



Acis Group Limited

Annual Report and Financial Statements 2025/26

Year ended 31 March 2026
Company No: 03593345



Our year in numbers

PEOPLE



20,000

people supported
(in social housing)



17,000

people supported
(education, skills and wellbeing)



260

people helped into work



85%

Group services customer satisfaction

HOMES



6,954

Homes managed
(+ 1,684 student bed spaces)



305

home energy efficiency improvements



178

new homes delivered



£3,864

Social housing cost per unit

FINANCES



£51m

turnover



£20m

social value generated



£6.9m

Capital investment in homes



£1.5m

surplus

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Board Members, Executive Officers, Advisors and Bankers

Board:

Chair	Peter Noble
Vice Chair	Carole Hodson
Board Members	Paul Satchwell Julie Haywood Paul Wilkin Holly Wilson John Westby Sami Mirza Matthew Adam David Glover Cath Bacon Paul Milner

Please see pages 38-40 for board appointment and resignations

Executive officers:

Chief Executive	Greg Bacon
Finance Director	Adrian Chamberlain
Director for Customer Excellence	Paul Woollam
Director of Property Services	Mark Jones
Director of Community Investment	Claire Woodward
Company Secretary	Greg Bacon

Registered numbers:

Registered as a private company limited by guarantee under the Companies Act 2006, No. 03593345

Registered as a charity with The Charity Commission, No. 1141067

Registered by the Regulator for Social Housing, No. L4229

Registered office: Acis House
Bridge Street
Gainsborough
Lincolnshire
DN21 1GG
www.acisgroup.co.uk

External Auditor: Menzies LLP
Statutory Auditors
One Express
1 George Leigh Street
Manchester
M4 5DL

Solicitors: Forbes Solicitors
Rutherford House
4 Wellington Street
Blackburn, Lancashire
BB1 8DD

Devonshires
37 Temple Street
Birmingham
B2 5DP

Bankers: National Westminster Bank Plc
Leicester Customer Service Centre
Bede House
11 Western Boulevard
Leicester
LE2 7EJ

Chair's Statement

Welcome to our 2025/26 Annual Report and Financial Statements.

What makes Acis Group truly distinctive and remarkable in the housing sector is that we have always seen ourselves as far more than just a provider of housing. While we rightfully remain focused on the physical structure of the home, we have combined our housing expertise with a significant specialised education and skills ecosystem. This 'One Acis' approach means that someone who joins our community does not just find a place to live but gains access to a life-changing network of support, learning and wellbeing. Throughout the 2025/26 financial year we have demonstrated remarkable resilience and provided purposeful transformation to live our 2030 Vision by putting people first and focusing our efforts across our three priority areas: **Home, Support and Quality**.

Home is about creating space where people thrive providing high-quality housing which remains the cornerstone of our mission. During the year we received 178 new property handovers, including successful completion of our 47-home scheme at Birch Road, Louth; continued development at Beverley Road Harworth, and the ongoing 138-home project at Bowling Green Road. We also saw significant progress at Grange House in Market Rasen, our flagship supported housing scheme for working-age adults. We continue to align our asset management with our net-zero ambitions. We secured over £1.3m in funding for energy efficiency, improving more than 305 homes and moving closer to our 2030 target of EPC C.

Support is about the 'whole person' across a range of challenges through integrated services that reach beyond traditional housing. A landmark achievement was the acquisition of Skills Centre Plus in May 2025, which secured vital specialist SEND provision for North Lincolnshire. This growth was bolstered by the launch of the Campus for Future Living in Mablethorpe, which serves as a hub for health, wellbeing and research. Through these initiatives, we recorded £11m in social value for the previous academic year and forecast an incredible £20m for the 2025/26 academic year.

Quality is about embedding and exceeding standards which sat at the heart of everything we did in 2025/26. We maintained 100% compliance in gas and electrical safety inspections and successfully retained our G1/V2 Regulator of Social Housing regulatory grading following the annual stability review. Notably, we further strengthened our commitment to safety by achieving the ISO 45001 accreditation, the international standard for Occupational Health and Safety Management. Our performance remained strong with the majority of our perception measures sitting in the upper quartile when benchmarked against our peers. While we faced specific challenges, such as stress testing triggered by lower student

occupancy in Nottingham, the Board responded with a rigorous plan involving rent re-basing and increased marketing to ensure long-term resilience.

On **governance and succession**, the year marked a significant transition in our leadership. Following the September AGM, I was honoured to succeed Kath Smart as Chair after eight years of dedicated service. We also refreshed our Board and Committees, recruiting new talent to ensure we remain equipped for the evolving regulatory landscape, including new building safety and energy efficiency standards.

As we look ahead, our distinctive 'One Acis' culture remains our greatest strength. By interweaving our housing expertise with our expanding education and community hubs, we continue to build this leading organisation that serves as a remarkable and vital partner in the prosperity of our region



Peter Noble, Chair
July 2026

Operating and Financial Review and Strategic Report

Business Overview

Our roots are in housing, providing safe, comfortable and affordable homes for people. Our primary focus will always be on delivering quality homes, ensuring standards are met, and delivering a great service people expect from an excellent landlord. We've always done this, and we always will. But a home is so much more than bricks and mortar. It's a place that people want to be, where they expect to receive quality services, and which enables them to be among local people and feel part of a community.

We want to provide the best support for people in our communities and, as a Group, we bring together different services to help us do that. In addition to our core housing services, we will help people to realise their potential by offering spaces which enable people to think, learn, grow and thrive. This also includes supporting people to build the confidence they need to move towards employment, learn new skills and achieve qualifications.

Housing

We own and manage almost 7,000 homes – available to rent, buy or part own which provide safe and secure homes for more than 20,000 people. We also own and manage over 1,600 bedspaces of student accommodation.

In addition, we develop over 100 new homes each year, whether they're for rent, outright sale, shared ownership or supported housing. Our development programme works to meet the needs of our communities, so we can be there to support more people when they need us.

Our teams and services are embedded within the communities where we work, so we know the opportunities and challenges those communities face.

We are passionate about continually improving our existing homes and services whilst also growing our offer, in those areas where we see a benefit for our customers.

Community Investment

Alongside our homes, we provide services that enable opportunities so people can thrive. For each person we help, their journey and destination could be vastly different. But we'll always aim to help people reach their full potential. Whether it's getting them into work, support with mental health or the first steps in basic skills, we ensure that the services we provide support them to reach their destination. We provide:

- community engagement to ensure inclusion and build neighbourhoods that feel safe and secure.
- holistic wellbeing support aimed to proactively tackle challenges and needs before they turn into crisis.
- specialist services in education focused on supporting those with Education, Health and Care Plans who are most disadvantaged and unable to access mainstream education.
- Support to find work – particularly focused on supporting those who see work as unachievable.

All of this delivery is overseen by our Group Board and delivered through our charity Acis Communities Limited and specialist subsidiary organisations –

Acis Students offers a safe and secure base for students during their time at university. With flexible options across different bedroom types, students can choose what's right for them, while accessing the wellbeing focused support to ensure the university experience is positive, supportive and helps them thrive. With sites currently in Nottingham and Sheffield, it gives an affordable option for people who may not otherwise be able to access a university education.

Campus for Future Living brings together residents, organisations and partners to help people live healthier, longer lives. It offers a shared space in Mablethorpe for collaboration across sectors, to find innovative solutions to tackle long-term challenges that can enable step-change thinking, nationally, while providing essential health, wellbeing and education services for the local community.

Ofsted-rated **Community Learning in Partnership (CLIP)** are specialists in education and wellbeing. With a different approach to mainstream education or services, it offers local community-based support across centres in Market Rasen, Gainsborough and Mablethorpe. Rooted in support, wellbeing projects and groups that help people break down barriers and move forward, alongside a wide range of full and part-time learning to meet local needs and help people achieve key qualifications.

Riverside Training provides training, employment support and wellbeing services that help people of all ages get into or progress in work. Our employment specialists provide outreach support and learning virtually and face-to-face through their hub in Gainsborough and through outreach locations in the community across Lincolnshire and South Yorkshire, so we can make sure people can access our services where and how they need them.

Operating and Financial Review and Strategic Report (continued)

Skills Centre Plus offers alternative learning for 16–24-year-olds with an Education Health Care Plan (EHCP). It delivers one-to-one and small group programmes focused on person-centred support that builds independence, confidence and vocational skills in their centres in Scunthorpe. Through hands-on learning in our workshops coupled with pastoral support and guidance, learners can gain industry recognised qualifications alongside the essential life skills they need to succeed.

Group Activities

Acis consists of a parent registered provider, Acis Group Limited, and ten subsidiaries, as follows:

- Acis Development Services Limited
- Acis Communities Limited
- Riverside Access and Training Centre Gainsborough Limited
- Community Learning in Partnership Limited
- Plus Skills Development Limited (Skills Centre Plus)
- Campus for Future Living Limited (CFFL)
- Acis HomePlus Limited (Dormant)
- Acis Properties Limited (Dormant)
- Acis Management Limited (Dormant)
- Prime Repairs and Maintenance Limited (Dormant)

Acis Group Limited is the main asset-holding entity of the Group, including all the Group’s housing properties held for rent. Riverside Access and Training Centre, Community Learning in Partnership and Skills Centre Plus all provide a wide range of training opportunities for our customers and the wider communities. Campus for Future Living Limited manages the Campus in Mablethorpe, Acis Communities Limited delivers all the non-housing related activities including being the parent of Riverside, Clip, SCP and CFFL. Acis Development Services Limited provides development services within the group.

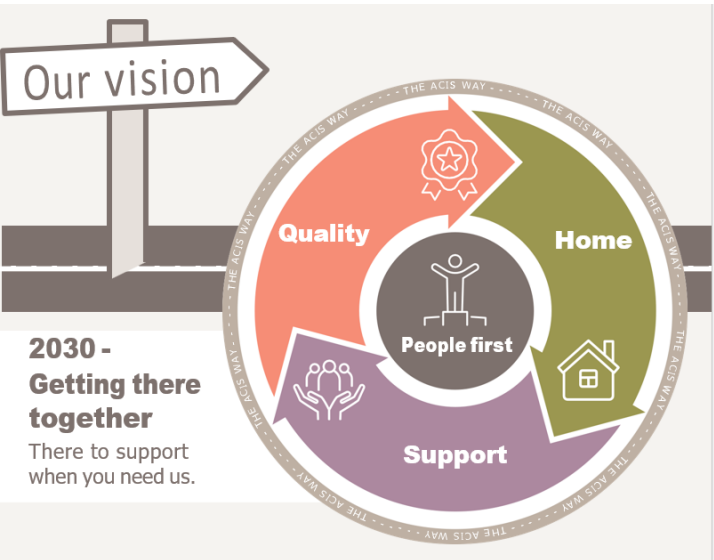
Our Vision

At Acis, our vision is to be there to support people when they need us. We’ll ensure we do this by putting people first and focusing on our priority areas:

Home	Creating spaces where people can thrive.
Support	Help for people across a range of challenges.
Quality	Embedding and exceeding service standards.

We are now two years into our new Corporate Strategy entitled “2030 Getting There Together”. To define this strategy, we asked more than 7,500 people – customers, colleagues and stakeholders – to understand what they liked about the services we provide, how we could improve them and in what other ways we could offer support into the future.

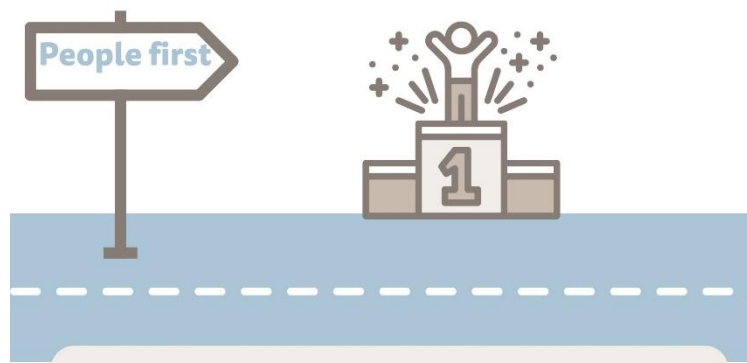
The strategy was defined and written by our people – a group of colleagues from across the organisation who have come together to develop, write and agree this strategy, ensuring it focuses on delivering what we need to achieve. And doing it by **getting there together**.



Corporate Priorities

More details on our corporate priority areas, and how we will know that we have achieved our goals, are set out below:

Operating and Financial Review and Strategic Report (continued)



People first

We asked people how we could support them, and 48% felt we could help them with challenges they were facing right now.

We'll know we've achieved this priority because we'll have:

- maintained an embedded approach to safeguarding everyone
- achieved Investor in People platinum status
- achieved the Diversity Network Accreditation
- continued to increase the number of people who engage with us
- increase the number of people who engage with us digitally



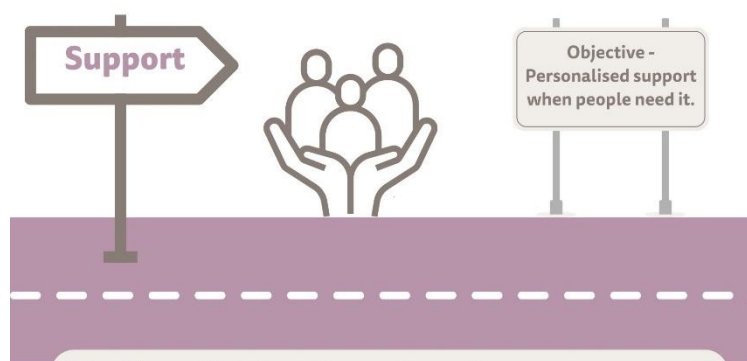
Home

Objective - To create spaces where people thrive.

Our journey started with houses – and today we talk about homes to include the people and families who live in them, not just the lead tenant.

We'll know we've achieved this priority because we'll:

- continue to maintain our high level of compliance with the Decent Homes Standard
- continue to measure our compliance standards with health and safety at the heart of what we do - we will do this through our performance management framework
- develop more than 800 new homes, and around 10% will be specialist or alternative housing to meet local community needs
- achieve EPC ratings on our properties
- develop a strategy for meeting net zero carbon objectives by 2050



Support

Objective - Personalised support when people need it.

We will provide help, guidance, signposting and encouragement when people need it. This could be one off or as often as needed to ensure people feel we are there when they need us.

We'll know we've achieved this priority because we'll:

- grow to deliver 10% of turnover through charitable purpose services which support communities where we work
- measure and monitor our social impact
 - reporting through our ESG and wider impact reports annually
 - achieving over £4 million in social value pounds in existing services
- support 20,000 people to achieve a positive destination or outcome including support to:
 - sustain their tenancies
 - increase their confidence
 - progress into full-time education, employment or further support to work in the future
- deliver top quartile performance for housing and neighbourhood services among our peer group, particularly in our customer support areas

Operating and Financial Review and Strategic Report (continued)



We'll know we've achieved this priority because we'll:

- have defined and established our Acis Stamp of Approval by 2026, and it will be embedded across the Group by the end of the strategy period
- achieve relevant annually set housing quality standards, quality and compliance targets across the group, and annual reporting against ESG to ensure we focus on our sustainable impact
- retain our G1/V2 regulatory score with the regulator for social housing
- gain key accreditations including:
 - (Housing) Customer Excellence accreditation - maintain compliance
 - (Students) Be an approved member of the National Code for Students
 - (Education) Achieve an Ofsted rating of Good
 - (Our People) Achieve ISO 45:001

When we launched the strategy, we committed to undertaking a structured review of progress against the strategy targets on an annual basis. The second of these was completed in March 2026, the key highlights under each priority are:

People

- We retained our IIP Silver award, with a clear direction of travel towards Gold
- We achieved the Housing Diversity Network's ED&I accreditation
- We enhanced our mental health first aider programme internally
- We held a successful AcisFest event for our colleagues aimed at getting there together
- We launched a review of Reward and Recognition in conjunction with our employee forum (Our People's Voice)

Support

- Our Acis Communities contracts started to deliver for tenants.
- We acquired Skills Centre Plus, further enhancing our education offering
- We completed the conversion of Riverside & Clip to charities
- We supported the Afghan resettlement scheme through the acquisition of properties
- We embedded our safeguarding practices
- We improved achievement rates for young people being supported by our community investment activities
- We enhanced our social value reporting and recorded £11m in the 2024/25 academic year and forecasting £20m in the 2025/26 academic year

Operating and Financial Review and Strategic Report (continued)

Home

- We secured more than £1.3m of external funding and delivered energy efficiency improvement works to increase the EPC rating of many homes.
- We delivered a healthy programme of new homes
- We largely completed the works on specialist housing at Market Rasen House and Bowling Green Road.
- Demonstrated sustainable strong performance against KPI's including TSM's which benchmark favourably against our peers.
- Enhanced our support hubs with the launch of the Campus in Mablethorpe and the bank/Grange collective in Market Rasen.
- Relocated our Sheffield corporate office.

Quality

- Retained our G1/V2 RSH regulatory grading following annual stability check
- Achieved the ISO 45001 accreditation
- Retained the Customer Service Excellence standard
- Retained the Anti-Social Behaviour accreditation
- Achieved Cyber essentials for the Group
- Defined the Acis stamp of approval
- Demonstrated strong performance through internal and external audit regimes

Culturally, we continue to promote and exhibit our three core values (Positive, honest and Ambitious) that are fundamental to how we deliver our activities. These are the core values which help us understand what behaviors and attitudes we need to exhibit in order to deliver for our customers:



Operating and Financial Review and Strategic Report (continued)

Our Resources and Services – in the year and looking forward

Our Finances

The year has again been one where we have continued to focus on delivering improved services to our customers.

Our social housing performance was evidenced by another strong set of results against the regulator of social housing Tenant Satisfaction Measures (TSM's). We have also continued to develop our engagement offerings to ensure we are delivering to customer requirements.

We have continued to impact the lives of many tenants and those in the wider communities through the services provided by our education, training, wellbeing and wider community activities. These services have also delivered increased satisfaction and higher achievement rates.

By far the biggest challenge and financial impact during the year was the much lower than anticipated student occupancy from September 2025. This was primarily caused by lower bookings in Nottingham where market conditions and wider political factors saw a downturn in accommodation demand across the city. This triggered our stress testing early warning indicators, with the executive and board acting promptly to implement our predetermined mitigations to ensure that we maintained sufficient headroom against our banking covenants.

This contributed significantly to the reduction in our Group net surplus before taxation, which decreased to £1.5m (2025: £5.6m). In addition, we recognised an impairment charge on our new development at Grange Farm/Market Rasen House, a flagship supported housing scheme for working-age adults. This unique Grade II listed building features extensive communal space and a range of wider amenities. The Board acknowledged its considerable social importance compared to its costs, when initially assessing the scheme.

We continued to invest heavily in our existing stock with capital improvements totaling over £6.9m, allowing us to provide better homes for our customers.

Group turnover increased by £2.0m in the year largely due to the addition of Plus Skills Development into the Group and offset by the reduced income from student accommodation due to the lower occupancy from September 2025.

Net debt (drawn loans less cash and cash equivalents held by the Group) increased to £240.1m (2025: £226.7m) mainly due to the continued investment in our existing stock and our new build programme of rental and sale homes.

Our People

Our vision, as outlined in the 2024-2030 Corporate Strategy 'Getting There Together', is to be there to support people when they need us. Central to that vision, and the heart of our corporate strategy, is People First.

We know that when we put our colleagues first, they will put our customers first. We know this positively impacts organisational success. Acis proudly recognises and values our people. Therefore, this strategy integrates enabling people to achieve corporate goals, both deliverables and behavioural standards, with valuing their ideas and efforts.

Employee engagement, motivation, inclusion and development have a direct impact on overall organisation performance. Fostering our Acis Culture and way of working, our people strategy outlines our commitments to attract, retain, develop, support and grow our employees in a safe and inclusive environment.

We continue to promote the Acis Principles that are designed to drive forward a customer focused approach across the Group, irrespective of what part of the business our people are working in. These are:

- Customer First – always putting the customer at the forefront of our thinking.
- Own It – take responsibility and make sure it gets done.
- Connect – engage with colleagues because together we are stronger.
- Be the Solution – don't just highlight problems; be involved in helping us to deliver the solution.
- Do What's Right – that doesn't mean we can do everything. Be honest in what the customer can expect from us and ensure we deliver on that expectation.

We have continued to strengthen our Equality, Diversity and Inclusion (ED&I) credentials. During the year, we launched our ED&I strategy, developed with input from both customers and colleagues, which outlines our commitments and actions to advance our ED&I journey through to 2028. We also achieved Housing Diversity Network accreditation, and our ED&I working group has met regularly throughout the year to drive progress against our action plan.

Operating and Financial Review and Strategic Report (continued)

Business Infrastructure

We began the year with the acquisition of Scunthorpe-based Plus Skills Development Limited (Skills Centre Plus). Following a period of due diligence, we were pleased to welcome Skills Centre Plus into the Group in May 2025. This acquisition expands our geographical reach and broadens our customer base within the education and skills sector. It also provides opportunities to develop additional areas of expertise, enabling us to offer more to our customers and deliver greater social value, while creating synergies with the lower-level support already provided by Clip and Riverside.

This acquisition was soon followed by the launch of our innovation project, the Campus for Future Living in Mablethorpe, which is designed to help address health inequalities in coastal communities. The Campus was handed over to us in April and officially opened in June 2025. Since then, the team has worked diligently to engage key partners and local communities through both the services provided and the café space, establishing it as a valuable asset for the local area.

All of these community activities were incorporated into the group structure changes that were initially started in 2023. We were delighted in September to finally get the new entity Acis Communities (ACL) registered as a charity, and Riverside Training and Clip converted to charities. With Skills Centre Plus and Campus for Future Living also sitting under Acis Communities Limited, the new group structure provides clarity and segregation between the housing and community activities and better recognises the charitable and social purpose activities that we offer as a Group.

Our new IT strategy set an ambitious plan to improve business systems, knowledge and information management and a continued focus on cyber-Security. During the year the teams have undertaken significant market engagement with housing management system providers, to see if there are more modern and better value for money options available in the marketplace.

In addition to the market testing, as part of the discovery work, the IT systems team have reviewed many of our processes and data to see where we can work smarter not harder. Removing waste and focusing on the use of the core system to ensure there is one source of truth. This housing management system project will ensure that systems are designed to remove waste, cleanse data and provide a consistent way of undertaking tasks. Once completed this will provide a modern system and improve our data information management.

Our Customers

Our Corporate Strategy 2024-30 “Getting There Together” confirmed that we will continue to promote inclusive communities and respect diversity. To further this, we have continued to actively seek personal information from our customers so that we are aware of their specific needs and are shaping services towards meeting them.

The Tenant Satisfaction Measures have continued to give us insight as to what customers think of our services. Our 2025/26 perception measure outturns showed an increase in overall satisfaction, with another six of the twelve measures also improving from the previous year. When using the Regulator of Social Housing’s last published benchmarks to compare against other similar sized landlords, we were in the upper quartile range for all but one measure which was in the median range and just below the upper quartile. This favorable position evidences our ongoing commitment to putting our customers first.

There was also very positive feedback about key service areas. Of 1655 survey respondents, 1590 (96%) expressed their satisfaction with our Customer Service Centre and, from 3584 post works surveys carried out, 3479 (97%) customers expressed satisfaction with responsive repairs.

Customers have increasingly used the digital services that we offer, with a continually growing number of transactions made through the MyAcis portal. Our “Your Voice” platform is now a central part of our approach to engaging customers and hearing their voice, with healthy responses to a range of activities leading to clear outcomes which are routinely shared as “You said, we did”.

Our education, training, wellbeing services, and community activities continued to impact on the lives of many customers. These also saw increased satisfaction and higher achievement rates.

Our corporate strategy also confirmed our action to launch the Acis stamp of approval. The design of this has progressed, giving customers the opportunity to assess our services to see if they meet their expected quality standards.

Operating and Financial Review and Strategic Report (continued)

Our Homes

Our home safety compliance performance has remained good with tight controls continuing to be exercised over the key statutory compliance areas. Annual gas safety inspection performance has averaged 100% throughout the year; indeed, this performance is echoed around our other fuel sources including oil boilers, air source heat pumps, ground source heat pumps and solid fuel.

Electrical periodic inspection certificates of less than five years is also at 100% and all passenger lift inspections have been carried out. Fire Risk assessment processes are well embedded together with follow up actions, which are monitored and reported to Board.

The focus on damp, mould and condensation issues highlighted last year has continued, and during the year a business case was approved to further strengthen the in-house team with two further operatives to focus on damp and mould cases. This was aimed at reducing the externalised cost and improving the response time of the initial remedial work. We also commissioned an internal audit of our damp and mould risk management practices, the outcome of which was substantial assurance with no recommendations, providing further assurance for our board on our approach.

Our Asset Management Strategy sets some of the foundations for preparing the organisation for future investment into net zero carbon. Works undertaken in conjunction with Savills has identified significant investment challenges which are further exacerbated by skills shortages and supply chain issues which are driving retrofit prices even higher.

With currently unknown replacement technologies for our existing fuel sources and, perhaps more importantly, an unknown funding obligation on the business, our current focus is on establishing the base data from which no regret decisions can be made about improving the thermal efficiency of our existing housing stock, whilst seeking out funding opportunities from a multitude of sources.

A Board-sponsored Asset Management Working Group was formed and has met throughout the year to consider immediate actions to address hard to heat/hard to treat properties and establish a plan to deal with a small number of properties rated at EPC “D” and below.

During the year we secured over £1.3m of fully funded energy efficiency works, completing over 305 improvements across cavity wall, ventilation, solar photovoltaic and high heat retention storage heater

programmes. Together these have improved the energy efficiency of more than 247 properties helping towards achieving the 2030 target of EPC C. This work, which was funded through the ECO4 scheme, has also had a significant impact on reducing customers utility costs.

Building New Homes

We have continued to respond to the national shortage of affordable housing in the year with 178 new rental and shared ownership homes handed over and many more on site being developed for handover in the coming years.

Our development aspirations reflect the continuing need for cross subsidy, and we intend to continue to develop on a mixed tenure basis, utilising the surpluses made from outright and shared ownership property sales to support provision of new rented homes in the communities which need them.

Mixed tenure development clearly builds housing market risk into the organisation. Our financial planning and stress-testing on both an individual scheme and organisation-wide basis factors this in, and schemes are not approved unless they add value and have a feasible exit or mitigation strategy in the event of market downturn.

Supporting Our Communities

Clip and Riverside have continue to provide a vital role in ensuring communities thrive, working to ensure people have access to opportunities, services and support that they need. Through these Group companies we deliver education, employment, training, wellbeing, and community health services. We work with people to help them gain skills, grow their confidence, focus on their own wellbeing and move towards employment. Through these wider services, we support thousands of people from our local communities each year to take their next step.

During the 2024/25 academic year Clip and Riverside delivered more and helped more people than in previous years, engaging with and supporting over 17,000 people including 260 people that we helped into work, or supported to remain in work, and 185 people that we helped into further education.

We also expanded our support offering throughout the year to include specialist post-16 education for students with special educational needs and disabilities through the acquisition of Plus Skills Development. As well as, establishing a multi-generational community hub focused on community and coastal health inequalities in Mablethorpe through the introduction of the Campus for Future Living.

Operating and Financial Review and Strategic Report (continued)

Section 172 Statement

The Directors have had regard to their duties as set out in section 172 of the Companies Act 2006. As a registered charity, the duty of a director is to act in the way he considers, in good faith, would be most likely to promote the success of the company for the benefit of its charitable beneficiaries. The key factors that demonstrate this duty are:

Decision making

All decisions taken by the Board are made after considering the short, medium and long-term financial and non-financial impact on the Group. The Group has a long-term financial plan which all material decisions are considered against; the plan is stress tested for multi-variable scenarios and early warning triggers are in place and reported to the Board. All investment decisions are supported by detailed financial modelling using financial assumptions set out in the Group's Investment Policy.

Examples of Board decision making in the year include:

- The lower Nottingham student occupancy from September 2025 triggered our stress testing early warning triggers and therefore our response plan to ensure we mitigated the risk on the Group finances. This became the main topic at the board's November strategy event where the board considered detailed scenario modelling along with external expert advice before deciding on a plan for future letting cycles.
- After careful consideration and detailed due diligence, the board agreed to progress the acquisition of Plus Skills Development Limited.

Employee engagement

People first is a key part of our corporate strategy, we have a commitment to equip our people to ensure they have the skills, tools, support and empowerment they need to do what needs to be done to serve our customers. We regularly benchmark our salaries and benefits to ensure that they remain competitive. We have an employee forum, Our People's Voice, which meets monthly. The forum acts as the official staff consultative body for our people across the organisation. We also hold the Investors in People accreditation.

Examples of engagement with employees

during the year include:

- We held a series of "Acisfest" events for our people to come to together focused on our corporate strategy approach of "getting there together".
- We enhanced our internal mental health first aider program by training more colleagues alongside ongoing awareness raising.
- Achieved the ISO450001 accreditation evidencing our commitment to, and high standard of Health and Safety at Acis.

Supplier relationships

Good relationships with suppliers are key to us being able to deliver our services to our customers. These are managed through dedicated contract managers and supported by our Procurement Manager. We work with our suppliers to develop and build effective relationships.

Examples of engagement with suppliers during the year include:

- We have continued to transition from main contractor delivery to locally based SMEs with a strong track record and proven expertise in delivering specific capital component replacements to a high standard. This approach is now in operation across our entire geographical region.

We have established weekly progress meetings between client and supplier representatives, providing a solid platform for building strong and effective relationships.

This model enables a more responsive service and closer collaboration, with ongoing feedback from technical surveyors indicating improvements in the quality of finished work and increasing levels of customer satisfaction.

- Our Finance and Development committee receives an update report at each meeting which provides details on all large-scale procurements and tracks actions against the board approved procurement strategy. These actions include work to continue to enhance our supplier management.

Operating and Financial Review and Strategic Report (continued)

Customer Engagement

The relationship with our customers is key to our success. We strive to provide an amazing service to all of our customers. Our vision is to be there to support our customers when they need us. We welcome feedback from our customers and will use it to help us improve our services and to deliver value for money.

Examples of engagement with customers during the year include:

- We continued to undertake both transactional and quarterly independent customers satisfaction surveys. The consolidated annual results of the independent survey was a further increase with overall customer satisfaction of 85%, we value and act on this feedback.
- Following its launch we have continued to promote our “Your Voice” digital platform as a central part of our approach to hearing the customer’s voice.
- Our focus during the year has been on ensuring that our homes are of high quality, safe, and affordable to run. We have also continued to deliver a first-class repairs service that meets customers’ expectations, while working in partnership with them to develop and improve our services. In addition, we have sought to ensure value for money through a balanced mix of internal and external delivery.

Communities and Environment

We actively consider our effect on the wider communities and the environment. In addition to providing a large portfolio of mixed tenure housing and associated estate management services, we go beyond the bricks and mortar, to focus on the people who live in our homes and the wider communities in which they live. Our homes are the starting point to help people achieve whatever they want to and our wider service offering is continuing to grow. This now includes more training and employability support services which means we can support even more people in our communities.

Below are some of our activities in the year:

- Our education and skills business unit has continued to offer valuable services across all of the communities in which we operate. Supporting some of the most vulnerable people and really making a difference to their lives.
- During the year the assets team have secured over £1.3m of fully funded energy efficiency works, completing over 305 improvements across cavity wall, ventilation, solar photovoltaic and high heat retention storage heater programmes.
- We acquired Plus Skills Development and opened the Campus for Future Living. Further enhancing our support offer and geographical footprint.

Business Conduct

The Group strives to maintain a reputation for high standards of business conduct. The Group received an in-depth assessment in May 2023 by the Regulator of Social Housing when we were awarded the top governance grade (G1), this grade was confirmed in the regulator’s stability check during the year. We also undertake triennial independent governance reviews the latest of these was completed during the year and concluded that governance arrangements are proportionate and generally effective with a strong appetite for continuous improvement and a sound awareness of the Board’s regulatory and legislative remit and responsibilities.

We continue to undertake an annual assessment of compliance against the regulatory standard. In addition, the Group also carries out an annual assessment of compliance with the adopted code of Governance.

The Group has core policies in place which the directors agree to uphold. This includes a code of conduct, Group standing orders, financial regulations and a confidential reporting (whistleblowing) policy.

The directors also complete declarations of interest disclosures to avoid any potential conflicts of interest.

Collectively, these measures help to ensure that the Board acts in the best interest of the Group at all times.

Operating and Financial Review and Strategic Report (continued)

Strategic Risk Overview

Risk evaluation remains integral to the formulation and delivery of our business strategy. Our Board and Executive Management Team have maintained its programme of risk review throughout the year.

Operational and project specific risk maps help in support of the corporate risk register – this work has driven increased risk awareness into operational teams, providing another level of assurance that our staff are thinking about what could impede successful delivery of targets and what can be done to manage these risks.

Risk Management

Our Audit and Risk Committee performs a detailed risk management scrutiny function on behalf of the Board. The most significant risks currently facing the organisation are shown in the table below. These, along with the other main risks captured on the corporate risk register, are reviewed by the Board on at least a quarterly basis and at every Audit and Risk Committee meeting. We also map our risks against external sector information including the Regulator's sector risk profile.

Our first line of defence is to ensure robust controls and processes are in place which are owned and managed by executives and senior managers responsible for business activities.

Ultimately the Board is responsible for risk including the approval of the risk management framework, risk management strategy, risk appetite, associated policies, and financial regulations.

Risk Appetite

Our approach to risk appetite balances the level of risk the Board is prepared to take, with the rewards in the delivery of our strategic objectives and potential opportunities. The Board periodically reviews its risk appetite and may vary the amount of risk which it is prepared to take depending on specific circumstances.

The Board sets its appetite across a range of areas in order to determine the specific nature and extent of risk that it is, and is not, prepared to take in the achievement of its strategic objectives. Risk appetite is considered in each report to Board, and its Committees, in order to ensure appropriate alignment with current position and the risk appetite is kept under continual review throughout the year.

Stress Testing

These risks link closely to the work we do to stress-test our financial plans against a range of adverse scenarios. For each of the scenarios we identify the necessary mitigations and early warning triggers which are continuously monitored and reported quarterly to the Finance and Development Committee. These triggers allow us to respond quickly if necessary.

Risk Assurance

A separate risk assurance register is maintained by the Group which sets out the various sources of assurance the Board can place reliance upon and identifies any risks where the Board may require further assurance. The assurance register is based upon the three lines of defence methodology.

Operating and Financial Review and Strategic Report (continued)

Risk area	Consequences	Mitigation	Control measures
Cyber security	There continues to be more sophisticated hacking attempts designed to defraud, disrupt or deny services or systems. Which could result in disruption to normal business operations.	Regular user training and continued enhancements to control environment.	Data backups, software updates and network controls.
Interest rate increases on new and existing debt	Acis has an element of variable rate debt. Higher rates will result in increased funding costs.	High levels of fixed rates on existing debt. Policy requirements for fixed rate hedging and reporting to the Finance and Development Committee.	Risk adverse treasury policy. Stress testing with triggers. Regular reporting to committee includes cash forecasting.
Not generating required income levels from student accommodation	External factors such as changes in student approach to studies could lead to a short-term reduction in occupancy and income.	Strong established relationship with both Universities; close early monitoring of bookings; stock assessment taken by third party experts on a periodic basis.	Performance management. Financial planning and modelling. Board sponsored task and finish group.
Financial impact of net carbon zero agenda	To achieve the Government targets for net carbon zero there will be a requirement to improve the energy efficiency of our homes the costs of retrofit are significant.	Factor low carbon into new development design; collect EPC data for all existing stock; New asset management strategy sets path for no regrets thermal measures; leverage external funding.	Collection of all necessary base data to make an informed decision; consultants engaged to model financial impact. Stress testing scenario to demonstrate the impact.
Inflation divergence	Current geopolitical tensions are causing inflationary pressure and fuel cost increases. Any change to the current rent settlement will cause inflation divergence.	10-year rent settlement of CPI+1%. Close monitoring of cost inflation through management accounts and stress testing triggers.	Monitor all indices; control costs through budget setting and contract management.
Not generating the required income for community activities	Reduced local opportunities to bid for required funding impacted by political changes.	Strong relationships with local authorities and funders. Positive reputation for delivery.	Grow local authority relationships; close monitoring of all opportunities with responsive bidding processes.
Climate change	Impact of extreme weather events which have a financial or operational impact on the business.	Insurances in place which are revised regularly for coverage; understanding of risk areas being further developed.	Early warning measures and business continuity planning.
Development and sales	Impact of the economic environment on the development and sales programme. Including contractor solvency.	Structure deals to protect as much as possible against price changes and allow tenure change. Close monitoring of developers.	Close oversight of development and sale performance by committee.
Pension Costs	The pension scheme administrator is currently seeking a high court judgement regarding previous inflation practices	Limited mitigation is possible at this time.	Close monitoring of the case and potential impact.
Failure to achieve the financial plan	Unexpected events could lead to failure to achieve the financial plan and put pressure on loan covenant compliance.	Monthly management accounts and business partnering; stress testing early warning triggers; contingency and covenant headroom.	Close monitoring and reporting of covenant headroom and other metrics.

Operating and Financial Review and Strategic Report (continued)

Financial Performance

The 2025/26 financial year has once again delivered growth and strong operational performance. However, our overall financial results were affected by lower student occupancy levels in Nottingham.

While this presented some challenges, it also demonstrated our agility and the effectiveness of our pre-planned mitigation strategies. We acted quickly to reduce the impact and implement recovery plans.

Income

Group turnover increased by £2.0m to £51.0m in 2025/26 mainly due to increases in stock holding, rent increases and the addition of Plus Skills Development into the Group.

Rent receivable from general needs, sheltered and shared ownership properties increased to £35.9m (2025: £34.9m) driven by rent increases and a higher number of properties in stock. However, losses associated with empty properties rose to £0.47m (2025: £0.36m) primarily due to longer repair times. This was largely a result of the poor condition in which some properties were returned to us.

Service charge income increased slightly to £0.96m (2025 £0.92m) largely linked to inflationary increases in the service charge cost base.

Student income reduced to £5.2m (2025 £6.5m) due to lower occupancy in Nottingham from the September 2025 intake. Most other income streams were relatively consistent with the prior year.

When setting rents the Group ensures that rents remain affordable taking account of local factors and we ensure that all rents comply with the Regulator of Social Housing's rent standard. The rent standard allows for an element of flexibility and the Group has elected to apply a ten percent tolerance to the target rent of its supported housing and a five percent tolerance to the target rent on its general needs housing. With these tolerances applied, rents remain below affordable rent levels and within the local housing allowances in the areas in which we operate, demonstrating affordability. Applying tolerance allows the Group to remain financially viable whilst it strives to deliver additional affordable homes for more customers, in keeping with its corporate objectives.

Net Surplus

Ongoing cost efficiency continues to be embedded within our reported results. Our costs per unit benchmark particularly well against the sector, further details are available in the Value for Money Statement section of these accounts.

Group net surplus decreased to £1.5m in 2025/26 down from £5.6m last year. Largely driven by reduced student occupancy, increased revenue repair costs and a one-off impairment charge.

Surpluses generated by the Group are reinvested back into the stock primarily through a programme of capital major component replacements for the future benefit of our customers.

Statement of Financial Position

The Group Statement of Financial Position saw a net addition of £13.4m (2025: £38.7m which included a £24.9m addition to student accommodation) tangible fixed assets through the year. This is after taking account of new social housing additions of £16.8m (2025: £14.7m), student housing additions of nil (2025: 24.9m) and works to existing stock of £6.9m (2025: £7.6m).

Future Financial Performance

We want to ensure that we can make decisions about customer service delivery and asset investment from a position of choice and strength.

Our financial plan aligns with our corporate strategy, which emphasises the need for ongoing operational efficiency to underpin service delivery, to create spaces where people can thrive, provide support for people across a range of challenges and exceed service standards. The ambition is therefore to remain on a path of continuous financial strength whilst continuing to build on all our strategic priorities.

Commercial strength is fundamental to the achievement of our broader objectives and delivery of healthy surpluses is vital to our success. Increased financial capacity leads to increased investment options – we need to evidence to our customers and stakeholders how financial strength has a direct and positive influence on our social value and particularly in the current environment, our ability to meet the demand for new housing provision.

Achievement of our goals is dependent on sound financial management at all levels of the organisation. We have made good strides with raising the profile of financial management within our business, and we have ambition to continue ratcheting up this work so that finance becomes an enabler of business transformation. We believe that it's right and natural for financial awareness and responsibility to be at the heart of all our daily actions and activities.

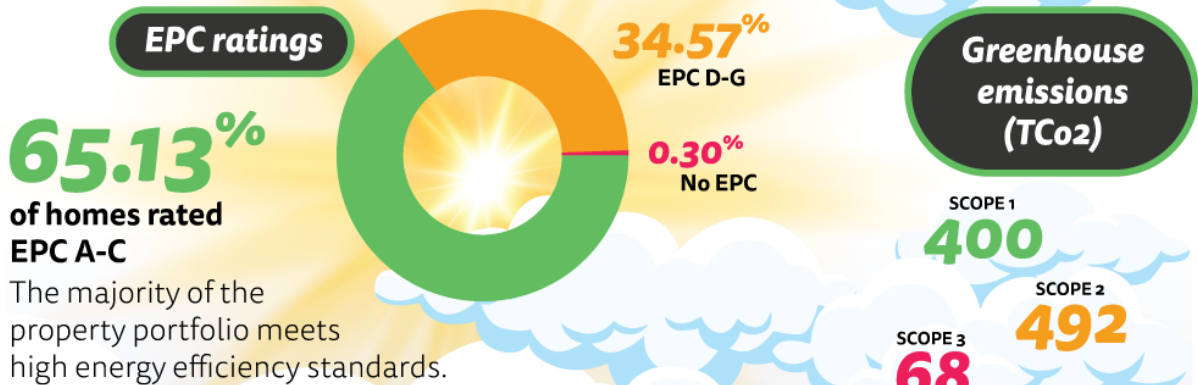
Acis Group Limited

Operating and Financial Review and Strategic Report (continued)

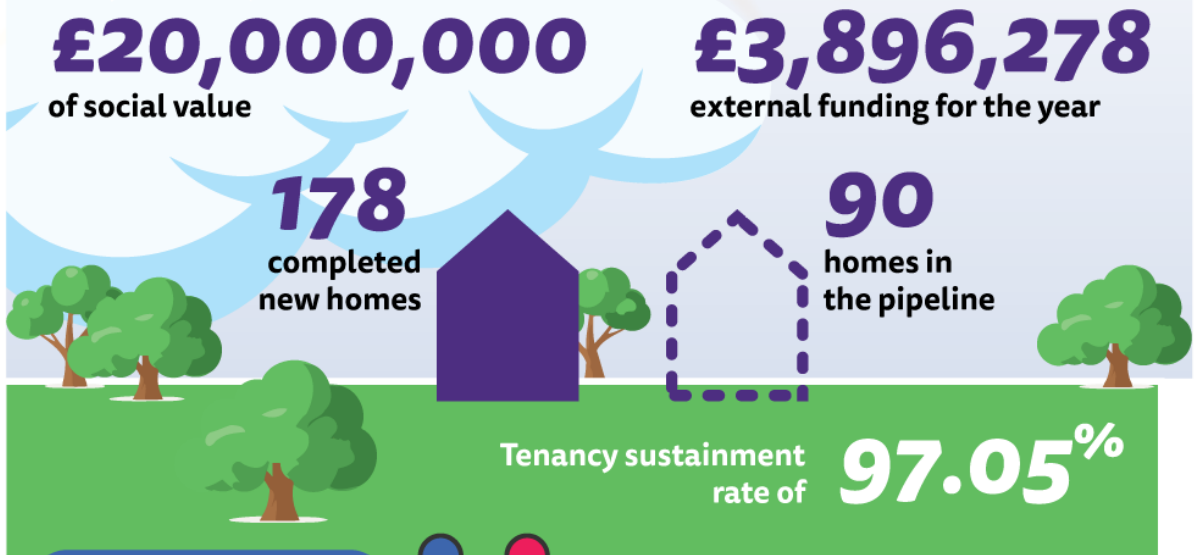


Our Environment, Social and Governance performance checks how our company's actions affect the environment, society, and how ethically it is run. This helps guides Acis Group to make sure our work and investments are sustainable and ethical.

Environmental



Social



Governance



Operating and Financial Review and Strategic Report (continued)

Treasury and Liquidity

Treasury Management

Acis operates a treasury function within its core finance team, with responsibility for the management of liquidity, interest rate risk and counterparty risks. These activities are governed by a treasury management policy and strategy which are approved each year by the Board. The policy is based on industry good practice standards and was constructed with the assistance of expert external advice.

The organisation adopts a risk-based approach to liquidity and interest rate management. The overriding objective is the avoidance of unacceptable risk. Surplus cash is invested with approved banks and counterparties in line with the Treasury Management Policy (ensuring the preservation of capital rather than maximising returns). The Group is funded from a number of sources including long-term loans, retained earnings and grant (primarily provided by government agencies). All funding is in sterling and, therefore, there is no currency exchange exposure to the Group.

Loans and Credit Structure

Acis Group Limited ('AGL') is the parent company of the Group and the main borrowing vehicle. As at 31 March 2026 the Group had committed facilities of £254.5 million (2024: £256.1 million). Drawn loans as at 31 March 2026 totalled £244.8 million (2025: £231.0 million). Current loan facilities are sourced from the banking sector and from private placements arranged with institutional investors and include a revolving credit facility.

Shortly after the year-end on 2 April 2026 two facilities with short, dated maturities were re-financed by the Group increasing the total facility value to £273.0m and removing any immediate re-financing risk.

Interest Rate Management

The organisation has a risk-averse attitude to interest rate movements, and our treasury strategy requires at least 50 per cent of drawn funds to be held on fixed or hedged rates of interest. As at 31 March 2026, 65% of drawn monies were held on this basis (2025: 54%). This increased further to 70% following the re-finance.

All such hedges are embedded within loan agreements; the organisation has not entered into free-standing derivatives and so has no mark to market exposure. Interest and related expenses on our loans was £11.7m across the Group during the year (2025: £10.3m). The weighted average cost of funds as at 31 March 2026 was 4.71 per cent (2025: 5.06 per cent)

Covenant Compliance

AGL's loan facility financial covenants are based on interest cover and gearing ratios. Interest cover is calculated on Operating Surplus after adding back housing property depreciation and generally includes surpluses from property sales and capital improvements expenditure. Gearing is based on total debt compared to the balance sheet historic cost of housing assets. Covenants are monitored monthly, reported to the Board and Finance and Development Committee on a quarterly basis and annually to the finance providers. Covenants were met as at the balance sheet date, and we expect this to continue to be the case going forward.

Liquidity and Cash Flow

Surplus funds from operations and drawdowns from the revolving credit facility are used for the purposes of funding new development activity. Any additional cash balances are placed on short-term deposit. The organisation will only deposit monies with institutions which comply with stringent Treasury Management Policy parameters, based on credit rating agency assessments of financial strength. The combination of internal cash generated by the organisation, cash held by the organisation and a revolving credit facility are sufficient to fund the Group's anticipated development programme for at least the next thirty months.

Governing Document

Acis Group Limited is a company limited by guarantee governed by its Memorandum and Articles of Association dated 18 December 2024. It is registered as a charity with the Charity Commission.

Acis Group Limited

Value for Money Statement

Operating and Financial Review and Strategic Report (continued)

Acis Group Limited

Value for Money Statement for the financial year ended 31 March 2026

Introduction

Achieving value for money (VFM) runs through everything we do across the whole group. It's a fundamental part of how we deliver our services – working in the Acis way. It isn't always about getting things done as cheaply as possible. It's about using our resources in the best possible way to achieve the best outcomes for our customers.

We make sure we:

- Deliver the best possible experience for our customers
- Drive value for our communities as often as we can
- Secure external income so we can do more for our communities through our wider education, skills and wellbeing services

At our core, we put the people we work with first. So what we do is led by what our communities need. And we ensure we deliver value for money by exploring different funding sources to deliver solutions to meet those community needs.

Our value-for-money credentials are strong. Our cost per unit is among the lowest in the sector, and our performance compares very favourably with peers across both tenant satisfaction measures and our own key performance indicators.

For Acis, the most important measure of value for money is how our customers rate our services. This focus ensures that cost efficiency is balanced with service quality.

Further details on how our costs and performance compare with others can be found throughout our Value for Money Statement.

Tenant Satisfaction Measures (TSM) are a set of housing performance metrics introduced by the Regulator of Social Housing from April 2023. They are designed to assess how effectively social housing providers deliver services to their tenants. The collection of these standard metrics has enabled us to better understand our performance against other providers.

In June we submitted our second TSM return based on our performance for the 2024/25 financial year. There are 22 TSM's which are collected for our rented homes of which 12 are perception measures, generally collected by surveys and 10 are direct measures which are collected from our management information.

Whilst we were pleased with our previous year's performance when benchmarked with the rest of the sector we have continued to drive for further improvements and better outcomes for customers and this was recognised in the 2024/25 return with 12 measures showing increases, 6 having no change (largely due to them already being at the highest possible level) and 4 showing minor decreases.

When benchmarked with other providers our performance remains very good and demonstrates sustainable strong performance. Of the 12 perception measures 10 were in the upper quartile and 2 were above the median quartile. Of the 10 direct measures 8 were in the upper quartile and 2 were above the median quartile.

Our full 2024/25 TSM report can be found by scanning this QR code:



Following the end of the financial year we have also published our 2025/26 results. When using the Regulator of Social Housing's last published (24/25) benchmarks to compare against other similar sized landlords, all perception measures were in the upper quartile range with one exception which was in the median range and just below the upper quartile. Of the direct measures, all were in the upper quartile.

Our full 2025/26 TSM report can be found by scanning this QR code:



Operating and Financial Review and Strategic Report (continued)

Benchmarking

We set ourselves challenging targets across all our business activities and benchmark these against our peers. This helps us understand our costs and performance as we strive to improve. It also means that we are held to account to deliver VFM by our Board and our customers.

We recognise there will undoubtedly be variations across the peer group based on size, location and the services delivered. Even taking these factors into account, no two providers are the same. We therefore benchmark across the whole sector as well as against more local peer groups, where appropriate, to give the maximum possible information about how our performance compares.

In this report, we compare our 2025/26 cost per unit data and regulator metrics to the 2024/25 sector results from the Regulator of Social Housing global accounts. Because of the high inflation operating environment, these benchmarks are likely to have increased when the 2025/26 data becomes available. All of our benchmarking sources and peer groups are identified in the individual tables throughout this report.

Our Social Housing Costs

We’ve always been a lean organisation compared to our peers. This is evidenced by our cost per unit metrics, which we use to benchmark our cost base against the rest of the sector. Despite this solid starting position, we continue to challenge ourselves to ensure that we provide the best possible quality for our customers and that we do this as efficiently as possible.

	Headline Social Housing CPU	Management CPU	Service Charge CPU	Maintenance CPU	Major Repairs CPU	Other Social Housing CPU
Acis Group Result 2025/26	£3,864	£814	£205	£1,348	£1,367	£130
Acis Group Result 2024/25	£3,807	£767	£187	£1,239	£1,474	£140
Acis Group Result 2023/24	£3,573	£741	£195	£1,211	£1,279	£147
Acis Group Result 2022/23	£3,647	£675	£183	£1,055	£1,579	£154
Acis Group Result 2021/22	£3,143	£647	£148	£931	£1,215	£202
Acis Group Result 2020/21	£2,557	£584	£148	£937	£720	£168
Sector - Top 25%	£6,995	£1,764	£986	£1,997	£1,908	£753
Sector - Median	£5,576	£1,406	£602	£1,691	£1,458	£300
Sector - Bottom 25%	£4,981	£1,086	£382	£1,394	£1,116	£126

CPU = Cost per unit; top 25% equals least efficient; bottom 25% equals most efficient

Sector benchmarks are taken from the 2024/25 global accounts (whole sector) published by the regulator of social housing

 = most efficient  = relatively efficient  = relatively inefficient  = least efficient

This benchmarking demonstrates that we have consistently performed among the most efficient organisations for our costs. We rank in the top 10 per cent of housing providers for total cost, management cost and service cost. Our maintenance costs are also favorable against our peers ranking in the top 15 percent of housing providers.

Our major repairs spend has always been an outlier, but this is a conscious decision by our Board to invest more heavily to directly benefit our customers and their homes. This is in line with our ethos to provide better homes for our customers. We see this as a positive decision which will deliver benefits in the longer term for both our organisation and our customers.

Operating and Financial Review and Strategic Report (continued)

Our Performance

Our Board sets and approves operational targets at the start of each financial year, these targets are set at both Group and individual entity level. Our leadership team, committees, and Board monitor these closely throughout the year. We take corrective action where performance doesn't align with targets.

A selection of these operational indicators which demonstrate our performance against these targets and against our peers is set out below:

Group Wide Key performance indicators	23/24 result	24/25 result	25/26 result	Trend
Overall % of people satisfied with all group services	81.34%	82.63%	84.63%	2.00%
Net promoter score - group wide	32.78	36.66	39.40	2.74
People - % of days lost to sickness (all)	3.09%	4.18%	3.99%	-0.19%
People - voluntary turnover	1.81%	1.58%	1.40%	-0.18%

Housing Key performance Indicators	23/24 actual	24/25 actual	25/26 actual	Trend	25/26 target	26/27 target	25/26 benchmark (median)	Position against benchmark	Benchmark source
Overall % tenants Satisfied With Acis and its Services (All residents) - Rolling 12 Months	78.77%	79.30%	81.27%	1.97%	80.00%	82.00%	75.40%	5.87%	TSM 24/25 (LCRA)
Satisfaction With Repairs in the Last 12 Months - perception	81.06%	84.62%	86.40%	1.78%	85.00%	85.50%	76.10%	10.30%	TSM 24/25 (LCRA)
Satisfaction With Repairs - Transactional	95.62%	98.56%	97.07%	-1.49%	96.00%	97.00%	89.00%	8.07%	HM 03/25
Average Time to Complete Responsive Repair (Days)	5.75	6.95	6.12	-0.83	10	10	16.3	-10.18	Housemark 24/25
% of Responsive Repair Appointments Made and Kept	98.63%	99.12%	98.52%	-0.60%	97.00%	98.00%	95.90%	2.62%	Housemark 24/25
Housing Repairs Completed in Target Timescale (All)	95.24%	100.00%	99.79%	-0.21%	99.00%	99.50%	86.96%	12.83%	HM 03/25
Current tenant Arrears as a percentage of the rent debit	2.58%	2.15%	2.13%	-0.02%	2.55%	2.45%	2.52%	-0.39%	HM 03/25
Former tenant Arrears as a percentage of the rent debit	0.34%	0.25%	0.21%	-0.04%	0.40%	0.40%	0.96%	-0.75%	Housemark 24/25
Void Loss %	0.73%	0.62%	0.80%	0.18%	0.65%	0.70%	1.41%	-0.61%	Housemark 24/25
Void Turnaround Times (Days)	27.42	24.09	37.55	13.46	23	34	51.3	-13.75	HM 03/25
Tenancy Turnover %	7.10%	6.48%	6.66%	0.18%	7.00%	7.00%	5.70%	0.96%	Housemark 24/25
Satisfaction that the Home is Safe (all residents) - Rolling 12 Months	87.32%	85.97%	87.38%	1.41%	86.00%	87.00%	80.30%	7.08%	TSM 24/25 (LCRA)
% properties that have a Valid Gas Safety Certificate (<= 1 yr)	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%	0.00%	TSM 24/25 (LCRA)
% blocks / communal areas that have a valid electrical certificate	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%	0.00%	Housemark 24/25
% of Blocks / Communal Areas that Have a Valid Fire Risk Assessment	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%	0.00%	TSM 24/25 (LCRA)
% of Homes That Do Not Meet the Decent Homes Standard	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	-0.10%	TSM 24/25 (LCRA)
Satisfaction that the Landlord Keeps Tenants Informed About Things that Matter to Them (All residents) - Rolling 12 Months	80.43%	82.26%	80.89%	-1.37%	82.00%	83.00%	74.40%	6.49%	TSM 24/25 (LCRA)
Satisfaction that the Landlord Listens to Tenants Views and Acts Upon Them (All residents) - Rolling 12 Months	67.87%	69.13%	71.95%	2.82%	70.00%	74.00%	65.70%	6.25%	TSM 24/25 (LCRA)
Satisfaction that the Landlord Makes a Positive Contribution to Neighbourhoods (All residents) - Rolling 12 Months	72.88%	72.27%	72.54%	0.27%	73.50%	73.50%	67.20%	5.34%	TSM 24/25 (LCRA)

Our performance has generally been very good in the year as we continue to focus on our customer need – really bringing the ‘People First’ focus of our new corporate strategy to the fore.

We have continued to ensure that our homes are good quality, safe and affordable to run, and that we continue to deliver a first class repairs service that meets customers’ expectations, ensuring that we develop that service in conjunction with our customers to drive improvements in customer

services, as well as ensuring value for money through a balanced mix of internal and external delivery.

Our performance consistently benchmarks favourably with our peers across the majority of our performance indicators with our repairs and voids performance continuing to improve. Our customers are also seeing these improvements. We know this from the increased satisfaction provided in both perception and transactional surveys.

Operating and Financial Review and Strategic Report (continued)

Achievements and Challenges in 2025 / 26

People First

Our corporate strategy “2030 getting there together” puts people at the heart of everything that we do. Our People First priority encompasses both colleagues and customers. We want people to feel that we are there when they need us, delivering the support and service that they need.

In the corporate strategy, we identified three key metrics to ensure that the people we work with feel we have successfully achieved this priority. These are:

- Satisfaction with our services (across all areas)
- Increased Net Promoter Score
- Satisfaction that people feel that we listen and act when they contact us.

This year the services we deliver and the way we deliver them has again resulted in increases across all of these metrics demonstrating sustainable successful performance.

We have continued to impact the lives of many tenants and those in the wider communities through the services we are able to offer across the range of housing, education, training, wellbeing, and wider community activities.

We have secured substantial external funding to support the delivery of these essential community activities.

In terms of our colleagues we have the ambition to gain the Investors in People Platinum accreditation. In the year, we have maintained our Silver status, with a clear direction of travel towards Gold. We have also enhanced our Mental Health First Aider programme and launched a review of Reward and Recognition. We're on the right track. We're also seeing lower voluntary colleague turnover, and have introduced an aspiring leaders programme to retain and grow our own talent – reducing the need for recruitment costs and time.

During the year we have further strengthened our safeguarding practices across the Group with an increased number of safeguarding leads able to offer appropriate and relevant support. Our approach has been recognised by our shortlisting for the housing innovation awards two years

running, alongside audit assurance, all of which has been overseen by our safeguarding steering group.

Case Study

People First – Supporting Apprentice Development

Acis Group's People First approach is demonstrated through its support for apprentice joiner Tom Hunt. When a skills gap was identified in Tom's Level 2 Carpentry and Joinery apprenticeship, Acis acted quickly to ensure he could progress. Working collaboratively with long-standing partner Lindum Homes, Acis secured a five-week placement across live construction sites in Lincoln and Waddington.

This opportunity provided Tom with hands-on experience beyond his day-to-day role, enabling him to develop key skills and complete eight of the 15 portfolio units required for his qualification. The placement also strengthened his understanding of new-build affordable housing, including Acis developments.

By prioritising tailored learning and partnership-led opportunities, Acis has accelerated Tom's progress towards completing his apprenticeship. This case highlights how investing in people, removing barriers to development, and working with trusted partners helps individuals thrive while addressing wider industry skills challenges.

Home

The hugely positive trend in the performance of our repairs service has continued in the year with further increases in satisfaction and top quartile repairs metrics for both cost and quality. Our void performance has been slightly more challenging this year with an increased void turnaround time, largely driven by the condition in which properties were being returned and further impacted by some resourcing issues earlier in the year.

During the year the assets team have secured over £1.3m of fully funded energy efficiency works, completing over 305 improvements across cavity wall, ventilation, solar photovoltaic and high heat retention storage heater programmes. Together these have improved the energy efficiency of more than 247 properties helping towards achieving the 2030 target of EPC C. This work which was funded through the ECO4 scheme has also had a significant impact on reducing customers utility costs.

We enhanced our support hubs with the launch of the Campus in Mablethorpe and the bank/Grange collective in Market Rasen.

Operating and Financial Review and Strategic Report (continued)

After many years of good performance for our student accommodation we experienced some letting challenges in the year with the Nottingham occupancy falling below target for the September 2025 intake. This triggered our stress testing early warning triggers with management and the board responding promptly with a response plan to ensure we mitigated the risk to the Group finances.

Case Study

Home – Supporting Customers to Find the Right Home for Independent Living

Acis Group's Home objective is reflected in its support for Marie Smith as she moved into her new apartment at Bailey House. After many years living in Gainsborough and experiencing increasing challenges managing her previous home due to health conditions, Marie was offered a new home at the Bowling Green Road development, where she gained access to a modern, accessible apartment designed to support independent living, comfort and wellbeing.

Following a long wait for a property better suited to her needs, Marie became one of the first customers to move into Bailey House. Designed as part of a wider regeneration project, the development provides high-quality accommodation for people aged 55 and over. Through investment in accessible housing, strong partnership working and a customer-focused approach, Acis helped Marie secure a home that has significantly improved her quality of life and given her confidence for the future. Reflecting on her move, Marie said: "I wouldn't want to be anywhere else. This is me, this is me for the future."

This journey demonstrates how Acis provides more than housing by creating homes that enable people to live safely, independently and with dignity. By combining quality accommodation, community-focused developments and services that support wellbeing, Acis helps customers achieve greater stability, maintain independence and build lasting connections within their communities.

Support

We provide far more than standard landlord services, making a meaningful impact on the lives of many tenants and those in the wider communities through the wide range of services

that we are able to offer across the group. While we have delivered this value for many years, we have not always highlighted the full extent of our impact. We have now enhanced our social value reporting, recording £11m in the 2024/25 academic year and forecasting £20m in the 2025/26 academic year.

At the start of the year our community-based activities grew further with us taking on a lease for the Campus for Future Living, a multi-generation community hub focussed around community and coastal health inequalities in Mablethorpe; and the acquisition of Skills Centre Plus, increasing our offer to include specialist Post-16 education for students with special educational needs and disabilities. Further increasing our offer and our social value impact.

We completed the transfer of Riverside and Clip to charities and started tenant delivery through Acis Communities through funding provided by the Group.

Satisfaction with our community investment activities continues to improve, and we have also seen further increases in achievement rates for young people who were previously unsuccessful in mainstream education.

Case Study

Support – Enabling Confidence, Independence and Purpose

Acis Group's Support objective is brought to life through Luke's journey to rebuilding his confidence and independence following life-changing sight loss. After surgery left him registered blind, Luke experienced isolation, anxiety and a profound loss of identity, struggling to adapt to daily life.

Through the wellbeing hub at the Campus for Future Living in Mablethorpe, delivered in partnership with Clip, Luke found a welcoming, inclusive environment that became a turning point. With tailored, person-centred support, he gradually rebuilt his confidence—moving from relying entirely on his mother to now independently accessing the hub using his cane.

Participation in activities and courses has helped Luke develop practical skills, reconnect socially and regain a sense of purpose. The approach focuses not just on services, but on building trust, removing barriers and empowering individuals to grow at their own pace.

Operating and Financial Review and Strategic Report (continued)

Luke now supports others experiencing sight loss, sharing his experience and helping them build confidence. Reflecting on his journey, he said: “The hub and Campus changed my life – and in a way, they saved my life.”

Quality

Employee safety has always been of critical importance to the group. To demonstrate this and to further strengthen our health and safety practices we set ourselves a target in the corporate strategy of achieving the ISO45001 accreditation. After a rigorous assessment we were delighted in May to receive confirmation that we had achieved the standard.

We proudly achieved the Customer Service Excellence accreditation for the whole group demonstrating our commitment to putting the needs of the customer at the heart of the services we provide. We also retained our Anti-Social Behaviour accreditation and our Cyber Essentials accreditation.

We have always maintained that our services represent value for money only if our customers are satisfied with their quality. That is why, within our corporate strategy, we committed to introducing the Acis Stamp of Approval. Significant progress has been made this year in designing how it will operate. It will be launched in the coming year, with customers invited to assess our services and provide their endorsement of the quality they receive.

The strong upward trend in the performance of our repairs service has continued this year, and we remain firmly committed to delivering modern, responsive, and accessible maintenance services shaped by customer needs.

Quality – Going Above and Beyond for Customer Safety

Acis Group’s *Quality* objective is exemplified through the swift and compassionate response of colleagues during a routine welfare visit in Gainsborough – as part of our commitment to creating safer communities.

When an elderly customer collapsed while answering the door, members of the housing, health and safety, and safer communities teams acted immediately.

Recognising the seriousness of the situation, the team contacted emergency services, remained

with the customer to provide reassurance, and ensured his immediate needs were met by supplying food and essentials. Their actions extended beyond the initial response, identifying wider concerns around his wellbeing and initiating referrals to health and social care professionals.

This incident highlights the strength of Acis’ proactive approach to customer safety and safeguarding, underpinned by The Acis Way. By prioritising vigilance, partnership working and compassionate intervention, Acis not only responded to an emergency but ensured longer-term support was in place, reinforcing its commitment to delivering high-quality, customer-focused services.

Value for Money Metrics

We report and monitor our performance against the Regulator of Social Housing’s defined Value for Money Metrics. These metrics increase transparency and help to compare our performance with other housing associations. Our relative performance against these metrics can be seen on the next pages.

The value for money metrics form part of our wider approach to value for money which influences our longer-term financial planning. The whole sector is responding to a range of external challenges including increasing resident expectations on service delivery, heightened risk and cost relating to building safety, competing asset investment demands, transition towards greater energy efficiency and the need for more new homes.

Recognising this challenging and constantly changing external landscape, we regularly review our investment plans and priorities and seek out other funding opportunities, to ensure our scarce financial resource is allocated accordingly.

We have used the Regulator’s Value for Money Benchmarking tool (2025) to compare with the whole sector and a peer group with similar characteristics to Acis.

The peer group includes 23 other providers and has been selected using the following criteria:

Criteria (based on 2025 data)	Acis	Peer Group
Proportion of stock in East midlands and/or Yorkshire and Humberside	100%	>50% in either Average total 96%
Not for profit	Yes	Yes
% Flats in blocks >7 storeys	0%	<5%

Operating and Financial Review and Strategic Report (continued)

Our Value for Money Metrics

Reinvestment and New Supply	2024/25			2025/26	2026/27	2027/28	2028/29
	Global Account Median	Peer Group Median	Actual	Actual	Forecast	Forecast	Forecast
Metric 1 Reinvestment	7.5%	9.4%	13.8%	6.7%	5.2%	9.9%	10.2%
Metric 2a New Supply (Social)	1.3%	1.7%	1.2%	2.6%	1.6%	2.1%	1.7%
Metric 2b New Supply (Non-Social)	0.0%	0.0%	6.2%	0.0%	0.0%	0.0%	0.0%
Description	Reinvestment – measures the level of investment both through investment in existing stock and new homes as a percentage of the value of total properties held at cost. New Supply – measures the number of new homes acquired or developed in the year as a percentage of total housing units owned.						
Our performance	We continued to invest in our existing stock with capital improvements totalling over £6.9m in the year, this was a similar level to recent years, allowing us to provide better homes for our customers. In addition, we invested almost £17 million to provide new affordable homes through our development programme. Our overall reinvestment reduced in the year largely due to the one-off student accommodation acquisition in the prior year and as a result of a slight delay to the development programme whilst we secured the next round of funding. During the year we took an increased number of new property handovers with 178 properties completed consisting of 120 homes for rent and 58 for shared ownership.						
How we compare	Our reinvestment in the year is slightly below the median when compared to the sector and our peer group, this is partially due to the slight delays to the development programme and also differences in the investment cycles when compared to other providers. Our Social housing new supply performance for the year benchmarks very well with the sector and our peer group, in both cases we are in the top 25%, whilst this does fluctuate with the timing of new development handovers, we generally remain around the median.						

Operating and Financial Review and Strategic Report (continued)

Gearing and EBITDA	2024/25			2025/26	2026/27	2027/28	2028/29
	Global Account Median	Peer Group Median	Actual	Actual	Forecast	Forecast	Forecast
Metric 3 Gearing	45.5%	44.5%	65.2%	66.6%	65.2%	65.2%	64.0%
Metric 4 EBITDA MRI Interest cover	113%	124%	140.8%	118.2%	121.2%	113.4%	109.6%
Description	Gearing – measures how much of the adjusted assets are made up of debt and the degree of dependence on debt finance. EBITDA MRI Interest cover – measures liquidity and investment capacity by seeking to measure the level of surplus generated compared to interest payable.						
Our performance	Our desire to develop and invest in existing assets means we have higher levels of debt when compared to our peers. This results in higher gearing and lower interest cover, although this is a conscious decision of our Board. Our gearing increased and interest cover reduced from the prior year largely as a result of the lower student accommodation occupancy. Similar calculations to EBITDA MRI are the basis of covenants with our lenders and forms part of our ongoing performance monitoring and reporting. Both metrics remain reasonably static over the coming years with slight fluctuations largely associated with changes in investment requirements.						
How we compare	Our gearing is much higher than both the sector and our peer group medians due to the higher levels of debt that we carry. Our interest cover generally benchmarks around the sector median with our peer group performing slightly better.						

Operating and Financial Review and Strategic Report (continued)

Costs and Operating Margins	2024/25			2025/26	2026/27	2027/28	2028/29
	Global Account Median	Peer Group Median	Actual	Actual	Forecast	Forecast	Forecast
Metric 5 Social Housing Cost per Unit	£5,688	£5,343	£3,807	£3,864	£4,077	£4,579	£4,749
Metric 6a Operating margin social housing lettings	20.0%	21.3%	30.9%	24.0%	29.8%	30.2%	30.1%
Metric 6b Operating margin	17.4%	20.1%	30.4%	22.7%	27.0%	29.8%	28.2%
Description	Headline social housing cost per unit – measures total social housing costs (including capitalised major repairs) divided by the number of social housing homes owned. Operating margin - measures the amount of surplus generated from turnover, first for social housing activities and then all activities.						
Our performance	Our costs continue to be exceptionally well controlled; our costs are some of the most efficient in the sector and when viewed against our customer satisfaction demonstrate excellent value for money. Despite this excellent starting position costs in the year were well managed with a below inflation average increase. Because of the strong cost control our operating margins have also historically been very good, this year did however see reductions in both social housing margins, largely due to a one-off impairment charge and overall margins as a result of the lower student occupancy.						
How we compare	Our social housing costs benchmark within the top 10% of the sector and we have the lowest costs in our peer group despite our relatively disbursed stock holding. Demonstrating exceptional performance. Despite some challenges in the year, our operating margins still benchmark well above the sector and peer medians and close to the top quartile in the year and are also forecast to return to top quartile performance in the coming years, largely as a result of the strong cost control described above.						

Operating and Financial Review and Strategic Report (continued)

Return on capital employed	2024/25			2025/26	2026/27	2027/28	2028/29
	Global Account Median	Peer Group Median	Actual	Actual	Forecast	Forecast	Forecast
Metric 7 Return on capital employed	3.0%	3.0%	4.4%	4.3%	4.3%	4.6%	5.1%
Description	Return on Capital Employed (ROCE) compares operating surplus to total assets less current liabilities, it is a common measure to assess the efficient use of capital resources.						
Our performance	Our in-year performance has reduced slightly, due to the reduced student occupancy and impairment charge, however, the metric remains elevated due to the relatively low net value of assets associated with those properties which transferred from local authorities.						
How we compare	Overall, our ROCE continues to perform in the top 20% when compared to the sector and our peer group. This reflects our lower cost base, following our work in previous years to drive value for money through everything that we do.						

Acis Group Limited

Report of the Directors

Report of the Directors

Board members and executive directors

The Board members and executive directors of the group are set out on page 3.

This year there have been changes to the Board, as follows:

Edward May resigned from the board in June 2025.

At the September 2025 annual general meeting Kath Smart and Bruce Kerr retired from the board.

Following a rigorous recruitment exercise, we were delighted to welcome Paul Milner and Cath Bacon to the Board, both of whom were previously serving as independent committee members for the Group.

The Board is continuing its journey to embrace diversity and inclusion and has continued to work with the Housing Diversity Network.

The executive directors are the Chief Executive, the Finance Director, the Director of Property Services, the Director for Customer Excellence and the Director of Community Investment. There have been no changes to the Executive Directors in the year.

Group insurance policies indemnify Board members and officers against liability when acting for the Group.

Service contracts

The Chief Executive and the other executive directors are employed on the same terms as other employees, with their notice periods ranging from three to six months.

Employees

We recognise that the success of our business depends on the quality of our managers and our people. It is the policy of the group that training, career development and promotion opportunities should be available to all employees.

We are committed to equal opportunities and, in particular, we support the employment of disabled people, both in recruitment and in retention of employees who become disabled whilst employed by the Group. The association retains 'positive about disabled people' and Investors In People accreditation, in recognition of its commitment in these areas.

The Board is aware of its responsibilities on all matters relating to health and safety. The Group has prepared detailed health and safety policies and provides staff training and education on health and safety matters. We also have a Health and Safety Steering Group to engage with staff across the organisation and enable positive change to be brought forward. During in the

year we gained external assurance on our health and safety practices by achieving the ISO450001 accreditation.

Donations

The Group made no charitable or political donations during the course of the year.

Financial risk management objectives and policies

The Group uses various financial instruments, including loans and cash, and other items such as rent arrears and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to raise finance for the Group's operations.

The existence of these financial instruments exposes the Group to a number of financial risks. The main risks arising from the Group's financial instruments are considered by the directors to be interest rate risk, liquidity risk and credit risk. The Board reviews and agrees policies for managing each of these risks and they are summarised below.

Interest rate risk

The Group finances its operations through a mixture of retained surpluses and borrowings. The Group's exposure to interest rate fluctuations on its borrowings is managed by the use of both fixed and variable rate facilities.

Liquidity risk

The Group seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs and investing cash assets safely and profitably.

Credit risk

The Group's principal credit risk relates to tenant arrears. This risk is managed by providing support to eligible tenants with their applications for benefits and closely monitoring the arrears of self-funding tenants. Welfare reform, the resulting changes to the benefits system and the current cost of living crisis have been identified as key risks to the Group. The challenges faced by these are continually being assessed in light of new best practice and local benchmarking.

Report of the Directors (continued)

Emissions and Energy Consumption

In line with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 our energy use and greenhouse gas (GHG) emissions are set out below.

SECR category	Year end 26	Year end 25
Total Energy consumption (kWh)	5,055,930.2	5,712,516.7
Emissions from combustion of gas (Scope 1) (tCO2e)	98.4	95.0
Emissions from transport (Scope 1) (tCO2e)	301.5	291.7
Emissions from location-based purchased electricity (Scope 2) (tCO2e)	492.2	732.0
Emissions from business travel in employee-owned vehicles (Scope 3) (tCO2e)	68.4	60.2
Total gross emissions (tCO2e)	960.5	1,178.9
Intensity Metric CO2 to FTE	3.2	4.4
Renewable Energy generated and then exported (kWh)	285,982.0	254,012.8
Emissions avoided by renewable energy generated and then exported (tCO2e)	50.6	52.6
Renewable Energy generated and then used onsite (kWh)	285,982.0	254,012.8
Emissions avoided by renewable energy generated and then used onsite (tCO2e)	50.6	52.6
Total annual net emissions (tCO2e)	909.9	1,126.3

Acis Group Ltd Energy Use and Associated Greenhouse Gas Emissions: Company Breakdown

	Electricity		Renewables	Gas		Company Fleet (Vans)		Grey Fleet		Total kWh	Total tCO2e
	kWh	tCO2e	kWh	kWh	tCO2e	kWh	tCO2e	kWh	tCO2e		
Acis	2,585,186.3	457.6	285,982.0	417,062.7	76.3	1,170,147.5	301.5	237,032.5	57.9	4,695,411.1	893.3
Riverside	14,701.2	2.6						27,251.2	6.4	41,952.4	9.0
CLIP	32,190.2	5.7		76,172.1	13.9			13,514.5	3.2	121,876.8	22.8
CFFL	132,351.6	23.4						39.8	0.0	132,391.4	23.4
PSDL	16,109.0	2.9		44,695.0	8.2			3,494.6	0.9	64,298.6	11.9
Totals	2,780,538.3	492.2	285,982.0	537,929.7	98.4	1,170,147.5	301.5	281,332.7	68.4	5,055,930.2	960.5

Quantification and Reporting Methodology

The boundaries of this report are based on operational control. We report our emissions with reference to the latest Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). In accordance with the 2018 Regulations, the energy use and associated greenhouse gas emissions are for those within the UK only that come under the operational control boundary. Therefore, energy use and emissions are aligned with financial reporting for the UK subsidiaries.

The 2025 UK Government GHG Conversion Factors for Company Reporting published by the Department for Energy Security and Net Zero are used to convert energy use in our operations to emissions of CO2e. Carbon emission factors for purchased electricity calculated according to the 'location-based grid average' method. This reflects the average emission of the grid where the energy consumption occurs. Data sources include billing, invoices and internal systems. For transport data where actual usage data

(e.g. litres) was unavailable, conversions were made using average fuel consumption factors to estimate the usage – all vehicle travel was calculated using mileage. A proportionate split within grey fleet was calculated to separate the subsidiary mileage and therefore emissions.

Intensity Ratio

We have chosen to report our gross emissions as Intensity Metric CO2 to Full Time equivalents.

Energy Efficiency Actions

The Group has implemented the following energy efficiency actions during the reporting period:

- Cavity wall insulation
- Solar PV arrays
- Loft insulation
- Renewable Heating Systems

Report of the Directors (continued)

Going Concern

The Group's activities, its current financial position and factors likely to affect its future development are set out within the Operating and Financial Review. The Group has in place long-term debt facilities, a revolving credit facility, cash reserves, and generates positive cash from core operations.

These elements combine to provide sufficient resources to finance committed reinvestment and development programmes, along with the Group's day to day operations.

The Group has a long-term business plan which shows it is able to service its debt facilities whilst continuing to comply with lenders' covenants. The business plan also includes multi variance stress testing scenarios and trigger points which are monitored and reported on regularly to the Board and Finance and Development Committee.

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. For this reason, it continues to adopt the going concern basis in the financial statements.

Reserves are retained at levels that allow the group to continue to provide the services that the reserves are intended to support while managing the risks associated with long term expenditure plans. The budget and business plans are approved each year and are set to achieve this.

The Group held £71,073k (2025: £69,499k) in the Income and Expenditure reserve as at 31 March 2026. Free reserves, i.e. unrestricted funds excluding tangible fixed assets net of grant, were -£243,104k (2025: -£232,197k) at 31 March 2026, as -£366,512k (2025: -£350,528k) is represented by fixed assets and can only be realised by their disposal. The funding facility is secured against the housing property fixed assets.

Post balance sheet events

After the balance sheet date The Abbey Access Centre Limited was acquired and added to the Group.

Other Group companies

Acis Development Services Limited

Acis Development Services Limited was established in October 2010 to provide design and construction services to the Association and undertakes the construction and sale of properties on the open market.

Acis Communities Limited

Acis Communities was established in September 2024 to oversee all of the Group's community activities.

Riverside Access and Training Centre Limited

Riverside Training was acquired by the Group in September 2020. Riverside Training delivers training and welfare/social support services alongside employability programmes. Riverside Training was converted to charity in the year.

Community Learning in Partnership Limited

Community Learning (CLIP) was acquired by the Group in August 2022. CLIP works with young people and adults who are looking to refresh their skills – for personal development, higher education or work. CLIP was converted to a charity in the year.

Plus Skills Development Limited

Plus Skills Developments (Skills Centre Plus - SCP) was acquired in May 2025. SCP provides specialist Post-16 education for students with special educational needs and disabilities.

Campus for Future Living Limited

Campus for Future Living was established in September 2024 to manage the new Campus facility in Mablethorpe.

Prime Repairs and Maintenance Limited

Prime Repairs and Maintenance Limited has been dormant throughout the period.

Acis Management Limited

Acis Management Limited has been dormant throughout the period.

Acis HomePlus Limited

Acis HomePlus Limited ceased to trade in March 2023 and is now dormant.

Acis Properties Limited

Acis Properties Limited has been dormant throughout the period.

Report of the Directors (continued)

Internal controls assurance

The Board has overall responsibility for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

This responsibility applies to all organisations within the Group, including those not registered with the Regulator of Social Housing.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing. The Board receives and considers reports from management on these risk management and control arrangements throughout the year.

Key elements of the control framework include:

- Board approved terms of reference and delegated authorities for the Audit and Risk Committee, Finance and Development Committee, Operations Committee, Enterprise Committee and Remuneration and Review Committee;
- Clearly defined management responsibilities for the identification, evaluation and control of significant risks;
- Board approved risk appetite levels;
- Robust strategic and business planning processes;
- Quarterly review of the Group's risk map by the Board;
- Detailed financial budgets and forecasts for subsequent years;
- Formal recruitment, retention, training and development policies;
- Established authorisation and appraisal procedures for all significant new initiatives and commitments;
- Regular reporting to senior management and the Board of key business objectives, targets and outcomes;
- Board approved whistleblowing and counter-fraud and bribery policy; and
- Detailed policies and procedures in each area of the Group's work.

A fraud register is maintained and fraud updates are provided at each Audit and Risk Committee meeting. No fraud has been reported in the year.

The Board cannot delegate ultimate responsibility for the system of internal control, but it can, and has, delegated authority to the Audit and Risk Committee to regularly review the effectiveness of the system of internal control. The Board receives minutes and an update from the committee chair for all Audit and Risk Committee meetings.

Throughout the year, the Audit and Risk Committee have reviewed the effectiveness of the systems of internal controls, including the sources of assurance agreed by the Board as being appropriate for that purpose. The Committee is satisfied that there is sufficient evidence to confirm that adequate systems of internal control existed and operated throughout the year.

Governance

Governance and Financial Viability Standard

Acis has designed and implemented a comprehensive approach to the management of regulatory compliance including:

- Codifying the role and responsibilities of the Board, Sub-Committees and Officers in relation to RoSH compliance;
- Specifying the regulatory requirement and building the supporting evidence base of compliance;
- Identification of the deadlines for each regulatory cycle with a project plan in place to support completion of the regulatory cycle deadlines. The project plan developed includes clear stage gates / milestones, risk review and specific ownership of items in the plan by officers;
- Appropriate scrutiny at identified points by officers, Board and Committees;
- A programmed approach to compliance designed to ensure visibility of the way that issues are being addressed at stages where remedial action can be taken if required;
- The Group has applied this approach to all elements of the Regulatory Standard, with each element of the Standard and the accompanying code of practice specified along with the associated evidence references and required actions which are tracked using a RAG status.

Report of the Directors (continued)

Assessment of Acis Group Limited’s compliance with the Governance and Viability standard has been made by the Board and there are no areas of non-compliance.

Code of Governance

In accordance with the Governance and Financial Viability Standard as set by the Regulator of Social Housing, Acis Group, adopted the National Housing Federation Code of Governance 2020. These requirements do not apply to the non-registered subsidiary entities of the Group although they do operate within the spirit of the Code.

Compliance with the adopted Code of Governance has predominantly been upheld throughout the year. Acis Group Limited re-adopted the NHF Code of Governance 2020 in January 2024 and has therefore undertaken work to introduce a phased succession plan to enable the board to move from a previously nine-year tenure, to a six-year tenure. This has been done in a managed and planned way, keeping turnover to an acceptable level and not putting the organisation at risk.

The Board has given robust consideration to the effectiveness and conduct of business for all Boards and Committees and is committed to formally reviewing its effectiveness at least every three years. The latest review was undertaken in March 2026 and concluded that governance arrangements are proportionate and generally effective with a strong appetite for continuous improvement and a sound awareness of the Boards regulatory and legislative remit and responsibilities.

In December 2015 the NHF published its voluntary code in relation to Mergers, Group Structures and Partnerships. Acknowledging the strategic aim to grow our organisation, and to create financial efficiency and strength through actively seeking collaborative working arrangements, the Board formally adopted the code at its meeting held in April 2016. Within the year, the Group made no formal merger proposals to any other party.

Board composition

The Board is made up of twelve non-executive members. The Board structure includes the following committees and groups:

Committee / Group	Membership	Meeting frequency 2025/26	Role
Audit and Risk Committee	Paul Wilkin (Chair) Bruce Kerr (until 30/9/25) David Glover John Westby Russell Stone (Independent member) Kitesh Patel (Independent member)	4	Provides independent scrutiny and challenge to provide the Board with assurance. Ensure that appropriate external audit arrangements are in place and regularly evaluated and monitored. Consideration of audit reports and detailed review of financial statements. Seek assurance that appropriate risk management and assessment techniques are operated within the Group and performs detailed scrutiny and evaluation of risk. Ensures satisfactory internal audit arrangements operate within the Group and seek assurance that appropriate systems of internal control are established and maintained. Ensure an adequate system of internal control is in place.

Report of the Directors (continued)

Committee / Group	Membership	Meeting frequency 2025/26	Role
Remuneration and Review Committee	Paul Satchwell (Chair) Peter Noble Carole Hodson	3	Review and recommend remuneration package of the Chief Executive and executive directors to the Board. Oversight of appraisal of the Chief Executive and executive directors.
Finance and Development Committee	Paul Satchwell (Chair) Paul Wilkin Sami Mirza David Glover Paul Milner Nabeel Irshad (Independent member from 30/9/25)	4	Maintain an overview of the Group's financial performance including reviewing and commenting upon the Group's management accounts and financial forecasts. Consider financial implications of proposals for areas of major new strategic business development on behalf of AGL and make recommendations to the board. Assist in the development of the Group's Treasury Management Strategy and consider the impact of changes in interest rates on the same. Monitor the Group's existing loan portfolio and determination of the adopted approach in relation to the drawdown of new funds, and the maturity of existing loans. Consider and approve within delegated authorities new development proposals or recommend to Board. Ensure compliance with the Group's Financial regulations in relation to procurement. Review the Group's Business Plan and act as an early warning system to the Board in cases of concern.
Operations Committee	Bruce Kerr (Chair until 30/9/25) Carole Hodson (chair from 30/9/25) Julie Haywood Holly Wilson Cath Bacon Gill Wood (Independent member until 16/1/26) Tom Hughes (independent member from 30/9/25)	4	Ensure the maintenance of adequate and effective arrangements for internal monitoring of operational action plans and performance management processes. Receive reports and other performance information in relation to the Group's performance on all operational services. Receive reports in relation to the Group's customer communications and feedback. Report any serious delivery or compliance failures or concerns to the Group Board.

Report of the Directors (continued)

Enterprise Committee	Julie Haywood (Chair) Carole Hodson Until 30/9/25) John Westby Mathew Adam Graham Ward (Independent member) Angela Burrows (Independent member)	3	Review, monitor and assess the operational and financial performance of the Group’s enterprise activities. Report any serious delivery or compliance failures or concerns to the Group Board. Act as a sounding board to the Executive on any areas of potential new business or growth for the Group.
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Skills and Recruitment

All appointments are approved by the Board with due consideration of skills and supported by an objective and rigorous selection and assessment process. All appointments are made in accordance with the Board’s skills matrix and the recruitment processes focus on securing members with the following skills:

Sector knowledge: in-depth, up-to-date knowledge including the housing, skills and educations needs Acis Group aims to meet, and the associated opportunities and threats.

Customers: experience of the needs, concerns and aspirations of Acis’ customers. Community relations and needs including equal opportunity, disability and diversity

Strategic leadership and management: vision, intellectual flexibility, political astuteness and drive for results. Experience of working at a strategic management level in the commercial, public sector, local/central government, education or charitable sector

Analytical: ability to digest large amounts of information, picking out the relevant points and using the information to support decision making.

Business Management: successful senior level business, financial and management experience including the ability to monitor performance and hold to account, change

management, basic HR/employee engagement, IT and Marketing.

The Board is made up of a range of skilled people, with both private and public sector backgrounds, ensuring a broad range of skills, competencies, experience and knowledge. Members of the Executive Leadership Team attend the Board and Committees but are not Board members.

Evaluation

All Board members are subject to an individual appraisal conducted by the Chair. The appraisal process assesses contributions made, reviews and identifies training and development needs of the individual, and formalises individual and wider Board goals for the forthcoming year.

The adopted code of governance sets a requirement for appraisal of individual members to be carried out at least every two years. All existing board members had an appraisal by the Chair in the year. The Chair’s appraisal was completed as part of the external governance review in March 2026.

The Board also completed a collective annual review of effectiveness for the year ended 31 March 2026. All committees also undertook an annual review of effectiveness.

Report of the Directors (continued)

Attendance

The attendance at meetings by Board and committee members throughout the year was as follows:

Acis Group Board

Member	Maximum Possible	Actual Attendance	Comment
Peter Noble	4	4	Appointed 30/9/25
Kathryn Smart	2	2	Retired 30/9/25
Carole Hodson	6	6	
Paul Satchwell	6	6	
Bruce Kerr	2	2	Retired 30/9/25
Paul Wilkin	6	6	
Julie Haywood	6	5	
Holly Wilson	6	6	
John Westby	6	6	
Sami Mirza	6	6	
David Glover	6	5	
Edward May	1	1	Resigned 30/6/25
Matthew Adam	6	5	
Paul Milner	4	4	
Cath Bacon	4	4	

Audit and Risk Committee

Member	Maximum Possible	Actual Attendance	Comment
Paul Wilkin	4	4	
Bruce Kerr	2	2	Retired 30/9/25
David Glover	4	2	
John Westby	4	4	
Russell Stone	4	3	
Kitesh Patel	4	3	

Operations Committee

Member	Maximum Possible	Actual Attendance	Comment
Bruce Kerr	2	2	Retired 30/9/25
Carole Hodson	4	4	
Julie Haywood	4	4	
Holly Wilson	4	4	
Cath Bacon	2	1	
Tom Hughes	2	0	Appointed 30/9/25
Gill Wood	3	1	Resigned 16/1/26

Report of the Directors (continued)

Finance and Development Committee

Member	Maximum Possible	Actual Attendance	Comment
Paul Satchwell	4	4	
Paul Wilkin	4	4	
Sami Mirza	4	2	
David Glover	4	3	
Paul Milner	4	3	
Nabeel Irshad	4	2	Appointed 30/9/25

Enterprise Committee

Member	Maximum Possible	Actual Attendance	Comment
Julie Haywood	3	3	
Carole Hodson	2	2	Resigned from committee 30/09/25
John Westby	3	3	
Matthew Adam	3	3	
Graham Ward	3	3	
Angela Burrows	3	3	

Remuneration and Review Committee

Member	Maximum Possible	Actual Attendance	Comment
Paul Satchwell	3	3	
Peter Noble	3	3	
Carole Hodson	3	3	

Acis Development Services Limited

Member	Maximum Possible	Actual Attendance	Comment
Greg Bacon	2	2	
Paul Woollam	2	2	
Adrian Chamberlain	2	2	
Mark Jones	2	1	
Claire Woodward	2	2	

Riverside Access and Training Centre Gainsborough Limited

Member	Maximum Possible	Actual Attendance	Comment
Greg Bacon	2	2	
Paul Woollam	2	2	
Adrian Chamberlain	2	2	
Mark Jones	2	1	
Claire Woodward	2	2	

Report of the Directors (continued)

Community Learning in Partnership Limited

Member	Maximum Possible	Actual Attendance	Comment
Greg Bacon	2	2	
Paul Woollam	2	2	
Adrian Chamberlain	2	2	
Mark Jones	2	1	
Claire Woodward	2	2	

Acis Communities Limited

Member	Maximum Possible	Actual Attendance	Comment
Greg Bacon	1	1	
Paul Woollam	1	1	
Adrian Chamberlain	1	1	
Mark Jones	1	0	
Claire Woodward	1	1	

Campus for Future Living Limited

Member	Maximum Possible	Actual Attendance	Comment
Greg Bacon	2	2	
Paul Woollam	2	2	
Adrian Chamberlain	2	2	
Mark Jones	2	1	
Claire Woodward	2	2	

Plus Skills Development Limited

Member	Maximum Possible	Actual Attendance	Comment
Greg Bacon	2	2	
Paul Woollam	2	1	
Adrian Chamberlain	2	2	
Mark Jones	2	1	
Claire Woodward	2	2	

Report of the Directors (continued)

Statement of the responsibilities of the Board for the financial statements.

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

Company law requires the Board to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018 (Statement of Recommended Practice for Registered Social Housing Providers). Under Company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs and surplus or deficit of the Association and Group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice (SORP) for Registered Social Housing Providers update 2018 have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association and Group and enable them to ensure that the financial statements comply with the Companies Act 2006 (Part 10, chapter 2, paragraphs 170-180), 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 Association and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors confirm that:

- so far as each Director is aware, there is no relevant audit information (as defined by section 418 of the Companies Act 2006) of which the Group's auditors are unaware; and
- the Directors have taken all steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Board is responsible for ensuring that the Report of the Board is prepared in accordance with the Statement of Recommended Practice: Accounting by Registered Social Housing Providers (2018) (SORP). The Board is responsible for the maintenance and integrity of the corporate and financial information on the Group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Report of the Directors (continued)

Public Benefit

Acis has considered the Charity Commission's general guidance on public benefit when reviewing its aims and objectives. All the Association's charitable activities, details of which appear in the Operating and Financial Review, are undertaken for the benefit of local communities.

The charitable objectives of Acis Group are:

- The relief of need through the provision of social and affordable housing and other accommodation, associated facilities, amenities and care to those in need in England, primarily in the Midlands, Yorkshire and Humber regions, for reasons of youth, age, physical or mental ill-health or disability, financial hardship or other disadvantage.
- The advancement for the benefit of the public of community development through social investment in areas of social and economic deprivation or need in England, primarily in the Midlands, Yorkshire and Humber regions.

Our vision is to be there to support you when you need us. The Group has the following streams in relation to its charitable objects:

- Over 6,000 properties for rent, primarily by families who are unable to rent or buy at open market rates;
- Over 250 sheltered housing properties across nine schemes and assistance for people who need additional housing-related support;
- Almost 700 low-cost home ownership properties, primarily shared ownership and the Rent to Own initiative;
- 6 Supported properties where the tenants receive support from other agencies;
- Over 1,600 student bed spaces providing affordable accommodation for students to continue their education;
- Support for tenants and the wider communities in education/training and gaining access to the workplace;
- Community space including training centres and cafés

To deliver these objects the Group engages in a comprehensive range of activities including those referred to in the Operating and Financial Review and Strategic Report. These activities are underpinned by a comprehensive framework of strategies and policies to maximise the involvement of our customers and ensure a robust governance structure.

Our services are open to all, subject to Local Authority and local lettings policies which are legitimate, proportionate, rational and justifiable.

Annual general meeting

The Annual General Meeting will be held on 28 September 2026 at Acis House, Bridge Street, Gainsborough.

External auditors

Menzies LLP were appointed to audit the Group and Association financial statements for the year ended 31 March 2026.

Approval

The Report of the Board, including the strategic report, was approved by the Board on 27 July 2026 and signed on its behalf by:



Peter Noble

Chair

Acis Group Limited

Independent Auditor's Report to the Members of Acis Group Limited

Independent Auditor's Report to the Members of Acis Group Limited

Opinion

We have audited the financial statements of Acis Group Limited ('the parent Association') and its subsidiaries (the Group') for the year ended 31 March 2026 which comprise the Consolidated Statement of Comprehensive Income, the Association Statement of Comprehensive Income, the Consolidated and Association Statements of Financial Position, the Consolidated Statement of Changes in Equity (Reserves), the Association Statement of Changes in Equity (Reserves), the Consolidated Statement of Cash Flow and the notes to the financial statements, including a summary of significant accounting policies in note 2. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the parent Association's affairs as at 31 March 2026 and of the Group's income and expenditure and the parent Association's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Independent Auditor's Report to the Members of Acis Group Limited (continued)

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

As explained more fully in the Statement of the responsibilities of the Board for the financial statements set out on page 42, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Group's and the 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 intends to liquidate the Group or the parent Association or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Independent Auditor's Report to the Members of Acis Group Limited (continued)

- We obtained an understanding of laws, regulations and guidance that affect the Group and parent Association, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, the NHF Code of Governance 2020, the Regulatory Standards, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed the controls the Board has in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board has in place to prevent and detect fraud. We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

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

Use of our Report

This report is made solely to the Association's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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.

Signed by:

Menzies LLP

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Maria Hallows BA FCA DChA (Senior Statutory Auditor)

For and on behalf of
Menzies LLP
Statutory Auditor
One Express
1 George Leigh Street
Manchester
M4 5DL
Date: 27-Aug-2026

Acis Group Limited

Consolidated Statement of Comprehensive Income

For the year ended 31 March 2026

	Note	2026 £'000	2025 £'000
Turnover: continuing activities	3	51,003	49,011
Operating expenditure	3	(39,465)	(34,095)
Gain on disposal property, plant, equipment	5	1,264	510
Operating surplus	4	12,802	15,426
Interest receivable	6	117	61
Interest payable and financing costs	7	(11,363)	(9,860)
Surplus before taxation		1,556	5,627
Taxation	12	(79)	(6)
Surplus for the year after taxation		1,477	5,621
Other comprehensive income			
Actuarial gain/ (loss) in the year	9	97	274
Total comprehensive income for the year		1,574	5,895
Total comprehensive income for the year attributable to:			
Owners of the parent company		1,574	5,895

The consolidated results relate wholly to continuing activities and the notes on pages 56 to 98 form an integral part of these financial statements.

The financial statements on pages 49 to 98 were approved and authorised for issue by the Board on 27 July 2026.



Peter Noble
Chair / Trustee



Carole Hodson
Vice Chair / Trustee



Greg Bacon
Secretary

Acis Group Limited, Company Number 03593345

Association Statement of Comprehensive Income

For the year ended 31 March 2026

	Note	2026 £'000	2025 £'000
Turnover: continuing activities	3	46,819	47,590
Operating expenditure	3	(36,276)	(32,859)
Gain on disposal property, plant, equipment	5	1,264	510
Operating surplus	4	11,807	15,241
Interest receivable	6	379	94
Interest payable and financing costs	7	(11,363)	(9,860)
Gift aid	11	17	345
Surplus before taxation		840	5,820
Taxation	12	(110)	-
Surplus for the year after taxation		730	5,820
Other comprehensive income			
Actuarial gain/ (loss) in the year	9	97	274
Total comprehensive income for the year		827	6,094

The results of the association relate wholly to continuing activities and the notes on pages 56 to 98 form an integral part of these financial statements.

The financial statements on pages 49 to 98 were approved and authorised for issue by the Board on 27 July 2026 and were signed on its behalf by:



Peter Noble
Chair / Trustee



Carole Hodson
Vice Chair / Trustee



Greg Bacon
Secretary

Acis Group Limited, Company Number 03593345

Acis Group Limited

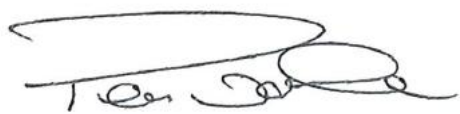
Consolidated and Association Statement of Financial Position

As at 31 March 2026

	Note	Group		Association	
		2026 £'000	2025 £'000	2026 £'000	2025 £'000
Fixed Assets					
Intangibles	14	2,567	-	-	-
Intangible Fixed Assets		<u>2,567</u>	<u>-</u>	<u>-</u>	<u>-</u>
Housing	13	360,815	347,688	363,279	350,040
Non-housing	14	3,130	2,840	3,097	2,883
Tangible Fixed Assets		<u>363,945</u>	<u>350,528</u>	<u>366,376</u>	<u>352,923</u>
Current Assets					
Stock	16	4,404	4,961	2,257	2,884
Trade and Other Debtors	17	3,028	2,536	6,853	4,007
Cash and Cash Equivalents	18	3,912	3,445	2,958	2,965
		<u>11,344</u>	<u>10,942</u>	<u>12,068</u>	<u>9,856</u>
Less: Creditors: amounts falling due within one year	19	(79,000)	(13,438)	(78,407)	(12,822)
Net Current Liabilities		<u>(67,656)</u>	<u>(2,496)</u>	<u>(66,339)</u>	<u>(2,966)</u>
Total Assets Less Current Liabilities		<u>298,856</u>	<u>348,032</u>	<u>300,037</u>	<u>349,957</u>
Creditors: amounts falling due after more than one year	20	(227,251)	(277,587)	(227,228)	(277,558)
Provisions for liabilities		(10)	(7)	-	-
Pension - defined benefit liability	9	(522)	(939)	(522)	(939)
Total Net Assets		<u>71,073</u>	<u>69,499</u>	<u>72,287</u>	<u>71,460</u>
Reserves					
Income and Expenditure Reserve		<u>71,073</u>	<u>69,499</u>	<u>72,287</u>	<u>71,460</u>

The notes on pages 56 to 98 form an integral part of these financial statements.

The financial statements on pages 49 to 98 were approved and authorised for issue by the Board on 27 July 2026 and were signed on its behalf by:



Peter Noble
Chair / Trustee



Carole Hodson
Vice Chair / Trustee



Greg Bacon
Secretary

Acis Group Limited, Company Number 03593345

Consolidated Statement of Changes in Equity (reserves)

	Income and Expenditure Reserve £'000	Total £'000
Balance as at 31 March 2024	63,604	63,604
Surplus for the year after tax	5,621	5,621
Other comprehensive income for the year after tax	274	274
Total Comprehensive income for the year	5,895	5,895
Distribution in year	-	-
Balance as at 31 March 2025	69,499	69,499
Surplus for the year after tax	1,477	1,477
Other comprehensive income for the year after tax	97	97
Total Comprehensive income for the year	1,574	1,574
Distribution in year	-	-
Balance as at 31 March 2026	71,073	71,073

The notes on pages 56 to 98 form an integral part of these financial statements.

Acis Group Limited

Association Statement of Changes in Equity (reserves)

	Income and Expenditure Reserve £'000	Total £'000
Balance as at 31 March 2024	65,366	65,366
Surplus for the year after tax	5,820	5,820
Other comprehensive income for the year after tax	274	274
Total Comprehensive income for the year	6,094	6,094
Balance as at 31 March 2025	71,460	71,460
Surplus for the year after tax	730	730
Other comprehensive income for the year after tax	97	97
Total Comprehensive income for the year	827	827
Balance as at 31 March 2026	72,287	72,287

The notes on pages 56 to 98 form an integral part of these financial statements.

Consolidated Statement of Cash Flow

	2026 £'000	2025 £'000
Net cash generated from operating activities	18,724	21,422
Cash flow from investing activities		
Purchase of tangible fixed assets	(27,294)	(47,474)
Proceeds from sale of tangible fixed assets	2,502	1,270
Grants received	4,249	1,296
Interest received	117	61
	<u>(20,426)</u>	<u>(44,847)</u>
Cash flow from financing activities		
Interest paid	(11,668)	(8,933)
New secured loans (revolver utilisation)	15,400	(15,400)
New secured loans	-	66,433
Repayments of borrowings	(1,563)	(17,850)
	<u>2,169</u>	<u>24,250</u>
Net change in cash and cash equivalents	467	825
Cash and cash equivalents at beginning of year	3,445	2,620
Cash and cash equivalents at end of the year	3,912	3,445

The notes on pages 56 to 98 form an integral part of these financial statements.

Acis Group Limited

Reconciliation of Group Operating Surplus to Net Cash Inflow from Operating Activities

	2026 £'000	2025 £'000
Cash generated from operating activities		
Surplus for the year	1,574	5,895
<u>Adjustment for non-cash items</u>		
Depreciation of tangible fixed assets	10,173	8,294
(Increase) / decrease in stock	557	(135)
(Increase) / decrease in trade and other debtors	(492)	(1,029)
Increase / (decrease) in trade and other creditors	(2,138)	317
Pension costs less contributions payable	(365)	(473)
Carrying amount of tangible fixed asset disposals	413	424
Deferred Government grants utilised in the year	(883)	(886)
Actuarial loss / (gain)	(97)	(274)
<u>Adjustments for investing or financing activities</u>		
(Gain)/loss on disposal of tangible fixed assets	(1,264)	(510)
Interest and financing costs	11,363	9,860
Interest receivable	(117)	(61)
Net cash generated from operating activities	18,724	21,422

The notes on pages 56 to 98 form an integral part of these financial statements.

Notes to the Financial Statements

For the year ended 31 March 2026

1. Legal Status

Acis Group Limited (The Association) is incorporated in England under the Companies Act 2006. The Association is limited by guarantee, is a registered charity and classed as a Public Benefit Entity. The Principal activity undertaken is the provision of social housing.

The Association is registered with the Regulator of Social Housing (RoSH) as a Private Registered Provider of Social Housing. The registered office for Acis Group Ltd and all of its subsidiary undertakings is Acis House, Bridge Street, Gainsborough DN21 1GG.

The group comprises the following entities:

Name	Incorporation	Registered / Non-Registered
Acis Group Limited	Companies Act 2006	Registered
Acis Management Limited (Dormant)	Companies Act 2006	Non-Registered
Acis Development Services Limited	Companies Act 2006	Non-Registered
Prime Repairs and Maintenance Limited (Dormant)	Companies Act 2006	Non-Registered
Acis HomePlus Limited (Dormant)	Companies Act 2006	Non-Registered
Acis Properties Limited (Dormant)	Companies Act 2006	Non-Registered
Riverside Access and Training Centre Gainsborough Limited	Companies Act 2006	Non-Registered
Community Learning in Partnership Limited	Companies Act 2006	Non-Registered
Acis Communities Limited	Companies Act 2006	Non-Registered
Campus For Future Living Limited	Companies Act 2006	Non-Registered
Plus Skills Development Limited	Companies Act 2006	Non-Registered

2. Principal Accounting Policies

Basis of accounting

The financial statements of the Group and Association have been prepared in accordance with applicable United Kingdom Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for Registered Social Housing Providers: Housing SORP 2018 update. The accounts comply with the Accounting Direction for Private Registered Providers of Social Housing 2022. The Group is required under the Companies Act 2006 to prepare consolidated Group Accounts.

The accounts have been prepared on the historical cost basis of accounting and are presented in sterling £'000 for the year ended 31st March 2026.

The Group's Financial Statements have been prepared in accordance with FRS 102. The Group meets the definition of a Public Benefit Entity (PBE).

Parent company disclosure exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS102:

- No cash flow statement has been presented for the parent company,
- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole, and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals of the group as a whole.

Notes to the Financial Statements

For the year ended 31 March 2026

Principal accounting policies (continued)

Basis of consolidation

The consolidated Financial Statements incorporate the results of all of its subsidiary undertakings as at 31 March 2026 using the acquisition method of accounting as required. Where the acquisition method is used the results of the subsidiary undertakings are included from the date of acquisition, being the date the Group obtains control.

Going Concern

The Group's Financial Statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future.

The Group's activities, its current financial position and factors likely to affect its future development are set out within the Operating and Financial Review. The Group has in place long-term debt facilities, a revolving credit facility, cash reserves, and generates positive cash from core operations. Our net current liability position at 31 March 2026 was expected and is not considered to be a going concern issue. The net liability position was a result of reduced cash balances held at the year-end with undrawn secured loans, of which there were £10m at 31 March 2026, only being drawn when necessary for effective cashflow management as well as £69m of debt due for repayment in March 2027, this has since been replaced by new facilities of £105m, signed 2 April 2026. These elements combine to provide sufficient resources to finance committed reinvestment and development programmes, along with the Group's day to day operations.

The Group has a long-term business plan which shows that it is able to service its debt facilities whilst continuing to comply with lenders' covenants. The business plan also includes multi variance stress testing scenarios and trigger points which are monitored and reported on regularly to the Board and Finance and Development Committee.

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. For this reason, it continues to adopt the going concern basis in the financial statements.

Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the Balance Sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimates means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

- a. Development expenditure** – The Group capitalises development expenditure in accordance with the accounting policy described on page 60. Initial capitalisation of costs is based on management's judgement that a development scheme is confirmed, usually when Board approval has taken place including access to the appropriate funding. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.
- b. Categorisation of Housing Properties** - The Group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Group has considered if the asset is held for social benefit or to earn commercial rentals. The Group has determined that no current rented properties or student accommodation should be classed as investment properties.
- c. Impairment** – Where it is recognised that there is a permanent diminution in value of any property, the full reduction in value is written off to the Statement of Comprehensive Income in the year in which the diminution is recognised. A review carried out for the year concluded that an impairment was required for the Grange House/Farm development of £900k which was recognised in March 2026. No other assets were to be impaired in 2026/27 financial statements. In arriving at this conclusion, the Group used numerous indicators including external sources of information such as market value, depreciated replacement cost, market interest rates and returns on investment, actual or proposed changes to the technological, economic or legal environment, obsolescence or damage to the asset, operational changes or internal reporting which indicates that the asset is performing worse than expected.

Notes to the Financial Statements

For the year ended 31 March 2026

Principal accounting policies (continued)

Other key sources of estimation and assumptions:

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

Stock and Work in progress – The Group carries stock and work in progress of properties that it intends to sell. The stock is held at cost and this is regularly compared to the recoverable amount to ensure no impairment is required. The recoverable amounts are derived from local market data and sales experience.

Pension and other post-employment benefits – The cost of defined benefit pension plans and other post-employment benefits are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates, inflation and future pension increases.

Due to the complexity of the valuation, the underlying assumptions and the long-term nature of these plans, such estimates are subject to significant uncertainty. In determining the appropriate discount rate, management considers the interest rates of corporate bonds in the respective currency with at least AA rating, with extrapolated maturities corresponding to the expected duration of the defined benefit obligation. The underlying bonds are further reviewed for quality, and those having excessive credit spreads are removed from the population bonds on which the discount rate is based, on the basis that they do not represent high quality bonds. The mortality rate is based on publicly available mortality tables for the specific sector. Future salary increases and pension increases are based on expected future inflation rates for the respective sector. Further details are given in note 9.

Impairment of non-financial assets – Reviews for impairment of housing properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme or property type level whose cash income can be separately identified.

An impairment review carried out for the year concluded an impairment was required for the Grange House/Farm development of £900k which was recognised in March 2026, no other assets were to be impaired resulting in £900k charge in 2025/26 financial statements.

Acquisition accounting

Acis Development Services Limited, Campus for Future Living Limited, Riverside Access and Training Centre Gainsborough Limited and Community Learning in Partnership Limited, Acis Communities Limited, Plus Skills Development Limited have been included in the group financial statements using the purchase method of accounting.

Accordingly, the group statement of comprehensive income and statement of cash flows include the results and cash flows of the above Companies for the current accounting period.

Turnover and revenue recognition

Turnover represents rental income and service charges receivable, amortised capital grant, revenue grants from local authorities and Homes England, income from the sale of shared ownership, and other properties developed for outright sale, and other income and is recognised in relation to the period when the goods or services have been supplied. Rental income is recognised when the property is available for let, net of voids. Income from property sales is recognised on legal completion. Sales of properties developed for outright sale are included in Turnover and Cost of Sales.

Notes to the Financial Statements

For the year ended 31 March 2026

Principal accounting policies (continued)

Service charges

Service charge income and costs are recognised on an accruals basis. The Group in the main operates variable service charges on a scheme by scheme basis in full consultation with residents. Where variable service charges are used the charges are based on the last full financial year costs. Where periodic expenditure is required a provision may be built up over the years, in consultation with the residents; until these costs are incurred this liability is held in the Statement of Financial Position within creditors.

Loan interest costs

Loan interest costs are calculated using the effective interest method of the difference between the loan amount at initial recognition and amount of maturity of the related loan.

Loan finance issue costs

These are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised. Where loans are redeemed during the year, any redemption penalty and any connected loan finance issue costs are recognised in the Statement of Comprehensive Income in the year in which the redemption took place.

Taxation

The parent Association became a registered charity on 1 April 2011 and from this date any surpluses or deficits arising from its charitable activities have been exempt from Corporation tax.

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit and loss, except that a charge attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively. The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date. Deferred balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits,
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met, and
- Where timing differences relate to interests in subsidiaries, associates and joint ventures and the Group can control their reversal and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair value of liabilities acquired and the amount that will be assessed for tax.

Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

In accordance with FRS 102, deferred tax is not provided for gains on the sale of non-monetary assets, if the taxable gain will probably be rolled over.

Notes to the Financial Statements

For the year ended 31 March 2026

Principal accounting policies (continued)

Value Added Tax

The Group charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. All amounts disclosed in the accounts are inclusive of VAT to the extent that it is suffered by the Group and not recoverable from HM Revenue and Customs.

Tangible Fixed Assets and Depreciation

Housing properties and Student Accommodation

Housing properties are principally properties available for rent and are stated at cost less accumulated depreciation. Cost includes the cost of acquiring land and buildings, development costs and expenditure incurred in respect of improvements.

Housing properties under construction are stated at cost and are not depreciated. These are re-classified as housing properties on practical completion of construction. Freehold land is not depreciated.

The costs of Low Cost Home Ownership Properties (Shared Ownership) are split proportionally between current and fixed assets based on the element relating to expected first tranche portion (initial staircasing). The first tranche proportion is classed as a current asset and related sales proceeds included in turnover. The remaining element of the shared ownership property is accounted for as a fixed asset and included in housing properties at cost, less any provisions needed for depreciation or impairment. Subsequent sales are treated as sales of fixed assets / property sales in operating profit.

Student Accommodation properties are principally properties available for rent and are stated at cost less depreciation. Cost includes the cost of acquiring land and buildings and expenditure incurred in respect of improvements.

Depreciation is charged so as to write down the net book value of properties to their estimated residual value, on a straight-line basis, over their estimated useful economic lives in the business. For social housing properties, a full year's depreciation is charged in year of acquisition. For student accommodation, depreciation is charged from the month of acquisition. The depreciable amount is arrived at on the basis of original cost, less residual value. The Group's housing properties are depreciated at the following annual rates:

Houses and flats	0.75% to 4.2%
Student accommodation buildings	0.85%
Garages	1.2%
Commercial Properties	2.0%

Where a housing property comprises two or more major components with substantially different useful economic lives (UELs), each component is accounted for separately and depreciated over its individual UEL. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

Notes to the Financial Statements

For the year ended 31 March 2026

Principal accounting policies (continued)

The association depreciates freehold housing properties by component on a straight-line basis over the estimated UELs of the component categories.

UELs for identified components are as follows:

Bathrooms	3.3% to 10.0%	Roofs	1.3% to 2.5%
Central Heating and Boilers	4.0% to 10.0%	External Cladding and Structural Works	1.7% to 2.5%
Doors	5.0% to 6.7%	Windows	2.5% to 20.0%
Electrical Works	2.5% to 5.0%	Fixtures and Fittings	33.3%
Kitchens	5.0% to 14.3%	Environmental Improvements	3.3%
Photo Voltaic Panels	4.0%	Service Installations	3.3%

The association depreciates housing properties held on long term leases in the same manner as freehold properties, except where the unexpired lease term is shorter than the longest component life envisaged, in which case the unexpired term of the lease is adopted as the useful economic life of the relevant component category.

Capitalisation of interest and administration costs

Interest on loans financing development is capitalised up to the date of the completion of the scheme and only when development activity is in progress.

Administration costs relating to development activities are capitalised only to the extent that they are incremental to the development process and directly attributable to bringing the properties into their intended use.

Other tangible fixed assets

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. No depreciation is provided on freehold land. The principal annual rates used for other assets are:

Freehold Offices	2.0%	Motor Vehicles	20.0%
Building Fitting and Equipment	10.0% to 20.0%	Depot Fitting and Equipment	20.0%
Computer Equipment and Software	25.0%	Furnished Accommodation	25.0%

Valuation of Investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Notes to the Financial Statements

For the year ended 31 March 2026

Principal accounting policies (continued)

Stock and properties held for sale

Stock of materials are stated at the lower of cost and net realisable value being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

Properties developed for outright sale are included in current assets as they are intended to be sold, at the lower of cost or estimated selling price less costs to complete and sell.

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

Stock swaps

Where an agreement is entered into with another PRP to swap housing stock, the outgoing stock is treated as a disposal with a gain/loss recorded in profit or loss. The incoming stock is measured at fair value.

Short-term debtors and creditors

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

Non-government grants

Grants received from non-government sources are recognised under the performance model. If there are no specific performance requirements the grants are recognised when received or receivable. Where grant is received with specific performance requirements it is recognised as a liability until the conditions are met and then it is recognised as Turnover.

Social Housing and other government grants

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in Turnover over the estimated useful life of the associated asset structure (not land) and components, under the accruals model.

SHG received for items of cost written off in the Statement of Comprehensive Income is included as part of Turnover.

When Social Housing Grant (SHG) in respect of housing properties in the course of construction exceeds the total cost to date of those housing properties, the excess is shown as a current liability.

SHG must be recycled by the Group under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by Homes England. However, SHG may have to be repaid if certain conditions are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as Turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

Non-monetary government grant

On disposal of assets for which non-monetary government grants are held as liabilities in the Statement of Financial Position, the unamortised amount in creditors is derecognised and recognised as income in the Statement of Comprehensive Income.

Notes to the Financial Statements

For the year ended 31 March 2026

Principal accounting policies (continued)

Recycling of Capital Grant

Where Social Housing Grant is recycled, as described above, the SHG is credited to a fund which appears as a creditor until used to fund the acquisition of new properties, where recycled grant is known to be repayable it is shown as a creditor within one year.

The voluntary right to buy Midlands Pilot scheme ended during 2019/20, the net receipt from the sales were recycled into a recycled grant fund within creditors. This fund is to be used for a one for one replacement.

Holiday pay accrual

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

Retirement benefits

The cost of providing retirement pensions and related benefits is charged to management expenses over the periods benefiting from the employees' services.

The disclosures in the accounts follow the requirements of Section 28 of FRS 102 in relation to multi-employer funded schemes in which the Group has a participating interest.

The Group operates two types of pension scheme; a defined contribution scheme for new members and a legacy defined benefit scheme. The cost of providing retirement pensions and related benefits for both schemes are charged to management expenses over the periods benefiting from the employee's services.

The Group participates in the Social Housing Pension Scheme ('SHPS'), a defined benefit multi-employer pension scheme administered by TPT Retirement Solutions ('TPT').

Income and Expenditure Reserve

The Group generates reserves:

- to provide a cushion against risk and uncertainty of future operations;
- to finance future major repairs and improvements; and
- to provide internal subsidy for new homes and property development.

Due to the decline in social housing grant (SHG) and other capital grants available to the sector over recent years, the Group continues to commit more of its reserves to financing investment in new homes and larger maintenance programmes. This approach not only enables greater investment, but it also reduces interest costs as additional loan finance can be kept to a minimum.

Notes to the Financial Statements

For the year ended 31 March 2026

Principal accounting policies (continued)

Financial Instruments

Financial assets and financial liabilities are measured at transaction price initially, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. At the end of each reporting period, financial instruments are measured as follows, without any deduction for transaction costs the entity may incur on sale or other disposal:

Debt instruments that meet the conditions in paragraph 11.8(b) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.

Commitments to receive or make a loan to another entity which meet the conditions in para 11.8(c) of FRS 102 are measured at cost less impairment.

Loans

All loans held by the group are classified as basic financial instruments in accordance with FRS 102.

They are measured at transaction price plus transaction costs initially, and subsequently at amortised cost using the effective interest rate method. Loans repayable within one year are not discounted.

Financial instruments held by the Group are classified as follows:

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at amortised cost using the effective interest method,
- Financial liabilities such as bonds and loans are held at amortised cost using the effective interest method,
- Loans to or from subsidiaries including those that are due on demand are held at amortised cost using the effective interest method,
- Commitments to receive or make a loan to another entity which meet the conditions above are held at cost less impairment,
- An investment in another entity's equity instruments other than non-convertible preference shares and non-puttable ordinary and preference shares are held at fair value.

Impairment of Financial Assets

Financial Assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of assets is impaired. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

The following financial instruments are assessed individually for impairment:

- a. All equity instruments regardless of significance, and
- b. Other financial assets that are individually significant

Other financial instruments are assessed for impairment either individually or grouped on the basis of similar credit risk characteristics. An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

Notes to the Financial Statements

For the year ended 31 March 2026

Principal accounting policies (continued)

- a. For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
- b. For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.

If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed either directly or by adjusting an allowance account. The reversal cannot result in a carrying amount (net of any allowance account) which exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of the reversal is recognised in profit or loss immediately.

Goodwill

Goodwill arising on an acquisition of a subsidiary undertaking is the difference between the fair value of the consideration paid and the fair value of the assets and liabilities acquired. Subsequently goodwill is carried at cost less accumulated amortisation and impairment losses.

Amortisation is calculated on the straight-line basis over the estimated useful life. The Association establishes a reliable estimate of the useful life of goodwill arising on business combinations based on a variety of factors such as the expected use of the acquired business, the expected useful life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life and assumptions that market participants would consider in respect of similar businesses. Goodwill is written off over a period of 10 years.

Notes to the Financial Statements

For the year ended 31 March 2026

3. Particulars of Turnover, Cost of Sales, Operating Expenditure and Operating Surplus

<u>Group</u>	2026			Operating Surplus / (Deficit) £'000
	Turnover £'000	Cost of Sales £'000	Operating expenditure £'000	
Social Housing Lettings	37,701	-	(28,641)	9,060
Other social housing activities				
First tranche low cost home ownership sales	2,514	(2,439)	-	75
	2,514	(2,439)	-	75
Non-social housing activities				
Other lettings	477	-	(61)	416
Student accommodation lettings	5,243	-	(4,785)	458
Externally funded support initiatives	50	-	(284)	(234)
Other	5,018	-	(3,256)	1,762
	10,788	-	(8,385)	2,402
	51,003	(2,439)	(37,026)	11,538

<u>Group</u>	2025			Operating Surplus / (Deficit) £'000
	Turnover £'000	Cost of Sales £'000	Operating expenditure £'000	
Social Housing Lettings	36,671	-	(25,357)	11,314
Other social housing activities				
First tranche low cost home ownership sales	2,575	(1,893)	-	682
	2,575	(1,893)	-	682
Non-social housing activities				
Other lettings	313	-	(57)	256
Student accommodation lettings	6,548	-	(4,507)	2,041
Properties for outright sale	680	(682)	-	(2)
Externally funded support initiatives	110	-	(220)	(110)
Other	2,114	-	(1,379)	735
	9,765	(682)	(6,163)	2,920
	49,011	(2,575)	(31,520)	14,916

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

3. Particulars of Turnover, Cost of Sales, Operating Expenditure and Operating Surplus

Association

	2026			Operating Surplus / (Deficit) £'000
	Turnover £'000	Cost of Sales £'000	Operating expenditure £'000	
Social Housing Lettings	37,701	-	(28,700)	9,001
Other social housing activities				
First tranche low cost home ownership sales	2,514	(2,439)	-	75
	2,514	(2,439)	-	75
Non-social housing activities				
Other lettings	497	-	(67)	430
Student accommodation lettings	5,243	-	(4,785)	458
Intra-group service level agreements	208	-	-	208
Externally funded support initiatives	50	-	(284)	(234)
Other	606	-	(1)	605
	6,604	-	(5,137)	1,467
	46,819	(2,439)	(33,837)	10,543

Association

	2025			Operating Surplus / (Deficit) £'000
	Turnover £'000	Cost of Sales £'000	Operating expenditure £'000	
Social Housing Lettings	36,671	-	(25,416)	11,255
Other social housing activities				
First tranche low cost home ownership sales	2,575	(1,893)	-	682
	2,575	(1,893)	-	682
Non-social housing activities				
Other lettings	339	-	(63)	276
Student accommodation lettings	6,548	-	(4,507)	2,041
Properties for outright sale	680	(682)	-	(2)
Intra-group service level agreements	157	-	-	157
Externally funded support initiatives	110	-	(220)	(110)
Other	510	-	(78)	432
	8,344	(682)	(4,868)	2,794
	47,590	(2,575)	(30,284)	14,731

Notes to the Financial Statements

For the year ended 31 March 2026

Particulars of Income and Expenditure from Social Housing Lettings

Group	General Housing £'000	Supported Housing and housing for older people £'000	Shared Ownership £'000	2026 Total £'000	2025 £'000
Turnover from social housing lettings					
Rent receivable net of service charges and voids	32,244	1,341	2,277	35,862	34,868
Service charges receivable	490	323	144	957	919
Amortised Government Grants	808	-	74	882	884
Turnover from Social Housing lettings	<u>33,542</u>	<u>1,664</u>	<u>2,495</u>	<u>37,701</u>	<u>36,671</u>
Expenditure on social housing lettings					
Management	(4,877)	(211)	(557)	(5,645)	(5,199)
Service charge costs	(729)	(481)	(214)	(1,424)	(1,270)
Routine maintenance	(6,796)	(293)	-	(7,089)	(6,274)
Planned maintenance	(2,164)	(94)	-	(2,258)	(2,129)
Major Repairs	(2,451)	(106)	-	(2,557)	(2,366)
Bad Debts	(213)	-	-	(213)	(95)
Depreciation of housing properties	(6,869)	(338)	(333)	(7,540)	(7,073)
Impairment losses of housing properties	(900)	-	-	(900)	-
Other Costs	(973)	(42)	-	(1,015)	(951)
Operating expenditure on social housing lettings	<u>(25,972)</u>	<u>(1,565)</u>	<u>(1,104)</u>	<u>(28,641)</u>	<u>(25,357)</u>
Operating surplus on social housing	<u>7,570</u>	<u>99</u>	<u>1,391</u>	<u>9,060</u>	<u>11,314</u>
Void losses (being rental income lost as a result of property not being let, although it is available for lettings)	<u>(355)</u>	<u>(14)</u>	<u>(100)</u>	<u>(469)</u>	<u>(357)</u>

Expenditure on social housing lettings in the year included £379k relating to operating leases (2025: £196k).

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

Particulars of Income and Expenditure from Social Housing Lettings

Association	General Housing £'000	Supported Housing and housing for older people £'000	Shared Ownership £'000	2026 Total £'000	2025 £'000
Turnover from social housing lettings					
Rent receivable net of service charges and voids	32,244	1,341	2,277	35,862	34,868
Service charges receivable	490	323	144	957	919
Amortised Government Grants	808	-	74	882	884
Turnover from Social Housing lettings	<u>33,542</u>	<u>1,664</u>	<u>2,495</u>	<u>37,701</u>	<u>36,671</u>
Expenditure on social housing lettings					
Management	(4,877)	(211)	(557)	(5,645)	(5,199)
Service charge costs	(729)	(481)	(214)	(1,424)	(1,270)
Routine maintenance	(6,796)	(293)	-	(7,089)	(6,274)
Planned maintenance	(2,164)	(94)	-	(2,258)	(2,129)
Major Repairs	(2,451)	(106)	-	(2,557)	(2,366)
Bad Debts	(213)	-	-	(213)	(95)
Depreciation of housing properties	(6,928)	(338)	(333)	(7,599)	(7,132)
Impairment losses of housing properties	(900)	-	-	(900)	-
Other Costs	(973)	(42)	-	(1,015)	(951)
Operating expenditure on social housing lettings	<u>(26,031)</u>	<u>(1,565)</u>	<u>(1,104)</u>	<u>(28,700)</u>	<u>(25,416)</u>
Operating surplus on social housing	<u>7,511</u>	<u>99</u>	<u>1,391</u>	<u>9,001</u>	<u>11,255</u>
Void losses (being rental income lost as a result of property not being let, although it is available for lettings)	<u>(355)</u>	<u>(14)</u>	<u>(100)</u>	<u>(469)</u>	<u>(357)</u>

Expenditure on social housing lettings in the year included £379k relating to operating leases (2025: £196k).

Notes to the Financial Statements

For the year ended 31 March 2026

Particulars of Turnover from Non-Social Housing Activities

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Market rented properties	417	244	417	244
Commercial properties	10	16	30	42
Private garages	49	51	49	51
Release of Capital Grants	1	2	1	2
Student accommodation lettings	5,243	6,548	5,243	6,548
Properties for outright sale	-	680	-	680
Intra-group service level agreements	-	-	208	157
Externally funded support initiatives	50	110	50	110
Other	5,018	2,114	606	510
	10,788	9,765	6,604	8,344

Other turnover from non-social housing activities primarily relates to £4,461k (2025: £1,605k) from subsidiary undertakings and £335k (2025: £330k) photovoltaic income.

4. Operating Surplus

This is arrived at after charging / (crediting):

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Depreciation of housing properties	7,543	7,076	7,600	7,133
Impairment losses of housing properties	900	-	900	-
Depreciation on other owned fixed assets	1,018	879	1,026	887
Depreciation of other tangible fixed assets	712	339	382	332
Amortised government grants	(883)	(886)	(883)	(886)
Auditors remuneration (Excluding VAT)				
-Fees payable for the audit of the financial statements	40	31	40	31
-Audit of the Financial Statements of the company's subsidiaries pursuant to legislations	46	22	46	22
Total audit services	86	53	86	53
-Tax compliance services	9	6	9	6
-All other services	3	2	3	2
Total non-audit services	12	8	12	8

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

5. Gain on disposal

Surplus on Sale of Fixed Assets – Housing Properties

Group

2026

	Shared Ownership Fully Staircased sales £'000	Right to acquire and Right to buy sales £'000	Other Property, Plant and Equipment sales £'000	Total £'000
Proceeds of sales	1,386	1,070	46	2,502
Less: Costs of sales	(905)	(333)	-	(1,238)
Surplus	<u>481</u>	<u>737</u>	<u>46</u>	<u>1,264</u>

Group

2025

	Shared Ownership Fully Staircased sales £'000	Right to acquire and Right to buy sales £'000	Other Property, Plant and Equipment sales £'000	Total £'000
Proceeds of sales	591	649	30	1,270
Less: Costs of sales	(458)	(301)	(1)	(760)
Surplus	<u>133</u>	<u>348</u>	<u>29</u>	<u>510</u>

Association

2026

	Shared Ownership Fully Staircased sales £'000	Right to acquire and Right to buy sales £'000	Other Property, Plant and Equipment sales £'000	Total £'000
Proceeds of sales	1,386	1,070	46	2,502
Less: Costs of sales	(905)	(333)	-	(1,238)
Surplus	<u>481</u>	<u>737</u>	<u>46</u>	<u>1,264</u>

Association

2025

	Shared Ownership Fully Staircased sales £'000	Right to acquire and Right to buy sales £'000	Other Property, Plant and Equipment sales £'000	Total £'000
Proceeds of sales	591	649	30	1,270
Less: Costs of sales	(458)	(301)	(1)	(760)
Surplus	<u>133</u>	<u>348</u>	<u>29</u>	<u>510</u>

Notes to the Financial Statements

For the year ended 31 March 2026

6. Interest Receivable and Other Income

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
On financial assets measured at amortised cost:				
Interest Receivable:				
Interest receivable on bank deposits	117	61	99	58
Loan interest from subsidiary company	-	-	280	36
	<u>117</u>	<u>61</u>	<u>379</u>	<u>94</u>

7. Interest Payable and Financing Costs

	Note	Group		Association	
		2026	2025	2026	2025
		£'000	£'000	£'000	£'000
On financial liabilities measured at amortised cost:					
On loans repayable		11,724	10,324	11,724	10,324
Other Interest		1	14	1	14
Loan Amortisation Fee		108	74	108	74
On defined benefit pension schemes					
Expected return on plan assets	9	(401)	(344)	(401)	(344)
Interest on scheme liabilities	9	446	412	446	412
		<u>11,878</u>	<u>10,480</u>	<u>11,878</u>	<u>10,480</u>
Less: Interest capitalised		(515)	(620)	(515)	(620)
		<u>11,363</u>	<u>9,860</u>	<u>11,363</u>	<u>9,860</u>
Capitalisation rate used to determine finance costs capitalised during the period		<u>5.1%</u>	<u>4.6%</u>	<u>5.1%</u>	<u>4.6%</u>

The capitalisation rate used in capitalising interest and finance costs included in property additions was £515k at 5.1% (2025: £620k at 4.6%).

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

8. Key Management Personnel Remuneration

The non-executive and executive directors listed on page 3, are considered to be key management personnel.

The aggregate emoluments paid to or receivable by Executive and Non-Executive Directors and Former Executive and Non-Executive Directors was:

	Basic Salary	Car Allowance	Pension Contributions	Social Security Costs	2026 Total	2025 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Executive Directors	576	62	102	92	832	724
Board Members						
Kathryn Smart	6	-	-	1	7	12
Julie Haywood	8	-	-	-	8	8
Bruce Kerr	4	-	-	-	4	7
Carole Hodson	8	-	-	-	8	8
Ronan O'Hara	-	-	-	-	-	3
Paul Satchwell	7	-	-	-	7	7
Paul Wilkin	7	-	-	-	7	7
Holly Wilson	5	-	-	-	5	5
John Westby	5	-	-	-	5	5
Sami Mirza	5	-	-	-	5	5
Matthew Adam	5	-	-	-	5	3
Edward May	1	-	-	-	1	3
David Glover	5	-	-	-	5	3
Peter Noble	8	-	-	1	9	-
Paul Milner	4	-	-	-	4	-
Catherine Bacon	5	-	-	-	5	-
Graham Ward	-	-	-	-	-	3
	659	62	102	94	917	803

Expenses paid during the year to Board members amounted to £3,960 (2025: £488). The emoluments of the highest paid director, the Chief Executive, excluding pension contributions and social security costs, were £150,628 (2025: £147,772).

The current Chief Executive, Greg Bacon, was appointed in May 2016. Greg Bacon is an ordinary member of the Social Housing Defined Contribution Pension Scheme and no enhanced or special terms apply. The employer contributions for the Chief Executive were £17,316 (2025: £16,800). Acis Group Limited does not make any further contribution to an individual pension arrangement for the Chief Executive.

Notes to the Financial Statements

For the year ended 31 March 2026

9. Employee Information

Average monthly number of employees expressed in full time equivalents:

	Group		Association	
	2026	2025	2026	2025
Administration	62	59	62	59
Development	22	21	22	21
Operational	219	190	219	190
	303	270	303	270

The monthly average number of full-time equivalent employees is based on contracted hours of 40-48 hours per week for operatives and student security or 37 hours per week for all other employees.

The total number of employees as at 31 March 2026 was 341 (31 March 2025: 302).

Employee Costs

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Wages and salaries	10,275	9,008	10,275	9,008
Social security costs	1,247	862	1,247	862
Other pension costs	1,084	963	1,084	963
	12,606	10,833	12,606	10,833

Aggregate number of full-time equivalent staff whose remuneration exceeded £60,000

	2026	2025
	Number	Number
£60,001 - £70,000	10	7
£70,001 - £80,000	3	4
£80,001 - £90,000	2	3
£90,001 - £100,000	3	1
£100,001 - £110,000	-	1
£110,001 - £120,000	-	-
£120,001 - £130,000	1	-
£130,001 - £140,000	2	2
£140,001 - £150,000	-	-
£150,001 - £160,000	1	1
£160,001 - £170,000	-	-
£170,001 - £180,000	-	1
£180,001 - £190,000	1	-

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

Pension Obligations

During the year ended 31 March 2026 the employees of the Group participated in the Social Housing Pension Scheme (SHPS).

Contributions are made to SHPS for both defined benefit and defined contribution schemes.

The SHPS scheme is open to all executive officers and employees of the Association.

The Pensions Trust - Social Housing Pension Defined Benefits Scheme (SHPS)

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 last completed triennial valuation of the scheme 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 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.

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 accounting year-ends from the following 31 March to 28 February inclusive.

The latest accounting valuation was carried out with an effective date of 30 September 2025. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2026 to 28 February 2027 inclusive.

The liabilities are compared, at the relevant accounting date, with the association's fair share of the Scheme's total assets to calculate the association's net deficit or surplus.

Notes to the Financial Statements

For the year ended 31 March 2026

Principal Actuarial Assumptions

	At 31 March 2026	At 31 March 2025
Inflation assumption (RPI)	3.26%	3.05%
Discount rate for scheme liabilities	6.25%	5.92%
Inflation assumption (CPI)	3.04%	2.80%
Salary growth	4.04%	3.80%
Commutation of pensions to lump sums	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	At 31 March 2026 Years	At 31 March 2025 Years
Retiring today		
Males	20.9	20.5
Females	23.2	23.0
Retiring in 20 years		
Males	22.2	21.7
Females	24.6	24.5

Analysis of the amount recognised in the statement of comprehensive Income

	At 31 March 2026 £'000	At 31 March 2025 £'000
Employer service cost (current)	93	55
Expenses	14	11
Interest on pension Liabilities	45	68
Amount recognised in the statement of comprehensive income	152	134

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

Analysis of the amount recognised in Other Comprehensive Income

	At 31 March 2026 £'000	At 31 March 2025 £'000
Experience on plan assets (excluding amounts included in net interest cost) - (loss) / gain	(205)	(799)
Experience gains and losses arising on the plan liabilities - gain / (loss)	175	(295)
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain / (loss)	(56)	-
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain / (loss)	183	1,368
Total amount recognised in other comprehensive income - (loss) / gain	97	274

Reconciliation of opening and closing balances of the fair value of plan assets

	At 31 March 2026 £'000	At 31 March 2025 £'000
Fair value of plan assets at start of year	6,712	6,842
Interest income	401	344
Experience on plan assets (excluding amounts included in interest income) - (loss) / gain	(205)	(799)
Contributions by the employer	472	539
Contributions by plan participants	7	8
Benefits paid and expenses	(349)	(222)
Fair value of plan assets at end of year	7,038	6,712

The actual return on plan assets (including any changes in share of assets) over the period from 31 March 2025 to 31 March 2026 was £196k (2025: -£455k).

Notes to the Financial Statements

For the year ended 31 March 2026

Reconciliation of opening and closing balances of the defined benefit obligation

	At 31 March 2026	At 31 March 2025
	£'000	£'000
Defined benefit obligation at start of year	7,651	8,460
Current service cost	93	55
Expenses	14	11
Interest expense	446	412
Contributions by plan participants	7	8
Actuarial (gains) / losses due to scheme experience	(175)	295
Actuarial (gains) / losses due to changes in demographic assumptions	56	-
Actuarial (gains) / losses due to changes in financial assumptions	(183)	(1,368)
Benefits paid and expenses	(349)	(222)
Defined benefit obligation at end of year	7,560	7,651

Fair value of plan assets, present value of defined benefit obligation, and defined benefit liability

	At 31 March 2026	At 31 March 2025
	£'000	£'000
Fair value of plan assets	7,038	6,712
Present value of defined benefit obligation	(7,560)	(7,651)
(Deficit) in plan	(522)	(939)
Unrecognised surplus	-	-
Defined benefit (liability) to be recognised	(522)	(939)

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

Assets	At 31 March 2026 £'000	At 31 March 2025 £'000
Global Equity	780	752
Liquid Alternatives	1,253	1,244
Insurance-Linked Securities	10	21
Property	344	336
Infrastructure	-	1
Private Equity	15	6
Real Assets	663	803
Private Debt	850	-
Private Credit	-	821
Credit	280	257
Investment Grade Credit	414	207
Cash	1	91
Long Lease Property	-	2
Secured Income	214	112
Liability Driven Investment	2,146	2,033
Currency Hedging	-	11
Net Current Assets	68	15
Total assets	<u>7,038</u>	<u>6,712</u>

Notes to the Financial Statements

For the year ended 31 March 2026

10. Exceptional Item

There were no exceptional items in the current and prior year.

11. Gift Aid

During the year, the Association was gifted £17,138 (2025: £344,551) from group companies. The receipt of gift aid by the Association from its subsidiaries is based on the subsidiaries taxable surpluses. During the year to 31 March 2019 Acis Group Limited entered into a gift aid deed of covenant with Acis Management Limited and Acis Development Services Limited. See note 29 for a breakdown of the receipts.

12. Tax on Surplus on Ordinary Activities

The group corporation tax charge for the year is a charge of £78,938 (2025: Charge of £5,586).

The tax assessed is lower than the standard rate of corporation tax in the UK. The differences are explained below:

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Surplus on ordinary activities before tax	1,556	5,627	840	5,820
Surplus on ordinary activities multiplied by the standard rate of corporation tax in the uk of 25%	389	1,407	210	1,455
Effects of:				
- Tax exempt charitable income	(301)	(1,356)	(151)	(1,404)
- Short term timing differences	(9)	6	-	-
- Utilisation of tax losses	-	(51)	-	(51)
- Tax relief surrender contribution	-	-	51	-
	79	6	110	-

Notes to the Financial Statements

For the year ended 31 March 2026

13. Tangible Fixed Assets – Properties

GROUP	Social Housing properties held for letting	Non-Social Housing properties held for letting	Total Housing properties held for letting	Social Housing properties under construction	Non-Social Housing properties under construction	Total Housing properties under construction	Completed Shared Ownership housing properties	Shared Ownership properties under construction	Total
Fixed Assets - Properties	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
COST									
At 31st March 2025	281,989	73,426	355,415	22,225	-	22,225	48,179	5,837	431,656
Additions to properties acquired	40	-	40	13,166	-	13,166	-	3,550	16,756
Works to existing properties	5,962	964	6,926	-	-	-	-	-	6,926
Interest capitalised	-	-	-	324	-	324	-	191	515
Schemes completed in year	19,068	-	19,068	(19,068)	-	(19,068)	8,274	(8,274)	-
Disposals	(1,923)	(7)	(1,930)	-	-	-	(1,487)	-	(3,417)
At 31st March 2026	305,136	74,383	379,519	16,647	-	16,647	54,966	1,304	452,436
DEPRECIATION AND IMPAIRMENT									
At 31st March 2025	73,624	7,830	81,454	-	-	-	2,514	-	83,968
Depreciation Charged in year	7,210	1,018	8,228	-	-	-	333	-	8,561
Impairment Charged in year	-	-	-	900	-	900	-	-	900
Eliminated on disposals	(1,752)	-	(1,752)	-	-	-	(56)	-	(1,808)
At 31st March 2026	79,082	8,848	87,930	900	-	900	2,791	-	91,621
NET BOOK VALUE									
At 31st March 2026	226,054	65,535	291,589	15,747	-	15,747	52,175	1,304	360,815
At 31st March 2025	208,365	65,596	273,961	22,225	-	22,225	45,665	5,837	347,688

Notes to the Financial Statements

For the year ended 31 March 2026

13. Tangible Fixed Assets – Properties

ASSOCIATION	Social Housing properties held for letting	Non-Social Housing properties held for letting	Total Housing properties held for letting	Social Housing properties under construction	Non-Social Housing properties under construction	Total Housing properties under construction	Completed Shared Ownership housing properties	Shared Ownership properties under construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fixed Assets - Properties									
COST									
At 31st March 2025	283,659	73,474	357,133	23,562	-	23,562	48,208	5,860	434,763
Additions to properties acquired	40	-	40	13,343	-	13,343	-	3,550	16,933
Works to existing properties	5,962	964	6,926	-	-	-	-	-	6,926
Interest capitalised	-	-	-	324	-	324	-	191	515
Schemes completed in year	19,068	-	19,068	(19,068)	-	(19,068)	8,274	(8,274)	-
Disposals	(1,923)	(7)	(1,930)	-	-	-	(1,487)	-	(3,417)
At 31st March 2026	306,806	74,431	381,237	18,161	-	18,161	54,995	1,327	455,720
DEPRECIATION AND IMPAIRMENT									
At 31st March 2025	74,292	7,917	82,209	-	-	-	2,514	-	84,723
Depreciation Charged in year	7,267	1,026	8,293	-	-	-	333	-	8,626
Impairment Charged in year	-	-	-	900	-	900	-	-	900
Eliminated on disposals	(1,752)	-	(1,752)	-	-	-	(56)	-	(1,808)
At 31st March 2026	79,807	8,943	88,750	900	-	900	2,791	-	92,441
NET BOOK VALUE									
At 31st March 2026	226,999	65,488	292,487	17,261	-	17,261	52,204	1,327	363,279
At 31st March 2025	209,367	65,557	274,924	23,562	-	23,562	45,694	5,860	350,040

Notes to the Financial Statements

For the year ended 31 March 2026

13. Tangible Fixed Assets – Properties (continued)

Expenditure to works on existing properties:

	2026	Group	2026	Association
	£'000	2025	£'000	2025
		£'000		£'000
Improvement works capitalised	6,926	7,630	6,926	7,630
Major Repairs charged to income and expenditure account	2,557	2,366	2,557	2,366
	9,483	9,996	9,483	9,996

The capitalisation rate used in capitalising interest and finance costs included in property additions was £515k at 5.1% (2025: £620k at 4.6%).

Property additions and works to existing properties include £770k (2025: £796k) for direct administrative costs capitalised during the year.

Housing property fixed assets are secured against loans by specific charges on 6,483 (2025: 6,156) of the Group's housing units.

The net book value of assets pledged as security is £186,318k (2025: £164,660k).

Properties book value, net of depreciation, and offices net book value (Note 14) comprises:

	2026	Group	2026	Association
	£'000	2025	£'000	2025
		£'000		£'000
Freehold land and buildings	363,138	349,884	365,671	352,322

Impairment

An impairment review was carried out for the year which management concluded that an impairment was required for the Grange House/Farm development of £900k which was recognised in March 2026. No other assets were to be impaired in 2025/26 financial statements. In arriving at this conclusion, the Group used numerous indicators including external sources of information such as market value, market interest rates and returns on investment, actual or proposed changes to the technological, economic or legal environment, obsolescence or damage to the asset, operational changes or internal reporting which indicates that the asset is performing worse than expected.

Notes to the Financial Statements

For the year ended 31 March 2026

14. Tangible Fixed Assets – Other

Group	Freehold Offices £'000	Office Furniture, Fixtures and Fittings £'000	Computers and Office Equipment £'000	Motor Vehicles £'000	Depot Tools & Equipment £'000	Intangible - Fixed Asset Investment £'000	Total £'000
COST							
At 31 March 2025	3,251	587	2,104	370	127	-	6,439
Adjustment	(795)	-	-	-	-	-	(795)
Additions	182	111	101	418	-	2,800	3,612
Disposals	-	(15)	(2)	(145)	-	-	(162)
At 31 March 2026	2,638	683	2,203	643	127	2,800	9,094
DEPRECIATION							
At 31 March 2025	1,055	441	1,686	312	105	-	3,599
Adjustment	(795)	-	-	-	-	-	(795)
Charged in year	55	56	254	109	5	233	712
Eliminated on disposals	-	(14)	(2)	(103)	-	-	(119)
At 31 March 2026	315	483	1,938	318	110	233	3,397
NET BOOK VALUE							
At 31 March 2026	2,323	200	265	325	17	2,567	5,697
At 31 March 2025	2,196	146	418	58	22	-	2,840

The adjustment relates to a historic correction to the cumulative cost and depreciation balances, with no impact on the net book value.

Association	Freehold Offices £'000	Office Furniture, Fixtures and Fittings £'000	Computers and Office Equipment £'000	Motor Vehicles £'000	Depot Tools & Equipment £'000	Intangible - Fixed Asset Investment £'000	Total £'000
COST							
At 31 March 2025	2,542	449	2,080	179	125	-	5,375
Additions	160	45	71	362	-	-	638
Disposals	-	-	-	(145)	-	-	(145)
At 31 March 2026	2,702	494	2,151	396	125	-	5,868
DEPRECIATION							
At 31 March 2025	260	344	1,668	119	101	-	2,492
Charged in year	50	26	233	67	6	-	382
Eliminated on disposals	-	-	-	(103)	-	-	(103)
At 31 March 2026	310	370	1,901	83	107	-	2,771
NET BOOK VALUE							
At 31 March 2026	2,392	124	250	313	18	-	3,097
At 31 March 2025	2,282	105	412	60	24	-	2,883

Notes to the Financial Statements

For the year ended 31 March 2026

15. Investment in Subsidiaries

The Group comprises the following entities all registered in England:

Name	Incorporation and Ownership	Regulated / Non-Regulated	Nature of Business
Acis Group Limited	Company – 100%	Regulated	RHP
Acis Management Limited	Company – 100%	Non-Regulated	Dormant
Acis Development Services Limited	Company – 100%	Non-Regulated	Developer of Social and Non-social Housing
Prime Repairs and Maintenance Limited	Company – 100%	Non-Regulated	Dormant
Acis HomePlus Limited	Company – 100%	Non-Regulated	Dormant
Riverside Access and Training Centre Gainsborough Limited	Company – 100%	Non-Regulated	Training services
Community Learning in Partnership Limited	Company – 100%	Non-Regulated	Training services
Acis Properties Limited	Company – 100%	Non-Regulated	Dormant
Acis Communities Limited	Company – 100%	Non-Regulated	Holding company
Campus For Future Living Limited	Company – 100%	Non-Regulated	Management of facilities and amenities
Plus Skills Development Limited	Company – 100%	Non-Regulated	Technical and vocational secondary education

Acis Group Limited has the right to appoint members to the boards of the ten subsidiaries and thereby exercises control over them. Acis Management Limited, Acis Development Services Limited, Prime Repairs and Maintenance Limited, Acis Properties Limited and Acis HomePlus Limited all hold £1 ordinary share capital and are wholly owned by Acis Group Limited. Riverside Access and Training Centre Gainsborough Limited, Community Learning in Partnership Limited and Acis Communities Limited are private companies limited by guarantee without share capital. Campus For Future Living Limited holds £1 ordinary share capital and Plus Skills Development Limited holds £100 ordinary share capital and are wholly owned by Acis Communities Limited.

Acis Group Limited is the ultimate parent undertaking and is regulated by the Regulator of Social Housing (RoSH). All these subsidiary companies are registered in England and Wales.

Notes to the Financial Statements

For the year ended 31 March 2026

16. Stock

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Stock of café consumables	2	-	-	-
Stock of vouchers	1	2	1	2
Properties held for sale				
Shared Ownership properties:				
Completed	1,813	928	1,813	928
Work in progress	443	1,954	443	1,954
Outright Sale Properties:				
Completed	2,145	767	-	-
Work in progress	-	1,310	-	-
	<u>4,404</u>	<u>4,961</u>	<u>2,257</u>	<u>2,884</u>

None of the above stock is pledged as security for liabilities.

17. Trade and Other Debtors

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Due Within One Year				
Social: Rent and Service Charges Receivable	864	868	864	868
Less: Social Provision for Bad and Doubtful Debts	(681)	(663)	(681)	(663)
Student: Rent and Service Charges Receivable	285	321	285	321
Less: Student Provision for Bad and Doubtful Debts	(216)	(209)	(216)	(209)
	<u>252</u>	<u>317</u>	<u>252</u>	<u>317</u>
Amounts due from Group Undertakings	-	-	333	507
Other Capital Grant Receivable	-	220	-	220
Other Debtors	1,359	549	247	263
Prepayments and Accrued Income	<u>1,418</u>	<u>1,450</u>	<u>1,418</u>	<u>1,450</u>
	<u>3,028</u>	<u>2,536</u>	<u>2,250</u>	<u>2,757</u>
Due After More Than One Year				
Amounts due from Group Undertakings	-	-	4,603	1,250
	<u>3,028</u>	<u>2,536</u>	<u>6,853</u>	<u>4,007</u>

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

18. Cash and Cash Equivalents

	Group		Association	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Short Term Investments	3,572	3,036	2,649	2,576
Cash at bank	340	409	309	389
	<u>3,912</u>	<u>3,445</u>	<u>2,958</u>	<u>2,965</u>

In the above are balances totaling £131,217 (2025: £142,371) which are held in trust for leaseholders and £1,158,941 (2025: £1,160,994) which are held by a liquidity reserve fund trustee and therefore unavailable for drawing.

19. Creditors: Amounts Falling Due Within One Year

	Group		Association	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Loans (Note 21)	69,107	1,474	69,107	1,474
Trade Creditors	2,682	5,671	935	2,695
Amounts owed to group undertakings	-	-	1,172	2,351
Rent and service charges paid in advance	1,099	987	1,099	987
Corporation tax	90	-	60	-
Other taxation and social security payable	275	232	275	232
Accruals and deferred income	4,309	3,862	4,309	3,862
Deferred capital grant (Note 22)	735	735	735	735
Other Creditors	703	477	715	486
	<u>79,000</u>	<u>13,438</u>	<u>78,407</u>	<u>12,822</u>

Housing property fixed assets are secured against loans by specific charges on 6,483 (2025: 6,156) of the Group's housing units and are repayable in instalments as detailed in note 21 below.

The net book value of assets pledged as security is £186,318k (2025: £164,660k).

Notes to the Financial Statements

For the year ended 31 March 2026

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

		Group		Association	
		2026	2025	2026	2025
		£'000	£'000	£'000	£'000
	Note				
Debt	21	174,990	228,697	174,990	228,697
Deferred Capital Grant	22	51,600	48,097	51,600	48,097
Recycled Capital Grant Fund	23	454	590	454	590
Other		207	203	184	174
		<u>227,251</u>	<u>277,587</u>	<u>227,228</u>	<u>277,558</u>

Housing property fixed assets are secured against loans by specific charges on 6,483 (2025: 6,156) of the Group's housing units and are repayable in instalments as detailed in note 21 below.

21. Debt Analysis

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Loans repayable by instalments				
Within one year	6,896	1,563	6,896	1,563
In one year or more but less than two years	10,630	6,896	10,630	6,896
In two years or more and less than five years	2,489	11,459	2,489	11,459
In five years or more	52,505	54,165	52,505	54,165
Loans not repayable by instalments				
Within one year	62,300	-	62,300	-
In one year or more but less than two years	-	46,900	-	46,900
In two years or more and less than five years	25,000	25,000	25,000	25,000
In five years or more	85,000	85,000	85,000	85,000
	<u>244,820</u>	<u>230,983</u>	<u>244,820</u>	<u>230,983</u>
Less: Loan arrangement fees	(723)	(812)	(723)	(812)
	<u>244,097</u>	<u>230,171</u>	<u>244,097</u>	<u>230,171</u>

Prior year (2025) numbers have been updated to correct the aged bandings, previously disclosed as £71,900 in two years or more and less than five years.

Notes to the Financial Statements

For the year ended 31 March 2026

Financial Instruments

Loans are measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in finance costs.

Housing loans bear fixed rates of interest ranging from 3.45% to 6.66% or variable rates based on a margin above the Sterling Overnight Index Average (SONIA). The final instalments fall to be repaid in the period 2027 to 2045. No standalone derivative transactions have been entered into by the Group.

Bullet Loans

The Group's financing facility includes six bullet loans, two of which are with M&G Investment Management Limited totaling £30,000,000. The bullet loans accrue interest six monthly at a rate of 4.19% and 4.22%. The bullet loans are due for repayment in 2045. There is one with bLEND Funding Plc totaling £20,000,000. The loan accrues interest 6 monthly at a rate of 5.75%. The bullet loan is due for repayment in 2044. The remaining three are with RBS / Natwest totalling £102,500,000. The bullet loans accrue interest quarterly at a rate of between 3.45% and 6.66%. The bullet loans are due for repayment in 2027, 2029 and 2042. These loans are all secured by a charge over the Group's housing properties.

Revolver Loan

The Group has a £29,500,000 Revolver Loan Facility with RBS / Natwest which is drawn to a value of £19,800,000 and forms part of the £132,000,000 Secured Facility Agreement. Non utilisation interest payable is charged at 0.40%.

Other Loans

The Group's financing facility includes 7 (2025: 7) other loans totaling £72,520,333 (2025: £77,083,333) from two lenders Danske and M&G. This portfolio includes both fixed and variable rate loans which accrue interest on a quarterly basis. The variable rate loans bear interest of SONIA + a rate of 1.70%. The fixed rate loans bear interest ranging from 3.55% to 4.91% (2025: 3.55%).

All loans are secured by a charge over the Group's housing properties.

Notes to the Financial Statements

For the year ended 31 March 2026

The interest rate profile of the Group at 31st March 2026 was:

	Total £'000	Variable Rate £'000	Fixed Rate £'000	Weighted Average Rate %	Weighted Average Term Years
Instalment loans	72,520	15,867	56,654	4.72%	9
Non-instalment loans	172,300	68,650	103,650	4.71%	10
	244,820	84,517	160,304	4.71%	9

The interest rate profile of the Group at 31st March 2025 was:

	Total £'000	Variable Rate £'000	Fixed Rate £'000	Weighted Average Rate %	Weighted Average Term Years
Instalment loans	74,083	58,083	16,000	5.31%	10
Non-instalment loans	156,900	48,250	108,650	4.95%	11
	230,983	106,333	124,650	5.06%	11

At 31st March 2026 the Group has the following borrowing facilities:

2026

	£'000
Undrawn secured facility	-
Undrawn revolving facility	9,700
Total	9,700

At 31st March 2025 the Group has the following borrowing facilities:

2025

	£'000
Undrawn secured facility	-
Undrawn revolving facility	25,100
Total	25,100

Housing property fixed assets are secured against loans by specific charges on 6,483 (2025: 6,156) of the Group's housing units.

Notes to the Financial Statements

For the year ended 31 March 2026

22. Deferred Capital Grant

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
At start of year	48,832	48,271	48,832	48,271
Grant received in the year	4,249	1,296	4,249	1,296
Utilisation of Recycled Capital Grants (note 23)	291	204	291	204
Released to income in the year	(883)	(886)	(883)	(886)
Recycled in the year (note 23)	(154)	(53)	(154)	(53)
At the end of the year	52,335	48,832	52,335	48,832
Analysis				
Amounts to be released within one year	735	735	735	735
Amounts to be released in more than one year	51,600	48,097	51,600	48,097
	52,335	48,832	52,335	48,832

23. Recycled Capital Grant Fund

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
At the start of the year	590	646	590	646
Inputs to Fund:				
Grants recycled from deferred capital grants fund	154	53	154	53
Interest attributable to RCGF	1	14	1	14
Grants recycled from acquired properties with associated government grant	-	81	-	81
Use of Fund:	(291)	(204)	(291)	(204)
	454	590	454	590
Repayment of grant to Homes England	-	-	-	-
At the end of the year	454	590	454	590
Amount three years or older where repayment may be required	-	-	-	-
Due within one year	-	-	-	-
Due in more than one year	454	590	454	590

Acis Group currently holds RCGF grant that it wishes to utilise on an identified development scheme. Discussions are currently being progressed with Homes England to agree proposals.

£154k relates to amounts arisen in the year and are due in more than one year.

Acis Group Limited acquired properties with associated government grant during 2019. In the event of these properties being disposed, Acis Group Limited is liable for the recycling of the associated government grant. At 31 March 2026 the value of this liability is £8,556k (2025 £8,556k).

Notes to the Financial Statements

For the year ended 31 March 2026

24. Share Capital

The Association is limited by Guarantee and does not issue shares.

25. Accommodation in Management and Ownership

	Group		Association	
	2026	2025	2026	2025
	No of Properties	No of Properties	No of Properties	No of Properties
Social housing				
Social rent	5,017	5,030	5,017	5,030
Affordable rent	950	830	950	830
Intermediate rent	25	25	25	25
Supported housing and housing for older people	259	258	259	258
Low cost home ownership	684	639	684	639
Total owned and managed	6,935	6,782	6,935	6,782
Total managed	6,932	6,779	6,932	6,779
Non-social housing				
Student accommodation	1,654	1,654	1,654	1,654
Market rent	19	19	19	19
Total owned and managed	8,608	8,455	8,608	8,455
Total managed	8,603	8,449	8,603	8,449
Accommodation in development at the year end				
Rented units	85	173	85	173
Low cost home ownership	5	60	5	60
Outright sale	-	9	-	-
Total	90	242	90	233

Residential accommodation owned

At the end of the year accommodation owned for each class of accommodation was as follows:

GROUP	2025 No of Properties	Additions No of Properties	Disposals No of Properties	Movements No of Properties	2026 No of Properties
Social housing					
Social rent	5,030	1	(13)	(1)	5,017
Affordable rent	830	120	0	0	950
Intermediate rent	25	0	0	0	25
Supported housing and housing for older people	258	0	0	1	259
Low cost home ownership	639	58	(13)	0	684
Total owned	6,782	179	(26)	0	6,935
Non-social housing					
Student accommodation	1,654	0	0	0	1,654
Market rent	19	0	0	0	19
Total owned	1,673	0	0	0	1,673

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

ASSOCIATION	2025 No of Properties	Additions No of Properties	Disposals No of Properties	Movements No of Properties	2026 No of Properties
Social housing					
Social rent	5,030	1	(13)	(1)	5,017
Affordable rent	830	120	0	0	950
Intermediate rent	25	0	0	0	25
Supported housing and housing for older people	258	0	0	1	259
Low cost home ownership	639	58	(13)	0	684
Total owned	6,782	179	(26)	0	6,935
Non-social housing					
Student accommodation	1,654	0	0	0	1,654
Market rent	19	0	0	0	19
Total owned	1,673	0	0	0	1,673

Accommodation managed by others

The Group owns property managed by other bodies:

GROUP	2026 No of Properties	2025 No of Properties
Supported housing and housing for older people	3	3
Market rent	2	3
Total owned not managed	5	6

ASSOCIATION	2026 No of Properties	2025 No of Properties
Supported housing and housing for older people	3	3
Market rent	2	3
Total owned not managed	5	6

Notes to the Financial Statements

For the year ended 31 March 2026

26. Capital Commitments

Tangible Fixed Asset Expenditure Commitments were as follows:

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	1,763	11,699	1,763	9,186
Capital expenditure that has been authorised by the Board but has not yet been contracted for	3,065	4,851	3,065	4,851
	4,828	16,550	4,828	14,037
The Group expects these commitments to be contracted within the next year and financed with:				
Social Housing Grant	1,250	3,372	1,250	3,372
Cash Reserves	3,912	3,445	2,958	2,965
Proceeds from the sales of properties	4,446	6,836	2,139	4,074
Revolving Credit Facility	9,700	25,100	9,700	25,100
	19,308	38,753	16,047	35,511

There are no performance conditions attached to the above commitments

Operating leases

At the reporting date the Group and Association have financial commitments for the lease of a fleet of vehicles, which have an annual lease cost of £406,518 (2025: £365,174).

At the reporting date the Group and Association have financial commitments for the lease of office premises in Sheffield, Scunthorpe and Gainsborough, which have an annual rental cost of £92,415 (2025: £13,531) with remaining lease lengths ranging from one to four years.

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

Operating Leases 2026	Group		Association	
	Vehicles £'000	Offices £'000	Vehicles £'000	Offices £'000
Not later than one year	407	92	407	55
Later than one year and not later than five years	1,276	152	1,276	108
Later than five years	-	-	-	-
	1,683	244	1,683	163

Operating Leases 2025	Group		Association	
	Vehicles £'000	Offices £'000	Vehicles £'000	Offices £'000
Not later than one year	365	14	365	14
Later than one year and not later than five years	1,626	-	1,626	-
Later than five years	57	-	57	-
	2,048	14	2,048	14

Notes to the Financial Statements

For the year ended 31 March 2026

27. Other Commitments

The Group and Association had no other commitments at 31 March 2026 (2025: £Nil).

28. Contingent Liabilities

The Group and Association had no contingent liabilities at 31 March 2026 (2025: £Nil).

29. Related Parties

The following are related parties:

- The Board did not have a tenant member during 2025/26, therefore no rent was charged to a Tenant Board member in year (2025: £Nil), therefore, no arrears were outstanding at the reporting period end (2025: £Nil).
- Transactions with key management personnel and their close family, (including compensation paid).

Related party balances are not secured.

Transactions with Non-Registered Elements of the Business

The Association provides management services, other services and loans to non-registered subsidiaries. The Association also receives charges from its subsidiaries. The basis of those charges is set out below.

Intra Group Management Fees

Intra Group Management Fees are receivable by the Association from subsidiaries to cover the running costs the Association incurs on behalf of managing its subsidiaries and providing services. The Management Fee is calculated on a service by service basis using varying methods of allocation. The costs are allocated as follows:-

Service Provided	Basis of allocation
Human resources, payroll and training	Staff numbers
Information and communication technology	ICT users
Management accounting	Weighted average units and staff numbers
Treasury services	Net debt
Purchase ledger, procurement	Operating costs
Communications and marketing	Weighted average units and staff numbers
Executive	Weighted average units and staff numbers

During the year the association had the following intra-group transactions with subsidiary companies:

Notes to the Financial Statements

For the year ended 31 March 2026

	2026 £'000	2025 £'000
<u>Income</u>		
<u>Provision of Management Services and Premises</u>		
Acis Development Services Limited	204	125
Riverside Access and Training Gainsborough Limited	7	28
Community Learning in Partnership Limited	36	66
Acis Communities Limited	181	-
Plus Skills Development Limited	102	-
<u>Recharge of salaries and overheads</u>		
Riverside Access and Training Gainsborough Limited	306	302
Community Learning in Partnership Limited	804	722
Campus For Future Living Limited	276	21
Plus Skills Development Limited	652	-
	2,568	1,264
<u>Expenditure</u>		
	2026 £'000	2025 £'000
<u>Property Development (Capital)</u>		
Acis Development Services Limited	9,071	12,941
<u>Management and Support Services</u>		
Riverside Access and Training Gainsborough Limited	32	189
Community Learning in Partnership Limited	-	31
<u>Donations</u>		
Acis Communities Limited	250	-
	9,353	13,161

Acis Group Limited

Notes to the Financial Statements

For the year ended 31 March 2026

At the year end the association had the following intra-group balances with subsidiary companies

	2026 £'000	2025 £'000
<u>Amounts Owed from Group Companies</u>		
Acis Development Services Limited	1,892	1,613
Riverside Access and Training Gainsborough Limited	24	35
Community Learning in Partnership Limited	85	84
Acis Communities Limited	2,771	-
Campus For Future Living Limited	50	25
Plus Skills Development Limited	114	-
	4,936	1,757
	2026 £'000	2025 £'000
<u>Amounts Owed to Group Companies</u>		
Acis Development Services Limited	1,161	2,328
Riverside Access and Training Gainsborough Limited	3	18
Community Learning in Partnership Limited	4	5
Campus For Future Living Limited	3	-
Plus Skills Development Limited	-	-
	1,171	2,351

Other Intra Group Charges

Other intra group charges are payable to the Association from subsidiaries and relate to staff recharges

Intra Group Interest Charges

Intra group interest is charged by the Association to its subsidiaries at an agreed commercial rate

Gift Aid

During the year to 31 March 2019 Acis Group Limited entered into a gift aid deed with Acis Management Limited and Acis Development Services Limited.

In March 2026 Acis Development Services Limited declared a gift aid payment to the Association of £17,138 (2025: £344,551).

In March 2026 Acis Management Limited did not declare a gift aid payment to the Association (2025: £Nil).

Notes to the Financial Statements

For the year ended 31 March 2026

30. Analysis of Changes in Net Debt

The Group (and Association) had the following net debt movements:

	At Beginning of the year £'000	Group		At End of Year £'000
		Cash Flows £'000	Non-cash Movements £'000	
Cash and cash equivalents	3,445	467	-	3,912
Loans Due in One Year	(1,474)	(67,633)	-	(69,107)
Loans Due After One Year	(228,697)	53,796	(89)	(174,990)
	(226,726)	(13,370)	(89)	(240,185)

	At Beginning of the year £'000	Association		At End of Year £'000
		Cash Flows £'000	Non-cash Movements £'000	
Cash and cash equivalents	2,965	(7)	-	2,958
Loans Due in One Year	(1,474)	(67,633)	-	(69,107)
Loans Due After One Year	(228,697)	53,796	(89)	(174,990)
	(227,206)	(13,844)	(89)	(241,139)

31. Grant and financial assistance

	Social Housing Grant £'000	Other Grant Funding £'000	2026 £'000	2025 £'000
The total accumulated government grant and financial assistance received or receivable at 31 March 2026:				
Total gross grant at end of year	50,069	15,098	65,167	60,627
Total cumulative amortisation at start of year	4,546	7,249	11,795	10,856
Recognised as income in statement of Comprehensive Income in the year	294	589	883	886
Recycled in the year	154	-	154	53
Held as deferred capital grant	45,075	7,260	52,335	48,832