HOUSING FOR WOMEN

England & Wales · Charity number 211351

Details

Other names	THE OVER FORTY ASSOCIATION FOR WOMEN WORKERS
Status	Registered
Legal form	Charitable company
Company number	00420651
Registered	1962-08-08
Register	View on the Charity Commission register

Contact

Address	Housing For Women Blue Star House 234-240 Stockwell Road London SW9 9SP
Phone	02075016120
Email	customer.service@h4w.co.uk
Website	www.hfw.org.uk

Activities

Objects: "THE RELIEF OF POVERTY OF WOMEN (WORKING, RETIRED OR OTHERWISE CURRENTLY OUT OFWORK) BY THE PROVISION OF ACCOMMODATION OR IN SUCH OTHER WAYS AS THE TRUSTEESTHINK FIT INCLUDING (BUT NOT LIMITED TO) PROVIDING SUPPORT AND ADVICE TO WOMEN ANDTHEIR CHILDREN FLEEING DOMESTIC VIOLENCE OR ABUSE, WHETHER IT BE PSYCHOLOGICAL,EMOTIONAL, PHYSICAL OR SEXUAL AND WHETHER FROM A PARTNER, EX-PARTNER, FAMILYMEMBER OR OTHER PERSONS."

Activities: A registered housing association providing affordable accommodation and services to women in London and their dependants.

Downloaded from opencharities.uk/ew/211351

Classification

- **How:** Makes Grants To Individuals, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Elderly/old People, People With Disabilities, Other Defined Groups

Geography

- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2024-09-30	£9,555,779	£12,055,799	£6,625,342	68
2023-09-30	£9,035,754	£10,464,413	£8,149,704	64
2022-09-30	£8,387,057	£8,823,115	£12,206,994	58
2021-09-30	£7,885,229	£7,857,139	£13,948,811	62
2020-09-30	£8,005,758	£8,079,178	£15,068,593	47

Trustees

Name	Role	Appointed
Susan Kane	Chair	2020-03-24
Caroline Davies		2020-05-18
Elaine Marshall		2023-03-14
Helena Evans		2023-10-09
Simon Basey		2022-05-12
Somayya Yaqub		2023-10-09
Troy Henshall		2021-08-13
Victoria Dingle		2023-10-09
Yvonne Kikelola Akinmodun		2022-05-12

Linked charities

- THE PRENDERGAST CHARITY (211351-1)

Downloaded from opencharities.uk/ew/211351

HOUSING FOR WOMEN

England & Wales - Charity number 211351

Accounts

HOUSING FOR WOMEN

(A company limited by guarantee and having no share capital)

Annual Report and Financial Statements

Year ended
30 September 2024

Company Registration Number 00420651
Charity Registration Number 211351
Regulator of Social Housing Number L0970

Housing for Women
(A company limited by guarantee having no share capital)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2024

CONTENTS

Page:

3	Executive and Advisors
4	Strategic Report
12	Report of the Board of Directors
20	Report of the Independent Auditor
24	Statement of Comprehensive Income
25	Statement of Financial Position
26	Statement of Changes in Reserves
27	Statement of Cash Flows
28	Notes to the Financial Statements

EXECUTIVE AND ADVISORS

BOARD OF DIRECTORS

Susan Kane (Chair)

Carli Harper-Penman
(Vice-Chair)

Victoria Dingle
Caroline Davies
Elaine Marshall
Troy Henshall
Simon Basey
Yvonne Akinmodun
Helena Evans
Somayya Yaqub

REGISTERED OFFICE

Sixth Floor, Blue Star House
234-244 Stockwell Road
London
SW9 9SP

AUDITOR

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

CHIEF EXECUTIVE AND COMPANY SECRETARY

Zaiba Qureshi

INTERNAL AUDITOR

TIAA Ltd
Artillery House
Fort Fareham
Newgate Lane
Fareham
PO14 1AH

BANKERS

Lloyds TSB Bank Plc
39 Threadneedle Street
London
ECR2 8AU

SOLICITORS

Trowers & Hamlins
3 Bunhill Row
London
EC1Y 8YZ

STRATEGIC REPORT

The Board of Directors present their Strategic Report for Housing for Women ("Housing for Women") for the year ended 30 September 2024.

PRINCIPAL ACTIVITIES AND BUSINESS MODEL

The principal activity of Housing for Women is the provision of accommodation for women on low incomes and their dependants.

Business Model

Housing for Women is a not-for-profit public benefit entity. It is a company limited by guarantee and not having share capital, a registered provider of social housing and a registered charity.

Housing for Women is sole trustee of the charity The Mary Curzon Charity for Women Workers.

MISSION, STRATEGY, PRINCIPAL RISKS AND UNCERTAINTIES

Mission

The mission of Housing for Women is to empower women through providing good homes and services and challenging inequalities they face.

Strategy

The year ended 30 September 2024 marks the second year of our Corporate Plan 2022-27. It was also the second year of our 3-year "Back to Basics" phase, the first of two phases in our strategic roadmap. **Corporate Plan 2022-27:** Our Corporate Plan is structured into two distinct phases:

1. **Back to Basics (2022-2025):**
    - **Customer Focus:** We have prioritised understanding and meeting customer needs to provide our core services**,** with activities including greater presence on our estates, re-engaging at grassroots level and upgrades to our housing management system to enable improved customer interactions and more efficient/effective service delivery.
    - **Growth of Support Services:** We will pursue opportunities to expand our specialist supported housing services for women within the context of violence against women and girls.
    - **Operational Efficiency:** Streamlining activities to ensure efficiency and effectiveness. This includes a stock portfolio review to determine where and how we can deliver services most effectively, technology upgrades and value for money incentives.
2. **Good to Great (2025-2027):**
    - **Service Excellence:** Building on the solid foundation of the "Back to Basics" phase, we aim to elevate our service standards. We will also explore a "HfW Housing Plus" offer that provides added value to our residents and distinguishes us from other landlords.
    - **Further Growth:** We will investigate the potential for expanding our services to serve a greater number of women across London.

STRATEGIC REPORT (CONTINUED)

- **Market Leadership:** This will involve continuous improvement initiatives and benchmarking against the upper quartile results of our peers.

Principal risks and uncertainties

The Strategic Risk Register is updated quarterly and kept under regular review by the Executive Team (ET), Audit and Risk Committee (ARC) and Board of Directors. All risks are managed with reference to the Risk Register where identified risks with mitigating actions to be achieved are allocated to key personnel to implement. High level risks are modelled in the 30-year business plan through stress testing using the Brixx financial and business planning tool and Housing for Women maintains insurance cover for matters such as indemnity protection for Officers and Directors and public liability insurance.

Key risks and mitigation currently identified included the following:

Risk	Mitigation
Inability to effectively engage with our customers and/or deliver good quality services or manage customer expectations resulting in poor customer satisfaction and increased number of customer complaints upheld.	• Customer First Strategy in place. • Self-assessment against Ombudsman Complaints Code completed and circulated to Board. • New Complaints and Compensation Policies in place and rolled out to all staff. • Board and ET Report on Complaints revised to include improved analysis and themes. • Customer Services Team now in place. • All staff to be trained in customer services. • Acuity Satisfaction surveys in place. • Customer Satisfaction improvement plan in place. • 2nd year of outsourcing repairs to MCP.
Inability to deliver Childers regeneration project.	• Project Board in place. • Legal advisor and Barristers appointed. • Legal Claim made together with Insurers. • Quarterly reports to Board together with project risk register review. • Communications Plan in place.

STRATEGIC REPORT (CONTINUED)

Risk	Mitigation
Inability to effectively manage a cyber security attack/ breach	• All devices and users are managed with Microsoft Intune and Azure • MFA enforced for all users • All users must use H4W device to access resources • Non-compliant devices are blocked from access • Admin accounts have PIM enforced, so access is on timed basis • Regular training and test simulations of Cyber attacks • MS defender active on all devices for antivirus • Updates and security patches enforced on all devices via MS Intune
Inability to secure sufficient funds to maintain liquidity	• Treasury Consultant supporting applications to Funding bodies for short term funding • Long term funding / investment models being investigated • Close/ regular monitoring of cashflow in place.
Inability to achieve annual target for disposals	• Active Asset management strategy in place • Financial Plan reflects this and has mitigations in place • Prospects List for Disposal reviewed based on recent investment and projected valuations and market dampening. • All voids/major works to be reviewed as potential disposals • Disposal Polices and procedure developed and assumptions agreed with Board • Legal advice secured re decants and tenant rights - including fair rents. Complete stock condition survey / Building Safety action plan to understand investment needs • Additional disposals identified

Emerging risks

We review emerging risks across the business and consider the triggers to bring these onto our Strategic Risk Register on a quarterly basis.

STRATEGIC REPORT (CONTINUED)

GOVERNANCE

Governance structure

The Board of Directors are all non-executive members working voluntarily for Housing for Women. The members are drawn from a wide variety of disciplines, to provide the balance of skills and specialisations necessary for the management of Housing for Women. The Board of Directors met formally seven times during the year.

Housing for Women currently has two committees:

- The Audit & Risk Committee has responsibility for overseeing risk management and internal controls
- The People and Customer Committee has responsibility for overseeing both the People and Customer strategies together with recommending to the Board of Directors the remuneration of the Chief Executive and senior staff. It is also responsible for Board recruitment and succession planning.

Whilst retaining its responsibilities for the overall strategy and policies of Housing for Women, the Board of Directors delegates day to day management to the Chief Executive and the Executive Team.

Code of Governance

Housing for Women has adopted the National Housing Federation's 2020 Code of Governance and an annual review of compliance with that code for 2023/24 was approved in January 2025.

Compliance with Regulatory Standards

Housing for Women has assessed its compliance with the Regulator of Social Housing (RSH) governance and viability regulatory standards (April 2015) and believes that it meets the standards identified by the RSH.

We have self-assessed against the new Consumer Standards and have an action plan in place to address and meet any gaps.

REVIEW OF BUSINESS

Financial Review

During an extremely busy year Housing for Women continued its work in securing a firm foundation for the future.

Housing for Women made a loss on ordinary activities before exceptional items and disposal of fixed assets of £2.48m for the year ended 30 September 2024 compared with a loss of £1.42m for the previous year. Key to this increased deficit was expenditure of £1m in respect of asset disposals that are forecast to be achieved in the forthcoming years, in accordance with the organisation's approved business plan that was written off in accordance with accounting requirements.

Our gross income fell short of target due to a shortfall in unrestricted donations which was largely due to the longer than expected vacancy in the Head of Fundraising role during the year. Additionally, we

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

experienced a void loss of £292K (2023: £439k) across both Supported Housing and General Needs Housing due to both the scarcity of suitable nominations together with the need to hold several properties requiring decants and/or substantial repairs. We continue to explore the potential for income recovery on some of these from the original developer.

Arrears recovery continued to be an area of ongoing focus with improvement plans in place and the outsourcing of current tenant arrears to Touchstone to reduce debt. Over the year, we have observed a slight decrease in our arrears, primarily due to a reduction in the number of current tenants.

Our asset management spend continues to be significant, particularly in respect of compliance works. However, we have seen some cost reductions, partly due to engaging a new contractor last year and commissioning a lower volume of work compared to the previous year. This approach has helped us manage our expenses more effectively while maintaining our commitment to asset management.

Finally, we experienced an increase in our interest burden which was directly linked to the increase in variable rates seen across the banking sector. We secured a significant property disposal in December 2023 which improved both our reserves and liquidity by over £3m, enabling the organisation to navigate an uncertain economic environment.

Operational Review

Customer Service
We continued to strengthen our relationship with our customers through the year. A key element of this was completing the recruitment of our Housing team so that they had the resources to deliver an effective patch-based housing service, this include a specific Tenancy Sustainment Office, who will work with residents who are struggling to maintain their tenancy.
Our ‘Customer First’ strategy which set out our plan to place customers at the heart of what we do was well under way and our Customer Service Team were fully established. The trend results from our tenant satisfaction survey incorporating the RSH’s Tenant Satisfaction Measures also indicated improvements in some areas.
We launched our campaign to recruit a Customer Panel in latter part of the year and were pleased with the level of interest from customers. We plan to complete recruitment to this important forum by March next year and have engaged the panel in a dedicated workplan to help inform and drive service improvement.

Key deliverable outcomes that have been achieved over the past 12 months across the organisation’s frontline services are:

General Needs Services

During 2023/24 we were limited in housing as we were carrying out significant repairs to several properties and using many of our voids for temporary decants for existing tenants. At the year-end we had 821 women and their families housed in permanent affordable homes (2023:815).

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

Support Services
Housing for Women has continued to deliver a range of support services throughout the year including;

- Domestic Violence and Abuse services : Refuges and Floating Support (London Borough of Ealing and Royal Borough of Greenwich), Sanctuary scheme and telephone advice line (Greenwich).
- ReConnect+: Support and accommodation for single women with complex/multiple needs on their release from prison.
- SafeSpace: Crisis support for single women escaping trafficking and other forms of modern slavery.
- Housing Pathway support and capacity building work to support case workers and advocates in developing their skills and knowledge around housing legislation. This includes building partnerships with local authority housing services to support housing pathways for women in the Criminal Justice System seeking accommodation.

Funding of our Support Services
Housing for Women currently has reserves of £6.1m. Of this figure, charitable reserves available for support services total £0k (2023/24 £0k). Remaining reserves that have not been earmarked for specific use are solely for the operation of general needs housing as they have been generated from general needs activity. As such they cannot be used to cross-subsidise the supported housing projects that rely on income from local and central government and/or Trusts, Foundations and donations.

Our funding and donations secured through Trusts, Foundations, corporate and individual donations are therefore critical for the continued delivery of services. We would like to take this opportunity to thank all our donors for their ongoing and generous support.

During 2023/24:

- 89 (2023: 80) women stayed in our refuges.
- Our floating support service helped 178 (2023: 212) women and 12 men (2023: 7) in Greenwich. This service provides one-to-one emotional and practical support around matters like safety planning, housing, financial empowerment, contacting the police, and ensuring the safety of their children.
- We coordinated 151 (2023: 141) referrals for the Sanctuary Scheme in Greenwich which provides extra security to ensure women can live safely in their own homes.
- We handled 8,126 contacts, some of these were e-mails through our Domestic Abuse Advice Line (2023: 6,333 call), providing information and support to survivors and professionals across London. Our confidential advice line provides practical advice and emotional support to women suffering domestic abuse.

We continue to operate in line with the Women's Aid National Quality Standards. Embodying principles of participation, transparent governance and needs-led service delivery, they set out the nature and standard of service provision necessary to enable women and children survivors of domestic violence to cope with and recover from their experiences of abuse.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

Childers Fire
In May 2020 we had a significant fire at our Childers Street scheme within a block managed by another housing association. Thankfully there was no loss of life or injuries, though significant damage to one block led to the safe decant of those affected.

Over the course of the year, the occupied Childers blocks (including those managed by others) continue to be fully alarmed, together with a Managed Service Waking Watch to support resident safety and provide additional reassurance.

Relevant surveys and enabling works continue to be carried out to support the future reoccupation and complex remediation programme and our assigned project team is working on the detailed design. As we work through the complexities of the programme, we periodically engage with and update stakeholders.

In respect of costs currently being incurred during this period we are engaging with both our insurers and the original developer for the buildings, to recover both these and related losses incurred to date. Whilst we currently remain uncertain regarding the liability for these costs, they have been classified as an Exceptional Item for the year

FUTURE PROSPECTS

In line with our growth objectives and to enhance our service capacity, we continue to explore new opportunities through mergers, acquisitions, and increased partnership collaboration. Furthermore, we have negotiated and received new funding facilities with Charity Bank and will pursue future financing through a combination of active asset management and maximising opportunities to extend our gearing.

During the year end period we were pleased to submit bids for extensions of or new funding for all our DVA and special project services, including organisational costs and specialist accommodation and support projects for women leaving prison. In the forthcoming months we hope to be again doubling our accommodation with our ReConnect+ project to a total of 20 bedspaces.

KEY PERFORMANCE INDICATORS

Key performance indicators are identified and explained within the Value for Money section of the Report of the Board of Directors.

Approved by the Board of Directors and signed on behalf of the Board by:

S. Kane.

Susan Kane Chair
Date: 08.03.2025

REPORT OF THE BOARD OF DIRECTORS

The Board of Directors present their report and the financial statements for the year ended 30 September 2024.

Directors

The Directors of Housing for Women who served during the year are:

- Susan Kane (Chair)
- Carli Harper-Penman (Vice Chair)
- Simon Basey
- Yvonne Akinmodun
- Caroline Davies
- Troy Henshall
- Helena Evans (Appointed 9 October 2023)
- Somayya Yaqub (Appointed 9 October 2023)
- Victoria Dingle (Appointed 9 October 2023)
- Helena Louise Webb (Resigned 1 November 2023)
- Nicola Ewen (Resigned 5 February 2024)

Responsibilities of the Board of Directors

The Board of Directors is responsible for preparing the Annual Report and Financial statements in accordance with applicable law and regulations.

Company Law requires the Board of Directors to prepare financial statements for each financial year. Under that law the Board of Directors has elected to prepare the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of Housing for Women and of the surplus or deficit of Housing for Women for that period.

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

- select suitable accounting policies and then apply them consistently.
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that Housing for Women will continue in business.

The Board of Directors is responsible for keeping adequate accounting records that are sufficient to show and explain Housing for Women’s transactions and disclose with reasonable accuracy at any time the financial position of Housing for Women and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. They are also responsible for safeguarding the assets of Housing for Women and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

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

Internal Controls

The Board of Directors is ultimately responsible for the 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 and not absolute assurance against material misstatement or loss.

The Board of Directors confirms there is an on-going process for identifying, evaluating, and managing the significant risks faced by Housing for Women, including the risk of fraud that has been in place for the year under review and up to the date of approval of the Annual Report and Financial Statements. This process is regularly reviewed by the Board. The Board of Directors has approved and regularly reviews its policy on fraud covering prevention, detection and reporting. The fraud register is reviewed annually.

The Board of Directors has reviewed the effectiveness of the system of internal control. In particular, the Board of Directors has reviewed and updated Housing for Women's strategic risk map. The Board of Directors has received the Chief Executive's report on the effectiveness of internal control which confirmed having reviewed the effectiveness of the system of internal control, including the sources of assurance agreed by the Board as being appropriate for that purpose, she was satisfied that adequate systems of internal control were substantially in place.

Management are responsible for the identification and evaluation of significant risks applicable to their areas of business together with the design and operation of suitable controls.

Key elements of the control framework include:

- Board approved Terms of Reference and delegated authorities for Audit & Risk Committee and People and Customer Committee,
- Defined management responsibilities for identification, control and management of significant risks,
- Strategic and business planning processes with detailed financial budgets and forecasts,
- Formal recruitment, retention and training policies for all staff,
- Full reporting to Board for all significant new initiatives and commitments,
- Regular reporting to Board of business objectives, targets and outcomes,
- Board approved 'whistle blowing' and fraud policies,
- Risk Assurance Framework in place. The Board review strategic risks and regular review by senior management of strategic and operational risk management including Health and Safety.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

During 2023/24 our internal auditors (TIAA) carried out 6 assurance audits – Childers Project, Rent Income Management (Mobilisation of outsourced service), Health and Safety, Tenant Satisfaction Measures, Finance – Payments and Payroll and Complaints and Lessons Learnt. TIAA is satisfied that, for the areas reviewed during the year, Housing for Women has reasonable and effective risk management, control and governance processes in place.

The Audit & Risk Committee have reviewed these reports and agreed the Executive Team's (ET) action plan wherever improvements or issues of significance have been identified. A rolling review of actions completed is maintained and reported by our internal auditors and monitored quarterly by the Audit & Risk Committee.

The Board has reviewed the effectiveness of the Association's internal controls and has not identified any significant matters leading to a breakdown in controls.

Value for Money Assessment

Background

We continue to develop our ability to measure the impact, efficiency, and effectiveness of the services we deliver to our residents and service users. As a small housing association, we have limited resources and operate in challenging locations across London where demand for our services exceeds supply.

The Housing for Women Board and Executive Team aim to maximise the social value of the organisation by ensuring that its finance and resources are used effectively.

Approach

Housing for Women recognises that Value for Money (VfM) is a fundamental consideration and is committed to maximising VfM to ensure that the highest level of service is delivered to our customers. To maximise VfM, the needs of customers must be met by 'doing the right thing, in the right place, at the right time and at the right price.'

The Board has agreed a strategic objective to ensure our systems and processes support service improvement, efficiency and compliance with funder and regulatory requirements. The aim is to deliver the aim is to deliver this strategic objective by continuing to improve our understanding of our costs, performance and quality of services by taking action to ensure that the right balance is achieved.

The strategy considers short, medium and long-term financial implications and is reviewed annually, with an action plan created and reviewed at Executive Team level for at least the year ahead.

As this is the second year of the current business plan, we are continuing to implement the revised strategy from the previous year in conjunction with the new Corporate Plan 2022-2027, which clearly defines the deliverables in the short, medium, and long term.

This has been done in conjunction with the future development of an ESG framework (environmental, social and governance) referring to a way of measuring our performance in respect of environmental and social impacts and risks, and the quality of governance.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Taking account of Housing for Women's current position and this strategic objective, the VfM objectives of Housing for Women are to:

- Direct resources to achieve the necessary balance between keeping our customers safe, delivering frontline services, maintaining existing assets and providing new homes/services
- Manage our services through optimised processes that deliver consistently good services to our customers
- Carry out option appraisals for our services and assets in order to optimise their economy, efficiency and effectiveness
- Work with high performing partners, contractors and suppliers, selected and retained to enhance the services we provide to our customers
- Generate the maximum social and financial return from our assets and other resources for the benefit of our customers

In this second year of our plan, we were challenged on many areas of our VfM strategy, driven to some extent by the environment in which we currently operate, namely:

- An increased use of resources in respect of property compliance, especially fire safety.
- Resources needed in respect of Childers remediation.
- The current challenges in the market re staff, especially specialist support staff and Head of Fundraising.
- The current challenges re customer satisfaction.
- Increased costs in a strong inflationary economic climate.

Measuring Value for Money

Our Assessment of VfM considers the following:

- Actively managing our assets
- Comparing performance with peers
- Procurement VfM achievements
- Social Return on Investment

Actively Managing our Assets

To actively manage our assets, we follow our Asset Management Strategy which together with a Disposals Policy enables us to adopt an efficient process of review via an options appraisal process for voids/ low performing assets to best assess the investment approach going forward. Additionally, using the data obtained through our 2021/ 22 comprehensive stock condition survey with an extended brief around decency, damp and mould and net zero carbon we have been able to target programmes of work to best utilise resources. We have a voids standard in place for both our supported housing and general needs tenants.

Performance comparison

During the year Housing for Women continued to benchmark through HouseMark (London Region) and the G320 London benchmarking club, refining data and taking action to address any areas where performance is not at the required level.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Indicator	2021/22	2022/23	2023/24	Median BM 320 Benchmark
Regulatory metrics: ***(excluding exceptional costs of Childers)***				
Reinvestment %	-	-	-	2.3
New supply delivered (social housing) %	-	-	-	-
New supply delivered (non-social housing) %	-	-	-	-
Gearing %	25	31	32	37
EBITDA MRI interest cover %	-309	-186	-221	182
Headline social housing cost per unit £	11,141	11,997	13,109	4,880
Operating margin (social housing lettings) %	-5.8	-18.2	-26.4	19.3
Operating margin (overall) %	-4.8	-15.6	-25.9	17
Return on capital employed %	-0.51	-1.90	-3.47	1.87
Local key cost and performance metrics:				
Financial and overheads				
Overhead as % turnover	22.2	23.25	25.1	23.0
Housing management				
Cost per property	5,340	5,008	6,486	627
Asset management				
Cost per property of major works/cyclical maintenance	3,401	3,813	2,744	870

Cost per property of responsive repairs and void works	841	1,334	1,888	830
Invest in our people				
Staff turnover	32.8	14.3	15.2	Not measured

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Commentary on Performance

During 2023/24 we maintained our commitment to Customer Service and Service Improvement, with the primary objective of enhancing Value for Money by means of our extensive procurement program, which enhances efficiency and effectiveness for our customers.

The following summarises our performance across the metrics with external peers via the benchmark data and exclude the exceptional costs of Childers:

- **Gearing %**
  Over the last few years, our gearing ratio has seen a marginal increase, although lower than the sector median. This rise is primarily attributed to our strategic decision to reinvest in our property portfolio and ongoing remediation. By channelling funds into property improvements, we aim to enhance the quality and value of our assets.

- **EBITDA MRI interest cover %**
  The recent decline in EBITDA MRI can be attributed to a combination of strategic investments and necessary expenditures. Firstly, substantial work was undertaken in the preparation of three large schemes for future sale. Unfortunately, the EBITDA MRI was adversely affected by the necessity of writing off the costs associated with these preparations, which amounted to approximately £984K. These costs were unable to be carried forward and realised at the point of sale. In addition, there has been substantial investment in compliance to adhere to legal and regulatory standards. This is essential for the preservation of the business's integrity and reputation; but does come with significant costs. Moreover, investments in maintaining, upgrading and preparing properties for sale have been essential to ensure they meet high standards and provide consumers with quality services. While these expenditures are necessary for long-term sustainability and customer satisfaction, they have contributed to the short-term decline in EBITDA MRI.

- **Headline social housing cost per unit £13,109 per unit - Total business, £9,649 per unit - Total business excluding Supported Housing**
  The increase in the headline social housing cost per unit compared to previous years can be attributed to several key factors. Firstly, the costs associated with preparing properties for sale, including decant costs, have significantly contributed to the rise. In addition, high costs remain influenced by the ongoing challenge of sourcing support staff in our Supported Housing teams, a concern prevalent across the sector. Furthermore, the continuous regulatory changes across the sector as a consequence of Grenfell and the stricter decent homes standards related to damp and mould has impacted our property investment costs.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- **Operating margin (social housing lettings) %**
  In context we continue to work within our Board's historical policy to keep rents at affordable social levels which drives a lower operating margin for the organisation when compared with our peers. This year has seen increased cost challenges due to 2023/24 inflationary rises and cost of living crisis. We continue to invest significantly in resolving outstanding customer issues, alongside additional funding in our procurement efforts to establish improved customer satisfaction as part of Back To Basics phase of our new Corporate Plan.

- **Operating margin (overall) %**
  Our Board are committed to the delivery of our much needed and, in many cases, lifesaving, but low margin support services. This has the effect of further diluting the operating margin detailed above. The Board recognises that our operating margin will remain under pressure as a result of the current economic uncertainty and budgetary constraints, which will encourage us to achieve more with less. Nevertheless, they remain committed to push forward operations in areas of strength whilst working within an agreed risk envelope. In addition the costs associated with preparing properties for sale, as previously mentioned, have also contributed to the decline to this ratio. These preparatory costs are necessary for facilitating property sales but do impact our short-term financial metrics.

- **Return on capital employed %**
  The ROCE continues to reflect both the low margins, increased costs in year and gearing of the organisation.

- **Overhead as % turnover**
  Our level of overhead as % turnover is in line with our peer benchmark.

- **Housing management cost per property**
  £6,486/unit - Total business, £3,768/unit - Total business excluding Supported Housing
  In 2023/24 we continue to invest heavily in our general needs housing management resource having reviewed our methods of customer service delivery to both drive up performance and improve efficiency and therefore VfM. This metric will continue to be more than our peers benchmark in the short term as we progress through the back-to-basics period of our new Corporate Plan.

- **Asset management cost per property of major works/cyclical maintenance**
  £2,744/unit - Total business, £2,949/unit - Total business excluding Supported Housing
  In 2023/24, we endeavoured to invest in our assets in accordance with the results of our most recent stock condition survey, which resulted in us maintaining our spending levels at a substantial margin above our peer group. However, we have observed a reduction in the cost per unit. Management has implemented a cost-effective strategy to preserve the quality of stock in response to the increasing costs.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- **Asset management cost per property of responsive repairs and void works £1,888/unit - Total business, £2,004/unit - Total business excluding Supported Housing**
  We maintain in our efforts to address damp and mould through our program, which encompasses both reactive damp issues and planned works to enhance the living environment of our customers. Although we are beginning to realise the cost savings with our contractor implemented last year; we have regrettably seen an increase in costs as a result of the additional work required on properties planned for sale.

- **Staff turnover**
  Having worked hard over the past few years to focus on the retention of our staff via various initiatives our levels of staff turnover (which include those on fixed term contracts), whilst still high, fell back to levels seen in 2016/17 and has been maintained.
  Driving this metric down, ensuring the retention of a high-quality experienced team will also enable a continued embedding of VfM within the culture of the organisation as we retain and grow organisational history and knowledge.

Procurement VfM Achievements

Our procurement strategy sets out how services and goods are to be procured to achieve value for money. It also encourages the use of quotes and tenders as the basis for ensuring best value in all procurement of goods and services. Having invested significantly in both time and resource to bring best value through our contractors in previous years, we were able to reduce this activity in 2023/24. Looking forward to 2024/25 we continue to procure with a focus on our asset management. These include water hygiene services, gas maintenance and planned electrical works.

Social return on investment

During the year 2023/24 volunteers contributed 1,418 hours (2022/23 1,633) hours of their time. This figure doesn't include the valuable time contributed by our Board of Directors in their Board and subcommittee meetings, and the work they do with our staff and any outreach too. Using the London Living wage the monetary value of this social impact is £18,647 (2022/23 £26,847). The primary contributors of these hours were our University Placement Students from Greenwich and Brunel Universities, who were engaged in our refuges located in Acton/Ealing and Greenwich. We maintain our collaboration with these universities and our prior partnership with London Metropolitan University, while exploring new opportunities with Kingston University.

Restated metrics

Housing for Women is of the opinion that excluding £862K of the previously mentioned £986K sale preparation write offs from the KPI metrics provides a clearer representation of the company's continuous operational performance. This adjustment enables users of statutory accounts to more effectively evaluate the underlying profitability and efficiency of the business, as the cost is not typical of the regular course of business. By focusing on core activities, stakeholders can make more informed decisions and gain a more accurate understanding of the company's financial health and trends. As above we have excluded the exceptional costs of Childers

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Indicator	2021/22	2022/23	2023/24	Median BM 320 Benchmark
Regulatory metrics: *(excluding exceptional costs of Childers)*				
EBITDA MRI interest cover %	-309	-186	-148	182
Headline social housing cost per unit £	11,141	11,997	12,179	4,880
Operating margin (social housing lettings) %	-5.8	-18.2	-17.3	19.3
Operating margin (overall) %	-4.8	-15.6	-16.9	17
Return on capital employed %	-0.51	-1.90	-2.24	1.87
Local key cost and performance metrics:				
Financial and overheads				
Overhead as % turnover	22.2	23.25	25.1	23.0
Housing management				
Cost per property	5,340	5,008	5,887	627
Asset management				
Cost per property of major works/cyclical maintenance	3,401	3,813	2,851	870
Cost per property of responsive repairs and void works	841	1,334	1,450	830

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Going Concern

In respect of going concern the Board considers at present the key area of concern surrounds the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows. We have assessed the financial impact in the context of the current financial plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, as explained in note 27 and regularly reviews the medium-term cash flow. Furthermore, Housing for Women has recently obtained further additional loan facilities post year-end, which will significantly improve the net current liability position. Additionally, considering this and other economic and operational demands, the Board has assessed further funding strategies, and property disposals, together with regular extensive stress testing of the financial plan. Property disposals are scheduled for the upcoming months. The anticipated disposals are projected to generate substantial cash inflows, further strengthening our balance sheet, eliminating the net current liability and providing the necessary funds to support our operational and strategic initiatives. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future. Additionally, the planned activities and loan receipt following year-end will address the net current liability, therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

Disclosure of information to the Auditor

In the case of each person who was a Director at the time this report was approved:

- so far as that Director was aware there was no relevant audit information of which Housing for Women's auditor was unaware; and that Director had taken all steps that the director ought to have taken as a Director to make himself or herself aware of any relevant audit information and to establish that Housing for Women's auditor was aware of that information.

This information is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Auditor

The approval of our Statutory Accounts and the re-appointment of our External Auditors, Crowe UK LLP, will therefore be proposed at our Board meeting on 08 March 2025.

Approved by the Board of Directors and signed on behalf of the Board by:



Susan Kane
Chair
Date: 08.03.2025

Company Registration Number 00420651

Independent Auditor's Report to the Members of Housing for Women

Opinion

We have audited the financial statements of Housing for Women (the "Charitable Company") for the year ended 30 September 2024 which comprise the Statement of Comprehensive Income, the Statement of Changes in Reserves, the Statement of Financial Position, the 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 charitable company's affairs as at 30 September 2024 and of the incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 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 Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Annual Report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

- the charitable company has not kept adequate accounting records; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on pages 11-13 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 Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Charitable Company 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 Charitable Company 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 Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008 and other laws and regulations applicable to a registered social housing provider in England. We also considered the risks of non-compliance with the other requirements imposed by the Regulator of Social Housing and we considered the extent to which non-compliance might have a material effect on the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, analytical review and substantive testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with relevant regulators 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. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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



Julia Poulter
Senior Statutory Auditor
Crowe U.K. LLP
Statutory Auditor
London UK
Date: 13.03.25

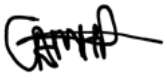
HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF COMPREHENSIVE INCOME
FOR YEAR ENDED 30 SEPTEMBER 2024

	Note	**2024**	2023
		£	£
TURNOVER	4	**9,571,071**	9,048,954
Operating expenditure	4	**(12,055,799)**	(10,464,413)
OPERATING DEFICIT	4	**(2,484,728)**	(1,415,459)
Exceptional item - uninsured losses		**(1,171,521)**	(1,528,015)
Surplus on revaluation of investment properties		**-**	-
Surplus on sale of fixed assets		**3,324,981**	-
Bank interest receivable		**82,028**	123,980
Interest and other financing costs	7	**(1,275,122)**	(1,237,797)
DEFICIT FOR THE YEAR	8	**(1,524,362)**	(4,057,291)

The financial statements were approved and authorised for issue by the Board of Directors on 8 March 2025 and were signed on its behalf by:

SUSAN KANE
Chair



CARLI HARPER-PENMAN
Vice-chair



ZAIBA QURESHI
Company Secretary

STATEMENT OF FINANCIAL POSITION
AS AT 30 SEPTEMBER 2024

	Note	2024 £	2023 £
Fixed assets			
Property, plant & equipment	9	**70,598,743**	70,984,944
Investment Properties		**1,250,000**	1,250,000
Investments		**5,550**	5,127
		71,854,293	72,240,072
Current assets			
Trade and other debtors	12	**1,419,123**	2,415,145
Cash and cash equivalents	13	**1,563,962**	2,983,053
		2,983,085	5,398,198
Creditors - amounts falling due within one year	14	**(3,159,985)**	(2,955,874)
Net current Liabilities/Assets		**(176,900)**	2,442,324
Total assets less current liabilities		**71,677,393**	74,682,396
Less: Creditors - amounts falling due after more than one year	15	**(65,052,051)**	(66,532,692)
Total net assets		**6,625,342**	8,149,704
Capital and reserves			
Revenue reserves		**6,138,965**	7,663,328
Endowment funds	18	**486,377**	486,377
		6,625,342	8,149,704

The financial statements were approved and authorised for issue by the Board of Directors on 8 March 2025 and were signed on its behalf by:

SUSAN KANE
Chair

CARLI HARPER-PENMAN
Vice-chair

ZAIBA QURESHI
Company Secretary

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF CHANGES IN RESERVES
FOR YEAR ENDED 30 SEPTEMBER 2024

	Note	**Revenue Reserve**	**2024 Endowment Reserve**	**Total**
		£	**£**	**£**
At the beginning of the year		7,663,327	486,377	8,149,704
Surplus from Statement of Comprehensive Income for the year		(1,524,362)	-	(1,524,362)
At the end of the year		**6,138,965**	**486,377**	**6,625,342**

	Revenue Reserve	2023 Endowment Reserve	Total
	£	£	£
At the beginning of the year	11,720,617	486,377	12,206,994
Surplus from Statement of Comprehensive Income for the year	(4,057,289)	-	(4,057,289)
At the end of the year	7,663,327	486,377	8,149,704

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2024

	Note	**2024**		2023	
		£	**£**	£	£
Net cash generated from operating activities	24		**(2,583,236)**		(4,360,107)
Cash flow from Investing Activities					
Purchase of housing properties		**(751,186)**		(1,447,294)	
Interest received		**82,028**		123,980	
Proceeds from Sale of Property		**3,324,981**		-	
Purchase of other property, plant & equipment		**(158,906)**		-	
Net cash used in investing activities			**2,496,917**		(1,323,314)
Cash flow from Financing activities					
Repayment of borrowings		**-**		-	
Grant funding		**-**		-	
New borrowing		**(57,651)**		(57,647)	
Loan agreement fees		**-**		-	
Interest paid		**(1,275,122)**		(1,237,797)	
Net cash used in financing activities			**(1,332,773)**		(1,295,444)
Net change in cash and cash equivalents			**(1,419,092)**		(6,978,864)
Cash and cash equivalents at:					
Beginning of the year			**2,983,054**		9,961,918
End of the year	13		**1,563,962**		2,983,054

NOTES TO THE FINANCIAL STATEMENTS

1. General information

Housing for Women, a company limited by guarantee having no share capital is incorporated in England under the Companies Act 2006, registered number 00420651, and is registered with the Regulator of Social Housing as a Private Registered Provider of Social Housing (Registered number L0970) and is a registered charity (Registered Number 211351). Housing for Women's principal activities are stated in the Strategic Report on page 4.

The registered office is Sixth Floor, Blue Star House, 234-244 Stockwell Road, London SW9 9SP.

2. Principal accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

2.1 Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Statement of Recommended Practice for registered social housing providers, Housing SORP 2014.

In accordance with FRS 102 (3.3A), Housing for Women is a public benefit entity that has applied the "PBE" prefixed paragraphs.

The financial statements comply with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022 ("the Direction").

The accounts are prepared on the historical cost basis of accounting and are presented in sterling (£).

Housing for Women took the exemption within FRS 102 to not restate business combinations entered into before the date of transition.

2.2 Going Concern

In respect of going concern the Board considers at present the key area of concern surrounds the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows. We have assessed the financial impact in the context of the current financial plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, as explained in note 27 and regularly reviews the medium-term cash flow. Furthermore, Housing for Women has recently obtained further additional loan facilities post year-end, which will significantly improve the net current liability position. Additionally, considering this and other economic and operational demands, the Board has assessed further funding strategies, and property disposals, together with regular extensive stress testing of the financial plan. Property disposals are scheduled for the upcoming months. The anticipated disposals are projected to generate substantial cash inflows, further strengthening our balance sheet, eliminating the net current liability and providing the necessary funds to support our operational and strategic initiatives. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future.

2. Principal accounting policies (continued)

Additionally, the planned activities and loan receipt following year-end will address the net current liability, therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

2.3 Turnover and revenue recognition

Turnover comprises rental and service charge income, fees and grants receivable and other income.

Rental and service charge income is recognised in the period to which it relates, net of rent and service charge losses from voids. Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids.

Housing for Women provide fixed service charges that remain constant during the period, irrespective of the level of service usage, and any under-recovery is not reclaimed nor is any over-recovery returned.

Revenue grants are accounted for once Housing for Women is legally entitled to the grant. Revenue grants are recognised in the Statement of Comprehensive Income when the performance-related conditions are satisfied

Government capital grants received are initially deferred and then credited to turnover in the Statement of Comprehensive Income on a straight line basis over the expected life of the asset which they have funded under the accrual model of accounting.

2.4 Short term employee benefits

Short term employee benefits, including holiday pay, are accrued as services are rendered. Contributions to defined contribution pension schemes are charged to the Statement of Comprehensive Income as they become payable in accordance with the rules of the scheme. Differences between contributions payable in the year and those actually paid are shown as either accruals or prepayments in the Statement of Financial Position.

2.5 Taxation

Housing for Women is not VAT registered since a large proportion of Housing for Women's income, including its rents, is exempt for VAT purposes whilst the majority of its expenditure is subject to VAT that cannot be reclaimed, expenditure is shown inclusive of irrecoverable VAT.

Housing for Women has charitable status and therefore is not subject to Corporation Tax on surpluses derived from charitable activities, provided that the surpluses are applied to the charitable objects of Housing for Women.

2.6 Interest payable

Interest is capitalised on borrowings to finance the development of qualifying assets to the extent that it accrues in respect of the period of development if it represents:

- interest on borrowings specifically financing the development programme after deduction of related grants received in advance; or

2. Principal accounting policies (continued)

- a fair amount of interest on borrowings of Housing for Women as a whole after deduction of Social Housing Grant received in advance to the extent that they can be deemed to be financing the development programme.

Other interest payable is charged to the Statement of Comprehensive Income in the year.

2.7 Property, plant & equipment - Housing properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available for rent and are stated at cost less accumulated depreciation and impairment losses.

Cost includes the cost of acquiring land and buildings, development costs and interest charges incurred during the development period.

Where an asset comprises components with materially different useful economic lives, those assets are separately identified and depreciated over those individual lives. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed. No depreciation is provided on freehold land.

Housing for Women depreciates the major components of its housing properties at the following annual rates:

Components identified within housing properties:	
Roof and Structure	100 years
Windows and External doors	30 years
Kitchens	20 years
Bathrooms	30 years
Heating	15 years
Mechanical and electrical	40 years
Lifts	25 years

Subsequent expenditure which relates to either the replacement of previously capitalised components or the enhancement of such components which results in incremental future benefit is capitalised and the carrying amount of any replaced component or part component is derecognised.

The residual values of fixed assets, their useful lives, and their depreciation rates are reviewed at each reporting date and where there is an indication of a significant change since the previous reporting date, they are adjusted prospectively.

2. Principal accounting policies (continued)

2.8 Property, plant and equipment - Other

Other property, plant and equipment are stated at cost less accumulated depreciation.

Depreciation is provided evenly on the cost of other property, plant and equipment to write them down to their estimated residual values over their expected useful lives. No depreciation is provided on freehold land. All assets with a value of less than £250 are treated as small equipment and written off in year.

The principal annual rates used for other assets are:

Leased Office buildings	Over the life of lease
Office equipment and furniture	25%
Property equipment and furniture	33.3%

Gains or losses arising on the disposal of other property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

2.9 Investment properties

Investment properties are properties rented at market rent. They are stated at market value. The valuation is based on a valuation by an independent valuer who holds a recognised and relevant professional qualification and has recent experience in the location and class of investment property being valued. We are not aware of any restrictions on the realisability of investment property or the remittance of income and proceeds of disposal. There are no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

2.10 Impairment

Assets other than those measured at fair value, are assessed for indications of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income as described below.

Non-financial assets

Non-financial assets comprise housing properties and other property, plant and equipment. A non-financial asset is impaired where there is objective evidence that, as a result of one or more events after initial recognition, the estimated recoverable amount of the asset has been reduced. The recoverable amount of a non-financial asset is the higher of its fair value less costs to sell and its value in use.

2. Principal accounting policies (continued)

2.10 Impairment (continued)

For the purposes of impairment assessments, housing properties are grouped together into schemes, each scheme typically comprising one or more buildings in an immediate locality, and each building consisting of one or more accommodation units. Schemes are typically developed or acquired as one block of units.

Value in use (VIU) for housing schemes, which are able to be let in the current condition and which are fulfilling the social purpose for which they were acquired is referred to as Value in use Service Potential (VIU-SP) and this can be measured using the 'depreciated replacement cost (DRC) valuation basis. The DRC basis considers either the cost of purchasing an equivalent property on the open market (based on the sale prices for similar properties in or near the same location), or from another registered provider (where there is considered to be an active market), or the rebuilding cost of structures and components based on current building costs, using either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

For other schemes, value in use is defined as the net present value of the future cash flows generated from the scheme before interest cost.

Financial assets

Financial assets comprise investments, trade and other debtors.

For financial assets carried at amortised cost, the amount of impairment is 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.

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

2.11 Financial instruments

Financial assets and liabilities comprise investments, trade and other debtors, cash and cash equivalents, trade and other payables, accruals and loan balances.

Financial assets and financial liabilities are recognised when Housing for Women becomes party to the contractual provisions of the financial instrument.

All financial assets and financial liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through the Statement of Comprehensive Income, which are initially measured at fair value, unless the arrangement constitutes a financial transaction. If an arrangement constitutes a financial transaction, the financial

2. Principal accounting policies (continued)

2.11 Financial instruments (continued)

asset or financial liability is measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument. A financing transaction may take place in connection with the sale of goods or services, for example, if payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Financial assets and liabilities are only offset in the Statement of Financial Position when, and only when there exists a legally enforceable right to set off the recognised amounts and Housing for Women intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Debt instruments that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Debt instruments which meet the conditions of Section 11.9 of FRS 102 are subsequently measured at amortised cost using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash flows through the expected life of the financial asset or liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Other financial instruments and investments in equity instruments are recognised at fair value with any gains or losses being reported in surplus or deficit for the year.

Financial assets are only derecognised when and only when: the contractual rights to the cash flows from the financial asset expire or are settled; Housing for Women transfers to another party substantially all the risk and rewards of ownership of the financial asset; or Housing for Women, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled, or expires.

Cash and cash equivalents are classified as basic financial instruments and comprise cash in hand and at bank, short-term bank deposits and bank overdrafts which are an integral part of Housing for Women's cash management. Cash equivalents are highly liquid investments that are readily convertible to known amounts of cash without significant risk of change in value.

2.12 Grants

Government grants

Government grants include grants receivable from the Homes England, local authorities, and other government organisations. Government grants received for housing properties are treated as deferred income and recognised in turnover (amortised) over the estimated useful life of the housing property structure, under the accrual model. Government grant received specifically for components is amortised over the life of the component to which it relates.

2. Principal accounting policies (continued)

2.12 Grants (continued)

Grants relating to revenue are recognised in the Statement of Comprehensive Income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that Housing for Women will comply with the conditions and that the funds will be received. Grants due from government organisations or received in advance are included as current liabilities.

Government grants released on the sale of the property may be repayable but are normally available to be recycled and are credited to a recycled grants fund and are included in the Statement of Financial Position in creditors. If there is no requirement to recycle or repay the grant on disposal of the asset, any unamortised grant remaining within creditors is released and recognised as income in the Statement of Comprehensive Income.

Other grants

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specific future performance conditions is recognised as revenue when the grant proceeds are received. A grant that imposes specific future performance related conditions on Housing for Women is only recognised when these conditions are met. A grant received before the revenue recognition criteria are satisfied is shown as a liability in the Statement of Financial Position.

Recycling of capital grants

Where the Social Housing Grant is recycled, the grant is credited to the fund which appears as a creditor until used for further development. Where the recycled grant is known to be repayable, it is shown as creditors within one year.

2.13 Leases

Housing for Women elected to determine whether an arrangement existing at the date of transition to FRS 102 contains a lease on the basis of facts and circumstances existing at that date rather than when the arrangement was entered into.

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and the rewards of ownership of the leased asset. All other leases are classified as operating leases.

Rental payable or receivable under operating leases is charged or credited to Statement of Comprehensive Income on a straight line basis over the lease term. Lease incentives are similarly spread on a straight line basis over the term of the lease.

2.14 Provision for liabilities

Provisions are recognised when Housing for Women has a present obligation as a result of a past event, and it is probable that Housing for Women is required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

2. Principal accounting policies (continued)

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation, at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Housing for Women recognises a provision to cover the annual leave accrued by employees as a result of service rendered in the current period, and which employees are entitled to carry forward and use within the next twelve months. The provision is measured at the cost of salary, national insurance and pension contributions payable for the period of absence.

2.15 Reserves

Reserves comprise the revenue reserve balance, endowment funds and restricted funds.

Revenue reserves relate to the cumulative surpluses less amounts transferred to restricted reserves.

Housing for Women annually calculates amounts necessary for future maintenance and major works to its properties; funds to replace service chargeable items and amounts to ensure supported housing projects can continue to be financed during periods where no funding is in place. These amounts are recorded separately for management purposes. They are not differentiated from the unrestricted reserve balance for these statements but are disclosed for information purposes only.

Endowment funds are not available for general use at Housing for Women's discretion. The capital and income of such funds can only be expended in accordance with the trust deed or other governing instrument.

3. Judgements and key sources of estimation uncertainty

The preparation of financial statement requires the use of judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the reporting date and the amounts reported for income and expenses for the year. These estimates and underlying assumptions are reviewed on an on-going basis.

Critical judgements in applying Housing for Women's accounting policies

The following are the critical judgements, apart from those involving estimations (which are dealt with separately below), that the Board of Directors has made in the process of applying Housing for Women's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

Identification of housing property components

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.

Categorisation of housing properties as investment properties or property, plant and equipment

Class of properties within the category of housing properties that are held to earn commercial rentals or for capital appreciation or both are accounted for as investment properties unless

3 Judgements and key sources of estimation uncertainty (continued)

immaterial to the financial statements. Properties rented to provide social housing and properties used for the production or supply of goods and services or for administrative purposes are classified as property, plant and equipment.

Impairment

For impairment purposes, as explained in the accounting policies, housing properties are grouped into cash generating units (CGU), being the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. Judgement is required in establishing the appropriate level of asset grouping. The CGU level was determined to be at individual property level for completed properties and scheme level for properties in the course of construction.

The assessment of whether an asset is held for its service potential is also a matter of judgement and in making that judgement the Board of Directors considers the current use of the asset and the expected future use of the asset. If the asset is unable to be let in its current condition or is not being used for a social purpose, either now or in the foreseeable future, it is assessed as not being held for its service potential.

In calculating an asset's depreciated replacement cost judgement is required on how best to calculate the recoverable amount for assets held for their service potential and whether there is an active market for the property. The Board of Directors is of the opinion that there is no active market at present.

Estimation uncertainty

Bad debt provision

The rent and service charge receivable balance recorded in Housing for Women's Statement of Financial Position comprise a relatively large number of small balances. A full line by line review of debtors is carried out at the end of each month. Whilst every attempt is made to ensure that the bad debt provisions are as accurate as possible, there remains a risk that the provisions do not match the level of debts which ultimately prove to be uncollectible. The carrying amount of rent and service charges is disclosed in Note 12.

Useful lives of depreciable assets

The Board of Directors reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. Uncertainties in these estimates relate to 'technological obsolescence' with regard to IT equipment/software and any changes to decent homes standard requiring frequent replacement of components. The accumulated depreciation as at 30 September 2024 is disclosed in Note 9.

Housing property impairments

The recoverable amount for impairment testing is based on either fair value less costs to complete and sell, present value of future cash flows or, for assets held for their service potential, depreciated replacement cost. In each case estimate is required.

3. Judgements and key sources of estimation uncertainty (continued)

The fair value less costs to complete and sell is based upon the existing use value – social housing for general needs housing properties. Estimation is required of the future cash flows expected to be derived from the properties and an appropriate discount rate.

The cost of purchasing an equivalent property on the open market is estimated based on the sale prices for similar properties in or near the same location.

The rebuilding cost of structures and components is based on the current build costs, based on either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

The accumulated impairment provision at 30 September 2024 was £nil (2022/23: £nil).

NOTES TO THE FINANCIAL STATEMENTS

4 Particulars of turnover, operating expenditure and operating surplus

	2024			2023		
	Turnover £	**Operating expenditure** £	**Operating surplus/ (deficit)** £	Turnover £	Operating expenditure £	Operating surplus/ (deficit) £
Social housing lettings (Note 4b)	**9,534,685**	**12,055,799**	**(2,521,114)**	8,855,815	10,464,414	(1,608,599)
Other social housing activities						
Other charitable income	**21,094**	**-**	**21,094**	179,939	(1)	179,938
Other	**15,292**	**-**	**15,292**	13,200	-	13,200
	9,571,071	**12,055,799**	**(2,484,728)**	9,048,954	10,464,413	(1,415,461)
Surplus on sale of fixed assets	**3,324,981**	**-**	**3,324,981**	-	-	-
Exceptional item - uninsured losses	**-**	**1,171,521**	**(1,171,521)**	-	1,528,015	(1,528,015)
	12,896,052	**13,227,320**	**(331,268)**	9,048,954	11,992,428	(2,943,476)

4 (b) Particulars of turnover and operating expenditure from social housing lettings

	2024				2023
	General Needs	Refuges	Other Supported Housing	Total	Total
	£	£	£	£	£
Income					
Rents receivable net of identifiable service charges	**5,474,417**	**371,763**	**27,704**	**5,873,884**	5,465,379
Service charges receivable	**858,781**	**409,195**	**41,025**	**1,309,001**	1,368,222
Revenue grants	**-**	**1,349,879**	**498,077**	**1,847,956**	1,519,061
Amortised government grants	**496,155**	**-**	**-**	**496,155**	497,785
Other income	**2,539**	**5,150**	**-**	**7,689**	5,368
Turnover from social housing lettings	**6,831,892**	**2,135,987**	**566,806**	**9,534,685**	8,855,815
Operating expenditure					
Service charges costs	**1,102,366**	**256,019**	**57,321**	**1,415,706**	1,157,022
Management	**3,711,111**	**1,652,148**	**416,076**	**5,779,336**	4,527,632
Routine maintenance	**1,661,388**	**21,045**	**-**	**1,682,433**	1,206,335
Planned maintenance	**1,758,620**	**-**	**-**	**1,758,620**	1,999,543
Major repairs	**-**	**-**	**-**	**-**	-
Bad debts	**45,992**	**(5,364)**	**2,191**	**42,819**	65,540
Rent payable	**84,283**	**205,759**	**24,974**	**315,016**	440,928
Depreciation charge	**830,293**	**-**	**-**	**830,293**	937,599
Loss on disposal of components	**230,495**	**-**	**-**	**230,495**	128,934
Insured costs	**-**	**-**	**-**	**-**	0
Other costs	**1,081**	**-**	**-**	**1,081**	881
Operating expenditure on social housing lettings	**9,425,629**	**2,129,607**	**500,562**	**12,055,799**	10,464,414
Operating surplus/deficit on social housing lettings before exceptional items	**(2,593,737)**	**6,380**	**66,243**	**(2,521,114)**	(1,608,599)
Exceptional item – uninsured losses	**(1,171,521)**	**-**		**(1,171,521)**	(1,528,015)
Operating surplus/deficit on social housing lettings	**(3,765,258)**	**6,380**	**66,243**	**(3,692,635)**	(3,136,614)
Rent losses from voids (included in Rents receivable net of identifiable service charges)	**(237,504)**	**(46,264)**	**(7,826)**	**(291,594)**	(439,237)

5 Key management personnel

Key management are those persons having authority and responsibility for planning, controlling and directing the activities of Housing for Women.

For the purpose of this note, the key management personnel are defined as the Board of Directors and the members of the Executive team – the Chief Executive Officer, the Director of Finance and Resources, the Director of Customer and the Director of Asset Management.

None of the Board of Directors or members received any emoluments. There were no related transactions requiring disclosure.

	2024	2023
	£	£
Remuneration payable to key management personnel (including benefits in kind)	**794,450**	676,043
Employers pension contributions	**59,515**	47,893
Employers national insurance	**92,621**	80,150
	946,586	804,086
The highest paid Executive:		
Remuneration (excluding pension contributions)	**125,438**	122,688
Pension contributions	**13,162**	12,783
	138,600	135,471

The remuneration and pension contributions relate to the Chief Executive.
The Chief executive participates as an ordinary member of the group of defined contribution pension plan and received a pension contribution of 10.5% of pensionable salary.

6 Employee information

Employee information

The average number of full-time equivalent of Housing for Women (based on a standard working week of 35 hours):	**2024**	2023
Housing and support staff	**40**	38
Administration staff	**20**	17
Maintenance staff	**8**	9
	68	64

6. Employee information (continued)

Staff costs for the above employees:

	2024	2023
Wages and salaries	**2,882,498**	2,562,602
Social security costs	**305,673**	257,856
Other pension costs	**175,353**	142,076
	3,363,524	2,962,534

Included within wages and salaries are redundancy/compensation costs of £24,543 (2023: £5,816).

Salary banding for all employees earning over £60,000, including salaries, bonuses and pension contributions paid by employer.

	2024 Number	2023 Number
More than £60,000 but not more than £70,000	**5**	2
More than £70,000 but not more than £80,000	**1**	1
More than £80,000 but not more than £90,000	**1**	-
More than £90,000 but not more than £100,000	**-**	1
More than £100,00 but not more than £110,000	**-**	1
More than £110,00 but not more than £120,000	**1**	-
More than £120,00 but not more than £130,000	**1**	1
More than £130,00 but not more than £140,000	**-**	
	9	6

7 Interest and financing costs

	2024 £	2023 £
Interest payable on bank loans	**1,275,122**	1,237,797
	1,275,122	1,237,797

8 Deficit in current year

	2024 £	2023 £
Is stated after charging:		
Depreciation of housing properties	**1,010,861**	980,344
Depreciation of other tangible fixed assets	**51,515**	47,931
Amortisation of government grants	**(496,155)**	(497,785)
Operating lease payments		
Land & Buildings	**168,716**	168,716
Auditors remuneration (excluding VAT):		
In their capacity as auditors	**26,350**	25,100
In respect of other services	**5,850**	2,550

9 Property, plant and equipment

	Housing Properties	Property equipment, fixtures and commercial premises	Leasehold Office premises	Office equipment and furniture	Total
	£	£	£	£	£
Cost					
At 1 October 2023	**86,715,450**	**77,368**	**136,010**	**394,994**	**87,323,822**
Additions	**751,186**	**-**	**-**	**158,906**	**910,092**
Transfer to Investment Properties	**-**	**-**	**-**	**-**	**-**
Disposals	**(491,251)**	**-**	**-**	**(142,817)**	**(634,068)**
At 30 September 2024	**86,975,385**	**77,368**	**136,010**	**411,083**	**87,599,846**
Depreciation					
At 1 October 2023	**15,757,069**	**77,368**	**132,588**	**371,853**	**16,338,878**
Charge for year	**1,010,861**	**-**	**3,422**	**51,515**	**1,065,798**
Transfer to Investment Properties	**-**	**-**	**-**	**-**	**-**
Disposals	**(260,756)**	**-**	**-**	**(142,817)**	**(403,573)**
At 30 September 2024	**16,507,174**	**77,368**	**136,010**	**280,551**	**17,001,103**
Net book value					
At 30 September 2024	**70,468,211**	**-**	**-**	**130,532**	**70,598,743**
At 30 September 2023	**70,958,381**	**-**	**3,422**	**23,141**	**70,984,944**

Included within the housing properties balances is £nil of capitalised interest (2023: £Nil).

Housing properties book value, net of depreciation comprises:

	2024	2023
	£	£
Freehold land and buildings	**64,716,881**	65,135,955
Long leasehold land and buildings	**5,233,009**	5,306,683
Short leasehold land and buildings	**518,322**	515,745
	70,468,211	70,958,382

10 Investment properties

	£
At 1 October 2023	**1,250,000**
Transfer from property, plant and equipment	**-**
Net gain on revaluation	
At 30 September 2024	**1,250,000**

11 Investments

	£
As at 1 October 2023	**5,127**
Fair value adjustment	**423**
Market value at 30 September 2024	**5,550**

12 Debtors

	2024	2023
	£	£
Amounts receivable within one year		
Arrears of rent and service charges	**785,278**	815,209
Less: provision for bad and doubtful debts	**(467,079)**	(400,053)
	318,199	415,156
Prepayments and accrued income	**651,514**	1,109,971
Other debtors	**449,410**	890,018
	1,419,123	2,415,145

13 Cash and cash equivalents

	2024	2023
	£	£
Cash held on current account or in hand	**1,321,491**	2,752,619
The Charities Official Investment Deposit Fund	**242,471**	230,434
	1,563,962	2,983,053

14 Creditors – amounts falling due within one year

	Note	2024	2023
		£	£
Amounts falling due within one year:			
Loan instalments repayable within 12 months	16	**899,903**	853,335
Deferred government grant income	17	**496,155**	497,785
Trade creditors		**350,292**	97,475
Rent and service charges received in advance		**646,748**	608,060
Other creditors		**6,625**	13,574
Taxation and Social security		**66,985**	74,883
Accruals and deferred income		**693,277**	810,762
		3,159,985	2,955,874

15 Creditors - amounts falling due after more than one year

	Note	2024	2023
		£	£
Housing loans	16	**28,731,544**	29,631,449
Deferred government grant income	17	**35,120,507**	35,701,243
Other deferred grant income		**1,200,000**	1,200,000
		65,052,051	66,532,692

16 Housing loan debt analysis

Housing loans are secured by specific charges on Housing for Women's housing properties and are repayable at varying rates of interest between 0.6% and 10.8%, in instalments due as follows:

	2024	2023
	£	£
Due within one year	**899,903**	853,335
Due after more than one year:		
One to two years	**953,200**	899,905
Two to five years	**2,947,734**	2,872,966
Five or more years	**24,830,610**	25,858,578
	28,731,544	29,631,449
	29,631,447	30,484,784

17 Deferred government grant income

	2024	2023
	£	£
Grant received		
At 1 October	**49,724,243**	49,724,243
Grant received during the year	**-**	-
Grant repayment during the year	**(86,211)**	-
At 30 September	**49,638,032**	49,724,243
Grant amortised		
At 1 October	**13,525,218**	13,027,433
Amortised to income in the year	**496,155**	497,785
At 30 September	**14,021,373**	13,525,218
Carrying amount		
Amounts to be released within one year	**496,155**	497,785
Amounts to be released in more than one year	**35,120,507**	35,701,243
	35,616,662	36,199,028

	2024	2023
	£	£
Government grant previously amortised to income	**14,517,525**	13,525,213
Government grant included in deferred income	**35,120,507**	36,199,027
Total government grant received	**49,638,032**	49,724,240

In addition to the deferred grants, Housing for Women has acquired properties which had grant funding of £8.74m awarded to other registered providers of social housing.

18 Permanent endowment funds

The reserves of Housing for Women include the following endowment funds of which Housing for Women is the trustee:

	Balance 1 October 2023	Investment income transfers from Revenue reserve	**Balance 30 September 2024**
	£	£	**£**
Mary Curzon Charity	486,377	-	**486,377**
	486,377	-	**486,377**

The Mary Curzon Charity for Women Workers (MCC) is administered under the banner title "Housing for Women". The assets and liabilities of the Mary Curzon Charity were consolidated in the accounts of Housing for Women in the year to 30 September 1998. The Mary Curzon Charity does not own or manage any property.

19 Analysis of net asset balances between funds

Fund balances at 30 September are represented by:

	2024			2023		
	Unrestricted	**Endowment**	**Total**	Unrestricted	Endowment	Total
	£	**£**	**£**	£	£	£
Property, plant and equipment	**70,598,743**		**70,598,743**	70,984,944		70,984,944
Investment property	**1,250,000**		**1,250,000**	1,250,000		1,250,000
Investments	**5,550**		**5,550**	5,127	-	5,127
Current assets	**2,496,708**	**486,377**	**2,983,085**	4,911,821	486,377	5,398,198
Current liabilities	**(3,159,989)**		**(3,159,989)**	(2,955,874)	-	(2,955,874)
Creditors - amounts falling due after more than one year	**(65,052,051)**		**(65,052,051)**	(66,532,692)	-	(66,532,692)
	6,138,961	**486,377**	**6,625,338**	7,663,327	486,377	8,149,704

20 Revenue Reserves

Revenue reserves include amounts earmarked for future anticipated major works (Major Work funds) to Housing for Women owned properties; service chargeable items replacement (replacement funds) and funding for non-externally funded periods in supported housing projects (charitable funds). As at 30 September 2024 the amounts earmarked are;

	£
Charitable	-
Major Works	5,604,065
Replacement	534,900
	6,138,965

Reserves that have not been earmarked for specific use are solely for the operation of general needs housing as they have been generated from general needs activity. As such they cannot be used to cross-subsidise the supported housing projects that rely on income from Trusts, foundations, donations and/or local and central government funding. For further details please refer to the Strategic report page 9.

21 Leasing commitments

The total future lease commitments under non-cancellable leases are as follows:

	2024 Property £	2023 Property £
Within one year	**134,256**	135,932
Between two and five years	**185,518**	286,736
After five years	**195,088**	228,126
	514,862	650,794

22 Related party transactions

The members of the Board and the Senior Management Team are considered related parties as defined by FRS 102. Housing for Women retains a register of members' interests. Transactions requiring disclosure are shown in note 5.

23 Social housing units

Accommodation owned and in management.

	2024 No	2023 No
General needs housing	**829**	839
Supported housing	**62**	65
	891	904

Of the above 839 units are owned by Housing for Women.

24 Notes to the statement of cash flows

	Note	2024	2023
		£	£
Operating surplus for the year		**(2,484,728)**	(1,415,459)
Exceptional item - uninsured losses		**(1,171,521)**	(1,528,015)
Adjustments for non-cash items			
Depreciation of tangible fixed assets	9	**662,225**	812,028
Amortisation of grants	8	**(1,422,994)**	(1,293,474)
Loss on disposal of components and other fixed assets		**633,645**	344,636
Non-cash accruals/prepayments		**379,045**	(1,381,287)
Movement in working capital			
(Decrease)/increase in debtors		**494,696**	(137,699)
(Increase)/decrease in creditors		**326,397**	239,163
Net cash generated from operating activities		**(2,583,236)**	(4,360,107))

25 Exceptional Item

	2024	2023
	£	£
Uninsured Losses	**1,171,521**	1,528,015

These losses relate to the uninsured costs incurred at Childers Street. Whilst we are currently uncertain as to where the liability for these costs lies, they have been written off as an Exceptional Item in the year. It should however be noted that a contingent asset may be confirmed in a future year.

26 Financial instruments

The carrying values of Housing for Women's financial assets and liabilities are summaries by category below:

	2024	2023
		£
Financial assets		
Measured at undiscounted amounts receivable		
Cash and cash equivalents	**1,563,962**	2,983,053
Gross debtors	**785,278**	815,209
Other debtors	**449,410**	536,949
Measured at fair value through profit and loss		
Investments	**5,550**	5,127
Financial liabilities		
Measured at amortised cost		
Loans repayable	**29,631,447**	30,484,784
Measured at undiscounted amounts payable		
Trade and other creditors	**356,917**	111,049

Housing for Women's income, expense, gains and losses in respect of the financial instruments are summarised below:

	2024	2023
	£	£
Fair value gains and losses on investments	**422**	545
Interest income and expense		
Total interest income for financial assets at amortised cost	**82,028**	123,980
Total interest expense for financial liabilities at amortised cost	**1,275,122**	1,237,797

HOUSING FOR WOMEN

England & Wales - Charity number 211351

Accounts

HOUSING FOR WOMEN

(A company limited by guarantee and having no share capital)

Annual Report and Financial Statements

Year ended
30 September 2023

Company Registration Number 00420651
Charity Registration Number 211351
Registrar of Social Housing Number L0970

Housing for Women
(A company limited by guarantee having no share capital)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2023

CONTENTS

Page:

3	Executive and Advisors
4	Strategic Report
12	Report of the Board of Directors
22	Report of the Independent Auditor
25	Statement of Comprehensive Income
26	Statement of Financial Position
27	Statement of Changes in Reserves
28	Statement of Cash Flows
29	Notes to the Financial Statements

EXECUTIVE AND ADVISORS

BOARD OF DIRECTORS

Susan Kane (Chair)

Carli Harper-Penman
(Vice-Chair)

Victoria Dingle
Caroline Davies
Elaine Marshall
Troy Henshall
Simon Basey
Yvonne Akinmodun
Helena Evans
Somayya Yaqub

REGISTERED OFFICE

Sixth Floor, Blue Star House
234-244 Stockwell Road
London
SW9 9SP

AUDITOR

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

CHIEF EXECUTIVE AND COMPANY SECRETARY

Zaiba Qureshi

INTERNAL AUDITOR

TIAA Ltd
Artillery House
Fort Fareham
Newgate Lane
Fareham
PO14 1AH

BANKERS

Lloyds TSB Bank Plc
39 Threadneedle Street
London
ECR2 8AU

SOLICITORS

Trowers & Hamlins
3 Bunhill Row
London
EC1Y 8YZ

STRATEGIC REPORT

The Board of Directors present their Strategic Report for Housing for Women ("Housing for Women") for the year ended 30 September 2023.

PRINCIPAL ACTIVITIES AND BUSINESS MODEL

The principal activity of Housing for Women is the provision of accommodation for women on low incomes and their dependants. In addition, we help support women and children escaping domestic abuse, survivors of trafficking, women leaving prison and older women.

We are a housing provider and charity with a mission to empower women and challenge inequality.

Business Model

Housing for Women is a not-for-profit public benefit entity. It is a company limited by guarantee and not having share capital, a registered provider of social housing and a registered charity.

Housing for Women is sole trustee of the charity The Mary Curzon Charity for Women Workers.

OBJECTIVES, STRATEGY AND PRINCIPAL RISKS AND UNCERTAINTIES

Objectives and mission

The mission of Housing for Women is to empower women through providing good homes and services and challenging inequalities they face.

Strategy

The year ended 30 September 2023 marks the first year of our new Corporate Plan 2022-27. In response to customer feedback our plan is clearly focussed on getting 'Back to Basics' with customers at the heart of all that we do. The plan is split into two phases as follows:

Phase 1 focusing on our customers' needs and wants. We will transform our customer service increasing the size of our customer facing team and building our relationship with our customers with a 'back to basics' approach in core services. Our officers will have a greater presence on our estate and other properties, and we will begin to re-engage with customers at grassroots level.
Our contacts with customers will be more efficient and effective, supported by our new housing management system enabling us to better manage interactions and build relationships with customers.
We will also seek opportunities to grow our specialist supported housing services for women under the umbrella of violence against women and girls.

Our stock is widely dispersed across London making the delivery of services more complex and costly. During Phase One we will review the whole of our stock portfolio and consider where and how we can deliver services most effectively and efficiently with a view to rationalising our areas of operation to improve both quality and value for money.

STRATEGIC REPORT (CONTINUED)

During the last two years of our Plan (Phase 2), we will build on the foundations of our achievements in Phase One and develop 'good' services into 'great' services, in line with our mission and vision. We will target our performance to the upper quartile results of our peers. We will explore a Housing for Women service offer "Housing Plus" that provides added value to our residents and distinguishes us from other landlords. We will also explore how we can grow our services, to deliver to more women across London.

Principal risks and uncertainties

The Strategic Risk Register is updated quarterly and kept under regular review by the Executive Team (ET), Audit and Risk Committee and Board of Directors. All risks are managed with reference to the Risk Register where identified risks with mitigating actions to be achieved are allocated to key personnel to implement. High level risks are modelled in the 30-year business plan through stress testing using the Brixx financial and business planning tool and Housing for Women maintains insurance cover for matters such as indemnity protection for officers and directors and public liability/property insurance.

Key risks and mitigation currently identified include the following:

Risk	Mitigation
Inability to effectively engage with our customers and/or deliver good quality services or manage customer expectations resulting in poor customer satisfaction and increased number of customer complaints upheld.	• Communications Strategy in place. • Self-assessment against Ombudsman Code completed and circulated to Board. • New Complaints and Compensation Policies in place and rolled out to all staff and customers. • Board and ET Report on Complaints revised to include improved analysis and themes. • Customer Services Team now in place. • All staff to be trained in customer services. • Acuity Satisfaction surveys in place. • Customer Satisfaction improvement plan in place. • Procurement and outsourcing of Repairs service to MCP.
Failure to manage all aspects of the remediation of our Childers Street development.	• Project Board in place. • Legal advisor and Barristers appointed. • Legal Claim made together with Insurers. • Quarterly reports to Board together with project risk register review. • Communications Plan in place.

STRATEGIC REPORT (CONTINUED)

Risk	Mitigation
Failure to comply with required Health & Safety and Safeguarding policies/legislation.	• H&S consultant in place • H&S Policy & procedure reviewed, and staff briefed. • Compliance Policies reviewed and in place. • Compliance Manager and Compliance officer in place reducing reliance on external consultants and improving knowledge transfer. • Reporting governance in place with performance reported in Board, Audit & Risk Committee and ET. • Single source data management system - C365 in place. • Safeguarding policies and procedures in place. • Established liaison with Local Authority Safeguarding teams. • Staff and Volunteers DBS Checked. • Staff trained in Safeguarding procedures. • Safeguarding forum established.
Failure to recruit and retain good quality people in some areas of the organisation in a market where strong candidates are in short supply.	• Internal recruiter in post. • Recruitment and selection policy in place. • All managers trained in recruitment. • Improved induction process in place. • Wellbeing policies and procedures in place. • Salary benchmarking complete and new pay policy implemented. • Enhanced menu of benefits. • Exit interviews being carried out by HR consultant. • Staff retention plan completed and reviewed. by People and Customer Committee. • Staff Engagement survey to be carried out regularly.

Emerging Risks

There are further challenges ahead with potential risks in respect of delivery. We welcome the Social Housing Regulator's new Consumer Standards which introduces new standards for landlords to provide safe homes and quality services and treat residents with respect - this echoes the sentiment of our Corporate Plan. We are also preparing for the enactment of Awaab's Law which supports tenants in receiving prompt action in response to damp and mould and other repairs. We will also be

STRATEGIC REPORT (CONTINUED)

finalising our strategy for Support Services taking into consideration The Supported Housing (Regulatory Oversight) Act 2023 which aims to set national standards for all supported housing.

GOVERNANCE

Governance structure

The Board of Directors are all non-executive members working voluntarily for Housing for Women. The members are drawn from a wide variety of disciplines, to provide the balance of skills and specialisations necessary for the management of Housing for Women. The Board of Directors met formally seven times during the year.

Housing for Women currently has two committees: The Audit & Risk Committee has responsibility for overseeing risk management and internal control and the People and Customer Committee has responsibility for overseeing both the People and Customer strategies together with recommending to the Board of Directors the remuneration of the Chief Executive and senior staff. It is also responsible for Board recruitment and succession planning.

Whilst retaining its responsibilities for the overall strategy and policies of Housing for Women, the Board of Directors delegates day to day management to the Chief Executive and the Executive Team.

Code of Governance

Housing for Women has adopted the National Housing Federation's 2020 Code of Governance and an annual review of compliance with that code for 2022/23 was approved in Feb 2024. We identified a small number of minor areas where our compliance will be strengthened – this will be complete by March 2024.

Compliance with Regulatory Standards

Housing for Women has assessed its compliance with the Regulator of Social Housing (RSH) governance and viability regulatory standards (April 2015) and believes that it meets the standards identified by the RSH.

REVIEW OF BUSINESS

Financial Review

During an extremely busy year Housing for Women continued its work in securing a firm foundation for the future.

Housing for Women made a loss on ordinary activities before exceptional items of £1.4m for the year ended 30 September 2023 compared with a loss of £408k for the previous year.

Gross income receipts were in line with expectations. However, there was a void loss of £439k (2022: £413k). These were seen in both the General Needs and Supported Housing, with size and type of accommodation or availability of nominations being significant drivers. Further steps to effectively identify, manage and minimise void loss days in the future have been initiated by management.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

Additionally, the organisation held several properties requiring decants and substantial repairs. We are currently exploring the potential for lost income and cost recovery from the original developer in some cases.

Arrears recovery continued to be an area of ongoing focus with improvement plans in place to minimise bad debt. We have seen a small increase in the quantum of our arrears across the year mainly driven by an increase in former tenant debt.

During the year we brought both customer and asset management together under one Director of Operations. This improved staff cohesion giving better customer service whilst also providing improved Value for Money (VfM). We additionally invested significantly in our resources for this directorate and are now seeing through improved tenant satisfaction measures (TSMs) and reduced disrepair the positive outcomes our customers are experiencing.

Additionally considerable investment was made in respect of outsourcing our procurement programme for a significant number of contracts mainly around our assets. Whilst the cost to the organisation was £49k in the year, annual VfM savings have been identified of £95k arising from this work for forthcoming years.

Asset Management has represented an area of considerable investment in the year, both in respect of infrastructure, but also in monetary terms, with an additional spend of £1.6m in all areas including property compliance and cyclical works.

Finally, we experienced a significant uplift in our interest burden through the increase in variable rates seen across the banking sector. We were able to secure a significant property disposal in December 2023 which has improved both our reserves and liquidity enabling the organisation to navigate an uncertain economic environment, together with significant further plans for asset improvement and required remediation.

Operational Review

Customer Service

Whilst there were many challenges in respect of our customer service in 2022/23, we strengthened the relationship with our customers through effective communication and good quality services.

We were excited to launch our ‘Customer First’ strategy earlier in the year which set out our plan to place customers at the heart of what we do. One of our first actions was to establish a new Customer Service Team and streamline communications from customers into a single point of contact so that we can more effectively record and manage contacts with our residents.

In April we conducted our tenant satisfaction survey. This incorporated our Regulator’s Tenant Satisfaction Measures for the first time. Whilst the results were not where we want them to be, they provided a good baseline to embark on our improvement journey.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

Our acknowledgement of the necessary 3 year Back to Basics phase within our corporate plan, and the mobilisation of our Customer First strategy has already paved the way to a 3 year delivery plan to address the key result areas including rebuilding trust and improving communication.

Key deliverable outcomes that have been achieved over the past 12 months across the organisation's frontline services are:

General Needs Services
During 2022/23 we were limited in welcoming new residents as we were carrying out significant repairs to several properties and using many of our voids for temporary decants for existing tenants. At the year-end we had 815 women and their families housed in permanent affordable homes (2022: 803).

Support Services
Housing for Women has continued to deliver a range of support services throughout the year including;

- Domestic Violence and Abuse services – Refuges and Floating Support (Ealing and Greenwich), Sanctuary scheme and telephone advice (Greenwich).
- Accommodation and support services to single homeless women with complex/multiple needs in Haringey.
- ReConnect+ - Support and accommodation for single women with complex/multiple needs following release from prison.
- SafeSpace – Crisis and second stage support and accommodation for single women escaping trafficking and other forms of modern slavery. This service began in 2020 and continued the service previously provided by RePlace, adding a drop-in service and accommodation.
- Capacity building work to support case workers and advocates in developing their skills and knowledge around housing legislation. This includes building partnerships with local authority housing services to support housing pathways for women in the Criminal Justice System seeking accommodation.

Funding of our Support Services
Housing for Women currently have reserves of £8.1m, 0.5m of which represents endowments received by the organisation and therefore restricted in its use. Therefore of the unrestricted reserves of £7.6m, charitable reserves available for support services total £0k (2021/22 £110k). Remaining reserves that have not been earmarked for specific use are solely for the operation of general needs housing as they have been generated from general needs activity. As such they cannot be used to cross-subsidise the supported housing projects that rely on income from local and central government and/or Trusts, Foundations, and donations.

Our funding and donations secured through Trusts, Foundations and individual donations are therefore critical for the continued delivery of services. We would like to take this opportunity to thank all our donors for their ongoing and generous support.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

During 2022/23:

- 80 (2022: 53) women stayed in our refuges.
- Our floating support service helped 212 (2021: 136) women and 7 men (2022: 21) in Greenwich. This service provides one-to-one emotional and practical support around matters like safety planning, housing, financial empowerment, contacting the police, and ensuring the safety of their children.
- We coordinated 141 (2022: 165) referrals for the Sanctuary Scheme in Greenwich which provides extra security to ensure women can live safely in their own homes.
- We handled 6,333 (2022: 7,529) calls through our Domestic Abuse Advice Line, providing information and support to survivors and professionals across London. Our confidential advice line provides practical advice and emotional support to women suffering domestic abuse.

We continue to operate in line with the Women's Aid National Quality Standards. Embodying principles of participation, transparent governance and needs-led service delivery, they set out the nature and standard of service provision necessary to enable women and children survivors of domestic violence to cope with and recover from their experiences of abuse.

Childers Fire
In May 2020 we had a significant fire at our Childers Street scheme within a block managed by another housing association. Thankfully there was no loss of life or injuries, though significant damage to one block led to the safe decant of those affected.
Over the course of the year, the occupied Childers blocks (including those managed by others) continue to be fully alarmed, together with a Managed Service Waking Watch to support resident safety and provide additional reassurance.

Relevant surveys and enabling works continue to be carried out to support the future reoccupation and complex remediation programme and our assigned project team is working on the detailed design. As we work through the complexities of the programme, we periodically engage with and update stakeholders.

FUTURE PROSPECTS

To achieve our growth ambitions and build service capacity we continue to explore new opportunities through increased partnership working, mergers and acquisitions. Additionally, we shall seek future finance through a combination of active asset management and maximising opportunities to extend our gearing. In December 2023 as part of active asset management we were able to effect a net receipt in excess of £3.5m, through the disposal of a 10 studio flats.

During the year end we were pleased to have a positive outcome from the Ministry of Justice for our bid for organisational core costs to support our specialist accommodation and support projects for women affected by the Criminal Justice System. Additionally, we were successful in our accompanying bid to the MoJ for a new service which expands on our previous projects to deliver specialist support and accommodation to women on their release from prison. In the forthcoming

STRATEGIC REPORT (CONTINUED)

months we shall be doubling our accommodation within our ReConnect+ project by 4 bedspaces, with a further increase planned later in the year.

KEY PERFORMANCE INDICATORS

Key performance indicators are identified and explained within the Value for Money section of the Report of the Board of Directors.

Approved by the Board of Directors and signed on behalf of the Board by:



Susan Kane
Chair
Date: 12 March 2023

REPORT OF THE BOARD OF DIRECTORS

The Board of Directors present their report and the financial statements for the year ended 30 September 2023.

Directors

The Directors of Housing for Women who served during the year are:

- Susan Kane (Chair)
- Nicola Ewen (resigned 5 February 2023)
- Simon Basey (appointed 12 May 2022)
- Abiola Agana (resigned 14 March 2023)
- Yvonne Akinmodun (appointed 12 May 2022)
- Helen Webb (resigned 1 November 2023)
- Christine Pointer (resigned 14 March 2023)
- Elaine Marshall (appointed 14 March 2023)
- Caroline Davies
- Troy Henshall
- Carli Harper-Penman (Vice Chair)
- Helena Evans (appointed 9 October 2023)
- Somayya Yaqub (appointed 9 October 2023)
- Victoria Dingle (appointed 9 October 2023)

Responsibilities of the Board of Directors

The Board of Directors is responsible for preparing the Annual Report and Financial statements in accordance with applicable law and regulations.

Company Law requires the Board of Directors to prepare financial statements for each financial year. Under that law the Board of Directors has elected to prepare the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of Housing for Women and of the surplus or deficit of Housing for Women for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that Housing for Women will continue in business.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

The Board of Directors is responsible for keeping adequate accounting records that are sufficient to show and explain Housing for Women's transactions and disclose with reasonable accuracy at any time the financial position of Housing for Women and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. They are also responsible for safeguarding the assets of Housing for Women and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Internal Controls

The Board of Directors is ultimately responsible for the 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 and not absolute assurance against material misstatement or loss.

The Board of Directors confirms there is an on-going process for identifying, evaluating, and managing the significant risks faced by Housing for Women, including the risk of fraud that has been in place for the year under review and up to the date of approval of the Annual Report and Financial Statements. This process is regularly reviewed by the Board. The Board of Directors has approved and regularly reviews its policy on fraud covering prevention, detection, and reporting. The fraud register is reviewed annually.

The Board of Directors has reviewed the effectiveness of the system of internal control. In particular, the Board of Directors has reviewed and updated Housing for Women's strategic risk map. The Board of Directors has received the Chief Executive's report on the effectiveness of internal control which confirmed having reviewed the effectiveness of the system of internal control, including the sources of assurance agreed by the Board as being appropriate for that purpose, she was satisfied that adequate systems of internal control were substantially in place.

Management are responsible for the identification and evaluation of significant risks applicable to their areas of business together with the design and operation of suitable controls.

Key elements of the control framework include:

- Board approved terms of reference and delegated authorities for Audit & Risk Committee and People and Customer Committee,
- Defined management responsibilities for identification, control and management of significant risks,
- Strategic and business planning processes with detailed financial budgets and forecasts,
- Formal recruitment, retention and training policies for all staff,

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- Full reporting to Board for all significant new initiatives and commitments,
- Regular reporting to Board of business objectives, targets and outcomes,
- Board approved 'whistle blowing' and fraud policies,
- Risk Assurance Framework in place. The Board review strategic risks and regular review by senior management of strategic and operational risk management including Health and Safety.

During 2022/23 our internal auditors (TIAA) carried out 5 assurance audits - ICT Cyber Security, Health and Safety Asbestos and Fire Risk, Homemaster Implementation of Housing System, Safeguarding and Incident Management, Finance – Budgetary Control and Treasury Management. The assurance assessments from these audits were 1 substantial level, 3 reasonable levels and 1 limited level of assurance

The Audit & Risk Committee have reviewed these reports and agreed the Executive Team's (ET) action plan wherever improvements or issues of significance have been identified. A rolling review of actions completed is maintained and reported by the internal auditors and monitored quarterly by the Audit & Risk Committee. In respect of the audit with limited assurance given, all substantial action points will have been completed by April 2024.

As part of their annual assurance report the internal auditors have confirmed that they are satisfied that, for the areas reviewed during the year, Housing for Women has reasonable and effective risk management, control and governance processes in place.

The Board has reviewed the effectiveness of the Association's internal controls and has not identified any significant matters leading to a breakdown in controls.

Value for Money Assessment

Background

The mission of Housing for Women is to empower women through providing good homes and services and challenging inequalities they face.

We continue to develop our ability to measure the impact, efficiency, and effectiveness of the services we deliver to our residents and service users. As a small housing association, we have limited resources, and operate in challenging areas where demand for our services exceeds supply.
The Housing for Women Board and Executive Team aim to maximise the social value of the organisation by ensuring that its finance and resources are used effectively.

Approach

Housing for Women recognises that Value for Money (VfM) is a fundamental consideration and is committed to maximising VfM to ensure that the highest level of service is delivered to our customers. To maximise VfM, the needs of customers must be met by 'doing the right thing, in the right place, at the right time and at the right price.'

The Board has agreed a strategic goal to ensure our systems and processes support service improvement, efficiency and compliance with funder and regulatory requirements.

The aim is to deliver the strategic goal by continuing to improve our understanding of our costs, performance and quality of services by taking action to ensure that the right balance is achieved.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

The strategy considers short, medium and long-term financial implications and is reviewed annually, with an action plan created and reviewed at Executive Team level for at least the year ahead.

As this is the first year of the current business plan a revised strategy has been put in place alongside the new Corporate Plan 2022 - 2027, clearly defining the deliverables in the short, medium and long term.

This has been done in conjunction with the future development of an ESG framework (environmental, social and governance) referring to a way of measuring our performance in respect of environmental and social impacts and risks, and the quality of governance.

Finally, to note, at the beginning of the year the organisation implemented a new Housing and Finance system. A LEAN approach to process reviews has commenced initially as part of the further embedding process and continuing to enable us to deliver efficiencies in this area at the end of 2024/25.

Taking account of Housing for Women's current position and this strategic goal, the VfM objectives of Housing for Women are to:

- Optimise processes in order to deliver efficient and effective customer services.
- Maximise the financial and social return from our assets and resources.
- Optimise the economy, efficiency and effectiveness of our services and assets though an options appraisal process.
- Work with high performing partners, contractors and suppliers, to enhance the services we provide to our customers.
- Reinvest any financial returns from our VFM objectives to further optimise the economy, efficiency and effectiveness of our services and assets over the 30 year period of our Financial Plan.

In this first year of our plan, we were challenged on many areas of our VfM strategy, driven to some extent by the environment in which we currently operate, namely:

- An increased use of resources in respect of property compliance, especially fire safety.
- Resources needed in respect of Childers remediation.
- The current challenges in the market re staff, especially care and support.
- The current challenges re customer satisfaction.
- Increased costs in a strong inflationary economic climate

Measuring Value for Money

Our Assessment of VfM considers the following:

- Improved processes to deliver improved customer service
- Comparing financial performance with peers
- Achieved Social Return on Investment

- Actively managing our assets
- Procurement VfM achievements
- Re-investment of financial VfM achieved

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Improved processes to deliver improved customer service

During the year we both resourced up within customer service but also began the work around reviewing processes within housing management. We initially have focussed on complaints management, rent arrears, voids management and antisocial behaviour. We are however seeing an improvement in services as an immediate outcome from the reviews and changes implemented. We currently are working with our IT consultants who develop Homemaster to bring that learning into action.

Performance comparison with our peers

During the year Housing for Women continued to benchmark through the G320 London benchmarking club, refining data and taking action to address any areas where performance is not at the required level.

Indicator	2020/21	2021/22	2022/23	Median BM 320 Benchmark
Regulatory metrics:				
Reinvestment %	-	-	-	2.6
New supply delivered (social housing) %	-	-	-	-
New supply delivered (non-social housing) %	-	-	-	-
Gearing %	20	25	31	21
EBITDA MRI interest cover %	-195	-309	-186	171
Headline social housing cost per unit £	8,997	11,141	11,997	6,110
Operating margin (social housing lettings) %	-1.1	-5.8	-18.2	12.9
Operating margin (overall) %	0.4	-4.8	-15.6	13.9

Return on capital employed %	0.04	-0.51	-1.90	2.15
Local key cost and performance metrics:				
Financial and overheads				
Overhead as % turnover	26.2	22.2	23.5	18.6
Housing management				
Cost per property	4,008	5,340	5,008	523
Asset management				
Cost per property of major works/cyclical maintenance	2,208	3,401	3,813	1,775
Cost per property of responsive repairs and void works	1,256	841	1,334	909
Invest in our people				
Staff turnover	29.7	32.8	14.3	Not measured

Commentary on Performance

During 2022/23 we continued to focus heavily on Customer Service and Service Improvement, primarily driving Value for Money through our substantial procurement programme driving efficiency and effectiveness for our customers.

The following summarises our performance across the metrics with external peers via the benchmark data:

- **Gearing %**
  Our gearing ratio has continued to grow marginally over the last few years due to ongoing remediation works and re-investment in our properties. With now 5% used to fund works in respect of our Childer's remediation which are considered recoverable we expect this to drop in time. A healthy proportion of our housing properties remain uncharged.

- **EBITDA MRI interest cover %**
  With continued increased property compliance and significant investment made in our current stock in line with the financial plan accompanying the approved Business Plan, we continue to address under-investment in previous years whilst also complying with legal and regulatory requirements. Looking forward the results of the stock condition survey completed informed the levels of spend required over the next few years, although we continue to balance that need with that required for the Childers remediation.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- **Headline social housing cost per unit £ 11,977- Total business, £10,021/unit - Total business excluding Supported Housing**
  In 2022/23 we invested heavily in our customer facing services as part of Phase 1 of the corporate plan – "Back to Basics" which together with difficulties in securing permanent support staff in our Supported Housing teams (in line with that experience in the sector as a whole) continued to drive up our costs. Additionally the impact of the economic crisis led to our staff moving to a revised pay structure with additional monies invested in a consolidated pay review. We further significantly increased the investment in our property compliance and proactively resolved outstanding customer issues. Our maintenance contractors continue to provide a much-improved service in both quality and quantum of jobs completed.

- **Operating margin (social housing lettings) %**
  In context we continue to work within our Board's historical policy to keep rents at affordable social levels which drives a lower operating margin for the organisation when compared with our peers. However, during 2022/23 considerable costs were incurred in respect of our property compliance, resolving outstanding customer issues, expanding our customer service department together with further investment in our procurement to establish improved customer satisfaction and value for money in the future. We must now work to improve operating efficiency with a stable workforce to improve our operating margin whilst maintaining a quality service.

- **Operating margin (overall) %**
  Our Board are committed to the delivery of our much needed and, in many cases, lifesaving, but low margin support services. This has the effect of further diluting the operating margin detailed above. However, in 2022/23 this had marginal impact due to the lettings challenges seen within general needs, together with the increased costs of compliance and customer service.
  The Board acknowledges that in the current environment of economic uncertainty and budgetary constraint that a drive to do more with the same or less will continue to put our operating margin under pressure. However, they remain committed to push forward operations in areas of strength whilst working within an agreed risk envelope.

- **Return on capital employed %**
  The ROCE continues to reflect both the low margins and gearing of the organisation.

- **Overhead as % turnover**
  Our level of overhead as % turnover has remained steady in 2022/23 with the stabilisation of elements of the workforce through permanent recruitment. We are now looking to drive efficiencies through our IT systems enabling this metric to move closer to our peers.

- **Housing management cost per property**
  £5,008/unit - Total business, £3,253/unit - Total business excluding Supported Housing

In 2022/23 we continued to invest heavily in our general needs housing management resource having reviewed our methods of customer service delivery to both drive up performance and improve efficiency and therefore VfM. We expect this metric to remain high for a period as we

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

progress through the back-to-basics period of our new Corporate Plan, however would then anticipate it reducing after that point.

- **Asset management cost per property of major works/cyclical maintenance £3,813/unit - Total business, £4,108/unit - Total business excluding Supported Housing**
  During 2022/23 we continued to spend at levels much above our peer group, as we seek to invest in our assets as informed by our previous stock condition survey. There has been positive customer feedback about the investment carried out thus far and we plan to continue at this or higher levels in the forthcoming year.

- **Asset management cost per property of responsive repairs and void works £1,437/unit - Total business, £1,334/unit - Total business excluding Supported Housing**
  We continued to focus our efforts in reducing historic inertia from the reporting of a repair to completion of works. Additionally, we completed significant works in respect of property compliance. Finally through our damp and mould programme we are tackling issues both reactively and through planned works to improve our customer's living environment.

- **Staff turnover**
  Having worked hard over the past few years to focus on the retention of our staff via various initiatives our levels of staff turnover have fallen to their lowest in many years. We have maintained a solid consistent workforce despite a very active job market and scarce resource. We have adapted our approach as necessary to secure good quality staff.
  Driving this metric down, ensuring the retention of a high-quality experienced team will also enable a continued embedding of VfM within the culture of the organisation as we retain and grow organisational history and knowledge.

Social return on investment

During the year 2022/23 volunteers contributed 1,633 (2021/22 3,979) hours of their time. Using the London Living wage the monetary value of this social impact is £26,846.52 (2021/22 £60,512). This reduction was due to resourcing challenges in this area which are being resolved. We have strong ambitions to improve upon these figures in the forthcoming couple of years especially through our engagement with befrienders, social work students and volunteers. We continue with partnerships with the University of Greenwich and London Metropolitan University hosting social work student placements. Additionally, during the year our volunteer Trustees gave generously of their time on Board/Subcommittees.

Actively Managing our Assets

To actively manage our assets, we follow our Asset Management Strategy which together with a Disposals Policy enables us to adopt an efficient process of review via an options appraisal process for voids/ low performing assets to best assess the investment approach going forward. Gordon Place

represents one such building where following the appraisal process, with tenant consultation this was under offer for disposal at the year end. It completed in December 2023 for a net receipt in excess of £3.5m which will be re-invested in our current stock.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Additionally, using the data obtained by our comprehensive stock condition survey with an extended brief around decency, damp and mould and net zero carbon during 2021/22 we have been able to target programmes of work to best utilise resources. We have a voids standard of accommodation in place for both our supported housing and general needs tenants. Finally, we have successfully mobilised our new repairs contractor and are seeing significant VfM improvements together with an improved experience for our customers.

Procurement VfM Achievements

Our procurement strategy sets out how services and goods are to be procured to achieve value for money. It also encourages the use of quotes and tenders as the basis for ensuring best value in all procurement of goods and services.
During the year we terminated/retendered several contracts across the organisation, securing an expected annual VfM saving of £94k.These included repairs and planned maintenance (£34k), gas maintenance services (£16k), legal support (11k) and various compliance areas (£14k).
Looking forward to 2023/24 we continue to procure with a focus on our asset management. These include neighbourhood/estate services, water hygiene services, gas maintenance and planned electrical works.

Going Concern

In respect of going concern the Board considers at present the key area of concern surrounds the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows. We have assessed the financial impact in the context of the current financial plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, as explained in note 27 and regularly reviews the medium-term cash flow. Additionally, considering this and other economic and operational demands, the Board has assessed the availability of potential additional funding, and property disposals, together with regular extensive stress testing of the financial plan. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

Disclosure of information to the Auditor

In the case of each person who was a Director at the time this report was approved:

- so far as that Director was aware there was no relevant audit information of which Housing for Women's auditor was unaware; and that Director had taken all steps that the director ought to have taken as a Director to make himself or herself aware of any relevant audit information and to establish that Housing for Women's auditor was aware of that information.
  This information is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Auditor

The approval of our Statutory Accounts and the re-appointment of our External Auditors, Crowe UK LLP, will therefore be proposed at our Board meeting on 12 March 2024.

Approved by the Board of Directors and signed on behalf of the Board by:



Susan Kane
Chair
Date: 12 March 2024
Company Registration Number 00420651

Independent Auditor's Report to the Members of Housing for Women

Opinion

We have audited the financial statements of Housing for Women (the "Charitable Company") for the year ended 30 September 2023 which comprise the Statement of Comprehensive Income, the Statement of Changes in Reserves, the Statement of Financial Position, the 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 charitable company's affairs as at 30 September 2023 and of the incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 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 Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Annual Report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

- the charitable company has not kept adequate accounting records; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on pages 12-14 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 Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Charitable Company 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 Charitable Company 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 Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008 and other laws and regulations applicable to a registered social housing provider in England. We also considered the risks of non-compliance with the other requirements imposed by the Regulator of Social Housing and we considered the extent to which non-compliance might have a material effect on the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant and support income, the assumptions applied in the impairment of property assets and the recognition of exceptional fire safety costs and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, analytical review and substantive testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with relevant regulators and reading minutes of meetings of those charged with governance and legal communication.

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. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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



Julia Poulter
Senior Statutory Auditor
Crowe U.K. LLP
Statutory Auditor
London UK
Date: 27 March 2024

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF COMPREHENSIVE INCOME
FOR YEAR ENDED 30 SEPTEMBER 2023

	Note	2023	2022
		£	£
TURNOVER	4	**9,048,954**	**8,415,420**
Operating expenditure	4	**(10,464,413)**	**(8,823,115)**
Surplus on sale of fixed assets		**-**	**-**
OPERATING SURPLUS	4	**(1,415,459)**	**(407,695)**
Exceptional item - uninsured losses		**(1,528,015)**	**(1,016,372)**
Surplus on revaluation of investment properties		**-**	**380,000**
Bank interest receivable		**123,980**	**20,096**
Interest and other financing costs	7	**(1,237,797)**	**(717,846)**
DEFICIT FOR THE YEAR	8	**(4,057,291)**	**(1,741,817)**

The financial statements were approved and authorised for issue by the Board of Directors on 12 March 2024 and were signed on its behalf by:







SUSAN KANE	**CARLI HARPER-PENMAN**	**ZAIBA QURESHI**
Chair	Vice-chair	Company Secretary

STATEMENT OF FINANCIAL POSITION
AS AT 30 SEPTEMBER 2023

	Note	2023	2022
		£	£
Fixed assets			
Property, plant & equipment	9	**70,984,944**	**70,694,859**
Investment Properties		**1,250,000**	**1,250,000**
Investments		**5,127**	**4,582**
		72,240,072	**71,949,441**
Current assets			
Trade and other debtors	12	**2,415,145**	**1,953,669**
Cash and cash equivalents	13	**2,983,053**	**9,961,918**
		5,398,198	**11,915,587**
Creditors - amounts falling due within one year	14	**(2,955,874)**	**(3,774,221)**
Net current assets		**2,442,324**	**8,141,366**
Total assets less current liabilities		**74,682,396**	**80,090,807**
Less: Creditors - amounts falling due after more than one year	15	**(66,532,692)**	**(67,883,813)**
Total net assets		**8,149,704**	**12,206,994**
Capital and reserves			
Revenue reserves		**7,663,328**	**11,720,617**
Endowment funds	18	**486,377**	**486,377**
		8,149,704	**12,206,994**

The financial statements were approved and authorised for issue by the Board of Directors on 12 March 2024 and were signed on its behalf by:



SUSAN KANE	**CARLI HARPER-PENMAN**	**ZAIBA QURESHI**
Chair	Vice-chair	Company Secretary

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

Registrar of Social Housing Number L0970

STATEMENT OF CHANGES IN RESERVES
FOR YEAR ENDED 30 SEPTEMBER 2023

	Note	Revenue Reserve	2023 Endowment Reserve	Total
		£	£	£
At the beginning of the year		11,720,617	486,377	12,206,994
Deficit from Statement of Comprehensive Income for the year		(4,057,289)	-	(4,057,289)
At the end of the year		**7,663,378**	**486,377**	**8,149,704**

	Revenue Reserve	2022 Endowment Reserve	Total
	£	£	£
At the beginning of the year	13,462,434	486,377	13,948,811
Deficit from Statement of Comprehensive Income for the year	(1,741,817)	-	(1,741,817)
At the end of the year	**11,720,617**	**486,377**	**12,206,994**

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2023

	Note	2023		2022	
		£	£	£	£
Net cash generated from operating activities	24		**(4,360,107)**		(1,751,027)
Cash flow from Investing Activities					
Purchase of housing properties		**(1,447,294)**		(2,325,631)	
Interest received		**123,980**		20,096	
Proceeds from Sale of Property		**-**		-	
Purchase of other property, plant & equipment		**-**		(32,116)	
Net cash used in investing activities			**(1,323,314)**		**(2,337,651)**
Cash flow from Financing activities					
Repayment of borrowings					
Grant funding		**-**		-	
New borrowing		**(57,647)**		11,354,706	
Loan agreement fees		**-**		-	
Interest paid		**(1,237,797)**		(717,846)	
Net cash used in financing activities			**(1,295,444)**		10,636,860
Net change in cash and cash equivalents			**(6,978,864)**		6,548,182
Cash and cash equivalents at:					
Beginning of the year			**9,961,918**		3,413,736
End of the year	12		**2,983,054**		9,961,918

NOTES TO THE FINANCIAL STATEMENTS

1. General information

Housing for Women, a company limited by guarantee having no share capital is incorporated in England under the Companies Act 2006, registered number 00420651, and is registered with the Registrar of Social Housing as a Private Registered Provider of Social Housing (Registered number L0970) and is a registered charity (Registered Number 211351). Housing for Women's principal activities are stated in the Strategic Report on page 4.

The registered office is Sixth Floor, Blue Star House, 234-244 Stockwell Road, London SW9 9SP.

2. Principal accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

2.1 Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Statement of Recommended Practice for registered social housing providers, Housing SORP 2014.

In accordance with FRS 102 (3.3A), Housing for Women is a public benefit entity that has applied the "PBE" prefixed paragraphs.

The financial statements comply with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022 ("the Direction").

The accounts are prepared on the historical cost basis of accounting and are presented in sterling (£).

Housing for Women took the exemption within FRS 102 to not restate business combinations entered into before the date of transition.

2.2 Going Concern

In respect of going concern the Board considers at present the key area of concern surrounds the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows. We have assessed the financial impact in the context of the current financial plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. This is because our current funding does not have over-arching I&E covenant conditions to be met. Housing for Women has adequate long term debt facilities in place, and regularly reviews the medium term cash flow. Additionally, considering this and other economic and operational demands, the Board has assessed the availability of potential additional funding, and property disposals, together with regular extensive stress testing of the financial plan. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

2. Principal accounting policies (continued)

2.3 Turnover and revenue recognition

Turnover comprises rental and service charge income, fees and grants receivable and other income.

2.3 Turnover and revenue recognition (continued)

Rental and service charge income is recognised in the period to which it relates, net of rent and service charge losses from voids. Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids.

Service charge and other income are accounted for on the basis of the value of goods or services supplied during the period. Any over or under recovery of variable service charge amounts due is reflected as a creditor or debtor respectively.

Revenue grants are accounted for once Housing for Women is legally entitled to the grant. Revenue grants are recognised in the Statement of Comprehensive Income in the same period as the expenditure to which they relate under the performance model of accounting.

Government capital grants received are initially deferred and then credited to turnover in the Statement of Comprehensive Income on a straight line basis over the expected life of the asset which they have funded under the accrual model of accounting.

Other charitable income, such as legacies and donations is recognised as received.

2.4 Short term employee benefits

Short term employee benefits, including holiday pay, are accrued as services are rendered. Contributions to defined contribution pension schemes are charged to the Statement of Comprehensive Income as they become payable in accordance with the rules of the scheme. Differences between contributions payable in the year and those actually paid are shown as either accruals or prepayments in the Statement of Financial Position.

2.5 Taxation

Housing for Women is not VAT registered since a large proportion of Housing for Women's income, including its rents, is exempt for VAT purposes whilst the majority of its expenditure is subject to VAT that cannot be reclaimed, expenditure is shown inclusive of irrecoverable VAT.

Housing for Women has charitable status and therefore is not subject to Corporation Tax on surpluses derived from charitable activities, provided that the surpluses are applied to the charitable objects of Housing for Women.

2.6 Interest payable

Interest is capitalised on borrowings to finance the development of qualifying assets to the extent that it accrues in respect of the period of development if it represents:

- interest on borrowings specifically financing the development programme after deduction of related grants received in advance; or

2. Principal accounting policies (continued)

- a fair amount of interest on borrowings of Housing for Women as a whole after deduction of Social Housing Grant received in advance to the extent that they can be deemed to be financing the development programme.

Other interest payable is charged to the Statement of Comprehensive Income in the year.

2.7 Property, plant & equipment - Housing properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available for rent and are stated at cost less accumulated depreciation and impairment losses.

Cost includes the cost of acquiring land and buildings, development costs and interest charges incurred during the development period.

Where an asset comprises components with materially different useful economic lives, those assets are separately identified and depreciated over those individual lives. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.

Housing for Women depreciates the major components of its housing properties at the following annual rates:

Components identified within housing properties:	
Roof and Structure	100 years
Windows and External doors	30 years
Kitchens	20 years
Bathrooms	30 years
Heating	15 years
Mechanical and electrical	40 years
Lifts	25 years

Subsequent expenditure which relates to either the replacement of previously capitalised components or the enhancement of such components which results in incremental future benefit is capitalised and the carrying amount of any replaced component or part component is derecognised. Costs associated with Land are not depreciated but remain on the books at acquisition value.

The residual values of fixed assets, their useful lives, and their depreciation rates are reviewed at each reporting date and where there is an indication of a significant change since the previous reporting date, they are adjusted prospectively.

2. Principal accounting policies (continued)

2.8 Property, plant and equipment - Other

Other property, plant and equipment are stated at cost less accumulated depreciation.

Depreciation is provided evenly on the cost of other property, plant and equipment to write them down to their estimated residual values over their expected useful lives. All assets with a value of less than £250 are treated as small equipment and written off in year.

The principal annual rates used for other assets are:

Leased Office buildings	Over the life of lease
Office equipment and furniture	25%
Property equipment and furniture	33.3%

Gains or losses arising on the disposal of other property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

2.9 Investment properties

Investment properties are properties rented at market rent. They are stated at fair value. The valuation is based on a valuation by an independent valuer who holds a recognised and relevant professional qualification and has recent experience in the location and class of investment property being valued. We are not aware of any restrictions on the realisability of investment property or the remittance of income and proceeds of disposal. There are no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

2.10 Impairment

Assets other than those measured at fair value, are assessed for indications of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income as described below.

Non-financial assets

Non-financial assets comprise housing properties and other property, plant and equipment. A non-financial asset is impaired where there is objective evidence that, as a result of one or more events after initial recognition, the estimated recoverable amount of the asset has been reduced. The recoverable amount of a non-financial asset is the higher of its fair value less costs to sell and its value in use.

2.10 Impairment (continued)

For the purposes of impairment assessments, housing properties are grouped together into schemes, each scheme typically comprising one or more buildings in an immediate locality, and each building consisting of one or more accommodation units. Schemes are typically developed or acquired as one block of units.

Value in use (VIU) for housing schemes, which are able to be let in the current condition and which are fulfilling the social purpose for which they were acquired is referred to as Value in use Service Potential (VIU-SP) and this can be measured using the 'depreciated replacement cost (DRC) valuation basis. The DRC basis considers either the cost of purchasing an equivalent property on the open market (based on the sale prices for similar properties in or near the same location), or from another registered provider (where there is considered to be an active market), or the rebuilding cost of structures and components based on current building costs, using either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

For other schemes, value in use is defined as the net present value of the future cash flows generated from the scheme before interest cost.

Financial assets

Financial assets comprise investments, trade and other debtors.

For financial assets carried at amortised cost, the amount of impairment is 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.

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

2.11 Financial instruments

Financial assets and liabilities comprise investments, trade and other debtors, cash and cash equivalents, trade and other payables, accruals and loan balances.

Financial assets and financial liabilities are recognised when Housing for Women becomes party to the contractual provisions of the financial instrument.

All financial assets and financial liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through the Statement of Comprehensive Income, which are initially measured at fair value, unless the arrangement constitutes a financial transaction. If an arrangement constitutes a financial transaction, the financial

2. Principal accounting policies (continued)

2.11 Financial instruments (continued)

asset or financial liability is measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument. A financing transaction may take place in connection with the sale of goods or services, for example, if payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Financial assets and liabilities are only offset in the Statement of Financial Position when, and only when there exists a legally enforceable right to set off the recognised amounts and Housing for Women intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Debt instruments that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Debt instruments which meet the conditions of Section 11.9 of FRS 102 are subsequently measured at amortised cost using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash flows through the expected life of the financial asset or liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Other financial instruments and investments in equity instruments are recognised at fair value with any gains or losses being reported in surplus or deficit for the year.

Financial assets are only derecognised when and only when: the contractual rights to the cash flows from the financial asset expire or are settled; Housing for Women transfers to another party substantially all the risk and rewards of ownership of the financial asset; or Housing for Women, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled, or expires.

Cash and cash equivalents are classified as basic financial instruments and comprise cash in hand and at bank, short-term bank deposits and bank overdrafts which are an integral part of Housing for Women's cash management. Cash equivalents are highly liquid investments that are readily convertible to known amounts of cash without significant risk of change in value.

2.12 Grants

Government grants

Government grants include grants receivable from the Homes England, local authorities, and other government organisations. Government grants received for housing properties are treated as deferred income and recognised in turnover (amortised) over the estimated useful life of the housing property structure, under the accrual model. Government grant received specifically for components is amortised over the life of the component to which it relates.

2. Principal accounting policies (continued)

2.12 Grants (continued)

Grants relating to revenue are recognised in the Statement of Comprehensive Income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that Housing for Women will comply with the conditions and that the funds will be received. Grants due from government organisations or received in advance are included as current liabilities.

Government grants released on the sale of the property may be repayable but are normally available to be recycled and are credited to a recycled grants fund and are included in the Statement of Financial Position in creditors. If there is no requirement to recycle or repay the grant on disposal of the asset, any unamortised grant remaining within creditors is released and recognised as income in the Statement of Comprehensive Income.

Other grants

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specific future performance conditions is recognised as revenue when Housing for Women becomes entitled to the funds, it is probable they will be received and can be reliably measured. A grant that imposes specific future performance related conditions on Housing for Women is only recognised when these conditions are met. A grant received before the revenue recognition criteria are satisfied is shown as a liability in the Statement of Financial Position.

Recycling of capital grants

Where the Social Housing Grant is recycled, the grant is credited to the fund which appears as a creditor until used for further development. Where the recycled grant is known to be repayable, it is shown as creditors within one year.

2.13 Leases

Housing for Women elected to determine whether an arrangement existing at the date of transition to FRS 102 contains a lease on the basis of facts and circumstances existing at that date rather than when the arrangement was entered into.

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and the rewards of ownership of the leased asset. All other leases are classified as operating leases. Housing for Women only holds operating leases.

Rental payable or receivable under operating leases is charged or credited to Statement of Comprehensive Income on a straight-line basis over the lease term. Lease incentives are similarly spread on a straight-line basis over the term of the lease.

2. Principal accounting policies (continued)

2.14 Provision for liabilities

Provisions are recognised when Housing for Women has a present obligation as a result of a past event, and it is probable that Housing for Women is required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation, at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Housing for Women recognises a provision to cover the annual leave accrued by employees as a result of service rendered in the current period, and which employees are entitled to carry forward and use within the next twelve months. The provision is measured at the cost of salary, national insurance and pension contributions payable for the period of absence.

2.15 Reserves

Reserves comprise the revenue reserve balance, endowment funds and restricted funds.

Revenue reserves relate to the cumulative surpluses less amounts transferred to restricted reserves.

Housing for Women annually calculates amounts necessary for future maintenance and major works to its properties; funds to replace service chargeable items and amounts to ensure supported housing projects can continue to be financed during periods where no funding is in place. These amounts are recorded separately for management purposes. They are not differentiated from the unrestricted reserve balance for these statements but are disclosed for information purposes only.

Endowment funds are not available for general use at Housing for Women's discretion. The capital and income of such funds can only be expended in accordance with the trust deed or other governing instrument.

3. Judgements and key sources of estimation uncertainty

The preparation of financial statement requires the use of judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the reporting date and the amounts reported for income and expenses for the year. These estimates and underlying assumptions are reviewed on an on-going basis.

Critical judgements in applying Housing for Women's accounting policies

The following are the critical judgements, apart from those involving estimations (which are dealt with separately below), that the Board of Directors has made in the process of applying Housing for Women's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

3. Judgements and key sources of estimation uncertainty (continued)

Identification of housing property components

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.

Categorisation of housing properties as investment properties or property, plant and equipment

Class of properties within the category of housing properties that are held to earn commercial rentals or for capital appreciation or both are accounted for as investment properties unless immaterial to the financial statements. Properties rented to provide social housing and properties used for the production or supply of goods and services or for administrative purposes are classified as property, plant and equipment.

Impairment

For impairment purposes, as explained in the accounting policies, housing properties are grouped into cash generating units (CGU), being the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. Judgement is required in establishing the appropriate level of asset grouping. The CGU level was determined to be at individual property level for completed properties and scheme level for properties in the course of construction.

The assessment of whether an asset is held for its service potential is also a matter of judgement and in making that judgement the Board of Directors considers the current use of the asset and the expected future use of the asset. If the asset is unable to be let in its current condition or is not being used for a social purpose, either now or in the foreseeable future, it is assessed as not being held for its service potential.

In calculating an asset's depreciated replacement cost judgement is required on how best to calculate the recoverable amount for assets held for their service potential and whether there is an active market for the property. The Board of Directors is of the opinion that there is no active market at present.

Going Concern

The Board has assessed the financial impact of the remediation works to Childer's Street in the context of the current financial plan, including any impact on existing loan covenants and has concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, and regularly reviews the medium term cash flow. Additionally, considering this and other economic and operational demands, the Board has assessed the availability of potential additional funding, and property disposals, together with regular extensive stress testing of the financial plan. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and is therefore a going concern.

3. Judgements and key sources of estimation uncertainty (continued)

Estimation uncertainty

Bad debt provision

The rent and service charge receivable balance recorded in Housing for Women's Statement of Financial Position comprise a relatively large number of small balances. A full line by line review of debtors is carried out at the end of each month. Whilst every attempt is made to ensure that the bad debt provisions are as accurate as possible, there remains a risk that the provisions do not match the level of debts which ultimately prove to be uncollectible. The carrying amount of rent and service charges is disclosed in Note 12.

Useful lives of depreciable assets

The Board of Directors reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. Uncertainties in these estimates relate to 'technological obsolescence' with regard to IT equipment/software and any changes to decent homes standard requiring frequent replacement of components. The accumulated depreciation as at 30 September 2023 is disclosed in Note 9.

Housing property impairments

The recoverable amount for impairment testing is based on either fair value less costs to complete and sell, present value of future cash flows or, for assets held for their service potential, depreciated replacement cost. In each case estimate is required.

The fair value less costs to complete and sell is based upon the existing use value – social housing for general needs housing properties. Estimation is required of the future cash flows expected to be derived from the properties and an appropriate discount rate.

The cost of purchasing an equivalent property on the open market is estimated based on the sale prices for similar properties in or near the same location.

The rebuilding cost of structures and components is based on the current build costs, based on either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

The accumulated impairment provision at 30 September 2023 was £nil (2022: £nil).

4. Particulars of turnover, operating expenditure and operating surplus

	2023			2022		
	Turnover £	Operating expenditure £	Operating surplus / (deficit) £	Turnover £	Operating expenditure £	Operating surplus / (deficit) £
Social housing lettings (Note 4b)	8,855,815	10,464,414	(1,608,599)	8,336,494	8,823,115	(486,621)
Other social housing activities						
Development administration	-	-	-	-	-	-
Other charitable income	179,939	(1)	179,938	50,563	-	50,563
Other	13,200	-	13,200	28,363	-	28,363
	9,048,954	10,464,413	(1,415,461)	8,415,420	8,823,115	(407,695)
Surplus on sale of fixed assets	-	-	-	-	-	-
	-		-	-		-
Exceptional item - uninsured losses	-	1,528,015	(1,528,015)	-	1,016,372	(1,016,372)
	9,048,954	11,992,428	(2,943,476)	8,415,420	9,839,487	(1,424,067)

NOTES TO THE FINANCIAL STATEMENTS

4 (b) Particulars of turnover and operating expenditure from social housing lettings

	2023				2022
	General Needs	Refuges	Other Supported Housing	Total	Total
	£	£	£	£	£
Income					
Rents receivable net of identifiable service charges	**5,143,171**	**310,708**	**11,500**	**5,465,379**	**5,196,657**
Service charges receivable	**891,817**	**447,399**	**29,006**	**1,368,222**	**1,163,469**
Revenue grants	**-**	**1,159,927**	**359,134**	**1,519,061**	**1,481,627**
Amortised government grants	**497,785**	**-**	**-**	**497,785**	**497,785**
Other income	**5,368**	**-**	**-**	**5,368**	**(3,044)**
Turnover from social housing lettings	**6,538,141**	**1,918,034**	**399,640**	**8,855,815**	**8,336,494**
Operating expenditure					
Service charges costs	**814,630**	**273,171**	**69,221**	**1,157,022**	**942,209.00**
Management	**2,728,963**	**1,508,070**	**290,598**	**4,527,632**	**4,918,168**
Routine maintenance	**1,205,696**	**(0)**	**639**	**1,206,335**	**774,873.95**
Planned maintenance	**1,999,449**	**-**	**94**	**1,999,543**	**806,253.00**
Major repairs	**-**	**-**	**-**	**-**	**0**
Bad debts	**18,305**	**37,088**	**10,148**	**65,540**	**169,106**
Rent payable	**193,942**	**210,033**	**36,953**	**440,928**	**321,255**
Depreciation charge	**937,599**	**-**	**-**	**937,599**	**887,603**
Loss on disposal of components	**128,934**			**128,934**	**0**
Insured costs	**-**	**-**	**-**	**0**	**0**
Other costs	**-**	**881**	**-**	**881**	**3,647**
Operating expenditure on social housing lettings	**8,027,518**	**2,029,243**	**407,653**	**10,464,414**	**8,823,115**
Operating surplus on social housing lettings before exceptional items	**(1,489,377)**	**(111,209)**	**(8,013)**	**(1,608,599)**	**(486,622)**
Exceptional item – uninsured losses	**(1,528,015)**			**(1,528,015)**	**(1,016,372)**
Operating surplus on social housing lettings	**(3,017,392)**	**(111,209)**	**(8,013)**	**(3,136,614)**	**(1,502,993)**
Rent losses from voids (included in Rents receivable net of identifiable service charges)	**(338,743)**	**(87,615)**	**(12,879)**	**(439,237)**	**(412,950)**

5. Key management personnel

Key management are those persons having authority and responsibility for planning, controlling and directing the activities of Housing for Women.

For the purpose of this note, the key management personnel are defined as the Board of Directors and the members of the Executive team – the Chief Executive Officer, the Director of Finance and Resources, the Director of Customer and the Director of Asset Management.

None of the Board of Directors or members received any emoluments. There were no related transactions requiring disclosure.

	2023	2022
	£	£
Remuneration payable to key management personnel (including benefits in kind)	**676,043**	423,230
Employers pension contributions	**47,893**	31,373
Employers national insurance	**80,150**	52,259
	804,086	506,862
The highest paid Executive:		
Remuneration (excluding pension contributions)	**122,688**	118,780
Pension contributions	**12,783**	12,417
	135,471	131,197

The remuneration and pension contributions relate to the Chief Executive.
The Chief executive participates as an ordinary member of the group of defined contribution pension plan and received a pension contribution of 10.5% of pensionable salary.

6. Employee information

Employee information

The average number of staff of Housing for Women (based on a standard working week of 35 hours):	**2023**	2022
Housing and support staff	**38**	29
Administration staff	**17**	20
Maintenance staff	**9**	9
	64	58

6. Employee information (continued)

Staff costs for the above employees:

	2023	2022
Wages and salaries	**2,562,602**	2,294,159
Social security costs	**257,856**	240,434
Other pension costs	**142,076**	133,195
	2,962,534	2,667,788

Included within wages and salaries are redundancy/compensation costs of £5,816 (2022: £22,781).

Salary banding for all employees earning over £60,000, including salaries, bonuses and pension contributions paid by employer.

	2023 Number	2022 Number
More than £60,000 but not more than £70,000	2	4
More than £70,000 but not more than £80,000	1	-
More than £80,000 but not more than £90,000	-	-
More than £90,000 but not more than £100,000	1	1
More than £100,00 but not more than £110,000	1	-
More than £110,00 but not more than £120,000	-	1
More than £120,00 but not more than £130,000	1	-
More than £130,00 but not more than £140,000	-	1
	6	7

7. Interest and financing costs

	2023	2022
	£	£
Interest payable on bank loans	**1,237,797**	717,846
	1,237,797	717,846

8. Deficit in current year

	2023	2022
	£	£
Is stated after charging:		
Depreciation of housing properties	**980,344**	944,465
Depreciation of other tangible fixed assets	**47,931**	47,959
Amortisation of government grants	**(497,785)**	(497,785)
Operating lease payments		
Land & Buildings	**168,716**	168,716
Auditors remuneration (excluding VAT):		
In their capacity as auditors	**25,100**	20,000
In respect of other services	**2,550**	2,550

9. Property, plant and equipment

	Housing Properties	Property equipment, fixtures and commercial premises	Leasehold Office premises	Office equipment and furniture	Total
	£	£	£	£	£
Cost					
At 1 October 2022	**85,613,337**	**77,368**	**136,010**	**394,994**	**86,221,709**
Additions	**1,447,294**	**-**	**-**	**-**	**1,447,294**
Disposals	**(345,181)**	**-**	**-**	**-**	**(345,181)**
At 30 September 2023	**86,715,450**	**77,368**	**136,010**	**394,994**	**87,323,822**
Depreciation					
At 1 October 2022	**14,992,972**	**77,368**	**132,588**	**323,922**	**15,526,850**
Charge for year	**980,344**	**-**	**-**	**47,931**	**1,028,275**
Disposals	**(216,247)**	**-**	**-**	**-**	**(216,247)**
At 30 September 2023	**15,757,069**	**77,368**	**132,588**	**371,853**	**16,338,878**
Net book value					
At 30 September 2023	**70,958,381**	**-**	**3,422**	**23,141**	**70,984,944**
At 30 September 2022	**70,620,365**	**-**	**3,422**	**71,072**	**70,694,859**

Included within the housing properties balances is £nil of capitalised interest (2022: £Nil).

Housing properties book value, net of depreciation comprises:

	2023	2022
	£	£
Freehold land and buildings	**65,135,955**	64,818,035
Long leasehold land and buildings	**5,306,683**	5,311,314
Short leasehold land and buildings	**515,745**	491,016
	70,958,382	70,620,365

10. Investment properties

	£
At 1 October 2022	**1,250,000**
Net gain on revaluation	**-**
At 30 September 2023	**1,250,000**

11. Investments

	£
As at 1 October 2022	**4,582**
Fair value adjustment	**545**
Market value at 30 September 2023	**5,127**

12. Debtors

	2023	2022
	£	£
Amounts receivable within one year		
Arrears of rent and service charges	**815,209**	783,423
Less: provision for bad and doubtful debts	**(400,053)**	(362,489)
	415,156	420,934
Prepayments and accrued income	**1,109,971**	737,789
Other debtors	**890,018**	794,946
	2,415,145	1,953,669

13. Cash and cash equivalents

	2023	2022
	£	£
Cash held on current account or in hand	**2,752,619**	9,739,478
The Charities Official Investment Deposit Fund	**230,434**	222,440
	2,983,053	9,961,918

14. Creditors – amounts falling due within one year

	Note	2023	2022
		£	£
Amounts falling due within one year:			
Loan instalments repayable within 12 months	16	**853,335**	807,420
Deferred government grant income	17	**497,785**	497,785
Trade creditors		**97,475**	326
Rent and service charges received in advance		**608,060**	445,050
Other creditors		**88,457**	152,768
Accruals and deferred income		**810,762**	1,870,872
		2,955,874	3,774,221

15. Creditors - amounts falling due after more than one year

	Note	2023	2022
		£	£
Housing loans	16	**29,631,449**	30,484,785
Deferred government grant income	17	**35,701,243**	36,199,028
Other deferred grant income		**1,200,000**	1,200,000
		66,532,692	67,883,813

16. Housing loan debt analysis

Housing loans are secured by specific charges on Housing for Women's housing properties and are repayable at varying rates of interest between 0.6% and 10.8%, in instalments due as follows:

	2023	2022
	£	£
Due within one year	**853,335**	807,420
Due after more than one year:		
One to two years	**899,905**	853,337
Two to five years	**2,872,966**	2,796,901
Five or more years	**25,858,578**	26,834,546
	29,631,449	30,484,784
	30,484,784	31,292,204

The Net Book Value of assets held as security for the housing loans at September 2023 was £41,493,281.

17. Deferred government grant income

	2023	2022
	£	£
Grant received		
At 1 October	**49,724,243**	49,724,243
Grant received during the year	**-**	-
At 30 September	**49,724,243**	49,724,243
Grant amortised		
At 1 October	**13,027,433**	12,529,648
Amortised to income in the year	**497,785**	497,785
At 30 September	**13,525,218**	13,027,433
Carrying amount		
Amounts to be released within one year	**497,785**	497,785
Amounts to be released in more than one year	**35,701,243**	36,199,028
	36,199,028	36,696,813

	2023	2022
	£	£
Government grant previously amortised to income	**13,525,213**	13,027,428
Government grant included in deferred income	**36,199,027**	36,696,812
Total government grant received	**49,724,240**	49,724,240

In addition to the deferred grants, Housing for Women has acquired properties which had grant funding of £8.74m awarded to other registered providers of social housing.

18. Permanent endowment funds

The reserves of Housing for Women include the following endowment funds of which Housing for Women is the trustee:

	Balance 1 October 2022	Investment income transfers from Revenue reserve	**Balance 30 September 2023**
	£	£	**£**
Mary Curzon Charity	486,377	-	**486,377**
	486,377	-	**486,377**

The Mary Curzon Charity for Women Workers (MCC) is administered under the banner title "Housing for Women". The assets and liabilities of the Mary Curzon Charity were consolidated in the accounts of Housing for Women in the year to 30 September 1998. The Mary Curzon Charity does not own or manage any property.

19. Analysis of net asset balances between funds

Fund balances at 30 September are represented by:

	2023			2022		
	Unrestricted	**Endowment**	**Total**	Unrestricted	Endowment	Total
	£	**£**	**£**	£	£	£
Property, plant and equipment	**70,984,944**	**-**	**70,984,944**	70,694,859	-	70,694,859
Investment property	**1,250,000**	**-**	**1,250,000**	1,250,000	-	1,250,000
Investments	**5,127**	**-**	**5,127**	4,582	-	4,582
Current assets	**4,911,821**	**486,377**	**5,398,198**	11,429,210	486,377	11,915,587
Current liabilities	**(2,955,874)**	**-**	**(2,955,874)**	(3,774,221)	-	(3,774,221)
Creditors - amounts falling due after more than one year	**(66,532,692)**	**-**	**(66,532,692)**	(67,883,813)	-	(67,883,813)
	7,663,327	**486,377**	**8,149,704**	11,720,617	486,377	12,206,994

20. Revenue Reserves

Revenue reserves include amounts earmarked for future anticipated major works (Major Work funds) to Housing for Women owned properties; service chargeable items replacement (replacement funds) and funding for non-externally funded periods in supported housing projects (charitable funds). As at 30 September 2023 the amounts earmarked are;

	£
Charitable	-
Major Works	4,166,912
Replacement	534,900
	4,701,812

Reserves that have not been earmarked for specific use are solely for the operation of general needs housing as they have been generated from general needs activity. As such they cannot be used to cross-subsidise the supported housing projects that rely on income from Trusts, foundations, donations and/or local and central government funding. For further details please refer to the Trustees report page 9.

21. Leasing commitments

The total future lease commitments under non-cancellable leases are as follows:

	2023 Property £	2022 Property £
Within one year	**135,932**	131,800
Between two and five years	**286,736**	339,745
After five years	**228,126**	231,263
	650,794	702,808

22. Related party transactions

The members of the Board and the Senior Management Team are considered related parties as defined by FRS 102. Housing for Women retains a register of members' interests. Transactions requiring disclosure are shown in note 5.

23. Social housing units

Accommodation owned and in management.

	2023 No	2022 No
General needs housing	**839**	856
Supported housing	**65**	65
	904	921

Of the above 849 units are owned by Housing for Women.

24. Notes to the statement of cash flows

	Note	2023	2022
		£	£
Operating surplus for the year		**(1,415,459)**	(407,695)
Exceptional item - uninsured losses		**(1,528,015)**	(1,016,372)
Adjustments for non-cash items			
Depreciation of tangible fixed assets	9	**812,028**	990,018
Amortisation of grants	8	**(1,293,474)**	(1,956,005)
Loss on disposal of components and other fixed assets		**344,636**	15,314
Non-cash accruals/prepayments		**(1,381,287)**	173,969
Movement in working capital			
(Decrease)/increase in debtors		**(137,699)**	(371,058)
(Increase)/decrease in creditors		**239,163**	820,802
Net cash generated from operating activities		**(4,360,107)**	(1,751,027)

25. Exceptional Item

	2023	2022
	£	£
Uninsured Losses	**1,528,015**	**1,016,372**

These losses relate to the uninsured costs incurred at Childers Street. Whilst we are currently uncertain as to where the liability for these costs lies, they have been written off as an Exceptional Item in the year. It should however be noted that a contingent asset may be confirmed in a future year as recovery of monies through third parties becomes more certain.

26. Financial instruments

The carrying values of Housing for Women's financial assets and liabilities are summaries by category below:

	2023	2022
	£	£
Financial assets		
Measured at undiscounted amounts receivable		
Cash and cash equivalents	**2,983,053**	9,961,918
Gross debtors	**815,209**	783,423
Other debtors	**536,949**	829,946
Measured at fair value through profit and loss		
Investments	**5,127**	4,582
Financial liabilities		
Measured at amortised cost		
Loans repayable	**30,484,784**	31,292,205
Measured at undiscounted amounts payable		
Trade and other creditors	**111,049**	156,040

Housing for Women's income, expense, gains and losses in respect of the financial instruments are summarised below:

	2023	2022
	£	£
Fair value gains and losses on investments	**545**	(878)
Interest income and expense		
Total interest income for financial assets at amortised cost	**123,980**	20,096
Total interest expense for financial liabilities at amortised cost	**1,237,797**	717,846

HOUSING FOR WOMEN

England & Wales - Charity number 211351

Accounts

HOUSING FOR WOMEN

(A company limited by guarantee and having no share capital)

Annual Report and Financial Statements
Year ended
30 September 2022

Company Registration Number 00420651
Charity Registration Number 211351
Registrar of Social Housing Number L0970

Housing for Women
(A company limited by guarantee having no share capital)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2022

CONTENTS

Page:

3	Executive and Advisors
4	Strategic Report
12	Report of the Board of Directors
20	Report of the Independent Auditor
24	Statement of Comprehensive Income
25	Statement of Financial Position
26	Statement of Changes in Reserves
27	Statement of Cash Flows
28	Notes to the Financial Statements

EXECUTIVE AND ADVISORS

BOARD OF DIRECTORS

Susan Kane (Chair)

Carli Harper-Penman
(Vice-Chair)

Helen Webb
Nicola Ewen
Caroline Davies
Elaine Marshall
Troy Henshall
Simon Basey
Yvonne Akinmodun

REGISTERED OFFICE

Sixth Floor, Blue Star House
234-244 Stockwell Road
London
SW9 9SP

AUDITOR

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

CHIEF EXECUTIVE AND COMPANY SECRETARY

Zaiba Qureshi

INTERNAL AUDITOR

TIAA Ltd
Artillery House
Fort Fareham
Newgate Lane
Fareham
PO14 1AH

BANKERS

Lloyds TSB Bank Plc
39 Threadneedle Street
London
ECR2 8AU

SOLICITORS

Trowers & Hamlins
3 Bunhill Row
London
EC1Y 8YZ

STRATEGIC REPORT

The Board of Directors present their Strategic Report for Housing for Women ("Housing for Women") for the year ended 30 September 2022.

PRINCIPAL ACTIVITIES AND BUSINESS MODEL

The principal activity of Housing for Women is the provision of accommodation for women on low incomes and their dependants.

Business Model

Housing for Women is a not-for-profit public benefit entity. It is a company limited by guarantee and not having share capital, a registered provider of social housing and a registered charity.

Housing for Women is sole trustee of the charity The Mary Curzon Charity for Women Workers.

OBJECTIVES, STRATEGY AND PRINCIPAL RISKS AND UNCERTAINTIES

Objectives and mission

The mission of Housing for Women is to empower women through providing good homes and services and challenging inequalities they face.

Strategy

The year ended 30 September 2022 marks the final year of our current 5-year Business plan. This plan was set to ensure we effectively manage and mitigate for an ever-changing external environment, ensuring that both the financial viability and governance structures remain sound. Our aim was to achieve a healthy surplus year on year to maintain and invest in our stock and enable growth.

At the end of last year our Board approved our new Corporate Plan 2022-27. In response to customer feedback our plan is clearly focussed on getting 'Back to Basics' with customers at the heart of all that we do. The plan is split into two phases as follows:

Phase 1 focusing on our customers' needs and wants. We will transform our customer service increasing the size of our customer facing team and building our relationship with our customers with a 'back to basics' approach in core services. Our officers will have a greater presence on our estate and other properties, and we will begin to re-engage with customers at grassroots level.
Our contacts with customers will be more efficient and effective, supported by our new housing management system enabling us to better manage interactions and build relationships with customers.
We will also seek opportunities to grow our specialist supported housing services for women under the umbrella of violence against women and girls.

Our stock is widely dispersed across London making the delivery of services more complex and costly. During Phase One we will review the whole of our stock portfolio and consider where and how we can deliver services most effectively and efficiently with a view to rationalising our areas of operation to improve both quality and value for money.

STRATEGIC REPORT (CONTINUED)

During the last two years of our Plan (Phase 2), we will build on the foundations of our achievements in Phase One and develop 'good' services into 'great' services, in line with our mission and vision. We will target our performance to the upper quartile results of our peers. We will explore a Housing for Women service offer "Housing Plus" that provides added value to our residents and distinguishes us from other landlords. We will also explore how we can grow our services, to deliver to more women across London.

Principal risks and uncertainties

The Strategic Risk Register is updated quarterly and kept under regular review by the Executive Team (ET), Audit and Risk Committee and Board of Directors. All risks are managed with reference to the Risk Register where identified risks with mitigating actions to be achieved are allocated to key personnel to implement. High level risks are modelled in the 30-year business plan through stress testing using the Brixx financial and business planning tool and Housing for Women maintains insurance cover for matters such as indemnity protection for officers and directors and public liability insurance.

Key risks and mitigation currently identified include the following:

Risk	Mitigation
Inability to effectively engage with our customers and/or deliver good quality services or manage customer expectations resulting in poor customer satisfaction and increased number of customer complaints upheld.	• Communications Strategy in place. • Self-assessment against Ombudsman Code completed and circulated to Board. • New Complaints and Compensation Policies in place and rolled out to all staff. • Board and ET Report on Complaints revised to include improved analysis and themes. • Customer Services Team now in place. • All staff to be trained in customer services. • Acuity Satisfaction surveys in place. • Customer Satisfaction improvement plan in place. • Procurement and outsourcing of Repairs service to MCP.
Failure to manage all aspects of the remediation of our Childers Street development.	• Project Board in place. • Legal advisor and Barristers appointed. • Legal Claim made together with Insurers. • Quarterly reports to Board together with project risk register review. • Communications Plan in place.

STRATEGIC REPORT (CONTINUED)

Risk	Mitigation
Failure to comply with required Health & Safety and Safeguarding policies/legislation.	• H&S consultant in place • H&S Policy & procedure reviewed, and staff briefed. • Compliance Policies reviewed and in place. • Compliance Manager and Compliance officer in place reducing reliance on external. consultants and improving knowledge transfer. • Reporting governance in place with performance reported in Board, Audit & Risk Committee and ET. • Single source data management system - C365 in place. • Safeguarding policies and procedures in place. • Established liaison with Local Authority Safeguarding teams. • Staff and Volunteers DBS Checked. • Staff trained in Safeguarding procedures. • Safeguarding forum established.
Failure to recruit and retain good quality people in some areas of the organisation in a market where strong candidates are in short supply.	• Internal recruiter in post. • Recruitment and selection policy in place. • All managers trained in recruitment. • Improved induction process in place. • Wellbeing policies and procedures in place. • Salary benchmarking complete and new pay policy implemented. • Enhanced menu of benefits. • Exit interviews being carried out by HR consultant. • Staff retention plan completed and reviewed. by People and Customer Committee. • Staff Engagement survey to be carried out regularly.

In respect of emerging risks, we shall use our new housing database and our contractor partners to monitor customer complaints and repairs requests to determine whether there may be block building quality concerns.

STRATEGIC REPORT (CONTINUED)

GOVERNANCE

Governance structure

The Board of Directors are all non-executive members working voluntarily for Housing for Women. The members are drawn from a wide variety of disciplines, to provide the balance of skills and specialisations necessary for the management of Housing for Women. The Board of Directors met formally seven times during the year.

Housing for Women currently has two committees: The Audit & Risk Committee has responsibility for overseeing risk management and internal control and the People and Customer Committee has responsibility for overseeing both the People and Customer strategies together with recommending to the Board of Directors the remuneration of the Chief Executive and senior staff. It is also responsible for Board recruitment and succession planning.

Whilst retaining its responsibilities for the overall strategy and policies of Housing for Women, the Board of Directors delegates day to day management to the Chief Executive and the Executive Team.

Code of Governance

Housing for Women has adopted the National Housing Federation's 2020 Code of Governance and an annual review of compliance with that code for 2021/22 was approved in December 2022.

Compliance with Regulatory Standards

Housing for Women has assessed its compliance with the Regulator of Social Housing (RSH) governance and viability regulatory standards (April 2015) and believes that it meets the standards identified by the RSH.

REVIEW OF BUSINESS

Financial Review

During an extremely busy year Housing for Women continued its work in securing a firm foundation for the future.

Housing for Women made a loss on ordinary activities before exceptional items of £408k for the year ended 30 September 2022 compared with a surplus of £28k for the previous year.

Gross income receipts were in line with expectations. However, there was a void loss of £408k (2021: £255k). These were seen in both the General Needs and Supported Housing, with size and type of accommodation or availability of nominations being significant drivers. Further steps to effectively identify, manage and minimise void loss days in the future have been initiated by management. Additionally, the organisation held several properties requiring decants and substantial repairs. We are currently exploring the potential for lost income and cost recovery from the original developer in some cases.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

Arrears recovery continued to be an area of ongoing focus with improvement plans in place to minimise bad debt. We have seen a significant increase in the quantum of our arrears across the year mainly driven by current tenant debt, which unfortunately is being reflected across the sector in these difficult economic times.

During the year we had several changes with our Director of Customer appointment resulting in a business decision to bring both customer and asset management together under one Director. This will both improve staff cohesion giving better customer service whilst also providing improved Value for Money. The Director of Operations commenced this new role in October 2022.

Additionally considerable investment was made in respect of outsourcing our procurement programme for a significant number of contracts mainly around our assets. Whilst the cost to the organisation was £85k in the year, annual VfM savings have been identified of £179k arising from this work for forthcoming years.

Asset Management has represented an area of considerable investment in the year, both in respect of infrastructure, but also in monetary terms, with additional spend in all areas including property compliance and cyclical works.

Finally, we acquired an additional £10m of funding in January 2022 with a fixed rate of interest until 2047. Whilst this increased our interest burden going forward, it continues to provide necessary comfort in respect of liquidity as the organisation navigates an uncertain economic environment, together with significant plans for asset improvement and required remediation.

Operational Review

Customer Service
Whilst there were many challenges in respect of our customer service in 2021/22, we are committed to strengthening the relationship with our customers through effective communication and good quality services . Going forward into 2022/23 our Customer First strategy has been developed with contributions from a small group of customers. We have used customer feedback during 2021/22 via complaints, satisfaction surveys, focus groups and social media as a baseline for planning our improvements and delivery timetables.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

Key deliverable outcomes that have been achieved over the past 12 months across the organisation's frontline services are:

General Needs Services
During 2021/22 we were limited in welcoming new residents as we were carrying out significant repairs to several properties and using many of our voids for temporary decants for existing tenants. At the year-end we had 803 women and their families housed in permanent affordable homes (2021: 842).

Support Services
Housing for Women has continued to deliver a range of support services throughout the year including;

- Domestic Violence and Abuse services – Refuges and Floating Support (Ealing and Greenwich), Sanctuary scheme and telephone advice (Greenwich).
- Accommodation and support services to single homeless women with complex/multiple needs in Haringey.
- ReConnect - Support and accommodation for single women with complex/multiple needs following release from prison.
- SafeSpace – Crisis and second stage support and accommodation for single women escaping trafficking and other forms of modern slavery. This service began in 2020 and continued the service previously provided by RePlace, adding a drop-in service and accommodation.
- Capacity building work to support case workers and advocates in developing their skills and knowledge around housing legislation. This includes building partnerships with local authority housing services to support housing pathways for women in the Criminal Justice System seeking accommodation. Additionally, we have a separate worker sited in HMP Bronzefield working directly with women to access housing pathways on release.

Funding of our Support Services
Housing for Women currently have reserves of £12m. Of this figure, charitable reserves available for support services total £110k. Remaining reserves that have not been earmarked for specific use are solely for the operation of general needs housing as they have been generated from general needs activity. As such they cannot be used to cross-subsidise the supported housing projects that rely on income from local and central government and/or Trusts, Foundations and donations.

Our funding and donations secured through Trusts, Foundations and individual donations are therefore critical for the continued delivery of services. We would like to take this opportunity to thank all our donors for their ongoing and generous support.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

During 2021/22:

- 53 (2021: 97) women stayed in our refuges.
- Our floating support service helped 136 (2021: 161) women and 21 men (2021: Nil) in Greenwich. This service provides one-to-one emotional and practical support around matters like safety planning, housing, financial empowerment, contacting the police, and ensuring the safety of their children.
- We coordinated 165 (2021: 168) referrals for the Sanctuary Scheme in Greenwich which provides extra security to ensure women can live safely in their own homes.
- We handled 7,529 (2021: 6,116) calls through our Domestic Abuse Advice Line, providing information and support to survivors and professionals across London. Our confidential advice line provides practical advice and emotional support to women suffering domestic abuse.

We continue to operate in line with the Women's Aid National Quality Standards. Embodying principles of participation, transparent governance and needs-led service delivery, they set out the nature and standard of service provision necessary to enable women and children survivors of domestic violence to cope with and recover from their experiences of abuse.

Childers Fire
In May 2020 we had a significant fire at our Childers Street scheme. Thankfully there was no loss of life or injuries, though significant damage to one block led to the safe decant of those affected.
Over the course of the year, the occupied Childers blocks (including those managed by others) have been fully alarmed, and a Managed Service Waking Watch has been put in place to support resident safety and provide additional reassurance.

Relevant surveys and enabling works have been carried out to support the future reoccupation and remediation programme and our assigned project team is working on the detailed design. As we work through the complexities of the programme, we periodically engage with and update stakeholders.

FUTURE PROSPECTS

To achieve our growth ambitions and build service capacity we continue to explore new opportunities through increased partnership working, mergers and acquisitions. Additionally, we shall seek future finance through a combination of active asset management and maximising opportunities to extend our gearing.

Post year end we were pleased to have a positive outcome from the Ministry of Justice for our bid for organisational core costs to support our specialist accommodation and support projects for women affected by the Criminal Justice System.
We await the outcome of our accompanying bid to the MoJ for a new service which expands on our previous projects to deliver specialist support and accommodation to women on their release from prison.

STRATEGIC REPORT (CONTINUED)

KEY PERFORMANCE INDICATORS

Key performance indicators are identified and explained within the Value for Money section of the Report of the Board of Directors.

Approved by the Board of Directors and signed on behalf of the Board by:



Susan Kane
Chair
Date: 27 March 2022

REPORT OF THE BOARD OF DIRECTORS

The Board of Directors present their report and the financial statements for the year ended 30 September 2022.

Directors

The Directors of Housing for Women who served during the year are:

- Susan Kane (Chair)
- Joanne Norris (Vice Chair) (resigned 4 April 2022)
- Nicola Ewen (appointed 29 August 2022)
- Simon Basey (appointed 12 May 2022)
- Abbi Agana (appointed 12 May 2022)
- Yvonne Akinmodun (appointed 12 May 2022)
- Helen Webb
- Christine Pointer
- Mark Cooper (resigned 9 November 2021)
- Sally East (resigned 11 May 2022)
- Caroline Davies
- Yewande Showumni (resigned 25 March 2022)
- Troy Henshall (Appointed 7 September 2021)
- Carli Harper-Penman (Vice Chair) (Appointed 7 September 2021)

Responsibilities of the Board of Directors

The Board of Directors is responsible for preparing the Annual Report and Financial statements in accordance with applicable law and regulations.

Company Law requires the Board of Directors to prepare financial statements for each financial year. Under that law the Board of Directors has elected to prepare the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of Housing for Women and of the surplus or deficit of Housing for Women for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that Housing for Women will continue in business.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

The Board of Directors is responsible for keeping adequate accounting records that are sufficient to show and explain Housing for Women's transactions and disclose with reasonable accuracy at any time the financial position of Housing for Women and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. They are also responsible for safeguarding the assets of Housing for Women and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

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

Internal Controls

The Board of Directors is ultimately responsible for the 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 and not absolute assurance against material misstatement or loss.

The Board of Directors confirms there is an on-going process for identifying, evaluating, and managing the significant risks faced by Housing for Women, including the risk of fraud that has been in place for the year under review and up to the date of approval of the Annual Report and Financial Statements. This process is regularly reviewed by the Board. The Board of Directors has approved and regularly reviews its policy on fraud covering prevention, detection and reporting. The fraud register is reviewed annually.

The Board of Directors has reviewed the effectiveness of the system of internal control. In particular, the Board of Directors has reviewed and updated Housing for Women's strategic risk map. The Board of Directors has received the Chief Executive's report on the effectiveness of internal control which confirmed having reviewed the effectiveness of the system of internal control, including the sources of assurance agreed by the Board as being appropriate for that purpose, she was satisfied that adequate systems of internal control were substantially in place.

Management are responsible for the identification and evaluation of significant risks applicable to their areas of business together with the design and operation of suitable controls.

Key elements of the control framework include:

- Board approved terms of reference and delegated authorities for Audit & Risk Committee and People and Customer Committee,
- Defined management responsibilities for identification, control and management of significant risks,
- Strategic and business planning processes with detailed financial budgets and forecasts,
- Formal recruitment, retention and training policies for all staff,

Full reporting to Board for all significant new initiatives and commitments,

- Regular reporting to Board of business objectives, targets and outcomes,
- Board approved 'whistle blowing' and fraud policies,
- Risk Assurance Framework in place. The Board review strategic risks and regular review by senior management of strategic and operational risk management including Health and Safety.

During 2021/22 our internal auditors (TIAA) carried out 5 assurance audits covering Governance – Strategic Control, Procurement, Reactive Maintenance, GDPR Compliance and Health and Safety Gas/Electrical.

The Audit & Risk Committee have reviewed these reports and agreed the Executive Team's (ET) action plan wherever improvements or issues of significance have been identified. A rolling review of actions completed is maintained and reported by the internal auditors and monitored quarterly by the Audit & Risk Committee.

The Board has reviewed the effectiveness of the Association's internal controls and has not identified any significant matters leading to a breakdown in controls.

Value for Money Assessment

Background
The mission of Housing for Women is to empower women through providing good homes and services and challenging inequalities they face.

We continue to develop our ability to measure the impact, efficiency, and effectiveness of the services we deliver to our residents and service users. As a small housing association, we have limited resources, and operate in challenging areas where demand for our services exceeds supply.
The Housing for Women Board and Executive Team aim to maximise the social value of the organisation by ensuring that its finance and resources are used effectively.

Approach

Housing for Women recognises that Value for Money (VfM) is a fundamental consideration and is committed to maximising VfM to ensure that the highest level of service is delivered to our customers. To maximise VfM, the needs of customers must be met by 'doing the right thing, in the right place, at the right time and at the right price.'

The Board has agreed a strategic goal to ensure our systems and processes support service improvement, efficiency and compliance with funder and regulatory requirements.

The aim is to deliver the strategic goal by continuing to improve our understanding of our costs, performance and quality of services by taking action to ensure that the right balance is achieved.

The strategy considers short, medium and long-term financial implications and is reviewed annually, with an action plan created and reviewed at Executive Team level for at least the year ahead.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

As this is the final year of the current business plan a revised strategy will be put in place alongside the new Corporate Plan 2022 - 2027, clearly defining the deliverables in the short, medium and long term.

This will be done in conjunction with the future development of an ESG framework (environmental, social and governance) referring to a way of measuring our performance in respect of environmental and social impacts and risks, and the quality of governance.

Finally, to note, after the year end the organisation implemented a new Housing and Finance system. A LEAN approach to process reviews is now be carried out as part of the further embedding process enabling us to deliver a step change in this area in 2023/24.

Taking account of Housing for Women's current position and this strategic goal, the VfM objectives of Housing for Women are to:

- Reduce operating costs for general needs properties to 85% of current costs by the end of the plan (2022).
- Achieve median quartile or better performance in comparison to similar housing associations in recognised sector indices,
- Direct resources to achieve the necessary balance between keeping our customers safe, delivering frontline services, maintaining existing assets and providing new homes/services,
- Embed a VfM culture throughout the organisation, and
- Improve customer satisfaction levels.

In this final year of our plan, we were challenged on many areas of our VfM strategy, driven to some extent by the environment in which we currently operate, namely:

- An increased use of resources in respect of property compliance, especially fire safety.
- Resources needed in respect of Childers remediation.
- The current challenges in the market re staff, especially care and support.
- The current challenges re customer satisfaction.

Measuring Value for Money

Our Assessment of VfM considers the following:

- Actively managing our assets
- Comparing performance with peers
- Procurement VfM achievements
- Social Return on Investment

Actively Managing our Assets

To actively manage our assets, we follow our Asset Management Strategy which together with a Disposals Policy enables us to adopt an efficient process of review via an options appraisal process for voids/ low performing assets to best assess the investment approach going forward. Additionally, we commissioned a comprehensive stock condition survey with an extended brief around decency, damp and mould and net zero carbon during 2021/22 to enable programmes of work to be identified going forward. We have a voids standard of accommodation in place for both our supported housing and general needs tenants. Finally, we have successfully mobilised our new repairs contractor and look to see significant VfM improvements together with an improved experience for our customers.

Performance comparison

During the year Housing for Women continued to benchmark through HouseMark (London Region) and the G320 London benchmarking club, refining data and taking action to address any areas where performance is not at the required level.

Indicator	2019/20	2020/21	2021/22	Median BM 320 Benchmark
Regulatory metrics:				
Reinvestment %	-	-	-	2.3
New supply delivered (social housing) %	-	-	-	-
New supply delivered (non-social housing) %	-	-	-	-
Gearing %	18	20	25	37
EBITDA MRI interest cover %	-114	-195	-309	182
Headline social housing cost per unit £	8,788	8,997	11,141	4,880
Operating margin (social housing lettings) %	5.9	-1.1	-5.8	19.3
Operating margin (overall) %	6.9	0.4	-4.8	17
Return on capital employed %	0.74	0.04	-0.51	1.87

Local key cost and performance metrics:				
Financial and overheads				
Overhead as % turnover	23.5	26.2	22.2	23.0
Housing management				
Cost per property	3,364	4,008	5,340	627
Asset management				
Cost per property of major works/cyclical maintenance	2,582	2,208	3,401	870
Cost per property of responsive repairs and void works	1,441	1,256	841	830
Invest in our people				
Staff turnover	36.8	29.7	32.8	Not measured

Commentary on Performance

During 2021/22 we continued to focus heavily on Customer Service and Service Improvement, primarily driving Value for Money through our procurement work completing the final year of a 3-year substantial procurement programme to drive efficiency and effectiveness for our customers.
This continued to be against the backdrop of the COVID 19 pandemic and the challenges this presented in respect of operational functionality.

The following summarises our performance across the metrics with external peers via the benchmark data:

- **Gearing %**
  Our gearing ratio though lower than the sector median, has continued to grow marginally over the last few years due to ongoing remediation works and re-investment in our properties. As part of our financial strategy to facilitate the long-term commitment of our re-investment programme, a long-term fixed rate loan of £10m was secured in October 2021. After securing this loan, a healthy proportion of our housing properties remain uncharged.

- **EBITDA MRI interest cover %**
  With both increased property compliance and significant investment made in our current stock in line with the financial plan accompanying the approved Business Plan, we continue to address under-investment in previous years whilst also complying with legal and regulatory requirements. Looking forward the results of the stock condition survey completed will inform the levels of spend required over the next few years, although this will need to be balanced with that required for the
  Childers remediation.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- **Headline social housing cost per unit £**
  £11,141/unit - Total business, £9,600/unit - Total business excluding Supported Housing
  In 2021/22 we had several interim senior staff in housing management which together with difficulties in securing permanent support staff in our Supported Housing teams (in line with that experience in the sector as a whole) drove up our costs. We have made good inroads into these challenges in 2022/23 and our costs are reducing accordingly. Additionally, we further increased the investment in our property compliance and proactively resolved outstanding customer issues. Our new maintenance contractors provided a much-improved service in both quality and quantum of jobs completed.

- **Operating margin (social housing lettings) %**
  In context we continue to work within our Board's historical policy to keep rents at affordable social levels which drives a lower operating margin for the organisation when compared with our peers. However, during 2021/22 considerable costs were incurred in respect of our property compliance, resolving outstanding customer issues, together with further investment in our procurement to establish improved customer satisfaction and value for money in the future. We must now work to improve operating efficiency with a stable workforce to improve our operating margin whilst maintaining a quality service.

- **Operating margin (overall) %**
  Our Board are committed to the delivery of our much needed and, in many cases, lifesaving, but low margin support services. This has the effect of further diluting the operating margin detailed above. However, in 2021/22 this had marginal impact due to the lettings challenges seen within general needs.
  The Board acknowledges that in the current environment of economic uncertainty and budgetary constraint that a drive to do more with the same or less will continue to put our operating margin under pressure. However, they remain committed to push forward operations in areas of strength whilst working within an agreed risk envelope.

- **Return on capital employed %**
  The ROCE continues to reflect both the low margins and gearing of the organisation.

- **Overhead as % turnover**
  Our level of overhead as % turnover has improved significantly in 2021/22 with the stabilisation of elements of the workforce through permanent recruitment. We are now in line with our peer benchmark.

- **Housing management cost per property**
  £5,340/unit - Total business, £4,000/unit - Total business excluding Supported Housing
  In 2021/22 we invested heavily in our general needs housing management resource having reviewed our methods of customer service delivery to both drive up performance and improve efficiency and therefore VfM. This metric will continue to be more than our peers benchmark in the short term as we progress through the back-to-basics period of our new Corporate Plan.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- **Asset management cost per property of major works/cyclical maintenance**
  £3,400/unit - Total business, £3,659/unit - Total business excluding Supported Housing
  During 2021/22 we continued to spend at levels much above our peer group, as we seek to invest in our assets as informed by our previous stock condition survey. There has been positive customer feedback about the investment carried out thus far and we plan to continue at this or higher levels in the forthcoming year.

- **Asset management cost per property of responsive repairs and void works**
  £841/unit - Total business, £904/unit - Total business excluding Supported Housing
  Whilst for an element of the year our ability to carry out responsive repairs was inhibited by the Government response to the pandemic, we continued to focus our efforts in reducing historic inertia from the reporting of a repair to completion of works. Additionally, we completed significant works in respect of property compliance. With our new contractor in place, we have seen significant improvements in this metric and are well placed to be in line with our peers in the forthcoming year.

- **Staff turnover**
  Having worked hard over the past few years to focus on the retention of our staff via various initiatives our levels of staff turnover (which include those on fixed term contracts), whilst still high, fell back to levels seen in 2016/17. Towards the end of 2021/22 we experienced some element of staff renewal with a very active job market and scarce resource. We have adapted our approach as necessary to secure good quality staff.
  Driving this metric down, ensuring the retention of a high-quality experienced team will also enable a continued embedding of VfM within the culture of the organisation as we retain and grow organisational history and knowledge.

Procurement VfM Achievements

Our procurement strategy sets out how services and goods are to be procured to achieve value for money. It also encourages the use of quotes and tenders as the basis for ensuring best value in all procurement of goods and services.
During the year we terminated/retendered several contracts across the organisation, securing an expected annual VfM saving of £179k.These included repairs and planned maintenance (£28k), caretaking services (£41k), legal support (£38k) and stock surveys (£19k).
Looking forward to 2022/23 we continue to procure with a focus on our asset management. These include neighbourhood/estate services, water hygiene services, gas maintenance and planned electrical works.

Social return on investment

Notwithstanding the impact of the pandemic during the year 2021/22 volunteers contributed 3,979 (2020/21 2,505) hours of their time. Using the London Living wage the monetary value of this social impact is £60,512 (2020/21 £27,080). We have strong ambitions to improve upon these figures in the forthcoming year especially through our engagement with befrienders, social work students and volunteers. We continue with partnerships with the University of Greenwich and London Metropolitan University hosting social work student placements. Additionally, during the year our volunteer Trustees gave generously of their time on Board/Subcommittees.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Going Concern

In respect of going concern the Board considers at present the key area of concern surrounds the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows. We have assessed the financial impact in the context of the current financial plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, as explained in note 27 and regularly reviews the medium-term cash flow. Additionally, considering this and other economic and operational demands, the Board has assessed the availability of potential additional funding, and property disposals, together with regular extensive stress testing of the financial plan. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

Disclosure of information to the Auditor

In the case of each person who was a Director at the time this report was approved:

- so far as that Director was aware there was no relevant audit information of which Housing for Women's auditor was unaware; and that Director had taken all steps that the director ought to have taken as a Director to make himself or herself aware of any relevant audit information and to establish that Housing for Women's auditor was aware of that information.

This information is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Auditor

The approval of our Statutory Accounts and the re-appointment of our External Auditors, Crowe UK LLP, will therefore be proposed at our Board meeting on 27 March 2023.

Approved by the Board of Directors and signed on behalf of the Board by:

S. Kane.

Susan Kane
Chair
Date: 27 March 2023

Company Registration Number 00420651

Independent Auditor's Report to the Members of Housing for Women

Opinion

We have audited the financial statements of Housing for Women (the "Charitable Company") for the year ended 30 September 2022 which comprise the Statement of Comprehensive Income, the Statement of Changes in Reserves, the Statement of Financial Position, the 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 charitable company's affairs as at 30 September 2022 and of the incoming resources and application of resources, including its income and expenditure for the year then ended"
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 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 Charitable Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Annual Report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

- the charitable company has not kept adequate accounting records; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on pages 12-13 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 Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Charitable Company 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 Charitable Company 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 Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008 and other laws and regulations applicable to a registered social housing provider in England. We also considered the risks of non-compliance with the other requirements imposed by the Regulator of Social Housing and we considered the extent to which non-compliance might have a material effect on the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of rental and grant income, the assumptions applied in the valuations and impairment of property assets and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, analytical review and substantive testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with relevant regulators 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. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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



Julia Poulter
Senior Statutory Auditor
Crowe U.K. LLP
Statutory Auditor
London UK
Date: 31 March 2023

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF COMPREHENSIVE INCOME
FOR YEAR ENDED 30 SEPTEMBER 2022

	Note	2022 £	2021 £
TURNOVER	4	**8,415,420**	**7,885,230**
Operating expenditure	4	**(8,823,115)**	**(7,857,139)**
Surplus on sale of fixed assets		**-**	**-**
OPERATING (LOSS)/SURPLUS	4	**(407,695)**	**28,091**
Exceptional item - uninsured losses		**(1,016,372)**	**(1,582,652)**
Surplus on revaluation of investment properties		**380,000**	**771,174**
Bank interest receivable		**20,096**	**22,894**
Interest and other financing costs	7	**(717,846)**	**(359,288)**
DEFICIT FOR THE YEAR	8	**(1,741,817)**	**(1,119,782)**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**(1,741,817)**	**(1,119,782)**

The financial statements were approved and authorised for issue by the Board of Directors on 27 March 2023 and were signed on its behalf by:







SUSAN KANE
Chair

CARLI HARPER-PENMAN
Vice-chair

ZAIBA QURESHI
Company Secretary

STATEMENT OF FINANCIAL POSITION
AS AT 30 SEPTEMBER 2022

	Note	2022 £	2021 £
Fixed assets			
Property, plant & equipment	9	70,694,859	69,341,566
Investment Properties	10	1,250,000	870,000
Investments	11	4,582	5,460
		71,949,441	70,217,026
Current assets			
Trade and other debtors	12	1,953,669	1,209,062
Cash and cash equivalents	13	9,961,918	3,413,724
		11,915,587	4,622,786
Creditors - amounts falling due within one year	14	(3,774,221)	(3,114,337)
Net current assets		8,141,366	1,508,449
Total assets less current liabilities		80,090,807	71,725,475
Less: Creditors - amounts falling due after more than one year	15	(67,883,813)	(57,776,664)
Total net assets		12,206,994	13,948,811
Capital and reserves			
Revenue reserves		11,720,617	13,462,434
Endowment funds	18	486,377	486,377
		12,206,994	13,948,811

The financial statements were approved and authorised for issue by the Board of Directors on 27 March 2023 and were signed on its behalf by:

SUSAN KANE	**CARLI HARPER-PENMAN**	**ZAIBA QURESHI**
Chair	Vice-chair	Company Secretary







Company Registration Number 00420651
Charity Registration Number 211351
Registrar of Social Housing Number L0970

STATEMENT OF CHANGES IN RESERVES
FOR YEAR ENDED 30 SEPTEMBER 2022

	Note	Revenue Reserve £	2022 Endowment Reserve £	Total £
At the beginning of the year		13,462,434	486,377	13,948,811
Surplus from Statement of Comprehensive Income for the year		(1,741,817)	-	(1,741,817)
At the end of the year		**11,720,617**	**486,377**	**12,206,994**

	Revenue Reserve £	2021 Endowment Reserve £	Total £
At the beginning of the year	14,582,216	486,377	15,068,593
Surplus from Statement of Comprehensive Income for the year	(1,119,782)	-	(1,119,782)
At the end of the year	**13,462,434**	**486,377**	**13,948,811**

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2022

	Note	2022		2021	
		£	£	£	£
Net cash generated from operating activities	24		**(1,751,027)**		(1,770,075)
Cash flow from Investing Activities					
Purchase of housing properties		**(2,325,631)**		(1,194,471)	
Interest received		**20,096**		22,894	
Proceeds from Sale of Property		**-**		-	
Purchase of other property, plant & equipment		**(32,116)**		(15,042)	
Net cash used in investing activities			**(2,337,651)**		**(1,186,619)**
Cash flow from Financing activities					
Repayment of borrowings		**-**		-	
Grant funding		**-**		-	
New borrowing		**11,354,706**		-	
Loan agreement fees		**-**		-	
Interest paid		**(717,846)**		(359,288)	
Net cash used in financing activities			**10,636,860**		(359,288)
Net change in cash and cash equivalents			**6,548,182**		(3,315,982)
Cash and cash equivalents at:					
Beginning of the year			**3,413,736**		6,729,719
End of the year	13		**9,961,918**		3,413,736

NOTES TO THE FINANCIAL STATEMENTS

1. General information

Housing for Women, a company limited by guarantee having no share capital is incorporated in England under the Companies Act 2006, registered number 00420651, and is registered with the Registrar of Social Housing as a Private Registered Provider of Social Housing (Registered number L0970) and is a registered charity (Registered Number 211351). Housing for Women's principal activities are stated in the Strategic Report on page 4.

The registered office is Sixth Floor, Blue Star House, 234-244 Stockwell Road, London SW9 9SP.

2. Principal accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

2.1 Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Statement of Recommended Practice for registered social housing providers, Housing SORP 2014.

In accordance with FRS 102 (3.3A), Housing for Women is a public benefit entity that has applied the "PBE" prefixed paragraphs.

The financial statements comply with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022 ("the Direction").

The accounts are prepared on the historical cost basis of accounting and are presented in sterling (£).

Housing for Women took the exemption within FRS 102 to not restate business combinations entered into before the date of transition.

2.2 Going Concern

In respect of going concern the Board considers at present the key area of concern surrounds the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows. We have assessed the financial impact in the context of the current financial plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, as explained in note 27 and regularly reviews the medium term cash flow. Additionally, considering this and other economic and operational demands, the Board has assessed the availability of potential additional funding, and property disposals, together with regular extensive stress testing of the financial plan. The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

2.3 Turnover and revenue recognition

Turnover comprises rental and service charge income, fees and grants receivable and other income.

2. Principal accounting policies (continued)

2.3 Turnover and revenue recognition (continued)

Rental and service charge income is recognised in the period to which it relates, net of rent and service charge losses from voids. Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids.

Service charge and other income are accounted for on the basis of the value of goods or services supplied during the period. Any over or under recovery of variable service charge amounts due is reflected as a creditor or debtor respectively.

Revenue grants are accounted for once Housing for Women is legally entitled to the grant. Revenue grants are recognised in the Statement of Comprehensive Income in the same period as the expenditure to which they relate under the performance model of accounting.

Government capital grants received are initially deferred and then credited to turnover in the Statement of Comprehensive Income on a straight line basis over the expected life of the asset which they have funded under the accrual model of accounting.

2.4 Short term employee benefits

Short term employee benefits, including holiday pay, are accrued as services are rendered. Contributions to defined contribution pension schemes are charged to the Statement of Comprehensive Income as they become payable in accordance with the rules of the scheme. Differences between contributions payable in the year and those actually paid are shown as either accruals or prepayments in the Statement of Financial Position.

2.5 Taxation

Housing for Women is not VAT registered since a large proportion of Housing for Women's income, including its rents, is exempt for VAT purposes whilst the majority of its expenditure is subject to VAT that cannot be reclaimed, expenditure is shown inclusive of irrecoverable VAT.

Housing for Women has charitable status and therefore is not subject to Corporation Tax on surpluses derived from charitable activities, provided that the surpluses are applied to the charitable objects of Housing for Women.

2.6 Interest payable

Interest is capitalised on borrowings to finance the development of qualifying assets to the extent that it accrues in respect of the period of development if it represents:

- interest on borrowings specifically financing the development programme after deduction of related grants received in advance; or
- a fair amount of interest on borrowings of Housing for Women as a whole after deduction of Social Housing Grant received in advance to the extent that they can be deemed to be financing the development programme.

Other interest payable is charged to the Statement of Comprehensive Income in the year.

2. Principal accounting policies (continued)

2.7 Property, plant & equipment - Housing properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available for rent and are stated at cost less accumulated depreciation and impairment losses.

Cost includes the cost of acquiring land and buildings, development costs and interest charges incurred during the development period.

Where an asset comprises components with materially different useful economic lives, those assets are separately identified and depreciated over those individual lives. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.

Housing for Women depreciates the major components of its housing properties at the following annual rates:

Components identified within housing properties:	
Roof and Structure	100 years
Windows and External doors	30 years
Kitchens	20 years
Bathrooms	30 years
Heating	15 years
Mechanical and electrical	40 years
Lifts	25 years

Subsequent expenditure which relates to either the replacement of previously capitalised components or the enhancement of such components which results in incremental future benefit is capitalised and the carrying amount of any replaced component or part component is derecognised.

The residual values of fixed assets, their useful lives, and their depreciation rates are reviewed at each reporting date and where there is an indication of a significant change since the previous reporting date, they are adjusted prospectively.

2. Principal accounting policies (continued)

2.8 Property, plant and equipment - Other

Other property, plant and equipment are stated at cost less accumulated depreciation.

Depreciation is provided evenly on the cost of other property, plant and equipment to write them down to their estimated residual values over their expected useful lives. No depreciation is provided on freehold land. All assets with a value of less than £250 are treated as small equipment and written off in year.

The principal annual rates used for other assets are:

Leased Office buildings	Over the life of lease
Office equipment and furniture	25%
Property equipment and furniture	33.3%

Gains or losses arising on the disposal of other property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

2.9 Investment properties

Investment properties are properties rented at market rent. They are stated at market value. The valuation is based on a valuation by an independent valuer who holds a recognised and relevant professional qualification and has recent experience in the location and class of investment property being valued. We are not aware of any restrictions on the realisability of investment property or the remittance of income and proceeds of disposal. There are no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

2.10 Impairment

Assets other than those measured at fair value, are assessed for indications of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income as described below.

Non-financial assets

Non-financial assets comprise housing properties and other property, plant and equipment. A non-financial asset is impaired where there is objective evidence that, as a result of one or more events after initial recognition, the estimated recoverable amount of the asset has been reduced. The recoverable amount of a non-financial asset is the higher of its fair value less costs to sell and its value in use.

2. Principal accounting policies (continued)

2.10 Impairment (continued)

For the purposes of impairment assessments, housing properties are grouped together into schemes, each scheme typically comprising one or more buildings in an immediate locality, and each building consisting of one or more accommodation units. Schemes are typically developed or acquired as one block of units.

Value in use (VIU) for housing schemes, which are able to be let in the current condition and which are fulfilling the social purpose for which they were acquired is referred to as Value in use Service Potential (VIU-SP) and this can be measured using the 'depreciated replacement cost (DRC) valuation basis. The DRC basis considers either the cost of purchasing an equivalent property on the open market (based on the sale prices for similar properties in or near the same location), or from another registered provider (where there is considered to be an active market), or the rebuilding cost of structures and components based on current building costs, using either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

For other schemes, value in use is defined as the net present value of the future cash flows generated from the scheme before interest cost.

Financial assets

Financial assets comprise investments, trade and other debtors.

For financial assets carried at amortised cost, the amount of impairment is 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.

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

2.11 Financial instruments

Financial assets and liabilities comprise investments, trade and other debtors, cash and cash equivalents, trade and other payables, accruals and loan balances.

Financial assets and financial liabilities are recognised when Housing for Women becomes party to the contractual provisions of the financial instrument.

All financial assets and financial liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through the Statement of Comprehensive Income, which are initially measured at fair value, unless the arrangement constitutes a financial transaction. If an arrangement constitutes a financial transaction, the financial

2. Principal accounting policies (continued)

2.11 Financial instruments (continued)

asset or financial liability is measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument. A financing transaction may take place in connection with the sale of goods or services, for example, if payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Financial assets and liabilities are only offset in the Statement of Financial Position when, and only when there exists a legally enforceable right to set off the recognised amounts and Housing for Women intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Debt instruments that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Debt instruments which meet the conditions of Section 11.9 of FRS 102 are subsequently measured at amortised cost using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash flows through the expected life of the financial asset or liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Other financial instruments and investments in equity instruments are recognised at fair value with any gains or losses being reported in surplus or deficit for the year.

Financial assets are only derecognised when and only when: the contractual rights to the cash flows from the financial asset expire or are settled; Housing for Women transfers to another party substantially all the risk and rewards of ownership of the financial asset; or Housing for Women, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled, or expires.

Cash and cash equivalents are classified as basic financial instruments and comprise cash in hand and at bank, short-term bank deposits and bank overdrafts which are an integral part of Housing for Women's cash management. Cash equivalents are highly liquid investments that are readily convertible to known amounts of cash without significant risk of change in value.

2.12 Grants

Government grants

Government grants include grants receivable from the Homes England, local authorities, and other government organisations. Government grants received for housing properties are treated as deferred income and recognised in turnover (amortised) over the estimated useful life of the housing property structure, under the accrual model. Government grant received specifically for components is amortised over the life of the component to which it relates.

2. Principal accounting policies (continued)

2.12 Grants (continued)

Grants relating to revenue are recognised in the Statement of Comprehensive Income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that Housing for Women will comply with the conditions and that the funds will be received. Grants due from government organisations or received in advance are included as current liabilities.

Government grants released on the sale of the property may be repayable but are normally available to be recycled and are credited to a recycled grants fund and are included in the Statement of Financial Position in creditors. If there is no requirement to recycle or repay the grant on disposal of the asset, any unamortised grant remaining within creditors is released and recognised as income in the Statement of Comprehensive Income.

Other grants

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specific future performance conditions is recognised as revenue when the grant proceeds are received. A grant that imposes specific future performance related conditions on Housing for Women is only recognised when these conditions are met. A grant received before the revenue recognition criteria are satisfied is shown as a liability in the Statement of Financial Position.

Recycling of capital grants

Where the Social Housing Grant is recycled, the grant is credited to the fund which appears as a creditor until used for further development. Where the recycled grant is known to be repayable, it is shown as creditors within one year.

2.13 Leases

Housing for Women elected to determine whether an arrangement existing at the date of transition to FRS 102 contains a lease on the basis of facts and circumstances existing at that date rather than when the arrangement was entered into.

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and the rewards of ownership of the leased asset. All other leases are classified as operating leases.

Assets held under finance leases are recognised initially at their fair value of the leased asset (or, if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding lease liability is included in the Statement of Financial Position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation using the effective interest method so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are deducted in measuring the surplus or deficit. Assets held under finance leases are included in tangible fixed assets and depreciated in the same way as owned assets.

Rental payable or receivable under operating leases is charged or credited to Statement of Comprehensive Income on a straight line basis over the lease term. Lease incentives are similarly spread on a straight line basis over the term of the lease.

2. Principal accounting policies (continued)

2.14 Provision for liabilities

Provisions are recognised when Housing for Women has a present obligation as a result of a past event, and it is probable that Housing for Women is required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation, at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Housing for Women recognises a provision to cover the annual leave accrued by employees as a result of service rendered in the current period, and which employees are entitled to carry forward and use within the next twelve months. The provision is measured at the cost of salary, national insurance and pension contributions payable for the period of absence.

2.15 Reserves

Reserves comprise the revenue reserve balance, endowment funds and restricted funds.

Revenue reserves relate to the cumulative surpluses less amounts transferred to restricted reserves.

Housing for Women annually calculates amounts necessary for future maintenance and major works to its properties; funds to replace service chargeable items and amounts to ensure supported housing projects can continue to be financed during periods where no funding is in place. These amounts are recorded separately for management purposes. They are not differentiated from the unrestricted reserve balance for these statements but are disclosed for information purposes only.

Endowment funds are not available for general use at Housing for Women's discretion. The capital and income of such funds can only be expended in accordance with the trust deed or other governing instrument.

3. Judgements and key sources of estimation uncertainty

The preparation of financial statement requires the use of judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the reporting date and the amounts reported for income and expenses for the year. These estimates and underlying assumptions are reviewed on an on-going basis.

Critical judgements in applying Housing for Women's accounting policies

The following are the critical judgements, apart from those involving estimations (which are dealt with separately below), that the Board of Directors has made in the process of applying Housing for Women's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

3. Judgements and key sources of estimation uncertainty (continued)

Identification of housing property components

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.

Categorisation of housing properties as investment properties or property, plant and equipment

Class of properties within the category of housing properties that are held to earn commercial rentals or for capital appreciation or both are accounted for as investment properties unless immaterial to the financial statements. Properties rented to provide social housing and properties used for the production or supply of goods and services or for administrative purposes are classified as property, plant and equipment.

Impairment

For impairment purposes, as explained in the accounting policies, housing properties are grouped into cash generating units (CGU), being the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. Judgement is required in establishing the appropriate level of asset grouping. The CGU level was determined to be at individual property level for completed properties and scheme level for properties in the course of construction.

The assessment of whether an asset is held for its service potential is also a matter of judgement and in making that judgement the Board of Directors considers the current use of the asset and the expected future use of the asset. If the asset is unable to be let in its current condition or is not being used for a social purpose, either now or in the foreseeable future, it is assessed as not being held for its service potential.

In calculating an asset's depreciated replacement cost judgement is required on how best to calculate the recoverable amount for assets held for their service potential and whether there is an active market for the property. The Board of Directors is of the opinion that there is no active market at present.

3. Judgements and key sources of estimation uncertainty (continued)

Estimation uncertainty

Bad debt provision

The rent and service charge receivable balance recorded in Housing for Women's Statement of Financial Position comprise a relatively large number of small balances. A full line by line review of debtors is carried out at the end of each month. Whilst every attempt is made to ensure that the bad debt provisions are as accurate as possible, there remains a risk that the provisions do not match the level of debts which ultimately prove to be uncollectible. The carrying amount of rent and service charges is disclosed in Note 12.

Useful lives of depreciable assets

The Board of Directors reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. Uncertainties in these estimates relate to 'technological obsolescence' with regard to IT equipment/software and any changes to decent homes standard requiring frequent replacement of components. The accumulated depreciation as at 30 September 2022 is disclosed in Note 9.

Housing property impairments

The recoverable amount for impairment testing is based on either fair value less costs to complete and sell, present value of future cash flows or, for assets held for their service potential, depreciated replacement cost. In each case estimate is required.

The fair value less costs to complete and sell is based upon the existing use value – social housing for general needs housing properties. Estimation is required of the future cash flows expected to be derived from the properties and an appropriate discount rate.

The cost of purchasing an equivalent property on the open market is estimated based on the sale prices for similar properties in or near the same location.

The rebuilding cost of structures and components is based on the current build costs, based on either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

The accumulated impairment provision at 30 September 2022 was £nil (2021: £nil).

4. Particulars of turnover, operating expenditure and operating surplus

4 (a) Particulars of turnover, cost of sales, operating expenditure and operating surplus

	2022			2021		
	Turnover £	**Operating expenditure** £	**Operating surplus / (deficit)** £	Turnover £	Operating expenditure £	Operating surplus / (deficit) £
Social housing lettings (Note 4b)	**8,336,494**	**8,823,115**	**(486,621)**	7,769,724	7,857,139	(87,415)
Other social housing activities						
Development administration	**-**	**-**	**-**	-	-	-
Other charitable income	**50,563**	**-**	**50,563**	79,432	-	79,432
Other	**28,363**	**-**	**28,363**	36,073	-	36,073
	8,415,420	**8,823,115**	**(407,695)**	7,885,229	7,857,139	28,090
Surplus on sale of fixed assets	**-**	**-**	**-**	-	-	-
Exceptional item - uninsured losses	**-**	**1,016,372**	**(1,016,372)**	-	1,582,652	(1,582,652)
	8,415,420	**9,839,487**	**(1,424,067)**	7,885,229	9,439,791	(1,554,562)

NOTES TO THE FINANCIAL STATEMENTS

4 (b) Particulars of turnover and operating expenditure from social housing lettings

	2022				2021
	General Needs	Refuges	Other Supported Housing	Total	Total
	£	£	£	£	£
Income					
Rents receivable net of identifiable service charges	**4,943,353**	**244,956**	**8,348**	**5,196,657**	5,256,127
Service charges receivable	**756,236**	**377,018**	**30,215**	**1,163,469**	868,231
Revenue grants	**-**	**1,071,324**	**410,303**	**1,481,627**	1,065,259
Amortised government grants	**497,785**	**-**	**-**	**497,785**	497,785
Other income	**(5,505)**	**-**	**2,461**	**(3,044)**	82,322
Turnover from social housing lettings	**6,191,869**	**1,693,298**	**451,327**	**8,336,494**	7,769,724
Operating expenditure					
Service charges costs	**652,649**	**242,048**	**47,512**	**942,209**	1,090,798
Management	**3,423,906**	**1,138,971**	**355,291**	**4,918,168**	3,659,323
Routine maintenance	**774,019**	**171**	**684**	**774,874**	1,147,128
Planned maintenance	**806,253**	**-**	**-**	**806,253**	821,192
Major repairs	**-**	**-**	**-**	**-**	0
Bad debts	**124,668**	**40,305**	**4,133**	**169,106**	(47,543)
Leasing costs	**109,852**	**175,153**	**36,250**	**321,255**	347,890
Depreciation charge	**887,603**	**-**	**-**	**887,603**	837,410
Loss on disposal of components	**-**			**0**	0
Insured costs	**-**	**-**	**-**	**0**	0
Other costs	**602**	**336**	**2,709**	**3,647**	941
Operating expenditure on social housing lettings	**6,779,552**	**1,596,984**	**446,579**	**8,823,115**	7,857,139
Operating surplus on social housing lettings before exceptional items	**(587,683)**	**96,313**	**4,748**	**(486,622)**	(87,415)
Exceptional item – uninsured losses	**(1,016,372)**			**(1,016,372)**	(1,582,652)
Operating surplus on social housing lettings	**(1,604,055)**	**96,313**	**4,748**	**(1,502,993)**	(1,670,067)
Rent losses from voids (included in Rents receivable net of identifiable service charges)	**(292,535)**	**(92,300)**	**(28,115)**	**(412,950)**	(255,000)

5. Key management personnel

Key management are those persons having authority and responsibility for planning, controlling and directing the activities of Housing for Women.

For the purpose of this note, the key management personnel are defined as the Board of Directors and the members of the Executive team – the Chief Executive Officer, the Director of Finance and Resources, the Director of Customer and the Director of Asset Management.

None of the Board of Directors or members received any emoluments. There were no related transactions requiring disclosure.

	2022	2021
	£	£
Remuneration payable to key management personnel (including benefits in kind)	**423,230**	365,669
Employers pension contributions	**31,373**	30,145
Employers national insurance	**52,259**	43,328
	506,862	439,142
The highest paid Executive:		
Remuneration (excluding pension contributions)	**118,780**	108,418
Pension contributions	**12,417**	12,392
	131,197	120,810

The remuneration and pension contributions relate to the Chief Executive.
The Chief executive participates as an ordinary member of the group of defined contribution pension plan and received a pension contribution of 10.5% of pensionable salary.

6. Employee information

Employee information

The average number of full-time equivalent of Housing for Women (based on a standard working week of 35 hours):	**2022**	2021
Housing and support staff	**29**	30
Administration staff	**20**	18
Maintenance staff	**9**	10
	58	58

6. Employee information (continued)

Staff costs for the above employees:

	2022	2021
Wages and salaries	**2,294,159**	2,236,107
Social security costs	**240,434**	228,307
Other pension costs	**133,195**	129,061
	2,667,788	2,593,475

Included within wages and salaries are redundancy/compensation costs of £22,781 (2021: £ Nil).

Salary banding for all employees earning over £60,000, including salaries, bonuses and pension contributions paid by employer. 2020 figures have been restated to include employer pension contributions.

	2022 Number	2021 Number
More than £60,000 but not more than £70,000	4	3
More than £70,000 but not more than £80,000	-	1
More than £80,000 but not more than £90,000	-	-
More than £90,000 but not more than £100,000	1	1
More than £100,00 but not more than £110,000	-	1
More than £110,00 but not more than £120,000	1	-
More than £120,00 but not more than £130,000	-	1
More than £130,00 but not more than £140,000	1	-
	7	7

7. Interest and financing costs

	2022 £	2021 £
Interest payable on bank loans	**717,846**	359,288
	717,846	359,288

8. Deficit in current year

	2022	2021
	£	£
Is stated after charging:		
Depreciation of housing properties	**944,465**	906,977
Depreciation of other tangible fixed assets	**47,959**	36,278
Amortisation of government grants	**(497,785)**	(497,785)
Operating lease payments		
Land & Buildings	**168,716**	198,191
Auditors remuneration (excluding VAT):		
In their capacity as auditors	**20,000**	19,125
In respect of other services		

9. Property, plant and equipment

	Housing Properties	Property equipment, fixtures and commercial premises	Leasehold Office premises	Office equipment and furniture	Total
	£	£	£	£	£
Cost					
At 1 October 2021	83,287,706	91,804	136,010	362,878	83,878,398
Additions	2,325,631	-	-	32,116	2,357,747
Transfer to Investment Properties	-	-	-	-	-
Disposals	-	(14,436)	-	-	(14,436)
At 30 September 2022	85,613,337	77,368	136,010	394,994	86,221,709
Depreciation					
At 1 October 2021	14,048,507	79,744	132,588	275,993	14,536,832
Charge for year	944,465	30	-	47,929	992,424
Transfer to Investment Properties	-	-	-	-	-
Disposals	-	(2,406)	-	-	(2,406)
At 30 September 2022	14,992,972	77,368	132,588	323,922	15,526,850
Net book value					
At 30 September 2022	**70,620,365**	**-**	**3,422**	**71,072**	**70,694,859**
At 30 September 2021	**69,239,199**	**12,060**	**3,422**	**86,885**	**69,341,566**

Included within the housing properties balances is £nil of capitalised interest (2021: £36,000).

Housing properties book value, net of depreciation comprises:

	2022	2021
	£	£
Freehold land and buildings	**64,818,035**	63,286,492
Long leasehold land and buildings	**5,311,314**	5,469,677
Short leasehold land and buildings	**491,016**	483,069
	70,620,365	69,239,238

10. Investment properties

	£
At 1 October 2021	870,000
Transfer from property, plant and equipment	-
Net gain on revaluation	380,000
At 30 September 2022	1,250,000

11. Investments

	£
As at 1 October 2021	5,460
Fair value adjustment	(878)
Market value at 30 September 2022	**4,582**

12. Debtors

	2022	2021
	£	£
Amounts receivable within one year		
Arrears of rent and service charges	**783,423**	793,882
Less: provision for bad and doubtful debts	**(362,489)**	(242,045)
	420,934	551,837
Prepayments and accrued income	**737,789**	303,313
Other debtors	**794,946**	353,912
	1,953,669	1,209,062

13. Cash and cash equivalents

	2022	2021
	£	£
Cash held on current account or in hand	9,739,478	3,192,286
The Charities Official Investment Deposit Fund	222,440	221,438
	9,961,918	3,413,724

14. Creditors – amounts falling due within one year

	Note	2022	2021
		£	£
Amounts falling due within one year:			
Loan instalments repayable within 12 months	16	807,420	708,448
Deferred government grant income	17	497,785	497,785
Trade creditors		326	84,179
Rent and service charges received in advance		445,050	405,518
Other creditors		152,768	95,053
Accruals and deferred income		1,870,872	1,323,354
		3,774,221	3,114,337

15. Creditors - amounts falling due after more than one year

	Note	2022	2021
		£	£
Housing loans	16	**30,484,785**	19,879,852
Deferred government grant income	17	**36,199,028**	36,696,812
Other deferred grant income		**1,200,000**	1,200,000
		67,883,813	57,776,664

16. Housing loan debt analysis

Housing loans are secured by specific charges on Housing for Women's housing properties and are repayable at varying rates of interest between 0.6% and 10.8%, in instalments due as follows:

	2022	2021
	£	£
Due within one year	**807,420**	708,448
Due after more than one year:		
One to two years	**853,337**	749,773
Two to five years	**2,796,901**	2,533,498
Five or more years	**26,834,546**	16,596,582
	30,484,784	19,879,853
	31,292,204	20,588,301

17. Deferred government grant income

	2022	2021
	£	£
Grant received		
At 1 October	49,724,243	49,724,243
Grant received during the year	-	-
At 30 September	49,724,243	49,724,243
Grant amortised		
At 1 October	12,529,648	12,031,863
Amortised to income in the year	497,785	497,785
At 30 September	13,027,433	12,529,648
Carrying amount		
Amounts to be released within one year	497,785	497,785
Amounts to be released in more than one year	36,199,028	36,696,812
	36,696,813	37,194,597

	2022	2021
	£	£
Government grant previously amortised to income	**13,027,428**	12,529,643
Government grant included in deferred income	**36,696,812**	37,194,597
Total government grant received	**49,724,240**	49,724,240

In addition to the deferred grants, Housing for Women has acquired properties which had grant funding of £8.74m awarded to other registered providers of social housing.

18. Permanent endowment funds

The reserves of Housing for Women include the following endowment funds of which Housing for Women is the trustee:

	Balance 1 October 2021 £	Investment income transfers from Revenue reserve £	**Balance 30 September 2022 £**
Mary Curzon Charity	486,377	-	**486,377**
	486,377	-	**486,377**

The Mary Curzon Charity for Women Workers (MCC) is administered under the banner title "Housing for Women". The assets and liabilities of the Mary Curzon Charity were consolidated in the accounts of Housing for Women in the year to 30 September 1998. The Mary Curzon Charity does not own or manage any property.

19. Analysis of net asset balances between funds

Fund balances at 30 September are represented by:

	2022			2021		
	Unrestricted	**Endowment**	**Total**	Unrestricted	Endowment	Total
		£	**£**	£	£	£
Property, plant and equipment	**70,694,859**	**-**	**70,694,859**	69,341,603	-	69,341,603
Investment property	**1,250,000**	**-**	**1,250,000**	870,000	-	870,000
Investments	**4,582**	-	**4,582**	5,460	-	5,460
Current assets	**11,429,210**	**486,377**	**11,915,587**	4,136,409	486,377	4,622,786
Current liabilities	**(3,774,221)**	**-**	**(3,774,221)**	(3,114,337)	-	(3,114,337)
Creditors - amounts falling due after more than one year	**(67,883,813)**	**-**	**(67,883,813)**	(57,776,664)	-	(57,776,664)
	11,720,617	**486,377**	**12,206,994**	13,462,471	486,377	13,948,848

20. Revenue Reserves

Revenue reserves include amounts earmarked for future anticipated major works (Major Work funds) to Housing for Women owned properties; service chargeable items replacement (replacement funds) and funding for non-externally funded periods in supported housing projects (charitable funds). As at 30 September 2022 the amounts earmarked are;

	£
Charitable	101,062
Major Works	5,614,206
Replacement	534,900
	6,250,168

Reserves that have not been earmarked for specific use are solely for the operation of general needs housing as they have been generated from general needs activity. As such they cannot be used to cross-subsidise the supported housing projects that rely on income from Trusts, foundations, donations and/or local and central government funding. For further details please refer to the Trustees report page 9

21. Leasing commitments

The total future lease commitments under non-cancellable leases are as follows:

	2022 Property £	2021 Property £
Within one year	**131,800**	173,697
Between two and five years	**339,745**	438,507
After five years	**231,263**	231,263
	702,808	843,467

22. Related party transactions

The members of the Board and the Senior Management Team are considered related parties as defined by FRS 102. Housing for Women retains a register of members' interests. Transactions requiring disclosure are shown in note 5.

23. Social housing units

Accommodation owned and in management.

	2022 No	2021 No
General needs housing	**856**	857
Supported housing	**65**	56
	921	913

Of the above 849 units are owned by Housing for Women.

24. Notes to the statement of cash flows

	Note	2022	2021
		£	£
Operating surplus for the year		**(407,695)**	28,091
Exceptional item - uninsured losses		**(1,016,372)**	(1,582,652)
Adjustments for non-cash items			
Depreciation of tangible fixed assets	9	**990,018**	943,255
Amortisation of grants	8	**(1,956,005)**	(497,786)
Loss on disposal of components and other fixed assets		**15,314**	88,305
Non-cash accruals/prepayments		**173,969**	(188,529)
Movement in working capital			
(Decrease)/increase in debtors		**(371,058)**	103,530
(Increase)/decrease in creditors		**820,802**	(664,288)
Net cash generated from operating activities		**(1,751,027)**	(1,770,074)

25. Exceptional Item

	2022	2021
	£	£
Uninsured Losses	**1,016,372**	1,582,652

These losses relate to the uninsured costs incurred at Childers Street. Whilst we are currently uncertain as to where the liability for these costs lies, they have been written off as an Exceptional Item in the year. It should however be noted that a contingent asset may be confirmed in a future year.

26. Financial instruments

The carrying values of Housing for Women's financial assets and liabilities are summaries by category below:

	2022 £	2021 £
Financial assets		
Measured at undiscounted amounts receivable		
Cash and cash equivalents	**9,961,918**	3,413,724
Gross debtors	**783,423**	793,882
Other debtors	**829,946**	353,912
Measured at fair value through profit and loss		
Investments	**4,582**	5,460
Financial liabilities		
Measured at amortised cost		
Loans repayable	**31,292,205**	20,588,300
Measured at undiscounted amounts payable		
Trade and other creditors	**156,040**	179,232

Housing for Women's income, expense, gains and losses in respect of the financial instruments are summarised below:

	2022 £	2021 £
Fair value gains and losses on investments	**(878)**	(8,936)
Interest income and expense		
Total interest income for financial assets at amortised cost	**20,096**	22,894
Total interest expense for financial liabilities at amortised cost	**717,846**	359,288

HOUSING FOR WOMEN

England & Wales - Charity number 211351

Accounts

HOUSING FOR WOMEN

(A company limited by guarantee and having no share capital)

Annual Report and Financial Statements
Year ended
30 September 2021

Company Registration Number 00420651
Charity Registration Number 211351
Registrar of Social Housing Number L0970

Housing for Women
(A company limited by guarantee having no share capital)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2021

CONTENTS

Page:

3	Executive and Advisors
4	Strategic Report
11	Report of the Board of Directors
20	Report of the Independent Auditor
23	Statement of Comprehensive Income
24	Statement of Financial Position
25	Statement of Changes in Reserves
26	Statement of Cash Flows
27	Notes to the Financial Statements

EXECUTIVE AND ADVISORS

BOARD OF DIRECTORS

Susan Kane (Chair)

Joanne Norris (Vice-Chair)

Helen Webb
Christine Pointer
Sally East
Caroline Davies
Yewande Showumni
Troy Henshall
Carli Harper-Penman

REGISTERED OFFICE

Sixth Floor, Blue Star House
234-244 Stockwell Road
London
SW9 9SP

AUDITOR

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

CHIEF EXECUTIVE AND COMPANY SECRETARY

Zaiba Qureshi

INTERNAL AUDITOR

TIAA Ltd
Artillery House
Fort Fareham
Newgate Lane
Fareham
PO14 1AH

BANKERS

Lloyds TSB Bank Plc
39 Threadneedle Street
London
ECR2 8AU

SOLICITORS

Trowers & Hamlins
3 Bunhill Row
London
EC1Y 8YZ

STRATEGIC REPORT

The Board of Directors present their Strategic Report for Housing for Women ("Housing for Women") for the year ended 30 September 2021.

PRINCIPAL ACTIVITIES AND BUSINESS MODEL

The principal activity of Housing for Women is the provision of accommodation for women on low incomes and their dependants.

Business Model

Housing for Women is a not-for-profit public benefit entity. It is a company limited by guarantee and not having share capital, a registered provider of social housing and a registered charity.

Housing for Women is sole trustee of the charity The Mary Curzon Charity for Women Workers.

OBJECTIVES, STRATEGY AND PRINCIPAL RISKS AND UNCERTAINTIES

Objectives and mission

The mission of Housing for Women is to empower women through providing good homes and services and challenging inequalities faced by women.

Strategy

The year ended 30 September 2021 marks the end of the fourth year of our current 5-year Business plan. This plan was set to ensure we effectively manage and mitigate for an ever-changing external environment, ensuring that both the financial viability and governance structures remain sound. Our aim is to achieve a healthy surplus year on year to maintain and invest in our stock and enable growth,

Within that context our Strategic Objectives for the final year of our plan continue to be as follows:

1. Deliver great homes and services,
2. Achieve growth in size increasing our influence,
3. Drive business excellence, and
4. Develop and promote community involvement for women.

Principal risks and uncertainties

The Strategic Risk Register is updated quarterly and kept under regular review by the Executive Team (ET), Audit and Risk Committee and Board of Directors. All risks are managed with reference to the Risk Register where identified risks with mitigating actions to be achieved are allocated to key personnel to implement. High level risks are modelled in the 30-year business plan through stress testing using the Brixx financial and business planning tool and Housing for Women maintains insurance cover for matters such as indemnity protection for officers and directors and public liability insurance.

STRATEGIC REPORT (CONTINUED)

Key risks and mitigation currently identified include the following:

Risk	Mitigation
Inability to effectively engage with our customers and/or deliver good quality services or manage customer expectations resulting in poor customer satisfaction and increased number of customer complaints upheld	• Engagement Strategy in place with delivery plan • Customer Panel review and relaunch • Communications Strategy in place but being further developed with delivery plan including customer engagement • ETE KPI in place • Self-assessment against Ombudsman Code completed and circulated to Board • New Complaints and Compensation Policies in place and rolled out to all staff. • Board and ET Report on Complaints revised to include better analysis and themes • Complaint co-ordinator role established • Board members on Panel hearings • All staff trained in customer services • Acuity Satisfaction surveys in place • Customer Satisfaction improvement plan in place • Procurement and outsourcing of Repairs service to MCP
Failure to manage all aspects of the remediation of our Childers Street development.	• Project Board in place • Legal advisor secured. • Board awayday session to provide overview of risks with regular updates as required • Communications Plan in place

STRATEGIC REPORT (CONTINUED)

Risk	Mitigation
Failure to comply with required Health & Safety and Safeguarding policies/legislation.	• H&S consultant secured • H&S Policy & procedure reviewed, and staff briefed. • Pennington's Report and Road map to improve compliance management has been delivered during 2020-21 • Review emerging guidance on building safety and fire regulation from Hackitt Review, MCHLG and Regulator • Compliance Policies reviewed and in place • Compliance Manager and Compliance officer in place reducing reliance on external consultants and improving knowledge transfer • Expand staff knowledge and skillset in compliance. • Reporting governance in place with performance reported in Board, Audit & Risk Committee and ET • Single source data management system - C365 in place • Safeguarding policies and procedures in place • Established liaison with Local Authority Safeguarding teams • Staff and Volunteers DBS Checked. • Staff trained in Safeguarding procedures • Safeguarding forum established
Failure to recruit and retain good quality people in some areas of the organisation in a market where strong candidates are in short supply.	• Internal recruiter in post • Recruitment and selection policy in place • All managers trained in recruitment • Improved induction process in place • Wellbeing policies and procedures in place • Salary benchmarking complete and new pay policy implemented • Enhanced menu of benefits • Exit interviews being carried out by HR consultant • Staff retention plan completed and reviewed by Remuneration Committee • Staff Engagement survey to be carried out regularly - Last completed July 2021

STRATEGIC REPORT (CONTINUED)

GOVERNANCE

Governance structure
The Board of Directors are all non-executive members working voluntarily for Housing for Women. The members are drawn from a wide variety of disciplines, to provide the balance of skills and specialisations necessary for the management of Housing for Women. The Board of Directors met formally seven times during the year.

Housing for Women currently has two committees: The Audit & Risk Committee has responsibility for overseeing risk management and internal control and the Remuneration Committee recommends to the Board of Directors the remuneration of the Chief Executive and senior staff and is also responsible for Board recruitment and succession planning.

Whilst retaining its responsibilities for the overall strategy and policies of Housing for Women, the Board of Directors delegates day to day management to the Chief Executive and the Executive Team.

Code of Governance
Housing for Women has adopted the National Housing Federation's 2015 Code of Governance and an annual review of compliance with that code for 2020/21 was approved in December 2021. The Board has adopted the National Housing Federation's 2020 Code of Governance and will self-assess against this going forwards.

Compliance with Regulatory Standards
Housing for Women has assessed its compliance with the Regulator of Social Housing (RSH) governance and viability regulatory standards (April 2015) and believes that it meets the standards identified by the RSH.

REVIEW OF BUSINESS

Financial Review
During an extremely busy year Housing for Women continued its work in securing a firm foundation for the future.

Housing for Women made a surplus on ordinary activities before exceptional items of £28k for the year ended 30 September 2021 compared with a surplus of £551k for the previous year.

Gross income receipts were in line with expectations. However, there was a void loss of £255k (2020: £136k). These were seen in both the General Needs and Supported Housing sides of the business, with accommodation type or availability of nominations being principal drivers. Further steps to effectively identify, manage and minimise void loss days in the future have been initiated by management.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

Arrears recovery continued to be an area of ongoing focus with improvement plans in place to minimise bad debt. We have seen a significant increase in the quantum of our arrears across the year mainly driven by current tenant debt, which unfortunately is being reflected across the sector in these difficult economic times.

During the year we had a change in Executive team and an interim Director of Housing and Support was in place whilst we completed the recruitment for our permanent Director of Customer who will take up their post in November 2021.

Additionally considerable investment was made in respect of outsourcing our procurement programme for a significant number of contracts mainly around our assets. Whilst the cost to the organisation was £167k in the year, annual VfM savings have been identified of £283k arising from this work for forthcoming years.

Asset Management has represented an area of considerable investment in the year, both in respect of infrastructure, but also in monetary terms, with additional spend in all areas including property compliance and cyclical works. £254k was spent on compliance works for our properties communal areas which was not recovered through service charge for 2020/21.

Finally, we were able to secure and draw down an additional £10m of funding in January 2022 with a fixed rate of interest until 2047. Whilst this increased our interest burden going forward, it provides necessary comfort in respect of liquidity as the organisation navigates an uncertain economic environment, together with significant plans for asset improvement and required remediation.

Operational Review

Childers Fire
In May 2020 we had a significant fire at our Childers Street scheme. Thankfully there was no loss of life or injuries, though significant damage to one block led to the safe decant of those affected.
Over the course of the year, the occupied Childers blocks have been fully alarmed, and a Managed Service Waking Watch has been put in place to support resident safety and provide additional reassurance.

Relevant surveys and enabling works have been carried out to support the future reoccupation and remediation programme and our assigned project team is working on the detailed design. As we work through the complexities of the programme, we periodically engage with and update stakeholders.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

Customer Engagement
During the year we were not able to realise the full implementation of our Engagement Strategy due to turnover within key engagement roles. Priority was given to the establishment of the Customer Voice Panel "Your Voice" and we plan to utilise this forum to feedback on polices and processes as well as provide responses and solutions to areas of dissatisfaction identified through our ongoing tenant satisfaction survey. Customer engagement is a key focus for the organisation in the coming year.

Key deliverable outcomes that have been achieved over the past 12 months across the organisation's frontline services are:

General Needs Services
During 2020/21 we housed 20 (2020: 37) new residents. At the year-end we had 842 women and their families housed in permanent affordable homes (2020: 849).

Support Services
Housing for Women has continued to deliver a range of support services throughout the year including;

- Domestic Violence and Abuse services – Refuges (Ealing and Greenwich) and Floating Support, Sanctuary scheme and telephone advice (Greenwich).
- ReUnite - Support for women and their children, leading up to and following the mothers release from prison, helping to rebuild families and prevent re-offending.
- ReConnect - Support and accommodation for single women with complex/multiple needs following release from prison.
- Safe Space – Crisis and second stage support and accommodation for single women escaping trafficking and other forms of modern slavery. This service began in 2020 and continued the service previously provided by Replace, adding a drop-in service and accommodation.
- Capacity building work to support case workers and advocates in developing their skills and knowledge around housing legislation. This includes building partnerships and links with local authority housing services to support housing pathways for women seeking accommodation.

Beyond the year end we were pleased to have been selected by LB Haringey to deliver accommodation and support services to single homeless women with a range of needs.

Our funding and donations secured through Trusts, Foundations and individual donations are critical to continue the delivery of services which do not receive statutory funding. We would like to take this opportunity to thank all our donors for their ongoing and generous support.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

During 2020/21:

- 97 (2020: 98) women stayed in our refuges.
- Our floating support service helped 161 (2020: 185) women in Greenwich. This service provides one-to-one emotional and practical support around matters like safety planning, housing, financial empowerment, contacting the police, and ensuring the safety of their children.
- We coordinated 168 (2020: 122) referrals for the Sanctuary Scheme in Greenwich which provides extra security to ensure women can live safely in their own homes.
- We handled 6116 (2020: 5,398) calls through our Domestic Abuse Advice Line, providing information and support to survivors and professionals across London. Our confidential advice line provides practical advice and emotional support to women suffering domestic abuse.

We continue to operate in line with the Women's Aid National Quality Standards. Embodying principles of participation, transparent governance and needs-led service delivery, they set out the nature and standard of service provision necessary to enable women and children survivors of domestic violence to cope with and recover from their experiences of abuse.

FUTURE PROSPECTS

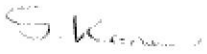
To achieve our growth ambitions and build service capacity we continue to explore new opportunities through increased partnership working, mergers and acquisitions. Additionally, we shall seek future finance through a combination of active asset management and maximising opportunities to extend our gearing.

During this coming year we shall build on our existing strategy to develop and finalise our new 5-year Business Plan 2022-27

KEY PERFORMANCE INDICATORS

Key performance indicators are identified and explained within the Value for Money section of the Report of the Board of Directors.

Approved by the Board of Directors and signed on behalf of the Board by:



Susan Kane
Chair
Date: 15 March 2022

REPORT OF THE BOARD OF DIRECTORS

The Board of Directors present their report and the financial statements for the year ended 30 September 2021.

Directors

The Directors of Housing for Women who served during the year are:

- Susan Kane (Chair)
- Joanne Norris (Vice Chair)
- Helen Webb
- Christine Pointer
- Christopher Worrall (resigned 23 March 2021)
- Mark Cooper (resigned 9 November 2021)
- Sally East
- Caroline Davies
- Yewande Showumni
- Troy Henshall (Appointed 7 September 2021)
- Carli Harper-Penman (Appointed 7 September 2021)

Responsibilities of the Board of Directors

The Board of Directors is responsible for preparing the Annual Report and Financial statements in accordance with applicable law and regulations.

Company Law requires the Board of Directors to prepare financial statements for each financial year. Under that law the Board of Directors has elected to prepare the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of Housing for Women and of the surplus or deficit of Housing for Women for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that Housing for Women will continue in business.

The Board of Directors is responsible for keeping adequate accounting records that are sufficient to show and explain Housing for Women's transactions and disclose with reasonable accuracy at any time the financial position of Housing for Women and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015. They are also responsible for safeguarding the assets of Housing for Women and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

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

Internal Controls

The Board of Directors is ultimately responsible for the 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 and not absolute assurance against material misstatement or loss.

The Board of Directors confirms there is an on-going process for identifying, evaluating, and managing the significant risks faced by Housing for Women, including the risk of fraud that has been in place for the year under review and up to the date of approval of the Annual Report and Financial Statements. This process is regularly reviewed by the Board. The Board of Directors has approved and regularly reviews its policy on fraud covering prevention, detection and reporting. The fraud register is reviewed annually.

The Board of Directors has reviewed the effectiveness of the system of internal control. In particular, the Board of Directors has reviewed and updated Housing for Women's strategic risk map. The Board of Directors has received the Chief Executive's report on the effectiveness of internal control which confirmed having reviewed the effectiveness of the system of internal control, including the sources of assurance agreed by the Board as being appropriate for that purpose, she was satisfied that adequate systems of internal control were substantially in place.

Management are responsible for the identification and evaluation of significant risks applicable to their areas of business together with the design and operation of suitable controls.

Key elements of the control framework include:

- Board approved terms of reference and delegated authorities for Audit & Risk Committee and Remuneration Committee,
- Defined management responsibilities for identification, control and management of significant risks,
- Strategic and business planning processes with detailed financial budgets and forecasts,
- Formal recruitment, retention and training policies for all staff,
- Full reporting to Board for all significant new initiatives and commitments,
- Regular reporting to Board of business objectives, targets and outcomes,
- Board approved 'whistle blowing' and fraud policies,
- Risk Assurance Framework in place. The Board review strategic risks and regular review by senior management of strategic and operational risk management including Health and Safety.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

During 2020/21 our internal auditors (TIAA) carried out 5 assurance audits covering complaints, rent management, void management, payroll and payments and HR management.

The Audit & Risk Committee have reviewed these reports and agreed the Executive Team's (ET) action plan wherever improvements or issues of significance have been identified. A rolling review of actions completed is maintained and reported by the internal auditors and monitored quarterly by the Audit & Risk Committee.

The Board has reviewed the effectiveness of the Association's internal controls and has not identified any significant matters leading to a breakdown in controls.

Value for Money Assessment

Background

The mission of Housing for Women is to empower women through providing good homes and services and challenging inequalities faced by women.
We continue to develop our ability to measure the impact, efficiency, and effectiveness of the services we deliver to our residents and service users. As a small housing association, we have limited resources, and operate in challenging areas where demand for our services exceeds supply.
The Housing for Women Board and Executive Team aim to maximise the social value of the organisation by ensuring that its finance and resources are used effectively.

Approach

Housing for Women recognises that Value for Money (VfM) is a fundamental consideration and is committed to maximising VfM to ensure that the highest level of service is delivered to our customers. To maximise VfM, the needs of customers must be met by 'doing the right thing, in the right place, at the right time and at the right price.'

The Board has agreed a strategic goal to ensure our systems and processes support service improvement, efficiency and compliance with funder and regulatory requirements.

The aim is to deliver the strategic goal by continuing to improve our understanding of our costs, performance and quality of services by taking action to ensure that the right balance is achieved.

The strategy considers short, medium and long-term financial implications and is reviewed annually, with an action plan created and reviewed at Executive Team level for at least the year ahead.

As this is the final year of the current business plan a revised strategy will be put in place alongside the new business plan 2022 - 2027, clearly defining the deliverables in the short, medium and long term.

This will be done in conjunction with the future development of an ESG framework (environmental, social and governance) referring to a way of measuring our performance in terms of its environmental and social impacts and risks, and the quality of governance.

Finally to note, after the year end the organisation tendered for a new Housing and Finance system and together with a LEAN process review to now be carried out as part of the implementation plan this should enable us to effect a step change in this area in 2022/23.

Taking account of Housing for Women's current position and this strategic goal, the VfM objectives of Housing for Women are to:

- Reduce operating costs for general needs properties to 85% of current costs by the end of the plan (2022).
- Achieve median quartile or better performance in comparison to similar housing associations in recognised sector indices,
- Direct resources to achieve the necessary balance between keeping our customers safe, delivering frontline services, maintaining existing assets and providing new homes/services,
- Embed a VfM culture throughout the organisation, and
- Improve customer satisfaction levels.

In this final year of our plan, we are continuing to be challenged on many areas of our VfM strategy, driven to some extent by the environment in which we currently operate, namely:

- An increased use of resources in respect of property compliance, especially fire safety
- Resources needed in respect of Childers remediation
- The current challenges in the market re staff, especially care and support
- The current challenges re customer satisfaction with the overlay of CV19 environment.

Some of these challenges are congruent with the published Sector Risk profile 2021 however we continue to ensure the Board has an effective decision-making process in delivering the strategic approach to this area.

Measuring Value for Money

Our Assessment of VfM considers the following:

- Actively managing our assets
- Comparing performance with peers
- Procurement VfM achievements
- Social Return on Investment

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Actively Managing our Assets

To actively manage our assets, we follow our Asset Management Strategy which together with a Disposals Policy enables us to adopt an efficient process of review via an options appraisal process for voids/ low performing assets to best assess the investment approach going forward. Additionally, we have commissioned a stock condition survey during 2021/22 to enable programmes of work to be identified going forward. We have set a voids standard of accommodation for both our supported housing and general needs tenants. Finally, we have successfully mobilised our new repairs contractor and look to see significant VfM improvements together with an improved experience for our customers.

Performance comparison

During the year Housing for Women continued to benchmark through HouseMark (London Region) and the G320 London benchmarking club, refining data and taking action to address any areas where performance is not at the required level.

Indicator	2015/16	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**Median** **BM 320 Benchmark**
Regulatory metrics:							
Reinvestment %	0.29	0.24	-	-	-	-	2
New supply delivered (social housing) %	2.6	0.9	-	-	-	-	0
New supply delivered (non-social housing) %	-	-	-	-	-	-	-
Gearing %	18	17	16	16	18	20	13
EBITDA MRI interest cover %	266	305	187	202	-114	-195	356.4
Headline social housing cost per unit £	6,637	6,363	7,159	7,118	8,788	8,997	4,890
Operating margin (social housing lettings) %	16.7	16.5	11.1	7.4	5.9	-1.1	20
Operating margin (overall) %	16.6	15.9	11.3	7.8	6.9	0.4	20
Return on capital employed %	1.95	1.79	1.48	0.89	0.74	0.04	2.7

Local key cost and performance metrics:							
Financial and overheads							
Overhead as % turnover	16	17.5	19.1	24.0	23.5	26.2	16.75
Housing management							
Cost per property	2,725	2,760	3,417	3,907	3,364	4,008	1,145
Asset management							
Cost per property of major works/cyclical maintenance	631	834	946	838	2,582	2,208	606
Cost per property of responsive repairs and void works	1,897	1,613	1,539	1,130	1,441	1,256	923
Invest in our people							
Staff turnover	Not Available	29.4	50	52.5	36.83	29.70	Not measured

Commentary on Performance

During 2020/21 we continued to focus heavily on Customer Service and Service Improvement, primarily driving Value for Money through our procurement work completing the second year of a 3-year substantial procurement programme to drive efficiency and effectiveness for our customers. This continued to be against the backdrop of the COVID 19 pandemic and the challenges this presented in respect of operational functionality.

The following summarises our performance across the metrics with external peers via the benchmark data:

- **Gearing %**
  We continue to have low gearing as historically the organisation has not sought to maximise its funding capacity. Whilst we finished 2020/21 with a small increase in gearing across the year, we secured additional funding in October 2021 to create further financial certainty with long term fixed rate funding. As these monies are invested over time (initially to support the Childers remediation but for re-investment in our properties thereafter) and our cash balance reduces this will drive our gearing higher. However, we still maintain a healthy proportion of our stock uncharged.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- **EBITDA MRI interest cover %**
  With both increased property compliance and significant investment made in our current stock in line with the financial plan accompanying the approved Business Plan, we continue to address under-investment in previous years. Additionally, investment in our contractor procurement will drive through VfM for future years. Looking forward the results of the stock condition survey will inform the levels of spend required over the next few years, although this will need to be balanced with that required for the Childers remediation.

- **Headline social housing cost per unit £**
  Whilst we saw a more stable workforce in 2020/21, we had several interim staff in the area of housing management at a senior level. Additionally, we significantly increased the investment in our property compliance and procured several new contractors to form a sound base to improve customer satisfaction and drive up VfM.
  Therefore, we did not see the reduction in this metric that we had forecast.
  In early 2021/22 we have secured our senior tiers of management and therefore costs are reducing accordingly. Spend in respect of procurement is less as we take the benefit of last year's work and where permitted we have charged compliance through our service charge recovery. We should finally see this cost falling into line with our peers.

- **Operating margin (social housing lettings) %**
  In context we continue to work within our Board's historical policy to keep rents at affordable social levels which drives a lower operating margin for the organisation when compared with our peers. However during 2020/21 considerable costs were incurred in respect of our property compliance, completing a 2 year programme of significant investment, together with investment in our procurement to establish improved customer satisfaction and value for money in the future. We must now work to improve operating efficiency with a stable workforce to improve our operating margin whilst maintaining a quality service.

- **Operating margin (overall) %**
  Our Board are committed to the delivery of up to 25% of our turnover through our much needed and, in many cases, lifesaving, but low margin support services. This has the effect of further diluting the operating margin detailed above. The Board acknowledges that in the current environment of economic uncertainty and budgetary constraint that a drive to do more with the same or less will continue to put our operating margin under pressure however, they also recognise the need to minimise the risks involved.

- **Return on capital employed %**
  The ROCE continues to reflect both the low margins and gearing of the organisation.

- **Overhead as % turnover**
  Our level of overhead as % turnover remains very high compared with our peers. This is driven by the costs of servicing the more complex support services arm of the organisation together with the remaining interim elements of our workforce being present through much of the year as permanent staff were recruited from Director level downwards.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- **Housing management general needs cost per property**
  Whist we are still above our peer group, this metric has reduced to levels seen two years ago. We are currently reviewing our methods of customer service delivery to both drive up performance and improve efficiency and therefore VfM.

- **Asset management general needs cost per property of major works/cyclical maintenance**
  During 2020/21 we continued to spend at levels much above our peer group, as we seek to invest in our assets as informed by our previous stock condition survey. There has been positive customer feedback about the investment carried out thus far and we plan to continue at this or higher levels in the forthcoming year.

- **Asset management general needs cost per property of responsive repairs and void works**
  Whilst for an element of the year our ability to carry out responsive repairs was inhibited through the Government response to the pandemic, we focussed our efforts in reducing historic inertia from the reporting of a repair to completion of works. Additionally, we completed significant works in respect of property compliance. With our new contractor in place early 2021/22 we expect to see significant improvements in this metric over the next 2 years to bring us in line with our peers.

- **Staff turnover**
  Over the past couple of years, we have run several initiatives focussing on the retention of our staff. This looked at, amongst other areas employment tenure type, remuneration package, wellbeing, and ongoing support. Our levels of staff turnover (which include those on fixed term contracts), whilst still high continues to fall and now is back to levels seen in 2016/17. However we are mindful of the challenges currently being seen in respect of the job market and are adapting our approach as necessary to secure good quality staff.
  Driving this metric down, ensuring the retention of a high-quality experienced team will also enable a continued embedding of VfM within the culture of the organisation as we retain and grow organisational history and knowledge.

Procurement VfM Achievements

Our procurement strategy sets out how services and goods are to be procured to achieve value for money. It also encourages Housing for Women to ensure value for money using quotes and tenders as the basis for ensuring best value in all procurement of goods and services.

During the year we retendered a number of contracts across the organisation, securing an expected annual VfM saving of £283k.These included repairs and planned maintenance (£102k), gas maintenance (£53k), asbestos surveys (£21k) and EPC (£12k).

Looking forward to 2021/22 we continue to procure with a focus on our asset management. These include multi disciplinary consultancy, water hygiene, damp and mould surveys and stock condition surveys. Additionally we shall be looking to utilise a number of frameworks, for example for legal services.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Social return on investment

Notwithstanding the impact of the pandemic during the year 2020/21 volunteers contributed 2,505 (2019/20 2,349) hours of their time. Using the London Living wage the monetary value of this social impact is £27,080 (2019/20 £24,963). We have strong ambitions to improve upon these figures in the forthcoming year especially through our engagement with befrienders. social work students and volunteers. We continue our work in partnership with Working Chance and have 2 volunteers recruited and due to start through this organisation. We have also strengthened the partnership with the University of Greenwich, and hosted social work student placements. We have established a new working partnership with the London Metropolitan University to host Social Work Student Placements in the forthcoming year. Additionally, during the year our Trustees gave generously of their time on Board/Subcommittees.

Going Concern

In the light of the fire at Childers Street, the Board has considered the overall impact on the organisation. The Board considers at present the key area of concern surround the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows. We have assessed the financial impact in the context of the current business plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, as explained in note 27 and regularly reviews the medium term cash flow; the Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

Disclosure of information to the Auditor

In the case of each person who was a Director at the time this report was approved:

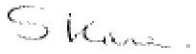
- so far as that Director was aware there was no relevant audit information of which Housing for Women's auditor was unaware; and that Director had taken all steps that the director ought to have taken as a Director to make himself or herself aware of any relevant audit information and to establish that Housing for Women's auditor was aware of that information.

This information is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Auditor

The approval of our Statutory Accounts and the re-appointment of our External Auditors, Crowe, will therefore be proposed at our Board meeting on 15 March 2022.

Approved by the Board of Directors and signed on behalf of the Board by:



Susan Kane
Chair
Date: 15 March 2022

Company Registration Number 00420651

Independent Auditor's Report to the Members of Housing for Women

Opinion

We have audited the financial statements of Housing for Women (the "Charitable Company") for the year ended 30 September 2021 which comprise the Statement of Comprehensive Income, the Statement of Changes in Reserves, the Statement of Financial Position, the 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 charitable company's affairs as at 30 September 2021 and of the incoming resources and application of resources, including its income and expenditure for the year then ended"
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 2019.

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Annual Report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

- the charitable company has not kept adequate accounting records; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on pages 11-12 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 Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Charitable Company 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 Charitable Company 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 Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008 and other laws and regulations applicable to a registered social housing provider in England. We also considered the risks of non-compliance with the other requirements imposed by the Regulator of Social Housing and we considered the extent to which non-compliance might have a material effect on the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of rental and grant income, the assumptions applied in the valuations and impairment of property assets and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, analytical review and substantive testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence with relevant regulators 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. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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



Julia Poulter
Senior Statutory Auditor
Crowe U.K. LLP
Statutory Auditor
London UK
Date: 22 March 2022

STATEMENT OF COMPREHENSIVE INCOME
FOR YEAR ENDED 30 SEPTEMBER 2021

	Note	2021 £	2020 £
TURNOVER	4	7,885,230	7,978,038
Operating expenditure	4	(7,857,139)	(7,427,415)
Surplus on sale of fixed assets		-	-
OPERATING SURPLUS	4	28,091	550,623
Exceptional item - uninsured losses	26	(1,582,652)	(220,528)
Surplus on revaluation of investment properties		771,174	-
Bank interest receivable		22,894	27,720
Interest and other financing costs	7	(359,288)	(458,955)
DEFICIT FOR THE YEAR		(1,119,782)	(101,140)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		(1,119,782)	(101,140)

The financial statements were approved and authorised for issue by the Board of Directors on 15 March 2022 and were signed on its behalf by:

SUSAN KANE
Chair

JOANNE NORRIS
Vice-chair

ZAIBA QURESHI
Company Secretary

STATEMENT OF FINANCIAL POSITION
AS AT 30 SEPTEMBER 2021

	Note	2021 £	2020 £
Fixed assets			
Property, plant & equipment	9	69,341,566	69,253,503
Investment Properties		870,000	0
Investments		5,460	14,396
		70,217,026	69,267,899
Current assets			
Trade and other debtors	12	1,209,062	1,221,360
Cash and cash equivalents	13	3,413,724	6,729,719
		4,622,786	7,951,079
Creditors - amounts falling due within one year	14	(3,114,337)	(3,167,487)
Net current assets		1,508,449	4,783,592
Total assets less current liabilities		71,725,475	74,051,491
Less: Creditors - amounts falling due after more than one year	15	(57,776,664)	(58,982,898)
Total net assets		13,948,811	15,068,593
Capital and reserves			
Revenue reserves		13,462,434	14,582,216
Endowment funds	19	486,377	486,377
		13,948,811	15,068,593

The financial statements were approved and authorised for issue by the Board of Directors on 15 March 2022 and were signed on its behalf by:

SUSAN KANE	**JOANNE NORRIS**	**ZAIBA QURESHI**
Chair	Vice-chair	Company Secretary

Company Registration Number 00420651
Charity Registration Number 211351
Registrar of Social Housing Number L0970

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF CHANGES IN RESERVES
FOR YEAR ENDED 30 SEPTEMBER 2021

	Note	2021 Revenue Reserve £	2021 Endowment Reserve £	Total £
At the beginning of the year		14,582,216	486,377	15,068,593
Surplus / (deficit) from Statement of Comprehensive Income for the year		(1,119,782)	-	(1,119,782)
At the end of the year	20	13,462,434	486,377	13,948,811

	2020 Revenue Reserve £	2020 Endowment Reserve £	Total £
At the beginning of the year	14,683,356	486,377	15,169,733
Surplus from Statement of Comprehensive Income for the year	(101,140)	-	(101,140)
Transfer between reserves	-	-	-
At the end of the year	14,582,216	486,377	15,068,593

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Note	2021 £	2021 £	2020 £	2020 £
Net cash generated from operating activities	25		**(1,770,075)**		1,375,956
Cash flow from Investing Activities					
Purchase of housing properties		(1,194,471)		(1,581,457)	
Interest received		22,894		27,720	
Sale of property		-		-	
Purchase of other property, plant & equipment		(15,042)		-	
Net cash generated/(used) in investing activities			**(1,186,619)**		(1,553,737)
Cash flow from Financing activities					
Repayment of borrowings		-		4,419,310	
Grant funding		-		-	
Interest paid		(359,288)		(458,955)	
Net cash used in financing activities			**(359,288)**		3,960,355
Net change in cash and cash equivalents			**(3,315,982)**		3,782,574
Cash and cash equivalents at:					
Beginning of the year			**6,729,719**		2,947,145
End of the year	14		**3,413,736**		6,729,719

NOTES TO THE FINANCIAL STATEMENTS

1. General information

Housing for Women, a company limited by guarantee having no share capital is incorporated in England under the Companies Act 2006, registered number 00420651, and is registered with the Registrar of Social Housing as a Private Registered Provider of Social Housing (Registered number L0970) and is a registered charity (Registered Number 211351). Housing for Women's principal activities are stated in the Strategic Report on page 4.

The registered office is Sixth Floor, Blue Star House, 234-244 Stockwell Road, London SW9 9SP.

2. Principal accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

2.1 Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Statement of Recommended Practice for registered social housing providers, Housing SORP 2014.

In accordance with FRS 102 (3.3A), Housing for Women is a public benefit entity that has applied the "PBE" prefixed paragraphs.

The financial statements comply with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015 ("the Direction").

The accounts are prepared on the historical cost basis of accounting and are presented in sterling (£).

Housing for Women took the exemption within FRS 102 to not restate business combinations entered into before the date of transition.

2.2 Going concern

In the light of the fire at Childers Street, the Board has considered the overall impact on the organisation. The Board considers at present the key area of concern surround the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows. We have assessed the financial impact in the context of the current business plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, as explained in note 27 and regularly reviews the medium term cash flow; the Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

2.3 Turnover and revenue recognition

Turnover comprises rental and service charge income, fees and grants receivable and other income.

2. Principal accounting policies (continued)

2.3 Turnover and revenue recognition (continued)

Rental and service charge income is recognised in the period to which it relates, net of rent and service charge losses from voids. Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids.

Service charge and other income are accounted for on the basis of the value of goods or services supplied during the period. Any over or under recovery of variable service charge amounts due is reflected as a creditor or debtor respectively.

Revenue grants are accounted for once Housing for Women is legally entitled to the grant. Revenue grants are recognised in the Statement of Comprehensive Income in the same period as the expenditure to which they relate under the performance model of accounting.

Government capital grants received are initially deferred and then credited to turnover in the Statement of Comprehensive Income on a straight line basis over the expected life of the asset which they have funded under the accrual model of accounting.

2.4 Short term employee benefits

Short term employee benefits, including holiday pay, are accrued as services are rendered. Contributions to defined contribution pension schemes are charged to the Statement of Comprehensive Income as they become payable in accordance with the rules of the scheme. Differences between contributions payable in the year and those actually paid are shown as either accruals or prepayments in the Statement of Financial Position.

2.5 Taxation

Housing for Women is not VAT registered since a large proportion of Housing for Women's income, including its rents, is exempt for VAT purposes whilst the majority of its expenditure is subject to VAT that cannot be reclaimed, expenditure is shown inclusive of irrecoverable VAT.

Housing for Women has charitable status and therefore is not subject to Corporation Tax on surpluses derived from charitable activities, provided that the surpluses are applied to the charitable objects of Housing for Women.

2.6 Interest payable

Interest is capitalised on borrowings to finance the development of qualifying assets to the extent that it accrues in respect of the period of development if it represents:

- interest on borrowings specifically financing the development programme after deduction of related grants received in advance; or
- a fair amount of interest on borrowings of Housing for Women as a whole after deduction of Social Housing Grant received in advance to the extent that they can be deemed to be financing the development programme.

Other interest payable is charged to the Statement of Comprehensive Income in the year.

2. Principal accounting policies (continued)

2.7 Property, plant & equipment - Housing properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available for rent and are stated at cost less accumulated depreciation and impairment losses.

Cost includes the cost of acquiring land and buildings, development costs and interest charges incurred during the development period.

Where an asset comprises components with materially different useful economic lives, those assets are separately identified and depreciated over those individual lives. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.

Housing for Women depreciates the major components of its housing properties at the following annual rates:

2.7 Property, plant & equipment - Housing properties (continued)

Components identified within housing properties:	
Roof and Structure	100 years
Windows and External doors	30 years
Kitchens	20 years
Bathrooms	30 years
Heating	15 years
Mechanical and electrical	40 years
Lifts	25 years

Subsequent expenditure which relates to either the replacement of previously capitalised components or the enhancement of such components which results in incremental future benefit is capitalised and the carrying amount of any replaced component or part component is derecognised.

The residual values of fixed assets, their useful lives, and their depreciation rates are reviewed at each reporting date and where there is an indication of a significant change since the previous reporting date, they are adjusted prospectively.

2. Principal accounting policies (continued)

2.8 Property, plant and equipment - Other

Other property, plant and equipment are stated at cost less accumulated depreciation.

Depreciation is provided evenly on the cost of other property, plant and equipment to write them down to their estimated residual values over their expected useful lives. No depreciation is provided on freehold land. All assets with a value of less than £250 are treated as small equipment and written off in year.

The principal annual rates used for other assets are:

Leased Office buildings	Over the life of lease
Office equipment and furniture	25%
Property equipment and furniture	33.3%

Gains or losses arising on the disposal of other property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

2.9 Investment properties

Investment properties are properties rented at market rent. They are stated at market value. The valuation is based on a valuation by an independent valuer who holds a recognised and relevant professional qualification and has recent experience in the location and class of investment property being valued. We are not aware of any restrictions on the realisability of investment property or the remittance of income and proceeds of disposal. There are no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

2.10 Impairment

Assets other than those measured at fair value, are assessed for indications of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income as described below.

Non-financial assets

Non-financial assets comprise housing properties and other property, plant and equipment. A non-financial asset is impaired where there is objective evidence that, as a result of one or more events after initial recognition, the estimated recoverable amount of the asset has been reduced. The recoverable amount of a non-financial asset is the higher of its fair value less costs to sell and its value in use.

2. Principal accounting policies (continued)

2.10 Impairment (continued)

For the purposes of impairment assessments, housing properties are grouped together into schemes, each scheme typically comprising one or more buildings in an immediate locality, and each building consisting of one or more accommodation units. Schemes are typically developed or acquired as one block of units.

Value in use (VIU) for housing schemes, which are able to be let in the current condition and which are fulfilling the social purpose for which they were acquired is referred to as Value in use Service Potential (VIU-SP) and this can be measured using the 'depreciated replacement cost (DRC) valuation basis. The DRC basis considers either the cost of purchasing an equivalent property on the open market (based on the sale prices for similar properties in or near the same location), or from another registered provider (where there is considered to be an active market), or the rebuilding cost of structures and components based on current building costs, using either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

For other schemes, value in use is defined as the net present value of the future cash flows generated from the scheme before interest cost.

Financial assets

Financial assets comprise investments, trade and other debtors.

For financial assets carried at amortised cost, the amount of impairment is 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.

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

2.11 Financial instruments

Financial assets and liabilities comprise investments, trade and other debtors, cash and cash equivalents, trade and other payables, accruals and loan balances.

Financial assets and financial liabilities are recognised when Housing for Women becomes party to the contractual provisions of the financial instrument.

All financial assets and financial liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through the Statement of Comprehensive Income, which are initially measured at fair value, unless the arrangement constitutes a financial transaction. If an arrangement constitutes a financial transaction, the financial

2. Principal accounting policies (continued)

2.11 Financial instruments (continued)

asset or financial liability is measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument. A financing transaction may take place in connection with the sale of goods or services, for example, if payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Financial assets and liabilities are only offset in the Statement of Financial Position when, and only when there exists a legally enforceable right to set off the recognised amounts and Housing for Women intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Debt instruments that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Debt instruments which meet the conditions of Section 11.9 of FRS 102 are subsequently measured at amortised cost using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash flows through the expected life of the financial asset or liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Other financial instruments and investments in equity instruments are recognised at fair value with any gains or losses being reported in surplus or deficit for the year.

Financial assets are only derecognised when and only when: the contractual rights to the cash flows from the financial asset expire or are settled; Housing for Women transfers to another party substantially all the risk and rewards of ownership of the financial asset; or Housing for Women, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Cash and cash equivalents are classified as basic financial instruments and comprise cash in hand and at bank, short-term bank deposits and bank overdrafts which are an integral part of Housing for Women's cash management. Cash equivalents are highly liquid investments that are readily convertible to known amounts of cash without significant risk of change in value.

2.12 Grants

Government grants

Government grants include grants receivable from the Homes & Communities Agency (RSH), local authorities, and other government organisations. Government grants received for housing properties are treated as deferred income and recognised in turnover (amortised) over the estimated useful life of the housing property structure, under the accrual model. Government grant received specifically for components is amortised over the life of the component to which it relates.

2. Principal accounting policies (continued)

2.12 Grants (continued)

Grants relating to revenue are recognised in the Statement of Comprehensive Income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that Housing for Women will comply with the conditions and that the funds will be received. Grants due from government organisations or received in advance are included as current liabilities.

Government grants released on the sale of the property may be repayable but are normally available to be recycled and are credited to a recycled grants fund and are included in the Statement of Financial Position in creditors. If there is no requirement to recycle or repay the grant on disposal of the asset, any unamortised grant remaining within creditors is released and recognised as income in the Statement of Comprehensive Income.

Other grants

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specific future performance conditions is recognised as revenue when the grant proceeds are received. A grant that imposes specific future performance related conditions on Housing for Women is only recognised when these conditions are met. A grant received before the revenue recognition criteria are satisfied is shown as a liability in the Statement of Financial Position.

Recycling of capital grants

Where the Social Housing Grant is recycled, the grant is credited to the fund which appears as a creditor until used for further development. Where the recycled grant is known to be repayable, it is shown as creditors within one year.

2.13 Leases

Housing for Women elected to determine whether an arrangement existing at the date of transition to FRS 102 contains a lease on the basis of facts and circumstances existing at that date rather than when the arrangement was entered into.

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and the rewards of ownership of the leased asset. All other leases are classified as operating leases.

Assets held under finance leases are recognised initially at their fair value of the leased asset (or, if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding lease liability is included in the Statement of Financial Position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation using the effective interest method so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are deducted in measuring the surplus or deficit. Assets held under finance leases are included in tangible fixed assets and depreciated in the same way as owned assets.

Rental payable or receivable under operating leases is charged or credited to Statement of Comprehensive Income on a straight line basis over the lease term. Lease incentives are similarly spread on a straight line basis over the term of the lease.

2. Principal accounting policies (continued)

2.14 Provision for liabilities

Provisions are recognised when Housing for Women has a present obligation as a result of a past event, and it is probable that Housing for Women is required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation, at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Housing for Women recognises a provision to cover the annual leave accrued by employees as a result of service rendered in the current period, and which employees are entitled to carry forward and use within the next twelve months. The provision is measured at the cost of salary, national insurance and pension contributions payable for the period of absence.

2.15 Reserves

Reserves comprise the revenue reserve balance, endowment funds and restricted funds.

Revenue reserves relate to the cumulative surpluses less amounts transferred to restricted reserves.

Housing for Women annually calculates amounts necessary for future maintenance and major works to its properties; funds to replace service chargeable items and amounts to ensure supported housing projects can continue to be financed during periods where no funding is in place. These amounts are recorded separately for management purposes. They are not differentiated from the unrestricted reserve balance for these statements but are disclosed for information purposes only.

Endowment funds are not available for general use at Housing for Women's discretion. The capital and income of such funds can only be expended in accordance with the trust deed or other governing instrument.

3. Judgements and key sources of estimation uncertainty

The preparation of financial statement requires the use of judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the reporting date and the amounts reported for income and expenses for the year. These estimates and underlying assumptions are reviewed on an on-going basis.

Critical judgements in applying Housing for Women's accounting policies

The following are the critical judgements, apart from those involving estimations (which are dealt with separately below), that the Board of Directors has made in the process of applying Housing for Women's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

3. Judgements and key sources of estimation uncertainty (continued)

Identification of housing property components

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.

Categorisation of housing properties as investment properties or property, plant and equipment

Class of properties within the category of housing properties that are held to earn commercial rentals or for capital appreciation or both are accounted for as investment properties unless immaterial to the financial statements. Properties rented to provide social housing and properties used for the production or supply of goods and services or for administrative purposes are classified as property, plant and equipment.

Impairment

For impairment purposes, as explained in the accounting policies, housing properties are grouped into cash generating units (CGU), being the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. Judgement is required in establishing the appropriate level of asset grouping. The CGU level was determined to be at individual property level for completed properties and scheme level for properties in the course of construction.

The assessment of whether an asset is held for its service potential is also a matter of judgement and in making that judgement the Board of Directors considers the current use of the asset and the expected future use of the asset. If the asset is unable to be let in its current condition or is not being used for a social purpose, either now or in the foreseeable future, it is assessed as not being held for its service potential.

In calculating an asset's depreciated replacement cost judgement is required on how best to calculate the recoverable amount for assets held for their service potential and whether there is an active market for the property. The Board of Directors is of the opinion that there is no active market at present.

3. Judgements and key sources of estimation uncertainty (continued)

Estimation uncertainty

Bad debt provision

The rent and service charge receivable balance recorded in Housing for Women's Statement of Financial Position comprise a relatively large number of small balances. A full line by line review of debtors is carried out at the end of each month. Whilst every attempt is made to ensure that the bad debt provisions are as accurate as possible, there remains a risk that the provisions do not match the level of debts which ultimately prove to be uncollectible. The carrying amount of rent and service charges is disclosed in Note 12.

Useful lives of depreciable assets

The Board of Directors reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. Uncertainties in these estimates relate to 'technological obsolescence' with regard to IT equipment/software and any changes to decent homes standard requiring frequent replacement of components. The accumulated depreciation as at 30 September 2021 is disclosed in Note 9.

Housing property impairments

The recoverable amount for impairment testing is based on either fair value less costs to complete and sell, present value of future cash flows or, for assets held for their service potential, depreciated replacement cost. In each case estimate is required.

The fair value less costs to complete and sell is based upon the existing use value – social housing for general needs housing properties. Estimation is required of the future cash flows expected to be derived from the properties and an appropriate discount rate.

The cost of purchasing an equivalent property on the open market is estimated based on the sale prices for similar properties in or near the same location.

The rebuilding cost of structures and components is based on the current build costs, based on either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

The accumulated impairment provision at 30 September 2021 was £nil (2019: £nil).

NOTES TO THE FINANCIAL STATEMENTS

4. Particulars of turnover, operating expenditure and operating surplus

4 (a) Particulars of turnover, cost of sales, operating expenditure and operating surplus

	2021			2020		
	Turnover	Operating expenditure	Operating surplus / (deficit)	Turnover	Operating expenditure	Operating surplus / (deficit)
	£	£	£	£	£	£
Social housing lettings (Note 4b)	7,769,724	7,857,139	(87,415)	7,889,851	7,427,415	462,436
Other social housing activities						
Development administration	-	-	-	-	-	-
Other charitable income	79,432	-	79,432	52,114	-	52,114
Other	36,073	-	36,073	36,073	-	36,073
	7,885,230	7,857,139	28,091	7,978,038	7,427,415	550,623
Surplus on sale of fixed assets	-	-	-	-	-	-
Exceptional item - uninsured losses	-	1,582,652	(1,582,652)	-	220,528	220,528
	7,885,230	9,439,791	(1,554,561)	7,978,038	7,647,943	330,095

NOTES TO THE FINANCIAL STATEMENTS

4 (b) Particulars of turnover and operating expenditure from social housing lettings

	2021				2020
	General Needs	Refuges	Other Supported Housing	Total	Total
	£	£	£	£	£
Income					
Rents receivable net of identifiable service charges	4,998,949	256,546	632	5,256,127	5,203,195
Service charges receivable	497,149	318,681	52,401	868,231	913,036
Revenue grants	-	727,472	337,787	1,065,259	1,096,664
Amortised government grants	497,785	-	-	497,785	497,785
Other income	76,848	5,474	-	82,322	179,171
Turnover from social housing lettings	6,070,731	1,308,173	390,820	7,769,724	7,889,851
Operating expenditure					
Service charges costs	771,548	261,702	57,548	1,090,798	836,499
Management	2,508,413	756,395	394,515	3,659,323	3,074,627
Routine maintenance	1,111,613	34,556	959	1,147,128	1,317,166
Planned maintenance	820,136	-	1,056	821,192	778,089
Bad debts	(72,929)	13,367	12,019	(47,543)	118,261
Rent payable	136,967	146,206	64,717	347,890	318,369
Depreciation charge	837,410	-	-	837,410	943,963
Loss on disposal of components	-			-	32,773
Potential Merger Costs	(0)	-	-	-	-
Other costs	643	210	88	941	7,668
Operating expenditure on social housing lettings	6,113,801	1,212,436	530,902	7,857,139	7,427,415
Operating surplus on social housing lettings before exceptional items	(43,070)	95,736	(140,082)	(87,415)	462,436
Exceptional item – uninsured losses	(1,582,652)			(1,582,652)	220,528
Operating surplus on social housing lettings	(1,625,722)	95,736	(140,082)	(1,670,067)	241,908

5. Key management personnel

Key management are those persons having authority and responsibility for planning, controlling and directing the activities of Housing for Women.

For the purpose of this note, the key management personnel are defined as the Board of Directors and the members of ET.

None of the Board of Directors or members received any emoluments. There were no related transactions requiring disclosure.

	2021	2020
	£	£
Remuneration payable to key management personnel (including benefits in kind)	**365,669**	326,157
Employers pension contributions	**30,145**	25,667
Employers national insurance	**43,328**	38,398
	439,142	390,222

Highest paid executive

The highest paid executive:	**108,418**	104,383
Pension contributions	**12,392**	10,950
	120,810	115,333

The remuneration and pension contributions relate to the Chief Executive.
The Chief executive participates as an ordinary member of the group of defined contribution pension plan and received a pension contribution of 10.5% of pensionable salary.

6. Employee information

The average number of employees of Housing for Women (based on a standard working week of 37½ hours for Support Staff and 35 hours for all other):	**2021**	2020
Housing and support staff	**30**	28
Administration staff	**18**	14
Maintenance staff	**10**	5
	58	47

The average number of employees was 62 (2020: 52)

Staff costs for the above employees:	2021	2020
	£	£
Wages and salaries	**2,236,107**	1,745,079
Social security costs	**228,307**	185,483
Other pension costs	**129,061**	107,688
	2,593,475	2,038,250

Included within wages and salaries are redundancy costs of £ Nil (2020: £ Nil).

6. Employee information (continued)

Salary banding for all employees earning over £60,000, including salaries, bonuses and pension contributions paid by employer. 2020 figures have been restated to include employer pension contributions.

	2021	2020
	Number	Number
More than £60,000 but not more than £70,000	**3**	-
More than £70,000 but not more than £80,000	**1**	1
More than £80,000 but not more than £90,000	**-**	-
More than £90,000 but not more than £100,000	**1**	-
More than £100,00 but not more than £110,000	**1**	1
More than £110,00 but not more than £120,000	**-**	1
More than £120,00 but not more than £130,000	**1**	-
	7	3

7. Interest and financing costs

	2021	2020
	£	£
Interest payable on bank loans	**359,288**	458,955
	359,288	458,955

NOTES TO THE FINANCIAL STATEMENTS

8. Surplus for the year

	2021	2020
	£	£
The operating surplus is arrived at after charging/(crediting):		
Depreciation of housing properties	**906,977**	888,915
Depreciation of other tangible fixed assets	**36,278**	55,048
Amortisation of government grants	**(497,785)**	(497,785)
Operating lease rentals:		
Land and buildings	**198,191**	198,191
Auditors' remuneration (excluding VAT):		
Audit fees	**19,125**	16,667
In respect of other services		

9. Property, plant and equipment

	Housing Properties	Property equipment, fixtures and commercial premises	Leasehold Office premises	Office equipment and furniture	Total
	£	£	£	£	£
Cost					
At 1 October 2020	82,219,872	171,173	136,010	347,836	82,874,891
Additions	1,194,471			15,042	1,209,513
Transfer to investment properties	(126,637)				(126,637)
Disposals		(79,369)			(79,369)
At 30 September 2021	83,287,706	91,804	136,010	362,878	83,878,399
Depreciation					
At 1 October 2020	13,169,341	79,610	132,588	239,849	13,621,388
Charge for year	906,977	134		36,144	943,255
Transfer to Investment Properties	(27,811)				(27,811)
Disposals					-
At 30 September 2021	14,048,507	79,744	132,588	275,993	14,536,832
Net book value					
At 30 September 2021	**69,239,199**	**12,060**	**3,422**	**86,885**	**69,341,566**
At 30 September 2020	69,050,531	91,563	3,422	107,987	69,253,503

Included within the housing properties balances is £36,000 of capitalised interest (2020: £36,000).

Housing properties book value, net of depreciation comprises:

	2021	2020
	£	£
Freehold land and buildings	**63,286,492**	63,056,194
Long leasehold land and buildings	**5,469,677**	5,442,956
Short leasehold land and buildings	**483,069**	551,382
	69,239,238	69,050,532

10. Investment properties

	£
At 1 October 2020	-
Transfer from property, plant and equipment	98,826
Net gain on revaluation	771,174
At 30 September 2021	**870,000**

11. Investments

	£
As at 1 October 2020	14,396
Fair value adjustment	(8,936)
Market value at 30 September 2021	**5,460**

12. Debtors

	2021	2020
	£	£
Amounts receivable within one year		
Arrears of rent and service charges	**793,882**	544,334
Less: provision for bad and doubtful debts	**(242,045)**	(290,776)
	551,837	**253,558**
Prepayments and accrued income	**303,313**	269,950
Other debtors	**353,912**	697,852
	1,209,062	**1,221,360**

NOTES TO THE FINANCIAL STATEMENTS

13. Cash and cash equivalents

	2021	2020
	£	£
Cash held on current account or in hand	**3,192,286**	6,508,308
The Charities Official Investment Deposit Fund	**221,438**	221,411
	3,413,724	6,729,719

14. Creditors – amounts falling due within one year

	Note	2021	2020
		£	£
Amounts falling due within one year:			
Loan instalments repayable within 12 months	16	**708,448**	667,653
Deferred government grant income	17	**497,785**	497,785
Trade creditors		**84,179**	55,607
Rent and service charges received in advance		**405,518**	383,441
Disposal proceeds fund	18	**-**	-
Other creditors		**95,053**	90,247
Taxation and social security		**-**	51,878
Accruals and deferred income		**1,323,354**	1,420,876
		3,114,337	3,167,487

15. Creditors - amounts falling due after more than one year

	Note	2021	2020
		£	£
Housing loans	16	**19,879,852**	20,588,301
Deferred government grant income	17	**36,696,812**	37,194,597
Other deferred grant income		**1,200,000**	1,200,000
		57,776,664	58,982,898

NOTES TO THE FINANCIAL STATEMENTS

16. Housing loan debt analysis

Housing loans are secured by specific charges on Housing for Women's housing properties and are repayable at varying rates of interest between 0.6% and 10.8%, in instalments due as follows:

	2021 £	2020 £
Due within one year	**708,448**	667,653
Due after more than one year:		
One to two years	**749,773**	708,448
Two to five years	**2,533,498**	2,387,718
Five or more years	**16,596,582**	17,492,135
	19,879,853	20,588,301
	20,588,301	21,255,954

17. Deferred government grant income

	2021 £	2020 £
Grant received		
At 1 October	**49,724,243**	49,724,243
Grant received during the year	**-**	-
At 30 September	**49,724,243**	49,724,243
Grant amortised		
At 1 October	**12,031,863**	11,534,078
Amortised to income in the year	**497,785**	497,785
At 30 September	**12,529,648**	12,031,863
Carrying amount		
Amounts to be released within one year	**497,785**	497,785
Amounts to be released in more than one year	**36,696,812**	37,194,597
	37,194,597	37,692,382

	2021	2020
	£	£
Government grant previously amortised to income	**12,529,643**	12,031,858
Government grant included in deferred income	**37,194,597**	37,692,382
Total government grant received	**49,724,240**	49,724,240

In addition to the deferred grants, Housing for Women has acquired properties which had grant funding of £8.74m awarded to other registered providers of social housing.

18. Disposal proceeds fund

	2021	2020
	£	£
Balance at 1 October 2020	**-**	-
Interest in year	**-**	-
Repaid in year	**-**	-
Balance at 30 September 2021	**-**	-

19. Permanent endowment funds

The reserves of Housing for Women include the following endowment funds of which Housing for Women is the trustee:

	Balance 1 October 2020	Investment income transfers from Revenue reserve	**Balance 30 September 2021**
	£	£	**£**
Mary Curzon Charity	486,377	-	**486,377**
	486,377	-	**486,377**

The Mary Curzon Charity for Women Workers (MCC) is administered under the banner title "Housing for Women". The assets and liabilities of the Mary Curzon Charity were consolidated in the accounts of Housing for Women in the year to 30 September 1998. The Mary Curzon Charity does not own or manage any property.

NOTES TO THE FINANCIAL STATEMENTS

20. Analysis of net asset balances between funds

Fund balances at 30 September are represented by:

	2021			2020		
	Unrestricted	**Endowment**	**Total**	Unrestricted	Endowment	Total
	£	**£**	**£**	£	£	£
Property, plant and equipment	**69,341,603**	**-**	**69,341,603**	69,253,503	-	69,253,503
Investment property	**870,000**	**-**	**870,000**	-	-	-
Investments	**5,460**	**-**	**5,460**	14,396	-	14,396
Current assets	**4,136,409**	**486,377**	**4,622,786**	7,464,702	486,377	7,951,079
Current liabilities	**(3,114,337)**	**-**	**(3,114,337)**	(3,167,487)	-	(3,167,487)
Creditors - amounts falling due after more than one year	**(57,776,664)**	**-**	**(57,776,664)**	(58,982,898)	-	(58,982,898)
	13,462,471	**486,377**	**13,948,848**	14,582,216	486,377	15,068,593

21. Revenue Reserves

Revenue reserves include amounts earmarked for future anticipated major works (Major Work funds) to Housing for Women owned properties; service chargeable items replacement (replacement funds) and funding for non-externally funded periods in supported housing projects (charitable funds). As at 30 September 2021 the amounts earmarked are;

	£
Charitable	114,300
Major Works	8,433,758
Replacement	534,900
	9,082,958

NOTES TO THE FINANCIAL STATEMENTS

22. Leasing commitments

The total future lease commitments under non-cancellable leases are as follows:

	2021 Property £	2020 Property £
Within one year	**173,697**	160,959
Between two and five years	**438,507**	524,063
After five years	**231,263**	352,387
	843,467	1,037,409

23. Related party transactions

The members of the Board and the Senior Management Team are considered related parties as defined by FRS 102. Housing for Women retains a register of members' interests. Transactions requiring disclosure are shown in note 5.

24. Social housing units

Accommodation owned and in management

	2021 No	2020 No
General needs housing	**857**	857
Supported housing	**56**	57
	913	914

Of the above 849 units are owned by Housing for Women.

NOTES TO THE FINANCIAL STATEMENTS

25. Notes to the statement of cash flows

	Note	2021	2020
		£	£
Operating surplus for the year		**28,091**	550,623
Exceptional item - uninsured losses		**(1,582,652)**	(220,528)
Adjustments for non-cash items			
Depreciation of tangible fixed assets	9	**943,255**	943,963
Amortisation of grants	8	**(497,786)**	(497,785)
Loss on disposal of components and other fixed assets		**88,305**	32,772
Non-cash accruals/prepayments		**(188,529)**	685,315
Movement in working capital			
(Decrease)/increase in debtors		**103,530**	(554,589)
(Increase)/decrease in creditors		**(664,288)**	(436,185)
Net cash generated from operating activities		**(1,770,075)**	1,375,956

26. Exceptional Item

	2021	2020
	£	£
Uninsured Losses	**1,582,652**	220,258

These losses relate to the uninsured costs incurred at Childers Street. Whilst we are currently uncertain as to where the liability for these costs lies, they have been written off as an Exception Item in the year. It should however be noted that a contingent asset may be confirmed in a future year.

NOTES TO THE FINANCIAL STATEMENTS

27. Post balance sheet events

In the light of the fire at Childers Street, the Board has considered the overall impact on the organisation. The Board considers at present the key area of concern surround the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows. We have assessed the financial impact in the context of the current business plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place and regularly reviews the medium term cash flow.

During January 2022 we secured additional funding of £10m secured through GB Social Housing.

The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

28. Financial instruments

The carrying values of Housing for Women's financial assets and liabilities are summaries by category below:

	2021	2020
	£	£
Financial assets		
Measured at undiscounted amounts receivable		
Cash and cash equivalents	**3,413,724**	6,729,719
Gross debtors	**793,882**	544,334
Other debtors	**353,912**	697,852
Measured at fair value through profit and loss		
Investments	**5,460**	14,396
Financial liabilities		
Measured at amortised cost		
Loans repayable	**20,588,300**	21,255,954
Measured at undiscounted amounts payable		
Trade and other creditors	**179,232**	145,854

NOTES TO THE FINANCIAL STATEMENTS

Housing for Women's income, expense, gains and losses in respect of the financial instruments are summarised below:

	2021	2020
	£	£
Fair value gains and losses on investments	**(8,936)**	-
Interest income and expense		
Total interest income for financial assets at amortised cost	**22,894**	27,722
Total interest expense for financial liabilities at amortised cost	**359,288**	458,955

HOUSING FOR WOMEN

England & Wales - Charity number 211351

Accounts

HOUSING FOR WOMEN

(A company limited by guarantee and having no share capital)

Annual Report and Financial Statements
Year ended
30 September 2020

Company Registration Number 00420651
Charity Registration Number 211351
Registrar of Social Housing Number L0970

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2020

CONTENTS

Page:

3	Executive and Advisors
4	Strategic Report
9	Report of the Board of Directors
17	Report of the Independent Auditor
20	Statement of Comprehensive Income
21	Statement of Financial Position
22	Statement of Changes in Reserves
23	Statement of Cash Flows
24	Notes to the Financial Statements

EXECUTIVE AND ADVISORS

BOARD OF DIRECTORS

Susan Kane (Chair)

Joanne Norris (Vice-Chair)

Helen Webb
Christine Pointer
Christopher Worrall
Mark Cooper
Sally East
Caroline Davies
Yewande Showumni

REGISTERED OFFICE

Sixth Floor, Blue Star House
234-244 Stockwell Road
London
SW9 9SP

AUDITOR

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

CHIEF EXECUTIVE AND COMPANY SECRETARY

Zaiba Qureshi

INTERNAL AUDITOR

TIAA Ltd
Artillery House
Fort Fareham
Newgate Lane
Fareham
PO14 1AH

BANKERS

Lloyds TSB Bank Plc
39 Threadneedle Street
London
ECR2 8AU

SOLICITORS

Trowers & Hamlins
3 Bunhill Row
London
EC1Y 8YZ

STRATEGIC REPORT

The Board of Directors present their Strategic Report for Housing for Women ("Housing for Women") for the year ended 30 September 2020.

PRINCIPAL ACTIVITIES AND BUSINESS MODEL

The principal activity of Housing for Women is the provision of accommodation for women on low incomes and their dependants.

Business Model

Housing for Women is a not for profit public benefit entity. It is a company limited by guarantee and not having share capital, a registered provider of social housing and a registered charity.

Housing for Women is sole trustee of the charity The Mary Curzon Charity for Women Workers.

OBJECTIVES, STRATEGY AND PRINCIPAL RISKS AND UNCERTAINTIES

Objectives

The mission of Housing for Women is to empower women through providing good homes and services and challenging inequalities faced by women.

Strategy

The year ended 30 September 2020 marks the end of the third year of our strategic plan. This plan was set to ensure we effectively manage and mitigate for an ever-changing external environment, ensuring that both the financial viability and governance structures remain sound. In order to ensure that Housing for Women is able to maintain its stock and enable growth, a healthy surplus achieved year on year is essential.

Within that context our strategic objectives continue to be for the next 2 years as follows:

1. Deliver great homes and services,
2. Achieve growth in size increasing our influence,
3. Drive business excellence, and
4. Develop and promote community involvement for women.

Principal risks and uncertainties

The Strategic Risk Register is updated quarterly and kept under regular review by the Executive Team (ET), Audit Committee and Board of Directors. All risks are managed with reference to the Risk Register where identified risks with mitigating actions to be achieved are allocated to key personnel to implement. High level risks are modelled in the 30-year business plan using the Brixx financial and business planning tool and Housing for Women maintains insurance cover for matters such as indemnity protection for officers and directors and public liability insurance.

STRATEGIC REPORT (CONTINUED)

Key risks currently identified include the following:

- Our customer expectations outstrip our performance within Estate Services and Property maintenance.
- Our financial capacity and spend fails to match strategic ambition, specifically the impact of the rent setting environment, cost of debt, inflationary pressures in the current economic situation, cost inefficiencies and an increasingly competitive fundraising environment.
- Our strategic ambition exceeds our people, processes and the active asset management required for the delivery of our business plan.
- Failure to comply with required Health & Safety and Safeguarding policies.
- The impact of the Grenfell Tower tragedy continues to develop through policy guidance from Central Government. We are regularly reviewing fire safety at both Executive and Board level.
- Failure to recruit good people in some areas of the organisation in a market where strong candidates are in short supply.
- Failure to manage all aspects of the remediation of our Childers Street development.

GOVERNANCE

Governance structure

The Board of Directors are all non-executive members working voluntarily for Housing for Women. The members are drawn from a wide variety of disciplines, so as to provide the balance of skills and specialisations necessary for the management of Housing for Women. The Board of Directors met formally seven times during the year.

Housing for Women currently has three committees: the Audit Committee, Asset Management and Development Committee and the Remuneration Committee. The Audit Committee has responsibility for overseeing risk management and internal control and the Remuneration Committee recommends to the Board of Directors the remuneration of the Chief Executive and senior staff and is also responsible for Board recruitment and succession planning.

Whilst retaining its responsibilities for the overall strategy and policies of Housing for Women, the Board of Directors delegates day to day management to the Chief Executive and the Executive Team.

Code of governance

Housing for Women has adopted the National Housing Federation's 2015 code of governance 'Promoting board excellence' and an annual review of compliance with that code for 2019/20 was approved in December 2020.

In November 2020 the NHF released the updated 2020 Code of Governance. We are currently carrying out a self assessment against the new code with a view to adopting the Code subject to Board approval.

Compliance with regulatory standards

Housing for Women has assessed its compliance with the Regulator of Social Housing (RSH) governance and viability regulatory standards (April 2015) and believes that it meets the standards identified by the RSH.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS

Financial Review

During an extremely busy year Housing for Women continued its work in securing a firm foundation for the future.

Housing for Women made a surplus on ordinary activities of £119,388 for the year ended 30 September 2020 compared with a surplus of £228,368 for the previous year.

Gross income receipts were in line with expectations. However, there was a void loss of £135,807 (2019: £125,427). These were seen in both the General Needs and Supported Housing sides of the business, with accommodation type or availability of nominations being principle drivers. In addition during the year a number of voids were unable to be tenanted due to COVID. Further steps to effectively identify, manage and minimise void loss days in the future have been initiated by management.

Arrears recovery continued to be an area of ongoing focus with improvement plans in place to minimise bad debt. Despite this, £118,261 (2019: £106,964) of income was provided/written off in the year as potential bad debt. This is mainly driven by ageing of current tenant debt, which unfortunately is being reflected across the sector as a whole in these difficult economic times.

In 2018 a decision was made to split the Operations Directorate in order to give a more focused approach on the areas of Customer Service and Asset Management respectively. In 2020 we recruited permanent members onto the Executive Team who are building their teams accordingly.

We were able to secure the lease for our offices in Brixton at extremely favourable terms for the next 3-5 years.

Asset Management has represented an area of considerable investment in the year, both in respect of infrastructure, but also in monetary terms, with additional spend in all areas including property compliance and cyclical works.

Finally we were able to secure an additional £5m of funding in October 2019 with a fixed rate of interest until 2047. Whilst this increased our interest burden for the year, it provided necessary comfort in respect of liquidity as the organisation navigated the uncertainty of the COVID environment, together with its significant plans for asset improvement.

Operational Review

Childers Fire

In May 2020 we had a significant fire at our Childers Street scheme. Thankfully there was no loss of life or injuries, though significant damage to one block led to the safe decant of those affected. We are currently managing this project to identify and deliver the work to re-instate this property. This will be a key project for our Asset Management team over the next 12 months.

As a result of the fire, we immediately revised the evacuation plan for the two remaining occupied blocks and implemented a Waking Watch which is currently being replaced by a temporary fire alarm system to support safe evacuation. We are also completing an assessment of all blocks in respect of any works required to bring them to current building regulations and are keeping all stakeholders advised accordingly. Once we are clear as to the nature and extent of works required we shall consider whether there is any recourse in respect of liability.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

Customer Engagement

During the year we were not able to realise the full implementation of our revised Engagement Strategy. Whilst we had established a Scrutiny Panel in 2019, and provided some initial training to members we were unable to sustain their development during Covid 19 and the subsequent Lockdowns and the requirement to move to virtual meetings before the panel had become fully established. Whilst some local meetings with residents did take place when lock down was eased the pandemic also impacted on our ability to regularly offer surgeries and hold customers consultation. We did however continue to engage with our customers and stakeholders through our website, newsletters, customer portal, estate inspections, independent satisfaction surveys and via social media. We will be revisiting our Engagement implementation plan which will include a review of our Scrutiny Panel in mid 2020/21 and the introduction of Estate Champions and more virtual engagement opportunities. Additionally, we commissioned Acuity to carry out independent periodic customer satisfaction surveys. These are giving us a more accurate picture of where we need to focus improvements and enable us to benchmark with our peers.

Key deliverable outcomes that have been achieved over the past 12 months across the organisation's frontline services are:

General Needs Services

During 2019/20 we housed 37 (2019: 41) new residents. At the year end we had 849 women and their families housed in permanent affordable homes (2019: 836).

Covid Welfare Calls

In response to the Coronavirus crisis and Government restrictions, during the first lockdown in March 2020 we set up an emergency taskforce to make weekly phone calls to vulnerable and older residents.
The Welfare Call Task Force made over 890 welfare calls over five weeks. Volunteers checked in on Residents to make sure they were safe and provide practical support such as shopping for food and medication.
Residents told us the calls offered real comfort amid the anxiety and fear they were experiencing as a result of the pandemic. For those who live alone, the calls were a lifeline as the calls helped ease feelings of loneliness and isolation. The task force became an invaluable gateway into the community as Residents were able to report any concerns they had about the wellbeing of their neighbours, when they noticed little or no activity from neighbours who usually were active.
We are looking to build on this experience in the coming year by establishing a large pool of befrienders who can help support those tenants who are isolated, or where there are wellbeing concerns this service will supplement the landlord operational delivery.

Support Services

Housing for Women has continued to deliver a range of support services throughout the year including;

- Domestic Violence and Abuse services – Refuges (Ealing and Greenwich) and Floating Support and telephone advice (Greenwich).
- ReUnite - Support for women and their children on the mothers release from prison to help rebuild their family ties and prevent re-offending.
- RePlace - Second stage support for single trafficked women.
- ReConnect - Support and accommodation to single women with complex needs on their release from prison.
- Capacity building work to support case workers and advocates in developing their skills and knowledge around housing legislation, building links with local authority housing options services to support housing pathways for women seeking secure accommodation.

In order to continue to deliver services which do not receive statutory funding, it is vital to secure funding through Trusts, Foundations and individual donations. We would like to take this opportunity to thank all our donors for their ongoing and generous support.

STRATEGIC REPORT (CONTINUED)
REVIEW OF BUSINESS (CONTINUED)

During 2019-20:

- 98 (2019: 95) women stayed in our refuges.
- Our floating support service helped 185 (2019: 100) women in Greenwich. This service provides one-to-one emotional and practical support around matters like safety planning, housing, financial empowerment, contacting the police, and ensuring the safety of their children.
- We coordinated 122 (2019:71) referrals for the Sanctuary Scheme in Greenwich which provides extra security to ensure women can live safely in their own homes.
- We handled 5,398 (2019: 3,580) calls through our Domestic Abuse Advice Line, providing information and support to survivors and professionals across London. Our confidential advice line provides practical advice and emotional support to women suffering domestic abuse.

In 2019-20, we changed the services we provide through the RePlace project to a drop-in service.

- 4 (2019: 14) women engaged in education, training or paid employment.
- 8 (2019: 3) women supported into housing following Home Office decisions to award definite leave to remain.

Through the Reconnect project, we supported 13 women with complex needs and 5 women engaged in education, training or paid employment

We continue to operate in line with the Women's Aid National Quality Standards. Embodying principles of participation, transparent governance and needs-led service delivery, they set out the nature and standard of service provision necessary to enable women and children survivors of domestic violence to cope with and recover from their experiences of abuse.

FUTURE PROSPECTS

In order to achieve our growth ambitions and build service capacity we continue to explore new prospects through increased partnership working and opportunities around mergers and acquisitions. Additionally, we shall seek future finance through a combination of active asset management and maximising opportunities to extend our gearing.

KEY PERFORMANCE INDICATORS

Key performance indicators are identified and explained within the Value for Money section of the Report of the Board of Directors.

Approved by the Board of Directors and signed on behalf of the Board by:

S. Kane.

Susan Kane
Chair
Date: 23 March 2021

REPORT OF THE BOARD OF DIRECTORS

The Board of Directors present their report and the financial statements for the year ended 30 September 2020.

Directors

The Directors of Housing for Women who served during the year are:

- Bernadette O'Shea (Chair) (Resigned March 2020)
- Susan Kane (Chair) (Appointed March 2020)
- Joanne Norris (Vice Chair)
- Helen Webb
- Christine Pointer
- Christopher Worrall
- Mark Cooper
- Diane Hart (Resigned March 2020)
- Anne Langton (Resigned March 2020)
- Sally East (Appointed November 2019)
- Caroline Davies (Appointed May 2020)
- Yewande Showumni (Appointed May 2020)

Responsibilities of the Board of Directors

The Board of Directors is responsible for preparing the Annual Report and Financial statements in accordance with applicable law and regulations.

Company Law requires the Board of Directors to prepare financial statements for each financial year. Under that law the Board of Directors has elected to prepare the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of Housing for Women and of the surplus or deficit of Housing for Women for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that Housing for Women will continue in business.

The Board of Directors is responsible for keeping adequate accounting records that are sufficient to show and explain Housing for Women's transactions and disclose with reasonable accuracy at any time the financial position of Housing for Women and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015. They are also responsible for safeguarding the assets of Housing for Women and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

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

Internal Controls

The Board of Directors is ultimately responsible for the 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 and not absolute assurance against material misstatement or loss.

The Board of Directors confirms there is an on-going process for identifying, evaluating, and managing the significant risks faced by Housing for Women, including the risk of fraud that has been in place for the year under review and up to the date of approval of the Annual Report and Financial Statements. This process is regularly reviewed by the Board. The Board of Directors has approved and regularly reviews its policy on fraud covering prevention, detection and reporting. The fraud register is reviewed annually.

The Board of Directors has reviewed the effectiveness of the system of internal control. In particular, the Board of Directors has reviewed and updated Housing for Women's strategic risk map. The Board of Directors has received the Chief Executive's report on the effectiveness of internal control which confirmed having reviewed the effectiveness of the system of internal control, including the sources of assurance agreed by the Board as being appropriate for that purpose, she was satisfied that adequate systems of internal control were substantially in place.

Management are responsible for the identification and evaluation of significant risks applicable to their areas of business together with the design and operation of suitable controls.

Key elements of the control framework include:

- Board approved terms of reference and delegated authorities for Audit Committee, Asset Management and Development Committee and Remuneration Committee,
- Defined management responsibilities for identification, control and management of significant risks,
- Strategic and business planning processes with detailed financial budgets and forecasts,
- Formal recruitment, retention and training policies for all staff,
- Full reporting to Board for all significant new initiatives and commitments,
- Regular reporting to Board of business objectives, targets and outcomes,
- Board approved 'whistle blowing' and fraud policies,
- Board review of strategic risks and regular review by senior management of strategic and operational risk management including Health and Safety.

During 2019/20 our internal auditors (TIAA) carried out 1 audit covering complaints. We have a programme in place that was delayed due to Covid-19. We will continue with the agreed programme during 2020-21.

The Audit Committee has reviewed this report and agreed the Executive Team's (ET) action plan wherever improvements or issues of significance have been identified. A rolling review of actions completed is maintained and reported by the internal auditors and monitored quarterly by the Audit Committee.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

The Board has reviewed the effectiveness of the Association's internal controls and has not identified any significant matters leading to a breakdown in controls.

Value for Money Assessment

Background

The mission of Housing for Women is to empower women through providing good homes and services and challenging inequalities faced by women.

We continue to develop our ability to measure the impact, efficiency and effectiveness of the services we deliver to our residents and service users. As a small housing association we have limited resources, and operate in challenging areas where demand for our services exceeds supply.

The Housing for Women Board and Executive team aim to maximise the social value of the organisation by ensuring that its finance and resources are used effectively.

Approach

Housing for Women recognises that Value for Money (VfM) is a fundamental consideration and is committed to maximising VfM to ensure that the highest level of service is delivered to our customers. To maximise VfM, the needs of customers must be met by 'doing the right thing, in the right place, at the right time and at the right price'.

The Board has agreed a strategic goal to ensure our systems and processes support service improvement, efficiency and compliance with funder and regulatory requirements.

The aim is to deliver the strategic goal by continuing to improve our understanding of our costs, performance and quality of services by taking action to ensure that the right balance is achieved.

The strategy considers short, medium and long-term financial implications and is reviewed annually, with an action plan created and reviewed at Executive Team level for at least the year ahead.

Taking account of Housing for Women's current position and this strategic goal, the VfM objectives of Housing for Women are to:

- Reduce operating costs for general needs properties to 85% of current costs by the end of the plan (2022).
- Achieve median quartile or better performance in comparison to similar housing associations in recognised sector indices,
- Direct resources to achieve the necessary balance between keeping our customers safe, delivering frontline services, maintaining existing assets and providing new homes/services,
- Embed a VfM culture throughout the organisation, and
- Improve customer satisfaction levels.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Overall Performance

During the year Housing for Women continued to benchmark through HouseMark (London Region) and the G320 London benchmarking club, refining data and taking action to address any areas where performance is not at the required level.

Indicator	2015/16	2016/17	2017/18	2018/19	2019/20	Median BM 320 Benchmark	Median Housemark Benchmark
Regulatory metrics:							
Reinvestment %	0.29	0.24	-	-	-	5.33	2.2
New supply delivered (social housing) %	2.6	0.9	-	-	-	0.2	1.16
New supply delivered (non-social housing) %	-	-	-	-	-	-	-
Gearing %	18	17	16	16	18	22	39
EBITDA MRI interest cover %	266	305	187	202	-114	229	149
Headline social housing cost per unit £	6,637	6,363	7,159	7,118	8,788	4,758	6,343
Operating margin (social housing lettings) %	16.7	16.5	11.1	7.4	5.9	28.28	18.9
Operating margin (overall) %	16.6	15.9	11.3	7.8	6.9	21.21	24.3
Return on capital employed %	1.95	1.79	1.48	0.89	0.74	1.84	2.5
Local key cost and performance metrics:							
Financial and overheads							
Overhead as % turnover	16	17.5	19.1	24.0	23.5	21.69	16.2
Housing management							
Cost per property	2,725	2,760	3,417	3,907	3,364	1,388	2,354
Asset management							
Cost per property of major works/cyclical maintenance	631	834	946	838	2582	1756	1747
Cost per property of responsive repairs and void works	1,897	1,613	1,539	1,130	1,441	1,177	1,140
Invest in our people							
Staff turnover	Not Available	29.4	50	52.5	36.83	Not measured	n/a

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Commentary on Performance

During 2019/20 we continued to focus heavily on Customer Service and Service Improvement, primarily driving Value for Money through our procurement work where several significant new contractors were established. In order to push forward our need to improve on customer service the emphasis within the substantial procurement programme over both this and the forthcoming 2 years is to drive efficiency and effectiveness for our customers.
This was against the backdrop of the COVID 19 pandemic and the challenges this presented in respect of operational functionality.

The following summarises our performance across the metrics with external peers via the benchmark data:

- **Gearing %**
  We continue to have low gearing as historically the organisation has not sought to maximise its funding capacity. Having secured additional funding in 2019/20 in line with our approved Business Plan we intend to bring forward approved further funding streams to create financial certainty with long term fixed rate funding. As these monies are invested over time and our cash balance reduces this will drive our gearing upwards to be more in line with our peers.

- **EBITDA MRI interest cover %**
  With increased loans being secured in 2019/20, EBITDA MRI has reduced. Additionally in line with the Financial plan accompanying the approved Business Plan significant investment was made in our current stock, beginning to address under-investment in previous years.

- **Headline social housing cost per unit £**
  During 2018/19 we were held off permanent recruitment to senior positions in the organisation as a potential merger was being explored. As a result, we engaged a number of interim staff which were significantly more costly. During the latter part of 2019/20 we stabilised the workforce, bringing in permanent staff at all levels. Therefore this metric will significantly reduce in 2020/21 in respect of management costs. The increase from last year almost entirely relates to a budgeted considerable uplift in major/planned maintenance of £1,538 per unit.

- **Operating margin (social housing lettings) %**
  The impact of the government's rent regime with the 1% rent reduction has continued in 2019-20. Additionally, our Board's historical policy to keep rents at affordable social levels drives a lower operating margin for the organisation when compared with our peers. During 2019/20 considerable additional investment was made in respect of our property compliance and we have invested with specialist technical skills now employed in-house to manage this vital area. We must now work to improve operating efficiency with a stable workforce to improve our operating margin whilst maintaining a quality service.

- **Operating margin (overall) %**
  Our Board are committed to the delivery of up to 25% of our turnover through our much needed and, in many cases, lifesaving, but low margin support services. This has the effect of further diluting the operating margin detailed above. The Board acknowledges that in the current environment of economic uncertainty and budgetary constraint that a drive to do more with the same or less will continue to put our operating margin under pressure however, they also recognise the need to minimise the risks involved.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- **Return on capital employed %**
  The ROCE continues to reflect both the low margins and gearing of the organisation.

- **Overhead as % turnover**
  Our level of overhead as % turnover remains very high compared with our peers. This is driven by the costs of servicing the more complex support services arm of the organisation together with the remaining interim elements of our workforce being present through much of the yearas permanent staff were recruited from Director level downwards. However it is encouraging that we have begun to see a decrease in this metric and will work to drive this down further in the next year.

- **Housing management general needs cost per property**
  Whist we are still above our peer group, this metric has reduced to levels seen two years ago. We are currently reviewing our methods of customer service delivery to both drive up performance and improve efficiency and therefore VfM.

- **Asset management general needs cost per property of major works/cyclical maintenance**
  During 2019/20 we continued to spend at levels much above our peer group, as we seek to invest in our assets as informed by our stock condition survey. There has been positive customer feedback about the investment carried out thus far and we plan to continue at this or higher levels in the forthcoming year.

- **Asset management general needs cost per property of responsive repairs and void works**
  Whilst for an element of the year our ability to carry out responsive repairs was inhibited through the Government response to the pandemic, we focussed our efforts in reducing historic inertia from the reporting of a repair to completion of works. Additionally we completed significant works in respect of property compliance.

- **Staff turnover**
  Over the past couple of years we have run several initiatives focussing on the retention of our staff. This looked at, amongst other areas employment tenure type, remuneration package, wellbeing and ongoing support. Our levels of staff turnover (which include those on fixed term contracts), whilst still high are considerably reduced compared with the previous two years and we look to see this come down further in 2021/22.

  Driving this metric down, ensuring the retention of a high quality experienced team will also enable a continued embedding of VfM within the culture of the organisation as we retain and grow organisational history and knowledge.

Procurement

Our procurement strategy sets out how services and goods are to be procured to achieve value for money. It also encourages Housing for Women to ensure value for money using quotes and tenders as the basis for ensuring best value in all procurement of goods and services.

- During 2019/20 there has been a considerable amount of work looking at the re-procurement of several contractors, both in respect of property and central services.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

- As planned the Internal and External Auditors were secured with a saving of £17k and an extended scope for work to be commissioned where the Board wished to seek necessary assurance on operational matters.

- Additionally new contractors for Cleaning and Garden Services were secured, moving from an ad-hoc to a programmed approach to covering our estate.

- The telephony contract was tendered although due to the pandemic and office closures, this went live in February 2021. With this new system, we expect to be able to provide a better service to our customers and manage call volumes more effectively.

- The 2020/21 procurement programme includes:

  Reactive maintenance – this builds on the options appraisal work of 2019/20 to shape the service required.

  Legal services – having reviewed the nature and quantum of works required an interim positon in respect of frameworks are being secured to effect immediate efficiencies with a form of tender being considered thereafter.

  Heating Installation, Service and Maintenance.

Social return on investment

Housing for Women applies the HACT model to measure Social Impact and assign a monetary value to various aspects of our work and the outcomes produced by it. Notwithstanding the impact of the pandemic from March 2020 in 2019/20 volunteers gave us 2,349 (2018/19 4,367) hours of their time. Using the HACT model the monetary value of this social impact is £46,074 (2018/19 £24,963). This is calculated using formulae to monetarise significant outcomes for those volunteers including access to employment and improved physical and mental health. We have strong ambitions to improve upon these figures in the forthcoming year especially through our engagement with befrienders. social work students and refuge volunteers. Additionally, during the year our Trustees gave generously of their time on Board/Subcommittees.

Going Concern

In the light of the recent fire at Childers Street and the ongoing COVID – 19 pandemic, the Board has considered the overall impact on the organisation. The Board considers at present the key areas of concern surround the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows together with its ability to recover rent and service charges in an economically challenging environment. We have assessed the financial impact in the context of the current business plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, as explained in note 26 and regularly reviews the medium term cash flow; the Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

REPORT OF THE BOARD OF DIRECTORS (CONTINUED)

Disclosure of information to the Auditor
In the case of each person who was a Director at the time this report was approved:

so far as that Director was aware there was no relevant audit information of which Housing for Women's auditor was unaware; and that Director had taken all steps that the director ought to have taken as a Director to make himself or herself aware of any relevant audit information and to establish that Housing for Women's auditor was aware of that information.

This information is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Auditor

Following a change to our Articles of Association in December 2020 we are no longer required to hold an AGM. Matters that would usually go the AGM including the approval of our Statutory Accounts and the re-appointment of our External Auditors, Crowe, will therefore be proposed at our Board meeting on 23 March 2021.

Approved by the Board of Directors and signed on behalf of the Board by:



Susan Kane
Chair
Date: 23 March 2021
Company Registration Number 00420651

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HOUSING FOR WOMEN

Opinion

We have audited the financial statements of Housing for Women for the year ended 30 September 2020 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, 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 charitable company's affairs as at 30 September 2020 and of the incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 2015.

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Annual Report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

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

- the charitable company has not kept adequate accounting records; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 9, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the charitable company 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.

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



Julia Poulter

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London, UK

Date: 30th March 2021

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF COMPREHENSIVE INCOME
FOR YEAR ENDED 30 SEPTEMBER 2020

	Note	**2020**	2019
		£	£
TURNOVER	4	**7,978,038**	8,004,898
Operating expenditure	4	**(7,427,415)**	(7,383,641)
Surplus on sale of fixed assets		**-**	-
OPERATING SURPLUS BEFORE EXCEPTIONAL ITEMS	4	**550,623**	621,257
Exceptional item – Uninsured losses	25	**(220,528)**	-
OPERATING SURPLUS		**330,095**	621,257
Bank interest receivable		**27,720**	5,556
Interest and other financing costs	7	**(458,955)**	(398,445)
SURPLUS FOR THE YEAR	8	**(101,140)**	228,368
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**(101,140)**	228,368

The financial statements were approved and authorised for issue by the Board of Directors on 23 March 2021 and were signed on its behalf by:



SUSAN KANE
Chair



JOANNE NORRIS
Vice-chair



ZAIBA QURESHI
Company Secretary

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF FINANCIAL POSITION
AS AT 30 SEPTEMBER 2020

	Note	2020 £	2019 £
Fixed assets			
Property, plant & equipment	9	**69,253,503**	68,648,781
Investments	10	**14,396**	14,396
		69,267,899	68,663,177
Current assets			
Trade and other debtors	11	**1,221,360**	666,771
Cash and cash equivalents	12	**6,729,719**	2,947,145
		7,951,079	3,613,916
Creditors - amounts falling due within one year	13	**(3,167,487)**	(2,665,353)
Net current assets		**4,783,592**	948,563
Total assets less current liabilities		**74,051,491**	69,611,740
Creditors - amounts falling due after more than one year	14	**(58,982,898)**	(54,442,007)
Net assets		**15,068,593**	15,169,733
Capital and reserves			
Revenue reserves		**14,582,216**	14,683,356
Endowment funds	18	**486,377**	486,377
		15,068,593	15,169,733

The financial statements were approved and authorised for issue by the Board of Directors on 23 March 2021 and were signed on its behalf by:





SUSAN KANE
Chair

JOANNE NORRIS
Vice-chair

ZAIBA QURESHI
Company Secretary

Company Registration Number 00420651
Charity Registration Number 211351

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

Registrar of Social Housing Number L0970

STATEMENT OF CHANGES IN RESERVES
FOR YEAR ENDED 30 SEPTEMBER 2020

	Note	2020 Revenue Reserve	2020 Endowment Reserve	Total
		£	£	£
At the beginning of the year		**14,683,356**	**486,377**	**15,169,733**
Surplus / (deficit) from Statement of Comprehensive Income for the year		**(101,140)**	**-**	**(101,140)**
Transfer between reserves	18	**-**	**-**	**-**
At the end of the year	19	**14,582,216**	**486,377**	**15,068,593**

	2019 Revenue Reserve	2019 Endowment Reserve	Total
	£	£	£
At the beginning of the year	14,454,988	486,377	14,941,365
Surplus from Statement of Comprehensive Income for the year	228,368	-	228,368
Transfer between reserves	-	-	-
At the end of the year	14,683,356	486,377	15,169,733

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2020

	Note	**2020**		2019	
		£	**£**	£	£
Net cash generated from operating activities	24		**1,375,956**		499,999
Cash flow from Investing Activities					
Purchase of housing properties		**(1,581,457)**		(176,260)	
Interest received		**27,720**		5,556	
Sale of property		**0**		-	
Purchase of other property, plant & equipment		**0**		(146,239)	
Net cash generated/(used) in investing activities			**(1,553,737)**		(316,943)
Cash flow from Financing activities					
Repayment of borrowings		**4,419,310**		(571,129)	
Grant funding		**-**		-	
Interest paid		**(458,955)**		(398,445)	
Net cash used in financing activities			**3,960,355**		(969,574)
Net change in cash and cash equivalents			**3,782,574**		(786,518)
Cash and cash equivalents at:					
Beginning of the year			**2,947,145**		3,733,663
End of the year	12		**6,729,719**		2,947,145

NOTES TO THE FINANCIAL STATEMENTS

1. General information

Housing for Women, a company limited by guarantee having no share capital is incorporated in England under the Companies Act 2006, registered number 00420651, and is registered with the Registrar of Social Housing as a Private Registered Provider of Social Housing (Registered number L0970) and is a registered charity (Registered Number 211351). Housing for Women's principal activities are stated in the Strategic Report on page 4.

The registered office is Sixth Floor, Blue Star House, 234-244 Stockwell Road, London SW9 9SP.

2. Principal accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

2.1 Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Statement of Recommended Practice for registered social housing providers, Housing SORP 2014.

In accordance with FRS 102 (3.3A), Housing for Women is a public benefit entity that has applied the "PBE" prefixed paragraphs.

The financial statements comply with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015 ("the Direction").

The accounts are prepared on the historical cost basis of accounting and are presented in sterling (£).

Housing for Women took the exemption within FRS 102 to not restate business combinations entered into before the date of transition.

2.2 Going concern

In the light of the recent fire at Childers Street and the ongoing COVID – 19 pandemic, the Board has considered the overall impact on the organisation. The Board considers at present the key areas of concern surround the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows together with its ability to recover rent and service charges in an economically challenging environment. We have assessed the financial impact in the context of the current business plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected. Housing for Women has adequate long term debt facilities in place, as explained in note 26 and regularly reviews the medium term cash flow; the Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

2.3 Turnover and revenue recognition

Turnover comprises rental and service charge income, fees and grants receivable and other income.

Rental and service charge income is recognised in the period to which it relates, net of rent and service charge losses from voids. Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids.

Service charge and other income are accounted for on the basis of the value of goods or services supplied during the period. Any over or under recovery of variable service charge amounts due is reflected as a creditor or debtor respectively.

Revenue grants are accounted for once Housing for Women is legally entitled to the grant. Revenue grants are recognised in the Statement of Comprehensive Income in the same period as the expenditure to which they relate under the performance model of accounting.

2. Principal accounting policies (continued)

2.3 Turnover and revenue recognition (continued)

Government capital grants received are initially deferred and then credited to turnover in the Statement of Comprehensive Income on a straight line basis over the expected life of the asset which they have funded under the accrual model of accounting.

2.4 Short term employee benefits

Short term employee benefits, including holiday pay, are accrued as services are rendered. Contributions to defined contribution pension schemes are charged to the Statement of Comprehensive Income as they become payable in accordance with the rules of the scheme. Differences between contributions payable in the year and those actually paid are shown as either accruals or prepayments in the Statement of Financial Position.

2.5 Taxation

Housing for Women is not VAT registered since a large proportion of Housing for Women's income, including its rents, is exempt for VAT purposes whilst the majority of its expenditure is subject to VAT that cannot be reclaimed, expenditure is shown inclusive of irrecoverable VAT.

Housing for Women has charitable status and therefore is not subject to Corporation Tax on surpluses derived from charitable activities, provided that the surpluses are applied to the charitable objects of Housing for Women.

2.6 Interest payable

Interest is capitalised on borrowings to finance the development of qualifying assets to the extent that it accrues in respect of the period of development if it represents:

- interest on borrowings specifically financing the development programme after deduction of related grants received in advance; or
- a fair amount of interest on borrowings of Housing for Women as a whole after deduction of Social Housing Grant received in advance to the extent that they can be deemed to be financing the development programme.

Other interest payable is charged to the Statement of Comprehensive Income in the year.

2.7 Property, plant & equipment - Housing properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available for rent and are stated at cost less accumulated depreciation and impairment losses.

Cost includes the cost of acquiring land and buildings, development costs and interest charges incurred during the development period.

Where an asset comprises components with materially different useful economic lives, those assets are separately identified and depreciated over those individual lives. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.

Housing for Women depreciates the major components of its housing properties at the following annual rates:

2. Principal accounting policies (continued)

2.7 Property, plant & equipment - Housing properties (continued)

Components identified within housing properties:

Roof and Structure	100 years
Windows and External doors	30 years
Kitchens	20 years
Bathrooms	30 years
Heating	15 years
Mechanical and electrical	40 years
Lifts	25 years

Subsequent expenditure which relates to either the replacement of previously capitalised components or the enhancement of such components which results in incremental future benefit is capitalised and the carrying amount of any replaced component or part component is derecognised.

The residual values of fixed assets, their useful lives, and their depreciation rates are reviewed at each reporting date and where there is an indication of a significant change since the previous reporting date, they are adjusted prospectively.

2.8 Property, plant and equipment - Other

Other property, plant and equipment are stated at cost less accumulated depreciation.

Depreciation is provided evenly on the cost of other property, plant and equipment to write them down to their estimated residual values over their expected useful lives. No depreciation is provided on freehold land. All assets with a value of less than £250 are treated as small equipment and written off in year.

The principal annual rates used for other assets are:

Leased Office buildings	Over the life of lease
Office equipment and furniture	25%
Property equipment and furniture	33.3%

Gains or losses arising on the disposal of other property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

2.9 Impairment

Assets other than those measured at fair value, are assessed for indications of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income as described below.

Non-financial assets

Non-financial assets comprise housing properties and other property, plant and equipment. A non-financial asset is impaired where there is objective evidence that, as a result of one or more events after initial recognition, the estimated recoverable amount of the asset has been reduced. The recoverable amount of a non-financial asset is the higher of its fair value less costs to sell and its value in use.

2.9 Impairment (continued)

For the purposes of impairment assessments, housing properties are grouped together into schemes, each scheme typically comprising one or more buildings in an immediate locality, and each building consisting of one or more accommodation units. Schemes are typically developed or acquired as one block of units.

Value in use (VIU) for housing schemes, which are able to be let in the current condition and which are fulfilling the social purpose for which they were acquired is referred to as Value in use Service Potential (VIU-SP) and this can be measured using the 'depreciated replacement cost (DRC) valuation basis. The DRC basis considers either the cost of purchasing an equivalent property on the open market (based on the sale prices for similar properties in or near the same location), or from another registered provider (where there is considered to be an active market), or the rebuilding cost of structures and components based on current building costs, using either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

For other schemes, value in use is defined as the net present value of the future cash flows generated from the scheme before interest cost.

Financial assets

Financial assets comprise investments, trade and other debtors.

For financial assets carried at amortised cost, the amount of impairment is 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.

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

2.10 Financial instruments

Financial assets and liabilities comprise investments, trade and other debtors, cash and cash equivalents, trade and other payables, accruals and loan balances.

Financial assets and financial liabilities are recognised when Housing for Women becomes party to the contractual provisions of the financial instrument.

All financial assets and financial liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through the Statement of Comprehensive Income, which are initially measured at fair value, unless the arrangement constitutes a financial transaction. If an arrangement constitutes a financial transaction, the financial asset or financial liability is measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument. A financing transaction may take place in connection with the sale of goods or services, for example, if payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate.

Financial assets and liabilities are only offset in the Statement of Financial Position when, and only when there exists a legally enforceable right to set off the recognised amounts and Housing for Women intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

2.10 Financial instruments (continued)

Debt instruments that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Debt instruments which meet the conditions of Section 11.9 of FRS 102 are subsequently measured at amortised cost using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash flows through the expected life of the financial asset or liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Other financial instruments and investments in equity instruments are recognised at fair value with any gains or losses being reported in surplus or deficit for the year.

Financial assets are only derecognised when and only when: the contractual rights to the cash flows from the financial asset expire or are settled; Housing for Women transfers to another party substantially all the risk and rewards of ownership of the financial asset; or Housing for Women, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Cash and cash equivalents are classified as basic financial instruments and comprise cash in hand and at bank, short-term bank deposits and bank overdrafts which are an integral part of Housing for Women's cash management. Cash equivalents are highly liquid investments that are readily convertible to known amounts of cash without significant risk of change in value.

2.11 Grants

Government grants

Government grants include grants receivable from the Homes & Communities Agency (RSH), local authorities, and other government organisations. Government grants received for housing properties are treated as deferred income and recognised in turnover (amortised) over the estimated useful life of the housing property structure, under the accrual model. Government grant received specifically for components is amortised over the life of the component to which it relates.

Grants relating to revenue are recognised in the Statement of Comprehensive Income over the same period as the expenditure to which they relate, once reasonable assurance has been gained that Housing for Women will comply with the conditions and that the funds will be received. Grants due from government organisations or received in advance are included as current liabilities.

Government grants released on the sale of the property may be repayable but are normally available to be recycled and are credited to a recycled grants fund and are included in the Statement of Financial Position in creditors. If there is no requirement to recycle or repay the grant on disposal of the asset, any unamortised grant remaining within creditors is released and recognised as income in the Statement of Comprehensive Income.

Other grants

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specific future performance conditions is recognised as revenue when the grant proceeds are received. A grant that imposes specific future performance related conditions on Housing for Women is only recognised when these conditions are met. A grant received before the revenue recognition criteria are satisfied is shown as a liability in the Statement of Financial Position.

2.11 Grants (continued)

Recycling of capital grants

Where the Social Housing Grant is recycled, the grant is credited to the fund which appears as a creditor until used for further development. Where the recycled grant is known to be repayable, it is shown as creditors within one year.

2.12 Leases

Housing for Women elected to determine whether an arrangement existing at the date of transition to FRS 102 contains a lease on the basis of facts and circumstances existing at that date rather than when the arrangement was entered into.

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and the rewards of ownership of the leased asset. All other leases are classified as operating leases.

Assets held under finance leases are recognised initially at their fair value of the leased asset (or, if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding lease liability is included in the Statement of Financial Position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation using the effective interest method so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are deducted in measuring the surplus or deficit. Assets held under finance leases are included in tangible fixed assets and depreciated in the same way as owned assets.

Rental payable or receivable under operating leases is charged or credited to Statement of Comprehensive Income on a straight line basis over the lease term. Lease incentives are similarly spread on a straight line basis over the term of the lease.

2.13 Provision for liabilities

Provisions are recognised when Housing for Women has a present obligation as a result of a past event, and it is probable that Housing for Women is required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation, at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Housing for Women recognises a provision to cover the annual leave accrued by employees as a result of service rendered in the current period, and which employees are entitled to carry forward and use within the next twelve months. The provision is measured at the cost of salary, national insurance and pension contributions payable for the period of absence.

2.14 Reserves

Reserves comprise the revenue reserve balance, endowment funds and restricted funds.

Revenue reserves relate to the cumulative surpluses less amounts transferred to restricted reserves.

Housing for Women annually calculates amounts necessary for future maintenance and major works to its properties; funds to replace service chargeable items and amounts to ensure supported housing projects can continue to be financed during periods where no funding is in place. These amounts are recorded separately for management purposes. They are not differentiated from the unrestricted reserve balance for these statements but are disclosed for information purposes only.

2. Principal accounting policies (continued)

2.14 Reserves (continued)

Endowment funds are not available for general use at Housing for Women's discretion. The capital and income of such funds can only be expended in accordance with the trust deed or other governing instrument.

3. Judgements and key sources of estimation uncertainty

The preparation of financial statement requires the use of judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the reporting date and the amounts reported for income and expenses for the year. These estimates and underlying assumptions are reviewed on an on-going basis.

Critical judgements in applying Housing for Women's accounting policies

The following are the critical judgements, apart from those involving estimations (which are dealt with separately below), that the Board of Directors has made in the process of applying Housing for Women's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

Identification of housing property components

Housing property depreciation is calculated on a component by component basis. The identification of such components is a matter of judgement and may have a material impact on the depreciation charge. The components selected are those which reflect how the major repairs to the property are managed.

Categorisation of housing properties as investment properties or property, plant and equipment

Class of properties within the category of housing properties that are held to earn commercial rentals or for capital appreciation or both are accounted for as investment properties unless immaterial to the financial statements. Properties rented to provide social housing and properties used for the production or supply of goods and services or for administrative purposes are classified as property, plant and equipment.

Impairment

For impairment purposes, as explained in the accounting policies, housing properties are grouped into cash generating units (CGU), being the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. Judgement is required in establishing the appropriate level of asset grouping. The CGU level was determined to be at individual property level for completed properties and scheme level for properties in the course of construction.

The assessment of whether an asset is held for its service potential is also a matter of judgement and in making that judgement the Board of Directors considers the current use of the asset and the expected future use of the asset. If the asset is unable to be let in its current condition or is not being used for a social purpose, either now or in the foreseeable future, it is assessed as not being held for its service potential.

In calculating an asset's depreciated replacement cost judgement is required on how best to calculate the recoverable amount for assets held for their service potential and whether there is an active market for the property. The Board of Directors is of the opinion that there is no active market at present.

3. Judgements and key sources of estimation uncertainty (continued)

Estimation uncertainty

Bad debt provision

The rent and service charge receivable balance recorded in Housing for Women's Statement of Financial Position comprise a relatively large number of small balances. A full line by line review of debtors is carried out at the end of each month. Whilst every attempt is made to ensure that the bad debt provisions are as accurate as possible, there remains a risk that the provisions do not match the level of debts which ultimately prove to be uncollectible. The carrying amount of rent and service charges is disclosed in Note 11.

Useful lives of depreciable assets

The Board of Directors reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. Uncertainties in these estimates relate to 'technological obsolescence' with regard to IT equipment/software and any changes to decent homes standard requiring frequent replacement of components. The accumulated depreciation as at 30 September 2020 is disclosed in Note 9.

Housing property impairments

The recoverable amount for impairment testing is based on either fair value less costs to complete and sell, present value of future cash flows or, for assets held for their service potential, depreciated replacement cost. In each case estimate is required.

The fair value less costs to complete and sell is based upon the existing use value – social housing for general needs housing properties. Estimation is required of the future cash flows expected to be derived from the properties and an appropriate discount rate.

The cost of purchasing an equivalent property on the open market is estimated based on the sale prices for similar properties in or near the same location.

The rebuilding cost of structures and components is based on the current build costs, based on either current building contracts or market data (being primarily construction indices) applied to the relevant building size and type.

The accumulated impairment provision at 30 September 2020 was £nil (2019: £nil).

NOTES TO THE FINANCIAL STATEMENTS

4. Particulars of turnover, operating expenditure and operating surplus

4 (a) Particulars of turnover, cost of sales, operating expenditure and operating surplus

	2020			2019		
	Turnover **£**	**Operating expenditure** **£**	**Operating surplus** **£**	Turnover £	Operating expenditure £	Operating surplus / (deficit) £
Social housing lettings (Note 4b)	**7,889,851**	**7,427,415**	**462,436**	7,953,246	7,363,735	589,511
Other social housing activities						
Development administration	**-**	**-**	**-**	-	-	-
Other charitable income	**52,114**	**-**	**52,114**	15,321	-	15,321
Other	**36,073**	**-**	**36,073**	36,332	19,907	16,425
Total operating surplus before exceptional item	**7,978,038**	**7,427,415**	**550,623**	8,004,899	7,383,642	621,257
Surplus on sale of fixed assets	**-**	**-**	**-**	-	-	-
Exceptional item – uninsured losses	**-**	**220,528**	**220,528**	-	-	-
	7,978,038	**7,647,943**	**330,095**	8,004,899	7,383,641	621,257

HOUSING FOR WOMEN
(A company limited by guarantee having no share capital)

NOTES TO THE FINANCIAL STATEMENTS
4 (b) Particulars of turnover and operating expenditure from social housing lettings

	2020				2019
	General Needs	**Hostels**	**Other Supported Housing**	**Total**	Total
	£	**£**	**£**	**£**	£
Income					
Rents receivable net of identifiable service charges	**4,918,869**	**264,966**	**19,360**	**5,203,195**	5,340,154
Service charges receivable	**554,755**	**310,472**	**47,809**	**913,036**	894,382
Revenue grants	**-**	**682,132**	**414,532**	**1,096,664**	1,066,204
Amortised government grants	**497,785**	**-**	**-**	**497,785**	497,785
Other income	**82,557**	**96,614**	**-**	**179,171**	154,721
Turnover from social housing lettings	**6,053,966**	**1,354,184**	**481,701**	**7,889,851**	7,953,246
Operating expenditure					
Service charges costs	**551,156**	**232,632**	**52,711**	**836,499**	675,170
Management	**2,029,151**	**693,214**	**352,262**	**3,074,627**	3,571,212
Routine maintenance	**1,302,651**	**11,643**	**2,872**	**1,317,166**	1,033,008
Planned maintenance	**778,089**	**-**	**-**	**778,089**	590,179
Bad debts	**89,459**	**22,360**	**6,442**	**118,261**	106,964
Rent payable	**118,744**	**132,938**	**66,687**	**318,369**	344,354
Depreciation charge	**943,963**	**-**	**-**	**943,963**	863,103
Loss on disposal of components	**32,773**			**32,773**	63,264
Potential Merger Costs	**-**	**-**	**-**	**-**	109,380
Other costs	**7,052**	**456**	**160**	**7,668**	7,101
Operating expenditure on social housing lettings	**5,853,038**	**1,093,243**	**481,134**	**7,427,415**	7,363,735
Operating surplus on social housing lettings before exceptional items	**200,928**	**260,941**	**567**	**462,436**	589,511
Exceptional item – uninsured losses	**220,528**	**-**	**-**	**220,528**	-
Operating surplus / (deficit) on social housing lettings	**(19,600)**	**260,941**	**567**	**241,908**	589,511
Rent losses from voids (included in Rents receivable net of identifiable service charges)	**(63,890)**	**(40,977)**	**(30,940)**	**(135,807)**	(125,427)

5. Key management personnel

Key management are those persons having authority and responsibility for planning, controlling and directing the activities of Housing for Women.

For the purpose of this note, the key management personnel are defined as the Board of Directors and the members of ET.

None of the Board of Directors or members received any emoluments. There were no related transactions requiring disclosure.

	2020	2019
	£	£
Remuneration payable to key management personnel (including benefits in kind)	**326,157**	272,460
Employers pension contributions	**25,667**	20,421
Employers national insurance	**38,398**	30,932
	390,222	323,813
Highest paid executive		
The highest paid executive:	**104,383**	92,332
Pension contributions	**10,950**	9,695
	115,333	102,027

The remuneration and pension contributions relate to the Chief Executive.
The Chief executive participates as an ordinary member of the group of defined contribution pension plan and received a pension contribution of 10.5% of salary.

6. Employee information

The average number of employees of Housing for Women (based on a standard working week of 37½ hours for Support Staff and 35 hours for all other):	**2020**	2019
Housing and support staff	**28**	29
Administration staff	**14**	13
Maintenance staff	**5**	5
	47	47

The average number of employees was 52 (2019: 59)

Staff costs for the above employees:	**2020**	2019
	£	£
Wages and salaries	**1,745,079**	1,854,069
Social security costs	**185,483**	181,679
Other pension costs	**107,688**	106,645
	2,038,250	2,142,393

Included within wages and salaries are redundancy costs of £ Nil (2019: £4,339).

6. Employee information (continued)

Salary banding for all employees earning over £60,000, including salaries and bonuses but excluding pension contributions paid by employer:

	2020	2019
	Number	Number
More than £60,000 but not more than £90,000	**0**	1
More than £90,000 but not more than £100,000	**1**	1
More than £100,00 but not more than £110,000	**1**	0
	2	2

7. Interest and financing costs

	2020	2019
	£	£
Interest payable on bank loans	**458,955**	398,445
	458,955	398,445

8. Surplus for the year

	2020	2019
	£	£
The operating surplus is arrived at after charging/(crediting):		
Depreciation of housing properties	**888,915**	844,281
Depreciation of other tangible fixed assets	**55,048**	18,822
Amortisation of government grants	**(497,785)**	(497,785)
Operating lease rentals:		
Land and buildings	**198,191**	198,191
Auditors' remuneration (excluding VAT):		
Audit fees	**16,667**	25,000

NOTES TO THE FINANCIAL STATEMENTS

9. Property, plant and equipment

	Housing Properties	Property equipment, fixtures and commercial premises	Leasehold Office premises	Office equipment and furniture	Total
	£	£	£	£	£
Cost					
At 1 October 2019	80,694,722	171,173	136,010	347,835	81,349,740
Additions	1,581,457	-	-	-	1,581,457
Transfer to completed properties					-
Disposals	(56,306)	-	-	-	(56,306)
At 30 September 2020	82,219,873	171,173	136,010	347,835	82,874,891
Depreciation					
At 1 October 2019	12,303,960	77,683	132,588	186,728	12,700,959
Charge for year	888,915	1,927	-	53,121	943,963
Disposals	(23,534)	-	-	-	(23,534)
At 30 September 2020	13,169,341	79,610	132,588	239,849	13,621,388
Net book value					
At 30 September 2020	**69,050,532**	**91,563**	**3,422**	**107,986**	**69,253,503**
At 30 September 2019	68,390,762	93,490	3,422	161,107	68,648,781

Included within the housing properties balances is £36,000 of capitalised interest (2019: £36,000).

Housing properties book value, net of depreciation comprises:

	2020	2019
	£	£
Freehold land and buildings	**63,056,194**	62,476,669
Long leasehold land and buildings	**5,442,956**	5,361,271
Short leasehold land and buildings	**551,382**	552,822
	69,050,532	68,390,762

10. Investments

Quoted Investments at market value

As at 1 October 2019	**14,396**
Fair value adjustment	**-**
Market value at 30 September 2020	**14,396**

NOTES TO THE FINANCIAL STATEMENTS

11. Debtors

	2020	2019
	£	£
Due within one year		
Rent and service charges receivable	**544,334**	394,611
Less: Provision for bad and doubtful debts	**(290,776)**	(179,412)
	253,558	215,199
Other debtors	**269,950**	143,179
Prepayments and accrued income	**697,852**	308,393
	1,221,360	666,771

12. Cash and cash equivalents

	2020	2019
	£	£
Cash held on current account or in hand	**6,508,308**	2,728,154
The Charities Official Investment Deposit Fund	**221,411**	218,991
	6,729,719	2,947,145

13. Creditors – amounts falling due within one year

	Note	2020	2019
		£	£
Amounts falling due within one year:			
Loan instalments repayable within 12 months	15	**667,653**	601,706
Deferred government grant income	16	**497,785**	497,784
Trade creditors		**55,607**	344,377
Rent and service charges received in advance		**383,441**	220,610
Disposal proceeds fund	17	**-**	-
Other creditors		**90,247**	338,670
Taxation and social security		**51,878**	-
Accruals and deferred income		**1,420,876**	662,206
		3,167,487	2,665,353

14. Creditors - amounts falling due after more than one year

	Note	2020	2019
		£	£
Housing loans	15	**20,588,301**	15,549,625
Deferred government grant income	16	**37,194,597**	37,692,382
Other deferred grant income		**1,200,000**	1,200,000
		58,982,898	54,442,007

15. Housing loan debt analysis

Housing loans are secured by specific charges on Housing for Women's housing properties and are repayable at varying rates of interest between 0.6% and 10.8%, in instalments due as follows:

	2020	2019
	£	£
Due within one year	**667,653**	601,706
Due after more than one year:		
One to two years	**708,448**	640,024
Two to five years	**2,387,718**	2,171,019
Five or more years	**17,492,135**	12,738,582
	20,588,301	15,549,625
	21,255,954	16,151,331

16. Deferred government grant income

	2020	2019
	£	£
Grant received		
At 1 October	**49,724,243**	49,724,243
Grant received during the year	**-**	-
At 30 September	**49,724,243**	49,724,243
Grant amortised		
At 1 October	**11,534,078**	11,036,293
Amortised to income in the year	**497,785**	497,784
At 30 September	**12,031,863**	11,534,077
Carrying amount		
Amounts to be released within one year	**497,785**	497,784
Amounts to be released in more than one year	**37,194,597**	37,692,382
	37,692,382	38,190,166

	2020	2019
	£	£
Government grant previously amortised to income	**12,031,858**	11,534,076
Government grant included in deferred income	**37,692,382**	38,190,164
Total government grant received	**49,724,240**	49,724,240

In addition to the deferred grants, Housing for Women has acquired properties which had grant funding of £8.74m awarded to other registered providers of social housing.

17. Disposal proceeds fund

	2020	2019
	£	£
Balance at 1 October 2019	**-**	522,380
Interest in year	**-**	-
Repaid in year	**-**	(522,380)
Balance at 30 September 2020	**-**	-

18. Permanent endowment funds

The reserves of Housing for Women include the following endowment funds of which Housing for Women is the trustee:

	Balance 1 October 2019	Investment income transfers from Revenue reserve	**Balance 30 September 2020**
	£	£	**£**
Mary Curzon Charity	486,377	-	**486,377**
	486,377	-	**486,377**

The Mary Curzon Charity for Women Workers (MCC) is administered under the banner title "Housing for Women". The assets and liabilities of the Mary Curzon Charity were consolidated in the accounts of Housing for Women in the year to 30 September 1998. The Mary Curzon Charity does not own or manage any property.

19. Analysis of net asset balances between funds

Fund balances at 30 September are represented by:

	2020			2019		
	Unrestricted	**Endowment**	**Total**	Unrestricted	Endowment	Total
	£	**£**	**£**	£	£	£
Property, plant and equipment	**69,253,503**		**69,253,503**	68,648,781	-	68,648,781
Investments	**14,396**	**-**	**14,396**	14,396	-	14,396
Current assets	**7,464,702**	**486,377**	**7,951,079**	3,127,539	486,377	3,613,916
Current liabilities	**(3,167,487)**	**-**	**(3,167,487)**	(2,665,353)	-	(2,665,353)
Creditors - amounts falling due after more than one year	**(58,982,898)**	**-**	**(58,982,898)**	(54,442,007)	-	(54,442,007)
	14,582,216	**486,377**	**15,068,593**	14,454,988	486,377	15,169,733

NOTES TO THE FINANCIAL STATEMENTS

20. Revenue Reserves

Revenue reserves include amounts earmarked for future anticipated major works (Major Work funds) to Housing for Women owned properties; service chargeable items replacement (replacement funds) and funding for non-externally funded periods in supported housing projects (charitable funds). As at 30 September 2020 the amounts earmarked are;

	£
Charitable	114,300
Major Works	8,433,758
Replacement	534,900
	9,082,958

21. Leasing commitments

The total future lease commitments under non-cancellable leases are as follows:

	2020 Property £	2019 Property £
Within one year	**160,959**	184,476
Between two and five years	**524,063**	396,945
After five years	**352,387**	319,528
	1,037,409	900,949

22. Related party transactions

The members of the Board and the Senior Management Team are considered related parties as defined by FRS 102. Housing for Women retains a register of members' interests. Transactions requiring disclosure are shown in note 5.

23. Social housing units

Accommodation owned and in management

	2020 No	2019 No
General needs housing	**857**	857
Supported housing	**57**	57
	914	914

Of the above 849 units are owned by Housing for Women.

24. Notes to the statement of cash flows

	Note	2020 £	2019 £
Operating surplus for the year		**550,623**	621,257
Exceptional item - uninsured losses		**(220,528)**	
Adjustments for non-cash items			
Depreciation of tangible fixed assets	9	**943,963**	863,103
Amortisation of grants	8	**(497,785)**	(497,784)
Loss on disposal of components and other fixed assets		**32,772**	63,264
Non-cash accruals/prepayments		**685,315**	3,308
Movement in working capital			
(Decrease)/increase in debtors		**(554,589)**	(82,236)
(Increase)/decrease in creditors		**436,185**	(470,913)
Net cash generated from operating activities		**1,375,956**	499,999

25. Exceptional Item

	2020 £	2019 £
Uninsured Losses	**220,528**	-

These losses relate to the Waking Watch costs incurred at Childers Street. Whilst we are currently uncertain as to where the liability for these costs lies, they have been written off as an Exception Item in the year. It should however be noted that a contingent asset may be confirmed in a future year.

26. Post balance sheet events

In the light of the recent fire at Childers Street and the ongoing COVID – 19 pandemic, the Board has considered the overall impact on the organisation. The Board considers at present the key areas of concern surround the cost of remediation works to Childers Street to the extent these are not covered by insurance or other claims and the timing of related cashflows together with its ability to recover rent and service charges in an economically challenging environment. We have assessed the financial impact in the context of the current business plan, including any impact on existing loan covenants and concluded the covenants will remain unaffected.

During March 2021 we secured an in principal offer for additional funding of £8m to be secured through GB Social Housing. Subject to Board approval these monies may be drawn down during the next financial year. Accordingly, Housing for Women has adequate long term debt facilities in place, and regularly reviews the medium term cash flow; the Board is satisfied that it has adequate resources to continue in operation for the foreseeable future and therefore we consider it appropriate to continue adopting the going concern basis in preparing the financial statements.

27. Financial instruments

The carrying values of Housing for Women's financial assets and liabilities are summaries by category below:

	2020	2019
	£	£
Financial assets		
Measured at undiscounted amounts receivable		
Cash and cash equivalents	**6,729,719**	2,840,619
Gross debtors	**544,334**	394,611
Other debtors	**697,852**	308,393
Measured at fair value through profit and loss	**14,396**	14,396
Investments		
Financial liabilities		
Measured at amortised cost		
Loans repayable	**21,255,954**	16,151,333
Measured at undiscounted amounts payable		
Trade and other creditors	**145,854**	1,110,319

Housing for Women's income, expense, gains and losses in respect of the financial instruments are summarised below:

	2020	2019
	£	£
Fair value gains and losses on investments	**-**	-
Interest income and expense		
Total interest income for financial assets at amortised cost	**27,722**	5,556
Total interest expense for financial liabilities at amortised cost	**458,955**	398,445