	As at 31 Mar 2025
<b>Cash and Cash Equivalents</b>				
Cash	12,493	(2,712)	-	9,781
Overdrafts	-	-	-	-
Cash Equivalents	-	-	-	-
	<b>12,493</b>	<b>(2,712)</b>	<b>-</b>	<b>9,781</b>
<b>Borrowings</b>				
Debt Due < 1 Year	(12,395)	10,814	-	(1,581)
Debt Due > 1 Year	(185,605)	(20,814)	-	(206,419)
	<b>(198,000)</b>	<b>(10,000)</b>	<b>-</b>	<b>(208,000)</b>
<b>TOTAL</b>	<b>(185,507)</b>	<b>(12,712)</b>	<b>-</b>	<b>(198,219)</b>

### 26. Non-equity share capital

The shares provide members with the right to vote at general meetings, but do not provide any rights to dividends or distributions on a winding up.

### 27. Income and Expenditure Reserves

Income and Expenditure Reserves had an opening balance of £72,135k at 1 April 2024 with a surplus for the year of £3,980k during 2024/25 and an actuarial gain of £151k for 2024/25. Closing income and expenditure reserves balance was £76,266k at 31<sup>st</sup> March 2025.

### 28. Group financial commitments

#### Capital expenditure commitments were as follows:

	2025 £ '000	2024 £ '000
Expenditure contracted for but not provided in the accounts	8,617	8,126
Expenditure authorised by the Board, but not contracted	7,060	22,445
	<b>15,677</b>	<b>30,571</b>

#### Capital commitments for the Group will be funded as follows:

	2025 £ '000	2024 £ '000
Existing loan facilities	8,463	25,000
First tranche and outright sale of properties	618	685
Grants	6,596	820
Existing reserves	-	4,066
	<b>15,667</b>	<b>30,571</b>

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 29. Group operating leases

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

	2025 £ '000	2024 £ '000
Motor Vehicles, office equipment and computers expiring:		
Within one year	1,045	1,297
One to five years	-	965
	<b>1,045</b>	<b>2,262</b>
	2025 £ '000	2024 £ '000
Land & Buildings expiring:		
Within one year	98	98
One to five years	372	380
Beyond five years	743	833
	<b>1,213</b>	<b>1,311</b>

### 30. Contingent liabilities

The Group had no contingent liabilities requiring disclosure at 31 March 2025 with the exception of the pension liability of £1.0m detailed in note 11 (2024: £1.4m).

### 31. Financial Instruments – Group

The financial instruments may be analysed as follows:

	2025 £ '000	2024 £ '000
<b>Financial Assets</b>		
Financial Assets measured at historical cost:		
- Trade receivables	6,127	4,265
- Other receivables	2,045	653
- Current asset investments	-	-
- Cash and cash equivalents	9,781	12,493
	<b>17,953</b>	<b>17,411</b>



## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 31. Financial Instruments – Group (continued)

	2025 £ '000	2024 £ '000
<b>Financial Liabilities</b>		
Financial liabilities measured at amortised cost:		
- Loans payable	208,000	198,000
Financial liabilities measured at historical cost:		
- Trade creditors	3,232	1,224
- Other creditors	111,623	110,443
	<b>322,855</b>	<b>309,667</b>

Financial assets measured at historical cost comprise trade debtors, other debtors, and amounts owed by associated undertakings. Financial liabilities measured at historical cost comprise trade creditors and other creditors.

\*PY Other creditors balance has been amended to remove deferred income as this should not be included as a financial instrument.

### 32. Related parties

One member of the Board is a local councillor and was local authority appointed on the 22<sup>nd</sup> September 2022.

One Manchester Limited has 14.3% control over JV North and has paid **£15.0k** (2024: £24.5k) in costs during the year. There were no year-end balances with the Association (2024: £Nil).

The Association provides management services, other services, and loans to its subsidiaries. The Association also receives charges from its subsidiaries.

Intra-group management fees are receivable by the Association from its subsidiaries to cover the running costs the Association incurs on its behalf in managing the subsidiaries.

The Association's subsidiary, One Manchester Treasury borrows from the funders and on lends to the Association with a closing balance of £208m (2024: £198m).

Intra-group interest is charged by One Manchester Treasury Limited to Group subsidiaries at the rates incurred by the Group on its bank loans plus a margin of 0.1% £184k (2024: 0.1% £185k). Balance owed to One Manchester at the year end was £68k.

One Manchester Developments Limited was paid £5,433k (2024: £14,587k) for construction services and related costs by One Manchester Limited. One Manchester Developments is owed £533k (2024: £462k) by One Manchester Limited at the year end.

One Manchester Property Limited was paid £nil (2024: £1,300k) by One Manchester Limited for investment into the Joint Venture. One Manchester Property Limited owed £2,571k (2024: £2,435k) to One Manchester Limited at year end.





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