

NEW OUTLOOK HOUSING ASSOCIATION LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2026

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

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NEW OUTLOOK HOUSING ASSOCIATION

REGISTERED SOCIAL HOUSING PROVIDER INFORMATION

YEAR ENDED 31 MARCH 2026

**Regulator of Social Housing
Registration Number** 21410R

Members of the Board Alison Parsons
Zoe Richardson, Chair
Julie Goddard, Vice Chair
Steve Eccleston
Tom Jackson
Virginia von Malachowski (appointed 29 May 2025)
Malcolm Campbell (appointed 29 May 2025)
Ben Williams (appointed 29 May 2025) (resigned 3 July 2026)

Executive Team Alison Beachim, Group Chief Executive
Stan Stevens, Group Director of People
Jonathan Monk, Group Director of Quality and Care
Asif Hussain, Group Director of Finance and Resources (appointed 1 May 2025)

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Birmingham,
West Midlands
B17 9AT

Auditor Cooper Parry Group Limited
Cubo Birmingham
4th Floor
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Birmingham
B3 3AX

Solicitor Anthony Collins Solicitors LLP
134 Edmund Street
Birmingham
B3 2ES

Higgs LLP
Unit 3, Waterfront Business Park
Dudley Road
Brierley Hill
DY5 1LX

Bankers Barclays Bank PLC
66 Oxford Street
Kidderminster
DY10 1BL

Lloyds Bank PLC
125 Colmore Row
Birmingham
B3 3SD

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

STRATEGIC REPORT

YEAR ENDED 31 MARCH 2026

New Outlook – The Sensory Care Specialists

Our Vision and Mission:

Making a difference to people's lives through the provision of aspirational services for people with sensory and other specialist needs.

Our core values summarise what we ASPIRE to achieve:

Approachable	→	<i>friendly and easy to talk to</i>
Supportive	→	<i>understanding and encouraging</i>
Professional	→	<i>capable and skilful</i>
Innovative	→	<i>inventive and adaptable</i>
Reliable	→	<i>consistent quality and performance</i>
Empowering	→	<i>confident and strong</i>

Our four key strategic objectives remain central to our success

- *Quality and Compliance – maintaining the highest care and housing standards*
- *Culture and People - Supporting and developing a skilled, motivated workforce*
- *Sustainability and Viability - ensuring financial resilience and effective resource management*
- *Development and Growth – expanding and improving our housing and care portfolio*

Strategic Overview

During the reporting year, New Outlook Housing Association and the wider Group continued to develop and deliver against the strategic framework established through our Group Strategy. Against a backdrop of increasing employment costs, pressure on adult social care funding, changing regulatory expectations and increasing demand for specialist housing and support, our focus has remained on protecting the quality of our existing services while strengthening the long-term sustainability and resilience of the Group.

A significant focus during the year was the further development of our approach to strategic risk. Our Strategic Away Day in February 2026 brought together Board and Trustee members and the Executive Team to consider the principal opportunities and risks facing the Group and, importantly, the level of risk we are prepared to accept in pursuit of our strategic objectives. This work has supported the development of a clearer Group risk appetite framework, enabling the Board and Executive Team to distinguish between those areas where a cautious approach remains appropriate and those where greater ambition, innovation and considered risk-taking may be necessary to achieve sustainable growth. This provides an important foundation for future decisions around investment, service development, partnerships, property and new models of care.

Our approach to growth has also continued to mature during the year. Building on the establishment of a dedicated Business Development function, we have strengthened our approach to identifying commissioning opportunities, tendering, market engagement and partnership development. Our focus is increasingly on developing relationships with Local Authorities, NHS partners, housing organisations and other specialist providers, enabling us to respond to emerging demand for supported living and specialist accommodation and to diversify our sources of income. This is accompanied by a more disciplined approach to assessing new opportunities, ensuring that growth is strategically aligned, deliverable and capable of achieving appropriate full-cost recovery.

We have continued to prioritise specialist supported living for people with sensory loss, learning disabilities, autism and other complex needs, recognising both increasing demand and the opportunity to provide people with greater independence and choice. Alongside external commissioning opportunities, we have considered how our existing assets can be used more effectively. Plans have progressed for the redevelopment of Woodville into five self-contained supported living apartments, the creation of additional accommodation from

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underused space at Queen Mother Gardens and increasing capacity at Beech House. Across the wider Group, we have also continued to explore opportunities to broaden our accommodation and support offer and make better use of existing services and properties.

Sustainability has remained integral to these decisions. During the year, we commenced a wider review of our residential care portfolio and long-standing care packages to better understand the relationship between quality, occupancy, staffing requirements, commissioned income and the actual cost of providing increasingly complex support. This work is helping to inform decisions about the future shape of our services and reinforces our approach that future growth must be financially sustainable as well as delivering positive outcomes for the people we support.

Taken together, this work represents an important development in the Group's strategic approach. We are moving beyond responding to individual opportunities towards a more deliberate model of growth, understanding demand, developing the right partnerships, maximising our assets, ensuring full-cost recovery and using an agreed appetite for risk to support informed and proportionate decision-making. This provides a stronger platform from which the Group can pursue opportunities while continuing to protect quality, financial resilience and the interests of the people we support.

Governance structures have continued to evolve and strengthen in support of the Group's strategic priorities. New Outlook Housing Association and Vision Homes Association operate through a coterminous Board, providing consistent leadership, oversight and strategic direction across both organisations while maintaining their respective legal and regulatory responsibilities. The Board is supported by dedicated committees providing more detailed scrutiny of financial performance, quality and compliance, risk, governance and organisational performance. This structure enables the Board to take a joined-up Group-wide view while ensuring appropriate assurance and accountability across both the housing and care activities of the organisations.

During the year, the Group's finance function underwent a period of significant change and development in response to both internal challenges and the increasingly difficult financial environment facing adult social care. A revised finance structure and new leadership arrangements have strengthened the strategic capacity of the function, alongside the introduction of a comprehensive suite of financial reporting that has significantly improved oversight, transparency and the quality of information available to the Executive Team and Board. This has enabled more informed and timely decision-making at a time of considerable pressure from rising employment costs, National Insurance changes and constrained commissioner funding.

A particular focus has been on developing a much clearer understanding of the true cost of delivering care and support. More detailed analysis of individual services and care packages contracted and additional staffing hours, establishment levels, agency and overtime expenditure, and the relationship between staffing costs and commissioned income has provided greater insight into service viability and performance. This has enabled the Group to identify areas where historic care packages no longer reflect the cost or complexity of the support being provided, while also highlighting opportunities to improve rota management, workforce deployment and operational efficiency. The improvements made to financial leadership, reporting and cost control during the year provide a significantly stronger platform from which to manage future pressures, support full-cost recovery and make informed decisions about investment, service development and sustainable growth.

The development of a dedicated Business Development function has also strengthened the Group's strategic approach to growth and diversification. During the year, greater emphasis has been placed on understanding local and regional demand, identifying commissioning and tender opportunities, and developing relationships with commissioners, housing organisations and other specialist partners whose objectives align with our own. Rather than pursuing growth in isolation, we are increasingly seeking to nurture long-term strategic partnerships that bring together accommodation, specialist care and support, funding and local knowledge to develop sustainable solutions for people with complex and sensory needs.

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This more structured approach to business development is enabling the Group to consider opportunities against clear strategic criteria, including demand, quality, financial sustainability, organisational capacity and our developing appetite for risk. It also supports greater diversification of our income and service models, reducing reliance on established funding arrangements and creating opportunities to extend our supported living and specialist housing offer into new areas. The relationships being developed now provide an important pipeline for future growth and position the Group as both a specialist provider and a potential strategic partner for commissioners and organisations seeking innovative solutions to increasingly complex housing and care needs.

Quality and Compliance

Quality and compliance remain fundamental to the Group's purpose and strategic direction. Throughout 2025/26, New Outlook has continued to strengthen its approach to assurance, moving beyond the establishment of quality frameworks towards the consistent use of information, audit, outcomes and learning to understand the quality of services and identify areas for continuous improvement. This has remained particularly important during a year of significant financial and workforce pressure, with the organisation maintaining a clear commitment that efficiencies and changes to operating models must not compromise the safety, quality or outcomes of the people we support.

Our Quality and Improvement Framework has continued to mature across CQC-regulated services. A strengthened programme of internal quality audits, supported by a Group Quality Dashboard and key performance indicators, provides greater visibility of service performance and enables themes, risks and improvements to be considered at operational, Executive and Board level. Quality assurance increasingly brings together information from audits, safeguarding, incidents, medication, complaints, compliments, care reviews and feedback, enabling the organisation to identify trends and take earlier action where improvement is required.

The Group has continued to maintain strong regulatory performance. During the year, the majority of our registered services remained rated Good or Outstanding by the Care Quality Commission. External assurance has also provided important evidence of the quality of our services, including Birmingham City Council's quality monitoring of Tulip Gardens, which achieved a silver rating during the year.

Medication management has been a key area of improvement during the year. A strengthened performance monitoring programme has improved oversight of medication errors and near misses, enabling trends to be identified and action taken quickly. Targeted training, competency checks and management support have helped reduce errors and strengthen practice. This more data-led approach has moved medication management beyond incident recording towards prevention, learning and continuous improvement, providing greater assurance around the safety and quality of support.

These outcomes sit alongside our internal quality assurance programme and demonstrate the continued commitment of our managers and frontline teams to providing safe, effective and person-centred care. Safeguarding has remained a central element of our quality governance. Training and development have continued to reinforce safeguarding responsibilities across management and frontline teams, alongside strengthened oversight of incidents, safeguarding concerns and learning. Rather than viewing safeguarding simply as a compliance requirement, our approach is increasingly focused on organisational learning, identifying themes and ensuring that actions arising from incidents or concerns result in demonstrable improvements in practice.

The progress made during the year provides a strong foundation for the next stage of our quality strategy. The voice of the people we support is embedded within our services through our Voices Together Committee, alongside wider feedback and person-centred engagement. During the coming year, we will build further on this by developing an Experts by Experience approach, enabling people we support to take a more active role in reviewing and rating services and sharing their experience of quality. We will also continue to strengthen our person-centred frameworks and participation arrangements, ensuring that lived experience and the voices of the people we support are central not only to service improvement, but also to the development of our next organisational strategy.

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Our focus will continue to bring together regulatory compliance, performance data, lived experience and individual outcomes to understand not simply whether we are meeting standards, but the difference our services make to people's lives.

Culture and People

Our people remain at the heart of the Group and are fundamental to the quality, continuity and sustainability of the services we provide. During 2025/26, we continued to strengthen our People Strategy, with a particular focus on engagement, wellbeing, professional development, leadership and maintaining a stable and skilled workforce.

Our workforce performance has remained strong despite the continuing recruitment and retention pressures across adult social care. Regular workforce KPIs provide oversight of turnover, vacancies, sickness, agency use and training compliance, with performance during the year generally remaining within target and favourable against relevant sector benchmarks. Maintaining low turnover and reducing reliance on agency staff has supported continuity for the people we support while also contributing to improved operational and financial resilience.

Listening to our people has remained central to our culture. Staff Forums operate across the Group, providing colleagues with regular opportunities to raise issues, share ideas and influence organisational developments. These are complemented by Group Town Hall meetings, regular Chief Executive communications and wellbeing updates, creating direct and accessible communication between frontline colleagues, managers and the Executive Team. Staff survey results have continued to demonstrate strong levels of engagement and satisfaction, while also providing important feedback to shape future priorities.

Recognition and wellbeing remain an important part of our approach. Our annual staff recognition events celebrate the contribution, commitment and achievements of colleagues across the Group, with nominations involving staff, the people we support and their families. Alongside formal recognition, we have continued to develop wellbeing initiatives and use staff feedback to understand how we can better support colleagues in demanding care and housing roles.

We have also continued to invest significantly in learning, leadership and career progression. Staff and managers have been supported through professional qualifications, coaching and mentoring, leadership development and structured career pathways, including Level 5 housing qualifications and higher-level leadership and coaching development at Level 7. We are increasingly considering how career pathways can support progression into specialist and complex service delivery, enabling us to grow expertise internally and provide colleagues with opportunities to develop their careers within the Group.

The Individual Performance and Development Review process has further strengthened the link between organisational objectives, individual performance and professional development. It enables managers and staff to have structured conversations about achievement, potential, wellbeing and future development, helping us to identify and nurture talent and develop future leaders from within the organisation.

Recruitment challenges are not uniform across the Group, and we recognise that some of our more rural services experience greater difficulty attracting and retaining the right workforce. Looking ahead, we are developing a more targeted recruitment and retention approach for these areas, recognising the importance of local labour markets, accessibility and transport, while continuing to recruit people whose values, skills and behaviours are aligned with our approach to person-centred support. Our focus for the coming year will be to build on these strong foundations, maintaining workforce stability, continuing to invest in professional and leadership development, strengthening career pathways into complex care and specialist services, and ensuring that staff voice remains integral to the development of our next Group strategy.

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Sustainability and Viability

Financial sustainability and long-term viability have been a major strategic focus throughout 2025/26. The Group has operated in an increasingly challenging environment, with significant increases in employment costs, National Insurance contributions and wider operating pressures continuing to outpace many commissioner fee increases. In response, we have taken a more detailed and evidence-led approach to understanding the financial performance of every service and ensuring that future decisions are based on the true cost of delivering safe, high-quality care and support.

A strengthened Finance function, new leadership arrangements and a comprehensive suite of management information have significantly improved financial oversight and decision-making. Service-level reporting now provides greater understanding of income, staffing establishments, commissioned hours, additional hours, agency and overtime expenditure and the relationship between the level of support delivered and the funding received. This has enabled the Executive Team and Board to identify pressures earlier and take more informed action.

A key programme during the year has been the review of care and support packages across the Group. Where staffing or care hours have exceeded commissioned levels, we have worked to bring delivery into line with funded arrangements where this can be achieved safely. Where people's assessed needs mean this is not appropriate, packages are being reviewed with commissioners, social workers and other professionals to ensure funding accurately reflects the care and support required. This work is strengthening full-cost recovery while ensuring that financial efficiency is never achieved at the expense of the quality or safety of support.

We have also continued to improve operational efficiency through tighter rota management, workforce planning and greater scrutiny of staffing establishments. Alongside this, our digital transformation programme has progressed, with new housing and finance systems identified for implementation. These systems will improve integration, data quality and real-time management information, providing a stronger platform for financial, housing and operational decision-making.

Sustainability is also being strengthened through diversification and growth. Our programme to expand supported living is increasingly focused on areas where the Group has developed significant expertise: supporting people with sensory impairment, learning disabilities, autism and highly complex needs. We are beginning to secure larger and higher-value packages where our specialist workforce and experience can provide an alternative to institutional or hospital-based care and enable people to live safely and independently within their own communities.

Through our Business Development function, we have widened our commissioning reach, accessing frameworks across a broader geographical footprint and developing relationships with Local Authorities, NHS partners and other commissioners. This is helping diversify our income base and create opportunities to support people transitioning from hospital and other secure or institutional environments into appropriate community-based accommodation and support.

Our existing property portfolio is also central to our sustainability strategy. We continue to review how existing services and underused accommodation can provide additional capacity, while progressing plans to expand specialist supported living through redevelopment and strategic partnerships. Bringing together housing expertise, commissioning relationships, specialist care and external partners allows us to develop accommodation in response to evidenced demand rather than developing in isolation.

Taken together, these developments represent an important shift in the Group's approach to sustainability. Our focus is not simply on reducing costs, but on ensuring that every service is appropriately funded, efficiently delivered and capable of meeting people's needs; that future growth builds on areas of genuine expertise; and that investment decisions are informed by strong financial information, evidenced demand and an agreed appetite for risk. This provides a stronger foundation for future financial resilience and sustainable growth.

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Performance for the year

The past year has marked an important shift for New Outlook and the wider Group, moving from a period of consolidation towards a more proactive and strategic approach to our future. During 2025/26, we have increasingly challenged ourselves to consider not where the organisation is today, but where we want it to be over the next five years and the decisions required now to create a sustainable, resilient and high-quality organisation for the future.

This has included a comprehensive review of the performance and viability of our existing services. Improved financial and operational information has enabled us to better understand the relationship between commissioned income, staffing establishments, delivered care hours and the true cost of supporting people with increasingly complex needs. Our objective is clear, services must be appropriately funded to deliver the quality and outcomes people need, with full-cost recovery becoming an increasingly important principle in both existing and future business.

Residential care continues to present particular challenges. Fixed safe staffing requirements, changing commissioning expectations, voids and longstanding care packages that have not always kept pace with the cost and complexity of support have placed pressure on the sustainability of some services. Rather than responding to these pressures in isolation, we have begun a strategic review of our residential portfolio, considering how we build greater resilience into the services we retain, secure appropriate funding and determine the models of care that best meet future demand. The year-end financial review has reinforced the need for this approach, identifying historic packages where fees no longer fully reflect the cost of providing specialist care.

Alongside strengthening existing services, our approach to growth has become increasingly targeted. The Business Development function is now providing a more proactive approach to identifying commissioning opportunities, engaging with new markets and developing business that complements our existing expertise. Our focus is not growth for its own sake, but securing sustainable, appropriately funded services that utilise our specialist workforce, contribute towards the Group's infrastructure and overheads, and strengthen rather than dilute our overall financial position. During the year, new higher-value packages have demonstrated the potential of this approach, particularly where our experience of supporting people with sensory impairment, learning disabilities and complex needs enables us to provide highly specialist support.

Prospects

Looking ahead, New Outlook Housing Association and the wider Group enter 2026/27 with a clear focus on continuous improvement, sustainable growth and strengthening our specialist offer. Building on the progress made during the year, we will continue to develop services that are financially sustainable, person-centred and responsive to changing commissioning needs, while ensuring that the voices and experiences of the people we support remain central to our future direction.

Our priorities for the coming year will include,

- Person-centred quality and outcomes, continuing to strengthen our quality and person-centred frameworks, building on *What Matters to Me* through improved assessment, outcome measurement and evidence of the difference our support makes. We will increase participation through Voices Together and develop an Experts by Experience approach, enabling people we support to review and rate services and play a greater role in shaping service improvement and the development of our next strategy.
- New Outlook and Vision Homes continue to operate increasingly as one Group, we will consider the future identity and branding of the organisation, including the potential development of a new Group name that reflects our specialist housing and care expertise while providing a platform for future partnerships and growth.

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- Plans to expand supported living into new geographical areas and developing additional accommodation through a combination of making better use of existing assets, redevelopment, acquisition and, where appropriate, new-build opportunities. Development will be driven by evidenced demand and sustainable commissioning rather than growth for its own sake.
- Building on the expertise of our workforce to develop new services for people with increasingly complex needs, including people moving from hospital, secure and institutional environments into their own homes. We will continue to diversify our care portfolio towards appropriately funded packages where our specialist knowledge and skills can achieve better outcomes.
- Financial sustainability and full-cost recovery is a key objective with plans to continue a detailed review of existing services and care packages to ensure commissioned hours and funding reflect the support being delivered. Where people's needs have changed, we will work proactively with commissioners and professionals to secure appropriate funding, while continuing to improve staffing models, efficiency and financial performance.
- Key Strategic partnerships remain a priority, building on our strong relationships with Local Authorities, NHS organisations, housing providers, specialist charities and other partners where combining expertise can create stronger and more sustainable services. Partnership working will increasingly form part of how we access new accommodation, broaden our specialist offer and improve outcomes for the people we support.
- Developing and retaining our workforce continuing to invest in professional development, leadership, coaching, mentoring and specialist skills, alongside clearer career pathways into complex service delivery. We will also develop more targeted workforce approaches in rural and harder-to-recruit areas, considering how the structure and funding of new contracts and packages can support competitive recruitment, retention and workforce stability.
- Digital and operational transformation by progressing the implementation of new housing and finance systems and continuing to improve the use of data across the Group. Better integration of financial, workforce, housing and quality information will support earlier intervention, stronger decision-making and more effective management of our services.

The coming year will also provide an important opportunity to look beyond immediate operational pressures and shape the next phase of the Group's strategy 2027-2032. Our ambition is to develop a financially resilient and increasingly specialist organisation, with a strong identity, an expert workforce and a broader range of housing and support solutions. Growth will be purposeful and evidence-led, focused on areas where we can add genuine value and where our expertise can enable more people with sensory loss, learning disabilities and complex needs to live safely, independently and with greater choice and control.

Most importantly, the people we support will remain at the centre of that development. Their experiences, aspirations and outcomes will increasingly inform not only how we assess the quality of individual services, but what services we develop, where we grow and what kind of organisation we become.

Approved by Order of the Board on 24th September 2026.

Alison Beachim
Company Secretary

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD

YEAR ENDED 31 MARCH 2026

The Board presents its report and the audited financial statements of New Outlook Housing Association Limited and its subsidiary for the year ended 31st March 2026.

Principal risks and uncertainties

The Group continues to operate within a challenging financial and commissioning environment. Rising employment costs remain one of the most significant risks to financial sustainability, driven by increases in the National Living Wage, employer National Insurance contributions and the wider cost of maintaining a skilled workforce. During 2025/26, changes to employer National Insurance alone resulted in approximately £99k of additional cost to New Outlook and £85k to Vision Homes. At New Outlook, income was also below budget, reflecting reductions in some care packages and the impact of housing and residential voids.

A key associated risk is the extent to which commissioner funding keeps pace with the true cost and complexity of care. A number of longstanding packages have received limited increases over many years despite changing needs and increasing delivery costs. During the year, the Group has strengthened its approach to full-cost recovery, using improved financial information to review care packages, staffing establishments and commissioned hours. Where funding no longer reflects the support required, we are engaging with Local Authorities, health commissioners, social workers and other professionals to seek reassessment and appropriate funding. The year-end review identified this as a particular issue within residential care, where some historic packages no longer meet the cost of providing specialist support. Vision Homes has similarly identified packages where funding is below the cost of delivering complex care and is using detailed cost-of-care information in discussions with commissioners.

Residential care remains an area of particular financial risk. Safe staffing requirements mean that employment costs cannot always reduce in line with occupancy, making services more vulnerable to voids and changes in individual placements. This was evident during the year, particularly within Vision Homes, where residential staffing costs remained high despite vacancies. The Group is therefore reviewing its residential portfolio, staffing models, occupancy, care-package funding and future models of delivery to build greater resilience while ensuring that quality and safety remain paramount.

Workforce availability and deployment also continue to require close management. Although agency usage has reduced compared with the previous year, additional hours, overtime and agency expenditure can create significant cost pressures where staffing establishments and commissioned care hours are not aligned. Improved rota management, workforce planning and service-level KPIs are being used to monitor these risks while maintaining continuity and safe staffing for the people we support.

The Group also recognises the risks arising from continuing regulatory change across both social housing and adult social care. Changes to supported housing regulation, employment requirements and wider expectations of registered providers require ongoing assessment of their operational and financial impact. Regulatory developments are monitored through governance, quality, housing, people and finance arrangements to ensure that the Group is able to respond appropriately and maintain compliance.

Risk management itself has continued to strengthen during the year. The coterminous Board and Executive Team have developed a clearer approach to strategic risk and risk appetite, supporting more informed decisions about service models, investment, growth and partnership opportunities. Risk is therefore considered not only in terms of mitigation, but also in determining where the Group is prepared to take carefully managed risk in pursuit of its strategic objectives. Improved financial and performance reporting provides the Board with greater visibility of emerging risks and enables earlier intervention where performance moves outside agreed expectations.

The condition and long-term sustainability of our property portfolio remain important considerations. The Group continues to use its stock condition information to plan future investment in major components and to ensure homes remain safe, compliant and fit for purpose. New Outlook maintains comparatively low levels of borrowing and a significant asset base, providing options for future investment and development, subject to appropriate business cases, financial appraisal and the Group's agreed risk appetite.

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The year-end balance sheet continued to show a strong net asset position, although cash reduced during the year, reinforcing the importance of careful cash-flow and investment planning.

Costs continue to rise with, and above inflation, coupled with increases in the National Living Wage have continued to add pressure to employment and operational budgets. The key risk for the Group is the uncertainty around care fee increases due to ongoing financial pressures with various Local Authority and Health funding and the lack of inflation related increases that can be assumed on care fees in future years. The Finance Department will be leading on producing detailed cost of care plans which will enable review of existing packages and ensure full cost recovery for the care provided.

Agency Staff costs have been stable in comparison to the previous financial year and are supported by lower staff turnover rates and vacancies. It is an area that we monitor closely with KPI's, rota management and regular reporting, to protect both income and the quality of the services with staff continuity and permanence.

The Executive and Trustee Board have a robust approach to monitoring risk and management, with the aim of eliminating and mitigating risks where possible.

A stock condition survey has been commissioned which identifies expenditure on major housing components over the next 30 years and which allows New Outlook Housing Association to develop long term plans for maintaining the standard of their properties. New Outlook Housing Association currently has very little debt and has the option of borrowing against existing assets to fund component replacements and/or growth.

New Outlook Housing Association has a strong portfolio of assets including general needs housing bought into the Association at the end of 2022 from Redditch Friends Housing Association, sheltered housing, care homes and supported living. The assets are a mix of owned assets and leased from third parties.

New Outlook Housing Association continue to invest in our existing assets with renewal, upgrade and replacement of our assets where required throughout our properties.

The Directors of the Association report exposure to risk under the following 4 specific headings: -

Price

The Group's primary source of income is residential fees paid by Local Authorities where the fee is based on care needs. In the financial year 2025-26 we received fee increases of 7.4% from Birmingham City Council, which accounts for over 70% of New Outlook Housing Association's care fees. There have been similar increases in the hourly rates for domiciliary care, with block contracts remaining fixed. Rent increases of 2.7%, as per Government guidelines, were applied for 2025-26 and service charge income has been calculated to recover all relevant costs.

Liquidity

The Group holds sufficient cash balances to cover short to medium term expenditure and proactively manages creditors payments and debtor receipts to maintain the cash balances. Cash-flow is monitored to provide a good understanding of the cash levels required to sustain the Group. This includes the timings of cash flows and cash flow risk. Cash balances are sufficient so future opportunities for strategic development, and investment can be considered, which meet the strategic priority for growth. There is capacity to extend creditor terms if necessary and New Outlook Housing Association own 55 properties worth over £7 million which could be used as security for loans.

Liquidity continues to be actively managed through regular cash-flow forecasting, management accounts and monitoring of debtors, creditors and planned investment. At 31 March 2026, New Outlook held cash balances of approximately £991k, with net current assets of approximately £1.38m and a working capital ratio of 4.20. Long-term loans remained comparatively low at approximately £232k. Vision Homes held a further £932k of cash at the year end.

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Credit

Credit risk principally relates to the timely collection of care and support income, rents and other amounts due from commissioners, tenants and partner organisations. During the year, New Outlook's trade debtors increased from approximately £125k to £236k, while the intercompany balance with Vision Homes increased to approximately £341k. Strengthened financial reporting has increased visibility of these balances and debtor management will remain an area of focus during 2026/27.

Cash Flows

Cash-flow management has received increased focus during the year. New Outlook's cash balance reduced by approximately £252k, from £1.243m to £991k. This reflected a net operating cash expenditure of approximately £157k for operating activities, investment expenditure of approximately £68k and financing outflows of approximately £27k, including interest and loan repayments. Vision Homes experienced a smaller net cash reduction of approximately £23k, ending the year with cash of £932k.

A significant element of the year-end cash movement relates to the timing of income receipts rather than underlying expenditure. Debtor balances increased during the year, including amounts due from commissioners, housing accounts and Vision Homes. A number of these balances were already being actively managed at year end; the Birmingham City Council service-charge matter has since been resolved, and repayments against the Vision Homes intercompany balance were made during the year with further reductions planned.

New Outlook intends to maintain around £1m of cash as an appropriate liquid reserve. The practical actions are to accelerate collection of outstanding income and housing arrears; reduce the Vision Homes intercompany debtor, which stood at around £341k at year end, with further repayments planned; improve working-capital management; tighten rota planning and staffing-hour controls; and continue the review of existing care packages to achieve full-cost recovery.

The Board receives regular, transparent and comprehensive financial and performance information, including management accounts, cash-flow forecasts, service-level performance and key financial indicators. This provides clear oversight of the Group's current position, emerging pressures and longer-term viability, enabling informed and timely decision-making. Based on the financial position, forecasts and resources available, the Board has a reasonable expectation that the Group has adequate resources to continue as a going concern and to support its planned investment and strategic development.

Going Concern

Based on a comprehensive assessment of the Group's financial position, operational performance, strategic plans, principal risks and the external environment in which it operates, the Executive Team and Board consider that the Group has adequate resources and appropriate arrangements in place to continue operating for the foreseeable future. The Group has therefore continued to adopt the going concern basis in preparing the financial statements.

The areas assessed were:

- **Governance** - Governance arrangements have continued to strengthen during the year. Following a comprehensive governance review, the Group has implemented a coterminous Board structure across New Outlook and Vision Homes, providing consistent strategic leadership and oversight while maintaining the distinct legal and regulatory responsibilities of each organisation. The Board is supported by dedicated committees providing detailed scrutiny and assurance across finance, audit, risk, operations, quality and organisational performance. The move to a single Group Board represents a significant development from the previous governance arrangements.

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During the year, the Board also adopted the National Housing Federation Code of Governance 2020, replacing the previous 2015 Code referenced in the prior year's report. The governance review and adoption of the updated Code have provided an opportunity to review Board and committee responsibilities, skills, assurance, decision-making and accountability, ensuring that the governance framework remains appropriate for the size, complexity and future ambitions of the Group.

- Management of the Association** – The Group is led by an experienced and competent Executive Team with clear accountability across finance, quality and care, people, housing, operations and growth. During the year, leadership capacity has been strengthened further, with greater specialist expertise and clearer Group-wide responsibilities supporting improved oversight, decision-making and performance. The Executive Team is supported by strengthened management information, regular performance reporting and clear strategic objectives, providing assurance that the organisation has the leadership capability and capacity required to manage current pressures while delivering its future plans.
- Quality and Compliance** – The Group has continued to strengthen and embed its quality and compliance arrangements across both care and housing services. Quality assurance, risk mapping and monitoring, safeguarding, complaints oversight and performance monitoring are now more closely integrated, providing clearer evidence of compliance, emerging risks and areas for improvement. The Group remains subject to oversight from the Care Quality Commission, Regulator of Social Housing and Charity Commission as applicable, and maintains a strong focus on regulatory readiness, continuous improvement and person-centred outcomes. During the year, greater emphasis has also been placed on moving beyond compliance alone to evidencing the quality and impact of support through the *What Matters to Me* outcomes framework, service-level assurance and the voice of the people we support. This provides the Board and Executive Team with greater confidence that services are not only meeting regulatory requirements, but are delivering safe, effective and meaningful outcomes.
- Financial management** and oversight have been significantly strengthened during the year. A revised Finance structure and strengthened leadership capacity have improved the quality, timeliness and depth of financial reporting available to the Executive Team and Board. This was also the second year working with the Group's external auditors, supporting continuity of independent scrutiny and assurance. A full review on current overheads, and back-office cost-reduction programme has been implemented across the Group, making greater use of the economies of scale created through New Outlook and Vision Homes working together. This has included the consolidation and review of contracts and policies, joint procurement, removal of duplication and greater scrutiny of operational expenditure, generating savings while seeking to protect frontline quality and service delivery. Better financial reporting has enabled earlier identification of financial pressures and stronger decision-making, including the review of care packages and continued progress towards full-cost recovery. The Group has also strengthened its approach to financial and strategic risk, with enhanced risk monitoring and a clearer articulation of risk appetite. Investment, growth and service-development decisions can therefore be considered alongside financial capacity, sustainability and potential return, providing a stronger framework for long-term financial resilience.
- Partnerships** – Strategic partnership working has continued to strengthen during the year and remains an important part of the Group's resilience and future development. We have broadened relationships with local authorities, NHS partners, housing providers, specialist charities and other sector organisations to support commissioning opportunities, access to accommodation, service development and improved outcomes for the people we support.
- The Group operates under an Intra-Group Agreement where the Parent Association is the sole company member of Vision Homes Association from the 1st January 2023. Both organisations share the same trustees and Chair with joint Board meetings and committee meetings for Operations and Finance, Audit and Development.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD

YEAR ENDED 31 MARCH 2026

Value for Money – 2025-26

The Group recognises that as well as achieving our Key Performance Indicators there is a continual need to ensure that we are doing things in the most effective way, to deliver good value for money and excellent outcomes for people who use our services and our staff. This increasingly relies on us to think differently, to find new ways of working and to use technology to continue to be the best that we can. Contracts are regularly reviewed to make sure that they meet our needs and are providing value for money.

The Group recognises that Value for Money is monitoring ways to reduce expenditure and ensuring we are using our resources effectively to achieve the best possible outcomes for the people we support while maintaining quality, financial sustainability and capacity for future investment.

Greater integration between New Outlook and Vision Homes has enabled us to make better use of economies of scale through joint procurement, consolidation and renegotiation of contracts, reduction of duplication and the alignment of policies and systems. These changes have generated savings across the Group while protecting frontline service quality.

We continue to review contracts and expenditure regularly to ensure they remain appropriate and competitive, while our digital transformation programme will provide further opportunities to streamline processes, improve data and reduce administrative duplication. As the Group grows, we will continue to use our combined purchasing power, shared infrastructure and specialist expertise to achieve greater efficiency and ensure that resources are directed to the areas where they deliver the greatest value and impact.

New Outlook Housing Association uses a range of measures to ensure we are meeting the requirements of the Regulator for Social Housing and The Care Quality Commission as well as achieving our corporate objectives. The following metrics relate to New Outlook Housing Association only as the Registered Housing provider within the Group.

Our performance against regulatory metrics:

RSH Metric	2020/21	2021/22	2022/23	2023/24	2024/25	Peer Group Average (24/25)	2025/26
Reinvestment %	2.10%	1.80%	1.80%	0.70%	1.40%	3.27%	0.64%
New supply delivered %	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-
Non-Social Housing (care beds)	-	-	-	-	-	-	-
Gearing %	(12.40)%	(10.40)%	(10.00)%	(16.30)%	(25.40)%	0.00%	(9.86)%
EBITDA MRI interest cover %	N/A	N/A	126.6%	1824.1%	85.09%	100.9%	64.43%
Headline social housing cost per unit	£9,522	£7,571	£9,123	£8,683	£9,805	£5,828	£10,311
Operating margin %	5.30%	3.10%	4.30%	7.10%	(0.42)%	19.88%	(2.56)%
Operating margin % - Social Housing	17.50%	9.00%	15.40%	21.90%	19.63%	20.79%	15.85%
ROCE	4.90%	2.60%	2.90%	4.90%	(1.00)%	2.70%	(2.00)%

* Peer group includes West Midlands based housing associations with between 50 and 1,000 units with a profile similar to us. Current year data has not been compiled; hence we are using the 2024/25 metrics.

Reinvestment during 2025/26 was the additional capitalised expenditure due to refurbishment of kitchens and bathrooms in our sheltered schemes and refurbishment of some of the Redditch Friend's properties.

New Outlook Housing's level of reinvestment is lower than our peer group, however, will be reviewed as part of the stock condition programme and is expected to increase in the forthcoming years.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD

YEAR ENDED 31 MARCH 2026

New supply – Social Housing - no new supply was delivered during the year while New Outlook focused on consolidation of the strategic partnership with Vision Homes Association and increasing income from care packages.

Gearing - Loans transferred across to New Outlook as part of the transfer of engagement of Redditch Friends are not a significant amount and due to higher cash balances. New Outlook's gearing remains negative due to the cash balances being significantly higher than outstanding loan amounts.

EBITDA MRI - This shows there is sufficient operating surplus to cover interest payments on the loans acquired from Redditch Friends Housing Association.

Headline social housing cost per unit is higher than our peers and remains at a similar level to previous years. The social housing units in this calculation include Queen Mother Gardens and Albert Weedall Centre where we have invested in the replacement of kitchens and bathrooms, and the Redditch Friends properties. Managing only 110 properties means that our average costs are significantly higher than our peers with larger portfolios.

The **Operating margin** for 2025/26 is negative and lower than the previous year due to vacancies at Tulip Gardens and Boldmere, coupled with increases in Employers NIC's. It is lower than our peers due to the Care Homes which operate on a lower margin.

The **Return on Capital Employed** for 2025/26 is negative due to the deficit in the year and hence lower than our peers.

Constitution

New Outlook Housing Association Limited is a Registered Provider of Social Housing and is a Registered Society under the Co-operative and Community Benefit Societies Act 2014 (registration 21410R).

On 1st January 2023 Vision Homes Association became a wholly owned subsidiary of New Outlook Housing Association Limited with New Outlook Housing Association as the sole member of Vision Homes. Vision Homes Association is a charity limited by guarantee (Charity registration number: 1017893, Company registration number: 02756733).

Review of Activities

The principal activity of the Group continues to be the provision of services to people with sensory and other specialist needs. This includes sheltered accommodation for older people, care homes for younger people, domiciliary care services and supported living.

Results for the Year

The Group operating deficit for the year, before interest income and financing costs, was £206,602 (2025: operating deficit of £313,535). This has been transferred to reserves, giving retained reserves at the end of the year of £5,153,247 (2025: £5,359,670). The 2025/26 deficit is primarily due to the deficit generated by Vision Homes, the voids at Tulip Gardens and Boldmere, higher than expected repairs and maintenance costs and the increases in Employers National Insurance Contributions following rate and threshold changes.

Turnover for the year was £8,312,659 compared with £7,610,407 in the previous year.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD

YEAR ENDED 31 MARCH 2026

The Board

The following were members of the New Outlook Board at 31 March 2026. Unless otherwise stated, all served throughout the year:

Alison Parsons
Zoe Richardson, Chair
Julie Goddard,
Stephen Eccleston
Tom Jackson
Virginia von Malachowski (appointed 29 May 2025)
Malcolm Campbell (appointed 29 May 2025)
Benjamin Williams (appointed 29 May 2025) (resigned 3 July 2026)

Employee Involvement

It is the Association's policy to involve all employees in matters affecting their functions and we have an active Staff Forum.

Tenant and Resident Participation

The Association seeks to involve tenants and residents in matters affecting their environment by close liaison between the Chief Executive, Board Members and tenant/resident committees. New Outlook also host regular service user engagement events throughout the year.

Equal Opportunities Policy

The Association operates an equal opportunities policy, which incorporates the CRE Code of practice in rented housing and the NHF Guidance in Equality in Housing.

Internal Controls Assurance

The Board is ultimately responsible for the system of internal control, which provides assurance with regards to the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information.

The Board reviews the effectiveness of the system of internal control by reviewing and analysing:

- the significant risks which affect the organisation and,
- the policies and procedures by which these risks are managed.

The main features of the internal control system are:

- Annual budgets
- Formal budgetary control arrangements via management accounts, reports and KPI's
- A review by the Board of the annual risk assessment
- Internal review of procedures and processes

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD

YEAR ENDED 31 MARCH 2026

Board Members Responsibilities

The Board are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable Law and Regulations.

The Co-operative and Community Benefit Societies Act 2014 and legislation relating to Registered Providers of Social Housing require the Board to prepare financial statements for each financial year. Under that legislation the Board have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and Applicable Law). Under Housing Association legislation, the Board must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the Group and Association and of the surplus or deficit for that period. In preparing these financial statements, the Board are required to:

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

The Board are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Association's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Association. Also 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 Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Director's Indemnity Provision

The Board confirms that the Group has in place Directors and Officer's insurance.

Disclosure of Information to Auditors

Each of the Board members at the date of approval of this report confirmed that:

- As far as the Board members are aware, there is no relevant audit information of which the Association's auditor is unaware; and
- The Board members have taken all the steps that they ought to have taken as Board members to make themselves aware of any relevant audit information and to establish that the Association's auditor is aware of that information.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD

YEAR ENDED 31 MARCH 2026

Corporate Governance Responsibilities

1. The Board acknowledge their ultimate responsibility for ensuring that the Association has in place a system of control that is appropriate to the various business environments in which it operates. These controls are designed to give reasonable assurance with respect to: -
 - (a) the reliability of financial information within the Association or for publication.
 - (b) the maintenance of proper accounting records.
 - (c) the safeguarding of assets against unauthorised use or disposition.
2. The Board acknowledges its responsibility to establish and maintain systems of internal financial control. Such systems can only provide reasonable and not absolute assurance against material financial misstatement or loss. Key elements include ensuring that:
 - Formal policies and procedures are in place, including documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Association's assets.
 - Experienced and suitably qualified staff take responsibility for important business functions.
 - Forecasts and budgets are prepared which allow the Board and management to monitor the key business risks and financial objectives. These are used to provide a financial basis for short and medium-term financial and business planning. Regular management accounts are prepared, providing relevant, realistic and up-to-date financial and other information and significant variances from budgets are investigated as appropriate.
 - All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures through the Board.
 - Financial viability and Value for Money. New Outlook Housing Association is committed to managing resources economically, efficiently and effectively, ensuring that the organisation remains financially viable, providing quality services and homes which deliver on-going planned improvements and value for money.
3. On behalf of the Board, the appointed Board Members have reviewed the effectiveness of the system of internal financial control in existence in the Association for the year ended 31 March 2026.
4. The Board confirm that the Group has adopted the National Housing Federation Code of Governance 2020. The Board confirms its compliance with the code.

Matters Covered in the Strategic Report

The Association has chosen to set out in the Association's strategic report information certain items required to be disclosed within the Board report. These include a summary of the principal risks, uncertainties and a review of the future developments of the Association.

Approved by Order of the Board on 24th September 2026

Alison Beachim
Company Secretary

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW OUTLOOK HOUSING ASSOCIATION LIMITED

Opinion

We have audited the financial statements of New Outlook Housing Association Limited (the 'Parent Association') and its subsidiaries (the 'Group') for the year ended 31 March 2026 which comprise the Group and Parent Association Statements of Total Comprehensive Income, the Group and Parent Association Statements of Changes in Reserves, the Group and Parent Association Statements of Financial Position, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and Parent Association's ability to continue as a going concern for a period of at least 12 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 are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW OUTLOOK HOUSING ASSOCIATION LIMITED

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

In light of the knowledge and understanding of the Association and the Group and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report.

We have nothing to report in respect of the following matters in relation to which the Cooperative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- the Group and Parent Association have not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation; or
- the revenue account, or any other accounts to which our report relates, and the Statement of Financial Position are not in agreement with the Group or Parent Association's books of account; or
- certain disclosures of Board's remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 16 and 17, the Board are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board are responsible for assessing the Group's and Parent 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 intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Our assessment focussed on key laws and regulations the Group and Parent Association have to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing in England 2022, the Cooperative and Community Benefit Societies Act 2014, taxation legislation, data protection, anti-bribery and employment legislation.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW OUTLOOK HOUSING ASSOCIATION LIMITED

We are not responsible for preventing irregularities, including fraud. Our approach to detecting irregularities, including fraud, included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Group and Parent Association and how the Group and Parent Association are complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Group and Parent Association's control environment and how the Group and Parent Association have applied relevant control procedures, through discussions with the Board and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Group and Parent Association's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls. Including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection of fraud based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is the risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more than compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the Association's members as a body in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and Chapter 4 of Part 2 of the Housing and Regeneration Act 2008. 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.

Cooper Parry Group Limited

Statutory Auditors
Cubo Birmingham
4th Floor
Two Chamberlain Square
Birmingham
B3 3AX

Date:

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

STATEMENT OF COMPREHENSIVE INCOME (INCLUDING THE INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2026

		Group		Association	
	Note	2026 £	2025 £	2026 £	2025 £
Turnover	3	8,312,659	7,610,407	4,997,714	4,790,609
Operating expenditure	3	(8,519,261)	(7,875,015)	(5,125,635)	(4,810,950)
Loss on disposal of fixed assets		-	(48,927)	-	(45,967)
Operating surplus / (deficit)		(206,602)	(313,535)	(127,921)	(66,308)
Interest receivable	5	21,031	27,763	4,373	4,563
Interest payable and financing costs	6	(20,852)	(34,569)	(20,852)	(34,569)
Surplus / (deficit) for the year		(206,423)	(320,341)	(144,400)	(96,314)
Actuarial gain/(loss) in respect of defined benefit pension scheme	22	-	14,000	-	14,000
Total comprehensive income for the year		(206,423)	(306,341)	(144,400)	(82,314)

All amounts relate wholly to continuing activities.

The notes on pages 26 to 48 form part of these financial statements.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

STATEMENT OF FINANCIAL POSITION

YEAR ENDED 31 MARCH 2026

		Group		Association	
	Note	2026	2025	2026	2025
		£	£	£	£
Fixed assets					
Housing properties	10	4,911,607	5,069,920	4,911,607	5,069,920
Other property, plant and equipment	11	126,192	144,355	99,683	116,039
		5,037,799	5,214,275	5,011,290	5,185,959
Current assets					
Trade and other debtors	13	784,848	620,733	819,890	648,537
Cash at bank and in hand	19	1,922,980	2,198,596	991,200	1,243,444
		2,707,828	2,819,329	1,811,090	1,891,981
Creditors: amounts falling due within one year	14	(645,475)	(662,733)	(431,221)	(478,085)
Net current assets / (liabilities)		2,062,353	2,156,596	1,379,869	1,413,896
Total assets less current liabilities		7,100,152	7,370,871	6,391,159	6,599,855
Creditors: amounts falling due after more than one year	15	(1,917,888)	(1,973,184)	(1,917,888)	(1,973,184)
Provision for defined benefit pension liability	22	(29,000)	(38,000)	(29,000)	(38,000)
Total net assets / (liabilities)		5,153,264	5,359,687	4,444,271	4,588,671
Capital and reserves					
Called up share capital	17	17	17	17	17
Revenue reserves		5,153,247	5,359,670	4,444,254	4,588,654
Total Reserves		5,153,264	5,359,687	4,444,271	4,588,671

The financial statements were approved and authorised for issue by the Board on 24 September 2026 and are signed on their behalf by:

Zoe Richardson
Chair

Julie Goddard
Vice Chair

Alison Beachim
Group Chief Executive / Secretary

The notes on pages 26 to 48 form part of these financial statements.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

STATEMENT OF CHANGES IN EQUITY AND RESERVES

YEAR ENDED 31 MARCH 2026

	Share capital	Group Revenue reserves	Total	Share capital	Association Revenue reserves	Total
	£	£	£	£	£	£
At start date April 2024	17	5,666,011	5,666,028	17	4,670,968	4,670,985
Surplus for the year	-	(320,341)	(320,341)	-	(96,314)	(96,314)
Actuarial gain/(loss) in respect of defined benefit pension schemes	-	14,000	14,000	-	14,000	14,000
Total comprehensive income	-	(306,341)	(306,341)	-	(82,314)	(82,314)
At end date 31 March 2025	17	5,359,670	5,359,687	17	4,588,654	4,588,671
Surplus/ (Deficit) for the year	-	(206,423)	(206,423)	-	(144,400)	(144,400)
Actuarial gain/(loss) in respect of defined benefit pension schemes	-	-	-	-	-	-
Total comprehensive income	-	(206,423)	(206,423)	-	(144,400)	(144,400)
At end date 31 March 2026	17	5,153,247	5,153,264	17	4,444,254	4,444,271

The notes on pages 26 to 48 form part of these financial statements.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2026

		Group	
		2026	2025
	Note	£	£
NET CASH FLOW GENERATED FROM OPERATING ACTIVITIES	18	(187,633)	(157,287)
Cash flow from investing activities			
Purchase of property, plant and equipment		(32,528)	(56,242)
Purchase of tangible fixed assets – housing properties		(49,244)	(107,522)
Deposit funds		-	-
Interest received		21,031	27,763
Net cash flow from investing activities		(60,741)	(136,001)
Cash flow from financing activities			
Interest paid		(18,852)	(21,569)
Repayment of borrowings		(8,390)	(7,143)
Net cash flow from financing activities		(27,242)	(28,712)
Net increase / (decrease) in cash and cash equivalents		(275,616)	(322,000)
Cash and cash equivalents at beginning of year	19	2,198,596	2,520,596
Cash and cash equivalents at end of the year	19	1,922,980	2,198,596

The notes on pages 26 to 48 form part of these financial statements.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

1 PRINCIPAL ACCOUNTING POLICIES

General Information and Basis of Preparation

New Outlook Housing Association is Limited by shares and is registered under the Co-operative and Community Benefit Societies Act 2014. It is incorporated in England and its registered address is 48 Woodville Road, Harborne, Birmingham, West Midlands, B17 9AT.

Vision Homes Association is a charity (Charity Registration Number 1017893) limited by guarantee (Company Registration Number 02756733) and consequently does not have share capital. The registered address is 48 Woodville Road, Harborne, Birmingham, B17 9AT. Its principal activities include the provision, management and maintenance of centres of residence for those with visual impairment and / or multiple disabilities.

The Group operates under an Intra-Group agreement with New Outlook Housing Association Limited as the parent of the Group and the sole member of Vision Homes Association.

The principal accounting policies are summarised below. They have all been applied consistently throughout the year and to the preceding year. The financial statements are presented in sterling (£).

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council and comply with the Housing SORP 2018: the Statement of Recommended Practice for Social Housing Providers 2018, the Housing and Regeneration Act 2008 and with the Accounting Direction for private registered providers of social housing in England 2022. The financial statements are also prepared under the requirements of the Housing and Regeneration Act 2008 and the Cooperative and Community Benefit Societies Act 2014. New Outlook Housing Association and its subsidiaries are public benefit entities, as defined in FRS 102 and applies the relevant paragraphs prefixed 'PBE' in FRS 102.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of Consolidation

The Group financial statements consolidate the financial statements of the Association and its subsidiaries up to 31 March each year.

Disclosure Exemptions

The individual financial statements of New Outlook Housing Association Limited have adopted the following disclosure exemptions:

- The requirement to present an individual statement of cash flows and related notes.
- Financial instrument disclosures including:
 - categories of financial instruments,
 - items of income, expenses, gains or losses relating to financial instruments,
 - exposure to and management of financial risks.

The financial statements for New Outlook Housing Association Limited and Vision Homes Association Limited have been prepared on a going concern basis.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

1 PRINCIPAL ACCOUNTING POLICIES (CONTINUED)

Going Concern

The Board's assessment of going concern involves a number of subjective judgements including, but not limited to:

- Governance
- Management of the Association
- Quality and Compliance
- Financial management
- Strategic and business plans and analysis of the external economic environment
- Partnership working

All available information up to the date the financial statements are authorised for issue has been considered, and 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 twelve months after the date on which the report and financial statements are signed. Therefore, the Board continues to adopt the going concern basis in the financial statements.

Property, Plant and Equipment – Housing Properties

Housing properties are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the cost of acquiring land and buildings, directly attributable development costs and borrowing costs directly attributable to the construction of new housing properties during the development. Capitalisation ceases when substantially all the activities that are necessary to get the asset ready for use are complete.

Depreciation is charged to write down the net book value of housing properties to their estimated residual value, on a straight-line basis, over their useful economic lives. Freehold land is not depreciated.

New build: 60 or 70 years

Major components:

Major components of housing properties, which have significantly different patterns of consumption of economic benefits are treated as separate assets and depreciated over their expected useful economic lives at the following annual rates:

Structure:	60 or 70 years
Roofs:	30 years
Doors and windows:	20 years
Kitchens:	15 years (communal) or 20 years (individual flat)
Bathrooms:	15 years (communal) or 20 years (individual flat)
Heating systems:	15 years
Lifts:	25 years
Electrical wiring:	25 years

Properties held on long leases are depreciated over their estimated useful economic lives or the lease duration if shorter.

Improvements

Where there are improvements to housing properties that are expected to provide incremental future benefits, these are capitalised and added to the carrying amount of the property. Any works to housing properties which do not replace a component or result in an incremental future benefit are charged as expenditure in surplus or deficit in the Statement of Comprehensive Income.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

1 PRINCIPAL ACCOUNTING POLICIES (CONTINUED)

Property, Plant and Equipment – Housing Properties (continued)

Leaseholders

Where the rights and obligations for improving a housing property reside with the leaseholder or tenant, any works to improve such properties incurred by the Association is recharged to the leaseholder and recognised in surplus or deficit in the Statement of Comprehensive Income along with the corresponding income from the leaseholder or tenant.

Non-Housing Property, Plant and Equipment

Non-housing property, plant and equipment costing £1,000 or more are capitalised as tangible fixed assets and are stated at historic cost less accumulated depreciation and any provision for impairment. Depreciation is provided on all non-housing property, plant and equipment other than investment properties and freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Freehold offices:	60 years
Furniture, fixtures & fittings:	5 years
Vehicles:	4 years
Computer equipment:	4 years

Impairment of Social Housing Properties

Properties held for their social benefit are not held solely for the cash inflows they generate and are held for their service potential.

An assessment is made at each reporting date as to whether an indicator of impairment exists. If such an indicator exists, an impairment assessment is carried out and an estimate of the recoverable amount of the asset is made. Where the carrying amount of the asset exceeds its recoverable amount, an impairment loss is recognised in surplus or deficit in the Statement of Comprehensive Income. The recoverable amount of an asset is the higher of its value in use and fair value less costs to sell. Where assets are held for their service potential, value in use is determined by the present value of the asset's remaining service potential plus the net amount expected to be received from its disposal. Depreciated replacement cost is taken as a suitable measurement model. An impairment loss is reversed if the reasons for the impairment loss have ceased to apply and included in surplus or deficit in the Statement of Comprehensive Income.

Social Housing Grant and other Government Grants

Where grants are received from government agencies such as Homes England, Local Authorities, devolved Government Agencies, Health Authorities and the European Commission which meet the definition of government grants they are recognised when there is reasonable assurance that the conditions attached to them will be complied with and that the grant will be received.

Government grants are recognised using the accrual model and are classified either as a grant relating to revenue or a grant relating to assets. Grants relating to revenue are recognised in income on a systematic basis over the period in which related costs for which the grant is intended to compensate are recognised. Where a grant is receivable as compensation for expenses or losses already incurred for giving immediate financial support with no future related costs, it is recognised as revenue in the period in which it becomes receivable.

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

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

1 PRINCIPAL ACCOUNTING POLICIES (CONTINUED)

Recycling of grants

Where there is a requirement to repay or recycle a grant received for an asset that has been disposed of, a provision is included in the Statement of Financial Position to recognise this obligation as a liability. Where approval is received from the funding body to use the grant for a specific development, the amount previously recognised as a provision for the recycling of the grant is recognised as a creditor in the Statement of Financial Position. On disposal of an asset for which government grant was received, if there is no obligation to repay the grant, any unamortised grant remaining within liabilities in the Statement of Financial Position related to this asset is derecognised as a liability and recognised as revenue in surplus or deficit in the Statement of Comprehensive Income.

Turnover

Turnover represents rent and service charges receivable, residential care fees, domiciliary care fees and donations. Service charge income is recognised when expenditure is incurred as this is the point at which the service has been performed and the revenue recognition criteria met.

Leased Assets

At inception the Association assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the agreement.

Finance leased assets

Leases of assets that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

Finance leases are capitalised at commencement of the lease as assets at the fair value of the leased asset or, if lower, the present value of the minimum lease payments calculated using the interest rate implicit in the lease.

Assets are depreciated over the shorter of the lease term and the estimated useful life of the asset. Assets are assessed for impairment at each reporting date.

The capital element of lease obligations is recorded as a liability on inception of the arrangement. Lease payments are apportioned between capital repayment and finance charge, using the effective interest rate method, to produce a constant rate of change on the balance of the capital repayments outstanding.

Operating leases assets

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases.

Payments under operating leases are charged to surplus or deficit in the Statement of Comprehensive Income on a straight-line basis over the period of the lease.

Pensions

Defined contribution scheme

The Group participates in a defined contribution scheme where the amount charged to surplus or deficit in the Statement of Comprehensive Income in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Statement of Financial Position.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

1 PRINCIPAL ACCOUNTING POLICIES (CONTINUED)

Pensions (continued)

Defined Benefit Pension Scheme – Social Housing Pension Scheme (SHPS)

A defined benefit pension (SHPS) liability transferred as part of the Redditch Friends Housing Association transfer of engagement. The liability recognised in the Statement of Financial Position in respect of the defined benefit plan is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets at the end of the reporting period (if any) out of which obligations are to be settled.

The scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit credit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit is presented separately from other net assets on the statement of financial position. This has been recognised within the defined benefit pension liability on the face of the statement of financial position.

The Association 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 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 actuarial valuations are obtained at least triennially and are updated at each Statement of Financial Position date.

For these Schemes amounts charged to operating surplus / (deficit) are the costs arising from employee services rendered during the period and the current service cost, cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs. Past service costs are recognised in the current reporting period within the Statement of Comprehensive Income.

The net interest cost on the net defined benefit liability is recognised within the Statement of Comprehensive Income, specifically interest and financing costs. Remeasurements comprising actuarial gains and losses are reported in other comprehensive income. Refer to Note 22 for more details.

Service Charge Sinking Funds and Service Costs

New Outlook does not operate service charge sinking funds. Unutilised contributions to service charge sinking funds and over-recovery of service costs which are repayable to tenants or leaseholders or are intended to be reflected in reductions to future service charge contributions are recognised as a liability in the Statement of Financial Position. The amount included in liabilities in respect of service charge sinking funds includes interest credited to the fund. Where there has been an under-recovery of leaseholders' or tenants' variable service charges and recovery of the outstanding balance is virtually certain, the balance is recognised in the Statement of Financial Position as a trade receivable. Debit and credit balances on individual schemes are not aggregated as there is no right of set-off.

Financial Instruments

Financial instruments which meet the criteria of a basic financial instrument as defined in Section 11 of FRS 102 are accounted for under an amortised cost model.

Non-basic financial instruments are recognised at fair value using a valuation technique with any gains or losses being reported in surplus or deficit. At each year end, the instruments are revalued to fair value, with the movements posted to the income and expenditure.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

1 PRINCIPAL ACCOUNTING POLICIES (CONTINUED)

Financial Instruments (continued)

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instruments.

Financial assets carried at amortised cost

Financial assets carried at amortised cost comprise rent arrears, trade and other receivables and cash and cash equivalents. Financial assets are initially recognised at transaction value plus directly attributable transaction costs. After initial recognition, they are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

If there is objective evidence that there is an impairment loss, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced accordingly.

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

If an arrangement constitutes a financing transaction, the financial asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debit instrument.

Financial liabilities carried at amortised cost

These financial liabilities include trade and other payables and interest-bearing loans and borrowings.

Non-current debt instruments which meet the necessary conditions in FRS 102, are initially recognised at transaction value adjusted for any directly attributable transaction cost and subsequently measured at amortised cost using the effective interest method, with interest-related charges recognised as an expense in finance costs in the Statement of Comprehensive Income. Discounting is omitted where the effect of discounting is immaterial.

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

Taxation

The Group is registered as having charitable purposes with HMRC and there is no taxable income generated.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short term, highly liquid investments that are readily convertible into known amounts of cash.

Employee Benefits

Short-term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

2 SIGNIFICANT JUDGEMENTS AND KEY AREAS OF ESTIMATION UNCERTAINTY

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

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

Significant management judgements

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

Impairment of Social Housing

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

Estimation uncertainty

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

Bad and Doubtful Debts

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

Economic Life of Assets

An estimation of the useful economic life of the Association's assets are determined by management and disclosed within the Accounting Policies. The estimates are based on industry standards adjusted to reflect our own experience and quality of components.

Defined Benefit Pension Scheme

New Outlook Housing Association Limited has obligations to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depends on a number of factors, including life expectancy, salary increases, asset valuations and the discount rate. Management estimates these factors in determining the net pension obligation in the Statement of Financial Position. The assumptions reflect historical experience and current trends. A firm of actuaries are engaged to provide New Outlook Housing Association Limited with expert advice about the assumptions to be applied.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3 PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	Group 2026			Association 2026		
	Turnover	Operating costs	Operating surplus	Turnover	Operating costs	Operating surplus
	£	£	£	£	£	£
Social housing lettings (note 4)	1,293,252	(1,084,988)	208,264	1,293,252	(1,084,988)	208,264
Other social housing activities	7,681	(9,722)	(2,041)	7,681	(9,722)	(2,041)
	1,300,933	(1,094,710)	206,223	1,300,933	(1,094,710)	206,223
Residential care income	2,153,536	(2,396,754)	(243,218)	2,153,536	(2,396,754)	(243,218)
Domiciliary care income	1,323,364	(1,409,917)	(86,553)	1,323,364	(1,409,917)	(86,553)
Vision homes income	3,533,736	(3,393,626)	140,110	-	-	-
Other income	1,090	(224,254)	(223,164)	219,881	(224,254)	(4,373)
Total	8,312,659	(8,519,261)	(206,602)	4,997,714	(5,125,635)	(127,921)
Operating surplus			(206,602)			(127,921)

	Group 2025			Association 2025		
	Turnover	Operating costs	Operating surplus	Turnover	Operating costs	Operating surplus
	£	£	£	£	£	£
Social housing lettings (note 4)	1,195,009	(988,596)	206,413	1,195,009	(988,596)	206,413
Other social housing activities	24,613	(9,206)	15,407	24,613	(9,206)	15,407
	1,219,622	(997,802)	221,820	1,219,622	(997,802)	221,820
Residential care income	2,068,217	(2,329,698)	(261,481)	2,068,217	(2,329,698)	(261,481)
Domiciliary care income	1,291,276	(1,326,360)	(35,084)	1,291,276	(1,326,360)	(35,084)
Vision homes income	3,031,292	(3,067,025)	(35,733)	-	-	-
Other income	-	(203,057)	(203,057)	211,494	(203,057)	8,437
Total	7,610,407	(7,923,942)	(313,535)	4,790,609	(4,856,917)	(66,308)
Operating surplus			(313,535)			(66,308)

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

4 PARTICULARS OF INCOME AND EXPENDITURE FROM SOCIAL HOUSING LETTINGS – GROUP AND ASSOCIATION

	General needs housing	Supported housing	Other	2026	2025
	£	£	£	£	£
Turnover					
Rent receivable net of identifiable service charges	283,287	342,491	52,915	678,693	644,645
Service charge income	36,274	420,237	123,214	579,725	515,530
Amortised government grants	-	34,834	-	34,834	34,834
Turnover from social housing lettings	319,561	797,562	176,129	1,293,252	1,195,009
Administrative expenditure					
Service charge costs	9,043	103,132	27,711	139,886	383,342
Management	57,792	400,534	121,781	580,107	200,404
Routine maintenance	38,688	64,202	17,311	120,201	201,516
Planned maintenance	4,910	19,730	6,298	30,938	8,105
Bad debts	(512)	4,199	647	4,334	(5,510)
Depreciation of housing properties	90,665	111,097	7,760	209,522	186,817
Other costs	-	-	-	-	13,922
Operating costs	200,586	702,894	181,508	1,084,988	988,596
Operating surplus / (deficit) on social housing lettings	118,975	94,668	(5,379)	208,264	206,413
Void losses	(145)	(39,847)	(2,935)	(42,928)	(76,232)

5 INTEREST RECEIVABLE

	Group		Association	
	2026	2025	2026	2025
	£	£	£	£
Bank interest receivable	21,031	27,763	4,373	4,563

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

6 INTEREST PAYABLE AND FINANCE COSTS

	Group		Association	
	2026 £	2025 £	2026 £	2025 £
Bank loans interest payable	(18,852)	(21,569)	(18,852)	(21,569)
Defined benefit pension scheme interest charge (note 22)	(2,000)	(13,000)	(2,000)	(13,000)
	<u>(20,852)</u>	<u>(34,569)</u>	<u>(20,852)</u>	<u>(34,569)</u>

7 OPERATING SURPLUS

The operating surplus is stated after charging / (crediting):

	Group		Association	
	2026 £	2025 £	2026 £	2025 £
Depreciation of housing properties	207,557	195,525	207,557	195,525
Depreciation of property, plant and equipment	50,691	53,876	39,828	38,062
Amortisation of Government grants	(45,967)	(45,967)	(45,967)	(45,967)
(Gain)/Loss on disposal of fixed assets	-	48,927	-	45,967
Auditor's remuneration - audit	29,000	28,000	17,500	17,000
Auditor's remuneration – non audit	4,500	4,000	2,500	2,000
Operating lease rentals	<u>144,922</u>	<u>148,750</u>	<u>122,447</u>	<u>131,562</u>

8 STAFF COSTS

The employee costs during the year were as follows:

	Group		Association	
	2026 £	2025 £	2026 £	2025 £
Wages and salaries	5,837,833	5,398,273	3,299,657	3,080,729
Social security	675,703	449,477	391,119	258,825
Other pension costs (note 22)	130,178	113,811	81,878	70,873
	<u>6,643,714</u>	<u>5,961,561</u>	<u>3,772,654</u>	<u>3,410,427</u>
The average full-time equivalent number of employees during the year was:	<u>214</u>	<u>213</u>	<u>98</u>	<u>96</u>

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

8 STAFF COSTS (CONTINUED)

The number of employees who received more than £60,000 in remuneration (excluding employer pensions costs) are as follows:

	Group		Association	
	2026	2025	2026	2025
	£	£	£	£
£60,001 - £70,000	2	2	1	2
£70,001 - £80,000	2	-	2	-
£80,001 - £90,000	-	-	-	-
£90,001 - £100,000	1	1	1	1

9 KEY MANAGEMENT PERSONNEL REMUNERATION

	Group		Association	
	2026	2025	2026	2025
	£	£	£	£
Key management personnel				
Wages and salaries	299,609	283,951	299,609	283,951
Social security costs	41,237	34,583	41,237	34,583
Other pension costs	34,958	19,084	34,958	19,084
Board members				
Remuneration and travelling expenses	1,857	1,977	1,857	1,977
	377,661	339,595	377,661	339,595

In the opinion of the Board, the key management personnel of the Association are the Board members and the members of Executive Team as listed on page 2.

The Group Chief Executive is an ordinary member of the NEST pension scheme. Pension contributions paid during the year in respect of the Group Chief Executive were £7,062 (2025: £6,542).

	2026	2025
	£	£
Remuneration of the highest paid director, excluding pension contributions		
Emoluments	98,122	98,053

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

10 TANGIBLE FIXED ASSETS – HOUSING PROPERTIES – GROUP AND ASSOCIATION

	Completed rental properties £	Total £
Cost		
At 1 April 2025	7,698,083	7,698,083
Components capitalised	49,244	49,244
Components disposed of	-	-
At 31 March 2026	<u>7,747,327</u>	<u>7,747,327</u>
Depreciation		
At 1 April 2025	2,628,163	2,628,163
Charge for year	207,557	207,557
Eliminated on disposals	-	-
At 31 March 2026	<u>2,835,720</u>	<u>2,835,720</u>
Net book value		
At 31 March 2026	<u>4,911,607</u>	<u>4,911,607</u>
At 31 March 2025	<u>5,069,920</u>	<u>5,069,920</u>
	2026 £	2025 £
Housing properties at net book value comprise:		
Freehold	3,075,530	3,145,989
Long leasehold	1,836,077	1,923,931
	<u>4,911,607</u>	<u>5,069,920</u>
	2026 £	2025 £
Expenditure on housing properties for lettings comprise:		
Replacement of components (amounts capitalised)	49,244	107,522
Routine maintenance (amounts charged to income and expenditure)	120,201	201,516
	<u>169,445</u>	<u>309,038</u>

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

11 PROPERTY, PLANT AND EQUIPMENT

Group	Motor vehicles	Fixtures and fittings	Computer equipment	Total
	£	£	£	£
Cost				
At 1 April 2025	16,000	319,562	36,657	372,219
Additions	-	27,714	4,814	32,528
Disposals	-	-	-	-
Transfers	-	-	-	-
At 31 March 2026	16,000	347,276	41,471	404,747
Depreciation				
At 1 April 2025	16,000	190,984	20,880	227,864
Charge for the year	-	44,241	6,450	50,691
Eliminated on disposals	-	-	-	-
Transfers	-	-	-	-
At 31 March 2026	16,000	235,225	27,330	278,555
Net book value				
At 31 March 2026	-	112,051	14,141	126,192
At 31 March 2025	-	128,578	15,777	144,355

Association	Motor vehicles	Fixtures and fittings	Computer equipment	Total
	£	£	£	£
Cost				
At 1 April 2025	16,000	278,322	21,816	316,138
Additions	-	18,658	4,814	23,472
Disposals	-	-	-	-
Transfers	-	-	-	-
At 31 March 2026	16,000	296,980	26,630	339,610
Depreciation				
At 1 April 2025	16,000	169,205	14,894	200,099
Charge for the year	-	36,183	3,645	39,828
Eliminated on disposals	-	-	-	-
Transfers	-	-	-	-
At 31 March 2026	16,000	205,388	18,539	239,927
Net book value				
At 31 March 2026	-	91,592	8,091	99,683
At 31 March 2025	-	109,117	6,922	116,039

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

12 HOUSING STOCK – GROUP AND ASSOCIATION

	General Needs	Supported Housing	Residential Care	Total
	Number	Number	Number	Number
At 1 April 2025	52	58	25	135
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 March 2026	52	58	25	135

13 DEBTORS

	Group		Association	
	2026	2025	2026	2025
	£	£	£	£
Amounts falling due within one year				
Rental arrears	134,941	54,381	134,941	54,381
Less provisions	(25,962)	(21,588)	(25,962)	(21,588)
Net rental debtor	108,979	32,793	108,979	32,793
Trade debtors	361,718	265,029	127,314	93,678
Amounts due from group companies	-	-	340,881	287,099
Prepayments and accrued income	314,151	322,911	242,716	234,967
	784,848	620,733	819,890	648,537

No disclosure has been made of the net present value of rental arrears subject to repayment plans as the amount is insignificant.

14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Association	
	2026	2025	2026	2025
	£	£	£	£
Rents received in advance	9,412	20,280	9,412	20,280
Trade creditors	75,471	196,108	60,039	163,856
Bank loans	9,286	8,347	9,286	8,347
Other taxation and social security	119,218	100,274	72,122	59,169
Other creditors	127,488	117,956	104,204	94,932
Deferred government grants	45,967	45,967	45,967	45,967
Accruals and deferred income	258,633	173,801	130,191	85,534
	645,475	662,733	431,221	478,085

The bank loans are secured with a fixed charge on freehold housing properties.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (CONTINUED)

Deferred Government Grants – Group and Association

Grants	£
At 1 April 2025	3,172,551
At 31 March 2026	3,172,551
Amortised	
At 1 April 2025	1,385,375
Amortised during the year	45,967
At 31 March 2026	1,431,342
Grant balance remaining at 31 March 2026	1,741,209
Due within one year	45,967
Due after one year	1,695,242

15 CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	Group		Association	
	2026 £	2025 £	2026 £	2025 £
Bank loans (note 16)	222,646	231,975	222,646	231,975
Deferred government grants (note 14)	1,695,242	1,741,209	1,695,242	1,741,209
	1,917,888	1,973,184	1,917,888	1,973,184

16 BORROWING ANALYSIS – GROUP AND ASSOCIATION

	2026 £	2025 £
Loan payments due:		
Within one year	9,286	8,347
Between one and five years	45,183	41,222
After five years	177,463	190,753
	231,932	240,322

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

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16 BORROWING ANALYSIS – GROUP AND ASSOCIATION (CONTINUED)

Interest is payable on the first Triodos loan at a variable rate of Base Rate + 5% on the principal amount. In the event that the calculated rate of interest falls below the minimum rate, the rate of interest will be charged at the minimum rate until the calculated rate exceeds the minimum rate. The minimum rate is 4.5%. The term of the loan is 25 years and is due to be fully repaid in 2037. £80,332 was outstanding on this loan as at 31 March 2026.

Interest is payable on the second Triodos loan at a variable rate of Base Rate + 3% on the principal amount. In the event that the calculated rate of interest falls below the minimum rate, the rate of interest will be charged at the minimum rate until the calculated rate exceeds the minimum rate. The minimum rate is 3.25%. The loan term is 25 years and is due to be fully repaid in 2042. £139,608 was outstanding in respect of this loan as at 31 March 2026.

Interest is payable on the BCM Global loan at a fixed rate of 10.5%, charged on the principal amount plus capitalised interest. The term of the loan is 60 years, with full repayment due in 2046. £11,992 was outstanding in respect of this loan at 31 March 2026.

17 SHARE CAPITAL

	Number	£000
Allotted, issued and fully paid shares of £1 each:		
At 1 April 2025	17	17
Issued during the year	-	-
At 31 March 2026	17	17

Each share has the nominal value of £1 which shall carry no right to interest, dividend or bonus. When a shareholder ceases to be a shareholder, his or her share will be cancelled, and the amount paid up shall become the property of the Association. The Association's rules require that member shares are cancelled if they do not attend two consecutive shareholder meetings.

18 NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2026 £	2025 £
Surplus / (deficit) for the year	(206,423)	(306,341)
Depreciation of property, plant and equipment	258,248	249,401
Disposal of property, plant and equipment	-	48,927
Decrease / (increase) in debtors	(164,115)	(163,365)
Increase / (decrease) in creditors	(18,197)	77,252
Interest payable	18,852	21,569
Interest received	(21,031)	(27,763)
Actuarial movement on pension scheme	-	(14,000)
Movement on pension scheme liability	(9,000)	3,000
Government grants amortised during the year	(45,967)	(45,967)
Net cash flow from operating activities	(187,633)	(157,287)

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

19 ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2025	Cash flows	At 31 March 2026
	£	£	£
Cash at bank and at hand	2,198,596	(275,616)	1,922,980
Bank loans	(240,322)	8,390	(231,932)
Total net cash / (net debt)	1,958,274	(267,226)	1,691,048

20 OPERATING LEASE COMMITMENTS

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Group		Association	
	2026 £	2025 £	2026 £	2025 £
Not later than one year	91,354	103,077	84,687	93,964
Later than one and not later than five years	114,198	127,768	114,198	127,768
Later than five years	1,561,817	1,586,703	1,561,817	1,586,703
	1,767,369	1,817,548	1,760,702	1,808,435

21 RELATIONSHIP BETWEEN PARENT AND SUBSIDIARIES AND INTRA-GROUP TRADING

Intra-Group transactions	2026 £	2026 £	2025 £	2025 £
	New Outlook	Vision Homes	New Outlook	Vision Homes
Recharge of executive and other salaries	214,934	(214,934)	212,143	(212,143)
Other recharges	3,857	(3,857)		
Recharge of mobile phones	-	-	(566)	566
Total	218,791	(218,791)	211,577	(211,577)

As required by FRS 102 and the Housing SORP, the financial statements consolidate the results of Vision Homes Association, which is a wholly owned subsidiary of the Association at the end of the year.

There is a debtor balance in New Outlook Housing Association Limited £340,881 and a creditor balance in Vision Homes Association for £340,881 at the year end, which are eliminated on consolidation.

New Outlook Housing Association Limited is a Registered Provider of Social Housing and is a Registered Society under the Co-operative and Community Benefit Societies Act 2014 (registration 21410R). The registered office is 48 Woodville Road, Harborne, Birmingham, West Midlands, B17 9AT.

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21 RELATIONSHIP BETWEEN PARENT AND SUBSIDIARIES AND INTRA-GROUP TRADING (continued)

Vision Homes Association is a company limited by guarantee and is registered with Companies House in England (Company Number 02756733) and a registered Charity with the Charity Commission for England and Wales (Charity No. 1017893). The registered office is 48 Woodville Road, Harborne, Birmingham, B17 9AT.

New Outlook Housing Association Limited is the sole member of Vision Homes Association and as such, is the immediate and ultimate parent undertaking.

22 PENSION COMMITMENTS – GROUP AND ASSOCIATION

Defined Contribution Pension Schemes

Employees of New Outlook Housing Association Limited were members of the Birmingham Royal Institution for the Blind defined contribution scheme between 1 April 1997 and 31 October 1997. The assets of the scheme are held separately from those of BRIB in an independently administered fund.

Since 1 November 1997, employees of New Outlook Housing Association Limited, with the exception of employees who transferred under TUPE, are members of their own personal pension scheme and New Outlook Housing Association Limited contributes towards these personal pensions, alongside the members' own contributions.

The pension costs charge for these schemes represents the contributions payable to the schemes during the year by the Association and amounted to £81,878 (2025 - £70,873).

Vision Homes Association operates a defined contribution pension scheme for its employees, and the assets of this scheme are held separately in an independently administered fund. The pension cost charge represents contributions payable by Vision Homes Association to the scheme and amounted to £48,300 (2025 - £42,938).

The total contributions payable by the Group to these schemes at the year-end were £28,026 (2025 - £10,013) and are included in creditors.

Defined Benefit Pension Schemes

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

The SHPS 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 completed triennial valuation of the SHPS for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The SHPS 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.

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

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22 PENSION COMMITMENTS – GROUP AND ASSOCIATION (CONTINUED)

On 1 April 2019, sufficient information became available for the Association in respect of SHPS to account for its obligation on a defined benefit basis and was therefore first reflected in the year ended 31 March 2020. For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for each accounting year ended to 31st March.

The most recent formal actuarial valuation was as at 30 September 2024 and rolled forward, allowing for the different financial assumptions required under FRS 102 to 31 March 2026 by a qualified independent actuary. The liabilities are compared at the relevant accounting date, with the Association's fair share of the SHPS's total assets to calculate the Association's net deficit or surplus.

	31 March 2026	31 March 2025
	(£000s)	(£000s)
Fair value of plan assets	209	201
Present value of defined benefit obligation	238	239
Surplus (deficit) in plan	(29)	(38)
Unrecognised surplus	-	-
Defined benefit asset (liability) to be recognised	(29)	(38)
Deferred tax	*	*
Net defined benefit asset (liability) to be recognised	*	*

Reconciliation of the opening and closing balances of the defined benefit obligations:

	Period from 31 March 2025 to 31 March 2026 (£000s)
Defined benefit obligation at start of period	239
Current service cost	-
Expenses	2
Interest expense	13
Member contributions	-
Actuarial losses (gains) due to scheme experience	(1)
Actuarial losses (gains) due to changes in demographic assumptions	2
Actuarial losses (gains) due to changes in financial assumptions	(1)
Benefits paid and expenses	(16)
Defined benefit obligation at end of period	238

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

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22 PENSION COMMITMENTS – GROUP AND ASSOCIATION (CONTINUED)

Defined Benefit Pension Schemes (continued)

Reconciliation of the opening and closing balances of the fair value of scheme assets:

	Period from 31 March 2025 to 31 March 2026 (£000s)
Fair value of plan assets at start of period	201
Interest income	11
Experience on plan assets (excluding amounts included in interest income) - gain (loss)	-
Employer contributions	13
Member contributions	-
Benefits paid and expenses	(16)
Fair value of plan assets at end of period	209

Defined benefit costs recognised in the Statement of Comprehensive Income:

	Period from 31 March 2025 to 31 March 2026 (£000s)
Current service cost	-
Expenses	2
Net interest expense	2
Losses (gains) on business combinations	-
Losses (gains) on settlements	-
Losses (gains) on curtailments	-
Losses (gains) due to benefit changes	-
Defined benefit costs recognised in Statement of Comprehensive Income	4

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22 PENSION COMMITMENTS – GROUP AND ASSOCIATION (CONTINUED)

Defined Benefit Pension Schemes (continued)

Defined benefit costs recognised in the Other Comprehensive Income:

	Period from 31 March 2025 to 31 March 2026 (£000s)
Experience on plan assets (excluding amounts included in net interest cost)	-
Experience gains and losses arising on the plan liabilities - gain (loss)	1
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain (loss)	(2)
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain (loss)	1
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	-
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) - gain (loss)	-
Total amount recognised in Other Comprehensive Income - gain (loss)	-

Share of Scheme Assets

	31 March 2026 (£000s)	31 March 2025 (£000s)
Global Equity	23	23
Absolute Return	38	37
Insurance-Linked Securities	-	1
Property	10	10
Real Assets	20	24
Private Credit	26	25
Credit	8	8
Investment Grade Credit	12	6
Cash	-	3
Secure Income	6	3
Liability Driven Investment	64	61
Currency Hedging	-	-
Net Current Assets	2	-
Total assets	209	201

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

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22 PENSION COMMITMENTS – GROUP AND ASSOCIATION (CONTINUED)

Defined Benefit Pension Schemes (continued)

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

Key Assumptions

	31 March 2026	31 March 2025
	% per annum	% per annum
Discount Rate	5.95%	5.73%
Inflation (RPI)	3.34%	3.13%
Inflation (CPI)	3.02%	2.76%
Salary Growth	4.02%	3.76%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2026 imply the following life expectancies:

	Life expectancy at age 65 (Years) 2026	Life expectancy at age 65 (Years) 2025
Male retiring in 2026	20.9	20.5
Female retiring in 2026	23.2	23.0
Male retiring in 2046	22.2	21.7
Female retiring in 2460	24.6	24.5

NEW OUTLOOK HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

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23 CONTINGENT LIABILITIES

Woodville Road

Under the terms of the legal charge between New Outlook Housing Association Limited and the Secretary of State for Health, the grant advanced by the West Midlands Regional Health Authority of £209,000 in connection with the purchase and renovation of 15 Woodville Road, Harborne, is repayable if the property ceases to be used for the purposes agreed and in certain other circumstances.

Queen Mother Gardens and Albert Weedall Centre land

The land occupied by "Queen Mother Gardens" (QMC) and the "Albert Weedall Centre" (AWC) was leased rent-free from Birmingham Royal Institution for the Blind but will be reclaimed if the housing properties cease to provide accommodation for visually impaired people.

SHPS

The Association was notified by the Trustee of the SHPS that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee has been advised to seek clarification from the Court on these items. The process is ongoing.

It is recognised that this could potentially impact the value of the Scheme liabilities, but until Court directions are received, it is not possible to calculate the impact of this issue, particularly on an individual employer basis, with any accuracy at this time. No adjustment has been made in these financial statements in respect of this potential issue.

Social Housing Grants

The Association receives capital grants from Homes England, which is used to fund the acquisition and development of housing properties and their components. The capital grant is amortised to the statement of comprehensive income over 70 years. In certain circumstances upon disposal of grant funded properties, the association is required to recycle this grant by crediting to the Recycled Capital Grant Fund.

Upon Redditch Friends Housing Association's transfer to New Outlook Housing Association on 30 September 2021, the Social Housing Grant was removed. The Social Housing Grant could be repayable or recycled should there be a future property disposal. As the timing of future property disposals is uncertain, no provision has been recognised in these financial statements.

24 RESIDENT FUNDS

These funds are not under the direct control of the Housing Association and are therefore excluded from the financial statements.

25 RELATED PARTY TRANSACTIONS

No Board Members of the Association had any transactions with the Association during the year which require disclosure other than those disclosed in note 9 in relation to key management personnel remuneration and transactions.

Vision Homes Association is a wholly owned subsidiary of New Outlook Housing Association Limited and disclosures of the transactions between the two organisations are disclosed in note 21.