RSH Registered Number L3808
Community Benefits Society Number 26310R

Tuntum Housing Association Ltd
Consolidated Financial Statements
Year ended 31st March 2023

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Tuntum Housing Association Limited
COMPANY INFORMATION

Members of the Board
Junior Hemans, BA, MBA - Chair
Dr Mark Taylor, PhD, MBA, FCA, MSc, BSc (Resigned September 2022)
Michelle Bateman MSc, BSc (Hons), RGN, RM, RHV – Vice Chair (Resigned September 2022)
Paul Moat, BSc (Hons), DMS, MBA, MRICS
Chris Jones HNC, FD
Kwabena Osayande, BA (Hons), MSc
Professor Philip Baker, BMedSci, BM, BS, DM, FRCOG, FRANZCOG, FMedSci
Ayyaz Ahmed, BA (Hons), FCIH, DMS, MBA
Beryl Louise McConnell, BA (Hons), Barrister at Law
Didia Antonio
Jackie Richards ACA, BA (Hons)
Anil Sarda (Resigned September 2022)
Nicholas Murphy BSc (Hons), MA (Joined September 2022)
Janet Glass BA (hons) (Joined September 2022)
Olu Oloruntuyi FCCA, DMS (Joined September 2022)

Executive Directors
Richard Renwick BA (Hons), MBE
Rafik Ghumra FCCA
Masaud Subedar FCIH

Secretary
Richard Renwick BA (Hons), MBE

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RSH Registered Number
L3808

Co-operative and Community Benefit Societies Act 2014 Number
26310R

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Solicitors
Browne Jacobson Solicitors
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Operating and financial review

Background

Tuntum was registered with the Housing Corporation in December 1988 as part of a national strategy to establish and develop BME-led housing associations. Tuntum is still linked with other housing associations registered as part of the same strategy through its membership of the BME National organisation.

Tuntum's principal activities are the development, management and maintenance of social housing, primarily for people on a low income. This includes housing developments specifically combined with specialist support, which meet a range of different needs such as, refugees, young single homeless, young mothers, the elderly, and women fleeing domestic violence. There has also been a small programme of housing for shared ownership sale included on development sites primarily for affordable housing. As part of its social value contribution to communities in Nottingham, Tuntum has also been involved in various community activities over the years such as leading on the delivery of the Nottingham Carnival since 1999, which it still does today.

Tuntum currently owns and manages 1,602 homes (as at March 2023) located in 12 local authority areas comprising the cities of Nottingham, Leicester and Derby and the boroughs of Hinckley and Bosworth, Rushcliffe, Erewash, Gedling, Broxtowe, Mansfield, Charnwood, Ashfield and East Staffordshire. Of these homes, 10% are for housing with specialist support and 6% are in shared ownership. The largest housing stock ownership is in the City of Nottingham with 69% of all homes owned, including specialist housing units. The ages of Tuntum's stock range from 23% of homes built before 1929 to 32% of homes owned developed after 2000.

Tuntum's governance is overseen by a highly skilled and experienced Board, which is supported by three committees. These are the Audit and Risk Committee (ARC), the Customer Experience Committee (CEC) and the People and Governance Committee (PGC). The terms of reference for these committees were initially reviewed in December 2021. At the same time, the Board also created a Task and Finish Panel (TFP) to oversee improvements in governance practises required following the In-Depth Assessment (IDA) carried out by the Regulator of Social Housing in 2021 which resulted in the Association's regularity judgement being adjusted to G2. The Executive and Board have made significant progress towards having its regulatory judgement return to the G1 rating, which it held previously.

As of 31st March 2023, 57 full-time equivalent staff members were employed, a decrease of 5 from the previous year.

Overview of the year 2022/23

Dealing with the IDA and the emerging issues has been the focus for both the Executive and the Board during the year 2022/23. To monitor the improvements the Board and the Task and Finish Panel received regular updates on the actions taken against the Action Plan prepared in conjunction with Campbell Tickell consultants. Of the 72 issues listed in the Action Plan, approved by the Board in November 2021, only three issues were assessed by external consultants as not satisfactorily completed.

The review of the Annual Corporate Operation Plan for the year 2022/23 took place in March 2023. The Plan was based on the strategic objectives listed in the Five Year Corporate Plan. The following is a summary of the performance during 2022/23 and this is followed by the highlights for the year.

Items	2021/22	2022/23
Number of Corporate Operational Plan actions	52	66
Number completed	49 (94%)	54 (81%)
Number partially completed	2	5
Number not completed	1	7

Corporate objective – To deliver excellent services to tenants and other customers, which achieve good levels of tenant satisfaction and that tenants are satisfactorily engaged.

Key evidence of delivery during the year 2022/23 is as follows:

- The review of the annual tenants' engagement strategy took place during the year led by the Customer Excellence Lead and the Customer Experience Committee.
- A number of meetings were held with residents in the sheltered and specialist schemes and, in addition, both sets of schemes organised events which celebrated the Queen's Platinum Jubilee. Also, the residents at the Lyn Gilzean sheltered scheme celebrated the 60th Anniversary of Jamaica's independence with a party and a talk on the history of black miners.
- As at March 2023, 17% of tenants had signed up for the 'My Tenancy' portal. This is regarded as an underachievement but as time progresses this number will increase.
- As planned, four editions of the tenant newsletter Engage were published during the financial year.

Corporate objective – To deliver an excellent standard of services to tenants and other customers, which achieve good levels of tenant satisfaction and to ensure that staff are appropriately skilled and motivated.

Key evidence of delivery during the year 2022/23 are as follows:

- The staff training programme for the year 22/23 was delivered. This included training on how to identify and deal with damp and mould issues, of which approximately 60% of all staff attended.
- The Human Resources (HR) Strategy and the HR Key Performance Indicators (KPIs) were reviewed by the People and Governance Committee.
- Staff attended a successful away day held on 15 November 2022 at Sherwood Forest Center Parcs Holiday Village. This included a session on how to develop the Tuntum Behavioural Framework using working parties, as well as various team-building activities. The day was led by Zeal Consultants
- In March 2023, a breakfast session was held for staff, also led by Zeal Consultants, on the topic of performance management good practice.
- A Staff Consultative Group was established to work on a new Behavioural Framework. This group has met on various occasions during the year but is still to complete the Framework.
- The monthly staff newsletters continued to be issued to all staff.
- There was a review of the specialist and sheltered housing teams, with the final implementation of the recommended restructure completed by June 2022.
- During the year, 97% of staff performance reviews were carried out..
- A staff survey was carried out during 2022/23. This produced positive results with over 63% stating that they would recommend Tuntum to family and friends as somewhere to work. Further, over 81% said they receive adequate training and equipment for their job and understand their role.

Corporate objective – To deliver an excellent standard of services to tenants and other customers, which achieve good levels of tenant satisfaction and to ensure that the Association's properties are maintained in good condition. **Key evidence of delivery during the year 2022/23 is as follows:**
• Despite the legacy of lockdown, 100% of emergency repairs and 90% of non-emergency repairs were achieved which was within agreed targets. • During the year, 7719 property repairs were carried out costing £3.559m. These comprised £1.286m on planned and major improvements and £2,273m on routine maintenance. • During the year, the following improvements were carried out; 74 new kitchens, 41 new bathrooms and 74 new boilers. In addition, 62 homes had double glazing improvements and 12 had significant external works. • As always, on an annual basis, the Asset Management Strategy, was reviewed and approved by the Board in July 2022. • A new service agreement with all contractors was signed and is being monitored. This includes monthly meetings between contracts and the Head of Development and Asset Management.

Corporate objective – To deliver an excellent standard of services to tenants and other customers, which achieve good levels of tenant satisfaction, and to minimise the risk to the health and safety of residents. **Key evidence of delivery during the year 2022/23 is as follows:**
• The Board now receives comprehensive reports on health and safety including performance against targets at each Board meeting. • The Executive provided external assurance reviews which covered gas boiler servicing, fire risks assessments, and electrical testing. • In addition, the internal auditors provided the Board with assurance on compliance with the following health and safety areas: asbestos, legionella, and lift maintenance. • A review of compliance responsibilities with partner organisations was partly completed. • During the year, 98% of gas safety certificates were issued, 100% of legionella inspections carried out, and 100% of fire risk assessments completed. • By the end of the year, the outcome on electrical periodic testing (EICRs) in properties with communal areas (50) within a five year period was 87% and 100% within a ten year period. The testing on all other properties within the five year period was 71% and within the ten year period 98%. • During the year the Association completed the repair of 228 properties identified as having damp and mould present and created a separate register to record all properties reported as having damp and mould. In addition, during the year the Association installed 1,273 carbon monoxide monitors, this meant that we were compliant with the smoke and carbon monoxide alarm (amendment) regulation 2022.

Corporate objective – To deliver an excellent standard of services to tenants and other customers which achieve good levels of tenant satisfaction by maintaining good levels of service delivery in general needs housing, specialist housing and the Old Vicarage. Key evidence of delivery during the year 2022/23 is as follows:
• During the year, the Customer Excellence Lead carried out tenant satisfaction surveys. These were reported to the Customer Experience Committee and the Board and, for the year ended 31st March 2023, comprise the following: ➢ Text Message Surveys – A one-question text survey sent to all tenants once a repair is completed at their home. The survey is primarily to obtain the performance results relating to each contractor. The results of these are reported to the CEC at each meeting. ➢ Transactional Surveys – A quarterly survey carried out by MEL Research with tenants who have experienced a service from us, whether that be a rent-related call, an anti-social behaviour (ASB) complaint or a repair completed at their home. 310 tenants responded to the survey carried out in quarter 4 ended March 2023. The results reported to the CEC for the quarter January to March 2023 were as follows: Satisfied with repairs – 71%; satisfied with ASB/rent query – 78%. ➢ Tenant Perception Survey – Carried out by MEL research in January 2023 in the format of the Tenant Satisfaction Measures (TSMs), which will be required under the new consumer regulations. These results were reported to both the Customer Experience Committee and the Board and the headline results showed a 71% overall satisfaction which was a rise from the survey carried out in 2021/22 of 64%. This excluded tenants who were non-committal in their response. • There were approximately 103 complaints received during the year of which 60 were informal and 37 were at stage one. For the latter, 76% were handled on time, and six had reached stage two of which 83% were handled on time.

Corporate objective – To remain financially strong within sound and embedded risk management and value for money frameworks. Key evidence of delivery during the year 2022/23 is as follows:
• The annual risk management framework and action plan for 2022/23 were approved in March 2023. The framework includes a review of all strategic risks, with a number of changes being made to the previous year's version. These are highlighted further in this report. • During the financial year the Risk Assessment Panel met on three occasions to review both operational and strategic risk registers. The minutes from these meetings are reported to the Audit and Risk Committee. • The strategic and operational risk registers were updated at least quarterly. The Board and committees at each meeting reviewed the strategic registers. • The maintenance of the Asset and Liability Register was reported to the Audit and Risk Committee during the year and assessed as up-to-date by the chair of the committee. It was also reviewed by the internal auditors during he year resulting in a substantial assurance assessment. • The five-year financial business plan for the year 2022/23 was approved in July 2022 and for the year 2023/24 in March 2023.

- During the year, five internal audit visits were carried out. These resulted in two substantial assurances, two reasonable assurances and one minimal assurance. These are highlighted in the internal controls report.
- The internal audit opinion for the year 2022/23 was as follows: *The organisation has an adequate and effective framework for risk management, governance and internal control.*
- The Board approved the appointment of The Internal Audit Association (TIAA) as the new internal auditors starting from the 1st April 2023. This was following an external tendering process.
- The annual revenue surplus for the year ended 31st March 2023 was in line with the annual budget set.
- The gearing and interest cover ratios relating to all finance loans were well within agreed limits.
- The Value for Money Strategy and Statement was reviewed and improved during the year.
- The risk management framework was reviewed by the Board in March 2023 resulting in new strategic risks.
- The Revolving Credit Facility with Barclays Bank was extended for an extra year to May 2027.
- The Association negotiated a Barclays Bank interest cover covenant of 150% excluding any planned capital works, but based on operating surplus.
- The Association agreed a change to the method of calculating the interest cover covenants with BAE Pension Fund and Macquarie's Bank over the next four years, which resulted in a further £1.728m becoming available for EPC improvements work, di-carbonisation costs and fire safety costs.

Corporate objective – To maintain a high standard of governance in keeping with the NHF Code of Governance.

Key evidence of delivery during the year 2022/23 is as follows:

- Following the adjustment to the RSH governance grade from G1 to G2, a detailed improvement Action Plan was developed in partnership with Campbell Tickell consultants. As already mentioned, as at March 2023 only three of the 72 issues in the Plan were not externally assessed as being satisfactorily completed.
- Three new Board members were recruited in September 2022: Nick Murphy, Janet Glass and Olu Oloruntuyi; all bringing excellent skills and experience to the Board.
- All Board members and the Chair received satisfactory annual appraisals.
- During the year, the Board approved the Annual Board Development Programme for 2022/23 This included training on risk tolerance held in July 2022 and a review of scenarios for perfect storms and resulting mitigating circumstances. Tis took place in November 2022 at the annual Board Away Weekend.
- The Board approved a number of key policies and strategies during the year.
- The Board agreed compliance with the Regulator's Governance and Viability Standards using a detailed analysis and reviewed compliance with the NHF Code of Governance 2020 using a detailed checklist.

Corporate objective – To develop more homes for people in housing need including homes for sale. **Key evidence of delivery during the year 2022/23 is as follows:**
• The Board agreed that all future housing developments would be delivered through a delivery partnership with Nottingham Community Housing Association under their Strategic Partnership programme, as well as under the continuous market engagement programme with the Blue Skies Consortium. • In March 2023, the rolling five-year business plan was revised to enable the delivery of 64 new homes by 2028. • The Board approved a further 24 new homes in Stapleford, Nottinghamshire for development which will be completed over the next two years. In addition, we started the build of 9 new homes in Mansfield to be finished in 2023. • During the year, we completed the development of 28 new homes off Woodborough Road, Nottingham, 6 new homes in Derby, 2 new homes in Erewash and purchased a home in Mansfield dedicated to housing refugees. •

Corporate objective – To deliver initiatives, which enhance the social, economic and environmental situations of local communities, including environmental sustainability. **Key evidence of delivery during the year 2022/23 is as follows:**
• The target for delivering additional social value using the HACT model, is equivalent to 10% of turnover or £1,028,000. However, for the year 2022/23 the social value for the projects identified was estimated as £758,811. This is equivalent to 7.4% of turnover and below the target. The reduction was due to the activities in our Refugee Futures project no longer happening and the end of the funding for the Black Roots project. • Staff in keeping with their contracts of employment delivered 35 days of social value day activities. In the year 2022/23, the Association chose ShoeAid as the recipient of the social value days. This was also the chosen charity of the President of the Chartered Institute of Housing at the time, as part of her presidential appeal. • In addition, Tuntum led the organisation of the Nottingham Carnival 2022, which was the first time the event was held outdoors since 2022. • Tuntum continued delivering the mental health programme 'Headwize' in partnership with four community-based projects in Nottingham. The funding for this project, which is from Comic Relief, ends in December 2023. • Further, the Old Vicarage Mental Health project comprising seven flats for individuals leaving mental health residential institutions continued to be successful in assisting with resettlement back into the community.

Overall Financial Performance

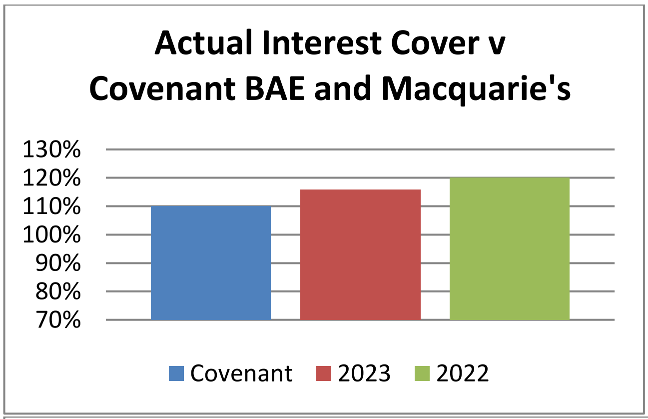
The Association increased its turnover for the year from £9.9m to £10.3m and its operating surplus before sale of properties increased from £2.5m to £2.7m.

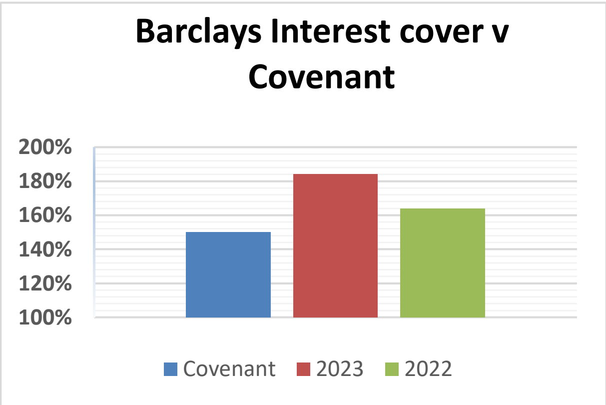
See below a summary of key financial performance during the year:

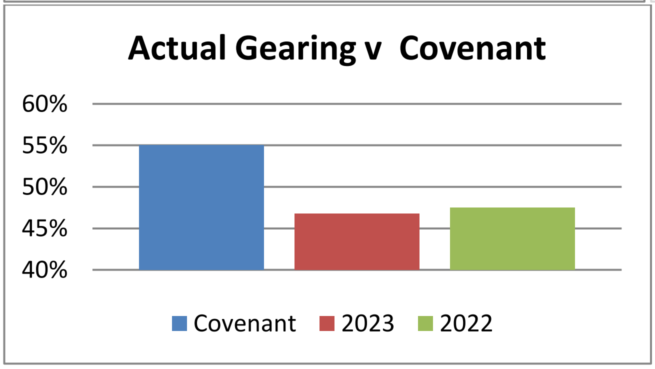
Group Annual Accounts – Analysis of Key Performance				
ITEM	22/23	21/22	Change	Change
	£'000	£'000	£'000	%
Turnover	10,282	9,926	356	3.6%
Operating surplus before surplus on property sales	2,705	2,451	254	10.4%
Financing costs payable	2,210	2,142	68	3.2%
Net surplus/(deficit)	593	509	84	16.5%
Operating surplus as % of turnover	26.3%	24.7%	1.6%	6.5%
Net surplus as % of turnover	5.77%	5.13%	0.64%	12.5%
Property assets at gross cost	128,574	124,965	3,609	2.89%
Loans excluding deferred loans cost	64,507	64,532	-25	-0.04%

Lenders Key Covenants

A critical aspect of sound financial management is to ensure compliance with all loan covenants. The following outlines performance against key lenders' covenants at the end of 31 March 2023. The Association complied with all its covenants. The calculations below show the calculation of the covenants excluding any costs that are carved out. Once the carve-out costs are applied for the year, this will take the calculation back to the golden rule of the Board of 120% cover.







Strategic Risks

At the Board meeting held on the 24th March 2023, the Board revised the risk management structure of the Association and, with it, the strategic risks for the year 2022/23. These are as follows:

- Not maintaining effective financial controls and sustainability
- Inadequate investment in existing stock
- Not maintaining a skilled, supported and motivated workforce
- Not maintaining a good level of customer service
- Not maintaining an effective governance and compliance framework
- Not maintaining an effective health and safety and safeguarding environment across the organisation.
- IT infrastructure is not secure and aligned to business needs and continuity
- Failure to have an effective business continuity arrangement in place to ensure our ability to respond to major disasters and pandemics

The Board also agreed which of the sub-committees will be carrying out detailed reviews of the strategic risks on an annual basis. These reviews will be overseen by the Audit and Risk Committee and then reported to the Board.

In relation to liquidity risks, the Board requires a cash position equivalent to 25% of the operating expenditure. This was maintained throughout the year and, at 31st march 2023, the cash balance of the Association was £4.4m or around 60% of estimated annual operating expenditure. In addition, the Association maintains a £10m revolving credit facility with Barclays Bank of which £10m is available for drawdown. This is to provide adequate cash to meet development aspirations.

Value for Money (VfM)

This section of the financial statements outlines: how important VfM is in achieving strategic objectives; how our operating costs (i.e. costs per unit) compare with others; and the performance in relation to the VFM metrics as determined by the Regulator. This also shows our VFM indicators for the next 5 years.

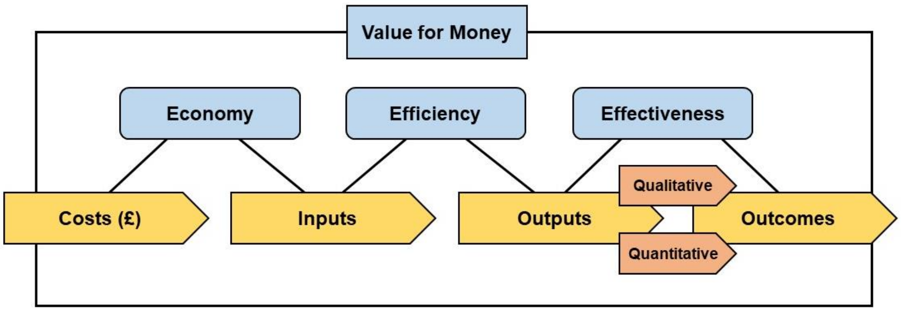
What VfM means to Tuntum

Tuntum is firmly committed to delivering VfM across every part of the business and believes it is about more than just saving money. It is about ensuring that the best value is obtained from resources, looking for creative and innovative ways of becoming more efficient, and generating new value from assets. By accomplishing this, Tuntum is assured that it is providing the best possible services openly and transparently. It also means that the Association can continue to develop innovative additional services, specifically tailored for customers with specific needs.

VfM is traditionally expressed as the relationship between economy, efficiency and effectiveness, and is at its peak when there is an optimum balance between all three.

This is also achieved when there are low costs (cost), high productivity (performance), and successful outcomes (quality).

This traditional definition of value for money is demonstrated in the diagram below:



The below listed associations were chosen for peer group comparisons based on the following criteria:

- A member of BME national
- Operating outside of London
- A mix of specialist and general needs
- Of a similar size to Tuntum

Registered housing providers chosen as peer group members	Social housing units managed as at 31st March 2022
Arawak Walton Housing Association Limited	1107
Leeds and Yorkshire Housing Association Limited	1668
Manningham Housing Association Limited	1394
Nehemiah United Churches Housing Association Limited	1228
Nottingham Community housing Association Ltd	9989
South Yorkshire Housing Association Limited	5485
Unity Housing Association Limited	1372
Warrington Housing Association Limited	1269

How Tuntum costs compare with its identified peer group and the sector

The table below compares cost per unit (cpu) with various peers and the sector as a whole – the only comparison figures currently available relate to 2021/22

Comparisons	Tuntum	Peer Group	Sector as a whole	Tuntum	Comments
Financial Year	21/22	21/22	21/22	**22/23**	
	£	£	£	**£**	
Headline social housing cpu, excluding leasehold and fully staircased-shared ownership homes.	3,869	4,701	4,599	**4,174**	This is higher than last year due to higher spend repairs and maintenance and capitalised repairs expenditure due to higher inflation, actively pursuing damp and mould reporting and repairing and larger planned capitalised works program.
Comparison with median social housing cpu	4,150	4,150	4,150	4,150	
Variance - £	-281	551	449	**24**	
Variance - %	-6.78%	13.29%	10.81%	**0.58%**	
Management cpu	**1,150**	1,162	1,104	**1,017**	Management costs were lower than last year due to posts not being filled during the year in housing and maintenance department
Service charge cpu	**875**	551	701	**767**	The service costs are lower as a result of providing specialist services to mental health residents at the Old Vicarage and the support charges were included in the service charges cost per unit for 2021-22 and now moved to other social housing cost per unit
Maintenance cpu	**1,227**	1,095	1,300	**1,419**	Maintenance costs in 2022/23 are higher compared to peers due to increased costs relating to inflation, higher demand on repairs and damp and mould works spend
Major repairs cpu	**553**	806	1002	**803**	The major works spend related to completing a larger planned program of works and works to 2 sheltered schemes to comply with fire regulations costing £209k.
Other social housing cpu	**64**	1088	491	**168**	These relate to lease payments and support costs.

VfM measurements (metrics) for 2021/22 and 2022/23 is determined by The Regulator of Social Housing

The table below shows Tuntum's VfM metrics (from metric 1 to metric 7) for the last two financial years and comparison data:

Comparisons from metric 1 to metric 7		Tuntum	Peer Group	Sector as a whole	Tuntum	Comments
Financial Year		21/22	21/22	21/22	**22/23**	
Homes in management at the year-end		1,569	19,596	2,810,321	**1,602**	
Social housing units developed		35	126	22,238	**33**	Built - 28 homes in Nottingham and bought 6 section 106 units in Derby and 2 of the shelf ready properties in Derby.2 properties were sold during the year and reduced specialist housing by 1 unit
		%	**%**	**%**	**%**	
1	Reinvestment %: (properties acquired + development of new homes + work to existing homes + capitalised interest + schemes completed)/NBV cost.	5.9	7.2	6.3	**5.56**	Spent - £1,286k on investment in existing stock and £2,832k on investment in new homes.
2a	New supply delivered %: total social housing homes delivered or newly built homes acquired/total housing homes owned at the period end.	2.3	2.81	1.58	**2.2**	As stated above.
3	Gearing %: (loans outstanding - cash and cash equivalents)/tangible fixed assets: housing properties at cost less depreciation. .	56.8	39.2	47	**57.6**	This has increased due to the utilisation of the cash balances towards investments made in new homes

4	EBITDA-MRI %: operating surplus less amortised govt grant less grant taken to income plus interest receivable less capitalised major repairs plus total depreciation/Interest capitalised plus interest payable and financing costs.	120.8	140.8	128.2	**115.8**	This is lower than the previous year as more was spent on planned maintenance .and the impact of higher repairs and maintenance costs. The carve outs are excluded from the VFM calculations of EBITDA.
		£	**£**	**£**	**£**	
5	Headline social housing cost per unit - Inc. owned and managed	3,869	4,701	4,599	4,174	This is higher than last year due to higher repairs and maintenance and capitalised repairs costs due to higher inflation, actively pursuing damp and mould reporting and repairing and larger planned works program.
		%	**%**	**%**	**%**	
6a	Operating margin %: operating surplus from social housing lettings - gain/ (loss) on the disposal of fixed assets/turnover from social lettings.	26.1	24.1	25.3	**27.4**	This has been impacted by higher repairs and maintenance spend and offset by reductions in management costs and higher income.
6b	Operating margin %: operating overall surplus - gain/ (loss) on the disposal of fixed assets)/overall turnover.	24.7	20.0	19.6	**26.3**	This has been impacted by higher repairs and maintenance spend and offset by reductions in management costs and higher income
7	Return on capital employed %: operating surplus overall plus gain/loss of disposal of fixed assets/total assets less current liabilities.	2.5	2.9	2.9	**2.6**	This has been impacted by higher repairs and maintenance spend and offset by reductions in management costs + the surplus on disposal of properties

The key objectives of the VfM Strategy over the next five years are reviewed each year. The strategy reviewed in July 2023 includes the following:

VfM Actions	23-24	24-25	25-26	26-27	27-28
Develop 75 New build units over the course of the plan	11	24	28	12	
Invest £2,251k over the next five years on works to improve the EPC to a level C for 280 of our properties that fall below the C rating	£720k	£704k	£239k	£249k	£339k
Invest £7,760k towards improving our existing properties over the next five years.	£1.43m	£1.37m	£1.53m	£1.66m	£1.77m
Enhance customer satisfaction on repairs to 90% by the end of the next five years	80%	82%	85%	90%	90%
As part of the Voids process, to review the return on properties becoming vacant by assessing the financial investment required, the annual spend on repairs and the demand for the property	*	*	*	*	*
Reduce void loss budget by 10% annually	£20k	£21k	£23k	£23k	£24k
Reduce bad debts budget set by 15% annually	£30k	£25k	£26k	£28k	£28k
Review management agreements with other housing organisations	*				
Rollout mobile tablets by 31st March 2024	*				
Improve efficiency of staff recruitment, including reviewing the requirement for each job as it becomes vacant	*	*	*	*	*
Increase scrutiny on existing budgets	*	*	*	*	*
Tender all contracts that fall for renewal	*	*	*	*	*
Improve procurement process	*	*	*	*	*
Provide more community-related services through external funding.	*	*	*	*	*
Secure additional funding	*	*	*	*	*

The projected VfM metrics for the next five years is as follows:

				Tuntum Business Plan Projections 2022-2027				
RSH SCORECARD METRIC	**Sector Median 2021-22**	**Peer Group Weighted Average 2021-22**	**Tuntum 22-23**	**23-24**	**24-25**	**25-26**	**26-27**	**27-28**
Forecasted new units			36	11	24	28	12	0
Closing units	2,810,321	19,596	1,602	1,613	1,637	1,665	1,677	1,677
Cost per unit	**£**	**£**	**£**	**£**	**£**	**£**	**£**	**£**
Management cost per unit	1,133	1,162	1,017	1,203	1,283	1,302	1,320	1,347
Routine and planned maintenance cost per unit	1,232	1,095	1,419	1,346	1,389	1,416	1,440	1,472
Major repairs cost per unit	921	806	803	1,334	1,261	1,060	1,134	1,258
Service charges per unit	471	551	767	833	854	865	876	893
Other costs per unit (Lease charges and support costs)	203	1,088	168	179	184	186	188	192
Total cost per unit	**4,150**	**4,701**	**4,174**	**4,895**	**4,971**	**4,829**	**4,958**	**5,162**
	%	**%**	**%**	**%**	**%**	**%**	**%**	**%**
Re-investment (calculated using all development costs during the year, works to existing properties and capitalised interest)	6.5	7.2	5.56	5.23	8.34	3.72	1.63	1.81
New supply delivered (social housing)	1.40	2.81	2.23	0.56	1.47	1.68	0.72	0.0
Gearing RSH - net housing properties cost	44.1	39.2	57.6	58.3	59.7	59.1	58.8	58.4
EBITDA MRI interest cover	146.00	140.8	115.8	87.4	92.0	118.1	128.6	125.0
Operating margin housing	23.3	24.1	27.4	27.7	27.4	28.6	29.1	29.3
Operating margin overall	20.5	20.0	26.3	26.7	27.1	27.1	28.7	28.9
Return on capital employed	3.2	2.90	2.60	2.70	2.60	2.90	3.0	3.10

Tuntum Housing Association
Key Performance Indicators Targets 22/23

GREEN = target currently met.	AMBER = failed target but betters previous performance (i.e. trend is one of improvement) or within 10% of target.	RED = failed target by more than 10% and failed consecutively.	PINK = action not yet commenced or not due

REPUTATION	TARGET 22/23	PERFORMANCE 22/23	TARGET 23/24
Overall satisfaction	80%+	72%	80%+ To carry out quarterly surveys
Repair satisfaction	77%+	70%	77%+
COMPLAINTS	**TARGET 22/23**	**PERFORMANCE 22/23**	**TARGET 23/24**
Percentage of complaints informally resolved per quarter	At least 60%	55.24%	60% of total complaints resolved
% stage one complaints resolved during the reporting year.	At least 90%	90.48%	30% of total complaints resolved. Cumulative 90%
% stage two complaints resolved during the reporting year.	At least 100%	98.1%	10% of total complaints resolved. Cumulative 100%
% of the total complaints received going forward to Independent Complaints Panel or Housing Ombudsman	Below 5%	1.94%	<5% of total complaints resolved
GENERAL NEEDS	**TARGET 22/23**	**PERFORMANCE 22/23**	**TARGET 23/24**
Current rent arrears as % of rent collectable	3%	3.07%	3%
Former rent arrears collected per period as a % of total	0.50%	0.68%	0.50%
Rent collected as % of rent collectable	100%	99.67%	100%
Void Loss (loss of rental income when a property is empty)	1%	1.30%	1%
Average re-let time	21 days	23.6 .	21 days
Tenancy turnover as a % of total stock	5%	2.88%	<5%
SPECIALIST HOUSING SHELTERED	**TARGET 22/23**	**PERFORMANCE 22/23**	**TARGET 23/24**
Current rent arrears as % of rent collectable	3% of rent receivable	3.65%	3%
Rent collected as % of rent collectable	100%	101%	100%
Void Loss (loss of rental income when a property is empty)	4%	4.95%	3%
Average re-let time	21 days	6 days	21 days
SPECIALIST HOUSING TEMPORARY ACCOMMODATION	**TARGET 22/23**	**PERFORMANCE 22/23**	**TARGET 23/24**

REPUTATION	TARGET 22/23	PERFORMANCE 22/23	TARGET 23/24
Current rent arrears as % of rent collectable	4% of rent receivable	4.58%	4%
Rent collected as % of rent collectable	100%	100.85%	100%
Void Loss (loss of rental income when a property is empty)	4%	0.83%	5%
Average re-let time	14 days	14 days	14 days
PROPERTY REPAIRS (completed within target timescale)	**TARGET 22/23**	**PERFORMANCE 22/23**	**TARGET 23/24**
Emergency repairs carried out	100%	100%	100%
Non-emergency repairs carried out	100%	90%	100%
Properties surveyed - All properties that are older than 10 years but have not had a survey in the last 5 years. (pro rata performance as a % of total annual target)	100%	95%	100%

Return on Assets

Tuntum believes that understanding asset performance is vital to assessing the viability of properties and business plan. Overall, the Association is generating a return on capital employed of 2.6% (a surplus of 2.6% based on the values of net housing costs) for the year to March 2023. This indicates a positive NPV return on our assets.

Tuntum's business plan is showing a positive return on capital employed, this means assets are generating a positive cash flow. Tuntum is reviewing the potential return on these properties that are becoming vacant and available for letting using the criteria of financial investment required, the amount of annual spend on the properties, the demand for the property historically and going forward. This will help us to identify properties that are not viable and to consider this for disposal.

Tuntum increased the number of major works for kitchen, bathroom and window and door replacements as per the Asset Management Strategy. This will improve the overall condition of assets. During the year 2022/23, £1,286k was re-invested in assets. During the next five years, the plan is to invest £7,760k in assets based on forecasted spend over the next 5 years on planned replacement works and £2,251k on improving the EPC rating of properties that are below the C banding. There is an annual programme of carrying out rolling stock condition surveys on 20% of properties. It is believed that the better the intelligence about assets, the better the investment decisions that can be made.

A target has been set to achieve a spend profile of planned maintenance to responsive maintenance of 60:40. This will be achieved by gathering better intelligence on properties through planned inspection of properties via the stock condition surveys and also analysing the spend per property to enable us to pick out the properties that require more planned works

Social Value

The Board is enthusiastic about the role that Tuntum plays in the wider community, contributing towards improving the social, economic and environmental situations of local communities. However, by the very nature of Tuntum's core activities, significant social value is given to its tenants and the wider society. For the purpose of its social value strategy Tuntum only counts those activities that are not regarded as core housing association activities.

Below is the chart showing the cost of relevant social activities undertaken in the year 2022/23 and the outputs as measured by the Housing Associations Charitable Trust (HACT) calculator.

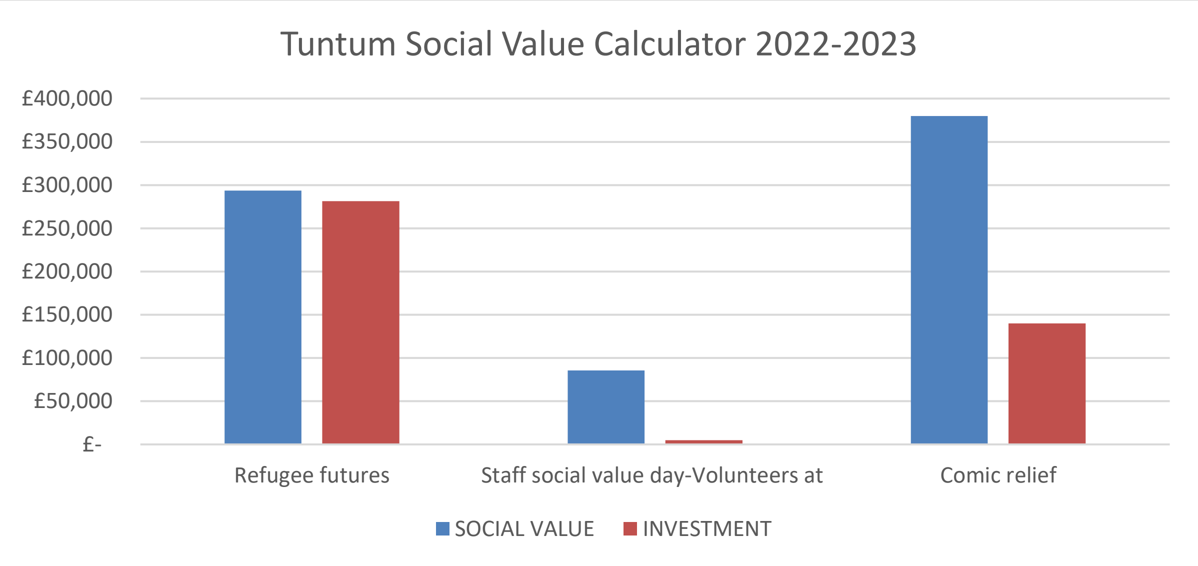
- **Staff Social Value Day –** During the year each member of staff will spend a day working at a charitable project chosen by the staff as required by their contract of employment. The project chosen can vary each year. However, usually this would include projects such as those dealing with homelessness or refugees. During the year 2022/23 35 staff members undertook of social value days.

- **The Nottingham Carnival** – Tuntum works with the local community to deliver the Nottingham Carnival each year. After the pandemic Tuntum organised the carnival for the year 2022-23

- **Comic Relief Grant –** During the year 2020/21 the Association secured £418,410.34 from Comic Relief to enable the provision, over three years, of mental health services to improve the lives of young people from black, asian and minority ethnic (BME) communities living in Nottingham's most deprived areas. The programme called 'Headwize' is being delivered in partnership with four community-based projects in Nottingham. This project comes to an end in December 2023.

- **Refugee Futures** – Since 2008, Tuntum has run a support service for Refugees in the city of Nottingham and in the county of Nottinghamshire. This service is now delivered primarily in the boroughs of Mansfield, Ashfield and Newark. The support services include; English language development, assistance in integrating with the local community, placement with support in local schools, assistance with finding employment and other similar activities.

To quantify the social value, Tuntum has always used the HACT Social Value Calculator. The results below show that value calculated on these projects is justified due to the impact they are having on the wider disadvantaged communities served. The total social value provided for 2022/23 is estimated at £758,811 which is 7.6% of turnover, slightly below the target due to the activities in our refugee futures project being reduced and also the end of the funding for the Black roots project.



Compliance with the VfM Standard

Because of the data and comments shown above, the Board is confident that the requirements of the VfM Standard (2018) has been complied with.

Compliance with the Regulator of Social Housing's Governance and Viability Standard

The Board confirms that the Association has met the regulatory expectations in the governance and financial viability standard. This was demonstrated by the results of the In Depth Assessment (IDA) carried out between May 2021 and September 2021, resulting in a compliant grading with the Regulatory Judgement of G2/V2. In addition, the Board at its meeting in September 2023, assessed and agreed compliance with the governance and viability standard.

Compliance with the NHF Code of Governance

The People and Governance Committee and the Board carried out a full review of compliance with the NHF Code of Governance 2020, which the Board adopted in March 2021. This was done using the Campbell Tickell questionnaire. There are two key areas in the questionnaire where the board feel there was not full compliance. These are being addressed and are as follows:

1.6 (3) Opportunities and information are provided for residents and other customers independently to scrutinise the work of the organisation and to hold it to account, and the board reviews these arrangements regularly to ensure that they remain fit for purpose.

Response - The Association's Scrutiny Group, Magnify did not meet in the year 2022/23. This was part of the legacy following the communication challenges created by the pandemic. There are steps being taken to review the membership and structure of Magnify.

2.3 Working with others: within the organisation's overall corporate strategy (or associated strategies and plans) there is consideration given to whether and how active cooperation, collaboration, joint working or partnership with other organisations could enable it to deliver its social purpose and strategies more effectively and economically.

The Association has partnership agreements with five different organisations providing services for; women fleeing domestic violence, asylum seekers and vulnerable homeless residents. These partnership agreements are being reviewed and the board would like to see these reviews take place every year.

Therefore it is appropriate to say that only on the basis of the above, Tuntum did not fully comply with the NHF Code of Governance 2020.

Report of the Board on the system of internal controls assurance

The Board is ultimately responsible for the Association's system of internal control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable - not absolute - assurance against material misstatement or loss.

The Board confirms that there is an ongoing process for identifying, evaluating, and managing the significant risks faced by the Association. This process has been in place for the year 2022-23 under review and up to the approval date of the annual report and accounts.

The Board regularly reviews this process on an annual basis after the Audit and Risk committee has reviewed this and have made a positive recommendation to the Board on its contents

This report outlines the system of internal controls and scrutiny, which forms the assurance framework. The report, as detailed below, is split into the following sections:

I. Business Planning and Budgeting
II. Strategies, Policies and Procedures
III. Governance - Board and Management Reporting
IV. Internal & External Audit
V. The Regulator – Regulator of Social Housing
VI. IDA task and Finish group
VII. Risk Management
VIII. The Audit and Risk Committee
IX. The Customer Excellence Committee
X. The People and Governance Committee

Business Planning and Budgeting

The Association has a rolling five-year Business Plan and a robust process of developing and setting the corporate objectives and targets contained within the Plan.

The business planning process involves engagement with the Board, the senior management team and staff. Where possible, this will include tenants and external stakeholders. The Board reviewed the Five Year Business Plan for 2023 to 2028 in March 2023 and approved the current plan together with the relevant stress testing and mitigating strategies that it was agreed on

The annual budget-setting process included detailed scrutiny by key staff and members of the Board. The budget for the financial year 2023/24 was approved on the 23rd of March 2023.

Strategies, Policies and Procedures

The Association has a comprehensive set of strategies, policies and procedures, which are reviewed on an annual or three-year basis. These strategies and policies have been developed to ensure that the Association is able to operate effectively in accordance with best practice and to reflect changing circumstances. These also underpin the effectiveness of the internal control framework.

The following strategies, policies and stranding orders were reviewed during the last twelve months to 31st March 2023: -

- Rolling 5-year corporate and business plans including the 5-year development strategy
- Annual Budget and quarterly reports
- Annual Operational Action Plan and updates
- The Annual Value for Money Strategy, Action Plan and Statement
- The Risk Management Strategy and framework for managing risks
- Annual Strategic Risk Register and Operational Risk Maps and regular updates
- Review of Board performance against the NHF Code of Governance
- Board members' annual appraisals
- The KPI format, structure and quarterly updates
- Children's Safeguarding policy
- All Health and Safety policies
- GDPR and data protection policies and procedures
- Performance against regulatory standards
- Other policies in keeping with the annual policies review schedule

Governance - Reporting to Board and Committees

There is a process of regular reporting by the executive and other senior managers to the Board and the committees. This is an essential part of the internal controls framework and provides reasonable assurance to the Board and the committees that the controls are working effectively. It also enables the Board to have a comprehensive overview of the executives' performance.

Where necessary, the Board will authorise the engagement of external consultants to assist them with the decisions they take by providing an external view on such matters. This process can help to provide the Board with further assurance about the effectiveness of the Association's internal controls. The Board re-appointed ATFS Ltd to act as treasury advisors and used the services of RSM risk experts in reviewing its risk management framework and strategic risks and Campbell Tickell in assisting in the implementation of the IDA Improvement Action Plan and the recruitment of the new Chief executive and Board members.

Internal and External Audits

Internal and external audit form an integral part of the Association's internal control framework and assurance framework respectively.

The annual internal audit programme is an independent and objective consulting activity designed to add value, provide assurance and improve the Association's operations. This programme of work is carried out by RSM, the appointed internal auditors and is set and reviewed by the Audit and Risk Committee. This committee also receives the annual review of the effectiveness of the system of internal control, which is provided by the internal auditors.

For the year 2022/23, this review resulted in an opinion, which stated that the Association has an adequate and effective framework for risk management, governance and internal controls, with a proviso that some further enhancements were to be made to maintain an effective framework of controls. The internal auditors also meet the members of the Audit and Risk Committee without the presence of the executive at least once a year.

During the year 22/23, the internal auditors reviewed the following areas as part of the annual

Subject	Result
Health and Safety – Asbestos, legionella and Lift maintenance	Reasonable Assurance
Assets and Liabilities Register	Substantial Assurance
Repairs and maintenance	Reasonable Assurance
Safeguarding	Minimal Assurance
Validation of key Performance Indicators (KPIs)	Substantial Assurance
Follow-up of recommendations made in previous audits	Good Progress

Good progress has been made to date in relation to the implementation of the recommendations made by our internal auditors. Most of the recommendations have been implemented.

External audit is also a key part of Association's internal control framework. For the year ending 31st March 2023, the external auditors have concluded their work and have provided an unqualified opinion. The external auditors also report directly to the audit and risk committee without the presence of the executive.

The Regulator of Social Housing (RSH)

The Association is regulated by the RSH, which annually issues ratings on compliance with the Governance and the Financial Viability Standard. They carry out these functions through:

- Quarterly Finance and Risk Surveys
- Annual submission of the financial forecast return (30-Year Financial Projections)
- Annual submission of the statutory accounts
- Annual statistical data return
- Completion of a yearly fraud statement
- Planned In Depth Assessment visits - this last took place between March 2021 and September 2021
- Assessment and grading through Regulatory Judgements. The Association was last graded in December 2022 to G2 for governance and V2 for financial viability via a desktop stability review

This provides another source of assurance to the Board. Any significant concerns here are raised directly with the Chair and Chief Executive. In relation to the re-grading of the governance standard from G1 to G2, the association in conjunction with Campbell Tickell Consultants, put in place an IDA Improvement Action Plan to address the areas of concern that were identified by the Regulator.

The IDA Task and Finish Panel

This committee was created by the Board in December 2021 to ensure that the IDA Improvement Action Plan and related actions recommended by Campbell Tickell and agreed by the Board, were being implemented. The committee will cease to exist after the Improvement Plan is completed. During the year

2021/22/23 the committee contributed towards overseeing the internal controls of the Association by ensuring that the following actions recommended as part of the plan are implemented:

- A review of the terms of reference for the Board and committees.
- Landlord health and safety reporting and provision of assurance.
- Asset management reporting and provision of assurance.
- Specialist housing reporting.
- Safeguarding for children.
- VFM reporting.
- The framework of Co-regulation.
- Risk management framework.
- Building safety and reporting and provision of assurance.
- Stress testing and treasury management.
- Stock re-investment.

The last meeting of the Task and finish group took place on the 28th of February 2023 to review progress against the improvement plan.

Risk Management Framework

- Reviewed and updated the Risk management framework
- Agreed the work plan on Risk for the year by the Board
- Risk assessment panel meetings during the year
- Review of the risk register by the ARC at all of its meeting
- Approval by the Board on the risk register
- All risks delegated to the committees were reviewed during the year.

The Audit and Risk Committee

The Audit and Risk Committee (ARC) carries out scrutiny work on behalf of the Board and makes recommendations to the Board where appropriate. During the year 2022/23 the committee contributed towards overseeing the internal controls of the Association by the following activities:

- Reviewed the strategic risk register and the related assurance framework.
- Regularly discussed risks as an agenda item, including reviewing any risks that are on the horizon with the presence of the Internal and External auditors having an input in the process
- Reviewed the Association's Value for Money (VfM) statement and monitored the Association's performance with the agreed VFM metrics during the year.
- Received all the reports from internal auditors and monitored the implementation of any recommendations made
- Received the annual accounts from the external auditors and recommended them for approval to the Board
- Reviewed the GDPR policies and processes
- Reviewed the associations Financial Regulations and procedures
- Reviewed the Associations Asset and Liabilities Register
- Recommended the appointment of our new Internal Auditors TIAA to the Board

Customer Experience Committee.

During the year 2022/23 the committee contributed towards overseeing the internal controls of the Association by the following activities:

- Monitoring key operational performance indicators against targets set.
- Monitoring the performance of action plans to ensure compliance against targets.
- Ensuring that relevant strategies are in place and updated when necessary including when new challenges are presented to the Association.
- When delegated to do so, scrutinising various operations policies and procedures for the Board.

- Reviewing strategic risks which were delegated by the Board for the committee to review.
- Monitoring the Association's compliance with health and safety policies.
- Monitoring various key performance indicators and getting explanations where the performance is not within targeted levels.
- Monitored the performance of the asset management, general needs, and specialist and community initiatives teams.
- Monitored compliance with consumer standards.
- Monitored key operational performance indicators against targets set.
- Monitored residents' engagement.

People and Governance Committee

During the year 2022/23 the committee contributed to the internal controls of the Association by the following activities:

- Ensured that Job description exists for all staff
- Appropriate staffing policies and procedures are in place
- Oversaw the appraisal of the Chief Executive and the Chair.
- Reviewed the appraisal and development of Board members and their succession.
- Oversaw the human resources function, ensuring that good practice is maintained.
- Reviewed strategic risks which were delegated by the Board for the committee to review.
- Reviewed various governance policies delegated by the Board such as the Board Members' Code of Conduct.
- Reviewed the associations people strategy
- Reviewed and recommended the associations remuneration for the year 2023-24
- Monitored compliance with the NHF Code of Governance.
- Oversaw delivery of the appropriate aspects of the corporate operational plan.
- Reviewed strategic risks which were delegated by the Board.
- Reviewed various governance policies delegated by the Board such as the Board Members' Code of Conduct.
- Established and reviewed the Board development plan.

Conclusion

The Association has maintained an effective internal control system for the financial year ended 31st March 2023.

Statement of the Board's responsibilities in respect of the Financial Statements

The Co-operative and Community Benefit Societies Act 2014 and social housing legislation require the Board to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) which give a true and fair view of the Group and Association and of the surplus or deficit of the Group and 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 accounting standards UK Accounting Standards and the Statement of Recommended Practice: Accounting by registered social housing providers 2018 have been followed;
- Prepare the financial statements on the going concern basis unless it is inappropriate.

The Board is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Group and Association and to enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It is also responsible for safeguarding the assets of the Group and Association and hence for taking responsible steps for the prevention and detection of fraud and other irregularities, by establishing and maintaining a satisfactory system of control over the Group's accounting records, cash holdings and all of its receipts and remittances.

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

Going Concern

After careful consideration and enquiry, the Board considers that Tuntum Housing Association Limited is well positioned to manage its business risks successfully. The Board assessed the impact of the changing economic climate in relation to increasing costs and higher interest rates on its activities present and future. The Board has a reasonable expectation that Tuntum Housing Association Limited and its dormant subsidiary have adequate resources to continue to operate for the foreseeable future. Accordingly, the Board continues to adopt the going concern basis in preparing these financial statements. In reaching its conclusion, the Board has considered:

- The stress testing of the operational budgets for 2023-24
- The revisiting of the business plan assumptions in light of increasing costs and higher interest rates.
- The stress testing of the business plan 2023-2028 with a number of cumulative scenarios and mitigating actions.
- The availability of sufficient cash and a facility of £10m with adequate security that is charged.
- The regular monitoring of its KPIs

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

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

The Strategic Report of the Board was approved by the Board and signed on its behalf by:

Junior Hemans, CHAIR
14th September 2023

INDEPENDENT AUDITORS REPORT TO MEMBERS OF TUNTUM HOUSING ASSOCIATION LTD

Opinion

We have audited the financial statements of Tuntum Housing Association Limited (the "Association") and its subsidiary (the "Group") for the year ended 31 March 2023 which comprise the consolidated and Association Statement of Comprehensive Income, the consolidated and Association Statement of Financial Position, the consolidated and Association Statement of Changes in Reserves, the consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and Association's affairs as at 31st March 2023 and the Group and Association's surplus or deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the group; or
- a satisfactory system of controls over transactions has not been maintained; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 23, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

We obtained an understanding of the legal and regulatory frameworks within which the Association operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Co-operative and Community Benefit Societies Act 2014 (and related Directions and regulations), the Housing and Regeneration Act 2008 and other laws and regulations applicable to a registered social housing provider in England, together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statements items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Association's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Association for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Regulator of Social Housing, health and safety, taxation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Board and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income from property sales and other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, designing audit procedures over the timing of the above income streams and reading minutes of meetings of those charged with governance.

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 (irregularities) 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 irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Use of our report

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

Crowe UK LLP.

Crowe U.K. LLP
Statutory Auditor
4th Floor
St James House
St James Square
Cheltenham
GL50 3PR

25/09/2023

Tuntum Housing Association Limited
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
For the year ended 31 March 2023

	Notes	Group 2023	Group 2022
		£'000	£'000
TURNOVER	3	**10,282**	9,926
Operating costs	3	**(7,577)**	(7,475)
Surplus on disposal of properties	5	**89**	200
OPERATING SURPLUS	3	**2,794**	2,651
Interest receivable		**9**	-
Interest and financing costs	6	**(2,210)**	(2,142)
(DEFICIT)/SURPLUS FOR THE YEAR	7	**593**	509
Actuarial (loss) or gain in respect of pension scheme	17	**(131)**	171
TOTAL COMPREHENSIVE INCOME		**462**	680

The Group's turnover and expenses all relate to continuing activities.

The notes on pages 36 to 55 form part of the financial statements.
The financial statements were approved by the Board of Management on 14th September 2023 and were signed on its behalf by

J. Hemans

J. Hemans - **Chairperson**

Jackie Richards

Jackie Richards - **Board Member**

R. Renwick MBE - **Secretary**

Tuntum Housing Association Limited
ASSOCIATION STATEMENT OF COMPREHENSIVE INCOME
For the year ended 31 March 2023

	Notes	Association 2023	Association 2022
		£'000	£'000
TURNOVER	3	**10,282**	9,926
Operating costs	3	**(7,577)**	(7,475)
Surplus on disposal of properties	5	**89**	200
OPERATING SURPLUS	3	**2,794**	2,651
Interest receivable		**9**	-
Interest and financing costs	6	**(2,210)**	(2,142)
(DEFICIT)/SURPLUS FOR THE YEAR	7	**593**	509
Actuarial (loss)or gain in respect of pension scheme	17	**(131)**	171
TOTAL COMPREHENSIVE INCOME		**462**	680

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Tuntum Housing Association Limited
CONSOLIDATED STATEMENT OF CHANGES IN RESERVES
For the year ended 31 March 2023

	Revenue Reserve	Total
	£'000	**£'000**
At 1st April 2022	**3,774**	**3,774**
Surplus for the year	**593**	**593**
Other comprehensive income	**(131)**	**(131)**
Total comprehensive income	**462**	**462**
At 31st March 2023	**4,236**	**4,236**

	Revenue Reserve	Total
	£'000	£'000
At 1st April 2021	3,094	3,094
Surplus for the year	509	509
Other comprehensive income	171	171
Total comprehensive income	680	680
At 31st March 2022	3,774	3,774

Revenue Reserve

The revenue reserve represents cumulative surpluses and deficits of the Group.

The notes on pages 36 to 55 form part of the financial statements.

Tuntum Housing Association Limited
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
For the year ended 31 March 2023

	Notes	Group 2023 £'000	Group 2022 £'000
FIXED ASSETS			
Housing properties cost less depreciation	10	**105,089**	102,811
Other property, plant and equipment	10	**541**	595
		105,630	103,406
CURRENT ASSETS			
Debtors	13	**511**	419
Cash at bank and short term deposits		**4,376**	6,110
		4,887	6,529
CREDITORS			
Amounts falling due within one year	14	**(3,609)**	**(3,422)**
NET CURRENT ASSETS / (LIABILITIES)		**1,278**	3,107
TOTAL ASSETS LESS CURRENT LIABILITIES		**106,908**	106,513
CREDITORS			
Amounts falling due after more than one year	15	**102,045**	**102,100**
Pension deficit liability	17	**627**	639
CAPITAL AND RESERVES			
Called up share capital	16	**-**	-
Revenue reserve		**4,236**	3,774
		106,908	106,513

The notes on pages 36 to 55 form part of the financial statements.

The financial statements were approved by the Board of Management on 14th September 2023 and were signed on its behalf by

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Tuntum Housing Association Limited
ASSOCIATION STATEMENT OF FINANCIAL POSITION
For the year ended 31 March 2023

	Notes	Association 2023	Association 2022
		£'000	£'000
FIXED ASSETS			
Housing properties cost less depreciation	11	**105,089**	102,811
Other property, plant and equipment	11	**541**	595
		105,630	103,406
CURRENT ASSETS			
Debtors	13	**511**	419
Cash at bank		**4,364**	6,098
		4,875	6,517
CREDITORS			
Amounts falling due within one year	14	**(3,609)**	(3,422)
NET CURRENT ASSETS / (LIABILITIES)		**1,266**	3,095
TOTAL ASSETS LESS CURRENT LIABILITIES		**106,896**	106,501
CREDITORS			
Amounts falling due after more than one year	15	**102,045**	102,100
Pension deficit liability	17	**627**	639
CAPITAL AND RESERVES			
Called up share capital	16	**-**	-
Revenue reserve		**4,224**	3,762
		106,896	106,501

The notes on pages 36 to 55 form part of the financial statements.

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Tuntum Housing Association Limited
ASSOCIATION STATEMENT OF CHANGES IN RESERVES
For the year ended 31 March 2023

	Revenue Reserve	Total
	£'000	**£'000**
At 1st April 2022	**3,762**	**3,762**
Surplus for the year	**593**	**593**
Other comprehensive income	**(131)**	**(131)**
Total comprehensive income	**462**	**462**
At 31st March 2023	**4,224**	**4,224**

	Revenue Reserve	Total
	£'000	£'000
At 1st April 2021	3,082	3,082
Surplus for the year	509	509
Other comprehensive income	171	171
Total comprehensive income	680	680
At 31st March 2022	3,762	3,762

Revenue Reserve

The revenue reserve represents cumulative surpluses and deficits of the Association.

The notes on pages 36 to 55 form part of the financial statements.

Tuntum Housing Association Limited
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 March 2023

GROUP	2023		2022	
	£'000	**£'000**	£'000	£'000
NET CASH GENERATED FROM OPERATING ACTIVITIES		**3,927**		3,756
CASH FLOWS FROM INVESTING ACTIVITIES				
Acquisitions and construction of housing properties	**(4,118)**		(6,080)	
Capital grants received	**516**		356	
Proceeds from property sales	**185**		363	
Purchase of other fixed assets	**(45)**		(167)	
		(3,462)		(5,528)
		465		(1,772)
CASH FLOWS FROM FINANCING ACTIVITIES				
Interest received	**9**		-	
Interest paid	**(2,156)**		(2,079)	
Housing Loans received	**-**		-	
Housing loans repaid	**(52)**		(1,548)	
Payment of deferred loan fees	**-**		(10)	
		(2,199)		(3,637)
INCREASE) / DECREASE IN CASH AND CASH EQUIVALENTS		**(1,734)**		(5,409)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		**6,110**		11,519
CASH AND CASH EQUIVALENTS AT END OF THE YEAR		**4,376**		6,110

GROUP

(a) RECONCILIATION OF SURPLUS TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2023	2022
	£'000	£'000
Surplus for the year	**593**	509
Add back non-cash items:		
Pension adjustment	**(171)**	(107)
Changes in stock	**-**	91
Interest	**(9)**	-
Interest paid	**2,210**	2,142
Increase /(Decrease) in < 1 year debtors	**(92)**	286
(Decrease) / increase in < 1 year creditors	**145**	(181)
Movement in capital grants	**(504)**	(492)
Surplus on sales other properties	**(89)**	(200)
Depreciation	**1,844**	1,708
Net cash generated from operating activities	**3,927**	3,756

(b) RECONCILIATION OF MOVEMENT IN NET DEBT

	31st March 2022	Movement in Year	31st March 2023
	£'000	£'000	£'000
Cash at bank	6,110	(1,734)	4,376
Loans outstanding	(65,151)	53	(65,098)
Loan fees Outstanding	619	(28)	591
	(58,422)	**(1,709)**	**(60,131)**

1. **ACCOUNTING POLICY**

(a) Basis of Accounting

Tuntum Housing Association Limited ("the Association") is a registered provider of social housing and a private limited company incorporated in the United Kingdom. The address of its registered office and principal place of business is 90 Beech Avenue, New Basford, Nottingham, NG7 7LW.

These financial statements have been presented in pounds sterling, as this is the Association's' functional currency, being currency of the primary economic environment in which the Association operates.

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council and comply with the Statement of Recommended Practice for registered social housing providers 2018 (SORP), the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Tuntum Housing Association Limited is a public benefit entity, as defined in FRS 102 and applies the relevant paragraphs prefixed 'PBE' in FRS 102. FRS 102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of and no objection to, the use of exemptions by the Association's shareholders.

In preparing the Association's individual financial statements, the Association has taken advantage of the following exemptions:

- From presenting a statement of cash flows, as required by Section 7 'Statement of Cash Flows'.
- From providing certain disclosures as required by Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues'.
- The company has taken advantage of the exemption permitted by Section 33 "Related party transactions" contained in FRS 102, and has therefore not disclosed transactions or balances with entities which are wholly owned members of the Group. There were no other related party transactions.

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

The Board considers that Tuntum Housing Association Limited is well positioned to manage its business risks successfully. The Board have assessed the impact of, inflation and higher interest rates on its activities present and future and the Board has a reasonable expectation that Tuntum Housing Association Limited and its dormant subsidiary has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the Board continues to adopt the going concern basis in preparing these financial statements. In reaching its conclusion the Board has:

- Revisited its Business Plan assumption in relation to inflation and interest rates changes
- Approved the Budgets for 2023-24 and the Business Plan for 2023-28
- Stress tested the Business Plan with a number of cumulative scenarios and mitigating actions
- Considered the availability of long term funding and facilities in place of £10m with adequate security that is charged and a cash balance at year end of £4.6m
- Regularly monitored its KPI and key trigger points and key financial tolerances in place
- Reviewed all current developments under construction, which are proceeding well and within agreed contract prices

(b) Turnover

Turnover represents rent and service charges receivable (net of rent and service charge losses from voids) and disposal proceeds of current assets such as properties developed for outright sale or shared ownership first tranche sales at completion together with revenue grants from local authorities and the Homes and Communities Agency and charitable fees and donations.

Service charge income is recognised when expenditure is incurred as this is considered to be the point at which the service has been performed and the revenue recognition criteria met.

(c) Depreciation and impairment

Impairment of Social Housing Properties

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

An assessment is made at each reporting date as to whether an indicator of impairment exists. If such an indicator exists, an impairment assessment is carried out and an estimate of the recoverable amount of the asset is made. When the carrying amount of asset exceeds its recoverable amount, an impairment loss is recognised in surplus or deficit in the Statement of Comprehensive Income.

The recoverable amount of an asset is the higher of its value in use and fair value less costs to sell. Where assets are held for their service potential, value in use is determined by the present value of the asset's remaining service potential plus the net amount expected to be received from its disposal. Depreciated replacement cost is taken as a suitable measurement model.

An impairment loss is reversed if the reasons for the impairment loss have ceased to apply and included in surplus or deficit in the Statement of Comprehensive Income.

Sales of Housing Properties

The surplus or deficit on the disposal of housing properties, including second or subsequent tranches of shared ownership properties, is accounted for in the Statement of Comprehensive Income in the period in which the disposal occurs as the difference between the net sale proceeds and the net carrying value.

First tranche sales proceeds are recognised in the Statement of Comprehensive Income as turnover with the appropriate proportion of the cost of the properties as cost of sales. All shared ownership properties, including those under construction, are proportionally split between fixed assets and current assets, the split determined by the percentage of the property to be sold under the first tranche sale, which is shown as a current asset, with the remainder classified as a fixed asset.

Works on existing housing properties

The Association capitalises expenditure on housing properties, which increases the net rental stream over the life of the property. 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. The association also capitalises costs for equipment provided in schemes which are eligible for service charges. These are recovered through the service charges over the useful life of the equipment.

Depreciation of housing properties

Freehold land is not depreciated. Depreciation is charged so as to write down the cost of freehold housing properties other than freehold land to their estimated residual value on a straight line basis over their expected useful economic lives as follows:

The Association separately identifies the major components which comprise its housing properties and charges depreciation, so as to write-down the cost of each component to its estimated residual value, on a straight line basis, over the following estimated useful economic lives:

• Structure & covering	100 years
• Roofing	50 years
• Bathroom	30 years
• Mechanical systems	5 years
• Windows & external doors	20 years
• Kitchens	20 years
• Lift	15 years
• Gas boilers	20 years
• Central heating carcass	30 years
• Freehold Offices	50 years

Properties held on leases are depreciated over the life of the lease or their estimated useful economic lives in the business if shorter.

(d) Depreciation and impairment: Other property, plant & equipment (pp&e)

Depreciation is calculated to write off the cost of other pp&e on a straight-line basis over their estimated useful lives as follows:

• Furniture, fixtures, fittings & office equipment	5 years
• Laundry equipment	5 years
• Computer equipment	5 years

(e) Social housing grant and other government grants

Where grants are received from government agencies such as the Homes and Communities Agency, local authorities, devolved government agencies, health authorities and the European Commission which meet the definition of government grants they are recognised when there is reasonable assurance that the conditions attached to them will be complied with and that the grant will be received.

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

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

Grants received from non-government sources are recognised as revenue using the performance model.

(f) Recycling of grants

Where there is a requirement to either repay or recycle grant received for an asset that has been disposed of, a provision is included in the Statement of Financial Position to recognise this obligation as a liability. When approval is received from the funding body to use the grant for a specific development, the amount previously recognised as a provision for the recycling of the grant is reclassified as a creditor in the Statement of Financial Position.

For shared ownership staircasing sales, when full staircasing has not taken place, the recycling of the grant may be deferred if the net sales proceeds are insufficient to meet the grant obligation relating to the disposal and is not to be recognised as a provision. On subsequent staircasing sales, the requirement to recycle the grant becomes an obligation if sufficient sales proceeds are generated to meet the obligation and a provision is recognised at this point.

On disposal of an asset for which government grant was received, if there is no obligation to repay the grant, any unamortised grant remaining within liabilities in the Statement of Financial Position related to this asset is derecognised as a liability and recognised as revenue in surplus or deficit in the Statement of Comprehensive Income.

(g) Capitalisation of interest and administration costs

Interest on loans financing development is capitalised up to the date of the completion of the scheme and on developments for which the funding is secured for. Administration costs relating to development activities are capitalised only to the extent that they are incremental to the development process and directly attributable to bringing the property into their intended use.

(h) Leased assets

Rentals paid under operating leases are charged to the Statement of Comprehensive Income as incurred.

(i) Pension costs

Tuntum Housing Association Limited participates in the Social Housing Pension Scheme. The Fund is administered by Pensions Trust.

The Pension Scheme is a defined benefit multi-employer scheme where it is possible for individual employers, as admitted bodies, to identify their share of the assets and liabilities of the pension scheme. For this scheme the amounts charged to operating surplus are the costs arising from employee services rendered during the period and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs. The net interest cost on the net defined benefit liability is charged to revenue and included within finance costs. Re-measurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) are recognised immediately in other comprehensive income.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of Tuntum Housing Association Limited, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. The actuarial valuations are obtained at least triennially and are updated at each Statement of Financial Position date.

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

The Association also offers all other staff members the option to join in the auto enrolment scheme with Social housing pension scheme on a defined contribution basis. The Association will match all employee contributions up to a maximum of 8%.

(j) Taxation

The Association has been accepted as having charitable status by H M Revenue and Customs with effect from 8 October 1997 and accordingly no tax is payable for the year.

(k) Value Added Tax

The Association is VAT registered, but the majority of its income being housing rents is exempt for VAT purposes. This gives rise to a recovery of VAT through a partial exemption calculation each year. Expenditure is therefore shown gross of the relevant VAT within the Statement of Comprehensive Income.

(l) Investments

Investments that are publicly traded or whose fair value can be measured reliably are stated at fair value with changes in fair value recognised as a surplus or deficit in the Statement of Comprehensive Income.

(m) Interest and financing costs

Interest charges incurred on the financing of housing properties are capitalised up to the date of practical completion. Interest charges arising after that date are charged to the Statement of Comprehensive Income.

(n) Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and demand deposits, together with other short term, high liquid investments that are readily convertible into known amounts of cash and are subject to an insignificant risk of change in value.

(o) Financial instruments

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

Financial assets carried at amortised cost

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

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

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

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

Financial liabilities carried at amortised cost

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

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

Financing transactions

For rent arrears where the arrangement constitutes, in effect, a financing transaction because of extended credit arrangements, the arrears are measured at present value of the future payments discounted at an appropriate market rate of interest.

2. SIGNIFICANT MANAGEMENT JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

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

(a) Impairment of social housing properties
The Association has to make an assessment as to whether an indicator of impairment exists. In making the judgement, management considered the detailed criteria set out in the SORP.

(b) Capital V revenue expenditure
Management reviews the nature of the planned expenditure on properties. Where the expenditure relates to extending the life of the component it is capitalised and not if it deemed a repair expenditure.

(c) Estimation uncertainty
The Association makes estimates and assumptions concerning the future. The resulting accounting estimates will, (a) by definition, seldom equal the related actual results.

(d) Bad and doubtful debts
Provision is made against rent and service charge arrears for both current and former tenants and against sundry debts to the extent that they are considered by management not to be recoverable at their full value. The level of provision is based on the below formula.

Arrears 4-8 weeks	50%
Arrears Greater than 8 Weeks	100%
Former tenant arrears	100%

(e) Economic life of assets
An estimation of the useful economic life of the organisation's assets are determined by management and disclosed within Accounting Policies. The estimates are based on industry standards adjusted to reflect our own experience, quality of components and maintenance procedures.

(f) Pension scheme-defined benefit obligation (DBO) past service deficit provision
The estimate of the past service deficit provision is based on a number of critical underlying assumptions such as: standard rates of inflation, mortality, discount rate and anticipation of future salary increase. Assumptions are defined by a professionally qualified actuary, appointed by SHPS; management undertake an assessment of the reasonableness of these assumptions. Variation in these assumptions may significantly impact the amount provided and the annual defined benefit charge (as analysed in Note 18).

3. TURNOVER, OPERATING COSTS AND OPERATING SURPLUS

	GROUP					
	2023			2022		
	Turnover £'000	**Operating costs £'000**	**Operating surplus/ (deficit) £'000**	Turnover £'000	Operating costs £'000	Operating surplus/ (deficit) £'000
Social housing lettings	**9,860**	**(7,196)**	**2,664**	9,312	(6,883)	2,429
Other social housing activities						
1st tranche sale of shared ownership properties	**-**	**-**	**-**	95	(93)	2
Support services provided	**-**	**-**	**-**	-	-	-
Other						
Activities other than social housing	**422**	**(381)**	**41**	519	(499)	20
	10,282	**(7,577)**	**2,705**	9,926	(7,475)	2,451
Surplus on sale of properties	**-**	**-**	**89**		-	200
Operating surplus			**2,794**			2,651

	ASSOCIATION					
	2023			2022		
	Turnover £'000	**Operating costs £'000**	**Operating surplus/ (deficit) £'000**	Turnover £'000	Operating costs £'000	Operating surplus/ (deficit) £'000
Social housing lettings	**9,860**	**(7,196)**	**2,664**	9,312	(6,883)	2,429
Other social housing activities						
1st tranche sale of shared ownership properties	**-**	**-**	**-**	95	(93)	2
Support services provided	**-**	**-**	**-**	-	-	-
Other						
Activities other than social housing	**422**	**(381)**	**41**	519	(499)	20
	10,282	**(7,577)**	**2,705**	9,926	(7,475)	2,451
Surplus on sale of properties	**-**	**-**	89	-	-	200
Operating surplus			**2,794**			2,651

4. PARTICULARS OF INCOME AND EXPENDITURE FROM LETTINGS

	General Needs	Shared Ownership	Specialist Housing	Total 2023	Total 2022
Income	**£'000**	**£'000**	**£'000**	**£'000**	£'000
Rents	**6,821**	**253**	**899**	**7,973**	7,497
Service charge	**174**	**41**	**982**	**1,197**	1,134
Supporting People	**-**	**-**	**169**	**169**	157
Amortised government grant	**440**	**16**	**48**	**504**	492
Other income	**2**	**-**	**15**	**17**	32
Turnover from social housing lettings	**7,437**	**310**	**2,113**	**9,860**	9,312
Expenditure					
Services	**251**	**37**	**940**	**1,228**	1,267
Management	**1,166**	**52**	**420**	**1,638**	1,804
Support costs	**-**	**-**	**161**	**161**	106
Routine maintenance	**1,486**	**6**	**160**	**1,652**	1,579
Planned maintenance	**621**	**-**	**-**	**621**	346
Rent losses from bad debts	**47**	**-**	**4**	**51**	66
Other costs	**100**	**-**	**-**	**100**	101
Property depreciation	**1,529**	**65**	**151**	**1,745**	1,614
Operating costs	**5,200**	**160**	**1,836**	**7,196**	6,883
Operating surplus on letting activities	**2,237**	**150**	**277**	**2,664**	2,429
Rent losses from voids	**93**	**-**	**63**	**156**	185

Included in the above costs are £112k for fire safety works

5. SURPLUS ON DISPOSAL OF PROPERTIES

Group and Parent	**2023**	2022
	£'000	£'000
Shared ownership sales		
Sale of subsequent tranche shared ownership properties	**185**	236
Cost of sale	**(96)**	(136)
	89	100
Other property sales		
Proceeds from sales	**-**	127
Less: Cost of sales	**-**	(23)
Transfer to recycle grant fund	**-**	(4)
	-	100
Total proceeds from property sales	**89**	200

6. INTEREST AND FINANCING COSTS – GROUP AND ASSOCIATION

	2023	2022
	£'000	£'000
Interest payable	**2,229**	2,207
Capitalised development interest	**(139)**	(176)
Loan refinancing costs	**-**	-
Net Interest Payable	**2,090**	**2,031**
Net interest on pension liability	**16**	25
Other loan financing costs	**66**	48
Loan issue cost amortisation	**38**	38
	2,210	2,142

Interest capitalised has been calculated on the average effective rate of interest to the association which is 3%

7. SURPLUS FOR THE YEAR REPRESENTED – GROUP

	2023	2022
	£'000	£'000
Depreciation of property, plant and equipment	**1,844**	1,708
Amortised government grants	**504**	492
Audit fee – statutory audit	**19**	16
Operating lease rentals	**31**	30

8. STAFF COSTS

	Group		Association	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Staff costs including officers and senior executives:				
Wages and salaries	**1,990**	**2,116**	**1,990**	**2,116**
Social security costs	**174**	**168**	**174**	**168**
Other pension costs	**128**	**153**	**128**	**153**
Redundancy	**-**	**79**	**-**	**79**
	2,292	**2,516**	**2,292**	**2,516**
	Number	Number	**Number**	Number
The average weekly number of full time equivalent persons (including the Chief Executive) employed during the year was:				
Office staff	**28**	**26**	**28**	**26**
Wardens, caretakers, cleaners & DLO staff	**29**	36	**29**	36
	57	**62**	**57**	62

The number of full time equivalents has been calculated on 37 hours per week.

9. DIRECTORS' EMOLUMENTS

	2023	2022
	£'000	£'000
Key management personnel – Executive Directors		
Salaries	**271**	200
Pension contributions	**44**	22
	315	222
	£'000	£'000
Emoluments paid to the highest paid senior executive, the Chief Executive (excluding pension contributions)	**112**	108
The Chief Executive is an ordinary member of the Association's pension scheme (note 18). Pension contributions paid during the year were £21,693 (2022: £11,857)		
	Number	Number
Number of directors accruing benefit in the pension scheme. The Director of Community services	**3**	3

The full time equivalent number of staff whose remuneration payable fell within each band of £10,000 from £60,000 upwards is shown below. Remuneration includes wages and salaries.

Salary band (£)		**Number**	Number
60,000 -	69,999	**-**	**-**
70,000 -	79,999	**1**	**1**
80,000 -	89,999	**1**	**1**
90,000 -	99,999	**-**	**-**
100,000+		**1**	**1**

Payments to Board members	**2023**	2022
	£	£
Board members remuneration		
Junior Hemans	**5,412**	5,255
Mark Taylor	**1,894**	3,678
Avtar Johal	**-**	1,839
Ade Aderogba	**-**	1.445
Michelle Bateman	**1,894**	3,678
Paul Moat	**2,977**	3,547
Chris Jones	**4,127**	3,021
Beryl McConnell	**2,977**	2,890
Jacqueline Richards	**3,383**	1,501
Anil Sarda	**2,977**	-
Nicholas Murphy	**1,488**	-
Janet Glass	**1,488**	-
Olu Oloruntuyi	**1,488**	-
Kwabena Osayande	**2,977**	2,890
Ayyaz Ahmed	**2,977**	2,890
Philip Baker	**3,383**	2,890
Didia Antonio	**2,977**	2,890
	42,419	38,414

Expenses paid during the year to Board members amounted to £1,290. (2022 £1,353).

10. TANGIBLE FIXED ASSETS – GROUP

	Housing properties completed	Housing Properties under construction	Shared ownership Completed	Housing properties under construction Shared Ownership	Fixtures & fittings	Freehold office	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost							
At 1 April 2022	110,744	4,617	9,604	-	869	390	126,224
Additions	-	2,832	-	-	30	15	2,877
Transfers to completed schemes	5,822	(5,822)	-	-	-	-	-
Property reclassification	-	-	-	-	-	-	-
Components capitalised	1,077	-	-	-	-	-	1,077
Fire safety works capitalised	209	-	-	-	-	-	209
Components written off	(406)	-	-	-	-	-	(406)
Properties disposed	-	-	(103)	-	(61)	-	(164)
At 31 March 2023	117,446	1,627	9,501	-	838	405	129,817
Depreciation							
1 April 2022	21,483	-	671	-	516	148	22,818
Charge for the year	1,691	-	54	-	93	6	1,844
Depreciation on disposals and components written off	(406)	-	(8)	-	(61)	-	(475)
At 31 March 2023	22,768	-	717	-	548	154	24,187
Net book values							
At 31 March 2023	94,678	1,627	8,784	-	290	251	105,630
31 March 2022	89,261	4,617	8,933	-	353	242	103,406

The total expenditure on housing properties for lettings comprises of the replacement of components and structural enhancements of £1,286k and routine and planned maintenance of £2,273k.

11. TANGIBLE FIXED ASSETS – ASSOCIATION

	Housing properties completed	Housing properties under construction	Shared Ownership completed	Shared ownership under construction	Fixtures & fittings	Freehold office	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost							
At 1 April 2022	**110,744**	**4,617**	**9,604**	**-**	**808**	**390**	**126,163**
Additions	**-**	**2,832**	**-**	**-**	**30**	**15**	**2,877**
Transfers to completed schemes	**5,822**	**(5,822)**	**-**	**-**	**-**	**-**	**-**
Property reclassification	**-**	**-**	**-**		**-**	**-**	**-**
Components capitalised	**1,077**	**-**	**-**	**-**	**-**	**-**	**1,077**
Fire Safety works capitalised	**209**	**-**	**-**	**-**	**-**	**-**	**209**
Component write off	**(406)**	**-**	**-**	**-**	**-**	**-**	**(406)**
Properties disposed	**-**	**-**	**(103)**	**-**	**-**	**-**	**(103)**
At 31 March 2023	**117,446**	**1,627**	**9,501**	**-**	**838**	**405**	**129,817**
Depreciation							
At 1 April 2022	**21,483**	**-**	**671**	**-**	**455**	**148**	**22,757**
Charge for the year	**1,691**	**-**	**54**	**-**	**93**	**6**	**1,844**
Depreciation on disposals and components written off	**(406)**	**-**	**(8)**	**-**	**-**	**-**	**(414)**
At 31 March 2023	**22,768**	**-**	**717**	**-**	**548**	**154**	**24,187**
Net book values							
At 31 March 2023	**94,678**	**1,627**	**8,784**	**-**	**290**	**251**	**105,630**
At 31 March 2022	89,261	4,617	8,933	-	353	242	103,406

The total expenditure on housing properties for lettings comprises of the replacement of components and structural enhancements of £1,286k and routine and planned maintenance of £2,273k.

12. GROUP UNDERTAKINGS – PARENT

Details of the Association's subsidiaries at 31 March 2023:

Name	**Nature of business**
Time-Out Care Services Ltd (T/a Homecare Plus)	Charitable care projects

Time-Out Care Services Ltd is a company limited by guarantee and is considered to be a subsidiary by virtue of the fact that the parent controls the composition of the Board. The subsidiary is registered in England. The subsidiary ceased trading on the 31st August 2017 and has been dormant since this date.

13. DEBTORS

	Group		**Association**	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Amounts falling due within one year:				
Rent arrears	**353**	338	**353**	338
Less: provision for bad debts	**(260)**	(227)	**(260)**	(227)
Net rent arrears	**93**	111	**93**	111
Prepayment and accrued income	**418**	308	**418**	308
	511	419	**511**	419

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

14. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	Group		**Association**	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Housing loans	**58**	52	**58**	52
Grants received in advance	**166**	129	**166**	129
Trade creditors	**30**	8	**30**	8
Prepaid rent arrears	**375**	350	**375**	350
Taxation and social security payable	**33**	17	**33**	17
Accruals and deferred income	**2,095**	2,050	**2,095**	2,050
Recycled capital grant fund	**348**	324	**348**	324
Grants due in one year	**504**	492	**504**	492
	3,609	3,422	**3,609**	3,422

15. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR) (contd.)

Recycled Capital Grant Fund

	Group and Association	
	2023	2022
	£'000	£'000
At 1 April 2022	**324**	556
Recycling of grants	**-**	(243)
Inputs to RCGF	**-**	7
Inputs from property sales	**24**	4
At 31 March 2023	**348**	324

15. CREDITORS (AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR)

	Group and Association	
	2023	2022
	£'000	£'000
Housing loans (see note 16 (a)	**64,449**	64,480
Government grants (see noted 16 (b)	**37,596**	37,620
At 31 March	**102,045**	102,100

15(a). Housing loans

	Group and Association	
	2023	2022
	£'000	£'000
Housing loans	**64,507**	64,532
	64,507	64,532

Housing loans from banks and building societies are secured by specific charges on the Association's housing properties and are repayable by instalments by varying rates of interest from 2.2% to 9.8% as follows:

	2023	2022
	£'000	£'000
In one year or less	**58**	52
Between one and two years	**64**	58
Between two and five years	**232**	211
In five years or more	**64,744**	64,830
Deferred loan costs	**(591)**	(619)
	64,507	64,532

15(b). Government grants

	Group		Association	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
At 1 April	**38,112**	38,012	**38,112**	38,012
Grants receivable	**516**	356	**516**	356
Transfers to RCGF grant disposed	**(24)**	(7)	**(24)**	(7)
Recycling of grants	**-**	243	**-**	243
Amortisation to Statement of Comprehensive	**(504)**	(492)	**(504)**	(492)
At 31 March 2023	**38,100**	38,112	**38,100**	38,112
Due within one year	**504**	492	**504**	492
Due after one year	**37,596**	37,620	**37,596**	37,620

16. CALLED UP SHARE CAPITAL

	Group and Association	
	2023	2022
	£	£
Allotted, issued and fully paid ordinary shares of £1 each:		
At 1 April 2022	**29**	38
Issued in the year	**3**	2
Cancelled during the year	**(2)**	(11)
At 31 March 2023	**30**	29

The shares do not have a right to any dividend or distribution in a winding up and are not redeemable. Each share has a full voting right.

17. PENSION OBLIGATIONS

Social Housing Pension Scheme

The Association participates in the scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK.

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

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

Present values of defined benefit obligation, fair value of assets and defined benefit asset (liability)

	31 March 2023	31 March 2022
	£'000	£'000
Fair value of plan assets	**2,901**	4,607
Present value of defined benefit obligation	**3,528**	5,246
Surplus (deficit) in plan	**(627)**	(639)
Unrecognised surplus	**-**	-
Defined benefit asset (liability) to be recognised	**(627)**	(639)
Deferred tax	**-**	-
Net defined benefit asset (liability) to be recognised		

Reconciliation of opening and closing balances of the defined benefit obligation

	31 March 2023	31 March 2022
	£'000	£'000
Defined benefit obligation at start of period	**5,246**	**5,297**
Current service cost	**54**	**75**
Expenses	**5**	**5**
Interest expense	**146**	**115**
Contributions by plan participants	**-**	**6**
Actuarial losses (gains) due to scheme experience	**(295)**	**162**
Actuarial losses (gains) due to changes in demographic assumptions	**(8)**	**(48)**
Actuarial losses (gains) due to changes in financial assumptions	**(1,524)**	**(226)**
Benefits paid and expenses	**(96)**	**(140)**
Defined benefit obligation at end of period	**3,528**	5,246

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

	31 March 2023	31 March 2022
	£'000	£'000
Fair value of plan assets at start of period	**4,607**	4,405
Interest income	**130**	97
Experience on plan assets (excluding amounts Included in interest income) - gain (loss)	**(1,958)**	59
Contributions by the employer	**218**	180
Contributions by plan participants	**-**	6
Benefits paid and expenses	**(96)**	(140)
Fair value of plan assets at end of period	**2,901**	4,607

Defined benefit costs recognised in Statement of Comprehensive Income (SOCI)

	Period ended 31 March 2023
	£'000
Current service cost	**54**
Expenses	**5**
Net interest expense	**16**
Defined benefit costs recognised in SOCI	**75**

Defined benefit costs recognised in other comprehensive income

	Period ended 31 March 2023
	£'000
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)	(1,958)
Experience gains and losses arising on the plan liabilities - gain (loss)	295
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain (loss)	8
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain (loss)	1,524
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	(131)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) - gain (loss)	-
Total amount recognised in other comprehensive income - gain (loss)	(131)

Assets

	31 March 2023	**31 March 2022**
	£'000	£'000
Global equity	**54**	884
Absolute return	**31**	185
Distressed opportunities	**88**	165
Credit relative value	**110**	153
Alternative risk premia	**5**	152
Fund of hedge funds	**-**	-
Emerging markets debt	**16**	134
Risk sharing	**214**	152
Insurance-linked securities	**73**	107
Property	**125**	124
Infrastructure	**331**	328
Private debt	**129**	118
Opportunistic liquid credit	**124**	155
High yield	**10**	40
Opportunistic credit	**-**	16
Cash	**21**	16
Corporate bond fund	**-**	307
Liquid credit	**-**	-
Long lease property	**88**	119
Secured income	**133**	172
Liquid driven investment	**1,336**	1,285
Currency Hedging	**6**	(18)
Net current assets	**7**	13
Total assets	**2,901**	4,607

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 2023	**31 March 2022**
	% per annum	**% per annum**
Discount Rate	4.86%	2.79%
Inflation (RPI)	3.19%	3.51%
Inflation (CPI)	2.77%	3.16%
Salary Growth	3.77%	4.16%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2023 imply the following life expectancies:

	Life expectancy at age 65
	Years
Male retiring in 2023	21.0
Female retiring in 2023	23.4
Male retiring in 2043	22.2
Female retiring in 2043	24.9

We were notified in 2021 by the Trustee of the Scheme that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee is seeking clarification from the Court on these items, and the process is ongoing with it being unlikely to be resolved before the end of 2024 at the earliest. It is estimated that this could potentially impact the value of Scheme liabilities by £155m. We note that this estimate has been calculated as at 30 September 2022 on the Scheme's Technical Provisions basis. Until the Court direction is received, it is unknown whether the full (or any) increase in liabilities will apply and therefore, in line with the prior year, no adjustment has been made in these financial statements in respect of this.

18. TAXATION STATUS

The Group has charitable status. The Board knows of no circumstances which will affect this taxation status in the future.

19. OPERATING LEASES - GROUP

At the Statement of Financial Position date there were outstanding commitments for future minimum lease payments under non-cancellable operating leases falling due as follows:

	2023		2022	
	Land & buildings £'000	**Other £'000**	Land & buildings £'000	Other £'000
Operating leases which expire:				
< 1 year	**31**	**-**	31	1
2 - 5 years	**66**	**-**	94	-
> 5 years	**-**	**-**	-	-
	97	**-**	125	1

20. FINANCIAL INSTRUMENTS

		Group	
	Note	**2023**	2022
		£'000	£'000
Financial assets at amortised cost			
Rent arrears	13	**93**	111
Other debtors	13		
Cash at bank		**4,376**	6,110
Financial liabilities at amortised cost			
Trade and other creditors	14	**2,349**	2,187
Loans payable	15	**64,449**	64,532
Interest payable on financial liabilities			
On loans payable	6	**2,229**	2,207
On pension deficit	6	**16**	25

21. UNITS/BED SPACES

	2022	Additions	Converted/ reclassified no. of properties	Disposals	2023
General housing					
- Social rent	1,048		-	-	**1,048**
- Affordable rent	212	36	-	-	**248**
Supported and housing for older people					
- Social rent	194	-	-	(1)	**193**
Intermediate rented properties	26			-	**26**
Shared ownership	89		-	(2)	**87**
Total owned and managed social housing	**1,569**	**36**	**-**	**(3)**	**1,602**

22. RELATED PARTIES AND CONTROL

Ultimate control lies with the Board of Management.

Subsidiary Organisation

The Charity Timeout has taken advantage of the exemption permitted by Section 33 "Related party transactions" contained in FRS 102, and has therefore not disclosed transactions or balances with entities which are wholly owned members of the Group. The subsidiary was dormant during the financial year.

There were no other related party transactions, other than Board member's remuneration as disclosed in note 9 - Board member's payments. The tenant Board member does not benefit from their position with rents being charges as normal.

23. CAPITAL COMMITMENTS - GROUP AND PARENT

	2023	2022
	£'000	£'000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	**87**	-
Capital Expenditure Approved by the Board but not contracted for	**5,019**	1,982
	5,106	1,982
The Association expects to finance the above expenditure by:		
Social Housing Grant receivable	**1,776**	280
Loans receivable	**3,330**	1,702
Sales proceeds	**-**	-
	5,106	1,982

24. LEGISLATIVE PROVISIONS

The Association is a registered society under the Co-operative and Community Benefit Societies Act 2014.

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