Financial Statements for the year ended 31 March 2020

Creating homes. Building lives.

aksa homes

Contents

Company Information

Registration number	Co-operative and Community Benefit Societies Act 2014, number IP27003R
Regulator of Social Housing Registration Number	LH3917
Registered office	Cavendish Street Ashton-under-Lyne Tameside Greater Manchester OL6 7AT
Board members	R. Barker (chair, appointed April 2019) S. Akhtar C. Beaumont L. Garsden A. Leah P. Lees J. Mutch H. Roberts (executive member)
Senior management team	H. Roberts, Group Chief Executive B. Moran, Deputy Chief Executive P. Chisnell, Executive Director of Finance D. Kelly, Group Director of Neighbourhoods & Support (appointed July 2019) A. Marshall, Group Director of Asset Management K. Marshall, Group Director of Development
Company Secretary	B. Moran
Bankers	National Westminster Bank Plc. Manchester City Centre Branch PO Box 305 Spring Gardens Manchester M60 2DB
Auditors	BDO LLP 3 Hardman Street Manchester M3 3AT

1. Introduction

All sewn up

Tenants from Oldham and Tameside help make costumes for the Royal Exchange Theatre's production of Wuthering Heights through one of our employment and skills projects.

Chair's Statement

On behalf of the board of management, I am very pleased to present the report and financial statements for Aksa Housing Association Limited for the 2019/20 financial year.

This document sets out a comprehensive account of our activities during 2019/20 and provides an insight into the efforts made by my colleagues on the board, our executive and by our staff to deliver the Association's strategic priorities:

- Caring for our customers, our assets and neighbourhoods
- Building a strong corporate foundation
- Valuing staff
- Growing the business

I would like to take this opportunity to highlight the progress we have made in delivering on our plans and to also outline our position on the most pressing current and developing issues in our operating environment.

Delivering Our Plans

These Financial Statements provide a record of our work in 2019/20, the second year following the creation of Jigsaw Homes Group through merger. I am pleased to report that much of the groundwork that was required in bringing two large organisations together has now either been completed, or will complete during the coming months.

We can be proud of what we have achieved as part of Jigsaw Homes Group in such a short space of time. Together, we have:

- Delivered on the efficiency savings promised by merger;
- Freed-up additional financial capacity through the creation of a group-wide treasury vehicle, *Jigsaw Treasury*;
- Put in place a first class system of internal controls;
- Simplified our governance structure;
- Created the *Jigsaw Foundation* to support good works in our neighbourhoods;
- Launched *Jigsaw Support* to manage our supported housing contracts;
- Harmonised terms, conditions and pay structures for most staff;
- Progressed our move to common IT systems; and
- Validated our stock condition data.

This has all been necessary and vital work to complete, but it has meant that we have spent rather a long time looking inwards at ourselves. It is now time to look outwards.

This is why I am particularly pleased to announce the launch of the *Jigsaw Conversation*. During the year, we will hold a series of discussions with our employees, board members, customers and partners to help us decide on what Jigsaw should look like in five years time and — most importantly — to prioritise the impact we can and will have on the world around us.

We will have important questions to consider through this work about how much more we can do to tackle the social issues affecting our communities. Ensuring building safety, improving the housing supply, increasing life chances, reducing our environmental impact and actively identifying and addressing the inequalities faced by black, Asian and minority ethnic people are at the top of our list as we set out on this journey. I hope that through your involvement in the Jigsaw Conversation you will influence our ideas and help to steer our future path.

Current Challenges

I expect that when we look back on the 2019/20 financial year, our memories will be dominated by the events of its final months — by the emergence of COVID-19 as a global pandemic and the rapid impact this had on both our day-to-day lives and the continued normal operation of our businesses.

Our initial focus as the pandemic emerged was to ensure that we acted swiftly to protect the safety of our staff and customers. To this end our

Business Continuity work prioritised the continued safe provision of essential services such as supported housing services and emergency repairs and we tripled our capacity for home working within a matter of days. In a time of deep concern for us all, one positive that my colleagues on the board can certainly take has been the responsiveness and adaptability shown by the entire Jigsaw team during this time. On behalf of the board, I would like to put on record our sincere thanks to the team for the efforts that were so ably demonstrated during this unsettling period.

The public health response to the pandemic which has included, and may again include, severe restrictions on our corporate activity will inevitably impact on our short-term plans. This report clearly identifies the disruption to normal activity that we experienced in March and into the new financial year. Since June 2020 I am pleased to report however that we have been able to move from a focus on Business Continuity — where we ensured that essential services and activities were uninterupted — to one of *Business Recovery* — where we began to reintroduce the delivery of our full services whilst adapting to the constraints of our new operating environment. We expect this work to continue throughout the second half of 2020.

Our priorities during this phase of work will continue to be to protect our employees and customers. Initial areas of focus to August 2020 were to raise access levels for gas servicing back to normal and to increase the capacity of the gas servicing team. We have also begun to support a phased safe return to the workplace, and we will continue to provide support and a sympathetic approach to those customers who may face cuts to their income and other difficulties during this period.

We cannot yet be certain about the long term financial impact of the pandemic on our business. We have however analysed potential scenarios including a 'tail risk' where a deep and sustained recession is caused by continued disruption from the pandemic for many months to come.

Our analysis has demonstrated to the board's satisfaction that the Group has sufficient cash and covenant capacity even under this extreme scenario. As a result, we have not needed to furlough any staff under the government's Coronavirus Job Retention Scheme and we will have the financial capacity to continue with our current plans, although the necessity of working in a socially distanced manner will limit delivery for the foreseeable future. Perhaps of most note, we expect that the output of building contractors will reduce as a result of social distancing measures with a corresponding impact on our planned maintenance projects.

We face the ongoing effects of the COVID-19 pandemic then from a position of financial strength and with our team's proven ability to adapt and deliver under difficult conditions. The pandemic clearly presents us with a fluid situation however and we will remain vigilant. We will continue to closely monitor our cash and covenant position throughout this period, and the board have agreed on the circumstances in which *Recovery Plan* options will be considered.

Our conclusion is that the Association will remain in a position of strength to play our part in helping the country recover when the pandemic passes, particularly through investment in building new homes. I am confident that we remain well placed to fulfil our Mission of:

"Creating homes. Building lives."

Roli Barker

Association Chair

Our vision:

We want everyone to live successfully in a home they can afford.

Our mission:

Creating homes. Building lives.

Our values and behaviours:

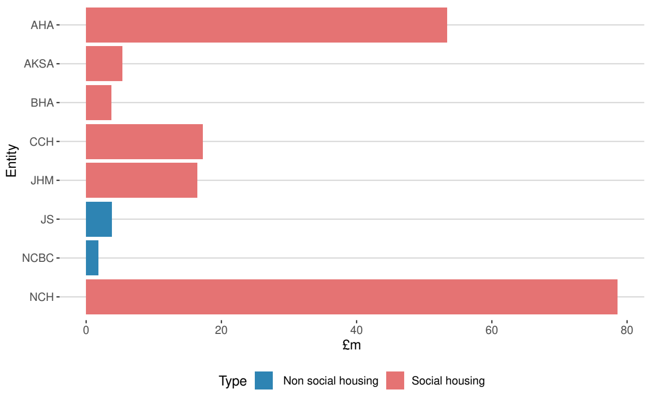
About Us

We are a member of Jigsaw Homes Group which was formed in 2018 through the merger of two of the housing sector's leading organisations: Adactus Housing Group and New Charter Housing Trust. The Group comprises 15 organisations working in unison to tackle inequality throughout the North West and East Midlands.

The largest members of the Group are:

- Adactus Housing Association Ltd (AHA).
- AKSA Housing Association Ltd (AKSA).
- Beech Housing Association Ltd (BHA).
- Chorley Community Housing Ltd (CCH).
- Jigsaw Homes Midlands (JHM)[1].
- Jigsaw Support Ltd (JS).
- New Charter Building Company Ltd (NCBC).
- New Charter Homes Ltd (NCH).

As measured by financial turnover, Jigsaw is the 30th largest housing group in the country[2]. The turnover of the Group's principal members is shown in Figure 1 on this page.



Source: financial statements 2019/20.

Figure 1: Our turnover in comparison to other members of the Jigsaw Group.

[1]Previously Gedling Homes, renamed August 2020.

[2]https://www.gov.uk/government/publications/2019-global-accounts-of-private-registered-providers

Our Activities

The Association builds, renovates and manages low-cost housing for rent and sale.

The core of our business is centered on the management of 935 homes — principally social housing for rent. The location of the homes we manage is shown in Figure 2 on the current page. The Association is active in 4 local authority areas.

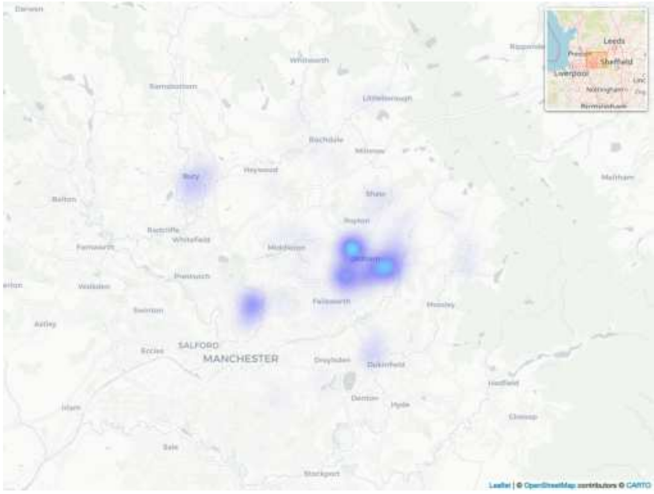


Figure 2: Location of housing stock — shading shows concentrations.

We work to help regenerate neighbourhoods and increase life opportunities for disadvantaged individuals and communities.

We also provide a range of supported housing services to help people live independently and to successfully maintain their tenancies. This work is often funded through external contracts that are delivered on a commercial basis.

Vision, Mission and Corporate Values

Vision

Our Vision is:

> "We want everyone to live successfully in a home they can afford."

Mission

We will do this by:

> "Creating homes. Building lives."

Corporate Values

We will ensure that the following values are evident through our work:

- Empowerment
- Social Impact
- Efficiency
- Collaboration
- Innovation

2. Strategic Report

In safe hands

Over 98% of emergency Repairs were attended and made safe within 24hrs.

Review of the Year

Operational Performance

The Association has established a suite of performance measures to track performance against its corporate objectives. Year-end performance is shown in Table 1 on the following page and is discussed below.

Caring for Our Customers, Our Assets and Neighbourhoods

Table 1 on the next page shows that 13 of the 18 KPIs established to monitor the delivery of this strategic objective were achieved in the year.

One very high priority KPI target was not achieved in this area: *Customer Net Promoter Score*. Due to the nature of how Net Promoter Score is calculated, it is prone to wider sampling error than other measures of satisfaction and was seen to vary widely for the Association from quarter to quarter. An audit of this measure is planned during 2020/21 alongside research to better understand the drivers of this metric.

Building a Strong Corporate Foundation

Table 1 on the following page shows that 5 of the 6 KPIs established to monitor the delivery of this strategic objective were achieved in the year.

All very high priority KPI targets were achieved in this area.

A summary of the Association's recent financial results is shown in Table 2 on the next page and highlights of the Association's financial position are shown in Table 3 on page 13.

The board is pleased to report that *Total Comprehensive Income* amounted to £2.0m or 37.2% of turnover.

With regard to loan finance, during the year the Association repaid £0.5m in line with agreed debt profiles. £0.0m of loan finance was drawn-down in the year. At the year-end debt borrowings amounted to £22.7m, maturing as outlined in Note 16 to the financial statements.

Valuing Staff

Table 1 shows that 1 of the 2 KPI targets established to monitor the delivery of this strategic objective was achieved in the year.

The *Compliance With Mandatory Training* target was narrowly missed but positive progress was made in the year.

Notably, the year-end result for *Employee Net Promoter Score* far exceeded target. This was at least in part due to the strong endorsement by employees of the Association's response to the COVID-19 pandemic, with the speed of decision making and communication with employees particularly praised in feedback from employees.

Growing the Business

The progress of the Association's development programme during 2019/20 was on target until the final quarter when the COVID-19 pandemic led to the closure of sites and unfortunately none of the handovers that were planned occured by 31 March 2020.

Note: Please see the financial statements of our parent — Jigsaw Homes Group — for a full report on the value for money performance of the Group, including details of our performance with respect to the 2019 Value for Money metrics published by the Regulator of Social Housing.

An analysis of the Association's corporate risk position at the end of the financial year is presented on page 18.

	KPI	KPI priority	Target	Actual	Trend
	Caring for our customers our assets and neighbourhoods				
	Current Tenant Arrears	Very High	4.71%	3.43%	↓
●	Customer Net Promoter Score	Very High	30	0	↓
	Income Collected	Very High	99.0%	99.7%	↓
	Out-of-date Fire Risk Assessments	High	0	0	—
	Satisfaction with Repairs	High	88.0%	89%	↑
	Void Loss	High	1.25%	0.76%	↑
●	Average Time for Non-Emergency Repairs	Medium	15 days	16.6 days	↓
	Emergencies Attended and Made Safe within 24hrs	Medium	97.0%	98.1%	↓
●	Enquiry Resolved at First Point of Contact	Medium	75%	69%	↑
	Lost/Abandoned Calls	Medium	10%	5.9%	↑
●	Median Void Length – General Needs	Medium	20 days	51 days	↑
	Number of Properties Improved to Level D or above	Medium	0	0	—
●	Progress of Planned Programme	Medium	98.0%	52%	↓
	Properties compliant with gas safety requirements at quarter end	Medium	100%	100%	—
	Properties with Invalid Gas Certificates during Reporting Period	Medium	0	0	—
	Responsive and Void Cost Per Unit	Medium	£715	£647	↑
	RIDDOR incidents	Medium	0	0	—
	Satisfaction with handling of ASB Case	Medium	70.0%	100%	↑
	Building a strong corporate foundation				
	EBITDA MRI Interest Cover	Very High	277.3%	334.5%	↑
	Gearing	Very High	40.4%	35.9%	↑
	Headline Social Housing Cost Per Unit	Very High	£2182	£2046	↑
	Operating Margin	Very High	38.5%	47.8%	↑
●	Reinvestment	High	5.2%	2.1%	↓
	Return on Capital Employed	High	4.0%	6.3%	↑
	Valuing staff				
●	Compliance With Mandatory Training	Medium	100%	96.3%	↓
	Employee Net Promoter Score	Medium	5	58	↑
	Growing the business				
●	New Supply Delivered	High	2.48%	0%	↓
●	Units Delivered	High	24	0	↓

● Out of target performance ↑ improving trend ↓ deteriorating trend — no change in trend.

Table 1: Quarterly KPI performance at year end.

Year	Turnover £'000	Operating expenditure £'000	Operating surplus %	Retained surplus £'000	Retained surplus %
2016	5,291	3,598	32	633	12
2017	4,884	2,880	41	1,002	21
2018	4,768	3,046	67	2,283	48
2019	4,987	3,095	46	1,486	30
2020	**5,374**	**2,739**	**54**	**1,999**	**37**

The above figures are extracted from previous financial statements based on accounting standards effective at those dates.

Table 2: Five-year financial performance.

Year	**2020**	**2019**	**2018**	**2017**	**2016**
Housing properties at cost	47,191	46,270	42,348	38,338	37,162
Properties for sale	–	490	–	–	–
Cash at bank and short term deposits	7,089	4,611	3,810	6,398	6,127
Creditors amounts falling due within one year	1,633	1,350	3,295	14,295	1,954
Net current assets / (liabilities)	6,181	4,294	1,156	(7,058)	5,067
Total assets less current liabilities	49,503	47,401	44,004	31,782	42,854
Creditors amounts falling due after more than one year	26,603	26,500	24,859	14,650	26,724
Capital and reserves	22,900	20,901	19,415	17,132	16,130

The above figures are extracted from previous financial statements based on accounting standards effective at those dates.

Table 3: Consolidated financial position.

3. Governance

Jack and the Beanstalk

Tenants attend a screening of Jack and the Beanstalk at Oldham Coliseum.

Corporate Structure and Governance

The Group's governance structure was significantly simplified in 2019/20. The current structure is shown in Figure 3 on the following page. Figure 3 highlights how the Group uses overlapped boards to simplify its governance arrangements and to make the best use of the shared skill-set of board members and directors.

Further simplification will be undertaken through a Corporate Structures Review in 2020/21. In particular, our aim through this work will be to reduce the housing associations in the Group through merger to broadly match the number of overlapped boards.

Current Board Members

Roli Barker

Chair of the board

Attendance: 4/4 100% (Board), 5/5 100% (Group Board)

Roli is an experienced project manager who has worked on a range of projects from international corporate events to the London 2012 Olympic and Paralympic Games. Roli is currently working on the design, implementation and delivery of a £1.2 million project to transform Greater Manchester's private rented sector. During her career, Roli has been able to develop a range of skills, including working with local communities, developing relationships with key stakeholders and fundraising. Roli is a fellow of the Royal Society of Arts and a member of the Institute of Fundraising.

Shoab Akhtar

Attendance: 2/4 50%

Shoab is currently employed by Onward Homes and has served as a councillor on Oldham Council since 2000, sitting on various committees and holding different cabinet portfolios. He was mayor of Oldham in 2008/09, and served as deputy leader from 2011 to 2014 and is currently a member of the planning committee. Shoab is also a governor at Oldham Sixth Form College and a member of the Oldham Enterprise Trust.

Claire Beaumont

Attendance: 3/4 75%

Claire joined North Board in April 2019. She is a partner in the Commercial Property Team at Gorvins Solicitors specialising in property investment and finance but with broad experience across the sector working with a variety of clients who are active in the market. Claire is a former Chairman of the Association of Women in Property Northwest Branch and remains part of the committee and as a mentor, assisting the association in encouraging women into the property sector.

Lynne Garsden

Attendance: 4/4 100%

Lynne is a former fellow of the Royal Institution of Chartered Surveyors. She has over 35 years' experience in the property market, handling lettings, sales, development appraisals, rent reviews and acquisitions. A founding partner of Guest Garsden Property Consultants in Manchester, Lynne has dealt with instructions as an expert under Civil Procedure Rules to both County Court and High Court in respect of valuations on both commercial and residential developments. She has 13 years' experience on the board of another housing association, including five years as its chair.

Andrew Leah

Attendance: 3/4 75%, 3/4 75% (R&A Committee)

Andrew spent his career in local government, retiring as Head of Housing and Planning with Tameside MBC in 2013. He was responsible for an extensive range of council services including the full range of housing duties as well as delivering significant performance improvements and efficiency savings. He holds professional qualifications in Housing, Environmental Health and Management.

Paul Lees

Attendance: 4/4 100% (Board), 4/4 100% (R&A Committee)

Paul worked for over 20 years in the role of chief executive of the Adactus Housing Group and its predecessor, County Palatine Housing Society. He has spent his career in social housing, working for both housing associations and local authorities.

Janet Mutch

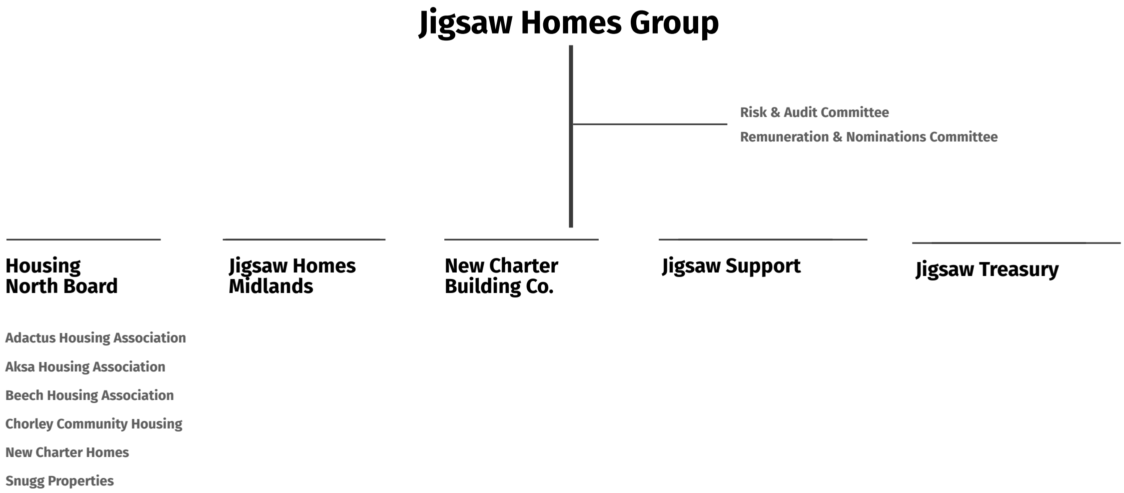


Figure 3: Corporate and governance structure — board meetings for organisations below the bold headings are held contemporaneously using overlapped meetings.

Attendance: 4/4 100%

Janet brings a wealth of customer service and employment knowledge to the Board through her role as retail manager for Cancer Research and previous role with Willow Wood Hospice. Living and working in Tameside gives Janet a strong understanding of the issues facing our customers and the wider community.

Hilary Roberts

Attendance: 4/4 100%

Hilary is the group chief executive of Jigsaw. She has lead responsibility to work with the board of management to develop and implement corporate strategy.

She has a strong background in business growth and property development having held senior roles in this area for over 20 years.

Corporate Responsibility

Employees

The Association recognises that the success of the business depends on the quality of its managers and employees. It is the policy of the Association that training, career development and promotion opportunities should be available to all employees.

The board is aware of its responsibilities on all matters relating to health & safety. The Group has prepared detailed health & safety policies and provides employee training and education on health & safety matters.

Diversity and Inclusion

The Association recognises its responsibilities to provide equality of opportunity, eliminate discrimination and promote good relations in its activities as a landlord, managing agent, employer, contractor, partner and purchaser.

We are totally opposed to all forms of discrimination on the grounds of race, national origin, ethnic origin, nationality, religion, belief or lack of religion or belief, gender, gender reassignment status, being married or a civil partner, pregnancy or maternity, sexual orientation, disability or age.

The Association's policy in this area is available to download from the Jigsaw website: search for 'equality and diversity'.

Modern Slavery and Human Trafficking Statement

The Association is absolutely committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking.

The Association's policy in this area is available to download from the Jigsaw website: search for ‘modern slavery’.

Risk Management and Internal Controls

The board has overall responsibility for the system of internal control and risk management across the Association and for reviewing its effectiveness. The board also take steps to ensure the Association adheres to the Regulator of Social Housing’s *Governance and Financial Viability Standard* and its associated *Code of Practice*. The Risk & Audit Committee is responsible to the board for monitoring these arrangements and reporting on their effectiveness.

Risk Management

Figure 4 on the next page summarises the Association’s risk map at 31 March 2020. The assessment shows 42 risks which could impact on the delivery of the Association’s corporate objectives categorised by the impact areas of ‘People’, ‘Strategic’, ‘Financial’, ‘Business Interuption’ and ‘Reputation’.

The diagram highlights that the ongoing COVID-19 pandemic has exposed the Group to a significant risk of Non-Cyber Business Disruption. This is a risk to which we were responding to at 31 March 2020. At the time of writing we can report that the Association’s Business Continuity measures ensured that essential services were maintained throughout the period of national lockdown. However given the potential for future national or regional lockdowns to occur, the risk of disruption to the business remains significant and our business continuity team continues to meet regularly to anticipate and react to changes in government policy.

Elsewhere, the Group’s controls work to mitigate the likelihood or impact of risks. As a result, the residual assessment of all but one risk falls within the acceptable levels defined in the Group’s *Risk Management Strategy*.

Figure 4 also shows how the Group’s risk register is dominated by ‘People’ risks — predominantly health & safety and safeguarding concerns. We have adopted comprehensive policies in both of these areas to ensure that these risks are given due attention.

Our most significant residual risks are:

- Non-Cyber Disruption to the Business.
- Failure of Controls Leads to Death or Injury from Fire.
- Death or Serious Injury (Staff / 3rd Party).
- Ineffective Safeguarding of Staff, Customers and Third Parties.
- Cyber Disruption.
- Breach of Data Regulations.

In accordance with the Group’s *Risk Management Strategy*, the risk map is reviewed quarterly by the Group’s Risk & Audit Committee and by board. The committee presides over a programme of internal audit work which is based on the risks identified.

Internal Controls Assurance

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

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives and to provide reasonable assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the Association is ongoing and has been in place throughout the period commencing 1 April 2019 up to the date of approval of this document.

Key elements of the control framework include:

- Formal policies and procedures are in place, including the documentation of key processes and rules for the delegation of authorities (Scheme of Delegation). These policies and procedures are reviewed by the board and executive management team on an agreed cycle.

Figure 4: Risk analysis — the ongoing COVID-19 pandemic has resulted in a significant risk to the business of Non-Cyber Business Disruption.

Figure 5: Examples from the Group's suite of performance dashboards.

- A performance management framework is in place to provide monitoring information to the board and management. Employee progress against agreed, documented objectives is formally reviewed.
- Management report regularly on risks and how these are managed.
- The board receives quarterly information on the financial performance of the business together with a summary of key performance indicators covering the main business risks.
- Forecasts and budgets are prepared which allow the board and management to monitor financial objectives and risks. Monthly management accounts are prepared promptly and reported to board on a quarterly basis; with significant variances from budget investigated and accounted for. This reporting includes the monitoring of all loan covenants.
- There is a robust approach to treasury management supported by third party

advisors.

- Regular monitoring of loan covenants and requirements of new loan facilities is in place.
- All significant new initiatives and projects are subject to formal appraisal and authorisation procedures by the appropriate board with clear links to the requirements of the Risk Management Policy.
- The Remuneration and Nominations Committee has oversight of the Association's approach to board appraisal, recruitment and succession.
- Experienced and suitably qualified employees are responsible for important business functions.
- A co-sourced internal audit service is provided by the Group, incorporating a team managed by a qualified, full-time employed audit manager complemented by third party expertise. The Risk & Audit Committee approves the annual audit plan and reviews internal audit reports as well as those from management and any third-party reviews including reports from tenant scrutiny.
- The Risk & Audit Committee reports quarterly to the board and reviews the assurance procedures, ensuring that an appropriate range of techniques is used to obtain the level of assurance required by the board.
- Risks are identified, assessed and documented in a risk register with details of how each risk will be managed. The risk register is reviewed on a quarterly basis by the executive management team and Risk & Audit Committee. Quarterly risk updates are also provided to each board within the Group. Internal audit independently reviews the risk identification procedures and control process implemented by management and reports to Risk & Audit Committee.
- The executive management team also reports to the board on significant changes in the business and external environment which affect significant risks.
- The Group's *Probity and Anti-Fraud Policy* clearly lays out the approach to be taken with respect to whistle-blowing, anti-corruption and fraud.
- The Risk & Audit Committee and board review and approve this statement of the Association's internal controls assurance.
- A theft and fraud register is maintained by the Group Company Secretary and any fraud is reported to the Risk & Audit Committee.

Figure 6: Our tenant scrutiny panels undertake deep-dive investigations into areas voted for by tenants.

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

The existence of these financial instruments exposes the Association to a number of financial risks. The main risks arising from the Association's financial instruments are considered by board to be interest rate risk, liquidity risk and credit risk. In accordance with its *Risk Management Policy* and *Treasury Management Strategy*, the board reviews and agrees policies for managing each of these risks as summarised below.

Interest Rate Risk

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

The Association currently borrows from a variety of lenders at both fixed and floating rates of interest. The Association's *Treasury Management Strategy* targets the level of fixed rates of interest to be up to 100% of its loan portfolio. At the year-end 49% (2019: 5%) of borrowings were at fixed rates between 5.4% and 5.4% with an average borrowing rate of 3.4%.

Liquidity Risk

The Association seeks to manage financial risk by ensuring sufficient liquidity is available to meet its foreseeable needs and to invest cash assets safely and wisely.

The Association has a clear focus on cash collection and monitors cash-flow forecasts closely and regularly, to ensure it has sufficient funds to meet its business objectives, pay liabilities when they fall due and ensure adequate liquidity with respect to emerging risks.

With respect to short term liquidity, at the year-end the Association had access to £7.1m (2019: £4.6m) of cash balances and in excess of £5.9m (2019: £5.9m) of undrawn committed bank facilities.

Credit Risk

The Association operates a prudent policy in respect of funding counterparties and aims to minimise the risk of financial loss or liquidity exposure associated with any counterparty. Short term investments are widely diversified and are kept at a minimum by temporarily repaying revolving credit facilities in order to manage working capital requirements. During 2020 all cash investments were held with counterparties which met the requirements of Group's *Treasury Management Strategy*.

The Association seeks to minimise the credit risk relating to tenant rent arrears through its robust recovery procedures, providing support to existing tenants where necessary and by pre-let screening applicants for new tenancies. The Group's financial inclusion service provides the necessary support to tenants and the Group's arrears recovery team closely monitors tenant arrears as a whole.

Compliance

This document has been prepared in accordance with applicable reporting standards and legislation. The board confirms that the Association has complied with the regulator's *Governance and Financial Viability Standard*.

NHF Code of Governance

The Association has adopted *Excellence in Governance* (National Housing Federation, 2015) as its Code of Governance. The board is pleased to report full compliance with the Code.

Regulatory Framework

The Association is subject to the Regulator of Social Housing's Regulatory Framework. The board is pleased to report full compliance.

Statement of Responsibilities of the Board for the Report and Financial Statements

The board members are responsible for preparing the report of the board and the financial statements in accordance with applicable law and regulations.

Under the Co-operative and Community Benefit Societies Act 2014 and social housing legislation the board are required to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

In preparing these financial statements, the board members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards and the *Statement of Recommended Practice: Accounting by registered social housing providers 2018* have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Association will continue in business.

The board members are responsible for keeping adequate accounting records that are sufficient to show and explain the transactions of the Association and disclose with reasonable accuracy at any time the financial position of the Association and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019. They are also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The board is responsible for ensuring that the report of the board is prepared in accordance with the *Statement of Recommended Practice: Accounting by registered social housing providers 2018*.

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

Going Concern

Based on the following assessment the board is comfortable that the Association continues to be a going concern and have therefore produced financial statements on a going concern basis.

The Association's activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report.

The Board approved the Association's 2020/21 budget and thirty year financial plan in March 2020 and were content that these plans were affordable and that the financial statements should be prepared on a going concern basis.

The board reviewed a range of scenarios and stress tests in order to fully understand the potential impact on the financial plan, including further reductions in rental income collected and changes to economic indicators, e.g. inflation. The board will continue to review the financial plan with the executive team to make any necessary changes and continue to work with our customers and stakeholders to deliver our services.

However, the impact of the COVID-19 pandemic and its potential financial impact has meant that the executive team and board agreed amended assumptions in revising both the 2020/21 budget and financial plan, in order to obtain assurance that the Association remains a going concern over the period of twelve months from the approval of these financial statements.

The length of the COVID-19 pandemic and the impact of the measures taken by the Government to contain this are unknown and outside of the Association's control however the board have implemented processes to manage cashflow on a weekly basis and review financial stability as the situation progresses. The board approved a revised 2020/21 budget, new key performamce indicator targets and an updated 30 year financial plan as at the end of September 2020. Board approved Recovery Plans are in place should further corrective action be required.

The Association has in place long-term debt facilities which provide adequate resources to finance committed reinvestment and development programmes, along with the Association's day to day operations. The Association also has long-term financial plans which show that it is able to service these debt facilities whilst continuing to comply with lenders' covenants.

The board is, to the best of its knowledge, satisfied that covenant compliance is maintained throughout the life of the plan on the basis that the 30 year financial plan has been stress tested to withstand significant composite risks materialising without breaching lender covenants, thus confirming the future viability of the Association.

In addition, the board has considered the anticipated impact of Brexit based on known information at this stage, assuming that the Brexit transition period will end on 31 December 2020. As a result, the board do not expect Brexit, within a period of 12 months from the approval of these financial statements, to significantly impact the finances of the Group in relation to the validity of the going concern assumption.

Auditor

All of the current board members have taken the steps that they ought to have taken to ensure they are aware of any information needed by the Association's auditor for the purposes of their audit, and to establish that the auditor is aware of that information. The board members are not aware of any relevant audit information of which the auditor is not aware.

BDO LLP has expressed their willingness to continue in office as the Association's auditors.

Approved by the board on 8th September 2020.

Signed on their behalf on 29th September 2020:

Roli Barker

Association Chair

Real Change Oldham

We are proud to support Real Change Oldham to help tackle homelessness.

4. Financial Statements

Independent Auditor's Report to the Members of AKSA Housing Association Limited

Opinion

We have audited the financial statements of Aksa Housing Association Limited ("the Association") for the year ended 31 March 2020 which comprises the statement of comprehensive income, the statement of financial position, the statement of changes in equity, 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 Association's affairs as at 31 March 2020 and of the Association's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 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 Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

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 board members use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the board members have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Association'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 board are responsible for the other information. 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 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 including the Chair's Statement, Report of the Board of management and Strategic Report 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.

Matters on Which We Are Required to Report By Exception

We have nothing to report in respect of the following matters where we are required by the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 to report to you if, in our opinion:

- the information given in the Report of the Board for the financial year for which the financial statements are prepared is not consistent with the financial statements;
- adequate accounting records have not been kept by the Association; or
- a satisfactory system of control has not been maintained over transactions; or
- the Association financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Statement of Board Responsibilities set out on page 21, 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 members 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 board are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

BDO LLP

BDO LLP, Statutory Auditor

Manchester

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

30 September 2020

Statement of Comprehensive Income

Year ended 31 March 2020	Notes	2020 £'000	2019 £'000
Turnover	3	5,374	4,987
Cost of sales	3	(310)	(151)
Operating expenditure	3	(2,739)	(3,095)
Profit on disposal of fixed assets	5	593	546
Operating surplus	**8**	**2,918**	**2,287**
Interest receivable	6	27	30
Interest and financing costs	7	(946)	(831)
Surplus for the year		**1,999**	**1,486**
Total comprehensive income for the year		**1,999**	**1,486**

The financial statements and notes on pages 28 to 48 were approved and authorised for issue by the Board on 8th September 2020 and were signed on its behalf on 29th September 2020 by:

R. Barker
Chair

B. Moran
Secretary

H. Roberts
Executive Member

Statement of Financial Position

At 31 March 2020	Notes	2020	2019
		£'000	£'000
Fixed assets			
Tangible fixed assets	11	43,322	43,107
		43,322	**43,107**
Current assets			
Stock	12	–	490
Trade and other debtors	13	725	543
Cash and cash equivalents	14	7,089	4,611
		7,814	**5,644**
Less: Creditors: amounts falling due within one year	15	(1,633)	(1,350)
Net current assets		**6,181**	**4,294**
Total assets less current liabilities		**49,503**	**47,401**
Creditors: amounts falling due after more than one year	16	(26,603)	(26,500)
Total net assets		**22,900**	**20,901**
Reserves			
Revenue reserve		22,789	20,790
Designated reserve		111	111
Total reserves		**22,900**	**20,901**

The financial statements and notes on pages 28 to 48 were approved and authorised for issue by the Board on 8th September 2020 and were signed on its behalf on 29th September 2020 by:

R. Barker
Chair

B. Moran
Secretary

H. Roberts
Executive Member

Statement of Changes in Equity

	Designated reserve £'000	Revenue reserve £'000	Total £'000
Balance at 31 March 2018	**111**	**19,304**	**19,415**
Surplus from Statement of Comprehensive	–	1,486	1,486
Balance at 31 March 2019	**111**	**20,790**	**20,901**
Surplus from Statement of Comprehensive Income	–	1,999	1,999
Balance at 31 March 2020	**111**	**22,789**	**22,900**

The financial statements and notes on pages 28 to 48 were approved and authorised for issue by the Board on 8th September 2020 and were signed on its behalf on 29th September 2020 by:

R. Barker
Chair

B. Moran
Secretary

H. Roberts
Executive Member

The results for the year relate wholly to continuing activities and the notes on pages 31 to 48 form an integral part of these financial statements.

Notes to the Financial Statements

1. Legal Status

Aksa Housing Association Limited is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing as a Private Registered Provider of Social Housing.

The registered office is Cavendish 249, Cavendish Street, Ashton-under-Lyne, Tameside, OL6 7AT.

The Association is a member of the Jigsaw Homes Group Structure (the Group), of which Jigsaw Homes Group Limited is the parent company. The Group comprises the following principal entities:

Name	Incorporation	RSH registration	Parent
Adactus Housing Association Limited	Co-operative and Community Benefit Societies Act 2014	Registered	AKSA
AKSA Housing Association Limited	Co-operative and Community Benefit Societies Act 2014	Registered	AKSA
Beech Housing Association Limited	Co-operative and Community Benefit Societies Act 2014	Registered	AKSA
Chorley Community Housing Limited	Co-operative and Community Benefit Societies Act 2014	Registered	AKSA
Cavendish Property Developments Limited	Companies Act 2006	Non-registered	AKSA
Jigsaw Homes Midlands	Co-operative and Community Benefit Societies Act 2014	Registered	AKSA
Jigsaw Support Limited	Co-operative and Community Benefit Societies Act 2014	Non-registered	AKSA
Jigsaw Treasury Limited	Companies Act 2006	Non-registered	AKSA
New Charter Building Company Limited	Companies Act 2006	Non-registered	AKSA
New Charter Homes Limited	Companies Act 2006	Registered	AKSA
Palatine Contracts Limited	Companies Act 2006	Non-registered	AHA
Snugg Properties Limited	Companies Act 2006	Non-registered	AHA

Table 4: Principal group members.

The board of Adactus Housing Association Limited is the corporate trustee of the James Tomkinson Memorial Cottages Trust.

During the year, the following changes to the Group's corporate structure were made:

- In November 2019, Threshold Housing Project Limited was registered as a Community Benefit Society and changed its name to Jigsaw Support Limited.
- In March 2020 Gedling Homes was registered as a Community Benefit Society and subsequently changed its name to Jigsaw Homes Midlands Limited in August 2020.
- In March 2020, Jigsaw Treasury Limited was incorporated.
- Three minor group members were dissolved during the year as part of work to simplify the Group's corporate structure: Family Support Charity, Great Neighbourhoods and The Stanley Road Management Co. Limited.

2. Principal Accounting Policies

Basis of Accounting

The financial statements have been prepared in accordance with applicable law, the United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018 (SORP). The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Association's accounting policies.

The financial statements are prepared on the historical cost basis of accounting as modified by the revaluation of investments and are presented in pounds sterling.

The Association has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 11 Basic Financial Instruments; and
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated financial statements of Jigsaw Homes Group Limited as at 31 March 2020 and these financial statements may be obtained from their registered office.

Going Concern

Based on the following assessment the board is comfortable that the Association continues to be a going concern and have therefore produced financial statements on a going concern basis.

The Association's activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report.

The Board approved the Association's 2020/21 budget and thirty year financial plan in March 2020 and were content that these plans were affordable and that the financial statements should be prepared on a going concern basis.

The board reviewed a range of scenarios and stress tests in order to fully understand the potential impact on the financial plan, including further reductions in rental income collected and changes to economic indicators, e.g. inflation. The board will continue to review the financial plan with the executive team to make any necessary changes and continue to work with our customers and stakeholders to deliver our services.

However, the impact of the COVID-19 pandemic and its potential financial impact has meant that the executive team and board agreed amended assumptions in revising both the 2020/21 budget and financial plan, in order to obtain assurance that the Association remains a going concern over the period of twelve months from the approval of these financial statements.

The length of the COVID-19 pandemic and the impact of the measures taken by the Government to contain this are unknown and outside of the Association's control however the board have implemented processes to manage cashflow on a weekly basis and review financial stability as the situation progresses. The board approved a revised 2020/21 budget, new key performamce indicator targets and an updated 30 year financial plan as at the end of September 2020. Board approved Recovery Plans are in place should further corrective action be required.

The Association has in place long-term debt facilities which provide adequate resources to finance committed reinvestment and development programmes, along with the Association's day to day operations. The Association also has long-term financial plans which show that it is able to service these debt facilities whilst continuing to comply with lenders' covenants.

The board is, to the best of its knowledge, satisfied that covenant compliance is maintained throughout the life of the plan on the basis that the 30 year financial plan has been stress tested to withstand significant composite risks materialising without breaching lender covenants, thus confirming the future viability of the Association.

In addition, the board has considered the anticipated impact of Brexit based on known information at this stage, assuming that the Brexit transition period will end on 31 December 2020. As a result, the board do not expect Brexit, within a period of 12 months from the approval of these financial statements, to significantly impact the finances of the Group in relation to the validity of the going concern assumption.

Judgements and Key Sources of Estimation Uncertainty

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

Development expenditure

The Association capitalises development expenditure in accordance with the accounting policy described on page 36. Initial capitalisation of costs is based on management's judgement when a development scheme is confirmed, usually when board approval has taken place including access to the appropriate funding. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.

Categorisation of housing properties

The Association has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Association has considered if the asset is held for social benefit or to earn commercial rentals.

Impairment

The Association has identified a cash generating unit for impairment assessment purposes at a property scheme level.

Other key sources of estimation and assumptions:

Tangible fixed assets

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

Impairment of non-financial assets

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

Following the assessment of the indicators of impairment, it was viewed that the COVID-19 pandemic was a potential trigger for impairment in relation to stock and work in progress. Following a review, no adjustment to carrying values was required.

Turnover and Revenue Recognition

Turnover represents rental income receivable, amortised capital grant, revenue grants from local authorities and Homes England, income from the sale of shared ownership and other properties developed for outright sale and other income recognised in relation to the period when the goods or services have been supplied.

Rental income is recognised when the property is available for let, net of voids. Income from property sales is recognised on legal completion.

Revenue is recognised on completion if the sale of goods or services is short-term in nature. Where this is not the case, revenue is recognised in proportion to the stage of completion at the reporting date. Revenue recognition commences only when the outcome of the goods and services rendered can be reliably measured, by reference to individual terms and conditions within each service contract, and it is probable that the economic benefits associated with the contract will flow to the Association, otherwise it is recognised to the extent costs are incurred.

Supporting People contract income received from Administering Authorities is accounted for as 'Charges for support services'.

Service charge income and costs are recognised on an accruals basis. The Association operates both fixed and variable service charges on a scheme by scheme basis in full consultation with residents. Where variable service charges are used the charges will include an allowance for the surplus or deficit from prior years, with the surplus being returned to residents by a reduced charge and a deficit being recovered by a higher charge. Until these are returned or recovered they are held as creditors or debtors in the Statement of Financial Position.

Where periodic expenditure is required a provision may be built up over the years in consultation with residents. Until costs are incurred this liability is held in the Statement of Financial Position within long term creditors.

Loan Interest Costs

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

Loan Finance Issue Costs

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

Value Added Tax

The Association charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. All amounts disclosed in the financial statements are inclusive of VAT to the extent that it is suffered by the Association and not recoverable.

Tangible Fixed Assets and Depreciation

Housing properties

Housing properties are stated at cost, less accumulated depreciation. Donated land/assets or assets acquired at below market value from a government source, e.g. a local authority, are included as an asset and equal liability in the Statement of Financial Position at the fair value less consideration paid.

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion of construction.

The costs of shared ownership properties are split between current and fixed assets on the basis of the first tranche portion. The first tranche portion is accounted for as a current asset and the sale proceeds shown in turnover. The remaining element of the shared ownership property is accounted for as a fixed asset and subsequent sales treated as sales of fixed assets.

Freehold land is not depreciated.

Major repairs to properties of a capital nature, which will result in an increase in the net rental income over the life of the property, are capitalised under the component accounting principles described below.

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

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

UELS for identified components are as follows:

Component	**Years**
Boilers	15
Kitchens	20
Lifts	25
Bathrooms	30
Doors	30
Windows	30
Roofs	80
Structure	100

Table 5: Useful Economic Lives.

Other fixed assets

Other tangible fixed assets are stated at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Depreciation is charged on a straight-line basis over the expected economic useful lives of the assets at the following rates:

Asset type	**Rate**
Land & buildings	3.33% on cost or length of lease
Furniture, fixtures & fittings	10% per annum on cost
Office & computer equipment	25% per annum on cost
Motor vehicles	25% per annum on cost

Table 6: Fixed Asset Depreciation Rates.

Capitalisation of Interest and Administration Costs

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

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

Property Managed By Agents

Where the Association carries the majority of the financial risk on property managed by agents, income arising from the property is included in the Statement of Comprehensive Income.

Where the agency carries the majority of the financial risk, income includes only that which relates solely to the Association. In both cases, the assets and associated liabilities are included in the Statement of Financial Position.

Leasing

Rental payments under operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the term of the lease.

Reverse premiums and similar incentives received on leases to enter into operating lease agreements are released to Statement of Comprehensive Income over the term of the lease.

Assets held under finance leases are included in the Statement of Financial Position and depreciated in accordance with the Association's accounting policies. The present value of future rentals is shown as a liability. The interest element of rental obligations is charged to the income statement for the period of the lease in proportion to the balance of capital repayments outstanding.

Current Asset Investments

Current asset investments include cash and cash equivalents invested for periods of more than 24 hours. They are recognised initially at cost and subsequently at fair value at the reporting date. Any change in valuation between reporting dates is recognised in the Statement of Comprehensive Income.

Stock and Properties Held for Sale

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

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

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

Debtors and Creditors

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

Sinking Fund

Unexpended amount collected from leaseholders for major repairs on leasehold schemes and any interest recieved are included in creditors.

Impairment of Financial Assets

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

Financial instruments are assessed for impairment either individually or grouped on the basis of similar credit risk characteristics.

An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

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

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

Social Housing Grant (SHG) and Other Government Grants

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. SHG received for items of cost written off in the Statement of Comprehensive Income is included as part of turnover.

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

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

Grants due from government organisations or received in advance are included as current assets or liabilities.

Non-Government Grants

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

Recycling of Capital Grant

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

lf there is no requirement to recycle or repay the grant on disposal of an asset any unamortised grant remaining within creditors is released and recognised as income within the Statement of Comprehensive Income.

Disposal Proceeds Fund (DPF)

Receipts from the sale of certain properties less the net book value of the property and the costs of disposal were credited to the DPF until 6 April 2017. In these cases, the creditor can be carried forward until it is used to fund the acquisition of new social housing so long as this is before 6 April 2020 or the Association has sought permission from the Regulator of Social Housing to extend this period.

Financial Instruments

Financial assets and liabilities are measured at fair value (including transaction costs).

Financial assets and financial liabilities at fair value are classified using the following fair value hierarchy:

- The best evidence of fair value is a quoted price in an active market.
- When quoted prices are unavailable, the price of a recent transaction for an identical asset, adjusted to reflect any circumstances specific to the sale, such as a distress sale, if appropriate.
- Where there is no active market or recent transactions then a valuation technique is used to estimate what the transaction price would have been on the measurement date in an arm’s length exchange motivated by normal business considerations.

Financial instruments held are classified as follows:

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at cost less impairment.
- Financial liabilities such as loans are held at amortised cost using the effective interest method.
- Commitments to receive or make a loan to another entity are held at cost less impairment.

Reserves

The Association designates those reserves which have been set aside for uses which, in the judgement of the board, prevent them from being regarded as part of the general reserves of the Association.

General reserves reflects accumulated surpluses for the Association which can be applied at its discretion for any purpose.

3. Turnover

3a) Turnover, cost of sales, operating expenditure and operating surplus.

2020	Turnover £'000	Cost of sales £'000	Operating expenditure £'000	Disposal of property, plant & equipment £'000	Operating surplus £'000
Social housing lettings (Note 3c)	4,906	–	(2,739)	–	2,167
Other social housing activities:					
First tranche low cost home ownership sales	451	(310)	–	–	141
Other activities	17	–	–	–	17
Non-social housing activities:					
Disposal of fixed assets (Note 5)	–	–	–	593	593
Total	**5,374**	**(310)**	**(2,739)**	**593**	**2,918**

3b) Turnover, cost of sales, operating expenditure and operating surplus.

2019	Turnover £'000	Cost of sales £'000	Operating expenditure £'000	Disposal of property, plant & equipment £'000	Operating surplus £'000
Social housing lettings (Note 3c)	4,745	–	(3,095)	–	1,650
Other social housing activities:					
First tranche low cost home ownership sales	213	(151)	–	–	62
Other activities	29	–	–	–	29
Non-social housing activities:					
Disposal of fixed assets (Note 5)	–	–	–	546	546
Total	**4,987**	**(151)**	**(3,095)**	**546**	**2,287**

3c) Turnover and operating expenditure.

	General housing £'000	Total 2020 £'000	Total 2019 £'000
Income			
Rent receivable net of identifiable service	4,791	4,791	4,645
Service charge income	78	78	63
Charges for support services	–	–	–
Amortised government grants	37	37	37
Turnover from social housing lettings	**4,906**	**4,906**	**4,745**
Operating expenditure			
Management	1,042	1,042	1,368
Service charge costs	21	21	56
Routine maintenance	576	576	749
Planned maintenance	195	195	118
Major repairs expenditure	59	59	47
Bad debts	67	67	48
Depreciation of housing properties	779	779	709
Operating expenditure on social housing lettings	**2,739**	**2,739**	**3,095**
Operating surplus on social housing lettings	**2,167**	**2,167**	**1,650**
Void losses	43	43	59

4. Accommodation Owned, Managed and in Development

	2020 Owned	2019 Owned
Social Housing		
General needs housing		
Social rent	607	623
Affordable rent	300	298
Supported housing	1	1
Low-cost home ownership	13	13
Leasehold where the Group owns the freehold	14	10
Total units social housing	**935**	**945**

The Association owns 0 (2019: 0) properties which are managed by others.

In Development	2020 No. of units	2019 No. of units
Social Housing		
Affordable rent	23	–
Total units social housing	**23**	**–**

Movement in the year (owned properties)	No.of units
Opening number of units at 1 April 2019	**945**
Units sold	(7)
Other adjustments	(3)
Closing number of units at 31 March 2020	**935**

5. Profit on Disposal of Fixed Assets

	2020	2019
	£'000	£'000
Proceeds of sales	909	1,342
Carrying value	(316)	(796)
Total loss	**593**	**546**

6. Interest Receivable

	2020	2019
	£'000	£'000
Bank interest receivable	27	30
Total	**27**	**30**

7. Interest and Financing Costs

	2020	2019
	£'000	£'000
Loans and bank overdrafts	926	944
Amortisation of loan fees	20	1
Interest capitalised on housing properties under construction	–	(114)
Total	**946**	**831**

The weighted average interest on borrowings of 3.4% (2019: 3.8%) was used for calculating capitalised finance costs.

8. Operating Surplus

	2020	2019
	£'000	£'000
The operating surplus is stated after charging:		
Auditor's remuneration (excluding VAT):		
Audit of subsidiaries	7	7
Fees payable to the company's auditor & its associates for other services to the Group		
Taxation advice	3	3
Depreciation:		
Depreciation of housing properties	779	709

9. Directors' Remuneration

The group chief executive, executive directors and non-executive directors are remunerated by Jigsaw Homes Group Limited. Their costs are recharged to all Group subsidiaries on an on-going basis.

10. Employee Information

	2020	2019
The average number of persons employed during the year expressed in full time equivalents (35 hours per week) was:		
Housing, support and care	1	–
Manual	–	3
Total	**1**	**3**

	2020	2019
	£'000	£'000
Staff costs		
Wages and salaries	33	124
Social security costs	3	9
Other pension costs	8	22
Total	**44**	**155**

During the year, there were no employees who received more than £60,000 per annum in remuneration.

11. Tangible Fixed Assets

Housing properties	Social housing properties for letting completed £'000	Social housing properties for letting under construction £'000	Shared ownership properties completed £'000	Shared ownership properties under construction £'000	Total housing properties £'000
Cost					
At start of the year	45,203	11	1,056	–	46,270
Additions to properties acquired	–	710	–	19	729
Capitalised administration costs	–	7	–	14	21
Transfers to/from stock	–	–	490	–	490
Component replacements	85	–	–	–	85
Components replaced cost	(39)	–	–	–	(39)
Schemes completed	17	(17)	17	(17)	–
Disposals cost	(79)	–	(286)	–	(365)
At end of the year cost	**45,187**	**711**	**1,277**	**16**	**47,191**
Depreciation and impairment					
At start of the year	3,163	–	–	–	3,163
Charge for the year	767	–	12	–	779
Components replaced	(39)	–	–	–	(39)
Disposals	(34)	–	–	–	(34)
At end of the year	**3,857**	**–**	**12**	**–**	**3,869**
Net book value:					
At 31 March 2020	**41,330**	**711**	**1,265**	**16**	**43,322**
At 31 March 2019	42,040	11	1,056	–	43,107

The weighted average interest on borrowings of 3.4% (2019: 3.8%) was used for calculating capitalised finance costs.

The Association considers its housing schemes to represent separate cash generating units (CGUs) when assessing for impairment in accordance with the requirements of FRS102 and SORP 2018. During the current year, the Association has carried out a review of impairment. This review involved an assessment of existing social housing properties to determine if there has been any indicator of impairment in the current financial year. This review is done at a scheme level, which is deemed to be an appropriate level of a cash generating unit of housing property assets. Where any potential indicator as defined in FRS 102.27 *Impairment of Assets* is identified, a review of the affected scheme is undertaken to determine if an impairment is required. Examples of key indicators for impairment include:

- Change in government policy, regulation or legislation which has a material detrimental impact.
- A change in demand for a property that is considered irreversible.
- Material reduction in the market value of properties intended to be sold.
- Obsolescence of a property or part of a property.

An assessment was carried out to identify impairment indicators linked to the fixed assets at year end. Perhaps of most note is the fact that COVID-19 has not to date had a detrimental impact on the market value of housing properties and demand remains healthy. There were no indicators identified that required a full impairment review to be carried out using the depreciated replacement cost methodology.

	2020 £'000	2019 £'000
Works to existing properties in the year:		
Improvement works capitalised	85	90
Amounts charged to expenditure	830	914
Total	**915**	**1,004**

12. Stock

	2020 £'000	2019 £'000
First tranche shared ownership properties		
Completed	–	408
Work in progress	–	82
Total	**–**	**490**

13. Trade and Other Debtors

	2020 £'000	2019 £'000
Rent arrears	237	132
Less: provision for bad debts	(162)	(105)
Sub-total	**75**	**27**
Trade debtors	26	18
Less: provision for bad debts	(18)	(18)
Sub-total	**8**	**(0)**
Prepayments and accrued income	78	192
Amounts owed by group undertakings	493	123
Other debtors	71	201
Total	**725**	**543**

A number of tenants in arrears are in formal repayment agreements with the Association. An assessment of the net present value of those repayment agreements was carried out. The potential adjustment identified was insignificant and was less than the provision for bad debts against those tenancies. On this basis, no adjustment has been made in the financial statements in relation to the net present value of the repayment agreements.

14. Cash and Cash Equivalents

	2020 £'000	2019 £'000
Cash at bank	7,089	4,611
Total	**7,089**	**4,611**

15. Creditors: Amounts Falling Due Within One Year

	2020 £'000	2019 £'000
Loans and overdrafts (Note 16b)	540	540
Trade creditors	(8)	8
Social housing grant received in advance	151	12
Amounts owed to group undertakings	401	449
Rents and service charges paid in advance	126	91
Accruals and deferred income	206	127
Deferred capital grant (Note 17)	37	37
Other creditors	180	86
Total	**1,633**	**1,350**

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

	2020 £'000	2019 £'000
Social housing loans (Note 16b)	22,036	22,568
Deferred capital grant (Note 17)	4,287	3,609
Recycled capital grant fund (Note 18)	260	–
Disposal proceeds fund (Note 19)	–	250
Empty properties funding	20	73
Total	**26,603**	**26,500**

16b) Debt Analysis.

	2020 £'000	2019 £'000
Social housing loans		
Loans repayable by instalments:		
Within one year	540	540
In one year or more but less than two years	540	540
In two years or more but less than five years	1,619	1,619
In five years or more	8,501	9,041
Loans not repayable by instalments:		
Within one year	–	–
In one year or more but less than two years	11,506	–
In two years or more but less than five years	–	11,506
In five years or more	–	–
Fair value adjustment on financial instruments	–	–
Less: loan issue costs	(130)	(138)
Total loans	**22,576**	**23,108**

Loans from external funders are secured by fixed charges on individual housing properties. Housing loans are repayable with interest chargeable at varying rates from 1.4% to 5.4% during the year.

The interest rate profile of the association at 31 March 2020 was	**Total £'000**	**Variable rate £'000**	**Fixed rate £'000**	**Weighted average rate %**	**Weighted average term Years**
Instalment loans	11,200	–	11,200	5	18
Non-instalment loans	11,506	11,506	–	1	2
Total loans	**22,706**	**11,506**	**11,200**	**3**	**10**

At 31 March 2020 the Group had the following borrowing facilities:	**£'000**
Undrawn facilities	5,945
Total	**5,945**

17. Deferred Capital Grant

	2020	2019
	£'000	£'000
At start of the year	3,647	1,178
Grant received in the year	464	2,506
Released to income in the year	(37)	(37)
Additions from DPF/RCGF (Note 19, 18)	250	–
At end of the year	**4,324**	**3,647**
Amount due to be released within one year	37	37
Amount due to be released after more than one year	4,287	3,609
Total	**4,324**	**3,646**

18. Recycled Capital Grant Fund

	2020	2019
	£'000	£'000
At the start of the year	–	–
Inputs: grants to recycle	259	–
Interest accrued	1	–
Transfer from other Registered Providers within the Group	–	–
Recycling: grants recycled	**–**	**–**
At the end of the year	260	–

19. Disposal Proceeds Fund

	2020	2019
	£'000	£'000
At the start of the year	250	250
Amounts utilised in the year	(250)	–
At the end of the year	**–**	**250**

20. Reserves

Revenue reserves records retained earnings and accumulated losses. Share capital represents the nominal values of shares that have been issued.

21. Capital Commitments

	2020 £'000	2019 £'000
Capital expenditure contracted for but not provided for in the Financial Statements	2,312	–
Capital expenditure authorised by the Board but not yet been contracted for	–	3,366
Total	**2,312**	**3,366**
The Association expects these commitments to be financed with:		
Social housing grant	201	875
Committed loan facilities and surpluses generated from operating activities	2,111	2,491
Total	**2,312**	**3,366**

The above figures include the full cost of shared ownership properties contracted for.

22. Grant and Financial Assistance

	2020 £'000	2019 £'000
The total accumulated government grant and financial assistance received or receivable at 31 March:		
Held as deferred capital grant (Note 17)	4,324	3,647
Recognised as income in Statement of Comprehensive Income	36,012	35,975
Total	**40,336**	**39,622**

23. Related Parties

	Income £'000	Expenditure £'000	Gift Aid £'000	Debtors/ (Creditors) £'000
Jigsaw Homes Group Ltd	–	(570)	–	(24)
Adactus Housing Association	–	–	–	(1)
Cavendish Property Developments	–	(8)	–	(8)
Palatine Contracts	–	(14)	–	(14)
Jigsaw Support	–	(20)	–	(20)
New Charter Homes	–	–	–	491
New Charter Building Company	–	(809)	–	(331)

The Jigsaw Group Structure is shown in Note 1.

Jigsaw Homes Group Limited provides core administration, finance, development, management and maintenance services for each of the Group's subsidiaries. All transactions are recharged from the Group under a management agreement at an agreed return on cost.

24. Financial Instruments

	2020 £'000	2019 £'000
Financial Assets		
Financial assets measured at historical cost		
• Trade receivables	83	27
• Other receivables	642	516
• Cash and cash equivalents	7,089	4,611
Total Financial Assets	**7,814**	**5,154**
Financial Liabilities		
Financial Liabilities measured at amortised cost		
• Loans payable	22,576	23,108
Financial Liabilities measured at historical cost		
• Trade creditors	(8)	8
• Other creditors	5,668	4,662
Total Financial Liabilities	**28,236**	**27,778**

25. Post-year Events

In May 2020, the Group restructured its treasury arrangements through the creation of a treasury vehicle, Jigsaw Treasury Limited, through which all its future treasury arrangements will be organised. This restructuring has enabled the Group to benefit from pooling of assets and resources to signficantly increase its finance capacity to further increase the Group's financial strength and to underpin the Group's future growth aspirations.

26. Ultimate Controlling Party

The ultimate controlling party of the Association is Jigsaw Homes Group Limited, which is an entity registered under the Co-operative and Community Benefit Societies Act 2014 and a registered provider of social housing under the Housing Act. The consolidated financial statements of Jigsaw Homes Group Limited can be obtained via the Group's website at www.jigsawhomes.org.uk or from Cavendish 249, Cavendish Street, Ashton-under-Lyne, Tameside, OL6 7AT.

Connect awarded CCA Global Standard

The independent assessment involved both connect offices in Ashton-under-Lyne and Leigh.

Creating homes. Building lives.

Aksa Housing Association Limited

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Regulated by the Regulator of Social Housing Registration No. LH3917

Registered under the Co-operative and Community Benefit Societies Act 2014 Registration No. IP27003R