orbit

Annual Report

and Financial Statements

For the year ended 31 March 2026

orbit.org.uk

Contents

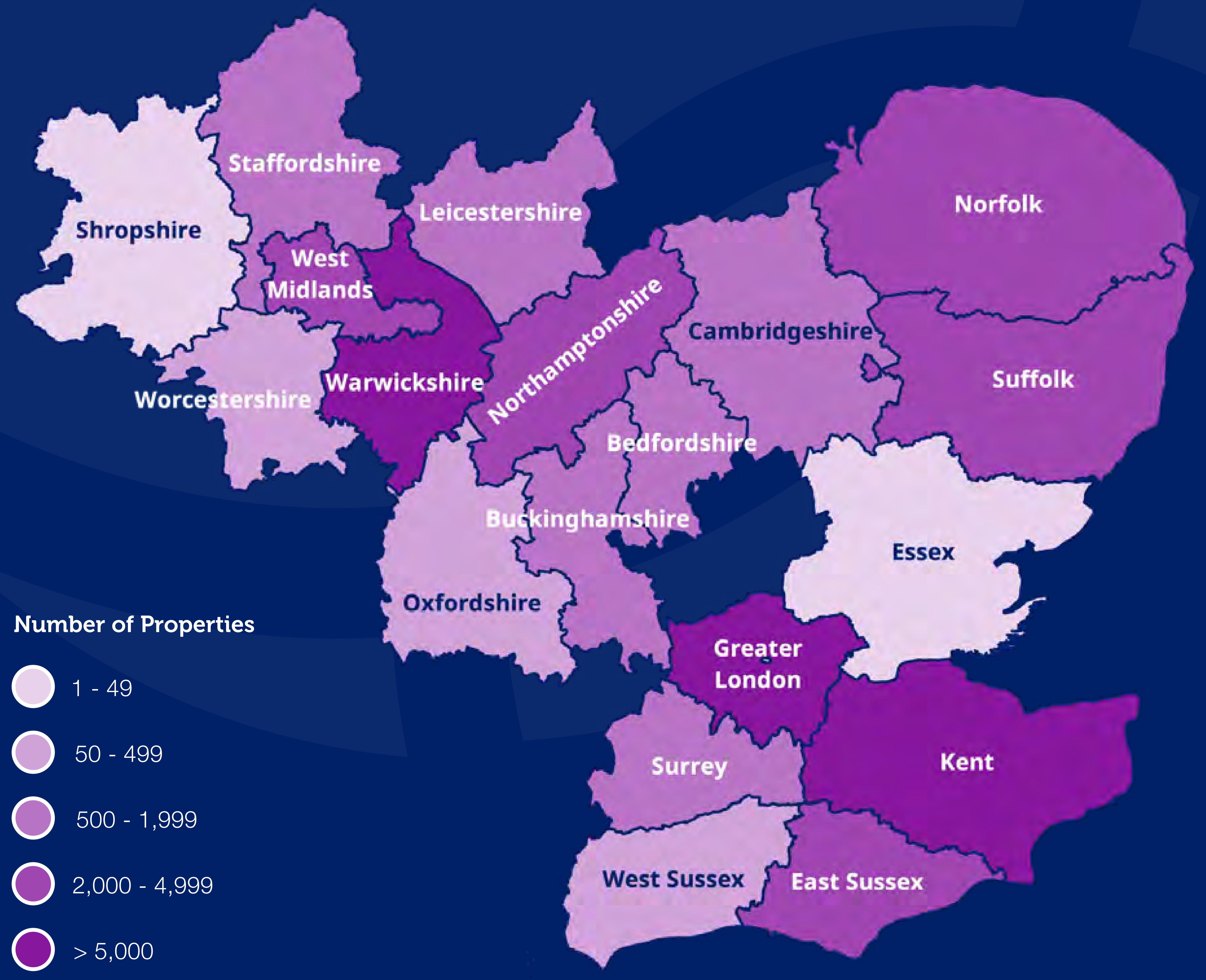
Overview of Orbit

Socially driven and commercially minded, we are one of the UK's foremost not-for-profit housing groups.

We believe everyone is entitled to a good quality, safe and affordable home. We manage a growing portfolio of over **47,000** homes and support over **100,000** customers in differing stages of life, from those seeking their first home to customers looking for enhanced supported living. We're also one of the UK's largest developers of affordable housing and have committed to building and regenerating **7,000** homes by 2030.

For nearly 60 years we've been a force for positive change, particularly during the country's continuing housing and residential challenges. Our commercial approach combined with our clear social purpose enables us to reinvest our surplus to improve the quality of our homes, services and our communities, support local economies and provide more much needed affordable housing.

Orbit Homes by County



Group Chair's Statement

Orbit is an organisation rooted in social purpose, and maintaining this firmly held belief has never mattered more. Global conflict, economic uncertainty and the enduring effects of the cost-of-living crisis continue to shape the environment in which we operate.

Closer to home, the UK's housing crisis remains one of the most pressing challenges facing our society, reinforcing the need to support delivery towards the Government's 1.5 million new homes target.

Against this backdrop, the Board's role is to provide leadership, oversight, challenge and support, ensuring that Orbit remains resilient while continuing to deliver on its purpose: providing safe and affordable homes together with positive outcomes for the customers and communities we serve, and tackling the housing crisis by delivering new affordable homes at scale.

As Phil highlights in his introduction, the past year has been an important one in Orbit's transformation. The Board is encouraged by the progress being made through the Everyday Excellence programme and the organisation's continued focus on improving the customer experience. It is particularly positive to see that customers themselves are recognising these improvements through stronger satisfaction measures.

At the same time, we are clear that there is more to do. Where services have not met the standards customers rightly expect, including the findings from the Housing Ombudsman, the Board has maintained a strong focus on assurance, accountability and learning. We fully support the organisation's open and constructive response to service failures and weaknesses, and we will continue to oversee the actions being taken to drive sustained improvement in performance, particularly in areas such as complaints handling and customer experience consistency.

The ambition to offer amongst the best customer experience of any housing association in the country is both bold and necessary. The Board's role is to ensure that this ambition is matched by disciplined execution, strong governance and a clear focus on the right outcomes for customers. We are satisfied that the organisation has a clear direction and that the right foundations are being put in place to deliver long-term success, including through continued investment in our people, systems and processes.

Alongside this, we remain mindful of the importance of strong financial stewardship. As outlined in the Chief Executive's report, Orbit has maintained a robust financial position, enabling continued investment in homes, services and communities. This includes not only supporting the delivery of new homes but also recognising the importance of planning for substantial regeneration, ensuring that investment balances new supply with the renewal of existing places. The Board has carefully overseen this balance between resilience and ambition, ensuring that resources are allocated in a way that supports both current performance and future sustainability.

We also recognise the scale of the challenges facing the sector. The need to invest in existing homes, improve energy efficiency, meet increasing regulatory expectations and contribute to addressing the housing shortage by unlocking the potential of both new and existing communities, requires sustained focus and long-term commitment. The Board will continue to support and challenge the organisation to respond to these demands in a way that is both responsible and impactful.

Good governance is critical during a period of transformation. The introduction of our new governance structure in April 2025 - a Common Board supported by six committees composed of board members and a smaller number of independent committee members - has strengthened our effectiveness, by enhancing oversight, improving the quality of discussion and facilitating deeper engagement with the organisation's strategic priorities, including housing delivery and regeneration.

We have also strengthened the Board itself with the appointment of Michelle Dovey, Manpreet Dillon, Tracy Sheedy and Steve Batley as Non-Executive Directors. Their collective expertise and experience further enhance our ability to provide effective challenge and support to the Executive team.

I would also like to thank those who have stepped down from the Board and its Committees this year, particularly Helen Gillett and Stephen Stone, who retired after serving the maximum terms of office. All their contributions have been invaluable in shaping Orbit into the strong organisation it is today.

At the heart of everything we do is our responsibility to our customers. The Board continues to place increasing emphasis on hearing the customer voice and gaining assurance that customer insight is shaping decision making at every level of the organisation. This is fundamental to achieving Orbit's ambition of being a truly customer-focused organisation.

We also recognise that delivering for customers depends on our people and our culture – the way in which we work together at Orbit and the way we serve our customers. We support the organisation's continued investment in colleagues and welcome the evolving focus on Inclusion and Belonging, which will play an important role in strengthening engagement, capability and organisational effectiveness. The Board is grateful for the continued commitment and hard work of all Orbit colleagues over the last year.

Looking ahead, the Board remains confident in Orbit's direction and its ability to deliver on its ambitions. While progress is clear, we recognise that transformation at this scale requires sustained effort, careful judgement and continued pace.

Our role will be to ensure that the organisation remains focused on what matters most: delivering and maintaining high-quality homes and services, planning effectively for regeneration and increasing the number of homes built, whilst retaining strong financial foundations in order to create lasting social value.

My commitment as Chair is that we will continue to lead with a strong focus on our strategy, provide constructive challenge and support, and ensure strong accountability in everything we do. The Board looks forward to continuing to support Orbit in delivering the positive impact that sits at the heart of its purpose.

Stephen A Jack

Stephen Jack
Chair

Chief Executive's Report

As I reflect on the past 12 months, I do so with pride and a sense of progress and promise.

I'm pleased to say that we've maintained our positive trajectory, making good progress in our Everyday Excellence transformational delivery programme. We've kept a firm focus on reshaping how we work and embedding an ethos of operational excellence and continuous improvement, to ensure we deliver a consistently high-quality customer experience and strengthen our performance as a leading social landlord.

Importantly, our customers are telling us that the changes we're putting in place are making a difference. We've seen strong improvements in several Tenant Satisfaction Measures (TSMs) for renters, with 'overall satisfaction,' 'listens and acts', 'kept informed' and 'treated fairly and with respect' all seeing positive progress. We recognise we're still on a journey and need to maintain our efforts in driving further improvements, particularly in complaints handling and shared owner satisfaction.

We also know that for some customers, our service has not always met the standard they deserve from us, and we received four Severe Maladministration findings from the Housing Ombudsman Service. We have fully accepted the findings, apologised to our customers and complied with all orders issued, but remain firmly committed to learning from these experiences and further improving the service we provide.

Whilst I'm proud of the headway we're making, I'm ever cautious that the challenges the sector faces are growing in complexity. It's been incredibly encouraging to see the Government put words into action by committing to funding and policy changes to help address the housing crisis. However, we must remain mindful that we're only at the precipice of tackling this challenge and have a significant way to go to achieve the meaningful, collective change our society requires, now and in the future. This is going to require persistence and a consistent focus across the board, from both the sector and Government, especially when we consider that the UK's housing stock is ageing and in need of regeneration if it is to meet the long-term needs of society.

I'm personally proud that we've stayed true to who we are throughout the year: socially driven, commercially minded, and securely focused on making a positive difference through the services we deliver, the homes we provide and the positive impact we make to society. A personal highlight for me was achieving our £100 million social value target early, and I'm confident that we can keep delivering the good work to meet our new, more ambitious target of delivering £550 million of social value by 2030.

Our results

We're pleased that our financial position has remained strong with all financial metrics above Board approved levels, delivering an operating surplus of £105.6 million (FY24/25 £105.2 million) and total comprehensive income of £46 million (FY24/25 £52.7 million), which will fund the improvements we're making in respect of our customer experience.

Our turnover increased year-on-year at £419.9 million (FY24/25 £408.2 million), due to the annual rent increase and new homes into management.

We stayed resolute in our commitment to putting customers first, by investing £142 million in our homes through maintenance and capital spend. This included bringing in skills where appropriate to ensure that we can continue to meet increased levels of regulation under the Building Safety Act.

Although overall operating costs remained broadly similar year-on-year, we've seen an uplift in costs associated with day-to-day repairs, our response to damp, mould and condensation, and higher levels of disrepair claims.

We've retained our investment in our services to support customers in maintaining their tenancies and continued to drive efficiencies through value for money initiatives, including investment in our procurement team and systems to improve customer experience.

The publication of the particulars for our EMTN (Euro Medium Term Note) as part of our funding strategy and aligned to our Sustainable Finance Framework, will support our drive to help more people have a good quality home that they can afford, in a place that they are proud to live.

Our customers

Strengthening our commitment to delivering high-quality customer service and support remained our absolute focus during the year.

We introduced a new neighbourhood-based model that gives customers a clearer local connection and enables us to better deliver tailored support where it matters most, in turn supporting them to maximise their potential and maintain their tenancies and wellbeing. We rolled out new technology to enhance how we manage customer information, so we're able to understand and serve everyone who lives in our homes even better, and our Community Investment and Successful Tenancies team continued to support customers in living fulfilled lives, including with cost-of-living pressures.

Importantly, customers have led the way on our journey. We've used customer insight, scrutiny and engagement to challenge ourselves and to shape our response to ensure we're following the right path for them.

Our homes

We know for customers that their home is more than bricks and mortar, it's the place where family life happens, health and wellbeing is shaped, and security begins. That's why, we've sustained our investment in improving and maintaining our homes, and upheld our commitment to improving the energy-efficiency of our homes to ensure they're warmer and more affordable for customers, with 89.5% of our homes now at EPC C or higher.

In addition, we launched our new Later Living Strategy championing choice, flexibility and access to homes that enable people to age well and live independently in their homes for longer.

We reaffirmed our responsibility to helping tackle the UK's housing crisis, increasing our build and regeneration commitment to 7,000 homes by 2030, delivering 1,094 new homes this year and celebrating our 2,000th home towards our 2030 target at our Micklewell Park development in Daventry.

Above all, we've continued to combine robust safety compliance with a culture of vigilance, accountability and continuous learning. Whether through investment in major works, strengthening data and oversight, or embracing changes in legislation and regulation, such as the introduction of Awaab's Law, which included formal training for 100% of our colleagues, we've ensured customers feel supported and protected.

Our people and culture

Our progress this year has only been possible because of the commitment and passion of our colleagues. We've continued to invest in capability, leadership and professional development to ensure we remain a place where people can grow, contribute and feel proud of the difference they make. Our ongoing investment in our colleagues is critical to our success in delivering a great service, and equally, supports the sector's own drive towards professionalism.

The future

Looking ahead, I remain optimistic. We're progressing well against what we set out to achieve and remain in a robust financial position. However, now isn't the time to become complacent. We're only halfway through our transformational journey to becoming the consistently excellent, truly customer-driven organisation we want to be and it's going to take steadfast commitment and focus to achieve our ambition.

I'm confident that the plans we have in place will enable us to stay true to our course. Over the next 12 months, we'll be continuing to roll out new technology to further strengthen our ability to deliver a seamless experience for every customer, continuing to invest in our people and working with customers to finalise our new repairs and maintenance services, when our current contracts come to an end in March 2027. We'll also be unceasing in our work with Government, partners and the wider sector to champion for long-term investment in affordable housing and in the existing homes that millions of people rely on.

Finally, I'd like to thank our customers and colleagues for the part they have each played over the past year. With their continued support, I've no doubt we can achieve all that we've set out to.

Phil Andrew
Group Chief Executive

Key **Highlights**

£105.6 million
Operating surplus

£100 million
Social Value target met

£142 million
Invested in existing homes

83
Net Promoter Score for Orbit Homes

99.8%
Big 6 compliance

HBF 5* Housebuilder

1,094
New homes delivered

89.5%
EPC C

73%
Colleague engagement score

70.5%
Customer Satisfaction - 5% increase (TSM LCRA)

Five-year summary of financial highlights

Statement of comprehensive income	2025-26 £m	2024-25 £m	2023-24 £m	2022-23 £m	2021-22 £m
Turnover	420	408	391	418	374
Operating costs and cost of sale	(327)	(328)	(302)	(313)	(280)
Operating surplus	**106**	**105**	**110**	**135**	**131**
Operating margin %	**25.1%**	**25.8%**	**28.1%**	**32.3%**	**35.1%**

Statement of financial position	2025-26 £m	2024-25 £m	2023-24 £m	2022-23 £m	2021-22 £m
Tangible fixed assets	3,572	3,349	3,164	3,044	2,931
Creditors due after >1 year	2,625	2,466	2,416	2,301	2,344
Revenue reserves	1,053	1,008	961	911	826

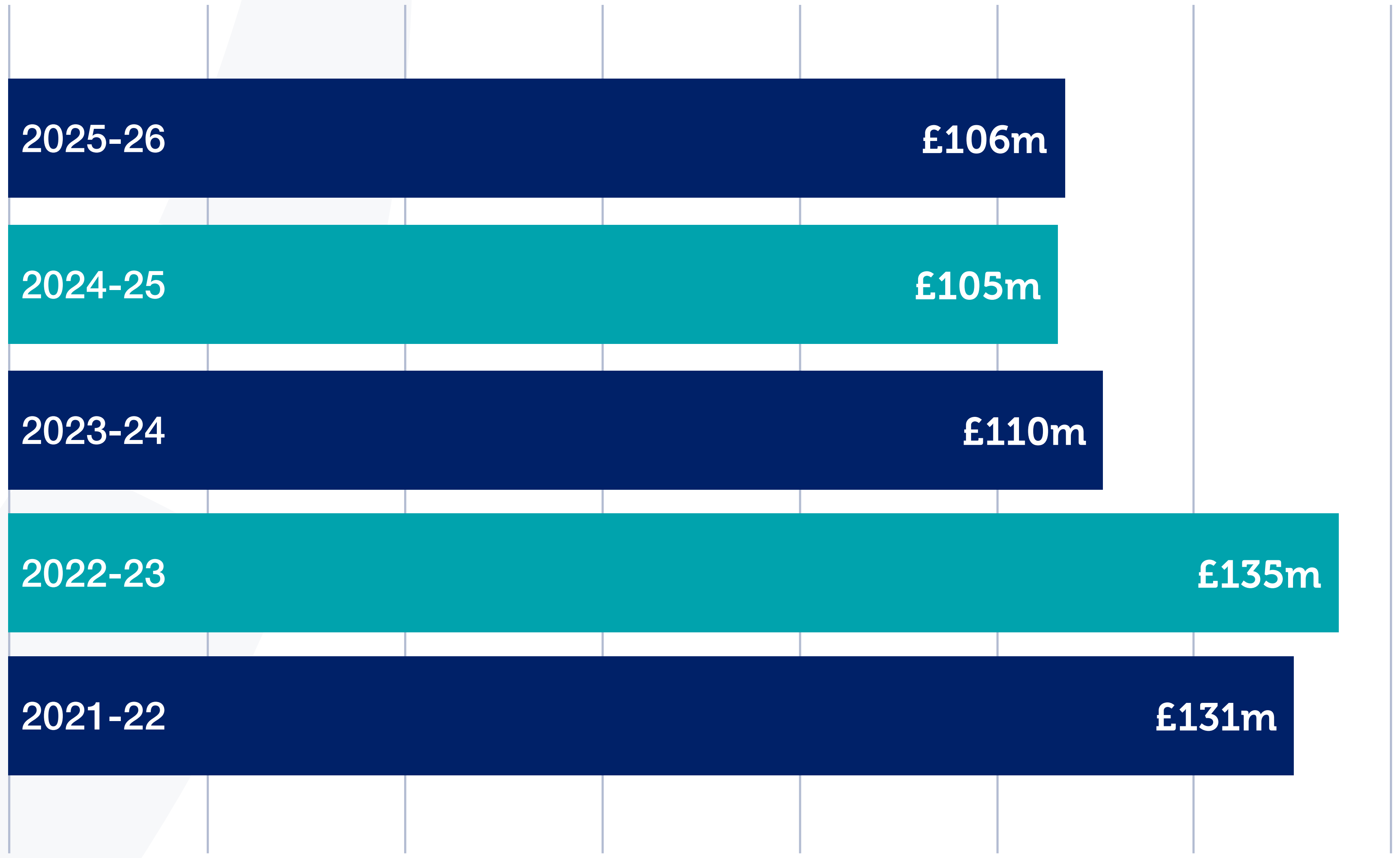
Key indicators	2025-26	2024-25	2023-24	2022-23	2021-22
Properties	47,698	46,922	46,300	47,429	46,529
New homes built	1,094	901	870	1,257	1,013
Gearing % / Debt per unit (£) ***	47.9%	46.5	45.1	42.6	43.3
Months cash/secured loans available *	36	36	36	36	36
Interest cover **	2.69	2.83	1.64	2.52	2.15

* At least 36 months cash/secured loans available

** 2025-26 & 2024-25 EBITDA excl. capitalised major repairs

*** For 2025-26 our balance sheet covenant for funders reflects a Gearing % metric (Net debt to historic property cost). Prior to this our covenant was measured as a Debt per unit metric

Operating surplus (£m)



This year's results reflect our continued commitment to investing in our homes, people and processes while enhancing the services we provide to customers. This supports our progress towards our 2030 vision of offering amongst the best customer experience of any housing association in the country.

We built 1,094 new homes to support the broader housing need and invested £142 million in maintaining and improving our existing homes against a backdrop of ongoing economic challenge. We generated an operating surplus of £105.6 million, total comprehensive income of £46 million, strengthening our capacity to invest in improving homes and customer experience, while securing funding to underpin delivery of our 2030 Strategy.

Turnover increased year-on-year by £11.7 million to £419.9 million (2025: £408.2 million) driven primarily by higher rental income from new homes brought into management and annual rent increases.

Operating costs reduced marginally compared to prior year at £236.4 million (2025: £238.0 million). Notwithstanding this, the year was characterised by a challenging operating environment with increased volumes and costs associated with day-to-day repairs combined with damp, mould and condensation works, compensation and a continued rise in disrepair claims. More complex repairs also resulted in increased customer relocations to temporary accommodation. In addition, one off restructuring costs were incurred to support the delivery of more efficient operating processes.

We have continued to invest in services that support customers in managing their tenancies and finances, alongside targeted value for money initiatives. This includes strengthening our procurement capability, investing in systems to enhance customer service and building capacity in property safety to meet the requirements of the Building Safety Act and evolving regulatory expectations.

Property sales turnover remained broadly consistent at £98.9 million (2025: £100.8 million) with a similar sales mix; shared ownership sales generated £55.9 million (2025: £54.3 million) and market sales £43 million (£46.5 million). The shared ownership market remained resilient with 446 homes sold (2025: 391). Market sales volumes were stable at 125 market homes (2025: 124).

Surplus on the sale of housing properties decreased to £12.1 million (2025: £26.9 million) reflecting a lower level of disposals. Our programme of targeted densification to improve operating efficiency and service delivery and efficiency continues, although activity in the year was limited to a single smaller disposal.

Interest costs increased to £60.7 million (2025: £57.3 million). Our drawn debt portfolio remains well protected against market volatility, with 83% fixed (2025: 88%). Our weighted average interest rate reduced to 3.73% (2025: 3.91%). Further detail is provided in the Treasury Management section.

The mark to market valuation of hedged financial instruments increased by £0.8 million (2025: £5.6 million increase) reflecting market conditions at year end.

Our capital maintenance programme delivered £82.8 million of new investment, contributing to a £223.1 million increase in tangible fixed assets. This included improvements such as new kitchens, bathrooms and roofs as well as ongoing investment in our net zero carbon programme to improve the energy-efficiency of our poorest performing homes.

We built 508 new affordable rented properties (2025: 399) and 494 new shared ownership properties (2025: 382). In addition, £257.7 million (2025: £217.8 million) was invested in assets in the course of construction, supporting future delivery of new affordable and shared ownership housing.

Net current assets decreased by £28.5 million to £48.6 million, mainly due to an increase in short term creditors of £41.5 million (relating to housing loans due within one year) and a reduction in properties for sale and stock of £16.8 million, partially offset by an increase in cash of £24.7 million.

Other creditors due after more than one year increased by £155.7 million to £2,617.5 million (2025: £2,461.8 million) reflecting additional grants of £75.2 million and increased housing loans £79.1 million. These resources will support delivery of more than 7,000 new and regenerated homes by 2030 alongside ongoing investment in existing homes.

Our liquidity position remained strong, with £476 million available at year end (2025: £508 million). Notional drawn debt increased over the year to £1,844 million (2025: £1,735 million). During the year we secured £75 million of new bank funding, extended the tenor in respect of £120 million of existing facilities and executed £300 million of one year extensions to revolving credit facilities. The publication this year of the particulars for our EMTN (Euro Medium Term Note) as part of our funding strategy, which is aligned to our Sustainable Finance Framework, will support our aims to build more new homes as well as invest in our existing homes to improve outcomes for customers.

Total reserves increased by £46 million to £1,074.3 million (2025: £1,028.3 million) providing us with the ongoing financial strength to deliver our ambitious 2030 Strategy.

Analysis of Group consolidated turnover

	2026 £m	2026 %	2025 £m	2025 %
Social housing lettings	309	74	296	73
Market sale	43	10	45	11
Shared ownership sales	56	13	54	13
Non-social and other	12	3	13	3
Total	**420**	**100**	**408**	**100**

Analysis of Group consolidated operating surplus

	2026 £m	2026 %	2025 £m	2025 %
Social housing lettings	93	89	84	80
Sale of housing	12	11	27	26
Market sale	4	4	3	3
Shared ownership	5	5	8	8
Non-social and other	(8)	(9)	(17)	(17)
Total	**106**	**100**	**105**	**100**

Independent Auditors	Registered office
KPMG LLP, Suite 6, New Kings Court, Tollgate, Chandler's Ford, Eastleigh, SO53 3LG	Orbit Group, Garden Court, Binley Business Park, Harry Weston Road, Binley, Coventry, CV3 2SU

Co-operative and Community Benefit Society Number 28503R
Regulator of Social Housing Number L4123

Our Common Board

Click here for more detailed information about the Orbit Common Board members and Orbit Executive Team members

Stephen Jack
Group Chair and
Chair of the Governance & Nominations Committee

Phil Andrew
Group Chief Executive

Michelle Dovey
Senior Independent Director and Chair of Treasury Committee

Stephen Smith
Chair of the Audit & Risk Assurance Committee

Emma Kenny
Chair of the Customer Experience & Service Delivery Committee and Member Responsible for Complaints

Sayo Ogundayo
Common Board Member

Maxwell Doku
Member Responsible for Complaints

Manpreet Dillon
Chair of the Strategic Asset Management & Development Committee

Tracy Sheedy
Chair of the Remuneration Committee

Priya Khullar
Common Board Member

Steve Batley
Common Board Member

Our Executive Team

Click here for more detailed information about the Orbit Common Board members and Orbit Executive Team members

Phil Andrew
Group Chief Executive

Jonathan Wallbank
Group Finance Director

Afzal Ismail
Chief Regulatory and Governance Officer

Lisa Astle
Chief Reputation Officer

Joe Brownless
Chief Customer Officer

Scott Rutherford
Chief Property and Regeneration Officer

Liz Robson
Chief Technology and Information Officer

Catrinel Stanila
Chief People Officer

Brian Nearney
Chief Development Officer

2030 Strategy

We launched our 2030 Strategy at the beginning of 2024/25, setting out our ambition to provide amongst the best customer experience of any housing association in the country.

In 2025/26, we updated our Strategy to reflect our continued commitment to playing our part in tackling the UK's housing crisis, with an increased build and regeneration commitment, our new approach to Inclusion and Belonging, and a new social value target of delivering **£550 million** in social value by 2030.

Developed in close partnership with our customers and colleagues, our strategy will see us:

- Continuing to build homes that people love, by delivering over **7,000** mixed tenure, new and regenerated homes by 2030
- Continuing to enable customers to access affordable housing through a range of options; providing support with their home, wellbeing, money, and skills as their lives change
- Listening to and working with customers to shape our services, deliver a great customer experience, and ensure value for money
- Increasing flexibility in how we deliver our customer service and support, so we are better able to respond to additional support needs
- Do more for our customers and society by delivering an additional **£550 million** of worth of social value by 2030 after achieving our previous target of **£100 million** in 2025.

Customers sit firmly at the heart of our Strategy, from our revised purpose and vision, to our new Values, Customer Commitments, Colleague Commitments and Employer Promise.

The Strategy is supported by our Sustainability Strategy, which ensures a continued focus on maximising our positive social and environmental impacts, from becoming net zero carbon and delivering on our 30by30 biodiversity target, to improving energy affordability for customers today whilst also providing energy-efficient homes that meet the needs of the future.

Our 2030 Vision

Socially driven and commercially minded, we strive to provide amongst the best customer experience of any housing association in the country by building and maintaining safe, quality homes that our customers love, both sustainably and at scale, supported by excellent customer service. All delivered by happy colleagues who jump out of bed each day to make a social difference.

Our 2030 Strategy Overview

Click here to read our 2030 Strategy document

The 2030 Strategy will see us:

Maintaining homes that our customers love

Investing in the safety, quality, and energy-efficiency of our homes, creating properties our customers love and are proud to live in.

- Investing in and improving the quality of our existing homes and Later Living schemes
- Working with our partners to deliver an efficient 'right first-time' repairs service and satisfied customers
- Improving the energy-efficiency of our homes, supporting energy affordability and progress to net zero carbon
- Maintaining our neighbourhoods and communal spaces so they are safe places for people to enjoy.

Delivering new and regenerated homes to improve our portfolio and assist in tackling the housing crisis

Creating new, high quality, affordable housing and regenerating our existing homes, so more people have a great place to call home.

- Building and regenerating around 7,000 new homes sustainably by 2030
- Creating attractive multi-tenure developments that our customers love
- Improving the energy-efficiency of our new homes, supporting energy affordability and progress to net zero carbon
- Pursuing land-led development opportunities to deliver our high quality, sector leading homes and specification
- Regenerating our homes and Independent Living schemes to create long-term, sustainable communities.

Delivering exceptional customer service

Delivering excellent services to support our customers and ensure a laser-sharp focus on our customers' priorities, and which take account of additional needs.

- Creating a seamless, omnichannel customer service experience, making it easy for customers to contact us in a way that suits them
- Collaborating with customers to shape our services and policies
- Adapting our services to understand and respond to differing needs
- Continuing to provide a range of services to help customers maximise their potential and maintain their tenancy
- Supporting customers to remain independent in their homes
- Championing and working in partnership with our customers to ensure their voices are heard.

Attracting, retaining, and developing engaged colleagues who share our purpose

Investing in our people and culture, ensuring we have the right skills, tools, and commitment to deliver our purpose.

- Increasing investment in training and development programmes, raising individual capability and providing career opportunities
- Ensuring our resources and capabilities drive performance and deliver on our ambitious goals
- Creating a high performance, customer-centric culture which puts the customer at the heart of our decision making.

Making a positive difference to our customers and society

Maximising the social value we deliver by optimising efficiencies and value for money, so we can do more for our customers and society and deliver more new affordable homes.

- Demonstrating value for money and driving efficiencies in our operations, systems, and processes
- Making the best resource and person-centred decisions possible.
- Influencing policymakers and stakeholders
- Increasing our localised services and impact.

Creating a sustainable and resilient model for the future

Creating a more impactful and sustainable organisation for the future by:

- Optimising our geographical footprint and service delivery
- Building on our strong relationship with government and Homes England to support future plans for affordable homes
- Utilising traditional and innovative ways to raise finance to further the delivery of affordable new homes
- Proactively identifying growth opportunities and partnerships to materially increase the positive impact we make and the number of people we directly support
- Continuing our 2030 and 2050 decarbonisation plan and supporting customers in the transition to net zero.

Everyday Excellence

In 2024 we launched Everyday Excellence, our transformational delivery programme that turns the principles of what we want to achieve in our 2030 Strategy into actions.

Through this we are reshaping how we work by putting in place the right structures, culture and capabilities, improved systems, processes and technology, to embed an ethos of operational excellence and continuous improvement, focused on high-quality delivery of excellent customer experience. Together, these enhancements will enable us to deliver a consistently high-quality customer experience and strengthen our performance as a leading social landlord.

Two years on, and we're making good progress.
Over the course of this year (2025/26), we have:

Introduced a new multi skilled Customer Care team
Customers now get quicker support, with more enquiries resolved at the first point of contact and fewer transfers between teams.

Rolled out a new Neighbourhood Approach
Customers have a named Neighbourhood Manager who understands their local area, providing clearer accountability, more personalised support and earlier intervention when issues arise.

Launched the first phase of our new customer relationship management platform, iProperty Cloud (iPC)
Customer information is easier to access and better connected behind the scenes, meaning fewer repeat explanations, faster responses and a more joined up service experience.

Reviewed and improved our complaints process
Complaints are now handled more clearly and consistently, with improved communication, faster resolution where possible and better learning to prevent issues reoccurring.

Introduced our Professional Development Framework
Colleagues benefit from clearer career pathways and the skill development needed to perform at their best, while customers benefit from more knowledgeable, confident colleagues delivering higher quality services and better outcomes.

These changes help ensure our teams have everything they need to resolve more customer enquiries, right, first time, which in turn will help improve customer satisfaction and reduce wait times.

As a result of these changes, we've seen increases in:

- Overall customer satisfaction **70.5%** from **65.6%**
- Satisfaction that customer homes are well maintained **74.5%** from **70.6%**
- Customers saying that Orbit listens to tenant views and acts upon them **64%** from **57.3%***.

We understand that we still have a way to go to meet the ambition we've set for ourselves, but are committed to delivering the change needed to achieve this.

*2025/26 TSM LCRA

Progress against our 2030 strategy to date

Maintaining homes that our customers love

- **£291 million** investment in existing homes
- **71%** Overall satisfaction with repairs (TSM LCRA)
- Increase in satisfaction that customer homes are well maintained **74.5%** from **70.6%** (TSM LCRA)
- Ongoing procurement of new repairs and maintenance with **new partnerships** expected to commence in 2027
- **Delivered major energy-efficiency improvements** to homes through funded programmes and partnerships, reducing carbon emissions and energy costs while enhancing comfort and affordability for customers
- **89.5%** of homes at EPC Band C or above
- **99.8%** of homes meeting Decent Homes Standard
- **99.8%** Landlord Big 6 Compliance
- **Densification strategy** focusing our operations on core geographies and tenure types to improve efficiency, strengthen local services, enhance customer responsiveness, and reinvest surpluses into existing homes, energy-efficiency, and the development of new affordable housing
- Delivered a comprehensive approach to **implementing Awaab's Law** through colleague training, partner engagement, sector collaboration, enhanced inspections, improved data systems and tailored customer support.

Delivering new and regenerated homes to improve our portfolio and assist in tackling the housing crisis

- **1,995** new homes delivered, of which **89.5%** were affordable
- Increased our new build and regeneration commitment by over 20%, to **7,000 homes** by 2030
- **HBF 5* Housebuilder** status retained
- Maintained **In-house Research 2025 Gold Award** for Customer Satisfaction
- Continued **Homes England Strategic Partnership** to support the delivery of new homes.

Delivering exceptional customer service

- **5% increase** in customer satisfaction **70.5%** from **65.6%** (TSM LCRA)
- Increase in customers saying that Orbit listens to tenant views and acts upon them **64%** from **57.3%** (TSM LCRA)
- Average **7-minute reduction** in customer call wait time
- Introduced a new multi skilled **Customer Care team**
- Rolled out a new **Neighbourhood Approach**
- Launched the first phase of our new customer relationship management platform, **iProperty Cloud (iPC)**
- Reviewed and **improved our complaints process**
- **Refurbished eight Later Living schemes** as part of our Later Living strategy
- Launched **new Annual Your Voice survey** and **Customer Personas**
- Opened **fifth new community hub** at Orchard House.

Progress against our 2030 strategy to date (continued)

Attracting, retaining, and developing engaged colleagues who share our purpose

- **73%** overall engagement score
- **74%** proud to work for Orbit
- **67%** would recommend Orbit as a great place to work
- **89%** agreed that we are committed to creating a diverse and inclusive workplace
- Additional **£3 million** investment into pay and benefits
- **Improved Maternity**, **Adoption** and **Paternity leave**
- Continued rollout of **Professional Development Frameworks**
- Expanding flexible learning options through our **partnership with Coaching Culture**
- Annual **Stars in Orbit** awards
- Reviewing and developing our approach to **Inclusion and Belonging**.

Making a positive difference to our customers and society

- **£100 million** social value target met and new **£550 million** by 2030 target set
- **1,886** colleague volunteering hours
- **16,401** customer support interventions
- **£5.6 million** in cost-of-living support for customers in 2025/26 a 27% year-on-year increase, including:
  - **£3.2 million** in estimated additional income secured through welfare benefit gains
  - **£1.6 million** of customer debt managed
  - **£770,000** in estimated household savings
  - **£356,000** in hardship grants issued to customers, up 28% on the previous year.

Creating a sustainable and resilient model for the future

- **42%** reduction in carbon footprint against 2018/19 baseline
- **19.5%** of outdoor spaces supporting nature's recovery
- **Completed Climate Risk Assessment** to inform the future design, maintenance and investment in our homes, as well as the support we offer customers to help them adapt to the impacts of climate change
- **Environmental Management System**, certified to ISO 14001:2015 by the British Standards Institution
- **Established a £1 billion EMTN** (Euro Medium Term Note) programme.

Delivering excellent customer services and support

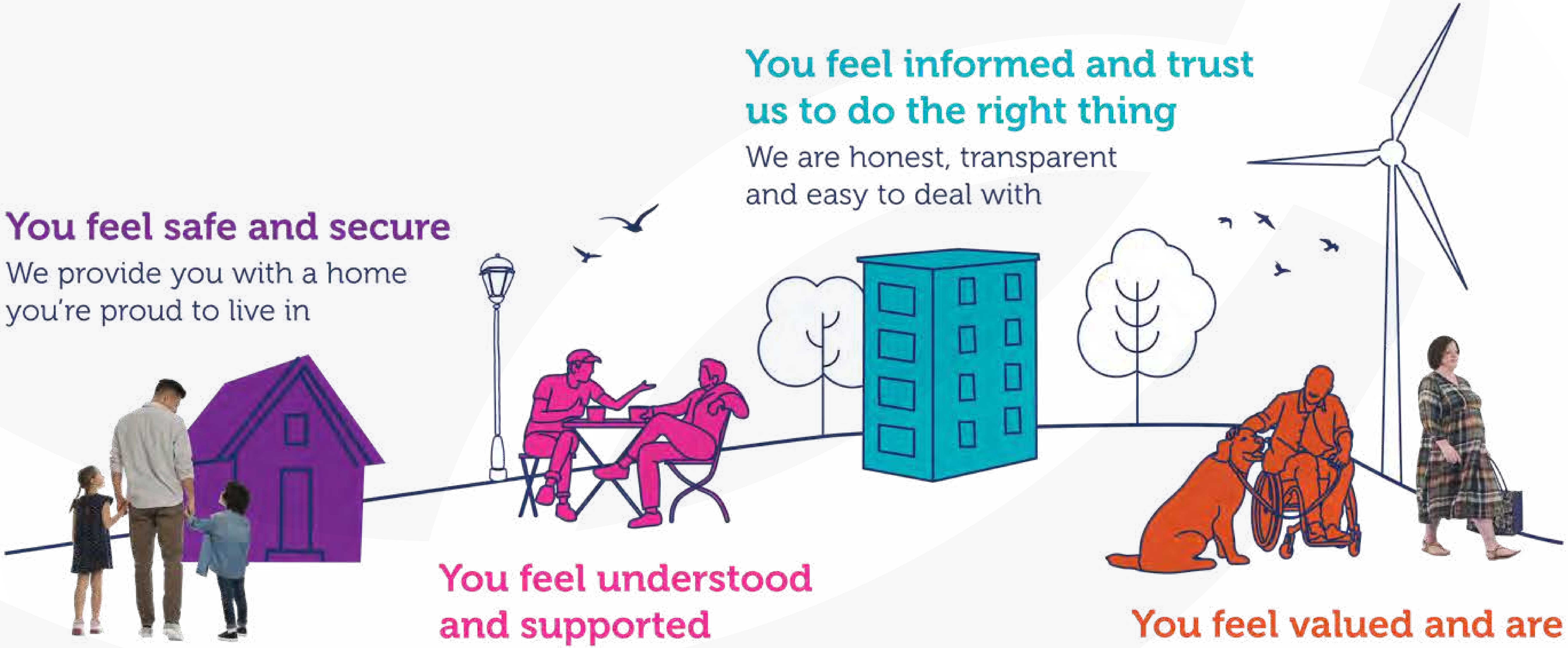
2025/26 has been a pivotal period in strengthening our commitment to delivering consistently high-quality customer service and support. Through our transformation programme, Everyday Excellence, we're reshaping how we work - modernising our systems and processes, enhancing our capabilities and embedding a culture centred on doing the right thing for our customers, every time.

The progress we have made reflects both the scale of our ambition and the dedication of our colleagues across the organisation. We've introduced a new Neighbourhood Approach and launched the first phase of our customer relationship management system (iPC). Alongside this, we're building a deeper understanding of customer needs and expanding support in our communities to deliver a more personalised and responsive experience. Each improvement brings us closer to delivering a more personalised, responsive and seamless customer experience.

While we're proud of how far we've come, we know there is more to do. The insights shared by our customers continue to guide our priorities, ensuring we focus our efforts where they will have the greatest impact. By listening carefully, acting transparently and investing in the right foundations, we are building a service model that not only meets expectations today, but is ready to adapt to the needs of tomorrow.

Our Customer Commitments

Our Customer Commitments define what customers value most from us and what we must deliver in return. Developed in partnership with customers, our Customer Commitments form the foundation of the customer-centric culture we are building and over the past year we've focused on embedding them across our organisation to guide our actions, decisions and communications.



You feel safe and secure

We provide you with a home you're proud to live in

You feel informed and trust us to do the right thing

We are honest, transparent and easy to deal with

You feel understood and supported

We listen and act

You feel valued and are treated with respect

We put things right when they go wrong

Developing our Customer Journey

Over the past year, we've taken significant steps to enhance our Customer Journey, collaborating with customers and colleagues to re-imagine how our services are experienced by those we support. Central to this progress was a series of Everyday Excellence Customer Journey workshops, which brought teams together to shape our approach and foster a shared vision throughout the organisation.

These interactive sessions offered colleagues the chance to explore what an effective Customer Journey looks like, its importance for those we serve, and its influence on the future of our service delivery, ensuring every customer interaction is clear, consistent and intuitive. By examining real-life scenarios, we helped everyone recognise how each interaction forms part of a seamless, end-to-end experience.

By working together in this way, we're building the confidence and capability to develop customer journeys that are consistent, easy, proactive and personalised for customers, helping us deliver on our Everyday Excellence ambitions.

Our Customer Journey:

A warm welcome	A great home	A cared for community	A helping hand	A new chapter

Welcome to the neighbourhood

One of the standout achievements in our Everyday Excellence journey has been the launch of our new Neighbourhood Approach, which has transformed how our teams operate.

We’ve created seven Neighbourhoods and Communities areas, each with smaller patches, which have named Neighbourhood Managers who are the go-to local contact for customers.

By putting decision-making, expert advice and funding directly into local hands, we’ve strengthened our ability to deliver tailored support where it matters most.

Neighbourhood Managers now handle all customer queries, oversee tenancies and make sure everyone can easily access any extra help they need.

Supporting this, our Community Investment and Successful Tenancies team offers a practical ‘helping hand’ – from coaching and tenancy sustainment services to specialist support for those facing more complex challenges. A dedicated advisory service is also on hand to guide frontline colleagues on community safety and safeguarding issues.

This new way of working has modernised our customer journey, giving each neighbourhood a stronger, more coordinated presence and ensuring everyone receives a consistently high-quality experience.

Customer roadshows

To introduce our new Neighbourhood and Communities team, we held a series of customer drop-in roadshows.

The events gave customers the opportunity to meet their Neighbourhood Managers face-to-face, ask questions and understand what the new neighbourhood model means for them. Engagement was strong and feedback was overwhelmingly positive, with customers valuing the chance to connect directly with colleagues in an informal, welcoming setting.

One customer said:
"I'm so glad I've attended. Everyone has been so lovely and I'm so grateful for the support."

The events reinforced the importance of local presence in building trust and confidence as we embed neighbourhood-based working across our regions.

Neighbourhood approach in action

Mark* is a customer in his late thirties who had always been in steady employment and living independently. A serious period of ill health marked a turning point. He was forced to leave work, and shortly afterwards experienced a bereavement within his immediate family.

During this already challenging period, Mark's mobile phone was stolen. This had significant and unforeseen consequences: the phone was his sole means of accessing his Universal Credit account. Without it, he was unable to verify his identity or manage his claim. Payments stopped, leaving him without income and with rising rent arrears.

When Mark's Neighbourhood Manager made a routine visit, her initial expectation was to discuss rent arrears and agree next steps. Instead, she identified a far more complex situation. Mark was unwell, grieving and overwhelmed and had effectively become locked out of the welfare system.

Rather than recording concerns and making onward referrals, the Neighbourhood Manager took immediate, practical action. From Mark's home, she called a member of Orbit's Community Investment and Successful Tenancies team via Microsoft Teams. Together, they coordinated emergency food support, arranged a replacement phone, and secured specialist welfare advice to help re-establish Mark's Universal Credit claim.

At the same time, colleagues worked closely with Mark to manage his rent account, taking a balanced approach that maintained tenancy responsibilities while recognising his circumstances.

When delays within the system persisted, the Neighbourhood Manager supported Mark to escalate his case further. As legal action was nearing, urgent financial support was secured on the same day, preventing the case from progressing to court and stabilising the situation.

Outcomes

- Immediate hardship addressed through emergency food and financial support
- Universal Credit access restored and regular income re-established
- Direct payments put in place to support rent sustainability
- Escalation to legal proceedings avoided
- Ongoing, named support provided through a single, trusted contact.

While challenges remain, Mark now has income, access to support, and a clear point of contact within Orbit who understands his situation and remains involved.

* name changed

New technology to help us serve customers better

This year, we launched the first phase of iProperty Cloud (iPC), to further enhance how we manage customer information and deliver a more consistent and connected service.

iPC isn't just a technological upgrade - it's our commitment to putting customers at the heart of everything we do. The system streamlines how we record, track and manage contacts and data, by capturing relevant information all in one place, allowing us to recognise, listen to, and support every individual more effectively. For colleagues, it means intuitive tools and processes that empower them to deliver outstanding customer service more efficiently.

To ensure a smooth and successful transition for customers and colleagues, we're introducing iPC in phases. The first phase has been the introduction of a CRM and customer resolutions modules. Over 900 colleagues took part in dedicated training, including e-learning, face-to-face sessions and hands-on time in a live training environment, helping them build confidence ahead of the new system launching. This phased rollout also allows us to thoroughly test the system, utilise lessons learnt from previous phases, listen to customer and colleague feedback and make improvements along the way.

We'll expand functionality further as part of Phase Two, including the introduction of our new Customer Portal. This platform will give customers more options in how they connect with us, from self-service to personalised support - making it easier to resolve queries right-first-time.

The Portal will enhance first-contact resolution, cater to diverse needs and provide greater flexibility in engagement, helping us understand and serve everyone who lives in our homes even better.

The launch of iPC is a key enabler of our long-term success, strengthening our ability to deliver a seamless, personalised and high-quality experience for every customer.

> While iPC will undoubtedly make our work easier, its real value lies in how it improves the quality of service we provide to our customers.
>
> **Daniel**, Trailblazer

Shaping a joined up way of working

To support the transition to iPC, we introduced the iPC Trailblazer programme. Trailblazers were among the first colleagues to use iPC in a safe, supportive environment, completing real tasks based on day-to-day scenarios rather than observing system demonstrations.

This hands on approach allowed colleagues to test how iPC works in practice, identify improvements early and build confidence ahead of wider rollout.

The programme delivered clear benefits, including better informed system design, more effective training and establishing a group of knowledgeable colleagues who can support others.

By involving colleagues early and grounding change in real work, the Trailblazer programme helped to ensure iPC supports a simpler, more standardised way of working and better outcomes for customers.

National Customer Service Week

During National Customer Service Week, we recognised and celebrated the incredible work our frontline teams do every single day to support customers and were proud to welcome two of our engaged customers into our Customer Care Centre to spend time with the team and see first-hand the work we do.

2025/26 results

86%
calls answered

9 minutes and 30 seconds
average call waiting time,

73%
first contact resolution

Customer Involvement and Voice of the Customer

Customer involvement is central to how we shape services, support effective governance and deliver our 2030 ambitions. Customers are empowered to provide feedback, scrutinise performance and influence decision making across the organisation.

Customer voice is embedded within our governance including representation on our Common Board and Committees, all supported by a comprehensive Voice of the Customer programme, which brings together engagement activity, satisfaction surveys, sentiment analysis and customer led insight. Customers are actively involved in shaping key services affecting their homes and neighbourhoods, including repairs, building safety and complaints handling.

Local engagement activities and neighbourhood dashboards ensure customer insight informs day-to-day decision making, investment planning and resource allocation. Feedback and learning are embedded within our performance, risk and assurance frameworks, driving transparency, accountability and continuous improvement.

Our customer diversity groups, including LGBTQ+, Disability, and Future Voices, ensure that all customers have a voice. By championing engagement and inclusion, we aim to foster a culture where every voice matters, and our services keep getting better.

Customer Involvement Groups

Customer Involvement Groups are safe spaces where customers can voice their opinions, thoughts, and concerns and we can listen and act on these together.

Some of the key initiatives our Engaged Customers have been involved in this year include:

- Procurement of our new Repairs contracts
- Complaints improvements, including reviewing our online forms, letters, and satisfaction survey to make the process easier and more accessible
- Shaping the design and delivery of reasonable adjustments, influencing the development and rollout of policy, action plans and feedback processes
- Reviewing our anti-social behaviour policy.

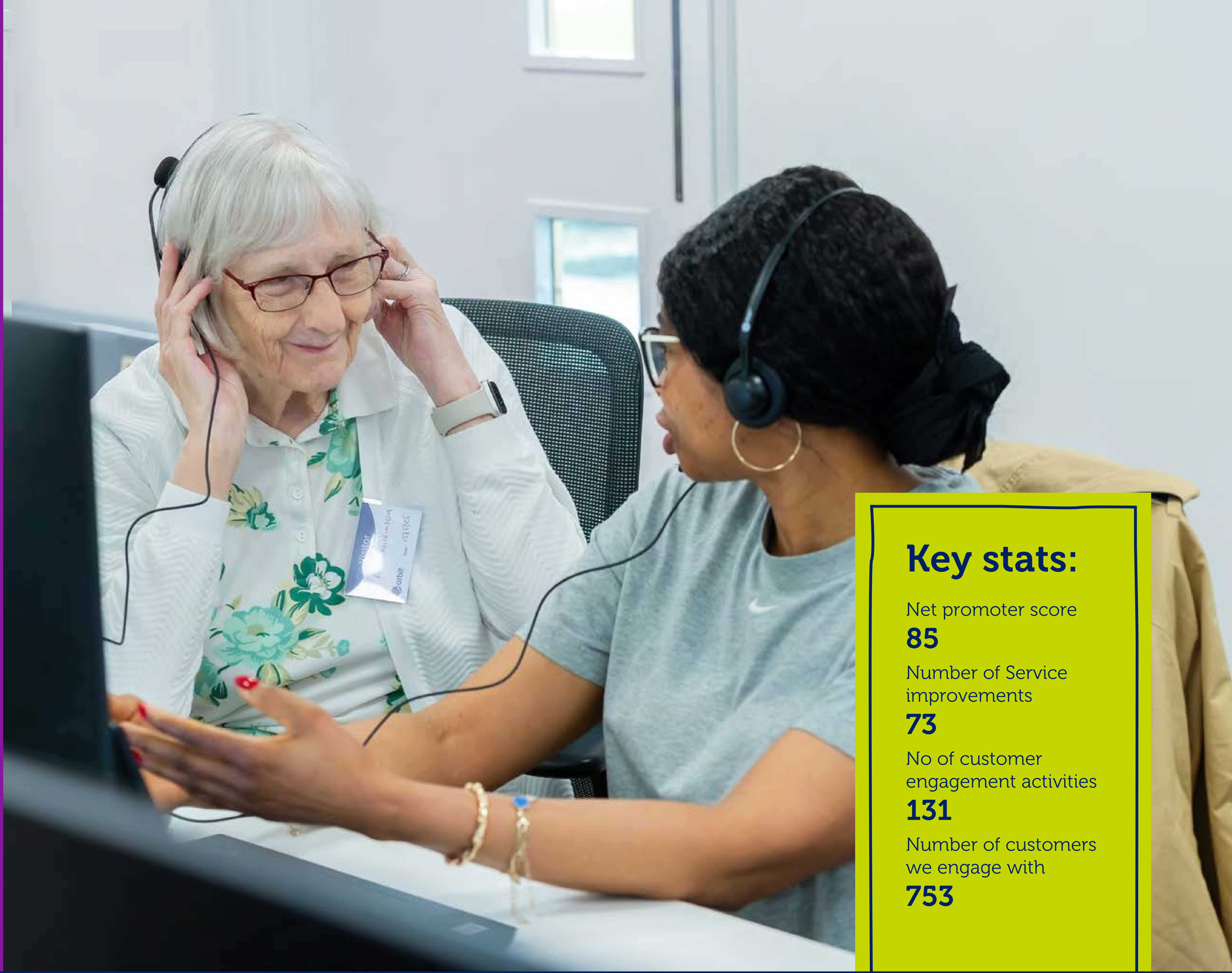
A key highlight was our Your Voice conference, where we introduced the Everyday Excellence programme and actively engaged customers in shaping priority customer journeys for contact through our Customer Care and Customer Resolutions services.

Customer Engagement Strategic Committee

Our customer engagement activity is overseen by the Customer Engagement Strategic Committee (CESC), established in partnership with Engaged Customers to guide the development and delivery of our Your Voice customer engagement programme. The Committee acts as a vital "critical friend", meeting quarterly to review progress, provide challenge and assurance, and ensure that customer insights are heard, represented and drive meaningful change across our services.

Some of the key areas they have been involved in this year include:

- Recruitment interviews and assessments
- Self-assessments against the Consumer Standards
- Planning our Customer Roadshows
- Ensuring increased transparency of our TSM results.



Key stats:

Net promoter score
85

Number of Service improvements
73

No of customer engagement activities
131

Number of customers we engage with
753

Engaging customers in communications

Designed to increase customer engagement, improve representation and amplify real customer voices across our communications, we invited customers to take part in a professional brand photo shoot, promoted via social media and Orbit Life magazine.

151 customers applied and six were selected to take part.

The resulting photos and videos ensure that we have authentic content that properly reflects the communities that we serve. This co-created content is now being used across our communications to customers and other stakeholders.

To extend the impact of the photo shoot, we developed 'At Home With', a series of short films featuring the customers involved. These interviews focused on personal stories and what living in an Orbit home means to them, putting customers firmly in the spotlight.

Scan this QR code to view Kyle's 'At home with' video.

Annual Customer Voice Survey

This year, we published the results of our first Annual Customer Voice Survey*, providing a comprehensive view of what matters most to customers as they navigate rising living costs and the challenges of digital and wellbeing needs.

Our Annual Customer Voice Survey enables us to dive deeper into the services our customers need and value from us, reflecting our genuine commitment to listening to customers and understanding their lived experiences.

The research confirms that while affordable housing remains fundamental, customers increasingly rely on wraparound support services including employment support, mental health assistance and digital inclusion to help them live well.

* A representative sample of 1,200 customers were surveyed by telephone.

Key insights include:

Pride and wellbeing:

- Over **70%** of customers say they are proud of their homes, but **42%** report experiencing loneliness and **17%** have low life satisfaction.

Cost-of-living pressures:

- Nearly half (**49%**) worry about meeting everyday costs. **38%** have reduced heating to save money, and food bank usage has risen by **150%**, with one in four customers relying on food banks.

Digital inclusion:

- Although **87%** have internet access, **26%** lack confidence online - particularly older residents - highlighting the need for continued digital support.

Climate and sustainability:

- **75%** of customers are concerned about climate change, and **90%** value access to green space, underscoring the importance of sustainable, environmentally conscious.

We're using these insights to further our efforts to create sustainable communities, ensuring customers' voices remain at the heart of our decision-making.

Customer segmentation

Every customer is unique, but by grouping people with shared characteristics and priorities, we can design services and communications that are personalised, relevant and truly resonate. This targeted approach helps us remain agile, evidence-driven, and responsive to the diverse experiences across our communities.

Developed in partnership with CACI, a leading market analysis and data insight organisation, we can harness these insights to plan better, support customers more efficiently and allocate resources where they will have the greatest impact.

Strengthening customer insight

We've entered a new partnership with Qualtrics, a global leader in customer insight management, to strengthen our approach to understanding and improving customer experience. The platform brings together feedback from across key services, enabling a more joined up, data led view of what matters most to customers and supporting faster identification of issues and improvement opportunities.

Qualtrics is already being used to capture real time customer satisfaction insight across services such as repairs and complaints, helping teams respond more quickly, learn from feedback and drive continuous improvement.

As the partnership develops, we'll explore opportunities to expand our use of the Qualtrics platform, including new ways of capturing customer insight across digital journeys, service interactions and communications. This may include exploring emerging technologies such as voice analysis technology for incoming customer calls, to help build a fuller picture of customer sentiment across housing services.

Tenant Satisfaction Measures

Tenant Satisfaction Measures (TSMs) give us vital insight into how customers experience our services and where we need to focus our efforts to improve. They allow us to assess performance through the eyes of our customers and ensure we are prioritising the issues that matter most to them. This year, 2,886 customers, including both renters and shared owners, took part. We also take part in Housemark's bi-annual TSM benchmarking exercise, which enables us to review how we compare to the sector and our peers.

We've seen strong improvements in several TSM measures for renters, with 'overall satisfaction,' 'listens and acts', 'kept informed' and 'treated fairly and with respect' all seeing positive progress in 2025/26. Our 'overall satisfaction' (LCRA) standalone score in Q4 was 74.5%, achieving our target of median or above within our benchmarking group. We're continuing to work to improve this to ensure we consistently improve and can meet our 2030 ambition of offering amongst the best customer experience of any housing association in the country.

There has also been uplifts in our 2025/26 TSM figures for 'repairs completed within timescale' (emergency and non-emergency), 'home is well maintained' and 'home is safe'. We believe the positive improvement in these scores is a testament to the progress we are making in focusing on delivering a more consistently good service to our customers.

We recognise we are still on a journey of improvement and know we need to continue to focus our efforts to further improve our service, particularly complaint handling, repairs and Shared Owner satisfaction which remain below median. However, we're confident that the plans we have in place, such as our new contract partners and next phases of iPC, will continue our positive trajectory in all areas.

Rented Customers

Overall satisfaction:
70.5%

Home is safe:
81.4%

Home is well maintained:
74.5%

Orbit treats me fairly and with respect:
81.3%

Satisfied with complaint handling:
35.6%

Overall repairs satisfaction:
71%

Repairs Satisfaction with time taken:
69.2%

Shared Owners

Overall satisfaction:
54.7%

Home is safe:
79.2%

Orbit treats me fairly and with respect:
68.3%

Satisfied with complaint handling:
22.4%

Click here to view our full TSM results along with information on some of the factors behind our results.

"At Housemark we have been really pleased to see the recent progress at Orbit. Based on the wide range of metrics we collect for over 350 social landlords UK-wide, Orbit is leading the way in terms of progress against critical performance metrics. For example, the pace of improvement in tenant perceptions is currently out-stripping Housemark's expectations for a landlord of their profile. This helps demonstrate the value of the strategic work and investment that has gone into the business over the past two years."

Jonathan Cox, Chief Data Officer, Housemark

Customer Resolutions

Over the past year, we've made targeted improvements to the way complaints are handled day-to-day, with a strong focus on quality, communication and timeliness. These changes have played a key role in the improvements seen in our TSM performance and have helped build greater confidence in how we respond to customer concerns.

Higher standards for complaint responses

We've moved from simply resolving complaints to ensuring customers receive clear, thorough and well reasoned responses. This includes taking time to fully understand the customer's experience, clearly explaining our findings and agreeing fair, proportionate resolutions that address the issues raised. This approach has reduced repeat contact and strengthened customer trust in our decisions:

Improved communication throughout the complaint journey
Customers are now better informed about what resolution we are aiming for, how it will be delivered and realistic timescales for completion. This has helped manage expectations and reduce uncertainty and frustration.

Enhanced aftercare and follow up
Our aftercare approach has been improved so we remain in contact with customers once a resolution is agreed, ensuring actions are delivered as promised. This has increased trust and reduced the need for repeat contact or escalation.

Faster, more reliable response times
We've improved response times through clearer ownership of actions, closer monitoring of outstanding cases and earlier intervention.

Stronger collaboration and improved capability
We've embedded weekly meetings with service delivery teams to supporting quicker decision making, faster resolutions and better alignment on priorities.

We've also invested in training and internal communication to strengthen technical understanding, consistency and confidence.

We recognise there is more to do and remain focused on continuously improving our complaint handling, using customer feedback and insight to strengthen our processes and deliver better outcomes.

Housing Ombudsman Update

When we get something wrong, we strive to put it right and learn from it. Over the course of the year, we received four Severe Maladministrations from the Housing Ombudsman Service. We have fully accepted the findings of the Housing Ombudsman, apologised to all customers affected in these cases and addressed all orders issued.

In 2026/27 we received a Tier 1 Paragraph 49 request, as part of the Housing Ombudsman's Notification and Response' process. We are undertaking detailed case reviews and identifying root causes to develop a time-bound improvement plan.

We're continuing to focus on our customer experience and embed a programme of continuous improvement so we can be more consistent at being a great social landlord.

Investing in communities

We're passionate about helping customers to make the most of their opportunities and feel truly at home, and the work we do through our Better Days, Placemaking and Tenancy Sustainment teams supports this.

This year, we brought these teams together into a brand-new Community Investment and Successful Tenancies team, to align resources and expertise, and making it easier for customers to find the help that matters most – whether that's advice, practical support or just a listening ear.

This combined team is a key part of our new Neighbourhood Approach, helping us to improve customer experience by working closely with communities to connect them with the support they need to help manage life's challenges.

What is the Better Days programme?

Our Better Days programme offers free services to all customers designed to support financial and digital inclusion, mental wellbeing, employment and skills.

Supporting customers with cost-of-living pressures

Our latest Customer Voice Survey painted a vivid picture of the everyday challenges facing our customers: nearly half shared concerns about paying for daily essentials, **38%** admitted to switching off the heating to make ends meet, and **25%** rely on food banks for support.

These findings powerfully underline just how vital our wraparound support is becoming for so many in our communities.

Here's how we've made a real difference this year:

- Delivered **10,034** customer support interventions, a **58%** increase on 2024/25
- Supported **819** customers with mental health
- Provided **£5.6 million** in cost-of-living support, a **27%** year-on-year increase, including:
  - **£3.2 million** in estimated additional income secured through welfare benefit gains
  - **£1.6 million** of customer debt managed
  - **£770,000** in estimated household savings
  - **£356,000** in hardship grants issued to customers, up 28% on the previous year.

Extra support through winter

Winter can often bring added financial pressures, making it a tough time for many. That's why, we introduced 'Cosy Corners' across our community hubs as part of the annual Winter Wellbeing campaign. These warm and friendly spaces offered somewhere to come in from the cold, enjoy a hot cuppa, catch up with neighbours, and find a listening ear. Customers could also access essential wellbeing support, including expert money and energy advice from Citizens Advice Mid Mercia, as well as emergency fuel vouchers provided in partnership with Family Fund Business Services.

As part of our close partnership with Thanet District Council, we secured **£50,000** grant funding through the Household Support Fund to support local customers to overcome hardship.

Community hubs

Our community hubs play an essential role, bringing us closer to customers and enabling us to provide meaningful support where it's needed most.

This year, we opened our fifth hub at Orchard House in Erith. The hub provides a welcoming space where customers can access face-to-face support, meet Orbit colleagues, have their say in consultations, co-design services and share feedback about their homes and neighbourhoods.

Every hub has been developed in response to the specific needs, priorities and feedback of its community, ensuring that the support provided and the activities offered are truly relevant, inclusive and shaped by local interests. Through our hubs we have brought together a wide range of partners to create a more joined-up support network for our customers. For example, working with Citizens' Advice Mid Mercia and the Department for Work and Pensions, we offer services ranging from money advice to employment support. Our hubs also offer space for local community groups to run activities such as mother and baby sessions, Scout meetings and art and exercise classes, helping to build stronger, more connected neighbourhoods. Building these partnerships enables better coordination, reduces duplication and ensures customers can access the right help when they need it.

Some of this year's highlights from our hubs:

- More than **2,800** customer visits
- **526** activities, a **239%** increase compared with 2024/25.

> Before I came to the hub, I was feeling really low, my confidence was lost due to losing my job, which I loved. After speaking to you and you showing me how you could help me find a job and get me on courses to help my confidence, I feel so much more comfortable and at home.
>
> **Tracey**, an Orbit Customer

Our Gorleston Community Hub has become the venue for a new arts and crafts club after supporting customer, Nikki, to share her creativity with the community.

Before attending the hub, Nikki says she faced significant challenges and trauma that impacted her mental, physical, and emotional wellbeing. Attending the hub helped Nikki rebuild confidence and inspired her to give back to the community.

"My confidence was at an all-time low, and my anxiety was overwhelming," Nikki explains. ***"I was welcomed with open arms by Jo, who introduced me to the Wisdom app, giving me 24/7 access to support when I needed it most. I was signposted to Feathers Futures, a local charity helping women build confidence and overcome trauma. Jo's advice and encouragement have been invaluable, especially in navigating the impact of my disability on work."***

Now, Nikki is running her own arts and crafts sessions from the hub, helping others explore creativity and build confidence. ***"The hub has become my lifeline,"*** she says.

"My confidence has blossomed, and I've gained friendships and support in a safe, welcoming space. I cannot thank Jo [Community Hub Coordinator] ***and the community enough for everything they've done."***

Homes for all life stages

We want customers to love their home no matter what stage of life they are in, and empowering older people to live independently, confidently, and comfortably is central to this.

To support this, we launched our new Later Living Strategy, which sets out our plans to 2030 to meet the needs of the UK's ageing population with homes that support evolving health, mobility and lifestyle needs.

Through consultation, engagement and research, we've deepened our understanding of what helps older people thrive, recognising that everyone's needs and preferences are different. Our strategy champions choice, flexibility and access to homes that enable people to age well.

Through the strategy we have committed to:

- Improve the quality and standard of our existing Later Living Services in Orbit
- Enable customers aged 55+ to live independently in their homes for as long as possible
- Grow and develop specialist housing for individuals aged 55+, delivering 350 new Later Living homes by 2030
- Support, promote and enable wellbeing and healthy lifestyles for older people.

Understanding what matters most to older customers

In September, we carried out research with customers aged over 50 to gather their views on their current and future housing needs, and to better understand any support they may need with their health and wellbeing. Some of the key findings included:

- **64%** told us either they or someone in their household has a long-term health issue or disability
- **1 in 3** are thinking about changes they will need to their home or services as they age
- The top three considerations for later living are **affordability**, **proximity to essential services** and **having a well-designed home with level access**.

This feedback along with other findings from the research helped us to shape our new Later Living Strategy.

Later Living scheme improvements

This year we completed comprehensive refurbishments in eight of our Later Living schemes.

Designed in partnership with Orbit Homes' professional interior design team, the upgrades included new furniture, furnishings, artwork, bespoke joinery, luxury vinyl flooring and improved signage. Communal areas have been refreshed, including redesigned hobbies spaces and LED lighting to enhance energy-efficiency.

The improvements support our commitment to providing safe and welcoming environments that help older residents live comfortably and independently. Feedback has been overwhelmingly positive, with the enhanced communal spaces already contributing to a greater sense of community and wellbeing.

Wellbeing activities at Victoria Villas

As part of our Better Days programme, residents at Victoria Villas, a Later Living scheme in Margate, participated in wellbeing sessions focused on relaxation, mobility and emotional health.

The six-week programme, delivered with local partners - Thanet District Council and NHS One You - and funded by Active Kent and Medway, included yoga and sound bath activities to reduce stress, particularly for those with long-term health conditions.

Led by an experienced practitioner, the sessions received positive feedback, with residents reporting physical, social and emotional benefits. The success of the pilot is supporting future funding considerations, with partners exploring opportunities to extend the programme further.

Did you know?

We provide around **750** Supported Living homes for adults who need extra support due to disabilities, mental health, drug or alcohol dependency, or who are fleeing domestic abuse. Customers benefit from tailored support that enables them to live as independently as possible within their communities.

Maintaining homes that customers love

In 2025/26, we invested **£142 million** in our existing homes through our capital and day-to-day repairs and maintenance programmes to ensure customers' homes stay warm, efficient and in good condition.

At the end of this year:

89.5%
of homes are at EPC C or above

99.8%*
of homes are Decent Homes Standard compliant

86.52%
of homes had a full home condition survey within the last five years

* We're committed to ensuring all of our homes are compliant with the Decent Homes Standard and have improvement plans in place for remaining homes.

Improving our repairs and maintenance services

Through our Everyday Excellence programme, we're transforming the way we deliver repairs to put customers centre stage and provide a truly efficient, 'right-first-time' experience.

By working hand-in-hand with both our customers and contractor partners, we've introduced a range of improvements to make our service more efficient and user-friendly, including:

- Streamlined processes for faster, 'right-first-time' repairs
- Greater customer involvement in shaping services
- Enhanced digital tools and communication for easier access and updates.

We're proud of the progress we've achieved so far but recognise there's still much more to be done to enhance our customers' overall experience and satisfaction with repairs. We also fully appreciate the crucial role our contractor partners play and are committed to working collaboratively with them to deliver consistently high standards for our customers.

Our current contracts for repairs, maintenance and empty homes services are due to end in March 2027, so we've engaged with contractor partners, stakeholders and customers to help shape the re-procurement of our repairs, maintenance and empty homes services - ensuring our future approach meets customer needs, supports our long-term ambitions and strengthens our partnership working across the board. This process is ongoing, with contracts due to be in place for April 2027.

71%
Overall satisfaction with repairs (TSM LCRA)

69.2%
Repairs Satisfaction with time taken (TSM LCRA)

Awaab's Law

We fully embrace the importance of Awaab's Law and the essential protections it provides for customers. The legislation underlines our core belief that everyone deserves a safe, healthy home, and that issues such as damp, mould and other hazards must be addressed swiftly, transparently and effectively.

Throughout the year, we've prioritised ensuring our teams were fully prepared to meet the requirements of the law and equipped to deliver the best possible service for customers. This has included strengthening our processes, enhancing colleague training and improving the way we respond to and track reports of potential hazards.

Our focus has been not only on compliance, but on embedding a culture of proactive care and accountability, making sure colleagues have the knowledge, tools and confidence to take prompt action when issues arise. We remain committed to continuous improvement, ensuring our homes meet the highest safety standards and that customers feel supported, heard and protected.

Our response

- 100% of colleagues completed mandatory e-learning, ensuring Awaab's Law is fully understood and its importance for customers is clear
- Hosted a partner webinar to ensure all partners fully understand Awaab's Law and their role in delivering it
- Participated in the Government's MHCLG working group to help shape guidance for landlords and tenants
- Enhanced our inspection process with improved diagnostic checks, specialist equipment and additional colleague training
- Provided tailored support for customers where work is needed, including financial and wellbeing support through our Better Days programme
- Upgraded data systems to improve tracking and analysis, enabling earlier intervention
- Continued investment in capital and repairs programmes to prevent damp and mould issues, with over 99% of homes meeting the Decent Homes Standard and a clear plan to achieve EPC C or above by 2030.

Repairs Responsibility Tool shortlisted for innovation award

Our Repairs Responsibility Tool is an interactive tool to help customers quickly determine who's responsible for a repair, removing ambiguity and empowering self-service.

The tool includes self-help videos to boost confidence with basic repairs, and its success was recognised with a shortlisting for 'Best Repairs & Maintenance Innovation' at the 2025 Housing Innovation Awards.

Improving our homes to be relet

We've continued to work hard on reducing our number of empty homes to help address local housing needs.

In 2025/26, our number of empty homes has decreased from **393** to **375**.

- Average re-let time for general needs properties: **58 days** (Key to Key)
- Average no. days to approve a mutual exchange: **23 days**
- Number of mutual exchanges completed: **385**
- Total number of homes let during the year: **2,094**
- Temporary customer relocations returned home: **408**.

Improving our geography

By concentrating the geographic areas where we work and build, and focusing on a smaller number of tenure types, we can be more consistent in our ability to be a great social landlord.

This will enable us to help more customers and provide a better, more accessible service that is more responsive to local needs.

This work is designed to help us operate more efficiently and reduce complexity, so we can respond more quickly to customers, strengthen local service delivery and ensure resources are focused where they can make the biggest difference.

Any surplus generated through this strategy is reinvested directly back into our homes and communities, helping us to maintain and improve the quality of our existing homes, enhance energy-efficiency, and build and regenerate more affordable homes in the areas where they are needed most.

Making our homes more energy-efficient

We remain firmly committed to helping our customers manage the cost-of-living by investing in the energy-efficiency of our homes. By ensuring that 100% of our existing homes will achieve at least EPC band C by 2030, we aim to lower energy consumption and make bills more affordable for customers.

We're making strong progress towards this goal, with over 89.5% of our homes now rated EPC C or above. This translates directly into better energy savings and lower running costs for those living in our homes.

This year, we completed our Wave 2.1 SHDF funded project with Wates to improve energy-efficiency, cut carbon emissions and enhance comfort in 347 homes across the Midlands. The upgrades mean families can enjoy warmer homes with lower energy bills.

We're also working to make a further 700 homes across the Midlands and Bexley more energy-efficient after securing £5.67 million in grant funding through the Warm Homes: Social Housing Fund Wave 3 and the West Midlands Combined Authority. Our matched investment, in partnership with DESNZ, Midlands Net Zero Hub, and London Councils, will help reduce energy costs and make homes more affordable for our customers.

In South Norfolk, nearly £600,000 from HNES is helping us improve the Saxon House heat network for 37 homes. Upgrading the communal heating system, including installing modern heat interface units. Thermostatic radiator valves will drive down energy use and help customers save on their bills. Additionally, an extra £40,000 grant is supporting optimisation surveys on two later living schemes, ensuring residents also benefit from lower energy costs and greater affordability.

Innovating retrofit

Our innovative retrofit work won 'Best Retrofit Innovation or Project' at the 2025 Housing Innovation Awards.

The award recognised our pilot project trialling air to air heat pumps as a more modern, efficient alternative to traditional storage heating upgrades.

Working with partners Daikin and Robert Heath, the pilot introduced low load heat pump technology that avoided a £250,000 grid upgrade requirement, while also improving energy-efficiency, reducing carbon emissions and improving customer comfort including faster heating response and cooling down during hot weather.

We continue to share insights from projects such as this with partners and industry peers to promote technologies that deliver better value, sustainability and customer wellbeing.

Maintaining and enhancing our estates

We strengthened our approach to estate maintenance by expanding our in-house operations. By taking direct responsibility for grounds maintenance, we now have greater oversight, which means faster responses, enhanced service efficiency, and improved quality for customers.

Our proactive approach is also evident in our tree maintenance programme. We've completed and mapped over 13,000 communal trees, giving us a clear picture of their health and condition. This information allows us to create tailored care plans for each tree, supporting long-term safety and sustainability.

We've also introduced a new approach to pest management, with a dedicated in-house team ready to handle all pest-related enquiries. This new system delivers quicker, more personal support and better value for money. Plus, our new webpage offers straightforward guidance, information and help for anyone experiencing pest issues - making it easier than ever for customers to find support.

Health and safety

Keeping our customers and colleagues safe is the single most important thing we do, and we work with various safety experts and organisations to ensure best practice across all areas of the organisation.

We continue to partner with RoSPA to deliver exceptional levels of health and safety compliance on our construction sites and we remain the only affordable housing provider to achieve BS9997, British Standards in Fire risk management systems.

Key highlights from this year include:

- **81.4%** of rented customers and **79.2%** of shared ownership customers feel safe in their homes (TSMs)
- **99.8%** 'Big 6' Compliance
- **97%** Compliance on direct and contract build
- Awarded **Building Safety Initiative of the Year** in ASCP Awards
- Secured **RoSPA gold** awards for best practice in both health and safety and customer safety for the 8th consecutive year.

Our new homes

We're very proud of our development team and the work they do. They're an important part of Orbit and help us deliver against our commitment to play our part in tackling the UK's housing crisis.

As demand for genuinely affordable housing continues to rise, it is more important than ever that we're focused on delivering new homes at pace and scale, whilst ensuring our developments meet the needs of the diverse communities we serve.

This year, we increased our 2030 new build and regeneration commitment by over 20%, to 7,000 homes. This revised target forms part of our development strategy and replaces the previous target of 5,700 homes outlined in our 2030 Strategy.

Within our development strategy, we're aiming to directly build around 60% of these new homes, as well as maintaining tenure weighting towards affordable homes including social rent, affordable rent and Shared Ownership.

We know this is an ambitious target, and subject to external market factors, but we're confident that, with the investment in social housing announced by the Government and the robust strategy we have in place, we can deliver on these commitments and provide more people with a place they are proud to call home.

In 2025/26 we delivered 1,094 new homes, of which 1,002 were affordable. We also continued to secure our development pipeline, which will deliver 1,063 further new homes in 2026/27, in line with our 2030 housebuilding ambitions.

This year, we celebrated an important milestone in our 2030 journey – building our **2,000th** home towards our **7,000** home target.

This was achieved at Micklewell Park in Daventry, where we're creating a community of **475** new homes of all tenure types.

Our commitment to customer experience

Customer experience remains central to everything we do, and we were delighted to receive the 5-Star Home Builder accolade by the Home Builders Federation (HBF) for the third consecutive year. This distinction is awarded exclusively to home builders who achieve exceptional customer feedback for both the quality of their homes and the service provided throughout the customer journey.

We're equally proud to have been awarded the 2026 In-house Research Gold Award for Customer Satisfaction for the tenth consecutive year. This prestigious award is based on customers' feedback collected by In-house Research, a recognised specialist in measuring customer satisfaction within the new homes sector.

Our continued success is testament to our consistently high standards in build quality, service and customer care. We achieved a Net Promoter Score of 83 compared with a sector benchmark of 62, with 99% of customers surveyed stating they would recommend us to a friend.

As a committed member of the New Homes Quality Board (NHQB), we continue to adhere to the principles of the New Homes Quality Code for both our market sale and shared ownership customers. This underpins our tenure blind approach to design, specification and customer experience, ensuring high standards and fairness for all our customers.

HBF Home Builders Federation
Customer Satisfaction 2026

In-house Research
GOLD CUSTOMER SATISFACTION AWARD 2026

We couldn't fault the sales team at all. They kept us fully informed with monthly progress reports and photos of our house taking shape. They even arranged for us to view a home of the exact same style as ours whilst ours was being built. We're also very thankful to the sales team for being there to welcome us into our new home and walk us through our home's instruction manual.

Steve and Sue, shared ownership customers at Swingate Park, Sussex

With my mum having been an Orbit resident for 40 years and having a good experience, it encouraged me to look into Orbit and see what they could offer.

Our new home is energy-efficient, and we don't have to worry because of the warranty offered by Orbit Homes and the great build quality. We love how the patio doors open out into the garden and it's perfect for our dog Teddy. The specification of our home has really exceeded our expectations.

Nick, customer at Homestead Park, Suffolk

Housebuilder Awards success

We were proud to be awarded 'Best Customer Satisfaction Initiative' at the Housebuilder Awards for developing a customer journey shaped around what homeowners want from a home, both now and in the future, and for our high specification and build quality.

NHBC Pride in the Job

Andy Leonard, Senior Site Manager at our Micklewell Park development in Daventry, won a National Supreme runner-up award in the Medium Builder Category at the NHBC's prestigious 'Pride in the Job' awards. Andy was recognised for the exceptional quality and standards seen at Micklewell Park, with the NHBC's rigorous judging process covering six key areas: consistency, attention to detail, leadership, interpretation of drawings and specifications, technical expertise and health and safety.

Behind the Plaster

Discover *Behind the Plaster* – our fresh, dynamic educational film, designed to make the inner workings of a new Orbit home crystal clear for both colleagues and customers. Dive into how plumbing, electrics, insulation and structure all connect, and find out exactly what to do when repairs or maintenance are needed. It’s a powerful tool to boost technical know-how, simplify communication and empower everyone to confidently handle everyday homecare.

Click here to watch our *Behind the Plaster* film

Homes for Nature

We support Future Homes Hub’s ‘Homes for Nature’, to encourage more wildlife to thrive on new-build developments whilst improving customer wellbeing through improved access to nature.

We’re committed to installing a bird-nesting brick or box for every new home built, alongside hedgehog highways, sustainable urban drainage and pollinator-friendly landscaping on new sites.

Hanwood Park

Hanwood Park in Kettering is an all-affordable development of 259 homes, built to Orbit’s high quality standards and inclusive specification that supports a new and inclusive community.

Number of children participating in Building Buddies

30

Number of children participating in Eco Buddies

103

Supporting our communities

Working with local schools is an important part of how we engage with and support our communities. Children play a vital role in connecting generations and families, and by partnering with schools near our development sites, we aim to spark their curiosity about how new homes are created. Through fun, interactive learning, we help young people understand the housebuilding process and inspire the next generation of designers, engineers and construction professionals.

Eco Buddies and Building Buddies

Our Eco Buddies scheme brings us together with schools to champion biodiversity and inspire students to make a difference both at school and at home. Our team volunteers with schools, running biodiversity sessions matched to the national curriculum, and carrying out hands-on activities - from crafting bug hotels and bird boxes to building hedgehog homes. These activities not only boost biodiversity but also empower children to take pride in their contributions.

Our popular Building Buddies programme lets primary school children step onto construction sites, see first-hand how homes come together, and discover how their skills in Maths and English come alive in the real world. It's a brilliant way to bring learning to life and inspire the next generation of designers, engineers and builders.

Other ways we've supported our communities this year include:

World Book Day - donating wellbeing-themed book bundles to local schools in our regions to support pupils with their understanding of feelings, growing up, mental health and social media.

Donating over 450 Easter Eggs to local charities including Margate Family Hub, Muddy Puddles Nursery, and Northamptonshire campaigner Jeanette Walsh for distribution to local children via social services.

Providing Elmswell Community Primary School with over 400 reflective keychains to support pupils with road safety.

Supporting young people through sport

We supported Monty's School of Boxing in Southam, Warwickshire, with a £500 donation to enhance its free training sessions for young people. The funding has enabled the not-for-profit club to purchase new pads, gloves and headguards, benefitting its 50 members aged 8 to 22, including many who are neurodiverse. Founded in 2024, the club provides a safe space for young people to build confidence, fitness and social skills.

Butty and Brew

Our annual 'Butty and Brew' events returned across developments in Hastings, Daventry and Dereham to promote mental health awareness among construction colleagues. The sessions created safe spaces for open discussion and included training from specialist providers, guidance on accessing emergency support services, and practical wellbeing tips. The initiative complements Orbit Homes' 'Look after your mates' campaign, which reinforces the importance of supporting both physical and mental wellbeing on site.

Regeneration

While building new homes is crucial in tackling the UK's housing crisis, we recognise that regeneration is equally important to long-term housing needs. By investing in regeneration, we can create energy-efficient, modern homes and communities, that are future fit, as well as improve accessibility and enhance public areas, delivering long-term social, environmental and economic benefits to those that live there.

New and regenerated homes in Rugby

We're proud to be driving Rugby's regeneration with **108** new affordable homes at Projects Drive, backed by **£2.6 million** in mayoral and Homes England funding. The development will offer **72** social rent and **36** shared ownership properties, helping to address local housing need and support the wider regeneration of Hollowell Way. Beyond quality homes, this scheme supports local jobs and apprenticeships, marking the start of our long-term investment in Rugby's future.

We're committed to continuing to work closely with national Government, local authorities and other partner organisations to identify opportunities for regeneration and the importance of allocating additional funding to support these projects.

Influencing policymakers and stakeholders

We believe that good housing is a basic human right, fundamental to health, wellbeing and quality of life. Secure, well-designed homes underpin stronger communities, better economic outcomes and a healthier nation, and are essential to achieving a more sustainable and prosperous future for all.

Throughout 2025/26, we continued to work with Government, local partners and sector bodies to play our part in helping to tackle the ongoing housing crisis.

Building on the momentum of Government funding and announcements for the sector over the past year, we've focused on maintaining the profile of affordable housing with policymakers, ensuring the voices and experiences of our customers continue to inform national and local decision-making. We have used insight from our communities to demonstrate the real-world impact of housing policy and to advocate for long-term investment, certainty and reform across the system.

With demographic change placing increasing pressure on housing and public services, we're also strengthening our focus on homes that support people to live well and independently at every stage of life, including as they grow older.

We've engaged regularly with Ministers, MPs and local leaders to highlight the importance of affordable housing to economic growth, health outcomes and community resilience. We've also continued to work closely with sector partners, including the National Housing Federation, to support a coordinated and credible case for sustained Government support for affordable housing.

Over the past 12 months we've:

- Met regularly with the Minister of State for Housing and Planning, Matthew Pennycook
- Hosted and attended 35 engagements with MPs
- Developed key relationships with stakeholders including Amy Rees, CEO of Homes England, colleagues at the WMCA and strengthened our partnerships with core local authorities.

Through these relationships, we've championed our customers' voices, shared our practical experience as a housing provider, and reinforced the role that affordable housing plays in delivering wider social, economic and environmental outcomes.

Operating sustainably

Taking action on climate change matters to us and to our customers. In fact, 85.7% of respondents to our Annual Your Voice survey said it was very important or fairly important that we make decisions with the environment in mind.

Over the past year, we've made meaningful progress towards the ambitious targets outlined in our Sustainability Strategy.

Our Strategy comprises four themes, each of which sets out our key objectives and is underpinned by a conscious approach to our supply chain:

Our Customers

- Work with our customers to shape our services and involve them in the decisions that affect their homes and communities
- Support our customers to maintain their tenancy and fulfil their potential
- Invest into our communities to deliver social value

Quality Homes and Places

- Provide high quality, affordable homes
- Invest in the decarbonisation of our homes
- Provide safe, healthy places to live
- Create sustainable living environments

Orbit Earth

- Environmental stewardship to drive positive change
- Climate action to become net zero carbon
- Enhancement of outdoor spaces to promote biodiversity
- Sustainable consumption to achieve a Zero Waste, circular model

Our People

- Create inspiring leaders and maximise our colleagues' career satisfaction
- Provide high quality, safe working environments
- Create a diverse and inclusive workplace
- Skill and capability development with the customer in mind

Embedding sustainability in decision making

We’ve been developing a Sustainability Impact Assessment (SIA) to ensure that sustainability considerations are embedded in decision making across Orbit.

Launching in 2026/27, this new tool will help us deliver safe, affordable and quality homes, while driving positive change for customers, communities, colleagues and the environment - fully aligned with our 2030 Strategy.

The SIA will assess the environmental, social and economic impacts of new initiatives, projects and service or process changes. It will enable us to identify and mitigate potential risks, highlight positive contributions and ensure alignment with our Sustainability Strategy, Environmental Policy and long-term commitment to achieving net zero carbon by 2050.

Developed collaboratively with colleagues, the SIA evaluates environmental, social and economic impacts for all new projects and changes, helping us spot risks, amplify positives and stay on track with our Sustainability Strategy and net zero goals for 2050.

Sustainable Finance Framework

Our Sustainable Finance Framework continues to support our social purpose by enabling us to access sustainable finance such as bonds, private placements and loan facilities to fund green, social or sustainability linked investment. All financing supports our core mission of providing homes for communities and aligns with our Sustainability Strategy, helping to deliver positive outcomes for customers, colleagues and suppliers.

Click here to read our Sustainable Finance Framework

Our Customers

We continue to deliver meaningful social value by building a deep understanding of our customers and tailoring services to support their wellbeing.

Through diverse engagement channels and our new customer segmentation model, we gain richer insight into the needs of our communities, enabling more responsive and effective service design. This year, we strengthened our neighbourhood-based approach by bringing our community investment, tenancy sustainment and placemaking teams together to provide holistic, wraparound support. As cost-of-living pressures grow, our work has helped customers manage debt, increase income, access energy advice, improve digital and mental wellbeing, and connect with local support through our expanding network of community hubs.

Read more about how we're engaging and supporting customers here.

Helping customers save on heating

With cost-of-living pressures continuing to affect households, our Sustainability, Heating and Later Living teams joined forces this year to make our communal heat networks more efficient, helping customers stay warm for less.

Over the summer, we fine-tuned heating across our communal systems - lowering set points and switching off where heat wasn't needed. This saved energy but kept comfort levels high.

The results: Gas use dropped by over 20%, saving customers an estimated £109,732.95 and cutting around 398 tonnes of CO_2 emissions. These smart changes should mean lower bills for 2026/27 and show how sustainability and affordability go hand-in-hand for our communities.

Greener Together Campaign

We kicked off our first Greener Together campaign to get customers taking practical, positive steps for the environment - at home and in the community. Families got stuck in with nature, cut down on waste and picked up greener habits thanks to free activity packs, snappy weekly tips, an online quiz supporting The Wildlife Trusts and a fun photo competition. By keeping sustainability simple and enjoyable, we're helping everyone make real change and boost our collective impact for the long term.

A new Energy Advice Service

We launched our new in-house Energy Advice Service, giving customers and colleagues straightforward, practical help to cut energy costs. Our Energy Advisor offers personalised support - finding the best tariffs, solving supplier issues and tackling complex cases. The service has already made a real difference, including helping one customer recover over £12,000 from a faulty electricity meter. Confidential advice is also available for colleagues, ensuring everyone is on the right tariff.

I couldn't understand why mum's bills were so high. At first I thought she was maybe forgetting to keep an eye on her electric as she has some dementia after a stroke. The bills were getting higher and higher until it was using all her pension. I was too worried to tell her how much they were because I didn't want to cause her stress, but I was having to pay money from my own income which is tight with two children to support.

The energy supplier kept insisting that we were paying for what mum was using and were no help at all. When they didn't respond, Dan (from Orbit's Energy Advice Service) took the case to the Energy Ombudsman and now we finally have a new meter and we will be getting back some money. The difference in the bills is unbelievable. Dan is my hero. I don't know what anyone like my mum, or someone who can't use technology would do in the same situation without any help.

Elena, customer

Quality Homes and Places

Our Sustainability Strategy supports our commitment to provide good quality, affordable homes that improve our customers' wellbeing today and into the future.

We continue to invest in improving the energy-efficiency of our existing homes and new developments, reducing carbon emissions while improving affordability and comfort.

Our focus on safe, healthy living environments underpins every aspect of our work, from ensuring building safety and modern standards to enhancing green spaces and biodiversity across our communities. By creating sustainable places where people can thrive, we are shaping neighbourhoods that are resilient, environmentally responsible and built to support future generations.

Read more about how we're improving and decarbonising our homes here.

Improving outdoor spaces

Last summer, our Handy People Service revitalised outdoor spaces at Later Living schemes in the East, transforming neglected gardens with fresh plants and flowers, and removing old fencing. Customers played a key role, shaping improvements to create welcoming, sustainable areas that truly reflect their needs.

Orbit Earth

We recognise the accelerating impacts of climate change and the responsibility we hold as a housing provider to help secure a greener, more sustainable future.

Our environmental sustainability programme, Orbit Earth, sets out a clear framework for how we will achieve this. It focuses on three core objectives:

- Climate action – taking meaningful steps to reduce emissions and achieve net zero carbon
- Enhancing outdoor spaces – improving the quality of natural resources, including biodiversity, land, water and air, to support nature's recovery
- Sustainable consumption – managing resources, materials and products responsibly to minimise environmental impact.

These objectives guide our long-term approach to creating sustainable homes, places and communities.

Climate action: our pathway to net zero

We remain firmly committed to becoming carbon neutral by 2030. To make this happen, we're following a science-led path to halve our direct and indirect greenhouse gas emissions by the end of the decade. Since we set our baseline in 2018, we've already made substantial progress, reducing the carbon footprint of our operations (Scopes 1 and 2) by **42%**, our biggest reduction to date and a **9%** improvement on last year. We have achieved this significant reduction primarily through a focused series of seasonal heating campaigns in our Later Living and Supported Housing schemes. These schemes are primarily heated by natural gas and make up most of our remaining greenhouse gas emissions.

Climate Risk Assessment

We commissioned Savills Sustainability to assess how climate change could affect our homes. The aim was to identify the most significant physical climate risks, understand which property types and locations are most vulnerable and quantify potential financial impacts.

Working with climate analytics specialist XDI, Savills Sustainability combined data including location, age, construction type and archetype with advanced climate modelling to assess and analyse the risk of future exposure to a wide range of hazards, such as flooding and extreme heat.

The assessment provided us with clear insight into potential financial and geographic risk hotspots, to help us plan for future climate change and the adaptations we may need to make to homes.

Supporting nature's recovery in our communities

Nature's recovery is at the heart of our vision for outdoor spaces, with a bold target: by 2030, 30% of our land will actively support wildlife and biodiversity. This ambition draws inspiration from The Wildlife Trusts' *30by30* campaign and echoes the aims of the UN Convention on Biological Diversity. By putting customers at the centre of our programme, we're creating vibrant green areas that not only nurture habitats for local wildlife, but also offer inviting places for people to relax, discover and play.

Over the past year, we've taken purposeful steps to enhance habitats throughout our estates, delivering tangible environmental gains. Highlights include the planting of 57 UK native trees, 1,710 native hedge plants, the creation of 30,299 m^2 of wildflower meadows, 10,040 m^2 of rewilded grassland, and the addition of 1,400 bulbs. What's more, 84 colleagues and suppliers joined in, helping to transform estates for nature and strengthen both biodiversity and community bonds.

Biodiversity monitoring

In support of our 30by30 commitment we've introduced a new approach to monitoring and improving biodiversity across our estates.

We've brought together high quality and geographic data in a new Power BI Biodiversity dashboard to provide a single, accurate and transparent view of biodiversity across more than 1.5 million^2 of green space. Automated mapping and analysis improve accuracy, reduce administrative effort and enable clearer insight through interactive visual reporting.

The dashboard enhances accountability and supports informed decision making by helping teams prioritise investment, track improvements and demonstrate progress against long-term environmental goals. It provides a strong platform for continuous improvement as we continue to embed biodiversity enhancement across our estates.

New community woodland

At Glebe Road, Stratford-upon-Avon, we've created a vibrant community woodland, boosting biodiversity with field maples, hawthorns and black elders. A permanent community Christmas tree now stands at its heart, ready for festive gatherings. Residents celebrated its planting with a free family light switch-on, courtesy of our Better Days programme, turning neighbours into friends and supporting wellbeing. This woodland brings lasting environmental benefits and offers a welcoming green space for everyone to enjoy, year after year.

Working towards Zero Waste

This year, we proudly launched our Zero Waste Approach - a clear roadmap for accelerating our journey towards a circular economy. Every step is designed to ensure resources are sourced, used and disposed of responsibly across our organisation.

With determined action, we're rolling out targeted waste management initiatives that not only drive long-term reductions, but also help us leave a smaller, greener footprint on the world.

We're focusing on five priority areas that will make a real difference:

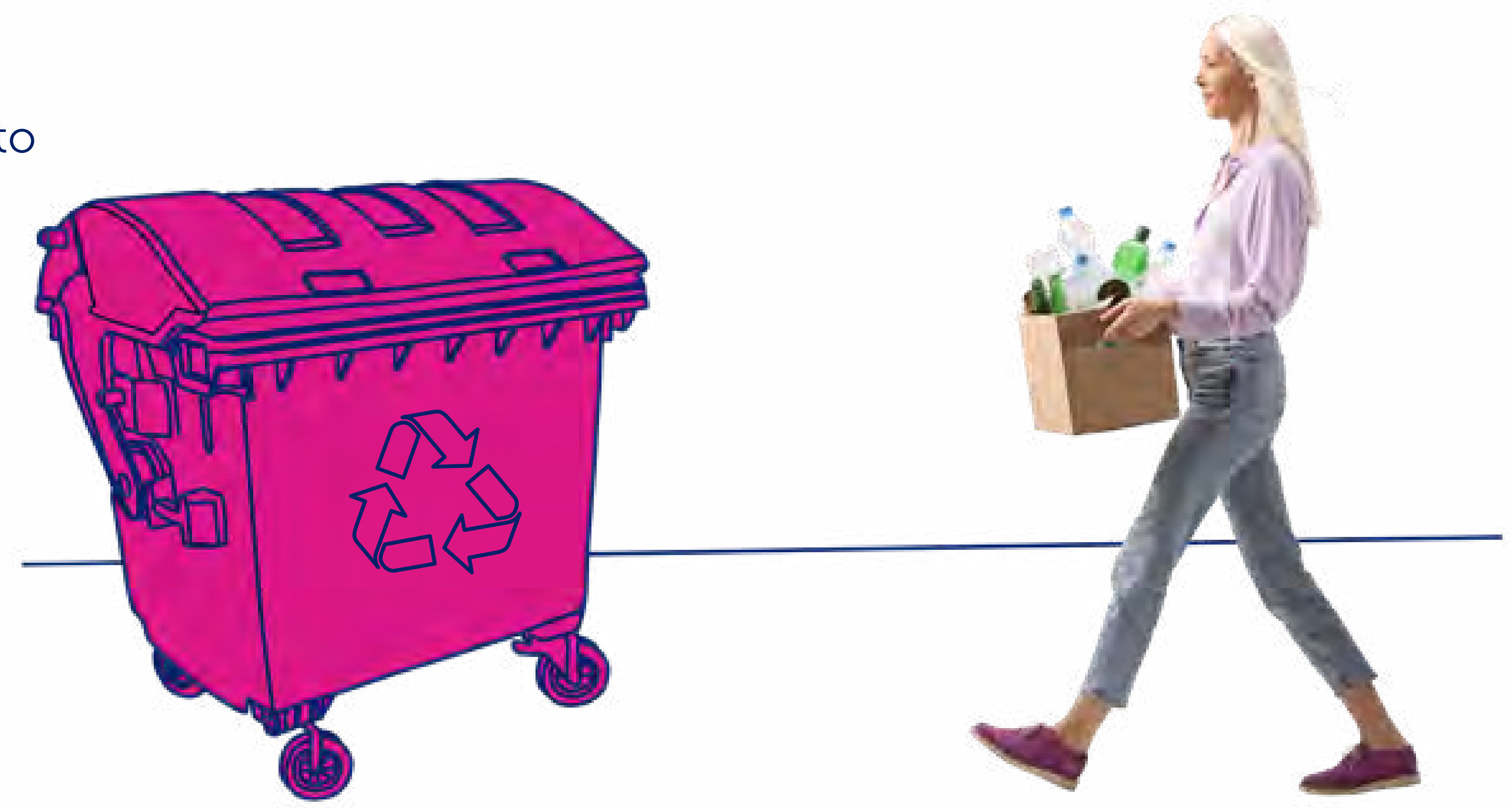
- Getting under the skin of our construction waste by pinpointing our top ten waste streams. This lets us scrutinise current design choices, discover potential savings and uncover smarter ways to cut down waste
- Inspiring customers to tackle flytipping, so our communal areas and green spaces stay welcoming and beautiful for everyone
- Empowering colleagues with training on Orbit's waste ambitions, sparking a cultural shift and propelling us towards our ambitious 2030 targets
- Teaming up with suppliers to champion materials with strong sustainability credentials, ensuring we're all aligned with Orbit's vision for waste management by 2030
- Getting ready for the 2025 Government waste segregation rules, so food waste, dry recyclables and general waste are separated correctly across all our operations.

The progress we've made this year includes:

- Appointed a new waste broker to consolidate reporting and provide new insights
- Procured food caddies and other additional bins to support compliance with Government guidance on simpler recycling for workplaces
- Conducted internal and external waste audits to identify future improvement opportunities
- Provided new awareness raising materials and promoted with colleagues
- Continued our "cut and leave" method for grass in communal areas and cut less grass overall thanks to improvements made through the 30by30 green space programme.

Environmental Stewardship

As we push forward with our ambitious sustainability goals, we never lose sight of the vital everyday actions that form the backbone of responsible environmental care. Our Environmental Management System, certified to ISO 14001:2015 by the British Standards Institute, keeps us on track with all regulatory requirements and drives ongoing improvements in our environmental performance. This trusted framework empowers us to reduce our operational footprint, tackle risks head-on, and consistently deliver on our promise to safeguard the environment for future generations.



Our People

Delivering our sustainability ambitions relies on colleagues who are engaged, informed and confident in driving positive change.

We continued to invest in building those skills through a range of tailored training and development opportunities.

- Our Environmental Sustainability Skills for Managers course, developed with the Institute of Sustainability and Environmental Professionals and delivered in-house, has now been completed by the majority of colleagues who require it (more than 200 colleagues since 2021). We're now reviewing opportunities to refresh the programme and expand access, enabling more colleagues to engage on a voluntary basis and further embed sustainable practices across the organisation
- Orbit Earth e-learning remains a cornerstone over 300 roles, ensuring everyone is up to speed with our environmental commitments. This year **90** colleagues completed the module and, since its launch in 2021, **1,010** colleagues have undertaken the module, strengthening understanding of our environmental commitments and the actions required to meet them
- Our in-house sustainability team also delivered workshops on key topics including Environmental Awareness, Biodiversity, Waste, Social Value and Sustainability Impact Assessments.

Collectively, these programmes ensure our colleagues are equipped with the knowledge and confidence needed to champion our long-term sustainability journey and make a genuine difference, every day.

Sustainability Stars

This year, we launched our quarterly Sustainability Stars scheme - spotlighting colleagues who go above and beyond for our environmental and social sustainability mission. These awards don't just recognise standout achievements; they shine a light on positive action, spark fresh ideas, and rally everyone to get involved. By celebrating innovation and impactful behaviours, the scheme supercharges engagement, grows awareness, and cements Orbit as a brilliant place to work - where people are energised, motivated, and empowered to make a genuine difference every single day.

Making a positive difference for customers and society

Delivering meaningful social value is central to our purpose and embedded in decision making at every level of our organisation so that we are able to deliver more for our customers and strengthen our communities.

We work closely with customers, colleagues, partners and our supply chain to ensure our activities target the issues that matter most.

In 2025, we achieved a major milestone by meeting our £100 million social value target nine months ahead of schedule, a result independently audited and verified by the Housing Association Charitable Trust (HACT). The audit confirmed the quality of our data and the robust application of the UK Social Value Bank in assessing the value created through our services and community initiatives.

Building on this success, we've worked with HACT to develop an expanded organisation wide social value framework that will capture an even broader range of social and economic outcomes, including the value generated through new affordable homes, repairs and core services. This enhanced approach has supported the creation of a new, more ambitious social value target of £550 million by 2030, strengthening our long-term commitment to making a positive difference for our customers and wider society.

As a purpose-led organisation, we create social value by providing safe, decent and affordable homes to over **100,000** customers. Alongside this, we generate additional social value through our frontline services and supply chain, supporting stronger, more resilient communities.

We've delivered **£21.1 million** in social value in 2025/26

Supported **358** customers to heat their household in the winter

Supported **395** customers to be part of a social group

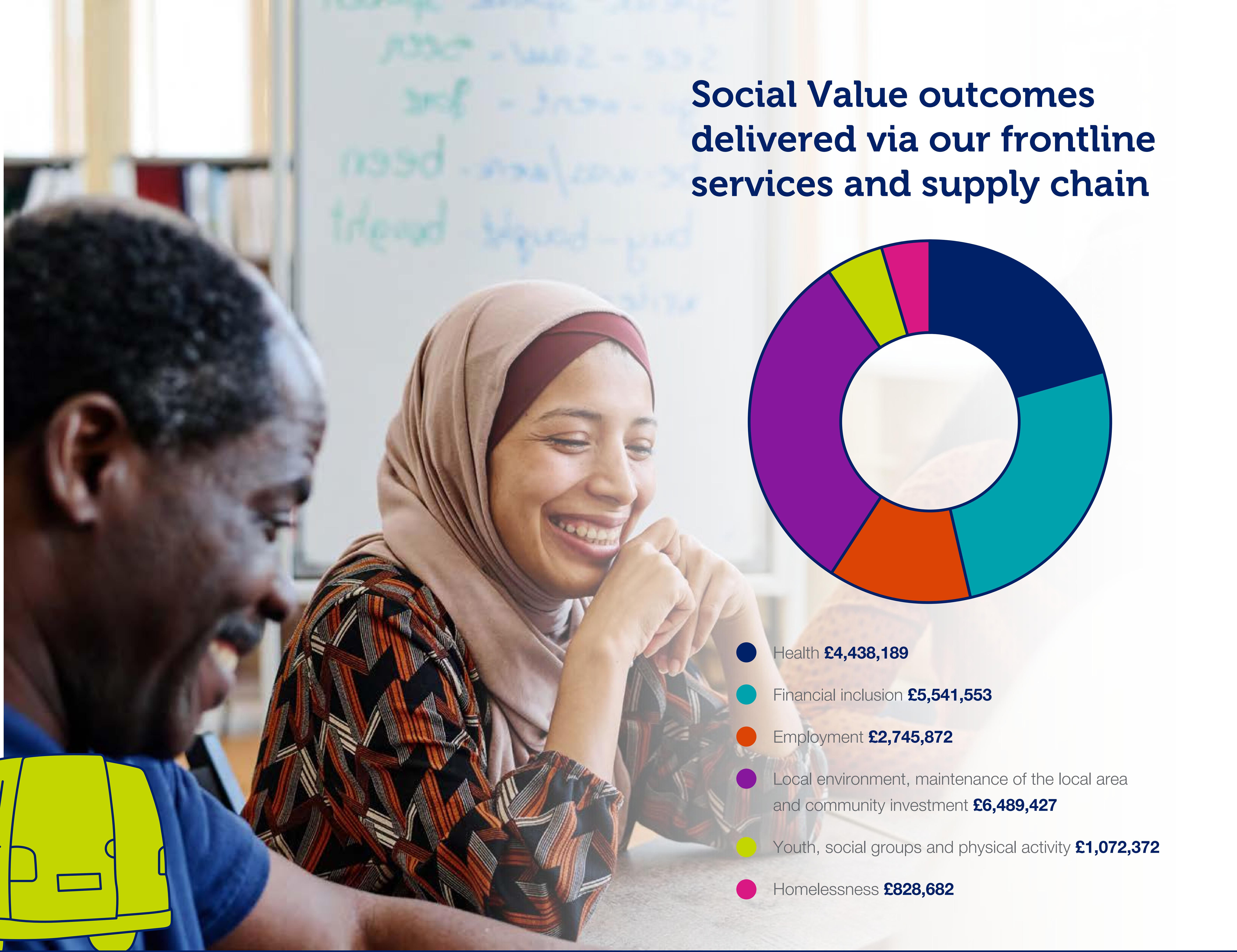
Supported **210** customers to feel part of their neighbourhood

Working with our supply partners

The Procurement Act 2023 places a strengthened emphasis on the role of Social Value across all public procurement activity. Under the Act, Social Value must be considered not only during tender evaluation but throughout the full contract lifecycle. In line with this, all contracts valued above £170,000 are required to allocate 10% of the tender score to Social Value.

To further reinforce our commitment, we require supply partners to deliver Social Value equating to a minimum of 1% of the total contract value, as set out in our Sustainable Supplier Charter.

We hold structured eight weekly review meetings throughout the duration of each contract to ensure that Social Value commitments are delivered and that they create meaningful and measurable impact for our customers and neighbourhoods.



Social Value outcomes delivered via our frontline services and supply chain

- Health **£4,438,189**
- Financial inclusion **£5,541,553**
- Employment **£2,745,872**
- Local environment, maintenance of the local area and community investment **£6,489,427**
- Youth, social groups and physical activity **£1,072,372**
- Homelessness **£828,682**

Partner collaboration transforms Jubilee Court

Jubilee Court in Warwickshire, an Orbit Later Living scheme, has been transformed thanks to a partnership with Wates Property Services (WPS) under the Government's SHF Warm Homes Scheme. Residents now benefit from warmer, more energy-efficient homes, with new roofs, solar panels, and upgraded windows, doors and ventilation. Every property now boasts an EPC rating of C or above, meaning lower energy bills and greater comfort.

But the improvements didn't stop at the front door. Through our social value agreement with WPS, the community centre itself was revitalised - energy upgrades, better accessibility, fresh landscaping, and a full redecoration led by local college students have made it a welcoming hub for everyone. The centre is now fit for the future, supporting neighbourly connections, tackling isolation and drawing the community together for years to come.

Transforming a community space at St Anne's Quarter

At St Anne's Quarter in Norwich, residents had raised concerns about the appearance of a 32 foot stretch of hoarding awaiting the next phase of development. The space was prone to graffiti and detracted from the look and feel of the area. When resident artist Linda approached us with a creative idea inspired by watching Norwich City supporters stream across the nearby Lady Julian Bridge on match days, we saw an opportunity to turn a community concern into something positive.

This project became a collaborative effort between Orbit, Linda and her art college students and operatives from our repairs contractors MPS, who contributed their time through their social value commitment hours. The result is a vibrant mural that now brings colour, pride, and renewed energy to the area.

Our people and culture

Building individual and team capability

Inspiring leadership

Sharing in our pride and purpose in our ambition

Building an organisation that is fit for the future

We cannot deliver what our customers need and value without passionate, skilled people who are empowered to make a difference. That's why we remain committed to creating a great place to work, one where colleagues have the right tools, training and support to thrive and to deliver on our purpose.

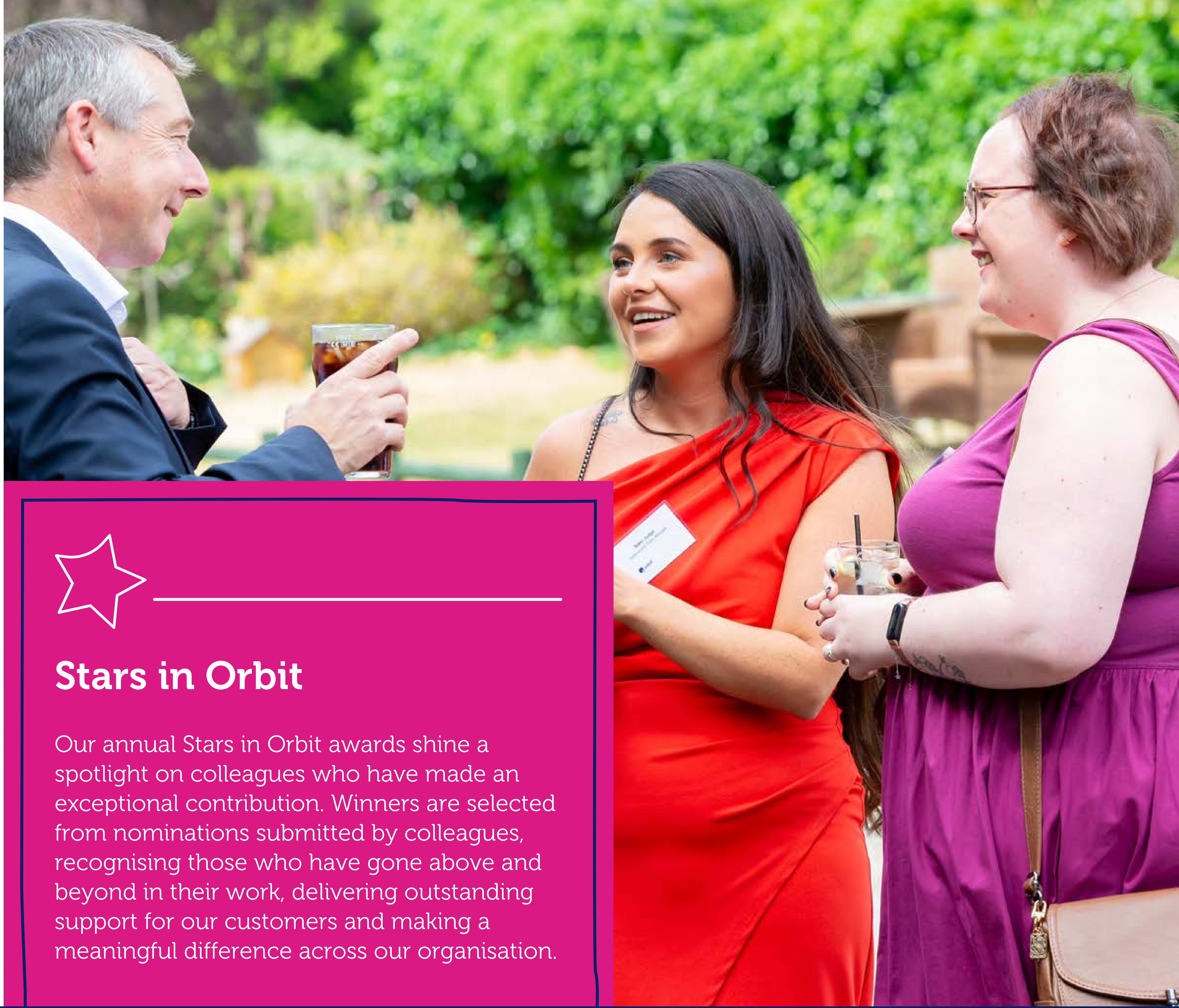
Over the past 12 months, we've made strong progress against our People Strategy, focusing on developing capability, strengthening engagement and ensuring every colleague feels supported to perform at their best. This ongoing commitment helps us continue to provide high-quality services for our customers and communities.

Colleague experience

We're proud to have a workforce of passionate, highly engaged colleagues who feel confident sharing their views, experiences and ideas for improvement. Their feedback is essential to shaping a great place to work and ensuring we continue to deliver high-quality services for our customers.

One of the key ways we gather this insight is through our annual, in depth colleague engagement survey. 83% of colleagues took part, providing valuable feedback that helps us understand what we are doing well and where we can continue to improve.

- **73%** overall engagement score
- **74%** proud to work for Orbit
- **67%** would recommend Orbit as a great place to work
- **89%** agreed that we are committed to creating a diverse and inclusive workplace.



Stars in Orbit

Our annual Stars in Orbit awards shine a spotlight on colleagues who have made an exceptional contribution. Winners are selected from nominations submitted by colleagues, recognising those who have gone above and beyond in their work, delivering outstanding support for our customers and making a meaningful difference across our organisation.

Volunteering

Volunteering plays a meaningful role in our colleague experience, giving everyone the chance to contribute to the communities we serve. This year, through our volunteering programme, colleagues dedicated 632 hours, with 126 individuals getting involved. Our partnerships with contractor partners has added further support, enabling us to deliver a range of impactful projects, including:

- Planting **5,000m²** of wildflower meadow across eight estates during the winter, creating vibrant spaces for people and wildlife alike
- Helping at Langar Aid House, an initiative by Khalsa Aid International, where colleagues prepared food parcels, made sandwiches, and supported the evening soup kitchen, which provides over **4,000** hot meals each week
- Painting and repairing outdoor furniture in communal gardens across our later living schemes, improving shared spaces for residents.

Living our values

We continued to embed our Values and Colleague Commitments across the organisation.
Developed by colleagues, for colleagues, our Values express who we are, what sets us apart and the inclusive culture we strive to create.

Respectful Challenger

We respect and value our customers

Caring Contributor

We support and care about each other

Ambitious Improver

We grow and achieve together

We bring these Values to life through our Colleague Commitments — the behaviours that guide how we work, how we communicate and how we support each other. These commitments set clear expectations for everyone and encourage positive actions across all roles. By strengthening this shared foundation, we continue to build a workplace where people feel proud to contribute and supported to succeed.

Embedding a culture of Everyday Excellence

As part of our Everyday Excellence journey, we're making significant investment in our people, culture and capability to help us deliver a great service. And through our new learning and development programmes we want to foster a culture of learning, nurturing and growth to help us to raise our capabilities and potential and ensure we have the right tools to deliver our vision.

We're rolling out the second phase of our Navigating the Transformation Together development programme: Leading Through Change. It's designed to support colleagues through our Everyday Excellence transformational journey.

We delivered a comprehensive suite of development and engagement activities focused on empowering leaders with the skills and confidence to guide their teams through change.

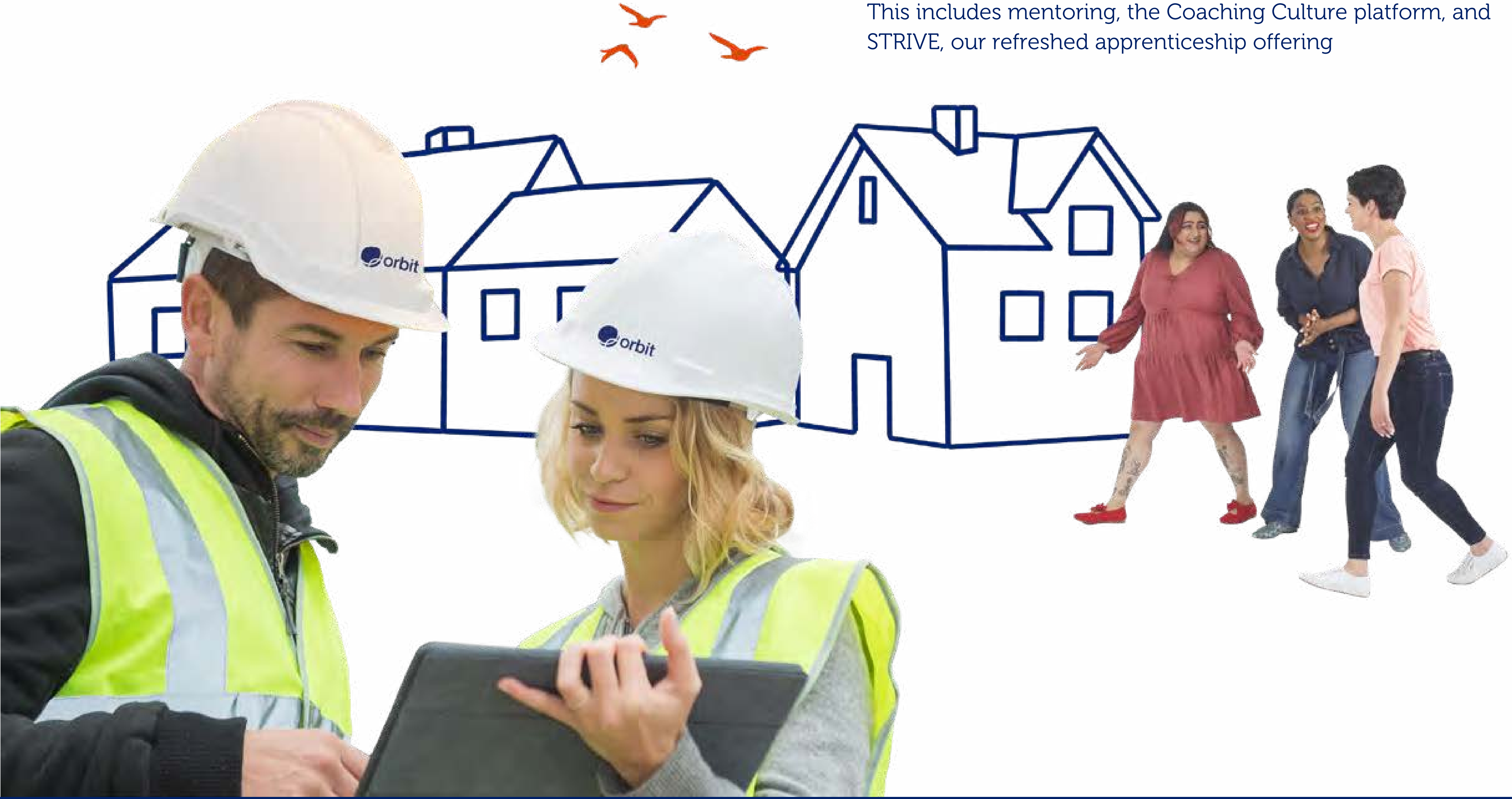
This included:

- Collaborating with The Shift on practical workshops, building on our storytelling training and equipping leaders with tools to guide their teams through uncertainty, boost resilience, and create safe, supportive spaces
- Unveiling a revamped One Orbit: Manager Toolkit, packed with accessible resources to help managers navigate change and invest in their own growth
- Giving colleagues the opportunity to become ILM certified coaches - building self-awareness and empowering leaders to cultivate growth mindsets in their teams
- Expanding flexible learning options through our partnership with Coaching Culture, giving colleagues access to on demand digital learning that supports coaching, leadership and personal development at their own pace.

Together, these activities have strengthened our leadership community, helping ensure colleagues feel equipped, supported and confident as we continue to navigate transformation.

Investing in our people

We're committed to investing in our people and culture, ensuring we have the right skills, tools, and commitment to deliver our purpose, and colleagues feel valued and able to be the best that they can be, no matter their background.



Key initiatives included:

- Responding to the social housing professionalisation agenda by introducing our Professional Development Framework, creating clear development pathways that help colleagues build capability, progress their careers and deliver great services for our customers
- Introducing a new series of programmes designed to help everyone access development that meets their unique needs. This includes mentoring, the Coaching Culture platform, and STRIVE, our refreshed apprenticeship offering
- Continuing to offer our Springboard and Navigator programmes
- Launching a new racial diversity and inclusion programme, The Navigator Early Career Accelerator and Mid-Career Accelerator, specifically designed to support racial minority colleagues in building skills and accelerating careers
- Providing Leadership Development opportunities including Leader as Coach, and partnerships with Wavelength Connect and Windsor Leadership programmes.

During the 12-month period to April 2026 we delivered:

- **£3 million** investment into pay and benefits and improved our maternity, adoption and paternity leave
- Over **3,000** hours of face-to-face development
- Colleagues completed over **9,500** hours of online/e-learning courses
- Over **485** investments in external development for colleagues and currently **63** people are completing qualifications via an apprenticeship route
- Supported over **100** colleagues with paying for their professional subscription fees.

Inclusion and belonging

We want to create communities where people feel safe and at home, to provide great places to live as well as a great place to work, and a culture where everyone feels seen, heard, and valued - because when we all belong, we all thrive.

We recognise that embracing our differences makes us stronger and by building togetherness we can not only help to unlock our colleagues' full potential, but also be united in our social purpose and deliver more accessible services and equitable outcomes for the diverse communities we serve.

This year, we continued progressing our ambition to make Orbit a truly inclusive, welcoming organisation where everyone feels they belong. An independent review highlighted many strengths in our Equality, Diversity and Inclusion practices, while also showing that we need to be clearer about what inclusion means in practice and how leadership can help shape a culture where everyone feels respected and valued.

We've been exploring what it means to belong at work and reaffirmed our commitment to creating an environment where people can be themselves and feel part of a supportive, fair and connected community. Reflecting this, we have shifted our focus from "Equality, Diversity and Inclusion" to "Inclusion and Belonging," a deliberate change that better captures our aim of building togetherness across Orbit.

Over the next year, colleagues will be co-creating our approach to Inclusion and Belonging, ensuring it is shaped by those who experience it everyday. Our Board has also committed to playing a more visible role—engaging with colleagues, sharing lived experiences, strengthening expectations of our partners and embedding Inclusion and Belonging more deeply within recruitment and governance.

Our Diversity and Inclusion Commitments for 2030:

We will create a diverse and inclusive workplace where everyone in our workforce feels valued

We will provide a fair, accessible, and inclusive customer service to all our residents

Lead on diversity and inclusion in the sector

Embedding diverse Customer Voices

Alongside our Customer Engagement Strategy and the work of our Customer Engagement Strategic Committee, we continue to strengthen how diverse customer perspectives shape our services. We support a range of customer diversity groups including LGBTQ+, disability and Future Voices ensuring that lived experience is reflected in our decision making and day-to-day actions.

Celebrating Black History Month

We marked Black History Month with events recognising and celebrating the history, achievements and contributions of Black communities. The 2025 theme — *"Standing Firm in Power and Pride"* — encouraged colleagues to honour identity, embrace heritage and stand united against injustice.

A key highlight was a webinar with Ije McDougall, UK Magistrate and advocate for racial equality. Drawing on her British Nigerian heritage and personal experiences growing up in North East Nigeria, Ije shared powerful reflections on overcoming adversity, challenging bias and standing proudly in her identity. Her insight offered colleagues across the organisation a deeper understanding of lived experience and the importance of cultural awareness.

Black History Month provided an opportunity for all colleagues to reflect on their role in creating an environment where everyone feels respected, represented and valued.

Pride Month

To celebrate Pride Month, we held a dedicated engagement session with members of our LGBTQ+ Group to share their experiences and reflect on how our services support their needs. This insight helps us continue to improve and deliver services that are inclusive, responsive and shaped by the people who use them.

Supporting Colleague Wellbeing

We continued to invest in colleague wellbeing through our award-winning #ThisIsMe programme, which provides a wide range of tools and support to help people feel their best at work and confident to be themselves. Colleagues have access to resources, peer networks, listening sessions, podcasts, practical tools, and discussion forums — all designed to promote an inclusive and supportive workplace culture. The programme focuses on four key themes: MyHealth, MyMoney and MyMind and MyConnections, ensuring colleagues can find support tailored to their needs.

#THISISME

Value for Money

Click here to read our full Value for Money report.

Our Strategy

At Orbit, we adopt a balanced approach to achieving value for money, aligning our socially driven and commercially minded vision with the efficient and effective use of our resources and assets, as we continue our progress towards our 2030 vision of offering amongst the best customer experience of any housing association in the country.

Our 2030 Strategy sets out how we plan to continue to provide safe, sustainable, and affordable homes that our customers are proud to live in. In 2025/26, we updated our Strategy to reflect our continued commitment to playing our part in tackling the UK's housing crisis, with an increased build and regeneration commitment, and incorporated our new approach to Inclusion and Belonging alongside confirming a new social value target of delivering £550 million in social value by 2030.

Within our Value For Money (VFM) framework, we combine our social purpose and financial expertise with the aim of maintaining and improving our existing homes whilst also constructing safe, quality, affordable homes to provide our customers with a great place to live.

Value for money is championed by our Common Board and Executive team, who approve our VFM Strategy, financial plan and business change initiatives. We also have customer representatives on our Board and Committees to challenge us and ensure we make the right decisions that provide VFM not only for Orbit, but also for customers. Our VFM culture is ingrained in all decision making processes, ensuring alignment with the standards set by the Regulator, and we're pleased to highlight our G1/V2 regulatory rating.

Value for customers

We want customers to feel safe and secure in their homes. We want them to feel understood, supported, and valued, and we want them to trust us to do the right thing.

Our Everyday Excellence programme, launched in 2024, places customers first and defines our guiding principles for embedding operational excellence. This transformation programme reshapes how we work - modernising our systems and processes, enhancing our capabilities and embedding a culture centred on doing the right thing for customers every time, and yielded value for money through c.£2 million of efficiencies. Over the past year, we've taken significant steps to enhance our Customer Journey, where colleagues collaborate with customers to reimagine how our services are experienced by those we support.

We've also achieved a major milestone by meeting our £100 million social value target since our baseline in 2021, nine months ahead of schedule, a result independently audited and verified by the Housing Association Charitable Trust (HACT). The audit confirmed the quality of our data and the robust application of the UK Social Value Bank in assessing the value created through our services and community initiatives. Our total social value delivered from our frontline services for customers and communities in the financial year is £21.1 million. This captures social value delivered through our Better Days programme, our tenancy sustainment services, our Later Living for over 55s and our contractor partners' social value in support of Orbit as part of their contract delivery.

Building on this success, we've worked with HACT to develop an expanded organisation wide social value framework that will capture an even broader range of social and economic outcomes, including the value generated through new affordable homes, repairs and core services. This enhanced approach has supported the creation of a new, more ambitious social value target of £550 million by 2030, strengthening our long-term commitment to making a positive difference for our customers and wider society.

Our Better Days customer support provision continues to deliver strong value for money, translating targeted investment into measurable financial and social outcomes for customers. Rising living costs, unexpected financial pressures, unemployment, and changes in health can place significant strain on individuals and households. Our support is designed to respond early and effectively, helping customers sustain their tenancies, strengthen financial resilience, and remain connected within their communities.

Over the last financial year, 10,034 customer support interventions were delivered through our Better Days partners alone, which is a 58% increase on the previous year. This demonstrates both growing demand and our ability to respond efficiently.

As part of this, our financial inclusion provision generated £5.6 million in improved financial outcomes for customers such as cost savings or new/increased benefit levels, a 27% year-on-year increase through income maximisation, debt management, and direct savings. This represents a strong return on investment, with our customer support provision delivering improvements in affordability whilst supporting tenancy sustainment and longer-term financial resilience. This impact is evidenced in sustained improvements in rent positions. 12 months after receiving support, 59% of customers had improved their rent balance, with an average reduction in arrears of £215, and 35% of customers had moved into a positive balance. At 18 months, 62% had improved their rent balance, with average arrears reduced by £297, and 43% of customers were in a positive position.

In addition, £356,000 in hardship grants was distributed, up 28% on the previous year, helping customers meet essential needs and avoid crisis. This included £50,000 secured through the Household Support Fund via our long-standing partnership with Thanet District Council, targeted at our customers in the Thanet area. The impact of this can be seen in the increase in the Headline Social Housing Cost Per Unit VFM metric graph and table.

Our provision also delivers wider social value by addressing the underlying drivers of vulnerability. During the year, 819 customers accessed mental health support, with those receiving structured one-to-one support demonstrating an average improvement of 75% and 81.3% in PHQ9 and GAD7 (mental health assessment questionnaires) scores respectively.

Furthermore, and as part of Everyday Excellence, we've streamlined our customer support pathways by focusing resources on delivering Better Days support at first contact and reducing referral times to our financial inclusion and mental health partners from three days to same day.

At a regional level, our team of Place Investment & Partnership Leads and Community Coaches supported 2,990 customers through a combination of engagement and personalised case management. This dual approach enables both early intervention and sustained support for customers with more complex needs.

We've continued to invest in our community hubs with our fifth hub opening at Orchard House in Erith. Our hubs have seen significant growth, with 2,826 customers accessing facilities, a 239% uplift on the previous year. This reflects their effectiveness in providing accessible, community-based support whilst maximising the use of existing assets and partnerships.

Overall, our customer support provision generated £11.7 million in social value (calculated using HACT methodology). This presents a clear and robust value for money case for targeted investment that delivers high-impact outcomes, reduces demand on core housing services, and supports customers to sustain their tenancies and improve their quality of life.

To help us understand customers' experience of our services, surveys are carried out for responsive repairs, complaints, gas servicing, planned maintenance, lettings, customer contact centre and tenancy sustainment. This is in addition to the Tenant Satisfaction Measure customer perception metrics which are gathered and analysed regularly to identify both immediate and longer-term improvements to our key services. These results are reported through to our Common Board and shared with customers, and the segmented results also assist us in targeting customers with the greatest need.

In August 2025, we introduced a new neighbourhood model to deliver our services in person to customers. We have a network of Neighbourhood Managers who are our customers' main point of contact, resolving issues quickly and providing a consistent local service across patches of around 650 homes, ensuring a named contact for every customer.

The role is holistic, supporting customers' homes and wider wellbeing. The Neighbourhood Managers coordinate property requests and identify social and wellbeing issues early, helping customers access the right support sooner.

This is complemented by our Community Investment and Successful Tenancies team, who provide targeted help with financial resilience, debt, benefits, employment, training and lifestyle issues. This joined up approach improves access to the right support, including external services.

The model reduces duplication, supports earlier preventative action and improves management of issues, such as anti-social behaviour, through local partnership working. It also helps maximise external funding to strengthen community investment.

Since its introduction, the revised model has improved face-to-face service, strengthened accountability through named contacts and delivered better outcomes for customers. It also provides value for money by reducing contact demand, enabling earlier intervention and making better use of internal and external resources.

Alongside this, our revised Neighbourhood Manager led early engagement approach for customers in arrears has improved customer experience while maintaining a stable arrears position.

Our arrears continue to run at a low level. We have achieved rent collection levels of 99.41% (2025: 100.77%) and our gross rent arrears as a percentage of rents receivable are 1.59% (2025: 1.34%). We have seen a reduction in rent lost to void property at 1.33% (2025: 1.49%) and we continue to work to achieve further improvements in this area. Our home occupancy rate is 99.11% (2025: 98.84%).

Valuing our people

We take pride in being a fair and equitable employer, embracing a diverse and inclusive workplace, and remain committed to equipping our colleagues with the skills, tools and support needed to deliver on our purpose.

In 2025/26, we significantly increased our investment in people development to over £1 million, reflecting our focus on building capability and supporting long-term progression across the organisation. Currently we have 63 colleagues completing qualifications via an apprenticeship, which allows utilisation of the apprenticeship levy.

A key milestone has been the launch of our Professional Development Framework for our first customer-facing populations, including Customer Care, Customer Resolution and Neighbourhood Managers. This provides a clear, structured approach to capability, development and progression.

Since the introduction of the neighbourhood model, we have also invested in targeted upskilling for Neighbourhood Managers, including specialist training in areas such as anti-social behaviour and domestic abuse awareness, alongside the embedding of new processes to strengthen service delivery.

We continue to strengthen leadership capability through targeted development, including our Leader as Coach training, equipping managers to support performance, growth and wellbeing through more effective coaching conversations.

We are also building inclusive leadership and progression pathways through a range of development programmes. This includes our Inclusion and Belonging offer, with initiatives such as the Springboard and Navigator programmes, as well as external partnerships, supporting diverse talent at different career stages.

Value from our Integrated Data & Technology Strategy

Our Transformation, Technology & Data Strategy ensures that we continue to benefit in scalability, security, and cost efficiency from the use of cloud services for our systems and solutions. Our strategy is to standardise our solutions architecture by taking a 'Microsoft-First' approach and only consider 'best of breed' solutions if Microsoft can't offer the capability we're looking for. This will enable us to rationalise our IT estate, removing old legacy applications, and to develop a sustainable technology estate on which to build capability both now and in the future.

The first phase implementation of our new Customer Relationship Management system (iProperty Cloud) has enabled improvements in Customer Care and Complaints, and colleagues now have all the information they need to support our customers in one system rather than many. Future phases of implementation will see a new Customer Portal delivered to give our customers more choice in how they engage with us, and the management of Repairs will move to the new iProperty Cloud system, further enabling self-service capabilities for our customers, and improved workflows and access to data for our colleagues.

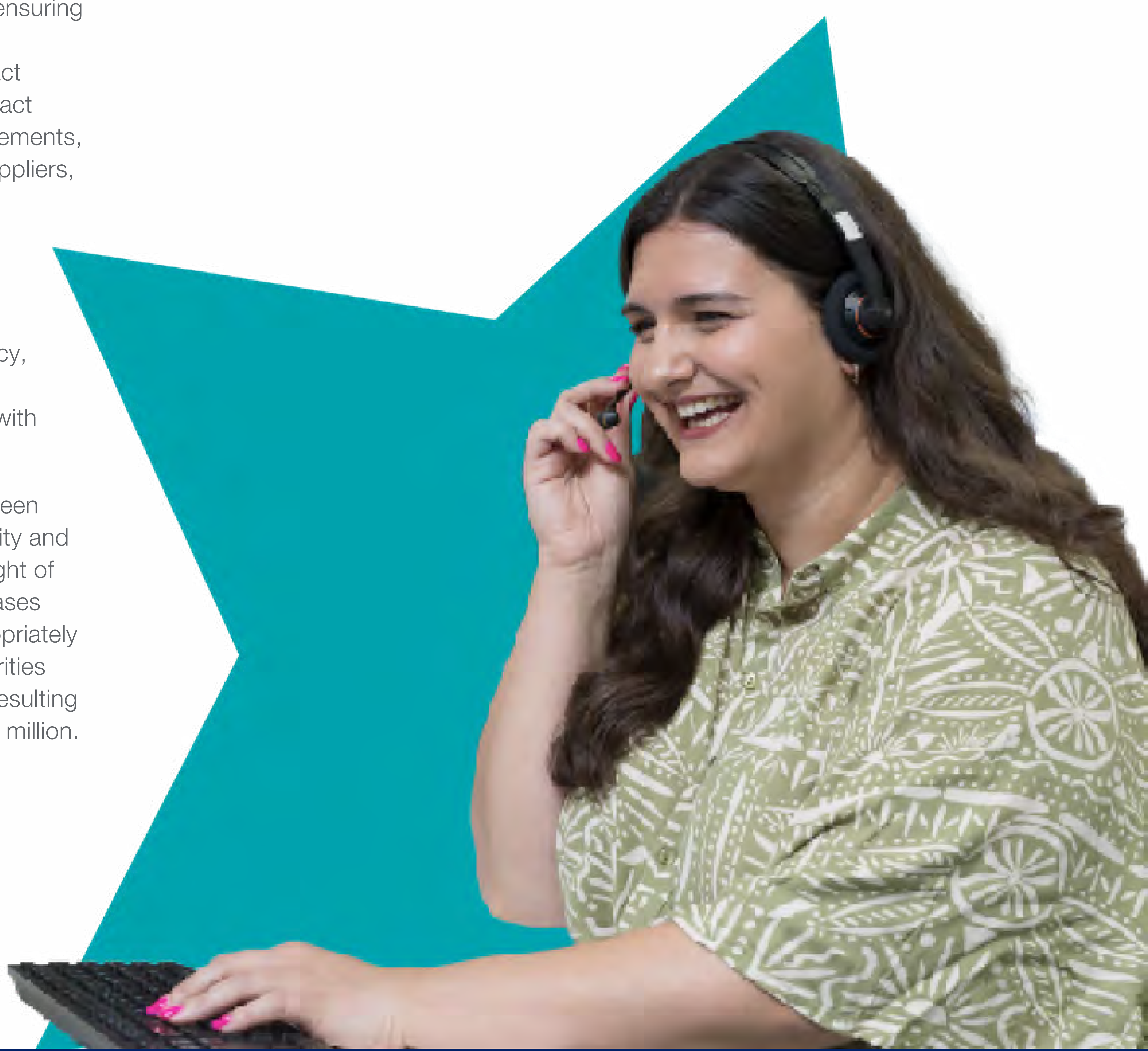
The Commercial Management function has continued to deliver value for money through a combination of cost optimisation, strengthened supplier management, and enhanced governance. Their work on supplier renegotiations, Microsoft licence optimisation, and rationalisation of legacy services has contributed to reducing the overall IT cost base by over £0.5 million while maintaining service quality and resilience, the impact of these can be seen in the increase in the Operating Margin overall (%) metric.

Value from Commercial management and oversight

Augmented resource contract management disciplines have been strengthened, with improved tracking, renewal planning, and performance monitoring, ensuring contracts are PA2023 compliant with the central procurement team supporting operational contract managers to realise expected value across contract lifecycles. Enhanced supplier governance arrangements, including regular performance reviews for key suppliers, have improved accountability and reduced both commercial and operational risk.

Procurement and governance processes have also been refined, with updated policies and frameworks embedding consistency, transparency, and robust decision-making. This has supported competitive sourcing and improved compliance with internal procedures.

Strong budgetary control and forecasting have been maintained, supported by improved spend visibility and forward planning. In addition, commercial oversight of transformational change programme business cases has ensured that investment decisions are appropriately challenged, aligning spend to organisational priorities and maximising value over the life of contracts, resulting in procurement related savings in excess of £1.2 million.



Value from Data

Over the past year, we've significantly strengthened our Central Data Platform (DataSphere) and continued our transition towards a modern, scalable data architecture aligned to the Microsoft Fabric roadmap. This has enabled improved performance, reduced processing times, and laid the foundations for near real-time analytics and more cost-effective data operations.

We've expanded our reporting capability across key business areas, including the Everyday Excellence programme, where multiple dashboards (including embedded D365 reports and Power BI service reports), focusing on customer care and resolution, are now live, providing improved operational insight and supporting more informed decision making. These enhancements are enabling teams to better monitor performance, identify inefficiencies, and take proactive action.

We've also continued to embed self-service analytics across the organisation, supported by targeted upskilling of colleagues and the introduction of more accessible, standardised data models. This ensures that business users can confidently explore and utilise data, reducing reliance on central teams and increasing overall efficiency.

A key focus this year has been improving trust in data through strengthened governance and reconciliation. We've defined a comprehensive Data Governance Framework, including clear roles, responsibilities, and processes, and have started to plan the implementation with dedicated resource to embed data ownership, quality controls, and accountability across the organisation. This is being supported by the introduction of Microsoft Purview to provide enhanced data catalogue, lineage, and data quality capabilities.

We are continuing to enhance our approach to data reconciliation and reporting assurance, particularly within finance reporting, to support greater consistency, transparency, and confidence in organisational reporting. This includes ongoing work to strengthen alignment between source systems and the central data platform, alongside improving governance, documentation, and auditability of key reporting processes.

Our KPI Assurance Programme continues to provide a structured approach to validating performance data, acting as a key control to ensure accuracy and consistency in reporting. This remains a critical component of our Performance Management Framework, driving continuous improvement and strengthening confidence in reported outcomes.

Overall, these advancements are continuing to enable Orbit to make advancements in maximising the value of its data by improving accessibility, reliability, and governance, ensuring data is treated as a strategic asset to support better decision making and deliver value for money across the organisation.

Value from New Technology

New technology in the form of Geographical Information Systems (GIS) has enabled us to deliver ongoing savings allowing us to visualise our portfolio spatially, helping teams understand distribution, clustering, and relationships between assets, and gives us the ability to rapidly answer complex, location-driven queries that would otherwise be time-consuming, inconsistent, or in some cases not possible.

Bespoke GIS Support:

Delivered a total of 221 bespoke work requests to the business during 2025/26. Work included key assistance for our teams including Neighbourhoods & Communities, External Affairs (for meetings with MPs and Councils), Development, Voice of the Customer, Property Safety, Strategic Asset Management, Business Services, Legal Risk Management, Estates, and Audit & Risk amongst others.

Sales Plans:

Orbit created a record number of 178 sales plans during the year. By creating these in-house, this achieved savings of £35,600. This saving is calculated against the cost of having them created by conveyancing solicitors which is currently conservatively set at £200 per plan.

Adopted Land Cost Avoidance Savings:

The system acts as a single, trusted source of truth for adopted land, allowing us to provide robust evidence when engaging with councils, MPs, legal teams, and internal stakeholders.

We've captured 3,426m^2 of adopted land throughout the year providing a lifetime cost avoidance saving of £227,321.

In 2025, we also implemented Compliance 365 (C365), a system which automates the capture, validation and management of certificates, inspections and remedial actions, enabling faster processing and reducing the risk of human error. Its dashboard reporting and evidence-based audit trail will give us improved visibility of compliance performance, outstanding actions and emerging risks, supporting quicker and better-informed decisions.

C365 offers the flexibility to respond to legislative change without significant internal resource or system disruption and will provide us with a more efficient, controlled and scalable approach to compliance management, delivering both operational savings and stronger compliance assurance.

Value from Property and Strategic Asset Management

We've continued to work to increase geographical densities, to improve repair and management capabilities and simplify our tenure types to improve customer satisfaction, value for money and services for customers. We've transferred 116 customers to another housing association that is better positioned to deliver services to those customers, securing £11 million in proceeds for further investment. Any surplus generated from these activities has continued to be reinvested in the maintenance, improvement, and the energy-efficiency of our existing homes, as well as more affordable homes within our key areas of operation. The implication of this can be seen in Return on Capital Employed (%) graph.

Our Property & Strategic Asset Management VFM approach focuses on: delivering safe, warm homes; leveraging external funding; integrating major works with component lifecycles; and reshaping the portfolio where this improves outcomes and overall return on capital.

In 2025/26, we invested £142 million in our existing homes through our capital and day-to-day repairs and maintenance programmes, with over £16 million of this investment relating to net zero carbon works. This is to ensure customers' homes stay warm, efficient and in good condition and can be seen within the Reinvestment (%) VFM metric.

Portfolio reshaping and reinvestment

We are constantly reviewing our portfolio to ensure it is set up to drive the best service for customers and deliver VFM. As properties become vacant, they are reviewed to decide whether to continue to invest in them or dispose. We are also reviewing our portfolio so that we invest in areas where we are already established, this makes service delivery more efficient and delivers better services to customers. This can also include the disposal of properties where they could be better served by another housing association.

Capital released is recycled into our core and growth areas to increase density, improve the quality and safety of homes, and target investment where it delivers the greatest customer benefit, carbon reduction and whole life value.

Energy-efficiency and carbon reduction

We improve the energy performance of homes in a cost effective, planned and measurable way. We target retrofit activity using stock data and component lifecycles, and we use options appraisal and whole life costing to select solutions that deliver the best balance of customer outcomes, carbon reduction and affordability. Delivery through the Warm Homes Social Housing Fund - WHSHF (formally the Social Housing Decarbonisation Fund - SHDF) combines external grants with our own co investment to treat homes that are both energy inefficient and due major works, reducing abortive spend, lowering future maintenance and replacement costs, improving comfort and reducing fuel bills. Progress towards EPC Band C by 2030 is actively managed and monitored as a core VFM commitment and a key customer outcome.

Around 600 homes have had energy-efficiency measures completed or started in 2025/26, helping to make homes warmer and cheaper to run while lowering carbon emissions. We also secured £6.6 million of grant funding through WHSHF and the Heat Network Efficiency scheme. We completed our SHDF 2.1 project and mobilised our Warm Homes Wave 3 programme, which will deliver warmer, more energy efficient homes across the Midlands and the South of our region.

Retrofit and major works programmes are planned alongside component replacement (such as roofs, windows and heating), reducing repeated contractor visits and works. This integrated approach reduces embodied carbon, minimises disruption to customers, and delivers better whole life value from each pound invested.

Upgrading homes through retrofit work is supported by the £30 million Lloyds funding, partially guaranteed by the National Wealth Fund, providing lower cost lending than traditional bank funding. 89.5% of our homes now achieve EPC Band C or higher, an increase of 1.67% compared with the previous year (87.84% in 2024/25) and 99.8% of homes are Decent Homes Standard compliant.

Safe, Quality, Affordable Homes

We remain committed to creating a better society, building affordable homes and communities, and doing so in socially responsible and sustainable ways. We believe that good housing is a basic human right, fundamental to our health, wellbeing and quality of life. This is why we are committed to investing in the safety, quality, and energy-efficiency of our homes, and creating homes that our customers love and are proud to live in.

We are committed to providing sector leading sustainable homes through a tenure-blind approach to design, layout, specification and customer experience within thriving communities. All new homes delivered achieved EPC rating B or above and these are equipped with renewable and water saving technology, supporting our customers with the cost-of-living crisis and rising energy costs. We plan to deliver at least 7,000 new and regenerated homes by 2030 to meet housing needs. During the year, we delivered 1,094 homes across all tenures, of which 92% were affordable, this is evidenced in both the New Supply (Social) (%) and New Supply (Non-Social) (%) VFM graphs.

We are proud to have been awarded the prestigious 2026 In house Research Gold Award for Customer Satisfaction for the tenth year running, alongside our Orbit Homes net promotor score of 83%. This prestigious award is based on independently gathered customer feedback from customers across all tenures, collected by In house Research, a recognised specialist in measuring customer satisfaction within the new homes sector.

As a committed member of the New Homes Quality Board (NHQB), we continue to adhere to the principles of the New Homes Quality Code for both our market sale and shared ownership customers. This underpins our tenure blind approach to design, specification and customer experience, ensuring high standards and fairness for all our customers.

Value from procurement activities

The Procurement team considers value for money in all procurement activity that is undertaken. With the introduction of the new regulations in February 2025, this has changed the way that tenders are evaluated with a shift to the Most Advantageous Tender. The Procurement Act 2023 means that we need to put more consideration towards things other than the best price, considering the impact on communities, sustainability, social value, quality and delivery when evaluating tenders.

We completed several tenders under the new regimes.

The Group insurance re-tender demonstrates clear value for customers through both cost reduction and risk management. It was important that we achieved best value as insurance costs are incorporated into our leasehold customers' service charges. By opening this high value contract to competition in 2025, procurement secured a 10.75% saving on the previous contract's annual value, which we are able to pass onto customers. Importantly, this was achieved without compromising the breadth or quality of insurance cover, safeguarding our homes and financial stability. The new multi-year policy locks in stable pricing and improved terms, which helps protect customers from future cost increases and frees up funds that can be reinvested in front-line services or used to keep service charges down. This strategic approach also enabled broader benefits like a single streamlined insurance provider (reducing administrative overhead) and additional social value commitments, all of which ultimately support better outcomes for our customers.

Pest Control is another strong example of procurement delivering tangible value. Through a competitive process, we replaced the incumbent pest control contract with a new provider on significantly improved terms, achieving a 20% saving compared to previous spend. This reduction in cost does not come at the expense of service quality; in fact, the chosen supplier offered the best overall solution, ensuring faster, more reliable pest treatments across our estates. The new contract provides continuity of this critical service and greater accountability, which minimises health risks and disruption for customers. In summary, by driving down costs whilst raising service standards, the pest control procurement demonstrates how efficient contracting directly benefits customers through both financial savings and improved living conditions.

Value for Money Metrics

As well as the value for money metrics set out by the Regulator, we also report against our own internal metrics, taking into consideration our social and environmental commitments alongside the core thread of governance. These include customer satisfaction, investment in communities, rent collection, void rent loss, occupancy rates, the number of homes meeting the decent homes standard and the percentage of homes achieving EPC Band C or above. These additional metrics help evaluate the efficiency and effectiveness of our value chain. All metrics can be aligned with Economy, Efficiency or Effectiveness. The three E's focus on different aspects and are defined as follows:

Economy: the degree to which objects are being purchased in the right quantity and at the right price, while having regard to quality. This is true of both goods and services that are utilised by Orbit but is equally important when employing people. It is essential to ensure that colleagues are employed at the right salary levels, reflecting Orbit's target position of a median benchmarking employer, and that colleagues have sufficient skill sets to carry out the tasks assigned to their role.

Efficiency: is a productivity measure considering how efficiently the project is delivering its results, considering the rate at which inputs are converted to outputs and its cost-efficiency.

Effectiveness: considered the quality of the work by assessing the rate at which outputs are converted into outcomes along with the impact this has. These outcomes can be either qualitative or quantitative in nature and reaffirming that value for money is not simply a financial consideration.

Outlined below are some key highlights achieved this year because of our embedded value for money culture.

Economy

- Operating Margin
  22.2%
- EBITDA MRI
  92.1%

Efficiency

- Home Occupancy
  99.11%
- Rent collection levels
  99.41%
- Void Rent Loss
  1.33%

Effectiveness

Multi award-winning company:

- RoSPA Gold Medal Award for Health & Safety – 8th consecutive year
- BS9997 accreditation Fire Risk Management Systems
- Rented Customer Overall Satisfaction (TSM metric) 70.5%
- ISO14001:2015 accreditation for our Environmental Management System
- Building Safety Initiative of the Year at the ASCP Awards
- Best Customer Satisfaction Initiative at the Housebuilder Awards
- 2026 In-house Research Gold Award for Customer Satisfaction – 10th consecutive year
- Home Builders Federation's (HBF) National New Homes Customer Satisfaction Survey – 5 star rating – 3rd consecutive year

Benchmarking

To aid benchmarking we have tracked performance against a representative peer group. This group has been carefully selected by reviewing geographic coverage and property portfolio size. This group has been in place for the past five years, however, as part of our Value For Money Strategy we will conduct a further review over the next 12 months to reflect sector merger activity. Housing Associations included in the benchmark group are as follows:

Midland Heart	**Home Group**
Platform Housing	**Bromford**
Live West	**Notting Hill Genesis**
Sovereign	**Stonewater**
Citizen Housing	**Hyde Housing**
Southern Housing	**Vivid Housing**

We are also continuing to benchmark for housing associations with over 30,000 units, as defined by the Regulator of Social Housing. We're proud of our commitment to building good quality, affordable, safe and energy efficient homes and sustainable communities. We will continue to invest in existing properties to ensure we improve customer experience and deliver on the outstanding requirements of the Social Housing White Paper and those already implemented in the Social Housing (Regulation) Act 2023.

Health & Safety

We have had a longstanding commitment to creating safe homes and working environments for colleagues, customers, contractor partners and communities. Safety sits at the heart of our 2030 Strategy, which sets out our ambition to maintain and improve high quality, safe and affordable homes whilst delivering an excellent customer experience. In 2026, we received the RoSPA Gold Medal award for the eighth consecutive year, in recognition of our health and safety performance during 2025/26.

The RoSPA Awards are the world's largest health and safety awards programme, attracting 2,000 entries from nearly 60 countries and covering over seven million employees. The Gold Medal award recognises organisations that have achieved eight consecutive Gold awards, placing us among an elite group of safety leaders.

Sustainable Business

Our Sustainability Strategy is embedded into our 2030 Strategy and is central to achieving our vision of providing the best customer experience of any housing association in the country. It has four key themes: Our Customers, Quality Homes and Places, Orbit Earth, and Our People.

During March 2025, our Sustainable Finance Framework was refreshed, in support of the launch of our £1bn Euro Medium-Term Note (EMTN) programme, enabling us to access sustainable finance such as bonds, private placements and loan facilities.

Our Customers

Our Customer Commitments outline what customers value from us and what we must deliver in return. Developed with customers, they shape our service expectations for customers, colleagues, and supply partners, and by embedding this in all we say and do, they enable us to develop a more customer-centric culture and deliver what our customers value most from us.

To reflect this, we have updated our targets to focus on tenant satisfaction measures. Our new customer targets will be measured using the sector's Tenant Satisfaction Measures (TSMs) and aim to be in the top 10% by 2030 and based on the sector performance for 2024/25 the targets would look like the following:

- Overall customer satisfaction (**84%**)
- Satisfaction that the landlord keeps tenants informed about things that matter to them (**83%**)
- Agreement that the landlord treats tenants fairly and with respect (**88%**)

Social Value outcomes

The chart on page 72 provides an analysis of the social value created, including £6.5 million associated with value created in the local environment, maintenance of the local area and community investment and £5.5 million created in relation to financial inclusion.

Quality Homes and Places

As a not-for-profit housing provider, we believe everyone is entitled to a good quality home that they can afford, in a place where they are proud to live, and we aim to ensure the homes we provide and the places we create are high quality, safe and sustainable. Focusing on these key objectives will support our vision of building and maintaining safe, quality homes that our customers love, both sustainably and at scale.

Our Targets:

- Building 6,272 new affordable homes between 2024/25 and 2030 (2025/26: **1,768** affordable homes built since baseline). The impact of this ambition can be seen in the increased New Supply (Social) (%) VFM metric target for 2027
- 100% of our properties to be EPC C or above by 2030 (2025/26: **89.5%** of homes at EPC C)
- Become Net Zero Carbon in our homes before 2050 (2025/26: **41.86%** carbon reduction since our baseline)
- Maintain an upper quartile Net Promoter Score for new build customers (all tenures) (2025/26: NPS of **83** maintaining our upper quartile score)
- Tenant Satisfaction Measure 'customers feel safe in their homes' in top 10% for the sector by 2030 (2025/26: **81.4%** customers feel safe in their homes)
- Tenant Satisfaction Measure 'Home is well maintained' in **top 10%** for the sector by 2030 (2025/26: 74.5%).

Orbit Earth

We are fully conscious of the environmental challenges facing our world today. Climate change, biodiversity loss and resource security pose immediate and future risks to our customers and operations. There are also significant opportunities to improve efficiencies, reduce costs and improve the wellbeing of customers by creating greener, more sustainable communities.

Key to achieving our environmental ambitions is effective stewardship and we are proud to have been accredited with British Standards Institute (BSI) ISO14001:2015 for our Environmental Management System. This demonstrates our passion and commitment to reducing our environmental impacts and becoming a more responsible business.

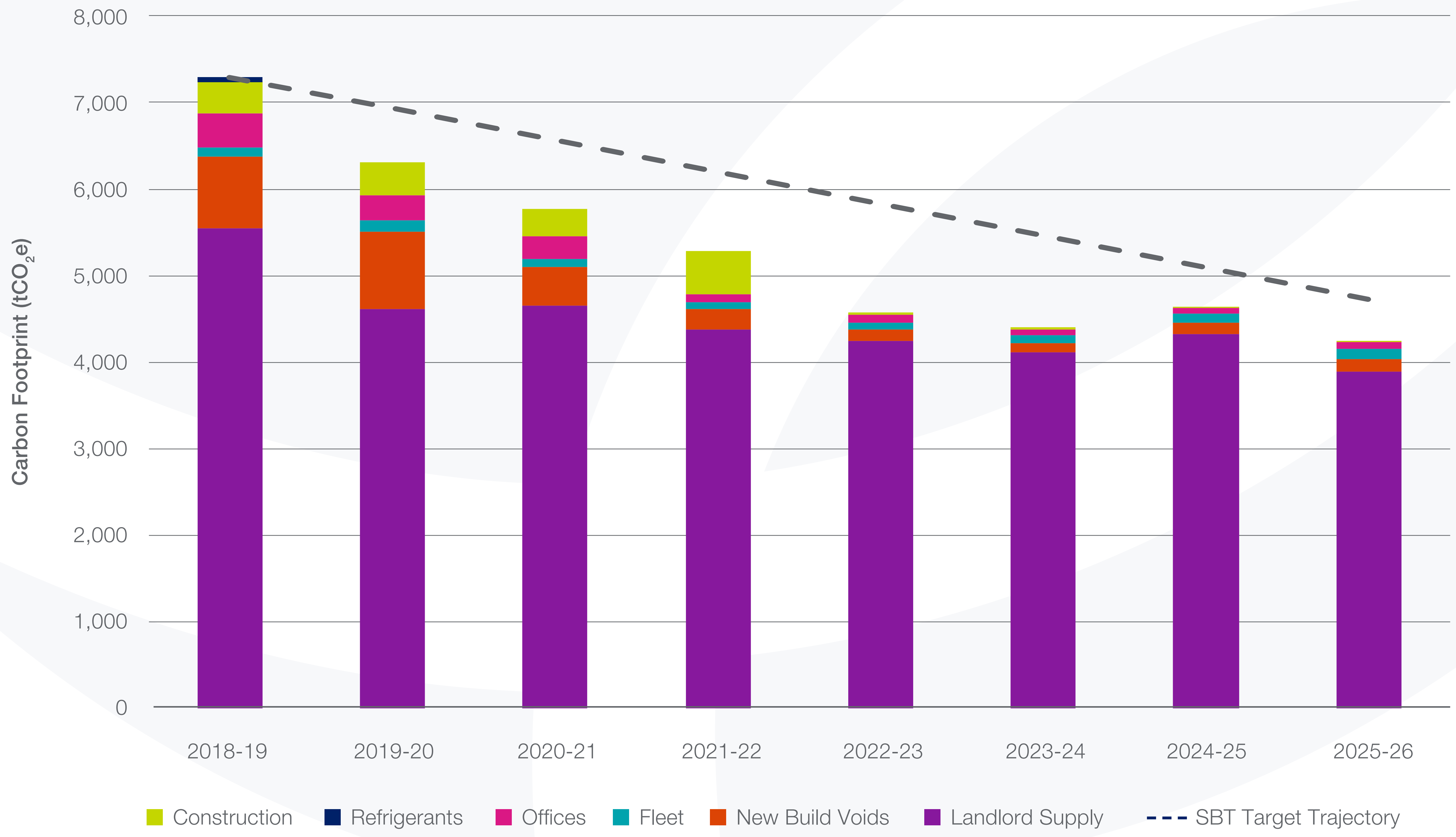
Climate action to Net zero Carbon

Ensuring that we reduce our impact on the environment is important to us. Our net zero carbon roadmap, Orbit to Zero, confirms our vision of achieving net zero carbon in our own operations by 2030 and achieving net zero carbon in customers' homes and supply chain by 2050. We are committed to carbon reduction and improving energy-efficiency.

Our total carbon footprint in the year was 4241.05 tonnes of carbon dioxide equivalent (tCO2e). This captures our total scope 1 and 2 carbon emissions from offices, fleet, landlord supply and new build voids and construction activities.

In the past year we have reduced our carbon footprint by 8.53% with a 41.86% reduction since our 2018/19 baseline year. By far the biggest driver of the decrease comes from initiatives to reduce gas consumption within our communal heating systems (known as our landlord supplies) with some of these initiatives set out below.

Net Zero Carbon (scope 1&2) Journey so far



Helping customers save on heating

With cost-of-living pressures continuing to affect many households, we have focused on reducing communal heating costs and helping customers keep their homes warm more affordably. This year, our Sustainability, Heating and Later Living teams worked together to improve how our communal heat networks operate, ensuring energy is used efficiently and fairly.

Over the summer, we reviewed heating settings across our communal systems and identified buildings where temperatures were higher than necessary during warmer months. By making targeted adjustments, reducing set points and, in some cases, switching systems off when heating was not required, we cut unnecessary energy use while maintaining customer comfort.

These improvements delivered significant benefits. Gas consumption across our communal heat networks fell by more than 20%, resulting in estimated customer savings of over £100,000 and preventing around 398 tonnes of CO^2 emissions. These efficiencies will help reduce communal heating charges for the 2026/27 financial year, demonstrating how sustainability, affordability and customer care work hand in hand to support our communities.

A new Energy Advice Service

(supporting customers and colleagues to manage their energy use)

As part of our commitment to creating sustainable, affordable and fair living environments, we launched a new in-house Energy Advice Service to support customers and colleagues with clear, practical guidance on managing their energy use and bills. Our Energy Advisor provides personalised support on complex cases, helping customers understand their consumption, check tariffs and resolve issues with suppliers. The service has already made a significant impact, most notably helping one customer reclaim more than £12,000 due to a faulty electricity meter. The service is also available confidentially to colleagues, offering reassurance and tailored comparisons to ensure they are on the best tariff.

In addition, our Sustainability team has successfully secured gas at a lower cost for the 2026/27 financial year - an impressive achievement given current global energy market conditions. This has been achieved by aggregating demand across all sites to benefit from economies of scale, alongside forward purchasing ahead of winter.

The agreed rate represents a reduction of over 19% compared with the previous contract and compares favourably to the current domestic price cap of 5.47p/kWh. Based on historical gas consumption, this is estimated to deliver savings of over £300,000 for our customers. A further smaller saving of c.£90,000 has also been secured across the electricity contract.

Additionally, we applied to the First-tier Tribunal for a Section 20 dispensation in relation to our electricity and gas contracts, which was approved in March. This is a significant and positive development, as it enables us to consider longer-term energy contracts.

Orbit's solar panels that are registered for the Feed in Tariff scheme have brought in over £70,000 of additional revenue in the year.

Enhancement of outdoor spaces to improve the quality of natural resources

Enhancement of our customers' outdoor spaces is important to both our customers and nature. Our Biodiversity approach aligns with the core target of the proposed framework of the United Nations convention on Biology Diversity and the Wildlife Trust's vision to protect at least 30% of our land and sea to allow for nature's recovery by 2030. Our 30by30 biodiversity approach seeks to enable nature's recovery across 30% of our communal green spaces on our estates.

We are proud to be a co-founding member of the Green Spaces Advisory Board. This is a pioneering cross-industry partnership of Ground Control and housing associations, aiming to unlock the potential of green spaces through actions, thought leadership, and housing conversations that encourage collaboration. Ground Control is a leading external maintenance business and biodiversity expert committed to enhancing and improving the physical environment.

Our Habitat Condition Assessment tool has been designed in partnership with Warwickshire Wildlife Trust and published externally for our peers to use to assess the condition of their green spaces.

As part of our 30by30 commitment, we introduced a new, data led approach to monitoring and improving biodiversity across our estates using a new Power BI Biodiversity Dashboard that automates mapping and analysis, improves data accuracy, reduces administrative effort and delivers clearer insight through interactive visual reporting. This enables teams to better understand existing habitats, identify opportunities for enhancement and track improvements over time by helping prioritise investment and demonstrate progress towards long-term environmental goals.

Since launching our 30by30 biodiversity approach in June 2022, we have completed improvement works to 51 existing estates across our portfolio, benefitting over 5,000 Orbit homes. Improvement works include adding wildflower meadows, installation of new hedgerows and the creation of fruit orchards for residents to enjoy. In the year, we completed 32 estate improvements, using a new biodiversity metric in the UK social value bank, which generated over £7.3 million in social value for our communities.

Advisory Service

(supporting Orbit operations and central functions to achieve environmental improvements and improve compliance)

This service provides compliance checks and environmental improvements to our Orbit Homes direct construction sites, Later Living schemes and our offices. It seeks to support our Orbit Earth working group to identify potential waste savings on schemes and examples of good practice.

The Advisory Service considers the key areas of environmental legislation across Orbit and helps ensure ongoing compliance. Our legal register currently includes 77 pieces of legislation we need to comply with. A total of 338 actions of all types were raised through the year, with 244 closed and the remainder ongoing, supporting continuous improvement. There have been no major environmental incidents or non-conformances with legislation. Housing developers that have experienced major environmental incidents due to poor environmental management have faced fines and reputational damage. Through the controls we have in place, we have avoided any environmental prosecutions or fines.

Our People

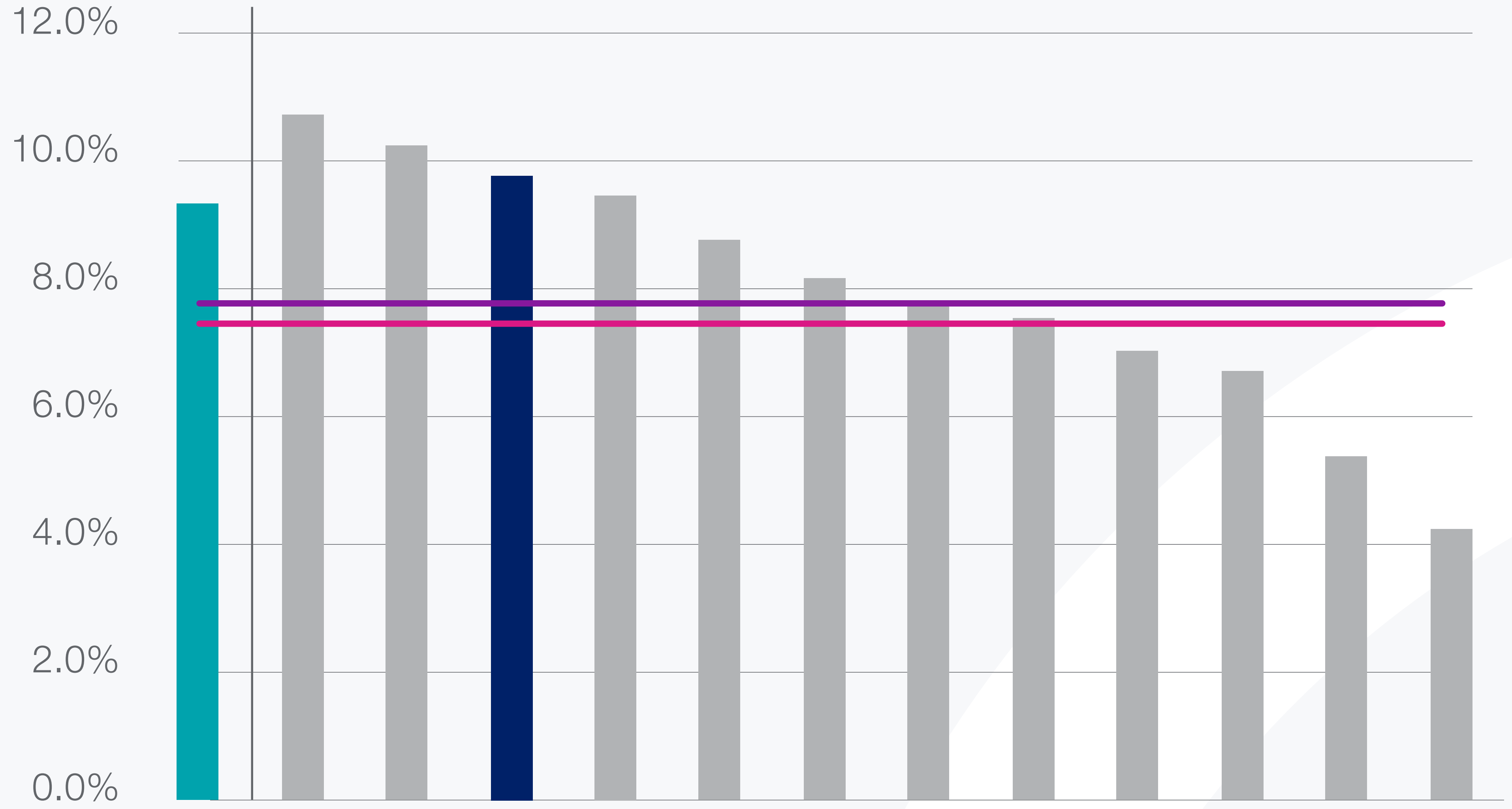
Our annual pay review investment is built to support a fair and equitable approach with a focus on supporting colleagues who are most impacted by the increased cost of living. We have also absorbed the increased employer NI rates in 2025/26 without impacting the available pay review budget to ensure our colleagues can maintain a decent living. We remained committed to meeting the Real Living Wage rates ensuring that no colleague is paid any less than the recommended rates for their locations.

Our increased investment in maternity and adoption pay, as well as paternity leave, are further supporting building a great value proposition for colleagues.

Listening to our colleagues' voices is critical in building our Employee Value Proposition and to ensure we are creating experiences that our colleagues love. At least twice a year, we run an engagement survey and the feedback received is turned into specific action plans and furthermore built into our delivery plans each year.

Reinvestment (%)

Investment in properties (existing stock as well as new supply) as a percentage of the value of total properties held.



Value Chain Alignment:

Orbit 2025 **9.2%**

Orbit 2026 **9.9%**

Economy:

Peer Average **7.9%**

Benchmark **7.5%**

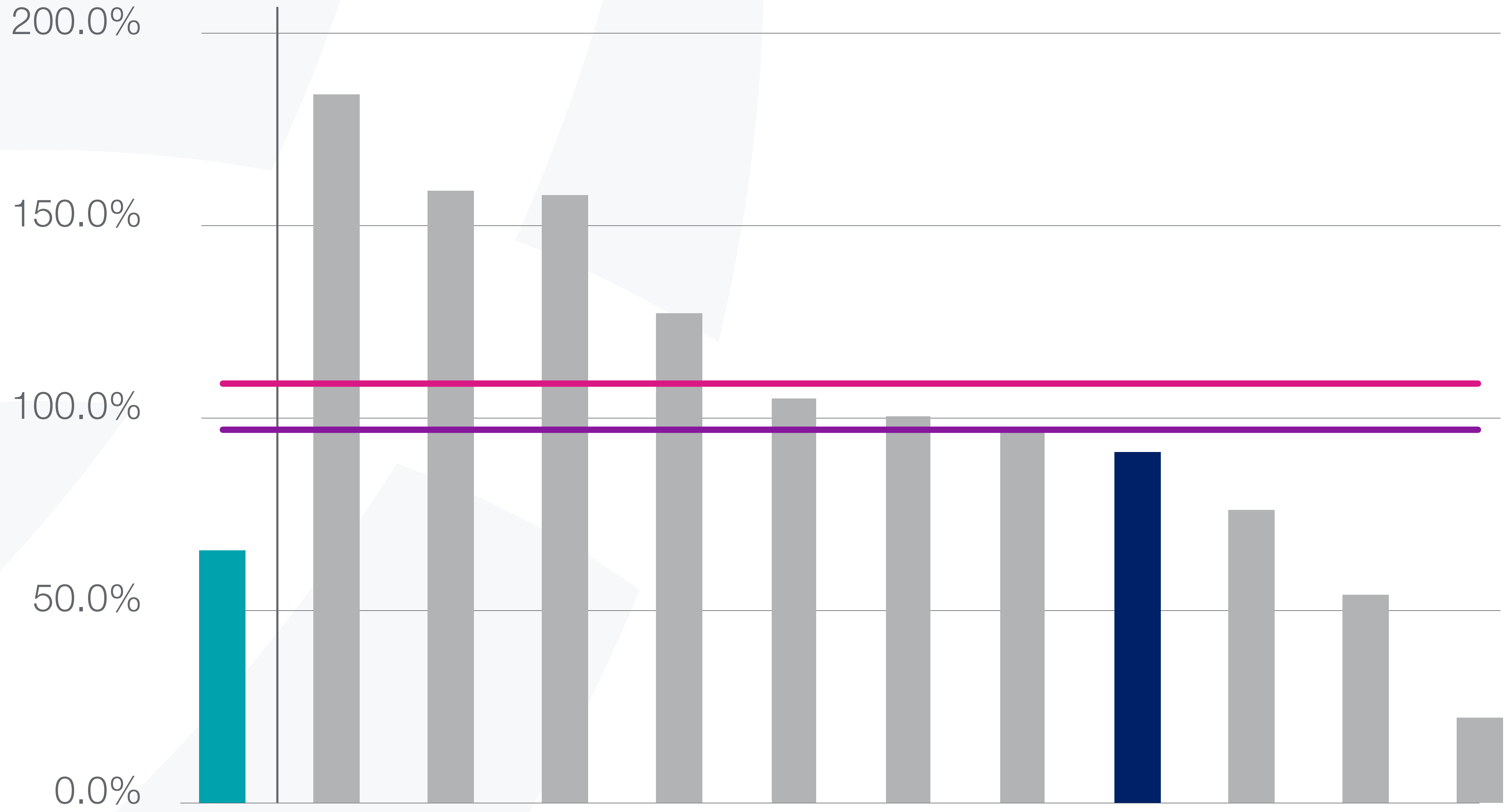
Orbit 2027 Target **9.5%**

This year Orbit's reinvestment metric has increased from prior year by 0.7%. Similar levels of capital investment have been made to the prior year into existing homes, but the metric is impacted by an increase in investment into new homes. Our reinvestment metric is 2.0% more than our peer group average and 2.4% above the benchmark for housing associations with 30,000+ units. Orbit had anticipated achieving a reinvestment percentage of 8.6% during the year however higher investment in both new developments and current properties capital repairs programme has resulted in delivery above target.

Orbit remains committed to maintaining and building thriving communities, with a 9.5% target for 2027 reflecting continued reinvestment of surpluses generated into both existing and new homes.

EBITDA MRI (%)

Key indicator for liquidity and investment capacity. Measures the level of surplus (excluding asset sales) that a registered provider generates compared to interest payable; the measure avoids any distortions stemming from the depreciation charge.



Value Chain Alignment:

Orbit 2025 **66.2%**

Orbit 2026 **92.1%**

Economy:

Peer Average **97.8%**

Benchmark **112.9%**

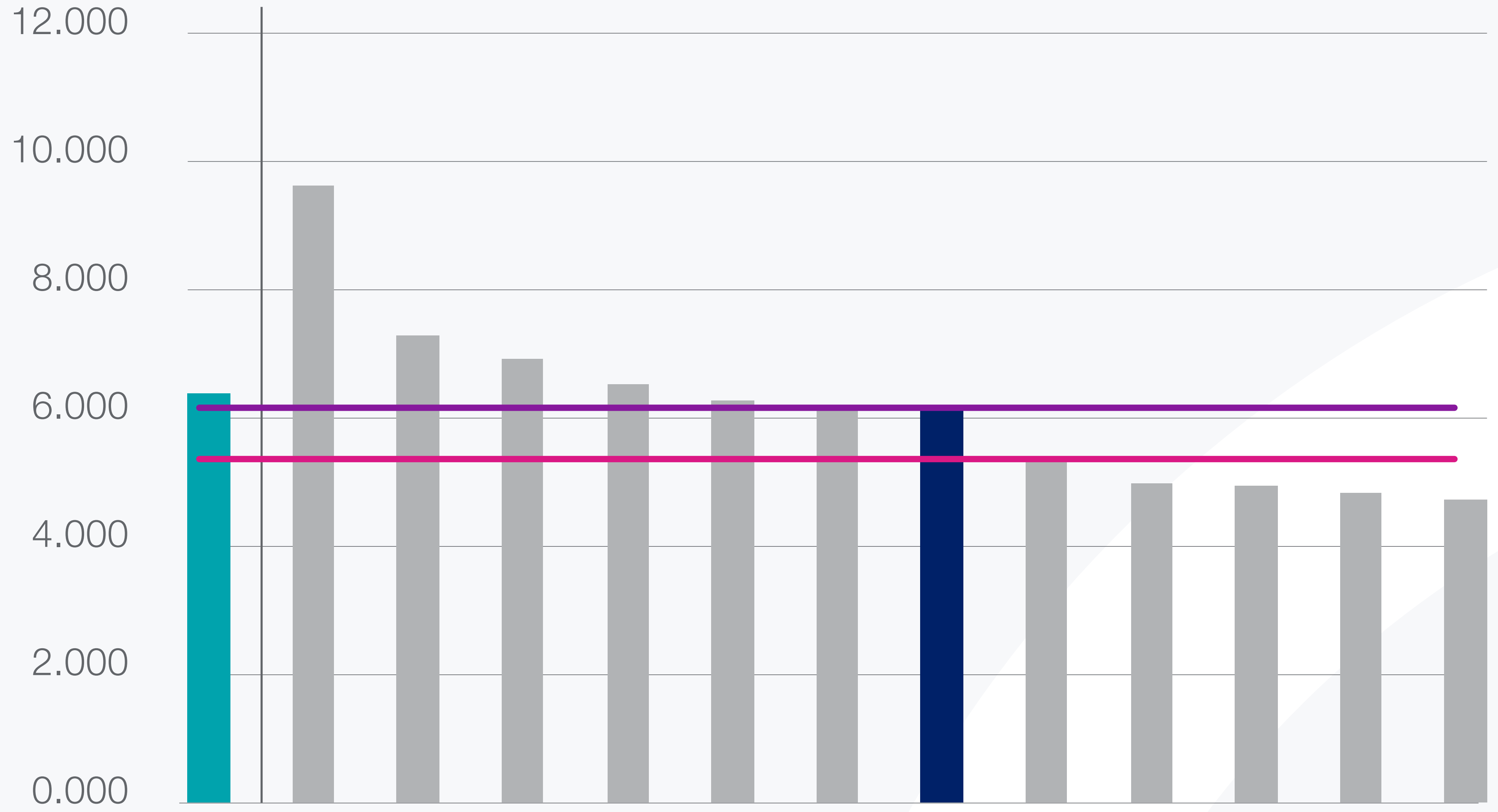
Orbit 2027 Target **79.7%**

Our EBITDA MRI metric has increased this year by 25.9% to 92.1% which is 5.7% below our Peer average and 20.8% below our benchmark for housing associations with 30,000+ units. The year-on-year improvement is due to an improvement in operating surpluses linked to reduced revenue repairs spend and increased rental income. There remains a significant investment in our capital programme, as we reinvest any surplus generated in building and maintaining thriving communities. Furthermore interest costs are higher due to increases in drawn debt.

Our 2027 target reflects our ambition to continue to significantly invest in our existing assets to improve quality. In addition, Orbit remains committed to delivering new homes. As a result, EBITDA MRI metric remains below 1x cover. Orbit will continue to demonstrate the efficiency of its operations through Social Housing Lettings operating margin delivery.

Headline Social Housing Cost Per Unit (£000's)

The unit cost metric assesses the headline social housing cost per unit as defined by the regulator.



Value Chain Alignment:
Orbit 2025 **£6.455**
Orbit 2026 **£6.208**

Economy:
Peer Average **£6.232**
Benchmark **£5.688**

Orbit 2027 Target **£6.409**

This year, Orbit's Headline Social Housing Cost Per Unit is £6.208, which is a £247 decrease from prior year, £24 below our peer group and £520 above the benchmark for housing associations with 30,000+ units.

Overall maintenance spend has decreased slightly, with capital maintenance spend remaining flat and a lower level of revenue repairs expenditure. This has seen a reduction in our cost per unit despite continued investment to improve the quality of our customers' homes. Service charges have increased due to cost pressures within utilities due to the volatile macro economic environment. Management costs have seen a small increase as a result of higher compensation and decant costs.

Our 2027 target will see a slight increase to 2026, and this still includes significant investment to improve our customers' homes.

Cost per unit (CPU)	Orbit 2026 (£000)	Orbit 2025 (£000)	Peer Average 2025 (£000)
Management cost per unit	£0.998	£0.971	£1.383
Service charge cost per unit	£0.893	£0.787	£0.862
Maintenance cost per unit	£1.937	£2.164	£1.834
Major repairs cost per unit	£2.014	£2.066	£1.734
Other social housing costs per unit	£0.366	£0.467	£0.419
Total	£6.208	£6.455	£6.232

Directors Remuneration

Remuneration payable to the highest paid director relative to the size of the landlord.

	Orbit 2025	Orbit 2026	Orbit 2027 Target
Remuneration payable to the highest paid director relative to the size of the landlord	£9.13	£12.36	£10.85

Orbits remuneration payable to the highest paid director is £12.36 per unit for 2026, This is £3.23 higher than the previous year. For the year ended 2026, the highest paid Director was not the Group Chief Executive. In 2026 the amount includes a termination payment.

For 2027, our target returns to being reflective of our Group Chief Executive being the highest paid Director. This reflects a reduction of £1.51 per unit compared to our 2026 actual.

Aggregate amount of remuneration paid to directors, relative to the size of the landlord.

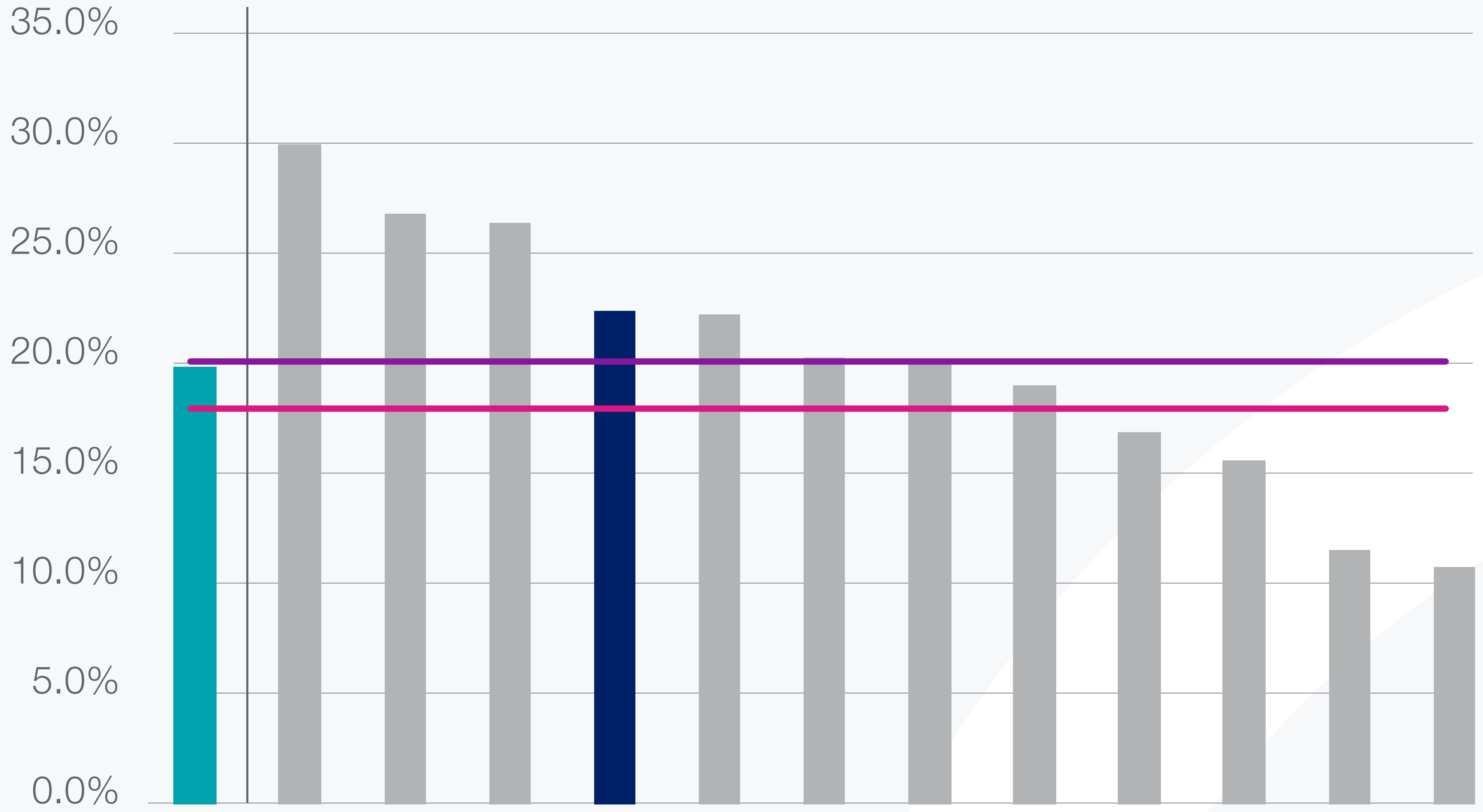
	Orbit 2025	Orbit 2026	Orbit 2027 Target
Aggregate amount of remuneration paid to directors relative to the size of the landlord	£61.53	£74.27	£69.63

Orbit's aggregate amount of remuneration paid to directors (executive and non-executive directors), relative to the size of the landlord is £74.27 per unit for 2026, This is £12.74 higher than the previous year.

In addition, during the year, Orbit enhanced its governance structure through the expansion of both the Executive Team and Board Committees to broaden capability and expertise, enabling more focused leadership interventions and strengthening delivery of our 2030 Strategy and ensuring better outcomes for our customers. It was also affected by a termination payment. Our 2027 target reflects our ongoing cost per unit of our new governance structure.

Operating Margin Overall (%)

The Operating Margin, which excludes surplus on sale of housing properties, demonstrates the profitability of operating assets before exceptional expenses are taken into account. Increasing margins are one way to improve the financial efficiency of a business.



Value Chain Alignment:

Orbit 2025 **19.7%**

Orbit 2026 **22.2%**

Economy:

Peer Average **20.0%**

Benchmark **17.4%**

Orbit 2027 Target **22.5%**

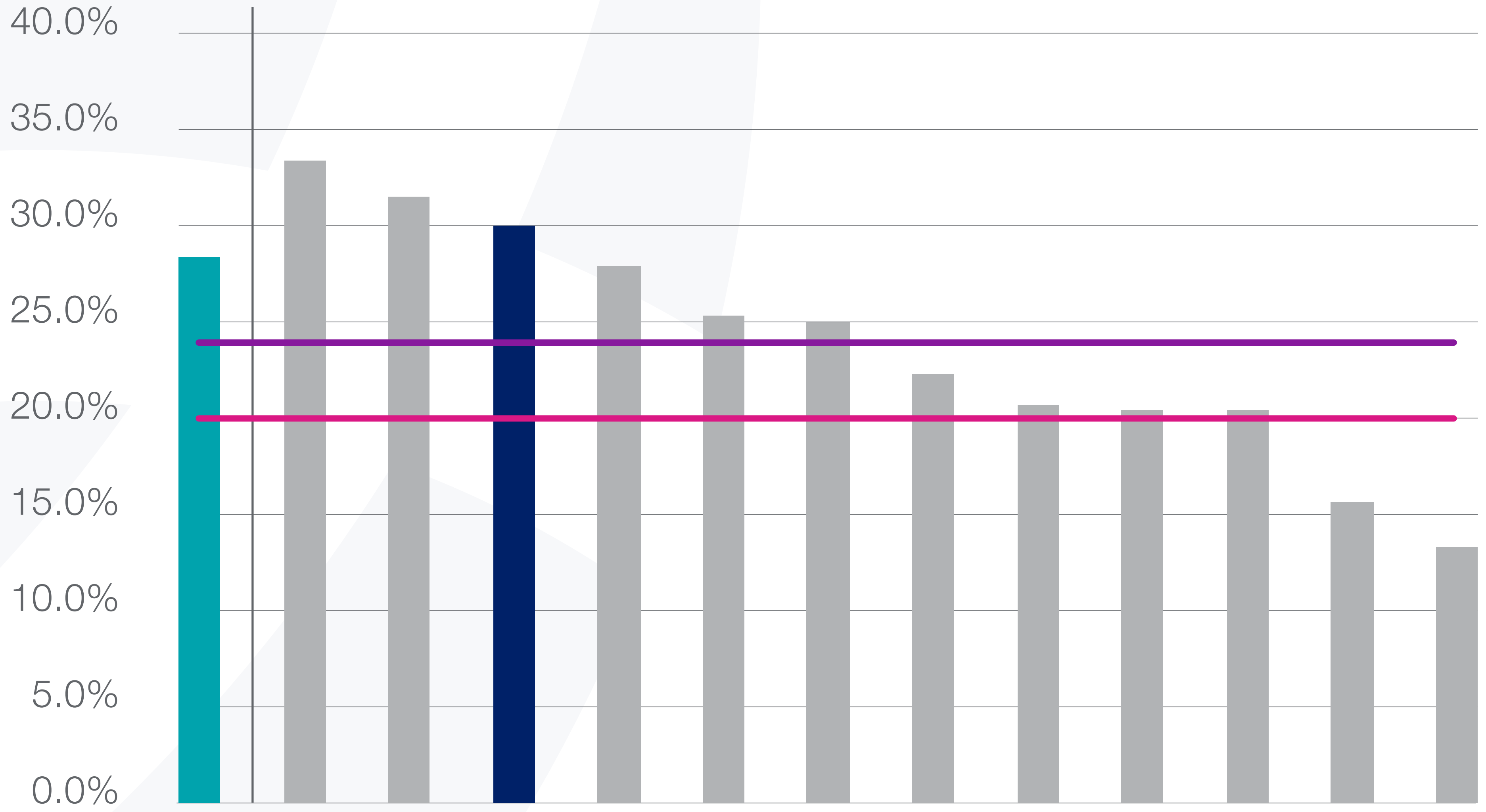
Operating Margin of 22.2% has been achieved, which is up by 2.5% on prior year and 2.2% above our peer group. It also exceeds the benchmark for housing associations with 30,000+ units by 4.8%.

Orbit continues to invest in improving the quality of the homes it provides and also play its part in reducing the housing crisis through the development of new homes by reinvesting any surplus generated in building and maintaining thriving communities. Operating surplus has improved as a result of additional rental income and operational efficiencies, negating the inflationary cost pressures as experienced by the wider sector.

For 2027, we are targeting an increased margin level of 22.5%. This target ensures a continued investment in the enhancement of both our customers' homes and the services that we provide as we continue our journey towards providing amongst the best customer experience of any housing association.

Operating Margin Social Housing Lettings (SHL) (%)

Demonstrates the profitability of operating assets before exceptional expenses are taken into account.



Value Chain Alignment:

Orbit 2025 **28.4%**

Orbit 2026 **30.0%**

Economy:

Peer Average **23.8%**

Benchmark **20.0%**

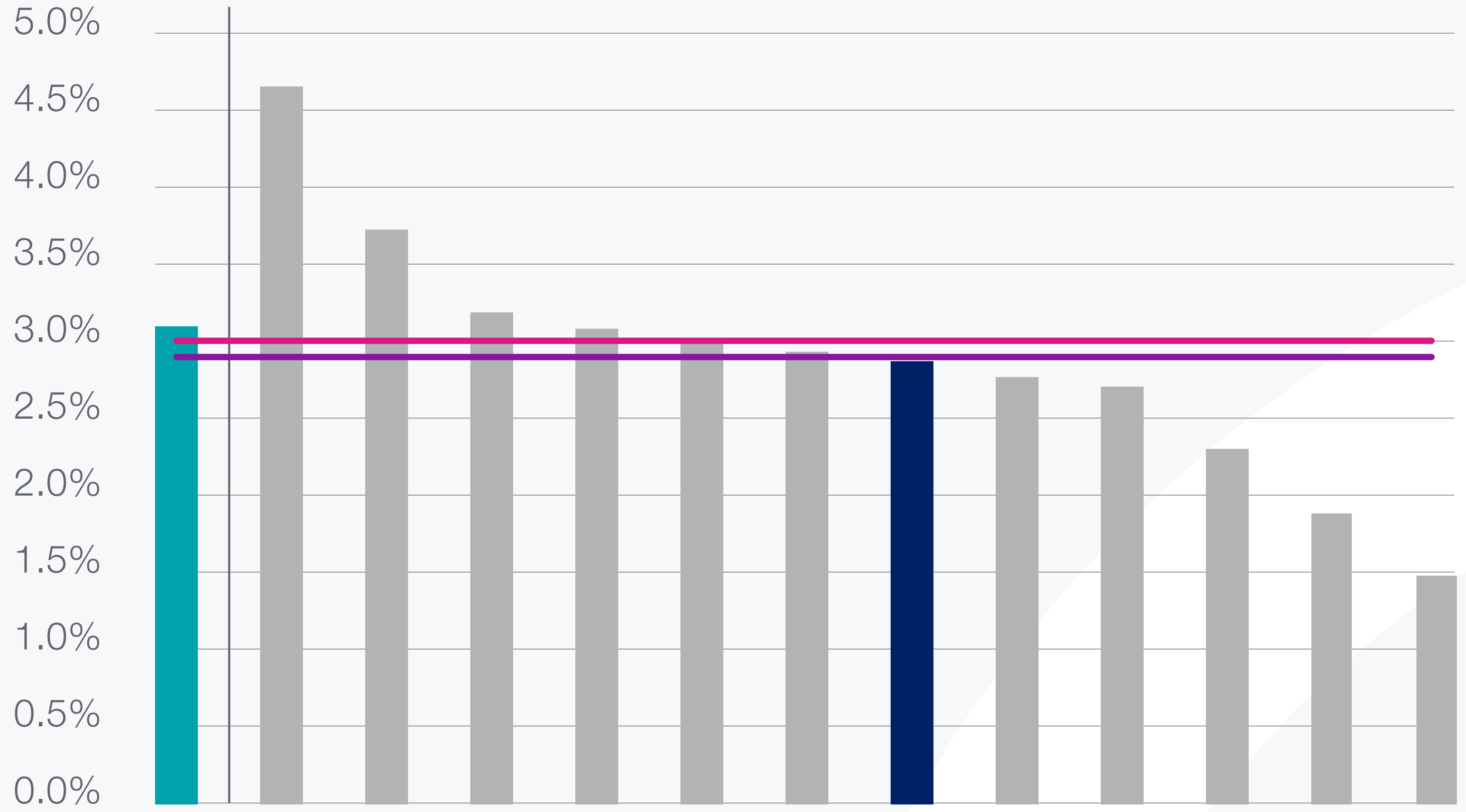
Orbit 2027 Target **29.4%**

Orbit has delivered an Operating Margin (SHL) of 30.0%, a 1.6% increase from prior year and 0.4% below our expected target of 30.4%. It is above the benchmark by 10.0% and the peer average by 6.2% respectively. We have seen an increase in our margin delivery due to increased rental income and reduced revenue repair costs offsetting inflationary cost pressures. We maintain a strong position compared to peers. This metric demonstrates the efficiency and effectiveness in the core social aspects of our business and that value for money remains a key focus.

Our target metric for 2027 is 29.4%, which reflects continued investment into our customers homes and our employees.

Return on Capital Employed (%)

This metric compares the operating surplus (inclusive of asset sales) to total assets less current liabilities and is a common measure in the commercial sector to assess the efficient investment of capital resources. The ROCE metric would support registered providers with a wide range of capital investment programmes.



Value Chain Alignment:

Orbit 2025 **3.1%**

Orbit 2026 **2.8%**

Economy:

Peer Average **2.9%**

Benchmark **3.0%**

Orbit 2027 Target **4.5%**

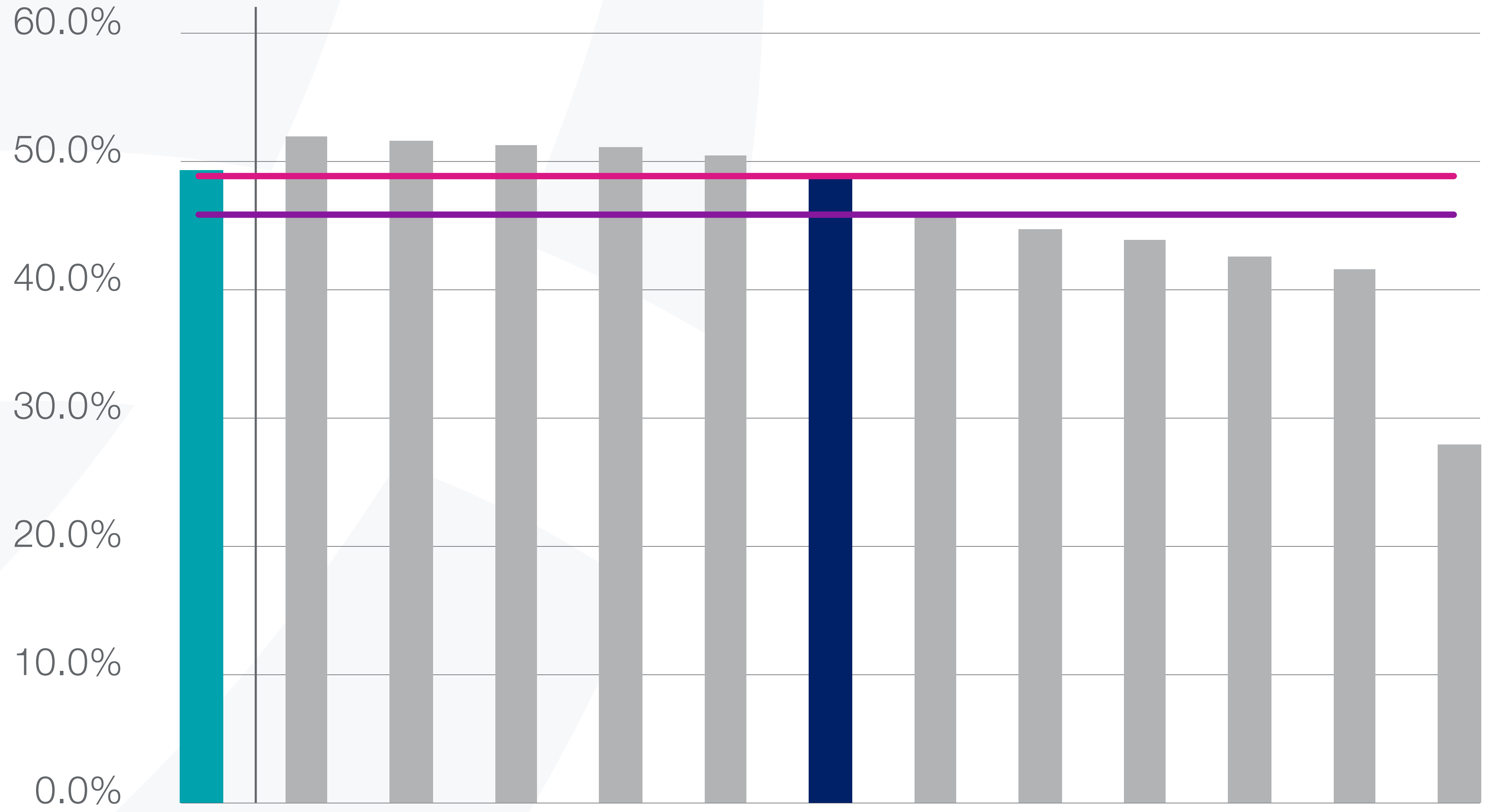
Orbit's Return on Capital Employed percentage of 2.8% is 0.3% below prior year and is 0.1% below our peer group average and 0.2% below our benchmark for housing associations with 30,000+ units.

Lower operating surpluses, inclusive of assets sales, have been delivered year-on-year impacting this metric. A refocusing of our densification activity has seen disposals rescheduled in to 2027.

We are expecting an increase in ROCE in 2027 and target at 4.5% with increased operating surpluses and gains on sales of fixed assets.

Gearing (%)

This metric assesses how much of the adjusted assets are made up of debt and the degree of dependence on debt finance.



Value Chain Alignment:

Orbit 2025 **49.7%**

Orbit 2026 **48.9%**

Economy:

Peer Average **46.2%**

Benchmark **49.3%**

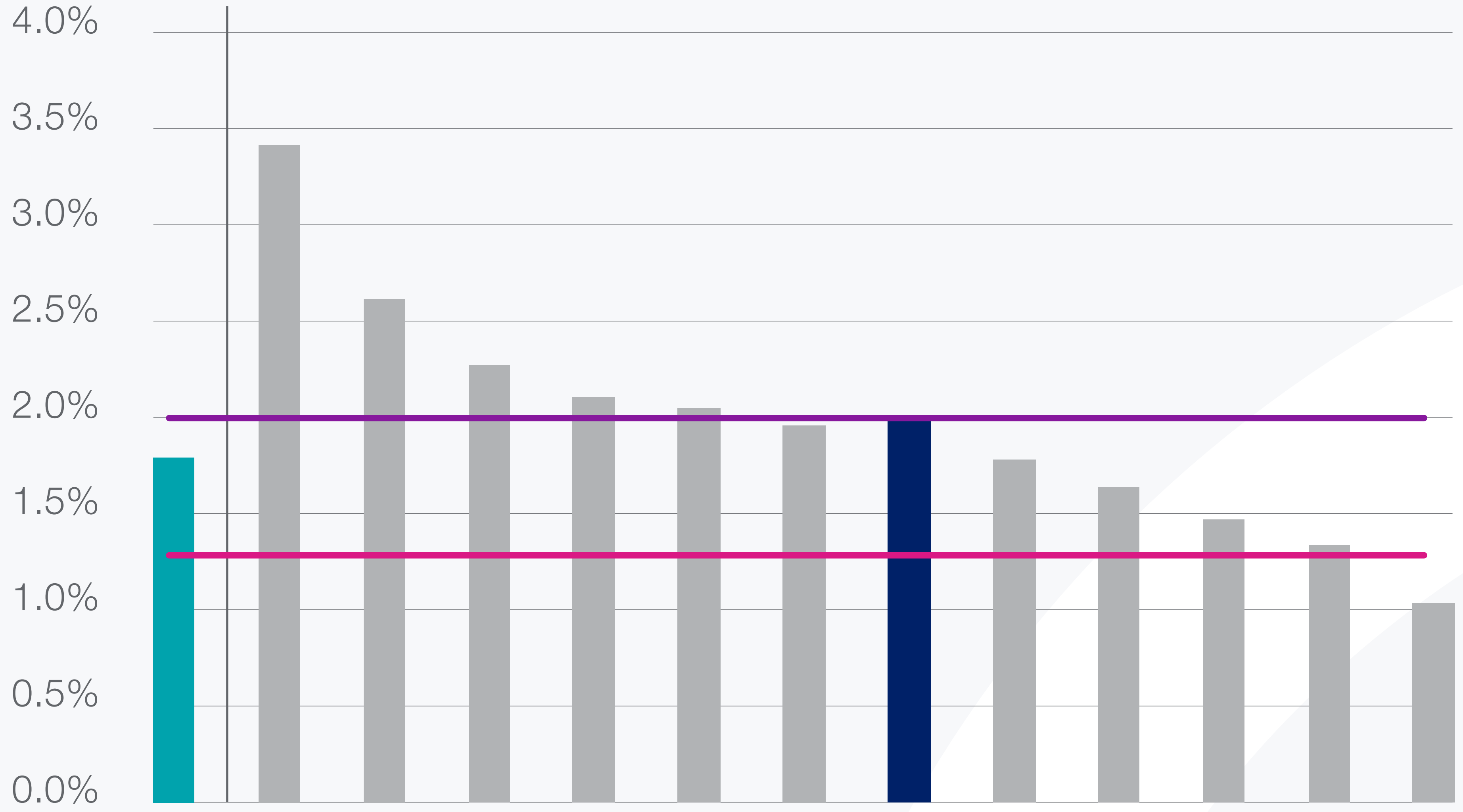
Orbit 2027 Target **50.1%**

Orbit's continued strategic commitment to playing its part in addressing the national housing crisis through developing new homes, whilst continuing to invest significantly in our existing stock to provide good quality and safe homes for our customers, can be seen in this metric.

We continue to leverage our balance sheet to support our strategic objectives leading to a metric of 48.9%, with asset value uplifts offsetting increased debt.

New Supply (Social) (%)

Number of new housing units acquired or developed in the year as a proportion of total social housing units and non-social housing units owned at period end.



Value Chain Alignment:
Orbit 2025 **1.8%**
Orbit 2026 **2.0%**

Economy:
Peer Average **2.0%**
Benchmark **1.3%**

Orbit 2027 Target **2.3%**

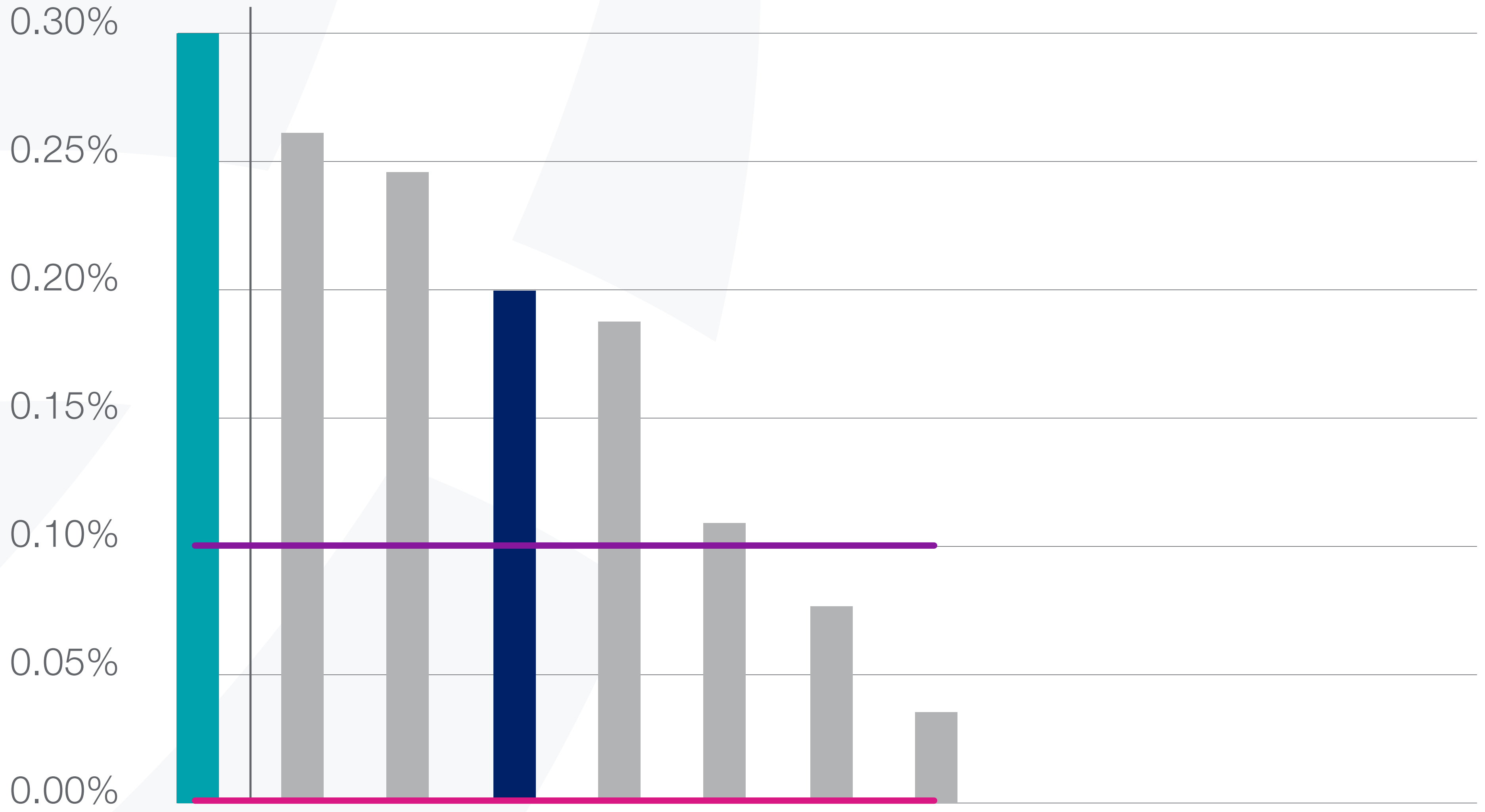
Orbit has delivered a New Supply (Social) percentage of 2.0% achieving our target, which is an increase of 0.2% against prior year, in line with our peer group average and 0.7% above the benchmark for housing associations with 30,000+ units.

878 new social homes were added to our property portfolio this year through new development and acquisition, 433 units for Affordable/Social Rent and 445 Shared Ownership/Social Leaseholder properties. Net of disposals we saw an overall increase of 99 social homes.

We are continuing our commitment to building thriving communities and our 2027 target reflects this. Orbit's primary focus is to deliver good quality affordable homes to meet a range of customer needs.

New Supply (Non-Social) (%)

Number of new non-social housing units that have been acquired or developed in the year as a proportion of total social housing units and non-social housing units owned at period end.



Value Chain Alignment:
Orbit 2025 **0.3%**
Orbit 2026 **0.2%**

Economy:
Peer Average **0.1%**
Benchmark **0.0%**

Orbit 2027 Target **0.2%**

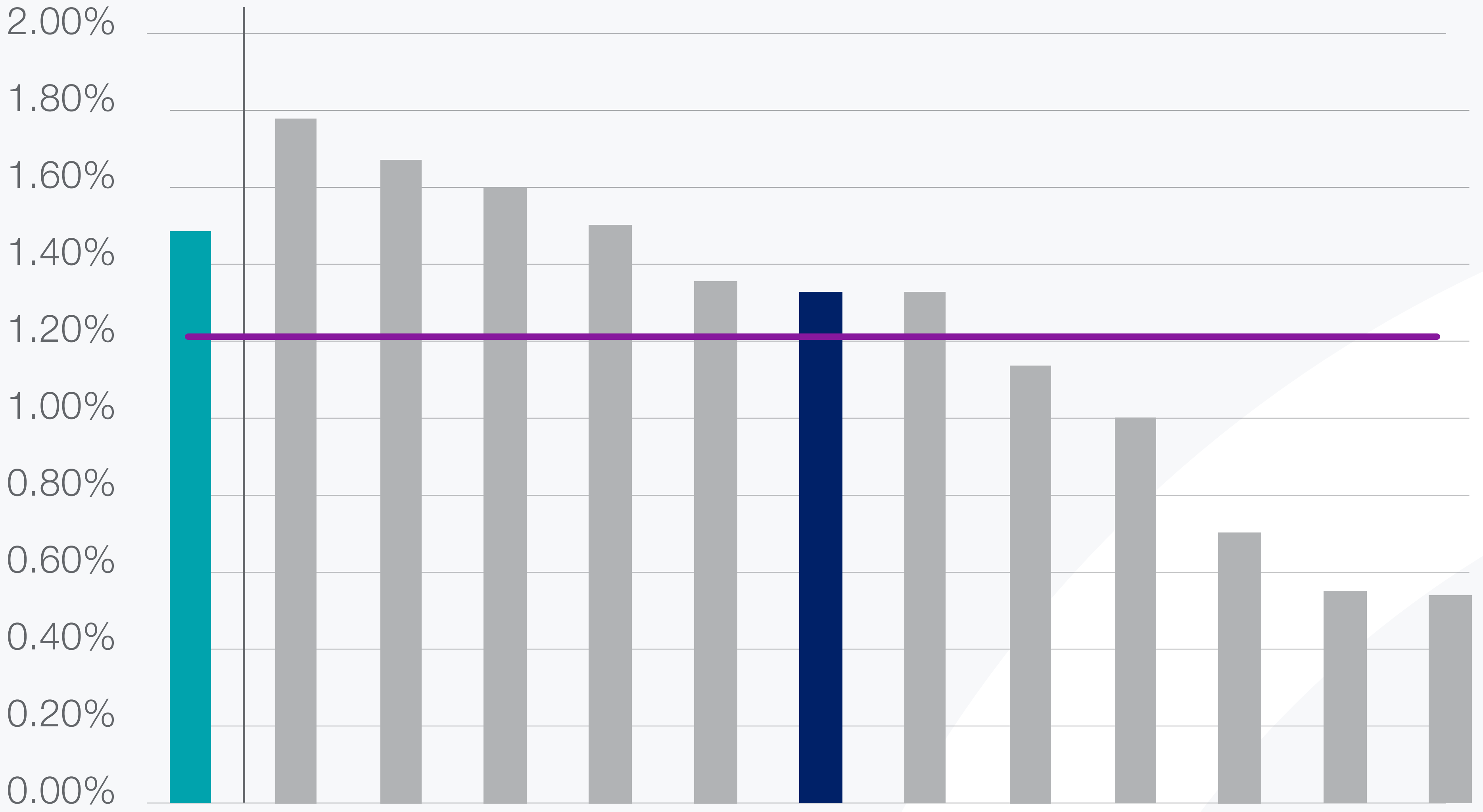
Orbit has achieved a New Supply Non-Social percentage of 0.2% which is a reduction of 0.1% against prior year. This is 0.1% above our peer group average and 0.2% above the benchmark for housing associations with 30,000+ units.

This year Orbit has delivered 92 non-social homes (2025:123). Our target for non-social development for 2027 is in line with current activity and remains higher than our peer average, as we continue to build homes that meet a variety of needs.

This metric will however reduce in future years as we move away from non social development towards predominantly social development.

Void Rent Loss (%)

Void rent loss as a percentage of rents receivable.



Value Chain Alignment:
Orbit 2025 **1.49%**
Orbit 2026 **1.33%**

Economy:
Peer Average **1.21%**
Benchmark **N/A**

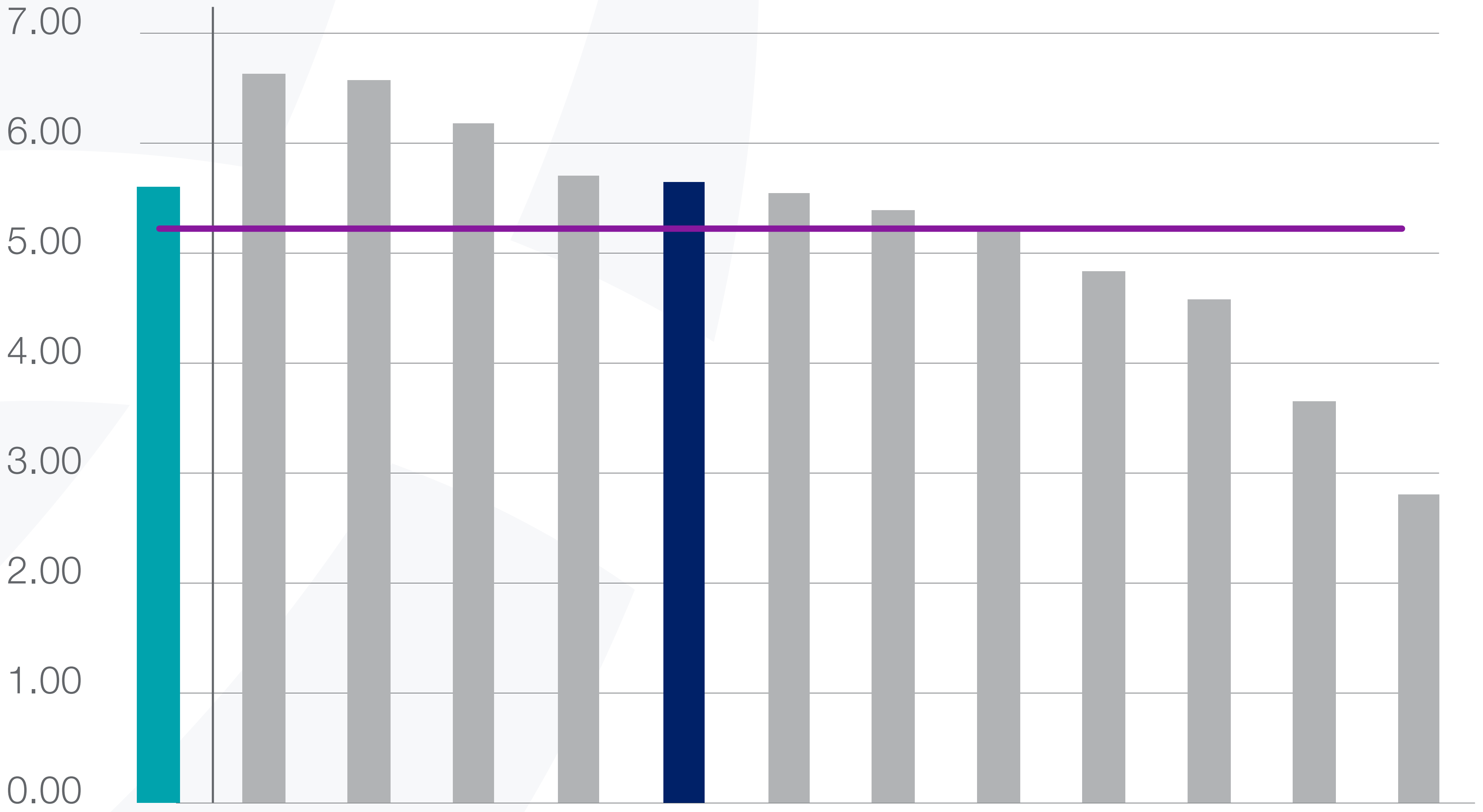
Orbit 2027 Target **1.39%**

Orbit void rent loss as a percentage of rents receivable is 1.33%, which is an 0.16% improvement from prior year, but remains above our peer group average of 1.21%.

We have continued to focus on reducing the value of rent lost and our target for 2027 remains similar to this year.

Net Debt to Social Housing Lettings Turnover

Total long/short term debt and finance obligations minus cash and short term investments in the year as a proportion of total social housing turnover.



Value Chain Alignment:
Orbit 2025 **5.61**
Orbit 2026 **5.65**

Economy:
Peer Average **5.23**
Benchmark **N/A**

Orbit 2027 Target **5.99**

As a result of Orbit's continued strategic commitment to continue playing its part in addressing the national housing crisis through developing new homes and creating thriving communities our Net Debt to Social Housing Turnover has seen a slight increase of £0.04 to 5.65x year-on-year, however this is above our peer group average of 5.23.

Our 2027 target is a result of the continuation of our commitment to reduce the national housing crisis and to continue provide good quality and safe homes for our existing customers. This target is above current year as debt increases to support investment activity, despite increases in Social Housing Lettings Turnover.

Treasury Management Report

The Group's treasury function is responsible for the treasury management activities, which consist of its borrowings, banking, money market and capital market transactions, along with the effective management of the risk-return trade-offs associated with these activities and review of the Group's cash flows.

The Group adopts a risk-averse approach to treasury management and identifies the following key treasury risks to which it is exposed: liquidity risk, interest rate/inflation risk, counterparty credit risk, refinancing risk, legal/regulatory risk, and treasury operational risk.

All treasury activities are subject to the oversight of the Treasury Committee. All treasury risks are continuously monitored through rigorous scenario analysis and regular reporting, whilst funding risk and financial covenants are stress-tested in the Group's annual Financial Plan.

The Group was fully compliant with all of its financial covenants throughout the period. The financial covenants are primarily in respect of interest cover, gearing and asset cover.

The Group maintains a robust risk management framework, which defines the Group's appetite for risk. The treasury function operates within the set risk parameters of this framework. The treasury parameters in the framework are:

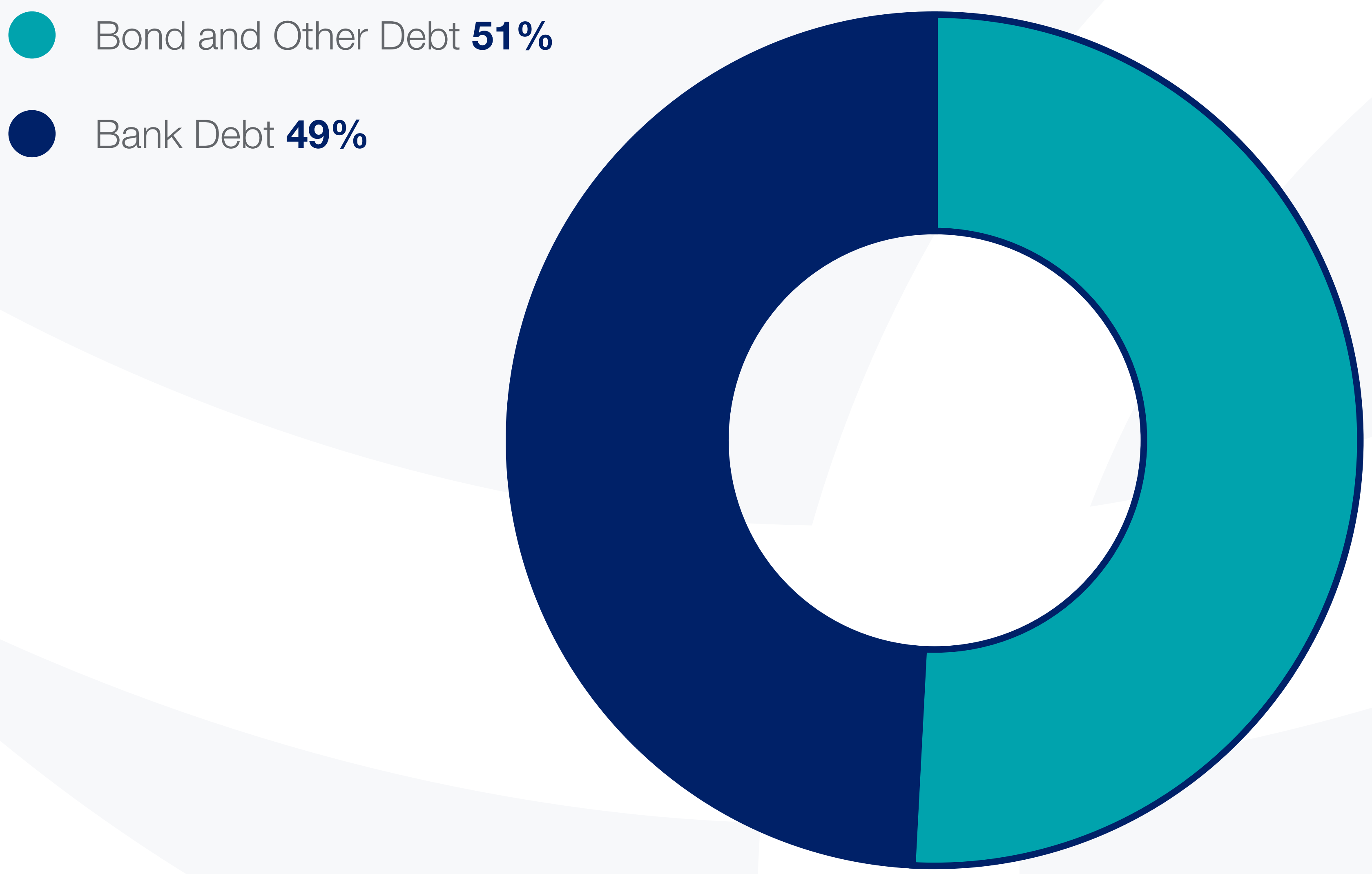
- Gearing not exceeding 60%
- Available liquidity sufficient to cover at least 24 months of expenditure
- Interest cover exceeding 1.85x.

The Group was compliant with all its treasury risk parameters as at 31 March 2026.

Capital Structure

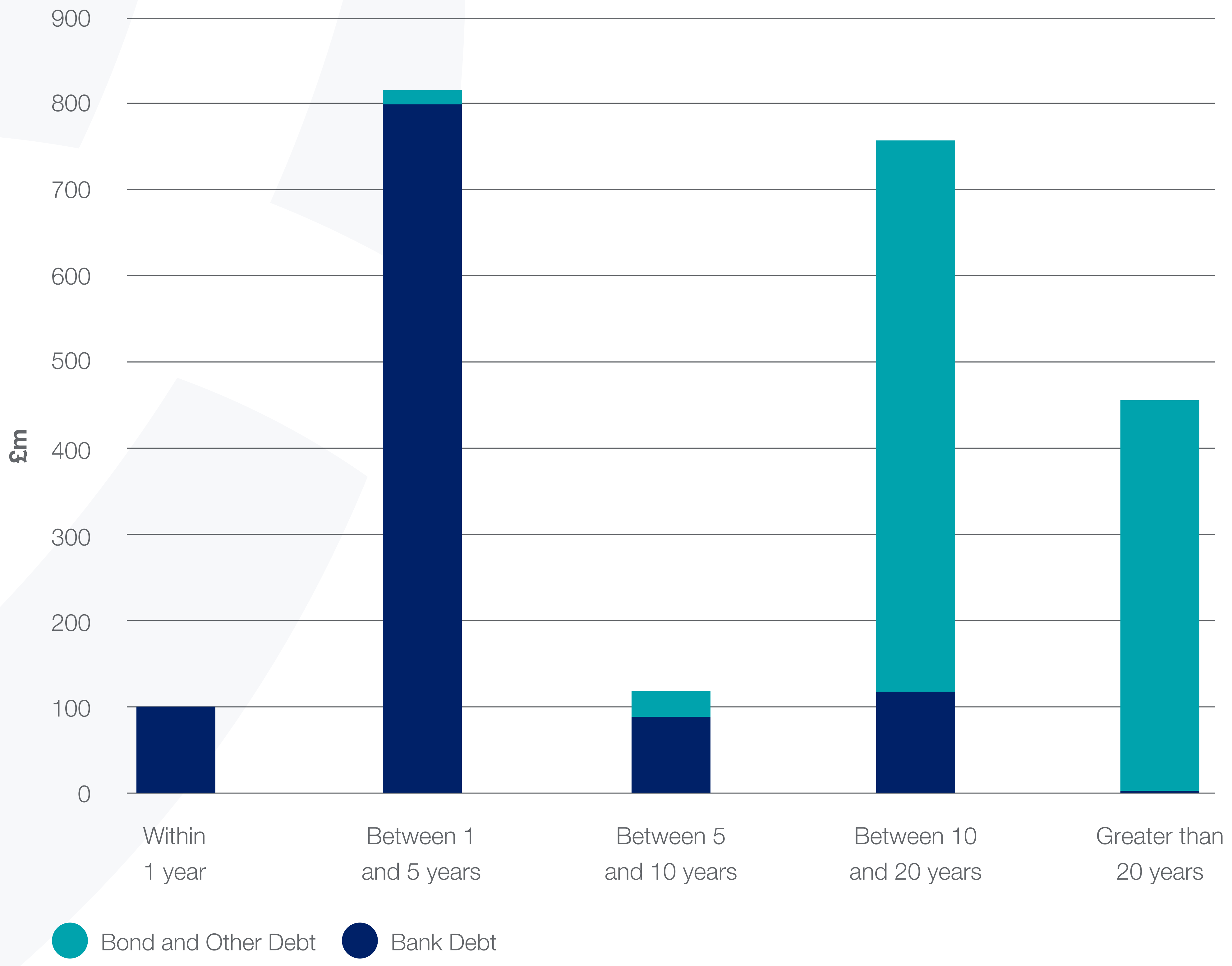
As at 31 March 2026, the Group had £2,241 million (2025: £2,188 million) of committed debt funding. Drawn funding totalled £1,844 million, an increase from 2025 (£1,735 million). The Group seeks to maintain diversification in its funding sources with 49% coming from banks and building societies and 51% from capital markets. During the year, the Group completed on £75 million of new bank funding and extended the tenor in respect of £120 million of existing revolving credit facilities and term loans, as well as executing £300 million of one year extensions to revolving credit facilities. Orbit Capital Plc established a £1 billion Euro Medium Term (EMTN) Programme on 30 March 2026 in support of future debt capital market issuance(s) at the appropriate timings.

As at 31 March 2026, the weighted average debt portfolio duration was 11.7 years (2025: 12.2 years).



The Group has re-financing risk in the next five years of 41% of loan facilities (£910 million), with 5% of the Group's debt maturing between 5 and 10 years and 54% maturing after 10 years.

Debt Repayment Profile



All committed facilities are either on a secured basis by fixed charges or are on an unsecured basis. At the year-end the Group held 14,436 unencumbered properties available for use for new loans. These properties are estimated to provide potential security for a further £1,479 million of new loans. This ability to raise new loans may enable us to develop a significant number of new homes in the future.

Investment and Liquidity

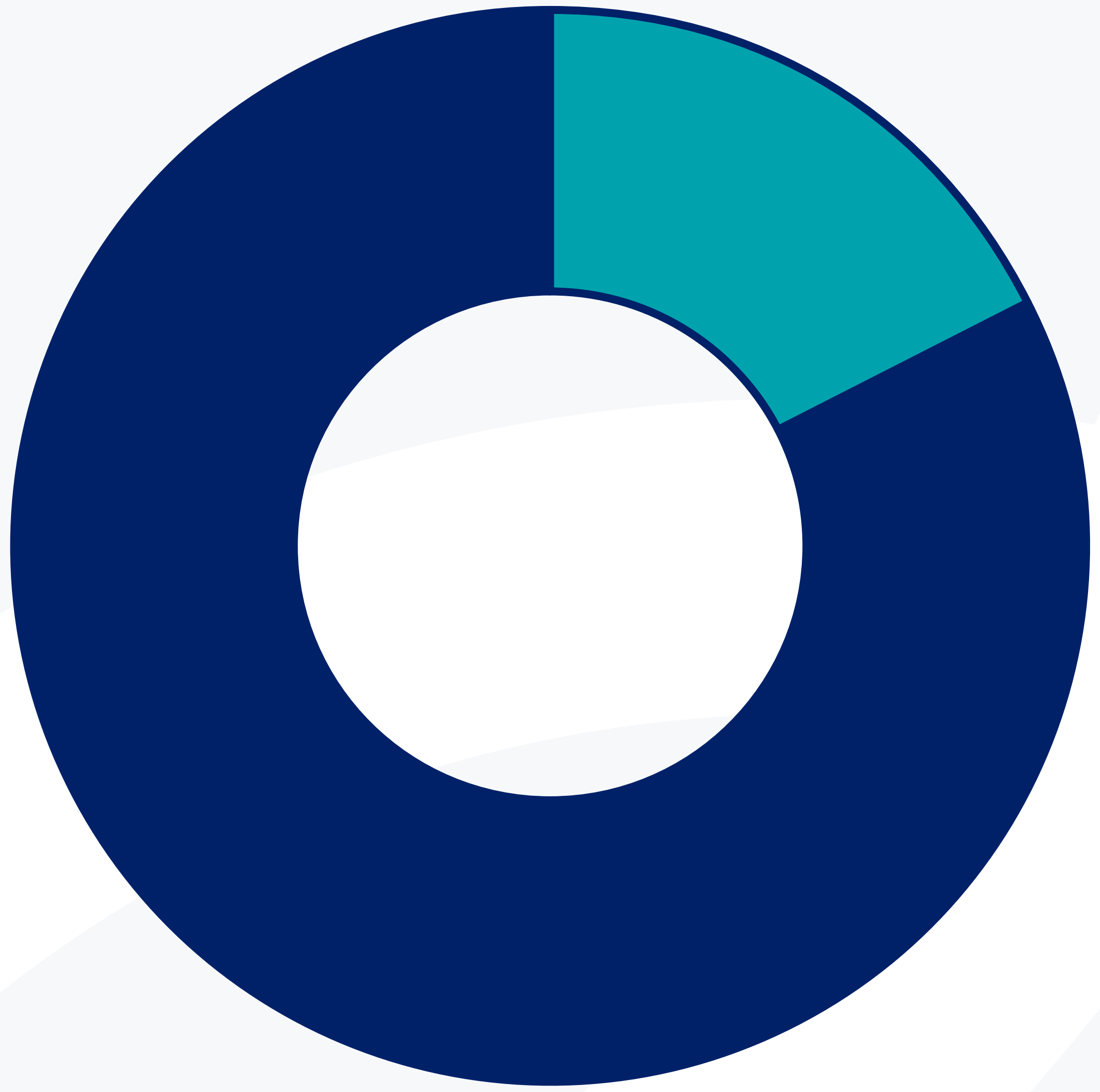
The Group will ensure it has adequate cash resources, committed borrowing arrangements, overdrafts, or standby facilities to enable it to have the level of funds available to it at all times which are prudent in relation to the achievement of its business and service objectives.

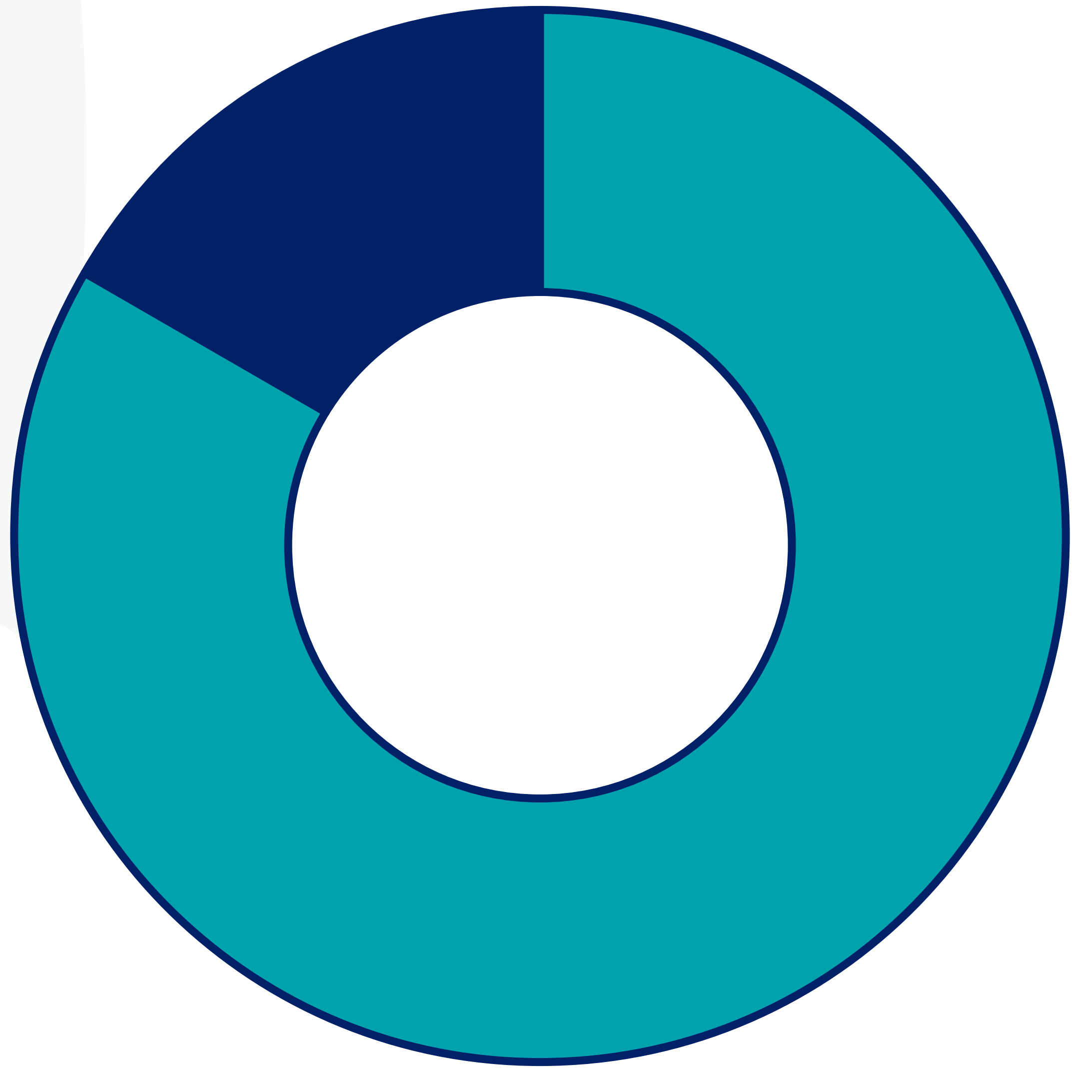
The adequacy of future funding and liquidity is controlled via policy limits as follows:

i. Sufficient cash to cover the next three months' forecast net cash requirements;

ii. Sufficient cash and secured loan facilities to cover the next 21 months' forecast net cash requirement.

As at 31 March 2026, the Group maintained £397 million of committed undrawn facilities available for immediate drawing and £79 million of cash in hand, representing total available liquidity of £476 million. These resources are considered sufficient to comply with the Group's liquidity risk parameter of 24 months.





Interest rate management

The Group continues to be risk averse in its approach to interest rate management. The Group targets a flexible policy of hedging 65% to 90% of its total debt portfolio with predominantly fixed rate instruments and a small proportion of index linked instruments, with flexibility to depart from these parameters if circumstances make this appropriate.

The Treasury Committee regularly monitors interest rate risk and at the year-end this resulted in a total debt portfolio that was 68% fixed, and in a total drawn debt position that was 83% fixed. The drawn debt fixed element was achieved via a combination of fixed loans/bonds and hedged activities, which were undertaken through embedded instruments and stand-alone swaps.

The Group's average interest cost for the year is 3.73% reflecting the fixed rate hedging noted above.

The Group's weighted average duration of its fixed rate debt is just above 16 years, limiting the impact of an increase in interest rates.

All of the Group's hedge arrangements allow social housing assets to be used as collateral to cover mark to market positions.

The Group maintains a formal conservative counterparty policy in respect of those organisations from which it will borrow or with which it will enter into other finance arrangements and derivative transactions. Similarly, on investments, the Group regards the primary objective of its treasury management activity to be the security of the principal sums invested. Short-term investments are well diversified, and all cash investments are held with counterparties that meet the criteria agreed by the Board.

The Group's treasury strategy is reviewed and approved at least annually, to ensure it underpins the budget and longer term financial plan. Detailed cash flow forecasts, key ratios and limits are all monitored regularly by either Executive Team and/or The Treasury Committee.

Sustainability

Orbit's Sustainable Finance Framework sets out the clear link between its financial strategy and its sustainable priorities for the future. Aligned to this, Orbit maintains a number of loans linked to sustainability criteria, including some of the new funding agreed within the year.

Business Overview

The Group structure is illustrated on the right; Orbit Group Limited is the parent organisation of the Group. Orbit Housing Association Limited is our housing management business. Orbit Homes (2020) Limited is our development and sales organisation, building new homes.

Orbit Treasury Limited is our main funding vehicle, whilst Orbit Capital plc was set up to issue bonds. There are three other dormant companies in the Group structure (not shown), Orbit Gateway Limited, First Campbell Park Property Management Company Limited and Second Campbell Park Property Management Company Limited.

Orbit Group Limited

- The parent company of the Orbit Group
- Registered Provider
- Originally registered 30 March 1966
- Registered 23 January 1997 as a Co-operative and Community Benefit Society
- Owns the majority of the Group's shared ownership properties

Orbit Homes (2020) Limited

- Provides design and build services, develops homes across a range of tenures, including market sale, shared ownership and rent, to Orbit Group Limited and its subsidiaries
- Incorporated 2 July 2009

Orbit Housing Association Limited

- Registered Provider
- Originally registered 24 October 1967
- Registered 10 June 1993 as a Co-operative and Community Benefit Society
- Owns and manages Orbit's properties in the Midlands, East and South East

Orbit Capital Plc

- Issues asset backed securities
- Issuing entity of existing £250 million 3.500% due 2045, £450 million 3.375% due 2048, and £300m 2.000% due 2038
- Incorporated 22 January 2015

Orbit Treasury Limited

- Provides cost-effective treasury management to operating associations
- Incorporated 31 May 2007

Risk Management

The Common Board maintains overall responsibility for strategic risk management. There are systems in place to ensure the Board and the Executive Team can analyse, understand, manage and mitigate key risks to deliver Orbit's 2030 Strategy, whilst maintaining a sustainable foundation.

Our overall approach to Risk Management is based on good practice and encompasses all areas of our business and is underpinned by five key elements.

1. Clear understanding of our risk environment, incorporating internal and external factors
2. Robust approach to identifying and monitoring key risks
3. Putting in place early warning measures and risk triggers so that we can act before a risk becomes an issue
4. Close monitoring of our Strategic Business Critical Risks (BCRs)
5. Regular stress testing of our Financial Plan in line with the appetite set by the Board.

At a strategic level, there is a focus on those risks which could materially disrupt our business if one of the following components, which are key ingredients of the social housing sector, are not effectively managed:

- Debt financed model, largely driven by our development ambitions
- Understanding and maintaining the quality of our assets
- Ensuring the safety of thousands of customers in their homes
- Robust delivery infrastructure underpinned by digital solutions
- Highly regulated sector ensuring adherence to customer and governance standards.

In addition to these risks, significant change projects are also reported at a strategic level.

Our internal control environment is continually reviewed on behalf of the Board. All eight directorates within the Group are required to implement our Risk Management framework and present reports to their respective senior management teams and committees providing assurance on the management of key risks.

The Risk Management framework is a fundamental element of our Internal Control and Assurance Strategy, the outcomes of which feed into the annual statement of internal controls, which is approved by the Common Board.

An illustration of Orbit's Internal Control and Assurance Strategy is included below. The Assurance Strategy is underpinned by three lines defence framework, which includes risk management as a second line of defence.

Risk Analysis

Orbit has a Risk Management Policy that contains the following Risk Management Statement:

- Our Common Board and Executive Team are committed to the provision of high standards of risk management and recognise their duty to protect the assets and strategic objectives of Orbit
- The risk management performance of Orbit is measured against objectives that are set to be both clear and quantifiable
- We provide adequate resources to develop and maintain policies and procedures, embedding risk management and an effective culture that achieves effective control over risk to minimise adverse impact upon the business
- Where appropriate, our approach is to manage risks at an acceptable level rather than to eliminate them
- Risk Management is an integral part of the management function. However, all personnel are responsible for the implementation of this policy, and every person has a role to play in its success. We recognise the important role that is played by colleagues and will actively seek their co-operation by maintenance of effective systems of consultation and communication.

Within the overall governance and reporting structures there are key roles and responsibilities for the following:

- Common Board
- Committees and Subsidiary Boards
- The Audit and Risk Assurance Committee
- Chief Executive Officer
- Executive Team
- Chief Regulatory and Governance Officer
- Director of Business Assurance
- Senior Management Teams

The policy has been formulated in line with the following principles:

- Strong and active leadership from the top
- Effective 'downward' communication systems and management structures
- Visible and active commitment from the Board
- The integration of good risk management with business decisions
- Colleague involvement – engaging the workforce in the promotion and achievement of effective risk management
- Effective 'upward' communication
- Providing high quality training
- Assessment and review – identifying and managing risks
- Seeking (and following) the guidance of competent advisers
- Monitoring, reporting and reviewing performance.

There are two distinct levels of risk management within Orbit:

1. The eight Directorates within the Group are responsible for identifying and mitigating the key risks within their areas of operations. This is focused on operational risk management.
2. The consolidation of the key risks from the directorates create the Business Critical Risks, which are reviewed by the Executive Team, Audit and Risk Assurance Committee and reported to the Board.

These risks feed into the stress testing scenarios which are applied to the Financial Plan and reported to Executive Team, Audit and Risk Assurance Committee and Common Board.

The risk management policy is underpinned by a robust framework supporting the delivery of the 2030 Strategy.

Business Critical Risk	Key mitigations strategies
Business Critical Risk 1 - Material change (internal and external) adversely impacting upon the key assumptions within the Financial Plan.	• Detailed stress testing strategy and scenario planning built into the Financial Plan. • Monitoring of key financial risk metrics. • Regular review of the external economic environment. • Weekly Universal Credit income reporting. • Service planning to allow scale up/down related to financial position and cost. • New Homes Strategy which reduces risks to market exposure. • Monthly reviews of all development cash flows are undertaken. • Land acquisition and approval process with agreed tenure mix. • Monthly monitoring of work in progress levels; maximum work in progress £230 million. • Investment Appraisal Hurdle rates reviewed every 6 months. • Remediation building project identifying cost implications.
Business Critical risk 2 - Condition of existing stock in a poor state leading to a material impact on the financial plan and growth aspiration.	• Annual capital programme in place. • Management reporting over key elements of the stock data (i.e. DHS, EPC – C, HHSRS etc). • Data review continues to be undertaken across the Group to improve the accuracy of key asset / customer data.
Business Critical Risk 3 - Negligence / poor practices leading to an unsafe working environment for our colleagues and customers within our portfolio leading to regulatory intervention and legal action.	• Health and Safety management system in place (accredited by RoSPA). • Clear policies and procedures for all areas of H&S risk. • Regular reporting (2nd line) on key H&S risks to management and Board. • Detailed role based training programme. • Separation of duties from the Property Safety team and H&S Team to ensure oversight of performance. • All live development sites are reviewed by H&S (direct build) and third party (direct build and contract managed) specialist each month. • Clear reporting to management on H&S risk and performance.
Business Critical Risk 4 - Unable to respond to a cyber-attack in an effective manner leading to business interruption and data security breaches.	• Orbit's security strategy follows a 'defence in depth' approach with multiple layers of security tools & technologies which seek to prevent, protect, respond and monitor attacks. • The security tools used are from leading trusted vendors to protect our infrastructure and data. 'Intrusion prevention technology' operates at the network perimeter to not only monitor alerts and attacks but also prevent them. • Firewalls for network and web application to allow only approved traffic on our network and filter any unwanted traffic to our websites and web applications. • Email Hygiene solutions, Cloud based end Point detection and response systems on all laptops/Desktops to prevent malware, USB drives blocked, Hard disk encryption, Multi-factor Authentication to protect unauthorised access of user account. Azure Sentinel for enhanced monitoring. • MyResilience plans in place supported by a standalone Disaster Recovery Portal. • Active management of cyber security threats through our Transformation, Technology and Data division. • Robust resilience plans in place to ensure business continuity.
Business Critical Risk 5 - The delivery of the development programme is leading to unacceptable levels of financial and operational risks.	• Land investment carefully targeted. • Robust approval process, maintain agreed tenure mix ratios, consider tenure switching, regular market review and sales activity. • Greater use of land led; direct build schemes gives greater cash control. • Levels of committed expenditure are carefully monitored against forward secured sales. • Any new land purchase / opportunity identified will need to set out within the approval paper how environmental issues will be addressed. • Investment Appraisal Hurdle rates reviewed every 6 months. • Exception report is produced by the Finance Director- Orbit Homes to track reservations over 12 weeks, to focus sales and marketing directors on plots that require attention. • Weekly monitoring of individual development reservation and cancellation rates. • Pre-Start on Site Tracker reviewed by Homes Senior Management Team to address any risk to delivery due to planning delays. • Closely monitoring interest changes and associated mortgage products to take proactive action, if and when sales interest starts to subside.
Business Critical Risk 6 - Inability to deliver core customer services leading to regulatory standards not being met, and the overall perception of customers being negative.	• Specific Customer Experience and Delivery Committee which focusses on core service delivery and customer satisfaction. • Balanced scorecard in place to track and monitor performance. • Publishing Tenant Satisfaction Measures (TSM) data for customers and other key stakeholders • Customers on Common Board and engaged customers providing scrutiny on performance and feedback received. • Simple, accessible, and published complaints process. • Neighbourhood model launched to ensure a more localised approach in understanding our customers, their homes and communities – increased visibility and ability to pick up and deal with concerns on the go. • Individual, local and strategic dashboards with performance information and voice of the customer insight developed to support operational management and decision making. • Audits and self-assessments completed against consumer standards alongside action plans for improvements. • Customer scrutiny on performance to ensure delivery on the services customer value. • Heads of Service in place with required expertise e.g. Anti-social behaviour, Supported Housing. • Customer Excellence team in place to redesign customer journeys and support with continuous improvement. • Customer strategy lead in place to support consistent change management approach in Customer directorate allowing for other Leadership Team members to focus on Business-as-usual and continuous improvement. • Clear customer communications plan in place – transparent and effective.
Business Critical Risk 7 - Lack of capacity, capability and shift towards a customer-centric culture to deliver the objectives in the 2030 Strategy.	• Project management framework in place to support the delivery and governance of key projects underpinning the 2030 Corporate Strategy. • Developed and Board approved a governance framework to deliver the Everyday Excellence programme. • Terms of reference for programme board. • Objectives and key results (OKRs) aligned to 2030 strategy. • Risk and opportunities assessment. • Project code set to record costs. • Change control cost approval process. • Combination of internal and external expertise. • No single point of failure. • Rewards packages which are comparable to the market • Retention plans for key project staff. • 1 to 1 sessions with project teams. • Review of progress at Core Group Contract Management sessions. • Robust programme of assurance in place underpinned by three lines of assurance.

Movement of Risks during the year

The housing regulatory environment and economic climate is challenging and has raised the inherent risk for the sector.

Although Orbit's seven Business Critical Risks have consistently been reported as five red and two amber over the past 12 months, it is important to recognise that this does not reflect a static or deteriorating control environment. On the contrary, there has been demonstrable progress in strengthening mitigation activity, with many risk actions either completed or contributing to reduced exposure. The sustained ratings primarily reflect the organisation's prudent and transparent approach to risk reporting, ensuring that inherent risks are not understated and remain visible to the Board until there is clear and sustained evidence of improvement across key indicators.

The persistence of higher residual risk ratings is largely driven by the challenging external operating environment, including macroeconomic pressures, sector-wide constraints, and ongoing geopolitical uncertainty. These external factors continue to place pressure on financial planning assumptions, development viability, service delivery, and supply chains, limiting the pace at which risks can be reduced despite effective internal management. In this context, the current risk profile should be viewed as consistent with Orbit's risk appetite and as evidence of a robust and controlled approach to navigating uncertainty while maintaining strategic delivery.

In relation to BCR 1 and 5, the conditions of the external environment, there is a potential that these risks exceed Board appetite for risk but will not breach financial covenants.

BCR 2 and 6 have seen improvement during the year, with greater understanding of our stock through detailed surveys and increasing TSM scores. However we are not where we want to be and this is demonstrated by the Paragraph 49 request received from the Housing Ombudsman.

Both BCR 3 and 4 continued to be managed effectively during the year, which is pleasing in the context of changing Health and Safety regulation and the continuing threat of cyber-attacks.

Effective management of BCR 7 will enable Orbit to transform the key areas of operations. Transformations such as the new Neighbourhood Model and a new CRM solution have been implemented; however we have identified a number of lessons learnt which will need to be embedded into the next phases of transformation.

	Likelihood			
Impact	**Unlikely**	**Possible**	**Likely**	**Almost certain**
Catastrophic		7		
Major		3	1,2,4,5,6	
Moderate				
Minor				

1. Material change (internal and external) adversely impacting upon the key assumptions within the Financial Plan.
2. Condition of existing stock in a poor state leading to a material impact on the financial plan and growth aspiration.
3. A health and safety management system which does not discharge Orbit's legal and regulatory duties, leading to unacceptable safety risks to customers.
4. Unable to respond to a cyber-attack in an effective manner leading to business interruption and data security breaches.
5. The delivery of the development programme is leading to adverse levels of financial and operational risks.
6. Inability to deliver core customer services leading to regulatory standards not being met, and the overall perception of customers being negative.
7. Lack of capacity, capability and shift towards a customer-centric culture to deliver the objectives in the 2030 Strategy.

- **BCR 1** – During the year four key strategies have been implemented which mitigate this risk:
  - New covenants arrangements with funders to free up additional financial capacity.
  - Implementation of a risk and opportunities map to manage in-year financial impacts.
  - Clearer understanding of the remediation building programme costs and
  - Updated stress testing assumptions taking into account macro-economic pressures as a result of the war in the Middle East.
- **BCR 2** – Significant progress has been made to better understand the condition of our stock; supported by an accelerated programme of surveys. However, the costs in relation to remediation works for some of our buildings continue to be developed and as such management have agreed that this risk remains red.
- **BCR 4** – The business continues to invest in appropriate security technology and resilience training to prevent and recover from such events the inherent risk remains high given the geopolitical tensions. However, in the current environment, the external cyber risk remains high and we have taken a prudent approach to ensure that this remains an areas of focus for management.
- **BCR 5** – There are robust mitigations in place to manage the delivery of our development ambitions, however the external market continues to be challenging for development and sales resulting in additional cost pressures.
- **BCR 6** – There has been significant transformation investment within our operating models, IT systems, procedures and training for colleagues during the year that has seen improvements in TSM scores and other internal customer satisfaction scores. However, still more changes are required to our repairs service and ability to address customer complaints as part of the Everyday Excellence Project.

Risk appetite

The risk appetite statements provide an agreed basis for future decision making across the business. The Board reviews its risk appetite annually to ensure it remains aligned with the Boards' strategic objectives within the 2030 Strategy and its evolving risk environment.

During 2025/26 a detailed review of Orbit's risk appetite was undertaken, and the Board approved the following changes:

- A focus on 12 categories with tolerance levels, which builds on the previous operational risk metrics.

The tolerance levels are:

- Very low (avoid / minimise)
- Low (monitor / control)
- Moderate (manage / balance)
- High (open / hungry)

The 12 categories are:

- Customer safety and wellbeing
- Legal and regulatory compliance
- Reputation and stakeholder confidence
- Financial viability and treasury
- Colleague engagement and organisational capacity
- Service delivery
- Innovation and transformation
- Development, regeneration and growth
- Strategic asset management and investment
- Sustainability
- Cyber security
- Data integrity

Following a risk session with the Board in March 2026, it was agreed that Members had a very low appetite for 5 categories, 2 had a low tolerance, 4 had moderate and 1 category had a high tolerance.

Stress testing

In accordance with our approved risk management framework the Financial Plan has been stress tested against all scenarios contained in Orbit's 'Scenario Planning Workbook' each one identifying the impact on our business, and the recovery plans in place to manage these risks back to Board approved financial metrics.

The scenarios tested include three multi variate and four single variant scenarios which have been reviewed and prepared by the Finance, Business Assurance and Governance teams and reflect potential political and economic challenges that may arise during the timeframe of the Financial Plan. These have been subsequently reviewed by a working group of Board members and our Audit and Risk Assurance Committee and amended accordingly.

The scenarios are:

1. An Economic Downturn (multi-variate)
2. Political Pressures (multi-variate)
3. Perfect storm (multi-variate)
4. Market sales crash (single variant)
5. Failure to deliver efficiencies from the transformation programme (single variant)
6. Significant one-off impact (single variant)
7. Repairs cost escalation (single variant)

Governance

Name	Appointed
Stephen Jack OBE, Chair	1 January 2025
Helen Gillett	1 February 2019 (retired 31 March 2026)
Stephen Smith	1 February 2021
Stephen Stone	1 April 2019 (retired 31 March 2026)
Philip Andrew	18 July 2023
Emma Kenny	1 January 2024
Priya Khullar	1 January 2024
Sayo Ogundayo	1 January 2025
Maxwell Doku	1 January 2025
Paul Crawford	1 June 2025 (resigned 31 December 2025)
Michelle Dovey	1 June 2025
Manpreet Dillon	1 June 2025
Tracy Sheedy	1 February 2026
Stephen Batley	1 April 2026

The Common Board, which is a combined board for Orbit Group Limited and Orbit Housing Association Limited, comprises 11 Board Members who are responsible for governing the affairs of Orbit Group Limited, Orbit Housing Association Limited and the Orbit Group.

Board members are drawn from a wide background bringing together professional, commercial and public sector experience. The primary role of the Common Board is to focus on strategic direction, growth and risk for the Group as a whole. The Common Board meet formally at least five times a year for regular business and at other times to discuss strategic issues.

All members of the Group remunerate their Board Members and Independent Committee Members for undertaking their duties and responsibilities. The Board Members delegate the day-to-day management to the Group Chief Executive and the Executive Directors who form the Executive Team.

The Executive Team members are listed on page 14. The Executive Team met at least monthly throughout 2025/26 and the Executive Directors attended meetings of the Common Board, its Committees and Subsidiaries during the year.

Code of Governance

We have adopted the National Housing Federation's (NHF) 2020 Code of Governance as the Code of Governance for our Registered Providers. Whilst our non-registered provider subsidiaries are not required to comply with the Code, they undertake to adhere to the spirit of the Code. We comply with the Code of Governance in all material aspects and with the Regulator of Social Housing's Governance and Financial Viability Standard as well as with the Consumer Standard. We have developed our own Anti-Bribery and Probity Policy, which picks up the key principles of the NHF's Code of Conduct. In addition to this Policy, we have our own code of conduct for Board Members.

Governance and Viability Standard

Orbit complies with the Governance and Viability Standard of the Regulator of Social Housing (RSH). Our current governance rating is G1 and our current financial viability rating is V2.

General Data Protection Regulation (GDPR)

We have invested in ensuring that Orbit complies with GDPR.

This is underpinned by a clear strategy and robust action plan, the performance against which is monitored by senior management.

Investment Policy

The Group and Association, in accordance with its Investment Policy, make investment decisions that comply with regulatory requirements and Charity Law principles in order to further our charitable objects. Oversight rests with the Common Board and its Committees. We ensure that investments are made prudently to generate returns (finance and /or social value) for charitable purposes, with a strong focus on risk management, protection of assets and ongoing monitoring to support financial resilience.

The Modern Slavery Act 2015

The Group remains committed to combating modern day slavery and human trafficking within its operations and supply chains.

Our latest statement includes progress against our goals, KPIs and our aims for the future.

Click here to read our Modern Slavery statement

Shareholding Policy

Under the Association's rules, the Common Board retained discretion over the issuing of shares in the Associations. We operate a closed membership, with shares only issued to individuals who are Common Board Members.

Committees of the Board

There are six committees all of which have a group-wide focus to support the Common Board. The committee structure and each Committee's responsibilities is set out in the table on page 118. The remit of Orbit's statutory entities, as set out in our Business Overview, remain unchanged.

Committee Structure and Responsibilities

Strategic Asset Management & Development

- Strategy for place-based approach to investment in new and existing homes
- New homes delivery
- Investment in existing homes and other assets
- Building safety and landlord health & safety compliance
- Policy and other matters
- Consumer standards: Safety & Quality Standard (no repairs)

Customer Experience & Service Delivery Committee

- Customer service and experience
- Customer voice
- Complaints
- Community investment activities
- Customer-facing policies and strategies
- Consumer standards: all except Safety & Quality Standard (includes repairs)

Governance & Nominations Committee

- Board and committee member matters – recruitment, appraisal, succession, L&D
- Executive directors – recruitment, appraisal, succession
- Code of governance compliance
- Policy and other matters
- Governance standards

Remuneration Committee

- Board and committee member remuneration
- Executive pay and benefits
- Employee pay and benefits
- Pay gap reporting

Treasury Committee

- Treasury management policy, treasury strategy and treasury operations
- Investor relations and operating environment
- Loan finance and other borrowing
- Orbit Treasury Ltd and Orbit Capital PLC budgets and financial statements

Audit & Risk Assurance Committee

- Internal control and risk management
- Compliance, whistleblowing and fraud
- Internal audit
- External audit
- Financial reporting
- Narrative reporting

Customer Engagement and Voice of the Customer

We are committed to strong, transparent customer engagement opportunities that enable customers to provide feedback on their experiences, scrutinise our performance and influence how our services are designed and delivered. This approach supports effective governance, regulatory compliance and helps us to achieve our 2030 ambitions.

Customer representation is embedded within our governance, including representation on the Common Board, Committees and supported by a comprehensive Voice of the Customer (VoC) programme that enables customers to engage with Orbit through a wide range of channels. This includes structured engagement activities, transactional and perception based satisfaction surveys, sentiment analysis and pro-active research programmes to understand our customers' expectations in the future Committee, all overseen by our customer-led 'Customer Engagement Strategic committee'.

Customers are also proactively involved in service specific activity relating to the management of their homes and neighbourhoods, including repairs, estate services, building safety, service charges, communications, complaints handling and the delivery of reasonable adjustments. This enables customers to focus on the areas of greatest importance to them and to contribute directly to service reviews as improvements are developed and implemented.

Local engagement activity, such as estate inspections, residents' forums and community events, provides further opportunity for customers to influence decisions at a neighbourhood level. Customer insight is consolidated through neighbourhood dashboards, which are actively used by Neighbourhood Management teams to inform local decision making, lessons learnt from complaints, investment planning and resource allocation based on customer feedback.

Customer feedback and insight are integrated into Orbit's wider performance management, risk and assurance frameworks. Learning from complaints, Tenant Satisfaction Measures and engagement activity is analysed to identify emerging risks and improvement opportunities, supporting early intervention and continuous improvement. This approach helps ensure resources are targeted towards areas of greatest customer impact.

Transparency and accountability are reinforced through clear reporting and feedback mechanisms, including customer led scrutiny and publication of outcomes in our Annual Report to Customers. Our current focus is on broadening participation and listening at scale to ensure engagement is inclusive and representative, and that customer insight continues to inform operational decision making and long-term strategic priorities.

To further enhance this approach, we have introduced a new customer insight platform that enables us to listen to customers at scale and bring all feedback into a single, consolidated view. This includes capturing insight from customers who do not routinely provide feedback, through the analysis of sentiment from customer calls and interactions. Orbit is the first housing association to introduce this capability, strengthening our ability to identify emerging issues early, respond more effectively and embed customer insight at the heart of decision making.

Subsequent events

In line with our densification strategy we are planning to dispose of over 2,200 properties to another registered provider in 2026/27.

Subsequent to the year end the Group has obtained additional long-term funding through its £1bn Euro Medium Term Note (EMTN) programme.

Going concern

After making enquiries, the Common Board has a reasonable expectation that the Group and Association have adequate resources to continue in operational existence for the foreseeable future. For this reason, they have adopted the going concern basis in the financial statements.

On behalf of the Common Board

Stephen A Jack

Stephen Jack
CHAIR

7 August 2026

Statement of Internal Control

Purpose

The statement of internal control provides an opinion to internal and external stakeholders on how effectively Orbit governs its business so as to manage the key risks to the successful delivery of its business and financial plan.

Orbit has a framework in place for identifying, responding to and ensuring internal control which consists of:

- Regular full review of Business Critical Risk Register, regular highlighting of key risks by Audit and Risk Assurance Committee (ARAC).
- Summary of any changes to key risks identified at ARAC are reported to the next Board meeting for information via the minutes of ARAC.
- Activity of the Board and Board Committees in accordance with approved Terms of Reference.
- An annual cycle of strategic and financial planning with detailed forward planning in place for Board and Committees.
- All Board reports include consideration of linkage to the existing business critical risks or potential risks arising from the area of activity covered by the report.
- Revision, at least annually, of the Risk Appetite Statement (March 2026), and regular review of the Business Critical Risk Register by ARAC at each meeting and Board.
- Annual review, by ARAC, of the system of internal control based on the external auditor's management letter and the management response.
- Internal audit reviews of reporting systems and internal controls reported to the ARAC Committee 2025/26.
- Policy Framework in place to centralise and manage all Orbit's policies and procedures with allocated responsible staff members and review dates.
- Comprehensive Key Performance Indicator (KPI) reporting, including tenant satisfaction, complaints, corporate health and safety, tenant health and safety and compliance with loan covenants.

Sources of assurance

A key element of providing this opinion is based upon Orbit's internal control environment (ICE) framework, which combines assurance from a number of sources on a regular basis. These feed into the annual statement of internal controls.

Orbit's three lines of assurance activities focus on the following areas:

- The Board has a competency and skills framework that informs individual and collective performance, succession, and recruitment.
- The Board operates this in accordance with the National Housing Federation (NHF) Code of Governance 2020.
- Self-assessment against the Consumer Standards (February 2026).
- Self-assessment against the Economic Standards (February 2026).
- Self-Assessment against the NHF Code of Governance 2020.
- Delivery of the annual Internal Audit plan - We use a number of external experts to support the delivery of our assurance framework. These include treasury, development, and IT / cyber experts.
- Risk management, governance, and control effectiveness.
- Compliance with laws, regulations, policies, and procedures.
- Health and safety management.
- Data integrity, cyber security and business continuity
- Customer feedback / learning.
- People management.
- Performance management.
- Financial management.
- Chief Executive Officer annual control sign off, following assurances from individual Executive Directors.

Risk principle and assurance

Orbit's seven Business Critical Risks (BCRs) are underpinned by an organisation whose financial model is predicated by debt finance (BCR 1) to manage our most important assets (BCR 2), whilst ensuring our 100,000+ customers are kept safe in their homes (BCR 3).

We operate a digitally enabled business (BCR 4) in a highly regulated sector where we are committed to be part of the solution to the national housing crisis (BCR 5) and to deliver excellent services to our customers (BCR 6).

By effectively managing BCRs 1 to 6 we create a solid foundation for a resilient business, upon which we can become one of the best housing providers in the sector by 2030 (BCR 7).

Orbit's assurance activities are aligned to its Business Critical Risks (BCRs), of which, as described on page 113, there are 7 reported to the Executive Team, Audit and Risk Assurance Committee and the Common Board.

Key outcomes

During 2025/26 the outcomes from key areas of assurance have been generally positive and management continues to recognise that continuous improvement is fundamental, particularly as the operating environment for the sector evolves. It is important to note the following highlights:

- **Regulator of Social Housing (RSH) ratings** - Orbit's governance arrangements continue to be robust, confirmed by maintaining our G1 and V2 regulatory rating.
- **Risk Management** - Our risk management strategy continues to provide insight into Orbit's business critical risks. Stress mitigations have been tested and are effective if key scenarios materialise.
- **Internal Audit Team** - The outcomes from internal audit reviews have concluded that the system of internal control for the scope and areas reviewed is operating effectively to provide reasonable levels of assurance. Where weaknesses are identified they have either been addressed or management is in the process of addressing these.
- The quality of the in-house internal audit team has been assessed externally during 2025/26. A partial achievement rating (which is a compliant grade) was received, which identified some areas to strengthen compliance. These have been addressed.
- **Health and Safety (H&S)** - The annual health and safety report confirmed that there is a robust Health and Safety management system and there is continuous focus on bedding in a strong safety culture from executive management.
- The strength of the H&S management system has been recognised by RoSPA through their Gold award, this being the 8th consecutive year.
- **GDPR Compliance** - There is effective management of personal data, in line with the requirements of legislation.
- **Business Continuity and Incident Management Plans** are in place across all services and are regularly tested during the year.
- **Insurance Cover** - There is full insurance cover for all key risks.
- **External Audit** - Unqualified external audit opinion.
- A total of four severe maladministrations, 74 maladministrations and 45 service failures have been received during the year. The Housing Ombudsman (HO) identified improvements were needed in the following areas of management:
  - Complaints handling
  - Responsive repairs
- The 2030 Strategy is the catalyst to improve services to our customers and reduce further determinations from the HO. However, some of these improvements will take time to embed and as such it is reasonable to assume that during 2026/27 the HO could issue more determinations to Orbit.

Conclusion

Based on the risk and assurance work undertaken in 2025/26, the overall opinion is that Orbit's internal control (financial and non-financial) environment, supported by risk management and governance arrangements, operate with sufficient effectiveness to provide reasonable assurance to Executive Team, the Audit and Risk Assurance Committee and Common Board, subject to project transformation methodology as set out in the areas of focus during 2026/27 (item 3 on page 122).

Areas of focus

Last year the delivery of the assurance programme identified three areas where improvements plans were put in place to strengthen controls. These being:

1. Procurement / contract management:

- A new centralised model is operating across the Group ensuring compliance with procurement legislation and evidencing value for money. Contract management has been strengthened in the key areas of delivery, such as planned and responsive maintenance. However, there is further work in this area to ensure that this is embedded across the Group.
- An internal audit report provided a positive opinion in this area.

2. Repair service:

- Has seen an upward trend in customer satisfaction and the completion of the emergency and non-emergency repairs during the year, underpinned by more robust contract management arrangements.
- However further improvements are required and the implementation of the new repairs model and IT property solution will ensure Orbit continues the improvement in this key service area.

3. Condition of the existing stock:

- Strong progress during 2025/26 to ensure that the condition of properties is understood. A programme of accelerated stock condition surveys was delivered in 2024/25 and continued in 2025/26 which has identified key areas of works to repair and maintain homes for the properties surveyed and will continue on a rolling 5-year basis.
- Insights from complaints and Tenant Satisfaction Measures (TSMs) are beginning to be fed into operations of the team to better understand stock condition with processes to do this on a systematic basis to be implemented in the forthcoming year.

There are a further three areas to improve within Orbit during 2026/27:

1. Continue to implement a data management strategy and data governance framework. It is important to note that although assurance has been provided over the accuracy of data, there is a recognition that new systems need to be implemented to make data management more efficient and reduce the risks associated with manual interventions. As part of the 2030 Strategy, significant investment into customer and property systems is being made with a new Customer Relationship Management system implemented in early April 2026 and a new repairs module due to be implemented by early 2027.
2. Continue to make improvements in managing customer complaints. It was pleasing to note that there was a positive internal audit report providing assurance over the controls in place to ensure compliance with the Housing Ombudsman Complaints Handling Code. This is a good platform from which Orbit can now continue to improve performance in complaints satisfaction, complaints received and complaints processed within timescales.
3. During the year, it was identified that Orbit's project transformation methodology needed improvements, to address improvements required in both the design and operational effectiveness of key controls. A remediation plan is in place to strengthen the control environment. The Board is committed to ensuring that these enhancements are fully embedded and operating effectively to support robust governance and oversight of transformation programmes.

Post year end note

Orbit received a Tier 1 Paragraph 49 request from the Housing Ombudsman during the year. This is an early-stage engagement issued where there is evidence from complaint casework suggesting a need to improve a landlord's complaint services. It forms part of the Ombudsman's "Notification and Response" process and requires organisations to demonstrate a clear understanding of the underlying causes, provide evidence of organisational learning, and set out a credible, time-bound improvement plan. At this stage, the focus is on assurance and proactive improvement; however, if the response is insufficient, the Ombudsman may escalate the matter to a more formal investigation. The cases focussed on complaints, repairs and knowledge management between 2022 and 2025. The themes stated by the SHO are areas which are noted within the internal control statement.

In order to respond to the Housing Ombudsman, the Executive Team has established a cross-functional programme with clear executive oversight and independent assurance to undertake detailed case reviews, identify root causes, and develop a comprehensive, time-bound improvement plan. This includes integration of learning from previous Ombudsman findings, enhanced governance and stakeholder engagement, and targeted service improvements, with progress subject to internal assurance and Board oversight. The Executive has kept the Board informed of the matter and discussed this in detail at a formal Board meeting. The Board is satisfied that this structured approach demonstrates a clear commitment to addressing underlying issues, strengthening organisational learning, and delivering sustained improvements in customer outcomes and regulatory compliance.

Statement of Common Board Responsibilities

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

Co-operative and Community Benefit Society law requires the Board to prepare financial statements for each financial year. Under those regulations the Board has elected to prepare the financial statements in accordance with UK Accounting Standards, including FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

The financial statements are required by law to give a true and fair view of the state of affairs of the Group and the association and of the income and expenditure of the Group and the association for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Group's and the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless it either intends to liquidate the Group or the association or to cease operations, or has no realistic alternative but to do so.

The Board is responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the association and enable them to ensure that its financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It is responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the association and to prevent and detect fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the association's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of Information to Auditors

The Directors who held office at the date of approval of this statement confirm, so far as they are each aware, there is no relevant audit information of which our independent auditors are unaware; and each Director has taken all the steps they ought to have taken as a director to make them aware of any relevant audit information and to establish that our independent auditors are aware of that information.

Independent Auditors

KPMG LLP was appointed as the external auditors for the year ending 31 March 2026. A resolution to re-appoint the Group's auditors will be proposed at the Annual General Meeting.

The report to the Board was approved and signed on its behalf by

Amanda Harris

Amanda Harris
GROUP COMPANY SECRETARY

Independent Auditor’s Report

Opinion

We have audited the financial statements of Orbit Group Limited (“Group and the Association”) for the year ended 31 March 2026 which comprise the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Reserves, Statement of Cash Flows and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view, in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, of the state of affairs of the Group and the Association as at 31 March 2026 and of the income and expenditure of the Group and the Association for the year then ended;
- comply with the requirements of the Co-operative and Community Benefit Societies Act 2014; and
- have been prepared in accordance with 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 are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or association or to cease its operations, and as they have concluded that the Group and Association’s financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements (“the going concern period”).

In our evaluation of the directors’ conclusions, we considered the inherent risks to the group and association’s business model and analysed how those risks might affect the Group and Association’s financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- We consider that the directors’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- We have not identified, and concur with the directors’ assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Group and Association’s ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Group or Association will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

To identify risks of material misstatement due to fraud (“fraud risks”) we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of management, directors and internal audit as to the group’s high-level policies and procedures to prevent and detect fraud, including the internal audit function, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board, audit and risk committee and remuneration committee minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls, in particular the risk that Group and component management may be in a position to make inappropriate accounting entries and the risk of bias in accounting estimates and judgements such as impairment and pension assumptions. On this audit we do not believe there is a fraud risk related to revenue recognition due to the limited opportunity and incentives for management to manipulate revenue transactions.

We did not identify any additional fraud risks.

In determining the audit procedures we took into account the results of our evaluation and testing of the operating effectiveness of the group wide fraud risk management controls.

We also performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included journals posted to unusual cash, revenue and borrowing combinations.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards), and from inspection of the group’s regulatory and legal correspondence and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

As the Group is regulated, our assessment of risks involved gaining an understanding of the control environment including the entity’s procedures for complying with regulatory requirements.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related co-operative & community benefit society legislation), distributable profits legislation, taxation legislation, pensions legislation and specific disclosures required by housing legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non- compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation or the need to include significant provisions. We identified the following areas as those most likely to have such an effect: GDPR, Health and Safety Legislation and Employment and Social Security Legislation, recognising the regulated nature of the group’s activities. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing 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, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non - compliance with all laws and regulations.

Other information

The Group and Association's Board is responsible for the other information, which comprises Overview of the Group, Our Strategy, Our Environmental Social Governance Strategy, Five Year Summary of Financial Highlights, Group Chair's Introduction, Chief Executive Report, the Strategic Report and Board Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

Matters on which we are required to report by exception

Under the Co-operative and Community Benefit Societies Act 2014 we are required to report to you if, in our opinion:

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

We have nothing to report in these respects.

Directors' responsibilities

As explained more fully in their statement set out on page 123, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group and 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 they either intend to liquidate the Group or Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at **www.frc.org.uk/auditorsresponsibilities.**

The purpose of our audit work and to whom we owe our responsibilities.

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

Harry Mears
for and on behalf of KPMG LLP,
Statutory Auditor and Chartered Accountants

Suite 6, New Kings Court
Tollgate Chandler's Ford
Eastleigh
SO53 3LG

10 August 2026

Statement of Comprehensive Income
For the year ended 31 March 2026

		Group		Association	
	Note	2026 £m	2025 £m	2026 £m	2025 £m
Turnover	2	**419.9**	408.2	**132.8**	124.2
Cost of sales	2	**(90.3)**	(89.8)	**(52.1)**	(47.7)
Operating costs	2	**(236.4)**	(238.0)	**(58.8)**	(55.5)
Surplus on sale of housing properties	7	**12.1**	26.9	**6.7**	5.2
Movement in fair value of investment properties	15	**0.3**	(2.1)	**-**	-
Operating surplus	2&5	**105.6**	105.2	**28.6**	26.2
Interest receivable	8	**5.0**	2.9	**6.7**	8.1
Interest payable	9	**(60.7)**	(57.3)	**(5.6)**	(5.6)
Other financing costs	9	**(4.1)**	(3.5)	**(0.4)**	(0.5)
Movement in fair value of financial instruments		**-**	(0.2)	**-**	-
Surplus before taxation		**45.8**	47.1	**29.3**	28.2
Taxation	10	**(0.8)**	0.8	**-**	-
Surplus for the year		**45.0**	47.9	**29.3**	28.2
Actuarial gain in respect of pension schemes	36	**0.2**	0.2	**0.2**	0.2
Distribution of Voluntary Right to Buy reserves to development partners		**-**	(1.0)	**-**	-
Change in fair value of hedged financial instrument		**0.8**	5.6	**-**	-
Total comprehensive income		**46.0**	52.7	**29.5**	28.4

All amounts derive from continuing operations.

The accompanying notes form part of these financial statements.

The financial statements on pages 126 to 127 were approved by the Orbit Board and signed on its behalf by:

Stephen Jack
CHAIR

Stephen Smith
BOARD MEMBER

Amanda Harris
SECRETARY

7 August 2026

Statement of Changes in Reserves
For the year ended 31 March 2026

Group	Income and expenditure reserve £m	Cash flow hedge reserve £m	Total reserves £m
Balance as at 31 March 2024	**960.7**	**14.9**	**975.6**
Surplus for the year ended 31 March 2025	47.9	-	47.9
Actuarial gain in respect of pension schemes	0.2	-	0.2
Distribution of Voluntary Right to Buy reserves to development partners	(1.0)	-	(1.0)
Change in fair value of hedged financial instrument	-	5.6	5.6
Balance as at 31 March 2025	**1,007.8**	**20.5**	**1,028.3**
Surplus for the year	45.0	-	45.0
Actuarial gain in respect of pension schemes	0.2	-	0.2
Change in fair value of hedged financial instrument	-	0.8	0.8
Balance as at 31 March 2026	**1,053.0**	**21.3**	**1,074.3**

For the prior year a distribution of VRTB reserves (£1.0m) was made to a development partner to reinvest in the building of 16 new homes.

Association	Income and expenditure reserve £m	Cash flow hedge reserve £m	Total reserves £m
Balance as at 31 March 2024	**418.0**	**-**	**418.0**
Surplus for the year ended 31 March 2025	28.2	-	28.2
Actuarial gain in respect of pension scheme	0.2	-	0.2
Balance as at 31 March 2025	**446.4**	**-**	**446.4**
Surplus for the year	29.3	-	29.3
Actuarial gain in respect of pension scheme	0.2	-	0.2
Balance as at 31 March 2026	**475.9**	**-**	**475.9**

Statement of Financial Position
As at 31 March 2026

	Note	Group 2026 £m	Group 2025 £m	Association 2026 £m	Association 2025 £m
Fixed assets					
Tangible fixed assets	12&17	**3,572.4**	3,349.3	**627.3**	585.0
Investments - Homebuy loans receivable	16	**8.2**	8.6	**8.2**	8.6
Fixed asset investments	13	**2.4**	2.7	**44.0**	44.0
Intangible assets	14	**26.6**	20.6	**23.4**	16.8
Investment properties	15	**43.4**	42.6	**-**	-
		3,653.0	3,423.8	**702.9**	654.4
Debtors: amounts falling due after more than one year	19	**8.4**	5.9	**41.9**	58.4
Current assets					
Properties for sale and stock	18	**135.5**	152.3	**55.6**	48.1
Trade and other debtors	19	**27.3**	22.2	**46.8**	28.6
Cash and cash equivalents		**79.5**	54.8	**73.8**	51.2
		242.3	229.3	**176.2**	127.9
Creditors:					
Amounts falling due within one year	20	**(193.7)**	(152.2)	**(88.8)**	(66.2)
Net current assets		**48.6**	77.1	**87.4**	61.7
Total assets less current liabilities		**3,710.0**	3,506.8	**832.2**	774.5
Creditors: amounts falling due after more than one year					
Recycled Capital Grants Funds	24	**(7.5)**	(3.9)	**(5.5)**	(3.0)
Derivative liabilities	21	**(0.2)**	(0.6)	**-**	-
Other creditors	21	**(2,617.5)**	(2,461.8)	**(340.3)**	(312.9)
		(2,625.2)	(2,466.3)	**(345.8)**	(315.9)
Provisions for liabilities					
Net pension liability	36	**(5.6)**	(8.0)	**(5.6)**	(8.0)
Other provisions	23	**(4.9)**	(4.2)	**(4.9)**	(4.2)
Total net assets		**1,074.3**	1,028.3	**475.9**	446.4
Reserves					
Income and expenditure reserve		**1,053.0**	1,007.8	**475.9**	446.4
Cash flow hedge reserve		**21.3**	20.5	**-**	-
Total reserves		**1,074.3**	1,028.3	**475.9**	446.4

The financial statements on pages 126 to 127 were approved by the Orbit Board and signed on its behalf by:

Stephen Jack
CHAIR

Stephen Smith
BOARD MEMBER

Amanda Harris
SECRETARY

7 August 2026

Statement of Cash Flows
For the year ended 31 March 2026

	Note	Group 2026 £m	Group 2025 £m
Net cash generated from operating activities	29	**153.5**	153.3
Cash flow from investing activities			
Purchase of tangible fixed assets		**(298.7)**	(256.8)
Net proceeds from sale of tangible fixed assets		**34.6**	45.1
Grants received / (paid)		**96.0**	19.5
Interest received		**2.3**	2.5
Mortgages redeemed		**0.4**	0.2
Payment to development partners		**-**	(1.0)
Investment		**0.3**	(0.1)
Cash flow from financing activities			
Interest paid		**(66.9)**	(63.3)
New secured loans		**230.5**	135.0
Repayment of borrowings		**(122.3)**	(70.6)
Other financing costs		**(5.0)**	(5.1)
Net change in cash and cash equivalents		**24.7**	(41.3)
Cash and cash equivalents at beginning of the year	31	**54.8**	96.1
Cash and cash equivalents at end of the year	31	**79.5**	54.8

1. Principal accounting policies

Legal status

Orbit Group Limited is incorporated under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing as a not for profit Registered Provider of social housing as defined by the Housing and Regeneration Act 2008. Please refer to note 35 for information on the legal status of the other Group undertakings.

Basis of accounting

These financial statements have been prepared under the historical cost basis of accounting, with the exception of derivative financial instruments and investment property which are stated at fair value, in accordance with the Statement of Recommended Practice for Registered Social Housing Providers (SORP) 2018, and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022. As a public benefit entity Orbit Group Limited has applied all paragraphs of FRS 102 which relate to public benefit entities in preparing the financial statements.

The presentation currency of these financial statements is sterling.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Going concern

The financial statements have been prepared on a going concern basis which the Directors consider to be appropriate for the following reasons.

The Group prepares a 30-year business plan which is updated and approved on an annual basis. The most recent business plan was approved in May 2026 by the Board. The Board considers the impact of a number of scenarios as part of a stress testing framework against the base plan.

The stress testing impacts were measured against loan covenants and key risk metrics, with potential mitigating actions identified to reduce expenditure. The Group has continued to review and adapt scenario testing including severe but plausible downsides in the worst case assessment.

The Board, after reviewing the Group and Association budgets for 2026/27 and the Group's medium term financial position as detailed in the 30-year business plan, is of the opinion that, taking account of severe but plausible downsides, the Group and Association have adequate resources to continue in business for the foreseeable future. In order to reach this conclusion, the Board has considered:

- The property market – budget and business plan scenarios have taken into account lower numbers of property sales, reductions in sales values and an increase in development expenditure;
- Rent and service charge receivable – arrears and bad debts have been increased to allow for customer difficulties in making payments and budget and business plan scenarios to take account of potential reductions in rent income from delayed new build properties and potential legislative changes;
- Liquidity – current available cash and unutilised loan facilities of £476 million which gives significant headroom for committed spend and other forecast cash flows that arise;
- The Group's ability to withstand other adverse scenarios such as an increase in the number of void properties and reduced fixed asset sales.

In considering the above downsides the following mitigation actions were identified to reduce expenditure:

- Halting the development of uncommitted market sale properties
- Halting the development of uncommitted shared ownership properties
- Halting the development of uncommitted general needs properties
- Reprofiling committed but controllable spend across all tenures
- Reviewing operating costs for short term cost savings
- Rephasing repairs and maintenance programmes
- Sale of void properties
- Considering changes to proposed tenure of build activity.

The Board believes the Group and Association have sufficient funding in place and expect the Group to be in compliance with its debt covenants even in severe but plausible downside scenarios.

Consequently, the Directors are confident that the Group and Association will have sufficient funds to continue to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

1. Principal accounting policies (continued)

Significant management judgements

In the process of applying the Group's and Association's accounting policies, management has made certain judgements that have a significant impact on the financial statements. These are detailed below.

Impairment

Reviews for impairment of housing properties are carried out annually and any impairment in an income generating unit is recognised by a charge to the statement of comprehensive income. Impairment is recognised where the carrying value of an income generating unit exceeds the higher of its net realisable value or its value in use.

Where there is evidence of impairment, the fixed assets are written down to the recoverable amount and any impairment losses are changed to operating surplus.

Impairment reviews are carried out in accordance with the SORP, with consideration of the following potential indicators of impairment:

- Development issues
- Change in legislation or equivalent
- Average void time
- Proportion of properties vacant
- Loss made on property sales
- Schemes being redeveloped / demolished

Provision for health and safety and fire safety works

We have a large portfolio of properties and the Group is committed to ensuring continued compliance with health and safety and fire safety standards, including recent legislation and updated regulation. The Group provides for the cost of work related to meeting these standards where a legal or constructive obligation exists and the estimates of such costs can be reliably quantified. The Group does not provide for health and safety or fire safety works which are considered part of the ordinary course of business and form part of our ongoing maintenance programme.

Where there is a legal or constructive obligation to remediate known building defects in specific buildings a provision is calculated using a best estimates derived from detailed cost breakdowns. These cost assessments are regularly reviewed to ensure any provision remains appropriate.

Segment reporting

Reporting of revenue and profit by segment is a requirement of FRS102 and SORP 2018. Management has determined that the Group's segments are Housing Management and Development. This segment information is however already disclosed in note 2 (development segment), and note 3 (housing management segment) and therefore no additional segment report has been prepared.

Pension liabilities

In determining the valuation of the pension schemes' assets and liabilities a number of assumptions are made around factors that are uncertain. These include life expectancy, inflation rate, discount rates and salary and pension inflation rates.

Orbit Group Limited is exposed to risk if the actuarial assumptions differ from actual experience and through volatility in the plan assets. More detail is disclosed in note 36.

Orbit Housing Association Limited participates in the Local Government Pension Scheme (LGPS) which is administered by Kent County Council. We no longer have active members in this scheme and we signed a Deferred Debt Agreement which reduces our exposure to risk.

This year's FRS102 LGPS report has indicated a funded surplus of £3.5 million. Management has not recognised this surplus since we do not believe that it is recoverable.

Given the legislative solution provided by the Pension Schemes Act 2026, the Directors now do not expect the Virgin Media ruling to give rise to any additional liabilities for the Kent LGPS. With regards to the Orbit Defined Benefit Pension Plan, the outcome of Verity Trustees v Wood is expected later this year and additionally, the Scheme Trustee has asked the High Court to clarify various points on how the issues arising from the Virgin Media case should be applied to the scheme. As the Group is unable to sufficiently quantify this risk at present, no provision has been made in these financial statements.

1. Principal accounting policies (continued)

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of asset, liabilities, income and expenses is provided below.

Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date based on its expected use of assets including any components. Uncertainties in these estimates relate to technological obsolescence that may change the utility of certain software and IT equipment and changes to Decent Homes Standards which may require more frequent replacement of key components.

Depreciation on development schemes phased property handovers

Management uses the best available data to estimate the depreciation attributable to completed properties that are in management where the development schemes have not yet fully completed. Properties are set up on the fixed asset register only once the scheme is fully completed.

Grant amortisation

Grant received for the development of social housing, predominantly Social Housing Grant which is receivable from Homes England, is recognised in the statement of comprehensive income through amortisation over the weighted average estimated useful life of the property's structure and components.

Defined benefit obligation

Management's estimation of the defined benefit obligation is based on a number of critical underlying assumptions such as standard rates of inflation, mortality and discount rates. Variation in these assumptions may significantly impact the liability and the annual defined benefit expenses (as analysed in note 36).

Complex contract cost estimation

Estimation of amounts due to third parties under complex contractual arrangements may be required. Management uses the best information available at the time including assessing whether performance obligations have been met and an estimate of the associated contractual costs. Management may engage experts to support these assessments where amounts involved are significant and contracts are complex to determine liabilities requiring recognition in the financial statements.

Development margins, impairment and recoverability of stocks

Management is required to make estimates in accounting for housebuilding development costs and margins. These estimates may depend upon the outcome of future events and may need to be revised as circumstances change.

In determining work in progress and the profit recognised on sales in any given year, management allocates land and site-wide development costs between units built in the current year and those to be built in future years. This assessment impacts the value of stock and work in progress and profit recognition on sale of properties.

Management has ongoing procedures for assessing the carrying value of stock and work in progress to ensure it is valued at lower than its net realisable value. An estimate is made of the costs to complete on each development based on build stages on each home together with the stage of infrastructure and these costs are compared to estimated sales values. Values are assessed using available market information informed by recent experience on similar properties and site-specific knowledge.

Fair value measurement

Management uses valuation techniques to determine the fair value of financial instruments (where active market quotes are not available) and non-financial assets including investment properties. This involves developing estimates and assumptions consistent with how market participants would price the instruments or assets. Management bases its assumption on observational data as far as possible but this is not always available. In that case management uses the best information available. Estimated fair values may vary from actual prices.

Arrears

Judgement is made around the recoverability of debt and provisions are based on the age and type of debt. Former arrears are provided in full. Current arrears are provided for based on age.

1. Principal accounting policies (continued)

Basis of consolidation

The financial statements for Orbit Group Limited are the result of the consolidation of the financial statements of the Association and its subsidiaries. The subsidiaries consolidated are disclosed in note 35.

Uniform accounting policies have been adopted across the Group, and surpluses/deficits and balances on intra-group transactions have been eliminated on consolidation.

Turnover

Turnover represents rental and service charge income receivable, grants from local authorities and Homes England, income from shared ownership first tranche sales, income from properties developed for sale, grant amortisation and other income, all of which arise in the UK.

Properties for sale

Properties developed for outright sale are included in turnover, cost of sales and operating costs. Properties developed for shared ownership sale are divided into first tranche sales and other sales. First tranche sales are included in turnover, cost of sales and operating costs. Subsequent tranches are not included in turnover and cost of sales, they are shown in surplus on sale of housing properties before operating surplus in the statement of comprehensive income. All other sales of fixed asset properties are shown in surplus on sale of housing properties.

Properties developed for outright sale and shared ownership first tranche proportions are included in current assets as they are intended to be sold. Cost of sales is posted to the statement of comprehensive income for each outright sale property based on the initial appraisal target margin. This target margin is reviewed quarterly for appropriateness. Shared ownership subsequent tranche proportions are included in fixed assets.

Provision has been made in cost of sales at the time of sale for shared ownership properties sold under the new leases for estimated future maintenance costs. This is in accordance with landlord obligations set out in these new leases. Provision has been made where an obligation exists, settlement is probable and the amount can be reliably estimated.

Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable for the services provided net of Value Added Tax (VAT) and customer discounts and incentives.

Operating costs

Direct employee, administration and operating costs are apportioned to either the statement of comprehensive income or capital schemes on the basis of costs of staff or the extent to which they are directly engaged in the operations concerned.

Value Added Tax

Orbit Group Limited is party to a Group Registration for VAT. All amounts disclosed in the financial statements are inclusive of VAT with the exception of those relating to Orbit Homes (2020) Limited, which is separately registered for VAT outside the VAT Group.

Liquid resources

Liquid resources comprise bank deposits that are readily convertible into cash and loans to fund the purchase of housing properties.

Development costs

Initial capitalisation of development costs is based on management judgement that the development scheme is likely to proceed. Costs capitalised in this way are regularly reviewed and any costs identified as abortive are charged to the statement of comprehensive income.

Housing properties

Housing properties are stated at cost, less accumulated depreciation and impairment provision. Depreciation is charged by component on a straight line basis over the following expected economic useful lives:

Freehold land is not depreciated. Attributable overheads and profit are included in the cost of components.

The useful economic lives of all tangible fixed assets are reviewed annually.

Donated land is included in cost at its valuation on donation, with the donation treated as a capital grant.

Housing properties in the course of construction are stated at cost and not depreciated and are transferred to completed properties when the scheme is completed. When housing properties are to be transferred to another association, the net costs, after grant, are shown within current assets.

Shared ownership properties are split proportionately between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classed as a current asset and related sales proceeds are included in turnover.
The remaining element is classed as a fixed asset, and included in housing properties at cost, less any provisions for depreciation or impairment.

Completed properties for outright sale and work in progress are valued at the lower of cost and net realisable value. Cost comprises materials, direct labour and attributable overheads. Net realisable value is based on estimated sales price after allowing for all further costs of completion and disposal.

Housing property components	Depreciation life
Kitchens	20 years
Bathrooms	30 years
Windows, doors & door entry systems	10 to 30 years
Boilers	15 years
Photovoltaic panels	25 years
Roof	30 to 60 years
External wall insulation	36 years
Rewiring	30 years
Lifts	20 years
Structure	100 years

1. Principal accounting policies (continued)

Works to existing housing properties

Expenditure on housing properties which increases the net rental stream over the life of the property is capitalised. An increase in the net rental stream may arise through an increase in the rental income, a reduction in future maintenance costs, or a significant extension of the life of the property. All other costs are classified as maintenance and are charged to the statement of comprehensive income in the year in which the work is undertaken. A depreciation estimate is made for new properties coming into management through phased handovers while the overall development remains under construction.

Government and other grants

Social Housing Grant is receivable from Homes England. This is recognised within income through the amortisation of the grant as are any other grants received for the development of social housing. Grant is amortised even if there are no related depreciation charges.

Social Housing Grant due from Homes England, or received in advance, is included as a current asset or liability within the statement of financial position.

Social Housing Grant can be recycled under certain circumstances such as if a property is sold, or if another relevant event takes place. In these cases, the grant can be recycled for use on projects approved by Homes England and is held on the statement of financial position as a liability in the Recycled Capital Grant Fund. However, grant may need to be repaid if certain conditions are not met, and in that event, is a subordinated unsecured repayable debt.

Capitalisation of interest and administration costs

Interest on loans financing non-market development is capitalised at the Group's weighted average cost of capital. Administration costs relating to development activities are capitalised only to the extent they are incremental to the development process and directly attributable to bringing the property into its intended use.

Investment properties

Market rented properties are treated as investment properties. They are valued annually externally after construction / acquisition by a qualified RICS Chartered Surveyor. Changes in the value of market rented properties are taken to the statement of comprehensive income. Market rented properties under construction are stated at cost and all commitments are included as capital commitments.

Other tangible fixed assets and depreciation

Other tangible fixed assets are stated at historic purchase cost, less accumulated depreciation.

Certain Orbit Group Limited offices were valued in February 1997 on the basis of their open market value for existing use. On adoption of Financial Reporting Standard 15 "tangible fixed assets", the Association has followed the transitional provisions to retain the book value of the offices which were revalued in 1997, but not to adopt a policy of revaluation in the future. This policy has been retained with the adoption of FRS 102.

Depreciation is provided to write off the cost on a straight line basis over the expected economic useful lives of the assets at the following annual rates:

Freehold offices and commercial premises	**2% - 4%**
Leasehold offices	**Over the life of the lease**
Motor vehicles	**25%**
Computer equipment	**17% - 33%**
Fixtures, fittings and other equipment	**15%- 25%**

Freehold land is not depreciated. The useful economic lives of all tangible fixed assets are reviewed annually.

Intangible assets

Intangible assets are stated at cost less accumulated amortisation. Amortisation is charged on a straight line basis of 2-10 years over the expected economic useful life of the asset.

Stock and work in progress

Stock and work in progress are stated at the lower end of cost and net realisable value. Cost includes land, build costs, applicable overheads and interest. Net realisable value is based on estimated selling price, less further costs expected to be incurred to completion and disposal. Provision is made for obsolete, slow moving or defective items where appropriate. Interest on borrowings incurred during the development period is capitalised.

Investment in subsidiary undertakings

Investments in subsidiary undertakings are recorded at cost plus incidental expenses less any provision for impairment. Impairment reviews are performed when there has been an indication of potential impairment.

1. Principal accounting policies (continued)

Leased assets

Where assets are financed by leasing agreements that give rights approximating to ownership, they are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as obligations to the lessor. Lease payments are treated as consisting of capital and interest elements and the interest is charged to the statement of comprehensive income using the annuity method. Rentals paid under operating leases are charged to the statement of comprehensive income as incurred.

Pension costs

Orbit Group Limited participates in the Orbit Group Defined Benefit Pension Scheme, administered by The Pensions Trust Retirement Solutions.

More details are given in note 36 to the financial statements.

Orbit Group participates in one defined contribution scheme, the Orbit Group Retirement Plan, a master trust administered by Aviva. Orbit is a former participating employer in the Flexible Retirement Plan administered by TPT Retirement Solutions Limited. This scheme is closed to new members and new contributions.

The cost charged to the statement of comprehensive income for the defined contribution schemes represents the Group's contributions to these schemes in the financial year in which they fall due.

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 financial statements follow the requirements of FRS 102.

Orbit Housing Association Limited is a member of Kent Local Government Pension Scheme. From 30 June 2022 there were no active members in this Scheme. This Scheme is operated by Kent County Council.

The assets of the Kent scheme are held separately from those of the Association in an independently administered fund.

The requirements of FRS102 are fully reflected in the financial statements and associated notes. Note 36 provides more detail. For funding purposes, surpluses or deficits are dealt with as advised by the actuary.

For defined benefit schemes the amounts charged to operating surplus are the current service costs and gains and losses on settlements and curtailments. Past service costs are recognised immediately in the statement of comprehensive income if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The interest cost and the expected return on assets are shown as a net amount of other finance costs.

Actuarial gains and losses are recognised in the statement of comprehensive income.

The difference between the fair value of the assets held in the defined benefit pension scheme and the scheme's liabilities, measured on an actuarial basis using the projected unit method, are recognised in the Association's statement of financial position as a pension scheme liability. Changes in the defined benefit pension scheme liability arising from factors other than cash contribution by the association are charged to the statement of comprehensive income in accordance with FRS 102.

Provisions

The Group recognises provisions and liabilities of uncertain timing or amounts. Provisions are made for specific and quantifiable liabilities, where the amounts can be reliably estimated, where there is a legal or constructive obligation that existed at the year end date and where it is probable that we will be required to settle this liability.

Service charge sinking funds

Service charge sinking funds are disclosed within Creditors.

Property managed by agents

Where an Association carries the majority of the financial risk on property managed by agents, all the income and expenditure arising from the property is included in the statement of comprehensive income. Where the agency carries the majority of the financial risk, the statement of comprehensive income includes only that income and expenditure which relates solely to the risk carried by the Association. In both cases, where revenue grants are claimed by the Association, these are included in the statement of comprehensive income.

1. Principal accounting policies (continued)

Taxation

The charge for the year is based on profits arising on activities that are liable to tax. Taxable members of the Group have adopted the accounting standard for deferred tax (FRS 102, section 29).

Deferred tax is provided in full, at the tax rates expected to apply to the period when the asset is realised or the liability is settled, on any timing differences, although deferred tax assets are only recognised to the extent that it is regarded as more likely than not they will be recovered. Timing differences arising from the revaluation of fixed assets are only recognised where there is a binding agreement to sell the revalued assets.

Deferred tax assets and liabilities are not discounted.

Interest-bearing borrowings classified as basic financial instruments

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

Loan classifications and subsequent valuations are the key areas of judgement applied in the financial statements. Fixed rate and variable loans have been classified as basic instruments. Fixed rate loans are stated at amortised cost using the effective interest rate method. Variable rate loans are disclosed at carrying value due to the short term interest period.

Advice has been sought from external treasury advisors on fair value judgements and estimates.

Derivative financial instruments

Orbit uses derivative financial instruments to reduce exposure to interest rate movements. Orbit does not hold or issue derivative financial instruments for speculative purposes. For an interest rate swap to be treated as a hedge, the instrument must be related to actual assets or liabilities, or a probable commitment, and must change the nature of the interest rate by converting a fixed rate to a variable rate or vice versa. Interest differentials under these swaps are recognised by adjusting net interest payable over the periods of the contracts.

Derivative financial instruments are recognised at fair value. The gain or loss on re-measurement to fair value is recognised immediately in the statement of comprehensive income.

However, where derivatives qualify for hedge accounting, recognition of any resultant gain or loss depends on the nature of the item being hedged (see across).

Fair value hedges

Where a derivative financial instrument is designated as a hedge of the exposure to a fixed interest risk or foreign exchange risk of a debt instrument measured at amortised cost, or the commodity price risk in a firm commitment or of a commodity held, all changes in the fair value of the derivative are recognised immediately in the statement of comprehensive income. The carrying value of the hedged item is adjusted by the change in fair value that is attributable to the risk being hedged (and any gains or losses on re-measurement are recognised in the statement of comprehensive income).

If hedge accounting is discontinued and the hedged financial asset or liability has not been derecognised, any adjustments to the carrying amount of the hedged item are amortised into the statement of comprehensive income using the effective interest method over the remaining life of the hedged item.

Cash flow hedges

Where the hedged risk is the variable interest rate risk in a debt instrument measured at amortised cost; the interest rate risk in a firm commitment or a highly probable forecast transaction, Orbit recognises the effective part of any gain or loss on the derivative financial instrument in other comprehensive income (OCI). Any ineffective portion of the hedge is recognised immediately in the statement of comprehensive income.

The hedging gain or loss recognised in OCI is reclassified to the statement of comprehensive income when the hedged item is recognised in the statement of comprehensive income or when the hedging relationship ends.

Orbit Treasury Limited’s accounting policy for derivatives is to recognise in the statement of comprehensive income gains and losses on hedges of revenues or operating payments only as they crystallise. The Treasury policy states clearly all transactions will be in sterling or hedged to sterling.

1. Principal accounting policies (continued)

Movement in fair value of financial instruments hedge accounting

The principle of hedge accounting applies only to standalone swaps, which have to be fair valued at each period end.

However, RPI swaps and swaps with cancellable options do not meet the criteria of hedging instruments (FRS 102 section12.17C). The movement in fair value is therefore taken directly to the statement of comprehensive income.

For the remaining vanilla interest rate swaps an assessment must be made of the hedge effectiveness. The mark to market (MTM) movement during the accounting period on each vanilla swap is analysed between effective and ineffective, with the effective element posted to the cash flow hedge reserve and the ineffective element charged / credited to the statement of comprehensive income.

Debt instruments (loan portfolio)

External loans also need to be categorised either as basic or other. The basic approach results in a requirement to report interest costs using the Effective Interest Rate (EIR) method. This necessitates modelling on a loan by loan basis averaging (via an EIR calculation) all elements of income and expenditure relating to the loan (margin, including future step-ups, arrangement fees).

The EIR for fixed rate instruments will be calculated as the rate which exactly discounts the instrument's future cash flows to the carrying amount (FRS 102 Section 11.15). Arrangement fee amortisation will be calculated separately and netted off against the carrying value of the debt liability.

Due to the short term of our floating rate instruments, the carrying amount will be set equal to the nominal loan amount less unamortised fee.

Loan Arrangement fees are amortised using the effective interest rate method from the date of the start of the facility to the maturity date of the facility, with journals posted in the month following the start date.

Bond finance

Bonds are shown at their redemption value net of discount and issue costs. The discount on issue of the bonds is written off through the statement of comprehensive income on an actuarial basis over the life of the bond.

HomeBuy

The Association operates the HomeBuy scheme, lending a percentage of the cost to home purchasers, secured against the property. The loans are interest free and repayable only on the sale of the property. On a sale, the fixed percentages of the proceeds are repaid. The loans are financed by an equal amount of SHG. On repayment:

(a) The SHG is recycled

(b) The SHG is written off, if a loss occurs

(c) The Association keeps any surplus

Mortgage rescue

The Association operates the mortgage rescue equity loan scheme whereby, in a mortgage rescue case, if the occupier has sufficient equity in the product to not require a full mortgage rescue option, the Association can offer an interest only loan for between 25% and 75% of the outstanding mortgage secured on the property, with interest payable at 1.75% on the loan, increasing by RPI + 0.5%. The loan period will be up to 25 years, usually linked to the remaining period on the mortgage.

The equity loans are financed in part by grants of 73% received from Homes England, which are recycled on repayment of the loan.

The loans and associated grants are disclosed as 'HomeBuy and other equity loans and grants' in note 16 to the financial statements.

2. Turnover, cost of sales, operating costs and operating surplus by class of business

Group	2026					
	Turnover £m	Cost of sales £m	Operating costs £m	Surplus on sale of housing £m	Movement in fair value of investment properties £m	Operating surplus/ (deficit) £m
Social housing lettings (note 3)	**308.9**	**-**	**(216.4)**	**-**	**-**	**92.5**
Other social housing activities						
First tranche low-cost home ownership sales	55.9	(51.1)	-	-	-	4.8
Other	5.8	-	(15.0)	-	-	(9.2)
Total	**61.7**	**(51.1)**	**(15.0)**	**-**	**-**	**(4.4)**
Surplus on sale of housing	-	-	-	12.1	-	12.1
Total social housing activities	**370.6**	**(51.1)**	**(231.4)**	**12.1**	**-**	**100.2**
Activities other than social housing	49.3	(39.2)	(5.0)	-	-	5.1
Movement in valuation of investment properties	-	-	-	-	0.3	0.3
Total	**419.9**	**(90.3)**	**(236.4)**	**12.1**	**0.3**	**105.6**

Group	2025					
	Turnover £m	Cost of sales £m	Operating costs £m	Surplus on sale of housing £m	Movement in fair value of investment properties £m	Operating surplus/ (deficit) £m
Social housing lettings (note 3)	**296.0**	**-**	**(212.1)**	**-**	**-**	**83.9**
Other social housing activities						
First tranche low-cost home ownership sales	54.3	(46.5)	-	-	-	7.8
Other	5.3	-	(19.1)	-	-	(13.8)
Total	**59.6**	**(46.5)**	**(19.1)**	**-**	**-**	**(6.0)**
Surplus on sale of housing	-	-	-	26.9	-	26.9
Total social housing activities	**355.6**	**(46.5)**	**(231.2)**	**26.9**	**-**	**104.8**
Activities other than social housing	52.6	(43.3)	(6.8)	-	-	2.5
Movement in valuation of investment properties	-	-	-	-	(2.1)	(2.1)
Total	**408.2**	**(89.8)**	**(238.0)**	**26.9**	**(2.1)**	**105.2**

Turnover of £43 million (2025: £46.5 million) relating to development activities is included in 'Activities other than social housing'.

2. Turnover, cost of sales, operating costs and operating surplus by class of business (continued)

Association	2026				
	Turnover £m	Cost of sales £m	Operating costs £m	Surplus on sale of housing £m	Operating surplus/(deficit) £m
Social housing lettings (note 3)	**35.4**	**-**	**(18.6)**		**16.8**
Other social housing activities					
First tranche low-cost home ownership sales	55.9	(51.1)	-	-	4.8
Other	39.5	-	(38.2)	-	1.3
Total	**95.4**	**(51.1)**	**(38.2)**	**-**	**6.1**
Surplus on sale of housing	-	-	-	6.7	6.7
Total social housing activities	**130.8**	**(51.1)**	**(56.8)**	**6.7**	**29.6**
Activities other than social housing	2.0	(1.0)	(2.0)	-	(1.0)
Total	**132.8**	**(52.1)**	**(58.8)**	**6.7**	**28.6**

Association	2025				
	Turnover £m	Cost of sales £m	Operating costs £m	Surplus on sale of housing £m	Operating surplus/(deficit) £m
Social housing lettings (note 3)	**32.6**	**-**	**(14.1)**	**-**	**18.5**
Other social housing activities					
First tranche low-cost home ownership sales	54.3	(46.5)	-	-	7.8
Other	35.1	-	(39.0)		(3.9)
Total	**89.4**	**(46.5)**	**(39.0)**	**-**	**3.9**
Surplus on sale of housing	-	-	-	5.2	5.2
Total social housing activities	**122.0**	**(46.5)**	**(53.1)**	**5.2**	**27.6**
Activities other than social housing	2.2	(1.2)	(2.4)	-	(1.4)
Total	**124.2**	**(47.7)**	**(55.5)**	**5.2**	**26.2**

3. Income and expenditure from social housing lettings

Group

	General needs housing £m	Supported housing and housing for older people £m	Low cost home ownership £m	2026 £m	2025 £m
Income					
Rent receivable net of service charges	217.8	19.9	28.2	**265.9**	254.6
Service charge income	12.4	11.2	5.0	**28.6**	27.6
Amortisation of social housing and other capital grants	10.6	1.8	1.2	**13.6**	12.9
Other grants	0.4	0.1	-	**0.5**	0.7
Other income from lettings	-	-	0.3	**0.3**	0.2
Turnover from social housing lettings	241.2	33.0	34.7	**308.9**	296.0
Expenditure					
Management	(30.0)	(4.0)	(6.9)	**(40.9)**	(39.3)
Service charge costs	(17.4)	(13.2)	(6.2)	**(36.8)**	(31.9)
Routine maintenance	(48.2)	(7.6)	(0.3)	**(56.1)**	(62.7)
Planned maintenance	(16.4)	(6.8)	(0.2)	**(23.4)**	(25.0)
Bad debts	(1.0)	(0.1)	(0.1)	**(1.2)**	(1.0)
Depreciation of housing properties	(46.8)	(6.2)	(5.0)	**(58.0)**	(52.2)
Operating expenditure on social housing lettings	(159.8)	(37.9)	(18.7)	**(216.4)**	(212.1)
Operating surplus / (loss) on social housing lettings	81.4	(4.9)	16.0	**92.5**	83.9
Void losses	(2.7)	(1.2)	-	**(3.9)**	(4.2)

Association

	General needs housing £m	Low cost home ownership £m	2026 £m	2025 £m
Income				
Rent receivable net of service charges	0.9	28.1	**29.0**	26.9
Service charge income	0.1	4.8	**4.9**	4.8
Amortisation of social housing and other capital grants	0.1	1.1	**1.2**	0.9
Other income from lettings	-	0.3	**0.3**	-
Turnover from social housing lettings	1.1	34.3	**35.4**	32.6
Expenditure				
Management	(0.2)	(7.0)	**(7.2)**	(5.1)
Service charge costs	-	(5.8)	**(5.8)**	(4.7)
Routine maintenance	(0.1)	(0.2)	**(0.3)**	(0.2)
Planned maintenance	-	(0.2)	**(0.2)**	-
Bad debts	-	(0.1)	**(0.1)**	(0.1)
Depreciation of housing properties	(0.2)	(4.8)	**(5.0)**	(4.0)
Operating expenditure on social housing lettings	(0.5)	(18.1)	**(18.6)**	(14.1)
Operating surplus on social housing lettings	0.6	16.2	**16.8**	18.5
Void losses	-	-	**-**	-

4. Staff costs

	Group and Association	
	2026 Number	2025 Number
Average number employed		
Office staff	**1,208**	1,241
Scheme staff	**156**	144
	1,364	1,385
Full time	**1,250**	1,279
Part time	**114**	106
	1,364	1,385
Full time equivalents	**1,329**	1,352

A full-time equivalent is 36.25 hours per week; based on Orbit's standard working week.

	Group and Association	
	2026 £m	2025 £m
Staff costs for the above		
Wages and salaries	**61.7**	60.3
Compensation for loss of office	**1.5**	1.3
Social security costs	**7.8**	6.2
Other pension costs	**3.5**	3.6
	74.5	71.4

	Group and Association	
	2026 Number	2025 Number
Number employed at 31 March		
Office staff	**1,246**	1,233
Scheme staff	**160**	149
	1,406	1,382

Directors and key management personnel emoluments

The key management personnel consists of the senior management team (including the Executive Team)

The full time equivalent number of staff whose remuneration paid in the year was in excess of £60,000 (including pension):-

Salary banding	Group	
	2026 Number	2025 Number
£60,001 - £70,000	**-**	3
£70,001 - £80,000	**-**	1
£80,001 - £90,000	**3**	-
£90,001 - £100,000	**1**	1
£100,001 - £110,000	**1**	-
£120,001 - £130,000	**1**	2
£130,001 - £140,000	**4**	5
£140,001 - £150,000	**8**	2
£150,001 - £160,000	**-**	3
£160,001 - £170,000	**2**	1
£170,001 - £180,000	**1**	-
£180,001 - £190,000	**-**	2
£190,001 - £200,000	**1**	-
£200,001 - £210,000	**-**	3
£210,001 - £220,000	**-**	3
£220,001 - £230,000	**4**	-
£240,001 - £250,000	**1**	-
£290,001 - £300,000	**-**	1
£330,001 - £340,000	**1**	-
£390,001 - £400,000	**-**	1
£400,001 - £410,000	**-**	1
£410,001 - £420,000	**1**	-
£500,001 - £510,000	**1**	-
Total	**30**	29

The above table for the current year includes £56,505 paid as payment in lieu of notice and termination payments of £269,917. The highest paid director was not the Group Chief Executive.

5. Operating surplus

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Operating surplus is arrived at after charging/(crediting)				
Depreciation of housing properties	**58.3**	52.4	**5.1**	4.1
Depreciation of other fixed assets	**1.1**	1.0	**1.0**	0.9
Depreciation of intangible fixed assets	**4.0**	3.9	**3.0**	3.2
Amortisation of social housing grant	**(13.6)**	(12.9)	**(1.2)**	(0.9)
Impairment of housing properties	**-**	-	**-**	-
Release of impairment provision	**-**	-	**-**	-
Operating lease rentals	**0.6**	0.6	**0.4**	0.4
Auditors' remuneration (excluding VAT)				
Fees payable to the Association's auditors for the audit of the financial statements	**0.4**	0.3	**0.1**	0.1
Non-audit services				
Fees payable to the Association's auditors for other services	**0.1**	-	**-**	-
Total non-audit services	**0.1**	-	**-**	-

The audit fee for the year ended 31 March 2026 was £340,000 (2025: £300,000) excluding VAT.
The non audit fees for the year ended 31 March 2026 were £98,000 (2025: £23,400) excluding VAT.

6. Directors' emoluments

The Directors of the Association are its Board Members and the Group Chief Executive.

Aggregate emoluments paid to or received by Directors who are not executive staff members including fees, expenses paid, honoraria, other benefits and employer's national insurance contributions.

	Group and Association			
Group Board Members (non-executive)	**2026 Fees & on-costs***	**2026 Expenses**	**2026 Total**	**2025 Total**
	£000	**£000**	**£000**	**£000**
S Jack (appointed 1 January 2025)	37.3	0.4	**37.7**	9.5
D Weaver (retired 31 December 2024)	-	-	**-**	24.2
S Howlett (retired 31 December 2024)	-	-	**-**	11.9
H Gillett (retired 31 March 2026)	27.0	0.6	**27.6**	21.0
S Stone (retired 31 March 2026)	21.3	0.4	**21.7**	15.8
S Smith	22.7	2.3	**25.0**	17.5
P Khullar	14.2	-	**14.2**	12.6
E Kenny	21.4	0.6	**22.0**	12.9
M Doku (appointed 1 January 2025)	15.6	0.8	**16.4**	3.4
S Ogundayo (appointed 1 January 2025)	15.4	-	**15.4**	2.6
P Crawford (appointed 1 June 2025, resigned 31 December 2025)	8.4	0.7	**9.1**	-
M Dovey (appointed 1 June 2025)	16.6	-	**16.6**	-
M Dillon (appointed 1 June 2025)	12.8	0.1	**12.9**	-
T Sheedy (appointed 1 February 2026)	2.6	-	**2.6**	-
Total	**215.3**	**5.9**	**221.2**	131.4

*Fees and on-costs includes employer's national insurance

	Group		Association	
	2026 £000	**2025 £000**	**2026 £000**	**2025 £000**
Aggregate emoluments (including pension contributions) paid to or received by Directors who are executive staff members including salaries, honoraria and other benefits and employer's national insurance contributions	**2,831**	2,363	**2,831**	2,363

The above amount includes termination payments of £237,393 (2025: £108,209).

	Group		Association	
	2026 £000	**2025 £000**	**2026 £000**	**2025 £000**
Aggregate emoluments of the highest paid Director excluding pension contributions / payments in lieu of pension included in aggregate emoluments of Directors who are executive staff members	**508***	370	**508***	370

*For the year ended 2025/26, the highest paid Director was not the Group Chief Executive.

The highest paid Director for 2025/26 was not a member of the Orbit Group Retirement Plan and instead elected to receive a cash allowance in lieu of employer pension contributions.

The highest paid Director for 2024/25 was the Group Chief Executive. He was a member of the Orbit Group Retirement plan on the same terms as the Executive Team who are also members.

Expenses paid during the year on behalf of Board Members amounted to £23,000 (2025: £10,000)

7. Surplus on sale of fixed assets - housing properties

Group	2026			2025		
	Letting £m	Shared equity £m	Total £m	Letting £m	Shared equity £m	Total £m
Disposal proceeds	**10.7**	**26.8**	**37.5**	39.1	12.8	51.9
Carrying value of fixed assets	**(6.7)**	**(22.0)**	**(28.7)**	(23.7)	(8.8)	(32.5)
	4.0	**4.8**	**8.8**	15.4	4.0	19.4
Capital grants recycled	**2.3**	**1.5**	**3.8**	1.0	1.0	2.0
Grant abated	**-**	**0.4**	**0.4**	6.1	0.2	6.3
Right To Buy Clawback	**(0.9)**	**-**	**(0.9)**	(0.8)	-	(0.8)
Surplus on disposal	**5.4**	**6.7**	**12.1**	21.7	5.2	26.9

Association	2026		2025	
	Shared equity £m	Total £m	Shared equity £m	Total £m
Disposal proceeds	**26.8**	**26.8**	12.7	12.7
Carrying value of fixed assets	**(22.0)**	**(22.0)**	(8.7)	(8.7)
	4.8	**4.8**	4.0	4.0
Capital grants recycled	**1.5**	**1.5**	1.0	1.0
Grant abated	**0.4**	**0.4**	0.2	0.2
Surplus on disposal	**6.7**	**6.7**	5.2	5.2

This balance includes a surplus of £1.1 million (2025 £15.3 million) from the sale of properties under our stock densification progamme.

8. Interest receivable and other income

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Interest receivable and other income	**5.0**	2.9	**6.7**	8.1

9. Interest payable

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Loans and bank overdrafts	**65.9**	62.4	**7.3**	7.1
Interest payable capitalised on housing properties under construction	**(6.8)**	(6.4)	**(1.7)**	(1.5)
Loan premium write-off	**1.6**	1.3	**-**	-
	60.7	57.3	**5.6**	5.6
Capitalisation rate used to determine the finance costs capitalised during the period	**3.73%**	3.91%	**3.73%**	3.91%
Other financing costs				
Loan arrangement fees	**3.7**	3.0	**-**	-
Defined benefit pension charge	**0.4**	0.5	**0.4**	0.5
	4.1	3.5	**0.4**	0.5

10. Tax on surplus on ordinary activities

The only members of the Group liable to a tax charge or credit throughout the year ended 31 March 2026 were Orbit Homes (2020) Limited, Orbit Treasury Limited and Orbit Capital plc. Orbit Group Limited obtained charitable status with effect from 3 April 2006. From that point, its principal sources of income and gains have been exempt from Corporation Tax and accordingly, no deferred tax assets have been recognised in the statement of financial position of the Association.

The (credit) / charge for the year is based on the surpluses/deficits arising on activities that are liable to tax.

The current tax charge for the year is lower than the standard rate of Corporation Tax in the UK of 25% (2025: 25%). The differences are explained below:

	Group		Association	
	2026 £m	**2025 £m**	**2026 £m**	**2025 £m**
(a) Analysis of charge/ (credit) in year:				
Current tax:				
UK Corporation Tax on profits of the year	**0.8**	(0.8)	**-**	-

	Group		Association	
	2026 £m	**2025 £m**	**2026 £m**	**2025 £m**
(b) Factors affecting tax charge for current year:				
Surplus on ordinary activities before taxation	**45.8**	47.1	**29.3**	28.2
Tax charge at 25% (2025: 25%) thereon	**11.5**	11.8	**7.4**	7.1
Non taxable (surpluses) primarily charitable exemptions	**(10.8)**	(12.6)	**(7.4)**	(7.1)
Capital allowances less than depreciation	**-**	-	**-**	-
Utilisation of trading losses	**(0.7)**	-	**-**	-
Deferred tax movement	**0.8**	-	**-**	-
Current tax charge / (credit) for the year carried forward	**0.8**	(0.8)	**-**	-

(c) Factors that may affect future tax charges:

There have been no recent government announcements regarding corporation tax rate changes.

11. Deferred tax assets and liabilities

Deferred tax assets and liabilities are attributable to the following:

	Group		Association	
	2026 £m Assets	**2025 £m Assets**	**2026 £m Assets**	**2025 £m Assets**
At beginning of year	**0.8**	-	**-**	-
Increase in provision	**-**	0.8	**-**	-
Release of provision	**(0.8)**	-	**-**	-
At end of year	**-**	0.8	**-**	-

Deferred tax assets are recognised only where it is probable that sufficient future taxable profits will be available to utilise deductible temporary differences or tax losses. Management has reviewed the recoverability of the deferred tax asset, and the provision has been released in line with their expectations. Trading losses have given rise to a deferred tax asset of £0.8 million which has not been recognised in these financial statements.

12. Housing properties

Group

	Properties held for lettings			Properties under construction		
	Social housing lettings £m	Low-cost home ownership £m	Non-social housing £m	Social housing lettings £m	Low-cost home ownership £m	Total £m
Cost						
At 1 April 2025	3,055.3	499.7	3.3	193.4	94.6	3,846.3
Additions	86.9	1.2	-	150.4	108.0	346.5
Capitalised interest	-	-	-	5.1	1.7	6.8
Completed schemes	81.0	63.7	-	(81.0)	(63.7)	-
Transfer to stock/WIP	-	-	-	-	(50.5)	(50.5)
Transfer to investment properties	(0.3)	(0.2)	-	-	-	(0.5)
Reclassifications	4.1	-	-	(4.1)	-	-
Disposals	(12.1)	(18.9)	-	-	-	(31.0)
At 31 March 2026	**3,214.9**	**545.5**	**3.3**	**263.8**	**90.1**	**4,117.6**
Less: accumulated depreciation						
At 1 April 2025	(472.0)	(29.2)	(0.2)	-	-	(501.4)
Eliminated on disposal	6.8	1.3	-	-	-	8.1
Depreciation	(50.7)	(4.9)	-	-	-	(55.6)
At 31 March 2026	**(515.9)**	**(32.8)**	**(0.2)**	**-**	**-**	**(548.9)**
Less: provisions for impairment						
At 1 April 2025	(2.4)	(0.1)	-	-	-	(2.5)
Charge	-	-	-	-	-	-
At 31 March 2026	**(2.4)**	**(0.1)**	**-**	**-**	**-**	**(2.5)**
Net book amount						
At 31 March 2026	**2,696.6**	**512.6**	**3.1**	**263.8**	**90.1**	**3,566.2**
At 31 March 2025	**2,580.9**	**470.4**	**3.1**	**193.4**	**94.6**	**3,342.4**

Additions to properties during the year include project management fees of £6.2 million (2025: £6.8 million).

The Group assessed its properties for impairment, and no charge was recognised in the statement of comprehensive income for 2026 (2025: £nil).

During the year, total expenditure on works to existing properties was £142.0 million (2025: £149.0 million) of which £82.8 million (2025: £83.8 million) was capitalised.

Association

	Properties held for lettings		Properties under construction	
	Social housing lettings £m	Low-cost home ownership £m	Low-cost home ownership £m	Total £m
Cost				
At 1 April 2025	17.8	498.5	94.6	610.9
Additions	0.3	1.2	108.0	109.5
Capitalised interest	-	-	1.7	1.7
Completed schemes	-	63.7	(63.7)	-
Transfer (to) / from other Group members	-	5.2	-	5.2
Transfer to stock/WIP	-	-	(50.5)	(50.5)
Disposals	(0.2)	(18.9)	-	(19.1)
At 31 March 2026	**17.9**	**549.7**	**90.1**	**657.7**
Less: accumulated depreciation				
At 1 April 2025	(2.2)	(28.4)	-	(30.6)
Eliminated on disposal	-	1.3	-	1.3
Depreciation charge	(0.1)	(4.8)	-	(4.9)
At 31 March 2026	**(2.3)**	**(31.9)**	**-**	**(34.2)**
Less: provisions for impairment				
At 1 April 2025	-	(0.1)	-	(0.1)
Release of provision	-	-	-	-
At 31 March 2026	**-**	**(0.1)**	**-**	**(0.1)**
Net book amount				
At 31 March 2026	**15.6**	**517.7**	**90.1**	**623.4**
At 31 March 2025	**15.6**	**470.0**	**94.6**	**580.2**

Additions to properties during the year include project management fees of £3.5 million (2025: £3.5 million). The Association assessed its properties for impairment, and no charge was recognised in the statement of comprehensive income for 2026 (2025: £nil).

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
The net book value of housing and other properties comprises:				
Freehold land and buildings	**3,562.0**	3,338.6	**619.1**	575.9
Long leasehold land and buildings	**8.1**	8.4	**7.6**	7.9
	3,570.1	3,347.0	**626.7**	583.8

13. Investments

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Monies deposited with Affordable Housing Finance Plc	**2.4**	2.7	**-**	-
Investment in preference shares of Orbit Homes (2020) Limited	**-**	-	**-**	-
Investment in ordinary shares of Orbit Homes (2020) Limited	**-**	-	**44.0**	44.0
Investment in ordinary shares of Orbit Capital plc*	**-**	-	**-**	-
Investment in ordinary shares of First Campbell Park Property Management Company Limited**	**-**	-	**-**	-
Investment in ordinary shares of Second Campbell Park Property Management Company Limited***	**-**	-	**-**	-
Total	**2.4**	**2.7**	**44.0**	**44.0**

The Directors believe that the carrying value of the investments is supported by their underlying net assets.

* Investment in ordinary shares of Orbit Capital plc by the Association was £13,000 (2025: £13,000)
* Investment in ordinary shares of First Campbell Park Property Management Company Limited was £22 (2025: £22)
*** Investment in ordinary shares of Second Campbell Park Property Management Company Limited was £3 (2025: £3)

14. Intangible assets

	Group	Association
Cost	**£m**	**£m**
At 1 April 2025	34.9	30.4
Additions	10.4	10.0
Transfers to other group members	-	(0.3)
Disposals	(0.5)	(0.2)
At 31 March 2026	**44.8**	**39.9**
Amortisation		
At 1 April 2025	(14.3)	(13.6)
Charge for the year	(4.0)	(3.0)
Eliminated on disposal	0.1	0.1
At 31 March 2026	**(18.2)**	**(16.5)**
Net book amount		
At 31 March 2026	**26.6**	**23.4**
At 31 March 2025	20.6	16.8

15. Investment properties non-social housing properties held for letting

Group	2026 £m	2025 £m
At 1 April	**42.6**	44.7
Revaluation gain / (loss)	**0.3**	(2.1)
Reclassifications from housing properties	**0.5**	-
Additions during year	**-**	-
At 31 March	**43.4**	42.6

The Group has investment properties at Fordham House in Stratford-upon-Avon and at St Anne's Quarter in Norwich.

Valuations of both portfolios were undertaken at the year end by independent professional valuers. The full valuation of properties was undertaken in accordance with the Royal Institute of Chartered Surveyors Valuation – Global Standards effective 31 January 2025 and is compliant with the requirements of FRS 102. The assets have been valued using the comparable methods of valuation. The market for the properties were investigated; sales evidence was collated and adjusted to take account of the situation, layout and specification of the properties. The valuers have used a nominal equivalent yield of 5.50% for Fordham House.

16. HomeBuy and other equity loans

Group and Association

	2026			2025		
	HomeBuy loans £m	Other equity loans £m	Total £m	HomeBuy loans £m	Other equity loans £m	Total £m
Loan advanced to borrowers at 1 April	**5.8**	**2.8**	**8.6**	6.1	2.8	8.9
Repaid during the year	**(0.4)**	**-**	**(0.4)**	(0.3)	-	(0.3)
Loan advanced to borrowers at 31 March	**5.4**	**2.8**	**8.2**	5.8	2.8	8.6

17. Other fixed assets

Group	Freehold offices £m	Leasehold offices £m	Commercial premises £m	Furniture, fixtures & equipment £m	Total £m
Cost					
At 1 April 2025	0.8	13.1	0.5	13.6	28.0
Additions	-	-	-	0.4	0.4
Disposals	-	-	-	-	-
Reclassification	-	-	1.1	(1.1)	-
At 31 March 2026	**0.8**	**13.1**	**1.6**	**12.9**	**28.4**
Less: accumulated depreciation					
At 1 April 2025	(0.4)	(8.6)	(0.2)	(11.2)	(20.4)
Charge for year	-	(0.3)	(0.1)	(0.7)	(1.1)
Reclassification	-	-	-	-	-
Disposals	-	-	-	-	-
At 31 March 2026	**(0.4)**	**(8.9)**	**(0.3)**	**(11.9)**	**(21.5)**
Less: provisions for impairment					
At 1 April 2025	-	(0.7)	-	-	(0.7)
Release of provision	-	-	-	-	-
At 31 March 2026	**-**	**(0.7)**	**-**	**-**	**(0.7)**
Net book amount					
At 31 March 2026	**0.4**	**3.5**	**1.3**	**1.0**	**6.2**
At 31 March 2025	0.4	3.8	0.3	2.4	6.9

The Group reviewed its portfolio of other fixed assets for impairment, and no impairment charge was recognised during the year (2025: £nil).

Association	Leasehold offices £m	Furniture, fixtures & equipment £m	Total £m
Cost			
At 1 April 2025	8.8	7.6	16.4
Additions	-	0.1	0.1
At 31 March 2026	**8.8**	**7.7**	**16.5**
Less: accumulated depreciation			
At 1 April 2025	(5.2)	(6.4)	(11.6)
Charge for year	(0.3)	(0.7)	(1.0)
At 31 March 2026	**(5.5)**	**(7.1)**	**(12.6)**
Net book amount			
At 31 March 2026	**3.3**	**0.6**	**3.9**
At 31 March 2025	3.6	1.2	4.8

18. Properties for sale

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Housing properties for sale under construction	**1.6**	1.8	**-**	-
Shared ownership - completed properties	**11.5**	6.4	**11.5**	6.4
Shared ownership - under construction	**44.1**	41.7	**44.1**	41.7
Market sale - completed properties	**7.5**	17.3	**-**	-
Market sale - under construction	**70.8**	85.1	**-**	-
	135.5	152.3	**55.6**	48.1

19. Debtors

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Due within one year:				
Rental debtors	**5.9**	4.8	**1.2**	1.1
Less: provision for doubtful debts	**(2.9)**	(2.5)	**(0.6)**	(0.5)
	3.0	2.3	**0.6**	0.6
Amounts due from subsidiaries	**-**	-	**38.3**	20.5
Prepayments and accrued income	**11.8**	8.9	**4.9**	5.1
Taxation and social security	**1.9**	3.0	**-**	-
Housing grant receivable	**-**	-	**-**	-
Other debtors	**10.6**	8.0	**3.0**	2.4
	27.3	22.2	**46.8**	28.6
Due after more than one year:				
Other debtors	**8.4**	5.9	**-**	-
Amounts due from subsidiaries	**-**	-	**41.9**	58.4
	8.4	5.9	**41.9**	58.4

20. Creditors: amounts falling due within one year

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Housing loans (note 25)	**50.0**	20.7	**0.9**	2.3
Trade creditors	**14.6**	10.2	**10.6**	5.2
Amounts due to Group undertakings	**-**	-	**49.4**	32.8
Other creditors including taxation and social security	**32.2**	22.2	**4.9**	5.5
Accruals and deferred income	**53.4**	59.8	**1.6**	0.6
Rents received in advance	**9.9**	9.2	**1.6**	1.9
Grants received in advance	**17.8**	14.5	**17.8**	14.5
RCGF within one year (note 24)	**1.0**	2.7	**0.7**	2.5
Deferred capital grant (note 22)	**14.8**	12.9	**1.3**	0.9
Total	**193.7**	152.2	**88.8**	66.2

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

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Housing loans (note 25)	**785.9**	706.8	**165.1**	179.6
Derivatives financial liabilities	**0.2**	0.6	**-**	-
Deferred capital grant (note 22)	**772.8**	727.1	**130.1**	118.1
Deferred income for renewals and maintenance contributions	**21.6**	19.8	**8.1**	7.4
HomeBuy and other equity grants	**7.5**	7.8	**7.5**	7.8
Bond finance (note 25)	**988.6**	988.0	**-**	-
Grants received in advance	**29.5**	-	**29.5**	-
Other creditors	**5.6**	5.9	**-**	-
RCGF more than one year (note 24)	**7.5**	3.9	**5.5**	3.0
Loan premium Affordable Homes Plc	**6.0**	6.4	**-**	-
Total	**2,625.2**	2,466.3	**345.8**	315.9

Housing loans shown above are net of £4.9 million loan arrangement fees carried forward (2025: £4.8 million) and finance restructure costs of £2.8 million (2025: £3.0 million).

Bond finance shown above is net of £4.0 million arrangement fees carried forward (2025: £4.2 million), discount costs of £10.0 million (2025: £10.6 million) and issue price premium of £2.6 million (2025: £2.8 million).

22. Deferred capital grant

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
At 1 April	**740.1**	720.2	**119.0**	105.4
Grant received in the year	**64.4**	38.9	**15.5**	15.8
Recycled on disposal	**(3.7)**	(2.0)	**(1.4)**	(1.0)
Transfer from intercompany	**-**	-	**(0.3)**	0.2
Amortisation eliminated on the disposal of assets	**0.8**	2.6	**0.2**	0.2
Transfer of Grant to development partners	**-**	(0.5)	**-**	(0.5)
Transferred to other Registered Providers	**(0.4)**	(6.3)	**(0.4)**	(0.2)
Released to income in the year	**(13.6)**	(12.9)	**(1.2)**	(0.9)
At 31 March	**787.6**	740.0	**131.4**	119.0

Analysed as:

Amounts to be released within 1 year	**14.8**	12.9	**1.3**	0.9
Amounts to be released in more than 1 year	**772.8**	727.1	**130.1**	118.1
Total	**787.6**	740.0	**131.4**	119.0

23. Provisions for liabilities

Group	1 April 2025 £m	Provided in year £m	Released in year £m	31 March 2026 £m
Restructuring provision	0.1	-	(0.1)	**-**
Constructive obligations	3.6	0.1	-	**3.7**
Shared Ownership lease qualifying repairs provision	0.5	0.7	-	**1.2**
Total	4.2	0.8	(0.1)	**4.9**

Analysed as:

Amounts to be released within 1 year	**-**
Amounts to be released in more than 1 year	**4.9**
Total	**4.9**

Association	1 April 2025 £m	Provided in year £m	Released in year £m	31 March 2026 £m
Restructuring provision	0.1	-	(0.1)	**-**
Constructive and contractual obligations	3.6	0.1	-	**3.7**
Shared Ownership lease qualifying repairs provision	0.5	0.7	-	**1.2**
Total	4.2	0.8	(0.1)	4.9

Analysed as:

Amounts to be released within 1 year	**-**
Amounts to be released in more than 1 year	**4.9**
Total	**4.9**

24. Recycled capital grant funds (RCGF)

Group	RCGF £m
At 1 April 2025	6.6
Grants recycled	4.2
Interest accrued	0.2
Utilised in the year	(1.8)
Repayment of grant	(0.7)
At 31 March 2026	**8.5**

Analysed as:

Group	RCGF £m
Within one year	1.0
After more than one year	7.5
At 31 March 2026	**8.5**

Association	RCGF £m
At 1 April 2025	5.5
Grants recycled	1.9
Interest accrued	0.1
Utilised in the year	(0.4)
Transferred to other group members	(1.4)
Received from other group members	1.1
Repayment of grant	(0.6)
At 31 March 2026	**6.2**

Analysed as:

Association	RCGF £m
Within one year	0.7
After more than one year	5.5
At 31 March 2026	**6.2**

The amount utilised in the year related to new developments and one off purchase of housing assets.

25. Housing loans and bond finance

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Due within one year				
Orbit Treasury Limited	-	-	0.9	0.8
Greenwich NatWest	-	1.5	-	1.5
Bank / building society loans	50.0	19.2	-	-
	50.0	20.7	0.9	2.3
Due after more than one year				
Orbit Treasury Limited	-	-	11.8	24.7
Orbit Capital plc	-	-	153.3	153.3
Bond finance	1,000.0	1,000.0	-	-
Bank / building society loans	693.6	613.1	-	-
Affordable Homes Plc	100.0	100.0	-	-
Greenwich NatWest	-	1.6	-	1.6
	1,793.6	1,714.7	165.1	179.6
	1,843.6	1,735.4	166.0	181.9

Housing loans are secured by fixed charges on the Association's housing properties and are repayable at varying rates of interest in instalments due as follows:

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
In one year or less, on demand	-	20.7	0.9	2.3
Repayable by instalments:				
- more than one year but not more than two years	2.5	45.6	0.9	1.0
- in more than two years but not more than five years	172.5	210.3	2.6	0.3
- in more than five years	76.0	133.8	161.6	178.3
	251.0	389.7	165.1	179.6
Repayable other than by instalments:				
- in one year or less	50.0	-	-	-
- in more than one year but not more than two years	115.0	100.0	-	-
- in more than two years but not more than five years	222.6	95.0	-	-
- in more than five years	1,205.0	1,130.0	-	-
	1,592.6	1,325.0	-	-
	1,843.6	1,735.4	166.0	181.9

All loans are secured by fixed charges on individual properties.

25. Housing loans and bond finance (continued)

The interest rate profile at 31 March 2026 was:

	Total £m	Variable rate £m	Fixed rate £m	Weighted average rate over term %	Weighted average term until maturity Years
Group					
Instalment loans	**408.6**	322.6	86.0	3.78%	10
Non-instalment loans	**1,435.0**	-	1,435.0	3.48%	16
	1,843.6	322.6	1,521.0	3.55%	15
Association					
Instalment loans	**166.0**	12.7	153.3	3.17%	18

The Group has various undrawn committed borrowing facilities. The facilities available at 31 March were as follows:

	Group 2026 £m
Expiring in less than one year	**50.0**
Expiring in more than one year but not more than two years	**-**
Expiring in more than two years	**347.4**
Undrawn committed facilities	**397.4**

25. Housing loans and bond finance (continued)

Hedge Accounting (Group)

The following table indicates the periods in which the cash flows associated with cash flow hedging instruments are expected to occur as required by FRS 102.29(a) for the cash flow hedge accounting models in Group not in the Association.

	2026					
	Carrying amount £m	Expected cash flows £m	1 year or less £m	1 to < 2 years £m	2 < 5 years £m	5 years and over £m
Interest rate swaps:						
Assets	(5.5)	74.3	8.8	9.1	24.4	32.0
Liabilities	0.2	(68.7)	(8.6)	(8.6)	(23.8)	(27.7)
	(5.3)	5.6	0.2	0.5	0.6	4.3

	2025					
	Carrying amount £m	Expected cash flows £m	1 year or less £m	1 to < 2 years £m	2 < 5 years £m	5 years and over £m
Interest rate swaps:						
Assets	(3.0)	90.5	3.4	6.8	25.9	54.4
Liabilities	0.6	(86.1)	(3.2)	(5.6)	(25.9)	(51.4)
	(2.4)	4.4	0.2	1.2	-	3.0

Fair values

The fair values of all financial assets and financial liabilities by category together with their carrying amounts shown in the statement of financial position are as follows:

	2026		2025	
	Carrying amount £m	Fair value £m	Carrying amount £m	Fair value £m
Loan	**662.6**	**711.2**	476.3	589.2
Bond	**1,145.0**	**838.1**	1,148.1	821.7
Embedded swap	**36.0**	**(0.6)**	111.0	(2.2)
	1,843.6	**1,548.7**	1,735.4	1,408.7

Orbit Treasury Limited has fifteen cash flow hedges. The hedge relationships of fifteen meets each condition for hedge accounting, which are consistent with the entity's risk management objectives for undertaking hedges.

Orbit Treasury Limited considers that an economic relationship exists between the hedging instrument (interest rate swap) and the hedged item (floating rate loan) in that the values of the hedged item and hedging instrument move in opposite directions in response to movements in SONIA, the hedged risk, over the life of the hedge.

The objective of the hedge is to mitigate the changes in the future cash flows stemming from the floating rate interest payments related to the floating rate loan entered into by Orbit Treasury Limited.

25. Housing loans and bond finance (continued)

In accordance with chapter 12 of FRS 102, hedge accounting has been applied to the following swap contracts.

	2026 £m	2025 £m
Swap notional value £215m (2025: £243m)	**(5.3)**	(2.4)

	2026 £m	2025 £m
Total fair value of derivatives	**(5.3)**	(2.4)

	2026 £m	2025 £m
Analysis of fair value movements		
Movement in ineffective portion of derivatives that qualify for hedge accounting through SOCI	**0.6**	1.3
Release of inception of fair value accounting shown in interest payable	**(0.6)**	(1.5)
Movement through SOCI	**-**	(0.2)
Movement in effective portion of derivatives that qualify for hedge accounting through SOCI	**0.8**	5.6
Release of inception of fair value accounting shown in interest payable (as above)	**0.6**	1.5
Release of cashflow hedge reserve of previously broken swaps in interest payable	**1.5**	0.2
Settlement of financial liability due to cancelling of 6 swaps that were hedge accounted	**-**	(0.8)
Total fair value movement in derivatives	**2.9**	6.3

Financial risk management

The Group has in place a risk management programme that seeks to limit the adverse effects on the financial performance of the Company and Group by monitoring levels of debt finance and related finance costs. The key risks are as follows:

Interest rate risk

At 31 March 2026, 83% of Orbit Group's debt was fixed or hedged. Orbit has £322.6 million of variable debt funding, of which £322.6 million is held in Orbit Treasury Limited, which could be exposed to rises in SONIA rates. If SONIA were to increase by 0.50%, then the impact would be additional interest costs of £1.6 million per annum to the statement of comprehensive income. Any such costs can be recovered from the Operating Associations.

Liquidity risk

Orbit Treasury Limited actively lends the full amount of the loans it has itself borrowed, thus the entity has assets to fully offset its liabilities and interest receivable to offset its interest payable.

Credit risk

The liabilities to funders are secured by a legal charge over property assets owned by the Associations with a value in excess of total borrowings. This includes mark to market liabilities resulting from interest rate hedging instruments. The Associations have entered into a guarantee with Orbit Treasury Limited over future interest payments, including payments due under interest rate hedging instruments and the property security. The carrying amount of the funding liabilities represents the maximum value exposed to credit risk. At the end of the financial year the credit rating of A3 stable from Moody's remained in place.

Intercompany funding arrangements

Orbit Group Limited and Orbit Housing Association Limited have entered into an intra-group loan agreement with Orbit Treasury Limited. The Associations provide security for the loans entered into by Orbit Treasury Limited on their behalf in the form of their social housing assets. The Associations, as part of this arrangement, also agree to cover all costs associated with the funding including any associated hedging arrangements such as interest rate swaps.

26. Called up share capital

	Group		Association	
	2026 £	2025 £	2026 £	2025 £
Issued and fully paid shares of £1 each				
At 1 April 2025	**9**	8	**9**	8
Issued	**4**	3	**4**	3
Surrendered	**(1)**	(2)	**(1)**	(2)
At 31 March 2026	**12**	9	**12**	9

The share capital of Orbit Group Limited, which was formed in 1997, is raised by the issue of shares with a nominal value of £1 each. The Association's Co-operative and Community Benefit Society status means the maximum shareholding permitted per member is 1 share. There is no authorised share capital and the Orbit Board may issue as many £1 shares as it wishes. However, the Board operates a restricted shareholding policy with all shares currently held by serving, or former Orbit Board members only. The Association's shares carry no right to interest, dividend or incentive scheme. Shares are not capable of being withdrawn or transferred and cannot be held jointly. Shareholders have the right to attend (or to vote by proxy) at any general, special general or extraordinary general meeting of the Association.

27. Capital commitments

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Capital expenditure which has been contracted for but has not been provided for in the financial statements	**503.9**	496.5	**174.7**	196.9
Capital expenditure which has been authorised under authority from the Orbit Board but has yet to be contracted for	**176.7**	181.5	**34.5**	40.3
	680.6	678.0	**209.2**	237.2

Orbit expects these commitments to be financed with:

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Social Housing Grant	**27.7**	86.1	**5.8**	30.7
Surpluses and borrowings	**652.9**	591.9	**203.4**	206.5
	680.6	678.0	**209.2**	237.2

28. Contingent liabilities

Stock acquisitions undertaken in the past include grant funding which has an obligation to be recycled in accordance with the original grant funding terms and conditions.

For the year ended 31 March 2026, £0.1 million of grant was recycled (2025: £0.4 million), with additions of £0.2 million (2025: £nil), resulting in contingent grant liabilities of £47.0 million at year end (2025: £46.9 million).

The Associations are responsible for the recycling of the grant in the event of the housing properties being disposed.

29. Cash flow from operating activities

	Group	
	2026 £m	2025 £m
Surplus for the year	**45.0**	47.9
Adjustments for non cash items:		
Depreciation, amortisation and release of impairment	**49.8**	44.4
Movement in other provisions	**0.7**	4.3
Adjustments for investing or financing activities:		
Gain on sale of fixed assets	**(12.1)**	(26.9)
Change in value of investment property	**(0.3)**	2.1
Interest payable	**60.7**	57.3
Interest receivable	**(5.0)**	(2.9)
Movement in fair value of financial instruments	**-**	0.2
Pension contributions in excess of expense	**(2.5)**	(3.2)
Other financing cost	**4.1**	3.5
Deduct / (add) back tax	**0.8**	(0.8)
	45.7	29.3
Adjustments for working capital movement:		
Movement in provisions	**0.3**	-
Decrease in stocks	**16.8**	12.2
(Increase) / decrease in debtors	**(6.1)**	6.3
Increase in creditors	**1.3**	9.0
	12.3	27.5
Tax paid	**-**	(0.1)
Net cash inflow from operating activities	**153.5**	153.3

30. Reconciliation of net cash flow to movement in debt

	Group	
	2026 £m	2025 £m
Increase/ (decrease) in cash in the year	**24.7**	(41.3)
(Decrease) / increase in bank deposits (with a maturity in excess of 24 hours)	**(0.3)**	0.2
Other changes	**0.7**	(1.0)
Loans and bond finance received	**(230.5)**	(135.0)
Loans repaid	**122.3**	70.6
Loan arrangement fees	**1.2**	2.0
Change in net debt	**(81.9)**	(104.5)
Net debt at 1 April	**(1,668.2)**	(1,563.7)
Net debt at 31 March	**(1,750.1)**	(1,668.2)

31. Analysis of changes in net debt

Group	1 April 2025 £m	Cash flows £m	Other changes £m	31 March 2026 £m
Cash at bank and in hand	-	-	-	**-**
Bank deposits less than 24 hours	54.8	24.7	-	**79.5**
	54.8	24.7	-	**79.5**
Bank deposits in excess of 7 days	2.7	(0.3)	-	**2.4**
Housing loans due within one year	(20.7)	(29.3)	-	**(50.0)**
Housing loans due after one year	(714.7)	(78.9)	-	**(793.6)**
Bond finance	(1,000.0)	-	-	**(1,000.0)**
Bond arrangement fees, discount and price premium	12.0	-	(0.6)	**11.4**
Loan arrangement fees and loan premium	(2.3)	1.2	1.3	**0.2**
	(1,668.2)	(82.6)	0.7	**(1,750.1)**

32. Financial commitments

Operating leases

Orbit was committed to making total minimum future repayments of leases in respect of operating leases other than land and buildings:

	Group		Association	
	2026 £m	2025 £m	2026 £m	2025 £m
Leases which expire				
Within 1 year	**0.8**	1.0	**0.4**	0.4
Within 2 - 5 years	**1.6**	3.0	**0.8**	1.1
After 5 years	**-**	0.2	**-**	-
Total	**2.4**	4.2	**1.2**	1.5

33. Number of units under development

	Group		Association	
	Total 2026 No.	Total 2025 No.	Total 2026 No.	Total 2025 No.
General needs	**1,159**	637	**-**	-
Low cost home ownership	**756**	562	**756**	562
Properties for market sale	**73**	77	**-**	-
Total housing units	**1,988**	1,276	**756**	562

34. Property portfolio

	Group		Association	
	2026 Units	2025 Units	2026 Units	2025 Units
Social				
Social Rent General needs	**24,352**	24,270	**123**	123
Affordable rent	**6,938**	6,656	**-**	-
Supported Housing				
- Social Rent Supported Housing	**3,254**	3,283	**-**	-
- Affordable Rent Supported Housing	**167**	167	**-**	-
- Care Homes	**13**	14	**-**	-
Low cost home ownership (LCHO)	**6,369**	6,142	**6,315**	6,087
Total Social Housing Units (excluding Leasehold)	**41,093**	40,532	**6,438**	6,210
Leasehold	**2,391**	2,349	**637**	617
Total Social Housing Units	**43,484**	42,881	**7,075**	6,827
Non-Social				
Market rent	**195**	195	**-**	-
Non-social Leasehold	**451**	453	**283**	285
Retained Freehold	**3,556**	3,378	**1,310**	1,262
Commercial units	**12**	15	**-**	-
Total non-social housing units	**4,214**	4,041	**1,593**	1,547
Total Social and Non-Social Housing Units	**47,698**	46,922	**8,668**	8,374
Disclosure note:				
Units owned and/or managed	**47,698**	46,922	**8,668**	8,374
Units managed by others	**798**	854	**8,668**	8,374

The majority of the properties owned by Orbit Group Limited are managed by Orbit Housing Association Limited.

35. Subsidiary organisations, associates and related party transactions

The following comprise the subsidiary organisations for incorporation into consolidated financial statements for the Group in accordance with the Co-operative and Community Benefit Societies Act 2014 and Financial Reporting Standard 2 - Accounting for Subsidiary Undertakings.

On 31 March 2021, two of the Group subsidiaries, both registered under the Co-operative and Community Benefit Society Act 2014, Heart of England Housing Association and Orbit South Housing Association merged. The newly merged entity has been renamed Orbit Housing Association Limited, as disclosed below.

Organisation	Status	Principal activity	Country of incorporation	Basis of control by parent undertaking
Registered under the Co-operative and Community Benefit Societies Act 2014				
Orbit Housing Association Limited	Registered Housing Association and a Registered Society under the Co-operative and Community Benefit Societies Act 2014	Provision of rented housing	England and Wales	Control of membership of the Board plus nominal shareholding
Incorporated under the Companies Act 2006				
Orbit Treasury Limited	Private Limited Company	Group treasury vehicle	England and Wales	Ownership of all issued share capital
Orbit Gateway Limited	Private Limited Company	Buying and selling of real estate (dormant)	England and Wales	Ownership of all issued share capital
Orbit Homes (2020) Limited	Private Limited Company	Design and build company and development of housing for sale	England and Wales	Ownership of all issued share capital
Orbit Capital plc	Public Limited Company	Group bond finance vehicle	England and Wales	Ownership of all issued share capital
First Campbell Park Property Management Company Limited	Private Limited Company	Property management company (dormant)	England and Wales	Control of membership of the board
Second Campbell Park Property Management Company Limited	Private Limited Company	Property management company (dormant)	England and Wales	Control of membership of the board

Transactions with non-regulated Group members

During the year the Association has transacted with three fellow group subsidiaries not regulated by the Regulator of Social Housing, Orbit Homes (2020) Ltd, Orbit Treasury Ltd and Orbit Capital plc. Orbit Homes (2020) Ltd provides design and build services to the Group.

Orbit Group Limited provides loans to its subsidiary Orbit Homes (2020) Limited and the amount outstanding at 31 March 2026 is £41.9 million (2025: £58.4 million). The total amount available under these facilities at 31 March 2026 was £200 million (2025: £200 million).

During the year the Association received interest of £4.2 million from Orbit Homes (2020) Limited (2025: £5.8 million).

During the year the Association made payments totalling £34.9 million (2025: £57.3 million) to Orbit Homes (2020) Ltd for the purchase of housing property assets, project management fees of £3.5 million (2025: £3.5 million), and has an outstanding creditor balance with Orbit Homes (2020) Ltd of £6.5 million (2025: £2.9 million) and outstanding debtors of £44.3 million (2025: £44.5 million).

Orbit Treasury Ltd and Orbit Capital plc provide a funding on lending service to Group members. During the year the Association paid interest costs to Orbit Treasury plc totalling £2.1 million (2025: £1.8 million) and fees of £0.3 million (2025: £0.2 million) and has an outstanding creditor balance of £0.6 million (2025: £1.7 million). The Association also paid interest costs and fees of £3.6 million (2025: £3.6 million) to Orbit Capital plc and fees of £0.3 million (2025: £0.1 million) and has an outstanding creditor balance of £1.3 million (2025: £1.1 million). The allocation of these costs is based upon the level of debt required and secured by the housing properties held by the Association.

Related party transactions

The Orbit Group Limited Board included a member who is a Non Executive Director of the National House-Building Council (NHBC). During the year Orbit made payments of £1.2 million to NHBC (2025: £1.1 million). An amount outstanding at 31 March 2026 of £nil (2025: £nil).

A number of the Board members are tenants / leaseholders of the Association or Group. Their tenancies / leases are on normal commercial terms and the members cannot use their position to their advantage. In the current year payments in aggregate to Orbit totalled £12,000 (2025: £29,000). The Board members had paid £1,000 in advance as at 31 March 2026 (2025: £2,000).

The Association is exempt from the requirements of Financial Reporting Standard FRS 102 'Related Party Disclosures' to disclose transactions between Group undertakings as all companies are under the control of the Board of the parent company. Included with debtors (note 19) and creditors (note 21) are the amounts owed to and owed by other Group members.

The Pension Trust, as administrator of the Orbit Defined Benefit Pension Scheme and Kent County Council as administrators of the Local Government Pension Scheme, are considered to be related parties. Transactions with these entities are as set out in note 36.

36. Pension costs

Movement in net pension liabilities during the year

	Group		Association	
	2026 £m	**2025 £m**	**2026 £m**	**2025 £m**
Net deficit at 1 April	**(8.0)**	(10.9)	**(8.0)**	(10.9)
Employer contributions	**2.8**	3.5	**2.8**	3.5
Expenses	**(0.2)**	(0.3)	**(0.2)**	(0.3)
Other financing costs	**(0.4)**	(0.5)	**(0.4)**	(0.5)
Remeasurements included in Other Comprehensive Income	**0.2**	0.2	**0.2**	0.2
Deficit in pension scheme at 31 March	**(5.6)**	(8.0)	**(5.6)**	(8.0)

Orbit Group participates in two defined benefit pension schemes. The Orbit Group Defined Benefit Pension Scheme, and Kent County Council Local Government Pension Scheme.

The Virgin Media Case

In June 2023, the High Court handed down a decision in the case of Virgin Media Limited v NTL Pension Trustees II Limited and others relating to the validity of certain historical pension changes due to the lack of actuarial confirmation required by law. On 29 April 2026, the Pensions Schemes Bill received royal assent (becoming the Pension Schemes Act 2026), passing into law legislation which, in relation to validity issues arising from the Virgin Media ruling, gives affected pension schemes the ability to retrospectively obtain written actuarial confirmation that historical benefit changes met the necessary standards. Given the legislative solution provided by the Pension Schemes Act 2026, the Directors now do not expect the Virgin Media ruling to give rise to any additional liabilities for the Kent LGPS.

The legal case on the Orbit Defined Benefit Plan included questions relevant to the Virgin Media ruling. It therefore remains unclear what impact the Virgin Media ruling would have on this Plan until the ongoing legal case is completed. Therefore at this time the Directors have made no allowance for Virgin Media in the obligations for the Orbit Defined Benefit Plan.

Orbit Group Defined Benefit Pension Scheme

From 1 October 2019 the company operated a defined benefit scheme in the UK. This is a separate trustee administered fund set up on 1 October 2019 following the transfer of assets and obligations from the Social Housing Pension Scheme (SHPS). The scheme holds the pension scheme assets to meet long-term pension liabilities. Scheme liabilities have been based on data provided by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below. These assumptions take account of the ongoing reform of the RPI, resulting in a change of estimate this year in setting the CPI assumption relative to the RPI.

The Trustees of the Scheme initiated a court case to seek clarification on historic scheme benefit changes. The court case took place in early 2025 and the judgement is expected later in the year. The figures disclosed do not reflect the outcome of this court case.

The Scheme is valued every three years. The last valuation in September 2023 indicated a deficit of £11,095,000. Orbit has agreed to deficit recovery plan payments of £2.6 million pa (inflating at 2% pa) from 1 April 2025 to 30 June 2027 and these payments may continue to 31 March 2028 dependent on the outcome of the scheme benefit review court case.

Present values of Orbit defined benefit obligation, fair value of assets and defined benefit asset (liability) (Group and Association)

	31 March 2026 £m	**31 March 2025 £m**
Fair value of plan assets	**68.1**	66.4
Present value of defined benefit obligation	**(73.7)**	(74.4)
Defined benefit liability to be recognised	**(5.6)**	(8.0)

36. Pension costs (continued)

Reconciliation of opening and closing balances of the defined benefit obligation

	31 March 2026 £m
Defined benefit obligation at the start of the year	74.4
Expenses	
Interest expense	4.2
Actuarial losses due to scheme experience	0.3
Actuarial gains due to changes in demographic assumptions	(0.3)
Actuarial gains due to changes in financial assumptions	(0.9)
Benefits paid and expenses	(4.0)
Defined benefit obligation at the end of the year	**73.7**

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

	31 March 2026 £m
Fair value of plan assets at the start of the year	66.4
Interest income	3.9
Expenses	(0.2)
Actuarial losses due to changes in financial assumptions	(0.8)
Contributions by the employer	2.8
Benefits paid and expenses	(4.0)
Fair value of plan assets at the end of the year	**68.1**

The actual return on the plan assets (including any changes in share of assets) over the year ended 31 March 2026 was £3,125,000 (2025: £4,778,000).

Defined benefit costs recognised in Statement of Comprehensive Income (SoCI)

	31 March 2026 £m	31 March 2025 £m
Expenses	**0.2**	0.3
Other financing costs	**0.4**	0.5
Total expense recognised in the SoCI	**0.6**	0.8

36. Pension costs (continued)

Defined benefit costs recognised in Other Comprehensive Income

	31 March 2026 £m	31 March 2025 £m
Experience on plan assets (excluding amounts included in net interest cost) - gain	**(0.7)**	(8.3)
Experience gains and losses arising on plan liabilities	**(0.3)**	(0.2)
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation	**0.3**	(0.5)
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation	**0.9**	9.2
Total amount recognised in Other Comprehensive Income - gain	**0.2**	0.2

Assets

	31 March 2026 £m	31 March 2025 £m
Equity	**6.7**	5.6
Bonds	**12.3**	11.3
Property	**2.6**	3.7
Cash	**1.5**	1.3
Other	**9.8**	9.0
Liability Driven Investments	**19.8**	20.6
Liquid alternatives	**9.3**	8.9
Private Credit	**6.1**	6.0
Total assets	**68.1**	66.4

36. Pension costs (continued)

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

Key assumptions

	31 March 2026 % per annum	31 March 2025 % per annum
Discount Rate	**6.2**	5.9
Inflation (RPI)	**3.3**	3.1
Inflation (CPI)	**3.1**	2.8
Salary Growth	**-**	-
Allowance for commutation of pension for cash at retirement	**75% of maximum allowance**	**75% of maximum allowance**

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

	2026 Number	2025 Number
Male retiring in 2026	**21.6**	21.1
Female retiring in 2026	**23.8**	23.5
Male retiring in 2046	**22.9**	22.4
Female retiring in 2046	**24.9**	24.6

Sensitivity to assumptions

The approximate effects of movements in the main assumptions on the value of liabilities are shown below.

Movement in assumption	Change in defined benefit obligation
Discount rate +/- 0.1%	-/+2%
Inflation assumptions +/- 0.1%	+/-2%
Life expectancy +/- 1 year	+/-3-5%

36. Pension costs (continued)

Other pension scheme operated by Orbit South Housing Association Limited

Local Government Pension Scheme – Kent County Council

The Association participates in The Local Government Pension Scheme (LGPS defined benefit statutory scheme) which is administered by Kent County Council (KCC). In June 2022 the last active member left the Scheme and Orbit Housing Association entered into a Deferred Debt Agreement with the Scheme for a term of 10 years. These figures have been prepared in accordance with Financial Reporting Standard 102 (FRS102). Total employer contributions paid to the scheme for the year were £2,000 (2025: £2,000).

The Scheme is in surplus again this year. Consistent with prior years we have applied an asset ceiling to remove this surplus since we believe it is unlikely to be realised.

Triennial actuarial valuation

Triennial actuarial valuations of the LGPS are performed by an independent, professionally-qualified actuary. The most recent valuation of KCC's scheme was completed as at 31 March 2025.

In accordance with the terms of the Deferred Debt Agreement the scheme was valued on a projected cessation basis giving rise to a net asset position of £8.9 million and a funding level of 111%.

Actuarial assumptions used for the Kent County Council LGPS scheme

The major financial assumptions used by the actuary in the FRS 102 valuation are:

	2026 % per annum	2025 % per annum
Rate of increase in salaries	**3.85**	3.90
Discount rate applied to scheme liabilities	**6.00**	5.75
Inflation assumption - CPI	**2.85**	2.90
Inflation assumption - RPI	**3.30**	3.25

The estimate of the duration of the employer liabilities is 12 years.

Life Expectancy from age 65 (years)

		2026 Number	2025 Number
Retiring today	Males	**21.6**	20.7
	Females	**23.9**	23.3
Retiring in 20 years	Males	**23.2**	22.0
	Females	**25.6**	24.7

Scheme Assets

	31 March 2026 £m	31 March 2025 £m
Equities	**6.0**	5.5
Gilts	**0.6**	0.6
Other bonds	**1.4**	1.4
Property	**1.0**	0.8
Cash	**0.3**	0.4
Absolute return	**0.5**	0.5
Infrastructure	**0.5**	0.5
Total fair value of assets	**10.3**	9.7
Present value of scheme liabilities	**(6.8)**	(6.8)
Impact of asset ceiling	**(3.5)**	(2.9)
Net pension liability	**-**	-

36. Pension costs (continued)

Statement of financial position as at 31 March 2026

	31 March 2026 £m	31 March 2025 £m
Present value of the defined benefit obligation	**6.8**	6.8
Fair value of fund assets (bid value)	**(10.3)**	(9.7)
Impact of asset ceiling	**3.5**	2.9
Net defined benefit liability	**-**	-

Scheme liabilities

	2026 £m
Opening defined benefit obligation	6.8
Interest cost	0.3
Change in financial assumptions	(0.2)
Change in demographic assumptions	0.1
Experience loss / (gain) on defined benefit obligation	0.2
Estimated benefits paid net of transfers in	(0.4)
Closing defined benefit obligation	**6.8**

Reconciliation of opening and closing balances of fair value scheme assets

	2026 £m
Opening fair value of scheme assets	9.7
Interest on assets	0.5
Return on assets less interest	0.5
Other actuarial gains	-
Estimated benefits paid net of transfers in and including unfunded	(0.4)
Closing fair value of fund assets	**10.3**

Analysis of amounts charged to income and expenditure

	2026 £m	2025 £m
Net interest on the defined liability	-	-

36. Pension costs (continued)

Defined benefit costs recognised in Other Comprehensive Income

	2026 £m	2025 £m
Return on fund assets in excess of interest	**0.5**	(0.2)
Other actuarial gains / (losses) on assets	**-**	-
Experience gains and losses arising on the plan liabilities	**(0.2)**	-
Change in financial assumptions	**0.2**	0.9
Effects of change in demographic assumptions	**(0.1)**	-
Changes in impact of asset ceiling	**(0.4)**	(0.7)
Total amount recognised in Other Comprehensive Income	**-**	-

Defined Contribution Pension Scheme

Orbit participates in one defined contribution pension scheme.

Orbit's defined contribution pension scheme is called the Orbit Group Retirement Plan which is available to all employees and is administered by Aviva. Orbit matches colleague contributions up to a maximum of between 8% and 12.5%.

37. Non-consolidated management arrangements

Across the Group, associations have entered into arrangements with a number of other organisations in connection with the management of some of the properties. The financial transactions affecting those managing agents are not consolidated where the risk rests with these agents.

38. Post balance sheet events

In line with our densification strategy we are planning to dispose of over 2,200 properties to another registered provider in 2026/27.

Subsequent to the year end the Group has obtained additional long-term funding through its £1bn Euro Medium Term Note (EMTN) programme.