REGISTERED COMPANY NUMBER: 09953572 (England and Wales)
REGISTERED CHARITY NUMBER: 1169965

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

FOR

THORNGATE CHURCHER TRUST

THORNGATE CHURCHER TRUST

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FOR THE YEAR ENDED 31 MARCH 2026

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REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2026

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the 12 months ended 31 March 2026. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Principal Activities

The principal activities of the Trust continues to be the provision of almshouse accommodation in one hundred and fifty four one-bedroom flats for older people and the provision of a modern forty-four-bedroom care home. The Trust is a registered charity.

Our Vision

Providing comfort and security to those in need since 1868, and committed to developing the highest standards of housing and professional care in a supportive, respectful and friendly community.

Our Values

i. We seek to improve lives through passionately promoting excellence in support, care and housing
ii. We will each commit to take responsibility for our role in our teams encouraging, respecting and supporting each other
iii. We strive to be transparent, approachable, listening to each other and acting with empathy and consistency
iv. We will respect and support everyone as individuals, treating residents and colleagues with dignity and compassion, and behaving professionally whatever our role

Public benefit

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. The trustees refer to public benefit throughout this report.

FINANCIAL REVIEW

Business and Financial Review

During the financial year 2025-26, the Trustees continued to review the care and housing offered to residents, seeking continuous improvement, and completing the development thirty new almshouses in Gosport. These new units, Compigne Court, Sealark Road, achieved "Practical Completion" on 30 March 2026, and the first occupants moved in on 1 April 2026 after the year-end.

In addition, the board have had regard to the requirements of its three regulators, the Regulator of Social Housing (RSH), the Care Quality Commission (CQC) and the Charity Commission, not least of which being the standard from the RSH to evidence value for money. Further the Trust continues to incorporate requirements from the Housing Ombudsman in its operations. The Trust is a provider of residential care services to Hampshire County Council for a number of residents in its Russell Churcher Court care home.

The board is pleased to report a surplus for the 12 month period of £4,900,822 (2025: £596,592).

While this appears to be a remarkable surplus it is related to the recognition of the social housing grant (Homes England) and green grant (Energy Resilience Fund - administered by Charity Bank). The key difference has been significant internal work in property maintenance and improvement which has not been capitalised, and the interest which was earned during 2024-25 on Homes England grant for the Compigne Court project before it was utilised as part of the build contract.

Operational surpluses (i.e. just including housing and social care) for the periods excluding valuation adjustments on the pension fund, investments, and the adjustments made for the maintenance reserve figures and the Compigne Court related grants recognition were £420,921 (2025: £548,206) (see note 12). Although this is a drop from the previous year, this continues to be an extremely strong performance and is similar to the financial outturn in 2023-2024. The key difference has been significant internal work in property maintenance and improvement which has not been capitalised, and the interest which was earned during 2024-25 on Homes England grant for the Compigne Court project before it was utilised as part of the build contract.

The primary project undertaken during the year was the continued construction of thirty new homes on the site at Grove Road/Sealark Road, Gosport. The project, partially funded by Homes England, is an almost £9 million investment in social homes for the future for residents of Gosport. With a waiting list of around 150 people waiting for our homes this development has had an impact already on those in need. Delays did occur in delivery, due to the connection of statutory services and Hampshire Highways requirements.

Refurbishment of our forty-four-bedroom care home continued with 35 out of 44 rooms completed at the year-end. The remaining rooms will be completed as rooms become vacant. Occupancy figures for the care home and housing remain excellent, although there was a dip in occupancy in early 2026, this has now recovered.

The continued use of a Sponsorship Licence to deliver care services through excellent visa-holding care staff continued in 2025-26, resulting in strong staff retention. No new visas were issued. The number of staff hours delivered by our sponsored employees has held steady at just over fifty percent. While the Home Office has now amended the rules for overseas workers coming into social care from April 2025, there is a displaced worker route open until 2028, and we continue to be vigilant for legal updates .

The Trust maintained its accreditation under Real Living Wage Employer scheme. In addition the Trust achieved a Sunday Times Best Places To Work award in Summer 2025.

The Trust has also sought to maintain its buildings to a high standard and deliver characteristics of our buildings that matter to residents. The completion of Wi-Fi throughout our buildings was completed early in the financial year. A major project to replace fire doors commenced in Thorngate Court in 2025 and continues in 2026. The Trust has already established that it already meets the Regulator's targets of all properties being at EPC "C" or better by 2030. A new firm of mechanical and electrical consultants were engaged in 2025 to consider improvements at Thorngate Court. This was in part to ensure compliance, but also in anticipation of looking at firms who could support the next phase of the Trust's development ambitions.

Looking forward the Trust remains focussed on its principal aims of providing award winning social housing and excellent social care, its aim to be the employer of choice and the development of new housing when appropriate sites become available. Further the Trust aims to improve its existing housing stock for the comfort and safety of residents, while incorporating significant new regulations, such as Heat Network Technical Assurance Standards (HNTAS), and net zero obligations.

Our income from housing and care activities (excluding grants) increased month on month in 2025-26 by 6% to £4,154,518 over the 12 month period (2025: £3,920,532). Housing voids continued to be controlled with void properties accounting for lost income of £2,666 over 12 months (2025: £1,053).

CCLA continue to be engaged as investment managers. Loss on investments for the year was £25,071, (2025: Loss of £8,950) reflecting the difficult trading conditions seen over the last few years.

Freehold properties are held at historical cost, with component accounting applied to result in a depreciated

property figure. Under the Charities SORP social housing grant (SHG) is no longer deducted as in years prior to 2016. The properties are shown in these accounts at their historic cost of £18,721,981 (2025: £15,683,672). After depreciation the net book value of housing properties held at historic cost is £15,988,906 (2025: £13,077,981). The valuation undertaken by Lloyds Bank plc in May 2016 valued the Russell Churcher Court care home at £2.25M. Stock condition surveys continue to be carried out which do not evidence any indications of impairment. Further a qualified structural engineer examined the Trust's properties for impairment due to RAAC concrete and none was found. An additional valuation was carried out by Charity Bank's valuers Avison Young in early 2024 at Thorngate Court and Melrose Gardens for the purposes of loan security and found no impairment. A full survey of the Trust's properties was carried out in Spring 2025 for the purposes of creating a long term investment and maintenance plan. Accordingly, the trustees believe the current market value exceeds the book value.

The balance sheet shows a net current asset at 31 March 2026 of £1,524,924 (2025: -£3,301,562). This movement relates to the recognition of grant income for the project at Sealark/Grove Road recognised on completion in March 2026

The trustees continue to be of the opinion that the overall financial position of the Trust is healthy and that it is able to meet its current and future commitments.

During the year there were several changes to the board members, in that Mrs Reeta Ram resigned from the board on 16 June 2025, and Mr James Gilhooley retired on 12 February 2026. Ms Judith Comber and Mr Robert Pettigrew were appointed on 21 August 2025. Mr Mark Hook was re-appointed to be Chairman during the year. The board continued with training and strategy days using external consultants and qualified professionals to provide facilitation, guidance and expertise in specific topics. During the 25-26 financial year two board day were held in addition to board meetings. These board days covered social care and employment law changes, marketing, cyber risk, AI for boards, advances in sensor technology and the Energy Act 2023. In addition, a strategy session was held considering future demographics, political changes and the external environment.

Contribution from Volunteers
The contribution from volunteers is not significant and does not affect the Trust's ability to carry out any of its activities.

Reserves
The Trustees have transferred monies to Reserve Funds in accordance with the Charity Commission Scheme over a long period in order to:

a) Provide Designated and Restricted Reserves, which include the minimum annual amounts for future Repairs and Maintenance, required by the Charity Commission Scheme, plus income thereon, less related expenditure.

b) Provide Unrestricted Reserves to:
   i. Allow for fluctuations in cash flow and be able to meet budgeted expenditure and donations for one year ahead.
   ii. Accumulate monies expected to be required for the refurbishment of the Almshouses over and above the minimum required by the Charity Commission Scheme.
   iii. Purchase investments which provide income that can indirectly make it possible to subsidise the weekly maintenance contributions charged to residents of the almshouses and care home; thus fulfilling one of its charitable objectives.

As at 31 March 2026 unrestricted reserves were £8,802,569 of which £464,033 are designated reserves. Endowment reserves are £40,503.

Social Investment Policies
The Trust has not made any social investments during the year.

Fundraising Reporting Note
Thorngate Churcher Trust does not normally carry out any significant fundraising activities. No fundraising has been done on behalf of the Trust by any other body. It does not employ a professional fundraiser or have a commercial participator arrangement. Accordingly the Trust has not registered with the Fundraising Regulator.

Within the Russell Churcher Court care home the activities team raise small amounts of money (typically less than £4,000 annually) through incidental raffles (i.e. not requiring a licence), from relatives to fund additional outings and entertainment for residents of the care home. Unconnected members of the general public are not approached, accordingly the Trust does not need to take measures to protect vulnerable members of the public.

No complaints were received by the charity in relation to fundraising.

Financial Effect of Significant Events
There was one significant event during the year:
The Trust's new housing scheme, Compigne Court, Grove Road Gosport completed. This scheme is funded by a mix of Homes England grant, a loan from Charity Bank and reserves.
The financial significance of this is the increase in freehold properties, contrasted with the increase in debt funding and grants to accompany this sizeable asset.

Impact on Beneficiaries
During 2025-26 we increased our available units of social housing by thirty by completing on our scheme at Sealark Road Gosport. This has provided specialist supported accommodation for thirty-six older people, some of whom were effectively homeless, and most who were living in accommodation that was unsuitable or did not meet their needs. As an almshouse charity whose objects are "to relieve the needs of Residents who are in need by providing social housing in the form of almshouse accommodation and such other charitable relief for the benefit of such Residents" our impact in this year is tightly aligned to our objects.

At our other sites we have used our funds to improve properties to improve connectivity for residents by completing our Wi-Fi installation throughout. We have also commenced the replacement of fire doors in Thorngate Court with improved doors. While this does not house more people, it improves fire safety for those living there. Further it is anticipated that surpluses in future years will be needed to improve existing property in line with changes in government policy, particularly on energy and communal heating systems.

Feedback from about our services to provide housing, properties that meet their needs and support for residents can be summed up by the following residents.

Mr W, a resident at Elizabeth Court, who says:
I feel very grateful to Thorngate Churcher and all the staff who work here. I am a vulnerable person, quite a few of the other residents seem to be as well, especially those who are getting on in age as I am. My mental health challenges are greatly helped by having safe, nice and comfortable accommodation, living among other good residents with skilled and caring staff. They are always on call if needed, I think they are all wonderful and do a great job of caring for us.
There are plenty of activities and opportunities to mix with other residents; we're not lonely here, yet our privacy is still respected. This is by far the best accommodation I have ever had, run by good and caring people. Thorngate and its staff richly deserve all the praise and help they can get. I'm very happy and hope my days will end here.

Ms G, a resident in Melrose Gardens says:
I applied to Thorngate Churcher Trust because I could not afford the rent and running costs of the house I lived in after my husband died. I have been treated very well and feel lucky to be here. I really love my flat and I am very happy as there is everything I could possibly want. Everything is on one floor; it is bright and cheerful which is very important to me. We have an excellent warden team, and the call system makes me feel safe out of hours too.
I have a chronic medical condition and, with my deteriorating health, I can honestly say that my life has changed 100%. There is all the social contact I need right here through coffee mornings, lunch clubs and lots of one-off events. I feel very blessed that the Trust gave me a flat and in doing so, a new lease of life. We are really lucky to have the Trust in Gosport.

Ms J, a resident in Thorngate Court says:
My husband Tony and I moved into Thorngate Court at the start of the pandemic. My mother had lived at Thorngate for some years so it was a place we felt we would be happy.
We were made welcome by the staff and residents and soon settled in, we got involved with all the social events when we were free to get together.
Unfortunately, Tony's health got worse so we made some changes and handrails were fitted. The wardens were always there to help us, often just by listening when things were bad. Eventually Tony needed to go into a care home and we were lucky a place was available at Russell Churcher Court, Thorngate's care home. Although it was sad for us being apart for the first time, we felt so lucky the staff were always caring and supportive.
Sadly Tony died in January and I miss him terribly, but I'm forever grateful that we were housed by the Trust and I value the superb support from the staff and fellow residents. I feel I'm part of the Thorngate family.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and Training of Trustees
Trustees are recruited based on an analysis of skills gaps, and then this is publicised by adverts or through news articles/networking. Individuals are then interviewed, who may then, depending on the outcome be appointed. Trustee board days normally take place twice a year in addition to board meetings and encompass both strategy and training. In addition, additional training is undertaken on an ad-hoc basis such as attendance at seminars as and when necessary or trustees are available, for example seminars given by local legal firms and by membership bodies. For example two trustees attended an energy day at Octopus Energy's Innovation Centre with the Chief Executive and the Property Services Manager during the year. This was run by the Disruptive Innovators' Network of which the Trust is a member.

Pay and Remuneration of Key Personnel
The Chief Executive's remuneration is set by means of an appraisal with a suitably qualified trustee, and taking into account salaries in comparable organisations and levels of skills, knowledge and experience required. Pay and remuneration decisions also take into account individual performance against organisational and personal targets. A similar process is applied for the Director of Finance's remuneration

Code of Governance
The trustees are pleased to report that the Trust complies with the Standards of Almshouse Management. The Trust also adopted the new Charity Commission Code of Governance in 2026, having previously adopted the 2018 and 2014 versions. One trustee has served more than nine years. This extension was debated at board level and the level of experience and the challenge brought to board meetings by this trustee was felt to be too valuable an asset to lose. Further the board does undergo refresh with two new trustees from AI and public affairs backgrounds joining during the year. Having given consideration to its effectiveness to make informed decisions, the board believes it does this because of the detailed information it considers, not just at board meetings but throughout the year through monthly management reporting packs and ad-hoc reports and notifications from the Chief Executive. The board continues to have challenging board days to ensure it refreshes its skills and knowledge and avoids "group think".

Risk assessment – principal risks and uncertainties
The Trustees have considered the major risks to which the Trust could be exposed and have reviewed the systems established to mitigate against such risks. A risk register is used to review key risks and is reviewed at board meetings and in addition on board days. The risks are recorded and assessed in terms of impact and probability and also uses a traffic light system to highlight areas of particular concern. Any significant changes are reported to the board monthly or quarterly as appropriate.

The three principal risks and uncertainties facing the charity and its mitigation strategies at present are unchanged from 2024 and 2025:

1. **Income maintenance in the care home.** Market research of other local homes continues to be an annual event and this is reviewed at board level. The market research indicates that the Trust's fee structure should not result in excessive voids however this is kept under constant review.

2. **Cyber risk.** The Trust identified that, as a regulated body, it is vulnerable to a concerted cyber-attack. It has mitigated this by strengthening its IT investment and rolling out cyber training to all staff and trustees. The Trust has also completed the Digital Security and Protection Toolkit from NHS Digital. The trust also considers the cyber risk to its main suppliers and works with its managed IT service oprovider to mitigate these risks.
3. **CQC Inspection.** A CQC inspection of the care home has been overdue for some time. While major compliance steps are taken continuously, visit from the regulator constitute a risk however well managed. Care plan software referred to above assists with compliance and the management team undertake training to maintain their understanding of CQC compliance.

The board are not aware of any irregularities, including fraud, involving management or employees of the Trust: nor are they aware of any instances of actual or possible non-compliance with loan covenants, laws, contracts or agreements that might result in the Trust suffering significant penalties or other loss.

Internal controls

The board of Trustees is ultimately responsible for the Trust's systems of internal financial controls which are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets, the maintenance of proper accounting records and the reliability of financial information.

The board has through its quarterly meeting and reporting procedures reviewed the effectiveness of the Trust's internal financial control system for the period from 1 April 2025 to the date of this report.

The board of Trustees, through its adoption of policies and procedures is constantly reviewing the Trust's internal financial controls and has introduced the following mechanisms designed to provide effective internal control:

- Defined management and reporting structures, including segregation of financial management tasks.
- Employment of a Chief Executive Officer and Director of Finance qualified as a chartered certified accountants.
- Use of professional IT consultants to ensure updates of all IT systems including financial control.
- Management information and accounting systems and software, including with cash flow forecasts, annual budgets, business recovery plans and business plans. Board reports are prepared monthly, covering both financial and operational matters.

Thorngate's VFM Statement

Introduction:

This is produced in accordance with the standard issued by the Regulator of Social Housing.

The purpose of the standard is to ask housing bodies to report on a set of standard metrics, and where these results are outliers for the organisation to report the reasons why this might be. Thorngate has an untypical profile, being both a provider of supported housing for older people and also a care home provider, which will inevitably distort some of our metric results.

Additionally the regulator asks the provider to provide a set of metrics relevant to their own business plan and operations, that they can measure themselves against in successive years and are also reflected in our reports to residents, staff and other stakeholders. For the purposes of transparency and for users of the accounts who may wish to check for consistency these reports will include those listed below, however as one or more of these may be confidential, they may not be publicly available on our website but would be available to users of the accounts (such as funders and regulators) on request:

- Annual Report to Residents 2025-26 (due to be published by 1 October 2026)

PART 1
Industry-wide Value for Money Metrics

The regulator has defined five key metrics around margin, development & gearing, reinvestment, return on capital employed and social housing cost per unit that must be reported by every registered provider for the financial year that is being audited.

Our approach to satisfying this is to utilise our membership of the Acuity benchmarking group where both the regulator's metrics, sector scorecard and other benchmarking data is entered. Accordingly this report reflects our data and that of other relevant organisations in the benchmarking group.

In 2026 there were 30 organisations in the group, of which 15 had entered data to compare against at the time of writing this report.

Metric 1 Operating Margin and Earnings before interest, tax, depreciation and amortisation (EBITDA)

a) Operating Margin Overall.
The Operating Margin demonstrates the profitability of operating assets before exceptional expenses are taken into account. On the regulator's formula Thorngate's margin is as follows:

		TCT 2026	TCT 2025	TCT 2024	TCT 2023	Position in Peer Group	Peer Group Median
Operating Margin Overall		10.08%	15.37%	12.35%	4.57%	7	11.09%

Overall operating margin increased significantly during 2023-24 due to improvements within our care home. These changes did not affect our housing provision. Operating margin has fallen back a little in 2025-26 due to additional non-capitalised spend on our housing stock.

b) **Operating Margin Social Housing Lettings.**
This is the same as above but only including social housing.

		TCT 2026	TCT 2025	TCT 2024	TCT 2023	Position in Peer Group	Peer Group Median
Operating Margin Social Housing Lettings		12.78%	24.02%	19.97%	18.1%	5	12.44%

The change year on year is due to the substantial re-investment in current properties during 2025-26, much of which could not be capitalised.

c) Earnings before interest, tax, depreciation and amortisation (EBITDA)
The EBITDA MRI interest cover measure is a key indicator for liquidity and investment capacity. It seeks to measure the level of surplus that a registered provider generates compared to interest payable; the measure avoids any distortions stemming from the depreciation charge.

		TCT 2026	TCT 2025	TCT 2024	TCT 2023	Position in Peer Group	Peer Group Median
EBITDA MRI		1.78 times	10.9 times	13.8 times	3.23 times	6	1.89

Ours has fallen in 2026 due the building of Compigne Court and the associated loans

Metric 2 Gearing and Supply

a) Gearing (RSH and Scorecard measure)
This metric assesses how much of the adjusted assets are made up of debt and the degree of dependence on debt finance. It is often a key indicator of an organisation's appetite for growth. The ratio shows the proportion of borrowing in relation to the size of a provider's asset base.

		TCT 2026	TCT 2025	TCT 2024	TCT 2023	Position in Peer Group	Peer Group Median
Gearing		26.64%	12.75%	13.85%	14.57%	2	10.4%

Thorngate increased its borrowing in 2021-22 and again in 2023-26 to fund the purchase and development of the Grove Road Gosport site. Peer group position relates to the most highly geared organisations.

b) New supply delivered (social housing units)

Housing supply delivered as a percentage of stock owned, during the period April – March Thorngate's measure is 19.5%. This is because we have delivered a substantial new scheme of 30 new homes at Sealark Road Gosport in 2025-26.

		TCT 2026	TCT 2025	TCT 2024	TCT 2023	Position in Peer Group	Peer Group Median
New supply delivered (Social Housing)		19.5%	0	0	0	1	0

c) **New supply delivered (non-social housing units)**

No other units (care) were started or completed during the year and the Trust has no plans for any further care units. Other providers in the peer group also did not deliver non-housing new supply.

		TCT 2026	TCT 2025	TCT 2024	TCT 2023	Position in Peer Group	Peer Group Median
New supply delivered (Non-Social Housing)		0	0	0	0	1=	0

Metric 3 Reinvestment

a) This metric looks at the investment in properties (existing stock as well as new supply) as a percentage of the value of total properties held.

		TCT 2026	TCT 2025	TCT 2024	TCT 2023	Position in Peer Group	Peer Group Median
Reinvestment %		22.91%	37.24%	6.73%	7.97%	1	3.55%

Thorngate, through its new units has made the greatest reinvestment during this financial year than any other of the benchmarked organisations.

Metric 4 Return on Capital Employed (ROCE)

a) When looking at operating surplus figures, gain/loss on disposal of property, plant and equipment is not included. However these items are included in this measure as they can be considered to form part of the return on the capital investment in either fixed assets (or joint ventures).

		TCT 2026	TCT 2025	TCT 2024	TCT 2023	Position in Peer Group	Peer Group Median
Return on capital employed)		3.07%	5.93%	4.84%	1.62%	3	1.72%

Metric 5 Headline social housing cost per unit

This is a total of costs attributable to social housing property. This includes component depreciation. Our higher than average figure reflects higher component depreciation due to new properties, as well as some higher grade management roles because of the care services we manage as well as housing. It should also be noted that we have been recognised for providing high quality housing that residents want to live in, by the receipt of two awards voted for by residents in 2019. We believe (reflected in our residents' survey and long waiting list of approximately two years) that our offering of well-maintained stock and especially our support through on-site wardens delivers a service that residents and prospective residents want.

		TCT 2026	TCT 2025	TCT 2024	TCT 2023	Position in Peer Group	Peer Group Median
Headline social housing cost per unit		£9,698	£7,884	£7,392	£6,627	10	£7,654

PART 2

Thorngate's Metrics

The metrics we have chosen and have consistently reported on for the last few years are a mixture of both hard financial data and targets related to social impact, given that our mission defined by our charitable objects are:

The Objects of the Charity are to relieve the needs of Residents who are in need by providing social housing in the form of almshouse accommodation and such other charitable relief for the benefit of such Residents (or other persons who are in need by reason of their age) as the Trustees think fit; and for the benefit of this clause, "Residents" shall mean poor persons of not less than 50 years of age.

This translates into a number of monthly key performance indicators that the executive reports on monthly, procurement measures that we review periodically, and forward looking targets which

reflect our forward focused strategy, as well as systematically examining our governance. The metrics reported below cover the following areas:

- Void Reporting
- Procurement
- Increased reach
- Governance and Board Development

1. Void Reporting

Both housing and care home voids are reported monthly to board and Thorngate sets its own targets on voids. Thorngate also benchmarks itself against the Smaller Providers Benchmarking Group, and this figure has been reported on where relevant below.

We report voids on a percentage basis monthly and on a lost revenue basis annually. Our target is 2.5% or less voids. This can be affected by for example, increased development or major repairs, if this means more transfers of residents or decanting.

While there is no reporting for void percentages in the benchmarking group, we have the lowest relet time in the group for 2025-26 at 8.75 days. The group's average is 22.15 days

Void pro-rata 12m		Thorngate 2025-26	Thorngate 2024-25	Thorngate 2023-24	Thorngate 2022-23	Peer group 2025-26
Housing %		0.22%	0.09%	0.14%	0.23%	N/A
Housing Value £		£2,666	£1,053	£1,394	£2,319	
Housing % (excl new schemes)		0.22%	0.09%	0.14%	0.23%	
Housing Value £		£2,666	£1,053	£1,394	£2,319	
Care %		6.11%	6.82%	4.08%	4.37%	N/A
Care Value £		£191,439	£202,999	£109,271	£108,208	

We have once again turned in an excellent performance on housing voids and are ranked first overall for relet time in the peer group of smaller similar housing associations. This reflects just how desirable our combined package of high-quality housing and high-quality housing support delivered by on-site staff are to residents. It also reflects our efficiency in turning around voids ready for new residents. This is also reflected in our very long waiting list for units (currently around 120 applications for 154 flats) with a wait time of one to two years. Despite our care voids for 2025-2026 falling slightly, the cost of the voids from our care service has increased due to the average rate per day increasing. (6.11% at an average of £1369.38 per week over 2,288 weeks available in a year). This is also why the care void monetary value is higher in 2025-26 than in 2024-2025.

2. Procurement

Since the VFM standard was first introduced, Thorngate has reported its performance against prior years in a number of areas. This has shown useful trends and this has been continued this year. The focus areas continue to be gas and electric purchases, and care home food costs. These have been chosen because almost all our properties have gas included in the weekly maintenance charges, communal electricity is a large costs and for our care home, food is one of the largest costs. These figures can only be considered year on year within the same organisation because of different characteristics between different providers.

While we seek to reduce our utility costs, we seek to at least maintain our food cost budget per person level, as there is a correlation between quality and cost and the case of food for care home residents, and nutrition is a key part of caring for frail residents.

Year	Gas	% change on prior year	Electric	% change on prior year	Food (Care home per resident per annum)	% change on prior year
2012-13	£67,354		£36,604		£1,519	
2013-14	£56,061	-17%	£37,233	+2%	£1,542	+2%
2014-15	£59,257	+6%	£33,561	-10%	£1,510	-2%
2015-16	£52,013	-12%	£33,148	-1%	£1,446	-4%
2016-17 (pro rata)	£47,100	-9%	£33,252	0%	£1,371	-5%
2017-18 (pro rata)	£45,363	-4%	£36,872	+11%	£1,651	+20%
2018-19	£51,551	+14%	£42,669	+16%	£1,687	+2%
2019-20	£63,471	+23%	£46,916	+10%	£1,516	-10%
2020-21	£61,045	-3.8%	£49,983	+6.5%	£1,404	-31%
2021-22	£46,305	-24.1%	£50,515	+1.1%	£2,164	+54%
2022-23	£43,739	-5.54%	£48,418	-4.15%	£2,040	-5.73%
2023-24	£71,019	+62.4%	£45,425	-6.2%	£2,287	+12%
2024-25	£125,484	+76.7%	£66,617	+46.65%	£2,186	-4.4%
2025-26	£106,419	-15.19%	£77,067	+15.7%	£2,226	1.82%

On gas and electric procurement we go to the market and secure our prices in one, two, or three-year contracts subject to prevailing market conditions. Gas is used for heating and hot water in both housing and care homes and only the new developments of Lucas Court, Garden View and Station Road buy their own gas. The new Compigne Court had no gas and is electric only. It should be noted that if housing residents had to buy their own gas or electric they would not be able to buy this as competitively as we do, however of course they would have more control over usage.

Gas: Our spend on gas has thankfully reduced this year. This is due to the ending of an expensive gas contract in December 2025, and the start of a cheaper contract in January 2026. This financial year reflects three months of the new contract price. Further our actual unit usage decreased by 6.57%.

Electric: Spend on electricity has increased as our unit usage increased this year by 2.21%

Food: Despite a challenging environment around food costs, our Catering Manager brought the food costs in underbudget and at a broadly similar level to last year, while still delivering excellent food, and catering for special events.

3. Increased reach

Thorngate considers, in line with its objects, it can increase its reach in the following two key ways: either development of new homes and facilities, and increased engagement of "*persons who are in need by reason of their age*"

Development:

We concluded a sizeable building programme for us in 2018-19, and commenced building 30 new units on our site at Sealark/Grove Road Gosport in 2024-25 which were completed on 30 March 2026.

	2025-26	2024-25	2019-2024	2018-19	2017-18
Units completed	30	0	0	10	4
Under development	0	30	0	0	10
Increase in housing stock as % of current stock at start of year	24%	0%	0%	9%	3%

The board has a stated aspiration that it will identify sites when they become available as follows: *To acquire further land in the Borough of Gosport or nearby to enhance the land bank available for future development if it becomes available and without erosion of reserves.* The acquisition and development out of the Sealark/Grove Road site indicates that Thorngate is delivering on these aspirations.

4. Governance & Board Development

For a well-run organisation the board recognises it must ensure it is well equipped in terms of skills and continuous professional development.

Consequently, the board undertakes training and strategic board days normally twice a year in addition to board meetings and monthly (at least) briefings from the Chief Executive.

In 2025-26 the board has undertaken two board days incorporating strategy and training looking at social care and employment law changes, marketing, cyber risk, AI for boards, advances in sensor technology and the Energy Act 2023. In addition, a strategy session was held considering future demographics, political changes and the external environment.

Target:

The target for 2026-27 which we can be measured against is at least one board day including strategy sessions.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number
1169965

Company Registration Number
9953572

Registered Provider of Social Housing Number
4839

Principal address
Clare House
Melrose Gardens
Gosport
PO12 3BZ

Trustees
Mark Hook (Chairman)
James Gilhooley (Resigned 12 February 2026)
Christopher Matthews
Julie Palmer
Reeta Ram (Resigned 16 June 2025)
John Clark
Oliver Zaki
David Popoola Smith
Judith Comber (Appointed 23 August 2025)
Robert Pettigrew (Appointed 23 August 2025)

Chief Executive Officer and Clerk to the Trustees
Anne Taylor FCCA

Auditors
MC Audit Limited, Chartered Accountants
Statutory Auditors
Lake House, Port Solent
2 Port Way
Portsmouth, PO6 4TY

Solicitors
Winckworth Sherwood
Arbor, 255 Blackfriars Rd,
London, SE1 9AX

Bankers
Lloyds Bank plc
43 West Street
Fareham
Hampshire, PO16 0BE

Investment Managers
CCLA
Senator House
85 Queen Victoria Street
London, EC4V 4ET

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Thorngate Churcher Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, MC Audit Limited, will be proposed for re-appointment at the forthcoming Board Meeting.

Approved by order of the board of trustees on ....20/8/2026..... and signed on its behalf by:

.....
M Hook - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THORNGATE CHURCHER TRUST

Opinion

We have audited the financial statements of Thorngate Churcher Trust (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2026 and of its incoming resources and application of resources, including its 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 charitable company'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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THORNGATE CHURCHER TRUST

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our 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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

From discussion with management and those charged with governance information about the entity is documented to assess the activity within the organisation. We discuss managements assessment of risk in respect of irregularities, fraud and going concern.

Based on these discussions and our own assessments we determined that the key risk areas were income recognition in respect of cut off issues concerning income recognition and management override concerning the size of the organisation.

We set financial statement materiality level based on the level of income. As a not for profit organisation raising income is its primary focus which is why income was used to determine the level of materiality. Our overall assessment of risk was used to determine performance materiality at an appropriate level.

Our responsibilities for the audit of the financial statements (continued)

Substantive audit tests were designed after assessing and testing systems and controls. The systems and controls which have been designed to act as a preventative measure against fraud and error were operating as documented. Substantive testing tested a sample of the population, representative of the population, to identify errors. The testing did not identify any material misstatements in areas tested.

Audit substantive tests concluded no material errors over the key risk areas of income recognition and management override.

The audit considers the organisation is not exposed to material risk of error as a result of assessing laws and regulations that are appropriate to the organisation.

Management assessed there is no going concern risk.

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 Report of the Independent Auditors.

Use of our report
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

P J Underwood

Paul Underwood (Senior Statutory Auditor)
for and on behalf of MC Audit Limited
Statutory Auditors
Lake House
2 Port Way
Port Solent
Portsmouth
Hampshire
PO6 4TY

Date: 4 September 2026

THORNGATE CHURCHER TRUST

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2026

	Notes	Unrestricted funds £	Restricted funds £	Endowment fund £	2026 Total funds £	2025 Total funds £
INCOME AND ENDOWMENTS FROM						
Donations and legacies	2	1,047	-	-	1,047	2,875
Charitable activities	4					
Housing for older people		1,178,845	4,509,510	-	5,688,355	1,146,282
Care home		2,951,721	-	-	2,951,721	2,778,429
Investment income	3	22,701	-	-	22,701	65,680
Other income		205	-	-	205	-
Total		4,154,519	4,509,510	-	8,664,029	3,993,266
EXPENDITURE ON						
Charitable activities	5					
Housing for older people		1,051,470	-	-	1,051,470	924,034
Care home		2,703,666	-	-	2,703,666	2,455,335
Total		3,755,136	-	-	3,755,136	3,379,369
Net gains/(losses) on investments		(25,071)	-	-	(25,071)	(8,950)
NET INCOME		374,312	4,509,510	-	4,883,822	604,947
Other recognised gains/(losses)						
Actuarial gains/(losses) on defined benefit schemes		17,000	-	-	17,000	(8,355)
Net movement in funds		391,312	4,509,510	-	4,900,822	596,592
RECONCILIATION OF FUNDS						
Total funds brought forward		8,411,257	-	40,503	8,451,760	7,855,168
TOTAL FUNDS CARRIED FORWARD		8,802,569	4,509,510	40,503	13,352,582	8,451,760

The notes form part of these financial statements

BALANCE SHEET
31 MARCH 2026

	Notes	2026 £	2025 £
FIXED ASSETS			
Tangible assets	13	16,096,446	13,132,643
Investments	14	462,880	487,950
		16,559,326	13,620,593
CURRENT ASSETS			
Stocks	15	8,867	8,886
Debtors	16	1,279,998	110,698
Cash at bank		745,695	903,688
		2,034,560	1,023,272
CREDITORS			
Amounts falling due within one year	17	(509,636)	(4,324,834)
NET CURRENT ASSETS		1,524,924	(3,301,562)
TOTAL ASSETS LESS CURRENT LIABILITIES		18,084,250	10,319,031
CREDITORS			
Amounts falling due after more than one year	18	(4,566,425)	(1,625,914)
PROVISIONS FOR LIABILITIES	21	(165,243)	(241,357)
NET ASSETS		13,352,582	8,451,760
FUNDS	23		
Unrestricted funds		8,802,569	8,411,257
Restricted funds		4,509,510	-
Endowment funds		40,503	40,503
TOTAL FUNDS		13,352,582	8,451,760

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 20/8/2026 ..... and were signed on its behalf by:

.....
M Hook - Trustee

The notes form part of these financial statements

THORNGATE CHURCHER TRUST

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2026

	Notes	2026 £	2025 £
Cash flows from operating activities			
Cash generated from operations	1	92,460	4,667,096
Interest paid		(39,533)	(35,527)
Finance costs paid		(12,014)	(13,006)
Net cash provided by operating activities		40,913	4,618,563
Cash flows from investing activities			
Purchase of tangible fixed assets		(3,174,969)	(4,723,338)
Sale of tangible fixed assets		12,725	15,309
Sale of fixed asset investments		(1)	-
Interest received		22,701	65,680
Net cash used in investing activities		(3,139,544)	(4,642,349)
Cash flows from financing activities			
New loans in year		2,981,927	512,208
Loan repayments in year		(41,289)	(25,025)
Net cash provided by financing activities		2,940,638	487,183
Change in cash and cash equivalents in the reporting period		(157,993)	463,397
Cash and cash equivalents at the beginning of the reporting period		903,688	440,291
Cash and cash equivalents at the end of the reporting period		745,695	903,688

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2026

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2026 £	2025 £
Net income for the reporting period (as per the Statement of Financial Activities)	4,883,822	604,947
Adjustments for:		
Depreciation charges	198,644	186,926
Losses on investments	25,071	8,950
Profit on disposal of fixed assets	(205)	-
Interest received	(22,701)	(65,680)
Interest paid	39,533	35,527
Finance costs	12,014	13,006
Decrease/(increase) in stocks	19	(1,471)
Increase in debtors	(1,169,300)	(5,974)
(Decrease)/increase in creditors	(3,815,325)	3,968,089
Difference between pension charge and cash contributions	(59,112)	(77,224)
Net cash provided by operations	92,460	4,667,096

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.25 £	Cash flow £	At 31.3.26 £
Net cash			
Cash at bank	903,688	(157,993)	745,695
	903,688	(157,993)	745,695
Debt			
Debts falling due within 1 year	(31,556)	(127)	(31,683)
Debts falling due after 1 year	(1,625,914)	(2,940,511)	(4,566,425)
	(1,657,470)	(2,940,638)	(4,598,108)
Total	(753,782)	(3,098,631)	(3,852,413)

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The charity recognises grant income in relation to housing properties when the conditions of the grant contract have been performed. A condition of the grant is that the monies would become repayable if the properties were sold. A liability is not recognised in respect of this. The trustees will provide for a liability in the event of a decision being made to sell one of the properties.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs
Finance and administration costs are apportioned to specified headings of expenditure whereas employees are charged directly to specified headings. Other administration costs are allocated as considered appropriate.

Pension costs and other post-retirement benefits
The Trust participates in a multi-employer defined benefit scheme, the Social Housing Pension Scheme (SHPS). For the SHPS, it has not been possible to identify the share of underlying assets and liabilities belonging to the individual participating employers. The income and expenditure charge represents the employer contribution payable to the scheme for the accounting period.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Structure	1%
Roofs	1.4%
Windows and Doors	3.3%
Boilers	6.7%
Kitchens	5%
Bathrooms	3.3%
Mechanical Systems	3.3%
Electrical Systems	2.5%
Lifts	5%
Air conditioners	20%

continued...

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Furniture and equipment	25%
Computers and office equipment	25%
Network Cabling	10%

Individual fixed assets costing £250 or more are capitalised at cost.

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Investments
Fixed asset investments are included at market value at the balance sheet date.

Realised gains and losses on investments are calculated as the difference between sale proceeds and their market value at the start of the year or their subsequent cost, and are charged or credited to the statement of financial activities in the year of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on market value at the end of the year.

Financial instruments
The charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable investments in stocks and shares. The measurement basis used for these instruments is detailed below.

Debtors and cash at bank
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Cash at bank and in hand included cash held on deposit or in a current account.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

continued...

2. DONATIONS AND LEGACIES

	2026	2025
	£	£
Donations	1,047	2,875

3. INVESTMENT INCOME

	2026	2025
	£	£
Deposit account interest	22,701	65,680

All investment income is derived from assets held in the United Kingdom.

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2026 £	2025 £
Social housing maintenance contributions	Housing for older people	-	1,143,148
Sundry income	Housing for older people	2,306	-
Residential care home	Housing for older people	1,176,539	-
Grants	Housing for older people	4,509,510	3,134
Sundry income	Care home	309	-
Residential care home	Care home	2,951,412	2,777,384
Grants	Care home	-	1,045
		8,640,076	3,924,711

Grants received, included in the above, are as follows:

	2026	2025
	£	
Homes England	4,449,510	-
Charity Bank	60,000	4,179
	4,509,510	4,179

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6)	Support costs (see note 7)	Totals
	£	£	£
Housing for older people	767,842	283,628	1,051,470
Care home	2,409,594	294,072	2,703,666
	3,177,436	577,700	3,755,136

continued...

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2026	2025
	£	£
Services	2,616,826	2,405,720
Day to day maintenance	125,719	124,044
Cyclical maintenance	44,211	26,811
Extraordinary maintenance	132,805	68,262
Other costs	12,520	13,755
Depreciation	193,808	182,341
Interest payable and similar charges	51,547	48,533
	3,177,436	2,869,466

7. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Housing for older people	281,499	2,129	283,628
Care home	288,899	5,173	294,072
	570,398	7,302	577,700

Support costs, included in the above, are as follows:

Management

	Housing for older people	Care home	2026 Total activities	2025 Total activities
	£	£	£	£
IT expenses	18,405	18,406	36,811	32,260
Personnel	481	4,151	4,632	4,000
Building and office costs	20,297	7,202	27,499	26,876
PR and advertising costs	11,766	28,590	40,356	14,418
Management costs	230,550	230,550	461,100	421,043
	281,499	288,899	570,398	498,597

Governance costs

	Housing for older people	Care home	2026 Total activities	2025 Total activities
	£	£	£	£
Auditors' remuneration	2,129	5,173	7,302	6,270
Auditors' remuneration for non audit work	-	-	-	750
Governance costs	-	-	-	4,286
	2,129	5,173	7,302	11,306

continued...

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2026	2025
	£	£
Auditors' remuneration	7,302	6,270
Other non-audit services	-	750
Depreciation - owned assets	198,646	186,926
Surplus on disposal of fixed assets	(205)	-

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2026 nor for the year ended 31 March 2025.

Trustees' expenses

During the period one trustee (2025: none) was reimbursed £374 (2025: £0) for out of pocket expenses.

10. STAFF COSTS

	2026	2025
	£	£
Wages and salaries	2,141,219	1,993,107
Social security costs	251,563	176,473
Employer's pension costs	143,496	155,237
	2,536,278	2,324,817

Key management remuneration

The key management personnel of the charity comprise the trustees and the Chief Executive Officer, Director of Finance, and Care Home Manager. The total employee benefits of the key management personnel of the charitable company were £258,019 (2025: £119,553). This does not include remuneration for trustees, all of which is reported as per note 9.

The average monthly number of employees during the year was as follows:

	2026	2025
Administration	4	4
Maintenance	4	4
Housing, support and care	73	75
	81	83

continued...

10. STAFF COSTS - continued

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2026	2025
£60,001 - £70,000	2	-
£80,001 - £90,000	-	1
£90,001 - £100,000	1	-
	3	1

Three employee received emoluments in excess of £60,000 (2025: none).

The number of employees whose emoluments fell within the following bands:

	2026	2025
	£	£
£60,000 to £69,999	2	
£70,000 to £79,999		
£80,000 to £89,999		1
£90,000 to £99,999	1	

The charity paid contributions to pension scheme for 3 (2025: 1) of those employees with emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Endowment fund	Total funds
	£	£	£	£
INCOME AND ENDOWMENTS FROM				
Donations and legacies	2,875	-	-	2,875
Charitable activities				
Housing for older people	1,146,282	-	-	1,146,282
Care home	2,778,429	-	-	2,778,429
Investment income	65,680	-	-	65,680
Total	3,993,266	-	-	3,993,266
EXPENDITURE ON				
Charitable activities				
Housing for older people	924,034	-	-	924,034
Care home	2,455,335	-	-	2,455,335
Total	3,379,369	-	-	3,379,369
Net gains/(losses) on investments	(8,950)	-	-	(8,950)

continued...

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds	Restricted funds	Endowment fund	Total funds
	£	£	£	£
NET INCOME	604,947	-	-	604,947
Other recognised gains/(losses)				
Actuarial gains/(losses) on defined benefit schemes	(8,355)	-	-	(8,355)
Net movement in funds	596,592	-	-	596,592
RECONCILIATION OF FUNDS				
Total funds brought forward	7,814,665	-	40,503	7,855,168
TOTAL FUNDS CARRIED FORWARD	8,411,257	-	40,503	8,451,760

12. INCOME AND EXPENDITURE FROM SOCIAL HOUSING ACTIVITIES

	2026	2025
	£	£
Charitable income - fees and maintenance contributions	4,130,771	3,920,532
Charitable income - donations and legacies	1,047	2,875
Charitable income - grants (not capital grant)	4,509,510	4,179
Charitable expenditure	(3,755,136)	(3,379,369)
	4,886,192	548,217
Adjustment for pension funds, investments, maintenance reserve and capital grant	(4,487,971)	(11)
Charitable surplus	398,221	548,206

continued...

13. TANGIBLE FIXED ASSETS

	Freehold property £	Assets under construction £	Plant and machinery £	Fixtures and fittings £	Totals £
COST					
At 1 April 2025	9,871,903	5,811,768	90,227	293,259	16,067,157
Additions	232,525	2,851,708	55,505	35,231	3,174,969
Disposals	(45,923)	-	(15,467)	(8,327)	(69,717)
At 31 March 2026	10,058,505	8,663,476	130,265	320,163	19,172,409
DEPRECIATION					
At 1 April 2025	2,605,691	-	68,227	260,596	2,934,514
Charge for year	160,788	-	18,921	18,937	198,646
Eliminated on disposal	(33,403)	-	(15,467)	(8,327)	(57,197)
At 31 March 2026	2,733,076	-	71,681	271,206	3,075,963
NET BOOK VALUE					
At 31 March 2026	7,325,429	8,663,476	58,584	48,957	16,096,446
At 31 March 2025	7,266,212	5,811,768	22,000	32,663	13,132,643

Included in cost or valuation of land and buildings is freehold land of £2,192,331 (2025 - £2,192,331) which is not depreciated.

14. FIXED ASSET INVESTMENTS

	Listed investments £	Unlisted investments £	Totals £
MARKET VALUE			
At 1 April 2025	441,605	46,345	487,950
Revaluations	(25,070)	-	(25,070)
At 31 March 2026	416,535	46,345	462,880
NET BOOK VALUE			
At 31 March 2026	416,535	46,345	462,880
At 31 March 2025	441,605	46,345	487,950

The unlisted investments are solely made up of nitrate credits.

There were no investments assets held outside the UK.

continued...

14. FIXED ASSET INVESTMENTS - continued

Cost or valuation at 31 March 2026 is represented by:

	Listed investments	Unlisted investments	Totals
	£	£	£
Valuation in 2025	441,605	46,345	487,950
Valuation in 2026	(25,070)	-	(25,070)
	416,535	46,345	462,880

15. STOCKS

	2026	2025
	£	£
Stocks	8,867	8,886

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026	2025
	£	£
Arrears of maintenance contributions and care home fees	11,366	15,727
Other debtors	1,179,059	-
Prepayments and accrued income	89,573	94,971
	1,279,998	110,698

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026	2025
	£	£
Bank loans and overdrafts (see note 19)	31,683	28,120
Other loans (see note 19)	-	3,436
Trade creditors	244,424	690,547
Maintenance contributions and care home fees received in advance	118,839	99,598
Social security and other taxes	40,789	33,717
Other creditors	73,901	72,283
Deferred income	-	3,397,133
	509,636	4,324,834

	2026	2025
	£	£
Brought forward	119,037	102,581
Amount released to incoming resources	(119,037)	(102,581)
Amount deferred in year	3,496,732	119,037
Carried forward	3,496,732	119,037

Deferred income relates to maintenance contributions and care home fees received in advance.

Included within deferred income are capital grants received from Homes England and Charity Bank for £3,337,133 and £60,000 respectively.

continued...

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - continued

These grants were awarded to the charitable company for use within the Grove Road build scheme and have therefore been included within deferred income with the intention of being recognised as grant income when the build scheme is completed.

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2026	2025
	£	£
Bank loans (see note 19)	4,566,425	1,617,970
Other loans (see note 19)	-	7,944
	4,566,425	1,625,914

19. LOANS

An analysis of the maturity of loans is given below:

	2026	2025
	£	£
Amounts falling due within one year		
Bank loans	31,683	28,119
Other loans	-	3,436
	29,078	31,555
Amounts falling due between two and five years		
Bank loans	119,167	114,946
Other loans	-	7,944
	119,167	122,890
Amounts falling due in more than five years		
Bank loans	4,447,258	1,503,025
Other loans	-	-
	4,447,258	1,503,025

The loan from the NAA included in other loans is interest free and being repaid over 10 years. In accordance with the SORP the loan has been discounted at a similar interest rate in line with other borrowings.

continued...

20. SECURED DEBTS

The following secured debts are included within creditors:

	2026	2025
	£	£
Bank loans	4,598,108	1,646,090

The bank loans are secured by a first and second charge over the Russell Churcher Court care home and Goyda House both situated in Melrose Gardens. There is an additional charge against Thorngate Court, Inverness Gosport and Clare House, Garden View, Bagot House, Lucas Court and Bradbury House

21. PROVISIONS FOR LIABILITIES

	2026	2025
	£	£
Provisions	165,243	241,357

A full actuarial valuation for the scheme was carried out with an effective date of 30 September 2020. This actuarial valuation was issued to employers in August 2021 and showed assets of £5,148m, liabilities of £6,708m and a deficit of £1,560m. To eliminate this funding shortfall, the trustees and the participating employers have agreed that additional contributions will be paid.

Where the scheme is in deficit and where the Trust has agreed to a deficit funding arrangement, the Trust has recognised a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

Reconciliation of opening and closing provisions

	31 March 2026	31 March 2025
	£	£
Provision at start of period	241,000	310,000
Unwinding of the discount factor	12,000	13,000
Deficit contribution paid	(88,000)	(99,000)
Impact of change in assumptions	(17,000)	8,000
Current service cost	11,000	4,000
Expenses	6,000	5,000
SHPS Provision at end of period	165,000	241,000
TPT Retirement Solutions - The Growth Plan	244	357
Provision at end of period	165,244	241,357

Income and expenditure impact

	31 March 2026	31 March 2025
	£	£
Interest expense	12,000	13,000
Impact of change in assumptions & contribution schedule	88,000	88,000
Current service cost	11,000	4,000
Expenses	6,000	5,000

continued...

21. PROVISIONS FOR LIABILITIES - continued

Assumptions

	31 March 2026	31 March 2025	31 March 2024
	% per annum	% per annum	% per annum
Rate of discount	6.02	5.77	4.89

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Endowment fund	2026 Total funds	2025 Total funds
	£	£	£	£	£
Fixed assets	16,096,446	-	-	16,096,446	13,132,643
Investments	462,880	-	-	462,880	487,950
Current assets	(2,515,453)	4,509,510	40,503	2,034,560	1,023,272
Current liabilities	(509,636)	-	-	(509,636)	(4,324,834)
Long term liabilities	(4,566,425)	-	-	(4,566,425)	(1,625,914)
Provision for liabilities	(165,243)	-	-	(165,243)	(241,357)
	8,802,569	4,509,510	40,503	13,352,582	8,451,760

23. MOVEMENT IN FUNDS

	At 1.4.25	Net movement in funds	At 31.3.26
	£	£	£
Unrestricted funds			
General fund	7,947,224	391,312	8,338,536
Cyclical maintenance reserve	323,762	-	323,762
Extraordinary repairs reserve	140,271	-	140,271
	8,411,257	391,312	8,802,569
Restricted funds			
Grove Road	-	4,509,510	4,509,510
Endowment funds			
Endowment reserve	40,503	-	40,503
TOTAL FUNDS	8,451,760	4,900,822	13,352,582

continued...

23. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	4,154,519	(3,755,136)	(8,071)	391,312
Restricted funds				
Grove Road	4,509,510	-	-	4,509,510
TOTAL FUNDS	8,664,029	(3,755,136)	(8,071)	4,900,822

Comparatives for movement in funds

	At 1.4.24 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	7,350,632	596,592	7,947,224
Cyclical maintenance reserve	323,762	-	323,762
Extraordinary repairs reserve	140,271	-	140,271
	7,814,665	596,592	8,411,257
Endowment funds			
Endowment reserve	40,503	-	40,503
TOTAL FUNDS	7,855,168	596,592	8,451,760

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,993,266	(3,379,369)	(17,305)	596,592
TOTAL FUNDS	3,993,266	(3,379,369)	(17,305)	596,592

continued...

23. MOVEMENT IN FUNDS - continued

General fund - This reserve represents accumulated surpluses within the general fund. Within the general fund is an amortised balance of £7,944,148 (2025: £3,547,917) which represents the income recognised from the Social Housing Grants. The charity recognised grant income in relation to housing properties when the conditions of the grant contract have been performed. A condition of the grant is that should the properties be sold (or in the case of Russell Churcher Court converted to another use) a crystallising event would occur which would result in any grant attached to that specific property being either repayable or allocated to one of the trust's other social housing properties. A liability is not recognised in respect of this. The trustees will provide for a liability in the event of a decision being made to sell one of the properties

Cyclical maintenance reserve - This reserve is established for regular maintenance including internal and external decoration.

Extraordinary repairs reserve - This reserve is established for long term modernisation and repairs.

Endowment reserve - This reserve represents assets which formed part of the original governing document.

24. RELATED PARTY DISCLOSURES

Mrs Julie Palmer, a Trustee was a committee member of the Lee on the Solent Residents' Association during the year. She resigned from this position in May 2025. No transactions between this organisation and the Trust have occurred during the year.

Mr Mark Hook, Chairman and Trustee, is a director of GS Building Services. A transaction occurred on commercial terms during the year and was fully documented. Mr Hook is also a director of Court Barn Catering (Commercial) Ltd. No transactions between this company and the Trust have occurred during the year.

Mrs Julie Palmer, a Trustee was a committee member of the Lee on the Solent Residents' Association during the year. She resigned from this position in May 2025. No transactions between this organisation and the Trust have occurred during the year.

Mr Mark Hook, Chairman and Trustee, is a director of GS Building Services. A transaction occurred on commercial terms during the year and was fully documented. Mr Hook is also a director of Court Barn Catering (Commercial) Ltd. No transactions between this company and the Trust have occurred during the year.

Mr James Gilhooley, Trustee is a Trustee of University of 3Rd Age (Solent). No transactions between this organisation and the Trust have occurred during the year. Mr Gilhooley retired as a trustee on 12 February 2026.

Mr Chris Matthews, Trustee is a solicitor and partner in the firm Churchers Solicitors LLP. No transactions occurred between Churchers Solicitors and the Trust during the year.

Ms Reeta Ram, Trustee is the sole director of DPR Housing Limited and Carers in Your Home Limited. These are organisations that provide supported housing living schemes to support vulnerable adults to live in the community in London. No transactions between either of these companies and the Trust occurred during the year. Mrs Ram resigned her position as trustee on 16 June 2025.

Mr John Clark, Trustee, was Executive Director of Orione Care, a housing and social care charity until 30 September 2025. Mr Clark is also a Non-Executive Director of Empower Housing Association, Chair of Epsom and Ewell Housing Association, and Deputy Chair of Pivotal Homes. From October 2025, Mr Clark has been the Managing Director of Crossroads Consulting UK. There are no transactions between the Trust and these organisations.

Mr Oliver Zaki, Trustee is a solicitor and partner at Glanvilles LLP. No transactions occurred between the Trust and Glanvilles Solicitors during the year.

continued...

24. RELATED PARTY DISCLOSURES - continued

Mr David Popoola Smith is a social worker for Royal Borough of Kensington and Chelsea Council and Islington Council. There are no transactions between the Trust and these councils. Mr Popoola Smith is also a director of Danifab Ltd. There are no transactions between the Trust and this company.

Ms Judith Comber, Trustee was appointed on 21 August 2025. Ms Comber is an Account Director for Alscient, a technology company. No transactions occurred between the Trust and Alscient during the year.

Mr Robert Pettigrew, Trustee was appointed on 21 August 2025. Mr Pettigrew is the director of Podium Policy and Communications Limited, a consultancy company. Mr Pettigrew is a non-executive director of both Winchester Cathedral Enterprises Limited and Guildford Cathedral Chapter. Mr Pettigrew is also a trustee of the Rural Life Living Museum, and the Midhurst Palliative Care CIO. He was a trustee of The Foundation of Nursing Studies until January 2026. No transactions occurred between the Trust and any of these organisations during the year.

Ms Anne Taylor, Chief Executive and Company Secretary, is the Vice Chair of Trustees and Non-Executive Director of the Fusion21 Foundation, a grant giving charity with a trading subsidiary Fusion21 Limited. Ms Taylor is also a Trustee of Trust 2000, a community charity, owns Blue Space Quilts and is a director of John Taylor Motorsport Limited. No transactions have occurred between any of these entities and the Trust during the year.

Mr Adam Davies, Director of Finance, has no related parties.

25. ULTIMATE CONTROLLING PARTY

The charitable company is not under the control of another entity or any one individual.

26. LEGAL STATUS

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.