

Charity registration number 701800

Company registration number 01870880 (England and Wales)

RSH No. 4676

**NORTON HOUSING AND SUPPORT LTD  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

# NORTON HOUSING AND SUPPORT LTD

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Ms J Moore Mr W T Holyński Ms S Johnson Mr P E Frost Dr S M Fallow Mr M Takolia Mr G N Sedgwick Mr V. Gatén FROST, Anne Elizabeth ZHANG, Xiwen TAKOLIA, Mohamed	<i>(Appointed 14 April 2022)</i> <i>(Resigned 15 April 2022)</i> <i>(Resigned 2 August 2022)</i> <i>(Resigned 8 June 2023)</i>
<b>Secretary</b>	Ms S Johnson	
<b>Company registered number</b>	01870880	
<b>Charity registered number</b>	701800	
<b>Registered office &amp; principal address</b>	107 Newport Street Leicester LE3 9FU	
<b>Chief executive</b>	Ms S Cowling	
<b>Independent auditors</b>	Stephenson Smart & Co 36 Tyndall Court Commerce Road Lynchwood Peterborough PE2 6LR	
<b>Bankers</b>	Cater Allen 9 Nelson Street Bradford BD1 5AN	
<b>Registered Provider Number</b>	4676	

# NORTON HOUSING AND SUPPORT LTD

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# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

**FOR THE YEAR ENDED 31 MARCH 2023**

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### 1 INTRODUCTION

The board is pleased to present its report and audited financial statements for the charitable company for the year ended 31 March 2023.

Since the charitable company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

2022/2023 has been another busy year with major challenges being preparing the organisation for the end of the support contract with Leicester City Council from 31st March 2023, and successfully progressing plans for a major new capital development. Throughout the year, the staff team have worked tirelessly to try to ensure that the needs of residents are met. Staff health and wellbeing has again been a key priority for the year, as has that of residents.

### 2 OBJECTIVES AND ACTIVITIES

#### 2.1 Strategic objectives - Review of progress / achievements

In line with the strategic objectives and specific objectives set out in the Business Plan, our key achievements are:

- **To continue to consider opportunities to expand services and income streams, in line with the Business Development programme**

Expanding the property side of the business is a priority for Norton Housing and Support. This would enable the provision of further good quality accommodation and support for more people with mental health needs, learning disabilities or from other disadvantaged groups.

During 2022/23 plans have progressed to purchase land and provide 15 new build supported flats in the Leicestershire area. A bid for Homes England funding was successful with Blaby District Council also providing some grant funding. Start on site is planned for early 2023/24 with a 12 month build period.

Discussions are also taking place with social investors with the aim of developing further supported flats schemes.

During 2022, NH&S took over the management of two mental health drop in facilities in Leicester from partner organisation You in Mind. It is hoped to further develop these much valued services in the future.

- **To expand and diversify into new markets, developing successful partnerships with internal and external stakeholders.**

Norton Housing and Support continues to build on existing business partnerships such as the Conduit Consortium, as well as seeking new business opportunities across Leicester, Leicestershire and Rutland. This has involved widening our presence at networking meetings, particularly with local businesses. We continue to seek out information regarding grant funding bodies whose ethos and criteria might match our organisational priorities, in order that we can apply for any appropriate financial support.

#### 2.2 Pay Policy for Senior Staff

The board of directors, who are the charity's trustees, consider themselves and the management team to comprise the key management personnel of the charity in charge of directing and controlling, running and operating it on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in the notes to the accounts. The pay of senior staff is externally evaluated and reviewed annually (as is the case with all other managerial, administrative and support staff).

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

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### 2 OBJECTIVES AND ACTIVITIES

(Continued)

#### 2.3 Quality Assurance

Norton Housing and Support is determined to ensure the provision of a high-quality service and is committed to ongoing quality improvement. A quality assurance strategy is in place.

Norton Housing and Support endorses the Leicester, Leicestershire and Rutland Mental Health Charter and Homelessness Charter, and has worked hard to develop its Residents Involvement Strategy. Following the organisation's adoption of the National Housing Federation's Tenants' Charter, a new Residents' Panel, In This Together, was established to more formally involve residents in scrutiny, planning and decision making processes. Since its inception in late 2021, the Group has met six times with 18 different residents having been involved. A core group of around 7 residents regularly attend. A review of progress will take place in 2023/24.

Norton Housing and Support is an Investors in People accredited organisation having achieved reaccreditation in 2021. In her report the Assessor noted the level of 'personal and professional support, flexibility and training' offered to staff to 'ensure they are happy in their work and provided with the skills, confidence and knowledge to do their job well'.

The organisation is committed to supporting the mental health and wellbeing of its staff who represent our greatest asset. This has been particularly important as staff battled the challenges of the pandemic and its aftermath.

A basic health plan, provided by a not-for-profit organisation and offering a range of benefits, is in place for all staff.

#### 2.4 Public Benefit Statement

The Trustees have complied with their duty to have due regard to the guidance on public benefit by the Charity Commission in carrying out their roles.

All the activities carried out by Norton Housing and Support are in line with our primary objective, i.e., providing accommodation and/or support for people with ongoing mental health needs, a learning disability or from other disadvantaged groups.

The direct beneficiaries of our Independent Living Support (ILS) accommodation based service are vulnerable adults with ongoing mental health needs, and/or a learning disability, living in Leicester, and their carers. Our residents receive personalised support to enable them to develop their daily living skills, better manage their mental health, increase social inclusion and maintain a safe, secure and decent home.

As care and support is person centred, residents are able to progress at their own pace. Individual residents play a full role in agreeing the support package they require in order to meet their needs, realise their potential and achieve their aspirations. Norton Housing and Support already monitored outcomes for residents, but in 2016/17 an externally evaluated and accredited SROI initiative, has enabled us to better demonstrate our effectiveness in supporting residents to achieve agreed outcomes. The report also demonstrated that for every £1 spent, Norton Housing and Support achieves between £8 and £12 in social value.

Norton Housing and Support enables residents to maximise their independence and many have felt able to move on to more independent living, generally in their own supported flat. We assist those residents wanting to move on and, in some cases, continue to offer support. To facilitate this, Norton Housing and Support has developed its own supported flats schemes which enable residents to move to their own tenancy, whilst continuing to receive intensive housing management support. Where vacancies have allowed, it has also been possible to offer people who have not previously been Norton Housing and Support residents, the opportunity to move to one of these schemes.

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

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### 2 OBJECTIVES AND ACTIVITIES

(Continued)

The development of the Personal Assistant Service has enabled us to provide a service to both existing residents moving to their own flats, as well as people living in the community.

In August 2018, women at risk of homelessness, and their children, became new beneficiaries of Norton Housing and Support with the opening of a new supported housing scheme. This scheme offers intensive housing management support and aims to enable women to move on to their own tenancy. Due to high demand, a further scheme opened in early 2022.

Norton Housing and Support strives to ensure fair and equal access to its services and receives referrals from a range of organisations. Referrals for our mental health support services are received via health and social services professionals, local voluntary and community sector organisations and from homelessness services. Self-referrals are also accepted. We work closely and effectively with involved health and social care professionals to ensure a well-co-ordinated and integrated package of care and support is available to each resident.

With the development of new services for women at risk of homelessness, close working relationships have been developed with local Housing Options and homelessness services, who regularly either signpost women to the scheme, or refer them directly.

Norton Housing and Support reviews its charges on an annual basis and strives to ensure they are fair and provide value for money. The vast majority of residents are eligible for benefits, with Housing Benefit and Independent Living Support payments covering service and support charges. The weekly ineligible charge, which individual residents are responsible for paying, is generally met by Disability Living Allowance (gradually being replaced by Personal Independence Payments) or Employment Support Allowance.

In addition to encouraging feedback from residents, Norton Housing and Support also seeks feedback from carers and referrers; a further survey took place in 2022 but the response, although positive, was disappointingly low. Consideration will be given to other means of obtaining feedback from referrers and partner organisations.

Survey results, which are carefully considered, have always been positive. Any issues which are raised are addressed through agreed action plans, monitored by the Management Committee.

In 2019 Norton Housing and Support also launched a training service, aimed at raising the organisation's profile, attracting new partners/sponsors and generating new income sources to facilitate expansion and the support of additional service users. Whilst the service was successful in raising the organisation's profile, it proved not to be financially viable and the decision was taken to withdraw the training function in 2022.

#### 2.5 Strategic Objectives 2023/24

During 2023/24 agreed strategic objectives are:

- **Objective 1 - Existing Services**

To consolidate existing services, delivering excellent performance whilst developing sustainable high quality service models for the future to ensure we can continue to support existing service users. It is accepted that whilst there may be some overall churn in services it should be an objective to ensure the balance remains roughly the same.

- **Objective 2 – Managing Organisational Expansion**

To manage the expansion of any new services both in terms of growth and diversity, and where appropriate to deliver with partner organisations. All growth must be led by genuine need and with the assurance that Norton Housing and Support is equipped for the expansion in terms of ability and capacity.

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

### FOR THE YEAR ENDED 31 MARCH 2023

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## 2 OBJECTIVES AND ACTIVITIES

(Continued)

### - Objective 3 - Financial Stability

To ensure the organisation is financially stable and sustainable including its overall budget, level of resources and that it is managing a healthy reserves position.

### - Objective 4 – Income Growth

To pursue additional pathways for income generation outside of the traditional Norton Housing and Support revenue streams, providing sustainability and growth for the organisation, and/or to fund service specific projects, e.g. healthy living service, drop ins etc.

## 3 ACHIEVEMENTS AND PERFORMANCE

### 3.1 Summary of Activities

Norton Housing and Support achieves its charitable objectives by providing high quality accommodation and / or support to adults with ongoing mental health needs and/or a learning disability, or from other disadvantaged groups.

Each of the six supported homes for adults with ongoing mental health needs and/or a learning disability (38 places), has a dedicated Support Worker who provides support tailored to individual needs.

The women's service (14 places across two properties) is supported by dedicated Housing Management Officers.

Personal Assistants provide similar personalised support to those living in either the group homes, or their own tenancy.

In 2011 Norton Housing and Support became a registered provider of social housing and landlord, when it purchased and renovated three move on flats. During subsequent years, two further schemes were developed offering a further ten places. Tenanted by those wishing to move on from supported accommodation to more independent living, these developments offer intensive housing management support daily. A total of 14 flats are now available including a one bedroomed flat managed by Norton Housing & Support and owned by PA Housing, although the one bed flat will be handed back to PA Housing in March 2023.

#### 3.1.1 Mental Health Supported Accommodation Service (LCC ILS contract)

At the end of the previous financial year 2021/22, one application remained on hold. They later withdrew.

In the 2022-23 year, 31 referrals were received – an increase from the previous year when 19 were received. Of these 31 referrals four were accepted, seven were declined, five withdrew, three are on hold and twelve are still being processed.

Applicants were mainly declined due to ineligibility, including issues with substance misuse and Norton Housing and Support being unable to meet support needs.

During the year, two residents chose to move on from living in a supported group home. One moved into a residential care home that better suited their support needs, and the other moved into their own flat.

The occupancy rate for the year was 94.33%

#### 3.1.2 Personal Assistant Service

There were five referrals during the year, but unfortunately these had to be declined due to lack of capacity.

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2023

### 3 ACHIEVEMENTS AND PERFORMANCE

(Continued)

15 people were supported during the year – the same number as in 2021/22. 3 clients left the service – one due to moving into a care home. This left 12 clients at the end of the year.

#### Summary of Personal Assistant activities undertaken to support individuals:

- Maintaining the home
- Developing learning, vocational or social skills/positive interactions
- Managing money
- Developing domestic / life skills
- Establishing social contacts and activities
- Maintaining personal safety and security
- Monitoring of health and wellbeing
- Emotional support, practical advice and liaison

#### 3.1.3 Supported Flats

During the year, Norton Housing and Support provided 14 places across four sites.

The occupancy rate for the year was 99.1%.

#### 3.1.4 Women's Scheme

The original scheme was opened in August 2018 and provides seven places (plus children). In early 2022 a further seven place scheme was opened and became fully operational in 2022/23. The occupancy rate for the year was 96.67%

Figures for 2022/23 are as follows;

	2022/23	2021/22
Referrals received	34	40
Referrals accepted	6	12
Referrals declined	3	4
Referrals withdrawn	22	28
On hold	1	-
Awaiting assessment	2	-

Five women moved on from the scheme, with four securing their own tenancy.

### 3.2 Value for Money Metrics

The Regulator of Social Housing (RSH) requires that from 2018/19 all Registered Providers with a stock holding of less than 1,000 units report on the RSH Value for Money (VFM) metrics, within statutory accounts. The below table outlines performance in each of these metrics.

The RSH accepts that the metrics are standard and therefore inevitably more appropriate for some Registered Providers than others. As Norton Housing and Support is a small, specialised provider there are some areas where the variances may be greater than expected. For example, although there is significant development underway, as there has been no new development activity within the twelve-month period this is reported as 0%. Also, the Headline Social Housing Cost per unit is towards the higher end as all homes are supported housing with associated costs and social returns.

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2023

### 3 ACHIEVEMENTS AND PERFORMANCE

(Continued)

Metric	2019/20	2020/21	2021/22	2022/23	Sector (2022)
Reinvestment % (in existing homes and new homes)	0%	0%	0%	0%	6.3%
New supply delivered %	0%	0%	0%	0%	1.6%
Gearing %	5.4%	2.6%	-1.9%	-31.9%	47.0%
Earnings Before Interest, Tax, Depreciation, Amortisation, Major Repairs, Included (EBIDTA MRI) Interest Cover %	544%	496%	406%	349%	128%
Headline Social Housing Cost Per Unit £	£9,340	£9,810	£9,980	£9,990	£4,600
Operating Margin % Social housing lettings only Overall	9.1% 10.8%	5.9% 6.7%	4.1% 6.4%	12.2% 8.4%	25.3% 19.6%
Return on Capital Employed %	3.7%	2.2%	2.3%	3.4%	2.9%

#### 3.3 Fundraising

Fundraising continues to be an important area to develop for the organisation and during the year efforts have resulted in a total of £10,673 being received into the business.

This can be broken down as £1,500 of restricted funds and £9,173 of unrestricted funds. Restricted funds included a £1,000 donation from the Leicestershire and Rutland Fire Service Rudolf Fund towards trips, and a £500 donation towards the women's scheme.

The organisation also benefitted after being selected as the 'charity of the year' by a local firm of accountants Torr Waterfield. They held a number of successful fundraising events and raised a total £6,708 for Norton Housing and Support.

### 4 FINANCIAL REVIEW

#### 4.1 Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

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### 4 FINANCIAL REVIEW

(Continued)

2022/23 has seen the country emerge from the Covid-19 pandemic but other world events have also contributed to volatility in the economy. The Trustees have considered the effect this may have had on the charitable company. This will continue to be a developing situation and as such a reasonable estimate of the financial effect on the charity cannot feasibly be made. The Trustees have assessed this and consider the charity to be a going concern.

#### 4.2 Reserves Policy

The Trustees consider that the state of affairs of the charity at the date of the balance sheet is satisfactory and that the present level of funding on a fund by fund basis is adequate to support the continuation of the homes, flats and support services.

The accounts show unrestricted reserves of £1,770,126, after taking into account the charity's fixed assets of £1,964,332 net of the associated property loans of £904,819 equates to £710,613 of free reserves which includes designated funds of £128,653. The likely timing of expenditure in relation to the designated funds, as detailed within note 16 in the accounts, is anticipated to be within the next 12 months.

As part of their analysis and review of risk management, the Trustees have reviewed the Reserves Policy and taken advice from their professional advisers. In recent years, the aim has been to keep reserves at a level sufficient to fund six months unrestricted expenditure. This has been felt to be appropriate in light of income and expenditure levels.

Further review incorporating organisational risk analysis concluded that Norton Housing and Support must continue to strive to diversify its income streams and expand services to increase its financial stability and longer term security. This must, however, balance the need to maintain a level of reserves appropriate to the risks of operating in the current financial climate and in the new contracting environment.

As a result of this analysis and as described in 2.1 above, in 2019 the decision was made to establish a training function with the aim of generating additional unrestricted reserves. A designated fund of £35,000 was established for this purpose which was carried forward in both 2020/21 and 2021/22. Ultimately the service proved not to be financially viable and the decision to withdraw it was taken in 2022.

Designated funds were also made available to support marketing and information technology.

The Trustees will continue to explore opportunities to use reserves to consolidate and expand services, whilst monitoring the level of those reserves closely to ensure they remain appropriate.

#### 4.3 Financial review

During the year the charity received income of £1,013,323 (2022: £879,159) from Housing Benefit, the Independent Living Support Contract and ineligible charges. Expenditure on all salaries, premises costs, administration and governance costs etc amounted to £1,004,677 (2022: £927,518). When combined with income from activities other than social housing and interest of £82,829 (2022: £42,377) this resulted in net incoming resources of £91,476 (2022: £(5,982)).

#### 4.4 Investments Policy and Objectives

The Trustees closely monitor the way in which Norton Housing and Support invests its funds and regularly reviews investment options. At the present time, money is held in bank accounts and therefore readily accessible.

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

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### 4 FINANCIAL REVIEW

#### 4.5 Risk Management

During 2022/2023, the Organisational Risk Assessment and Risk Map were reviewed by the Operational Management Team and Trustees. Key risks were identified and analysed in terms of their likelihood and potential impact. Existing control measures and contingency plans were reviewed and updated to ensure their continuing effectiveness in minimising risk.

The Business Continuity Plan was also reviewed and will continue to be tested by the Operational Management Team on a six-monthly basis and reported to the Management Committee.

The Trustees consider the key issue currently facing the organisation continues to be that of securing long term security and financial stability for the organisation. The agreed strategy is to try to expand and diversify services / income streams, focusing on consolidating services in Leicester City and further expanding into the County of Leicestershire. This will involve balancing the need to maintain sufficient reserves in an uncertain climate with that of utilising some reserves in order to kick start developments.

The Leicester City Council ILS contract was extended until 31 March 2023. Throughout the year the Operational Management Team have worked with commissioners to ensure that after the contract finishes, residents continue to receive support appropriate to their needs either through direct payments or residents choosing to self-fund. This has been a challenging process for everyone concerned, particularly staff and residents.

A further challenge this year has resulted from the notification from our landlord PA Housing, of their intention to sell their supported housing stock. This includes six properties managed by NH&S under management agreements. Discussions are planned with PA Housing in 2023/24 to consider potential options.

A Fundraising Strategy is in place and it is hoped to make significant progress in 2023/24.

In addition, further investment has been made in networking and partnership working, with a view to identifying potential development opportunities. Throughout the year, plans for a major new development in Leicestershire have been progressed and these will continue in 2023/24.

### 5 STRUCTURE, GOVERNANCE AND MANAGEMENT

#### 5.1 Constitution

Norton House, as it was then known, was established in 1984 as a charity and company limited by guarantee. The charity is governed by its Memorandum and Articles of Association incorporated on the 11th December 1984, updated in October 2014 and again in 2018, to reflect the intention to develop services for other disadvantaged groups.

In the event of the charity being wound up the liability of the members is limited to £10.

The primary objective of the charity is the provision of accommodation and / or support for people with ongoing mental health needs and/or a learning disability, or from another disadvantaged group.

As of 31 March 2023, Norton Housing and Support provided the following services:

- 38 places in six supported group homes, for people with ongoing mental health needs and / or a learning disability. Five properties owned by PA Housing Association and one by Norton Housing and Support.

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

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### 5 STRUCTURE, GOVERNANCE AND MANAGEMENT

(Continued)

- 14 supported one bedroomed flats for people with mental health needs over four properties, three owned by Norton Housing and Support, and one flat owned by PA Housing.
- Personal Assistant service for people in either the group homes, or their own tenancy.
- 14 places in two schemes for homeless women, including those with children.

Norton Housing and Support became a registered provider of Social Housing and Landlord in 2011.

In 2008 along with Enable, part of EMH homes (previously Foundation Housing Association) and the National Autistic Society, Norton Housing and Support was a founding member of the Conduit Consortium, which provides mental health and wellbeing services. Since then, the Consortium has expanded its membership with Inclusion Healthcare, Leicestershire Centre for Integrated Living and Homestart Horizons all becoming members.

The Management Committee is the governing body of Norton Housing and Support, the Trustees being the core members. The Chief Executive attends all Management Committee meetings.

Effective resident involvement is central to the Norton Housing and Support philosophy. This ranges from the co-produced support planning process through to a range of feedback mechanisms and the involvement of residents in the planning and delivery of services. An active Residents' Forum, In This Together, has been developed to more formally involve residents in scrutinising performance and in developing plans for the future. Trustees were pleased to be able to carry out their annual visiting programme with face-to-face visits in early 2022/23.

The Management Committee is supported by the Chief Executive, to whom responsibility for the day to day running of the organisation has been delegated. She has extensive experience of management and planning in the NHS, primarily in mental health services, and has been in post since 2002.

The Management Committee meets every six weeks to consider organisational, financial and strategic issues relating to the organisation's activities and objectives. Ad hoc meetings are also held to enable fuller consideration of issues / action planning which are then reported back to the next Management Committee meeting.

The Trustees afford a high priority to issues of governance, and robust action planning has continued this year with the aim of enabling Norton Housing and Support to sign up to the National Housing Federation (NHF) Code of Governance (2020) which it states organisations may choose to follow wholly or in part, depending on their size, type complexity and existing policies.

A number of the agreed code of governance actions are either in progress or have been completed. However, some of the guidelines, including those on Trustee tenure and succession planning, are particularly challenging for a smaller housing association. Work has been done during 2022-2023 to address these challenges, including the Board agreeing a position on trustee tenure, that being:

*The best interests Norton Housing and Support are served by having a Board that comprises both longer serving Trustees and newer Trustees with a range of backgrounds, skills and experiences. Therefore, in line with the organisation's constitution, there will be no time limit on trustee tenure and Trustees will be able to continue to serve as long as they are able to make a positive contribution to the Board. To ensure longer serving Trustees continue to be able to fulfil the requirements of the role and remain effective, once they have served 6 years, the Board will conduct an appraisal before they seek re-election.*

As Norton Housing and Support cannot currently comply with NHF recommendations on Trustee tenure, the Organisation will continue to comply with its constitutional documents and the Charity Commission Governance Code, which it fully endorses.

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

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### 5 STRUCTURE, GOVERNANCE AND MANAGEMENT

(Continued)

During the year, the organisation has reviewed its practice against the Housing Ombudsman's Complaint Handling Code and has updated policies as a result.

#### 5.2 Recruitment, Appointment and Training of Trustees

Following the 2021 recruitment exercise, a further Trustee appointment was confirmed in April 2022; the new trustee has extensive fundraising/income generation experience. The Board continues to progress work on succession planning and increasing diversity.

During the year, Ms A Frost and Ms J Zhang resigned as Trustees.

All Trustees maintain an active interest in the organisation and keep themselves updated on the changing external environment. This is achieved mainly through regular Management Committee Meetings but also through occasional in-house training initiatives and attendance at external training events and conferences. There is a Trustee induction programme in place for new Trustees.

A system of Board and Trustee appraisals has been in place for some time; following review a revised group appraisal process was introduced this year.

The Trustees' skills and experience can be summarised as follows:

- One Trustee worked for many years as a Consultant Psychiatrist, in Rehabilitation, General Psychiatry, the Forensic Service and the Assertive Outreach Service.
- Two Trustees have a background in Social Work. One has previously worked extensively in the field of mental health for over 20 years, including as a Senior Practice Therapist in the Common Mental Health Problem Service in Leicester, which provides psychological therapies in Primary Care.
- The Treasurer also has a social work background having worked as a team manager and service manager for adult and older persons' mental health services, and on secondment to the NHS, as a mental health commissioning manager.
- One is a qualified Occupational Therapist who has worked in the field of general and forensic mental health for over 35 years. During her career she has managed Therapy Services and worked as a Project Manager on major capital development schemes.
- One is a Managing Director and Founder of one of the fastest growing digital marketing agencies in Leicestershire, and a Company Partner in another agency based in Manchester.
- One Trustee is a qualified accountant with 30 years' experience in the public sector including in housing, the NHS, transport and higher education and is currently the Head of Corporate Finance at a University.
- One is a housing management and policy professional with 35 years' experience, whose career has particularly focused on supported housing and tackling homelessness.
- One Trustee has been a fundraiser for over 15 years, working within the voluntary and community, and education sectors.

### 6 STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

# NORTON HOUSING AND SUPPORT LTD

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

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### 6 STATEMENT OF TRUSTEES' RESPONSIBILITIES

(Continued)

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) and the Statement of Recommended Practice (SORP) Accounting by Registered Social Housing Providers Update 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 charitable company will continue in business.

The Trustees are responsible for keeping proper Accounting Records that disclose with reasonable accuracy at any time the financial position of the Charity and Group and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and the Group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's Website. Legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

### 7 DISCLOSURE OF INFORMATION TO AUDITORS

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that each Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This report has been prepared taking advantage of the exemptions for small companies within part 15 of the Companies Act 2006

Approved by order of the members of the board of Trustees and signed on their behalf by:



Mr W T Holynski  
Treasurer

Date:

28/09/2023

# NORTON HOUSING AND SUPPORT LTD

## INDEPENDENT AUDITOR'S REPORT

*FOR THE YEAR ENDED 31 MARCH 2023*

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### **Opinion**

We have audited the financial statements of Norton Housing and Support Ltd for the year ended 31 March 2023 which comprise a Statement of Comprehensive Income, Statement of Changes in Reserves, Statement of Financial Position, 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 31 March 2023 and of the 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 in England 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

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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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.

# NORTON HOUSING AND SUPPORT LTD

## INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 MARCH 2023

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### Opinions on other matters prescribed by the Companies Act 2006

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

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

### Matters on which we are required to report by exception

In the light of our knowledge and understanding of the entity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' 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:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

### Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate charitable company or to cease operations, or to 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:

- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments;
- Assessing whether the judgements made in accounting estimates are indicative of a potential bias;

# NORTON HOUSING AND SUPPORT LTD

## INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 31 MARCH 2023

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- Evaluating the rationale of any significant transactions that are unusual or outside the normal course of business;
- Analytical procedures are performed as well as substantive testing to identify any potential misstatement due to fraud; and
- The audit procedures would also involve being aware of any such items from reviewing minutes and third party communications and reports and discussions held with staff and management to obtain an understanding.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor-s-responsibilities-for>. This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Kerry Hilliard ACA FCCA CTA** (Senior Statutory Auditor)

for and on behalf of Stephenson Smart & Co

Statutory Auditor

36 Tyndall Court

Commerce Road

Lynchwood

Peterborough

PE2 6LR

Date: 29/9/23

# NORTON HOUSING AND SUPPORT LTD

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2023

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>TURNOVER</b>	1,095,772	921,182
Operating costs	(1,002,377)	(926,553)
Fundraising costs	(2,300)	(965)
<b>Operating surplus/(deficit)</b>	<u>91,095</u>	<u>(6,336)</u>
Interest receivable and similar income	381	354
<b>Surplus/(deficit) for the year</b>	<u>91,476</u>	<u>(5,982)</u>
<b>Total comprehensive income for the year</b>	<u><u>91,476</u></u>	<u><u>(5,982)</u></u>

The charitable company's results relate wholly to continuing activities. The accompanying notes form part of these financial statements

The financial statements were approved by the Trustees on 28.09.23



.....  
Mr W T Holynski  
**Trustee**



.....  
Mr P E Frost  
**Trustee**

**Company registration number 01870880**

## NORTON HOUSING AND SUPPORT LTD

### STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2023

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	Restricted reserves £	Unrestricted reserves £	Designated reserves £	Total funds £
<b>2022</b>				
Balance as at 1 April 2021	9,171	1,513,141	168,866	1,691,178
Surplus/(deficit) for the year	5,191	42,428	(53,601)	(5,982)
Transfer to designated reserves	-	(66,828)	66,828	-
Balance as at 31 March 2022	<u>14,362</u>	<u>1,488,741</u>	<u>182,093</u>	<u>1,685,196</u>
<b>2023</b>				
Balance as at 1 April 2022	14,362	1,488,741	182,093	1,685,196
Surplus/(deficit) for the year	(7,817)	153,410	(54,118)	91,476
Transfer to designated reserves	-	(678)	678	-
Balance as at 31 March 2023	<u>6,545</u>	<u>1,641,473</u>	<u>128,653</u>	<u>1,776,672</u>

The accompanying notes form part of these financial statements.

# NORTON HOUSING AND SUPPORT LTD

## BALANCE SHEET AS AT 31 MARCH 2023

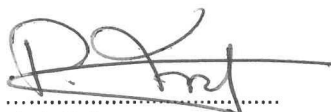
	Notes	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	10	1,964,333	1,607,322
<b>Current assets</b>			
Debtors	11	80,292	63,032
Cash at bank and in hand		<u>1,392,222</u>	<u>967,405</u>
		1,472,514	1,030,437
<b>Creditors: amounts falling due within one year</b>	12	<u>(44,318)</u>	<u>(52,184)</u>
Net current assets		<u>1,428,196</u>	<u>978,253</u>
<b>Total assets less current liabilities</b>		3,392,529	2,585,575
<b>Creditors: amounts falling due after more than one year</b>	13	(1,615,857)	(900,379)
<b>Net assets</b>		<u><u>1,776,672</u></u>	<u><u>1,685,196</u></u>
<b>Charity funds</b>			
Restricted funds	16	6,546	14,362
Unrestricted funds	16	1,770,126	1,670,834
		<u><u>1,776,672</u></u>	<u><u>1,685,196</u></u>

The accompanying notes form part of these financial statements.

The financial statements were approved by the Trustees on 28.09.23



.....  
Mr W T Holynski  
Trustee



.....  
Mr P E Frost  
Trustee

The notes on pages 21 to 32 form an integral part of the financial statements.

Charity registration number 701800  
Company registration number 01870880 (England and Wales)  
RSH No. 4676

# NORTON HOUSING AND SUPPORT LTD

## STATEMENT OF CASH FLOWS AS AT 31 MARCH 2023

	Notes	2023 £	2022 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	17	187,578	105,081
<b>Cash flow from investing activities</b>			
Interest received		381	354
Purchase of tangible fixed assets - housing properties		(427,590)	
Grants received		742,450	
<b>Cash flow from financing activities</b>			
Repayment of borrowings		(31,970)	(33,531)
Interest paid		<u>(46,032)</u>	<u>(32,136)</u>
<b>Net cash flow from financing activities</b>		<u>(78,002)</u>	<u>(65,667)</u>
<b>Net decrease in cash and cash equivalents</b>		424,817	39,768
Cash and cash equivalents at beginning of the year		967,405	927,637
<b>Cash and cash equivalents at end of the year</b>		<u><u>1,392,222</u></u>	<u><u>967,405</u></u>

The accompanying notes form part of these financial statements.

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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### 1 Accounting policies

#### Charity information

Norton Housing and Support Ltd is a company limited by guarantee under the Companies Act 2006, a registered charity and a private registered provider of social housing with the Regulator of Social Housing in England and Wales.

The address of the registered office is given in the reference and administration details of the company on page 1 of these financial statements.

The nature of the entity's operations and principal activities are to provide accommodation and/or support for people with ongoing mental health issues, a learning disability or from disadvantaged groups.

The entity constitutes a public benefit entity as defined by FRS102.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with applicable accounting standards and statements of recommended practice of the United Kingdom, including FRS 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland", Companies Act, the Housing SORP 2018 Update – Statement of Recommended Practice for Registered Social Housing Providers' ("the SORP") and the Accounting Direction for Private Registered Providers of Social Housing – 2022 ("the Direction").

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Significant judgements and estimates

The preparation of financial statements requires judgement in the process of applying the accounting policies and the use of accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable.

The following key estimates and judgements apply:

##### a) Useful lives of depreciable assets

Management reviews the estimated useful lives of depreciable assets at each reporting date. Uncertainties in these estimates may relate to the impact of technological change and/or to changes in government regulation that may require components of property to be replaced more frequently.

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

---

#### 1 Accounting policies

(Continued)

##### b) Apportionment of operating costs

The charitable company is required to allocate its expenditure between social housing activities and activities other than social housing. There is a degree of judgement that must be applied in determining the basis of apportionment for indirect costs, which may change over time and is reviewed and applied annually.

#### 1.4 Turnover

Turnover represents maintenance contributions and service charges received in the year net of losses from voids, Independent Living People support income and revenue from grants.

Monetary donations to the charitable company are credited to the accounts on a receipt's basis except where the amount and entitlement is identifiable in advance where they are brought in as debtors. Gifted assets are credited in the accounts at the net fair value of the assets and liabilities.

#### 1.5 Expenditure

Costs are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably. Costs are classified by activity. The costs of each activity are med up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the charitable company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the charitable company and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred relating to the governance of the charitable company apportioned to the charitable activities.

All costs are inclusive of VAT.

#### 1.6 Depreciation of social housing properties

Major components of housing properties are identified and treated as separable assets and are depreciated on a straight line basis over their expected economic useful lives at the following rates:

Property structure	50 years
Roof	30 years
Windows and external doors	20 years
Kitchens	15 years
Bathrooms	15 years

Freehold land is not depreciated.

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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### 1 Accounting policies

(Continued)

#### 1.7 Tangible fixed assets

Tangible fixed assets costing £500 or more are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

Housing Properties and other tangible fixed assets are carried at cost, net of depreciation any provision for impairment. Depreciation is not charged on freehold land. Depreciation is provided at rates calculated to write

Freehold property	- 4% on cost
Property improvements	- 5% on cost
Fixtures and fittings	- 15% reducing balance
Office equipment	- 33.33% on cost
Freehold land	- not depreciated

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the bank.

#### 1.9 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over lease term.

#### 1.10 Debtors

Trade and other debtors are recognised at the statement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### 1.11 Cash at bank and in hand

Cash at the bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening the deposit or similar account.

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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### 1 Accounting policies

(Continued)

#### 1.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past events, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charitable company anticipated it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounts at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

#### 1.13 Taxation

The company has charitable status and therefore is not subject to Corporation Tax on surpluses derived from charitable activities.

#### 1.14 Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

#### 1.15 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities incorporating Income and Expenditure Account over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities incorporating Income and Expenditure Account as the related expenditure is incurred.

#### 1.16 Pensions

The charitable company operates a defined contribution pension scheme and the pension charge represents the amount payable by the charitable company to the fund in respect of the year.

### 2 Critical accounting estimates and judgements

In the application of the 's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 3 Particulars of turnover, operating costs and operating surplus

	2023		
	Turnover £	Operating & Fundraising costs £	Operating surplus/ (deficit) £
Social housing lettings (Note 3a)	850,141	(752,977)	97,164
Other social housing activities			
Supporting people	163,182	(162,248)	934
Activities other than social housing	82,448	(89,452)	(7,004)
	<u>1,095,772</u>	<u>(1,004,677)</u>	<u>91,095</u>
	2022		
	Turnover £	Operating & Fundraising costs £	Operating surplus/ (deficit) £
Social housing lettings (Note 3a)	730,666	(698,403)	32,263
Other social housing activities			
Supporting people	148,493	(151,435)	(2,942)
Activities other than social housing	42,023	(77,680)	(35,657)
	<u>921,182</u>	<u>(927,518)</u>	<u>(6,336)</u>

### 3a Particulars of income and expenditure from social housing lettings

	2023 No.	2022 No.
Supported housing units - owned	20	20
Supported housing units - managed	46	39
	<u>66</u>	<u>59</u>

All units represent supported housing.

	2023 £	2022 £
Rent receivable	885,038	769,203
Social housing operating costs	(752,977)	(698,403)
Void losses	(34,897)	(38,537)
	<u>97,164</u>	<u>32,263</u>

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 3b Particulars of income and expenditure from non-social housing lettings

	2023 £	2022 £
Other Income	67,076	27,217
Donations and gifts	10,673	2,042
Grants	4,699	12,764
Operating costs	(87,152)	(76,715)
Fundraising expenses	(2,300)	(965)
	<u>(7,004)</u>	<u>(35,657)</u>

### 4 Interest receivable and similar income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Interest receivable	381	381	354
<i>Total 2022</i>	<u>354</u>	<u>354</u>	

### 5 Expenditure on raising funds

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Fundraising expenses	2,300	2,300	965
	<u>965</u>	<u>965</u>	

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### 6 Analysis of Social Housing Operating Costs

	Direct costs 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Social housing lettings</b>	484,972	268,001	752,973	698,403
Independent Living Support (Supporting People)	133,347	28,901	162,248	151,435
Additional charitable activities	49,228	37,928	87,156	76,715
Total 2023	<u>667,547</u>	<u>334,830</u>	<u>1,002,377</u>	<u>926,553</u>
Total 2022	<u>570,502</u>	<u>356,051</u>	<u>926,553</u>	

#### Analysis of direct costs

	Independent Living Support (Supporting People) 2023 £	Social housing lettings 2023 £	Additional charitable activities 2023 £	Total funds 2023 £	Total funds 2022 £
Staff costs	117,587	129,444	22,131	269,162	218,702
Premises expenses	11,007	341,269	20,527	372,803	334,277
Residents expenses	343	1,028.00	6,570	7,941	327
Professional fees	4,410	13,231	-	17,641	17,196
Total 2023	<u>133,347</u>	<u>484,972</u>	<u>49,228</u>	<u>667,547</u>	<u>570,502</u>
Total 2022	<u>124,768</u>	<u>416,709</u>	<u>29,025</u>	<u>570,502</u>	

#### Analysis of support costs

	Independent Living Support (Supporting People) 2023 £	Social housing lettings 2023 £	Additional charitable activities 2023 £	Total funds 2023 £	Total funds 2022 £
Staff costs	22,975	130,196	29,209	182,380	207,501
Depreciation	-	68,171	-	68,171	68,171
Loan interest	-	46,032	-	46,032	32,136
Other support costs	5,784	23,128	8,719	37,631	40,395
Governance	142	474	-	616	7,848
	<u>28,901</u>	<u>268,001</u>	<u>37,928</u>	<u>334,830</u>	<u>356,051</u>
Total 2022	<u>26,667</u>	<u>281,694</u>	<u>47,690</u>	<u>356,051</u>	

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

7 Auditors' remuneration	2023 £	2022 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts	<u>7,200</u>	<u>7,440</u>
8 Staff costs	2023 £	2022 £
Wages and salaries	409,190	386,579
Social security costs	23,970	22,585
Pension costs	18,383	17,039
	<u>451,543</u>	<u>426,203</u>

The average number of persons employed by the charitable company during the year was as follows:

	2023 No.	2022 No.
Support workers	18	16
Management and administrative	5	5
Domestic staff	2	2
	<u>25</u>	<u>23</u>

No employees received remuneration on a full-time equivalent basis, including employer pension contribution, in excess of £60k.

	2023 £	2022 £
Key management personnel remuneration:		
Salary	29,086	28,138
Employers NIC	2,649	2,754
Pension contributions	1,572	1,577
	<u>33,307</u>	<u>32,469</u>

The highest paid Director's emoluments and pension costs in the year ended 31 March 2023 were £33,307 (2022: £32,469)

The Chief Executive is a member of the salary sacrifice pension plan. She is an ordinary member of the pension scheme and no enhanced or special terms apply. The charitable company does not make any further contribution to an individual pension arrangement for the Chief Executive.

### 9 Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £Nil).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £Nil).

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

10 Tangible fixed assets including housing properties	Freehold property	Social housing properties	Social housing properties under construction	Property improvements	Fixtures and fittings	Office equipment	Total
	£	£	£	£	£	£	£
<b>Cost or valuation</b>							
At 1 April 2022	132,287	1,965,642	-	2,950	38,649	17,833	2,157,361
Additions	-	-	427,590	-	-	-	427,590
Disposals	-	-	-	-	(1,500)	-	(1,500)
At 31 March 2023	132,287	1,965,642	427,590	2,950	37,149	17,833	2,583,451
<b>Depreciation</b>							
At 1 April 2022	86,271	419,929	-	2,950	27,735	13,155	550,040
Charge for the year	4,691	60,091	-	-	950	4,107	69,840
Eliminated in respect of disposals					(760)		(760)
At 31 March 2023	90,962	480,020	-	2,950	27,925	17,262	619,120
<b>Net book value</b>							
At 31 March 2023	41,325	1,485,622	427,590	-	9,224	571	1,964,332
At 31 March 2022	46,017	1,545,713	-	-	10,914	4,678	1,607,322

Included in freehold property is freehold land at cost of £15,000 (2022 - £15,000) which is not depreciated

Included in social housing properties is freehold land at cost of £463,359 (2022 - £463,359) which is not depreciated.

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 11 Debtors

	2023 £	2022 £
Other debtors	380	-
Prepayments and accrued income	1,516	2,191
Rental and service charge debtors	78,396	60,841
	<u>80,292</u>	<u>63,032</u>

### 12 Creditors: Amounts falling due within one year

	2023 £	2022 £
Bank loans - secured	31,412	36,410
Trade creditors	5,380	8,020
Other creditors	315	314
Accruals	7,211	7,440
	<u>44,318</u>	<u>52,184</u>

### 13 Creditors: Amounts falling due after more than one year

	2023 £	2022 £
Bank loans - secured	873,407	900,379
Deferred income - government grant (Note 15)	742,450	-
	<u>1,615,857</u>	<u>900,379</u>

Included within the above are amounts falling due as follows:

#### Between one and two years

Bank loans - secured	<u>31,412</u>	<u>37,559</u>
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#### Between two and five years

Bank loans - secured	<u>94,237</u>	<u>162,481</u>
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#### Over five years

Bank loans - secured	<u>747,759</u>	<u>700,339</u>
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The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2023 £	2022 £
Repayable by instalments	747,759	700,339
	<u>747,759</u>	<u>700,339</u>

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### 13 Creditors: Amounts falling due after more than one year (Continued)

The bank borrowings are made up of four facilities.

The first facility is a bank loan due for repayment by 30 August 2036 and currently attracts interest at 2.9% above base rate. The bank loan is secured by a First legal charge over the charitable company's freehold premises at 128 Westcotes Drive.

The second facility is a bank loan due for repayment by 19 October 2039 and currently attracts interest at 3.25% above base rate. The bank loan is secured by a First legal charge over the charitable company's freehold premises at 16 St James Road.

The third facility is a bank loan due for repayment by 19 June 2041 and currently attracts interest at 2.75% above base rate. The bank loan is secured by a First legal charge over the charitable company's freehold premises at 25 Church Street.

The fourth facility is a bank loan due for repayment by 19 January 2043 and currently attracts interest at 2.65% above base rate. The bank loan is secured by a First legal charge over the charitable company's freehold premises at 15 Ashleigh Road.

#### 14 Financial instruments

	2023 £	2022 £
<b>Financial assets</b>		
Financial assets measured at amortised cost	<u>1,392,602</u>	<u>967,405</u>
<b>Financial liabilities</b>		
Other financial liabilities measured at amortised cost	<u>917,725</u>	<u>952,563</u>

Financial assets measured at amortised cost comprise of other debtors and cash at bank.

Financial liabilities measured at amortised cost comprise of bank loans, trade creditors, other creditors and accruals excluding any elements of deferred income.

#### 15 Deferred capital government grant

	2023 £	2022 £
<b>At 1 April 2022</b>	-	-
Grant received in the year	742,450	-
Released to income in the year	-	-
<b>At 31 March 2023</b>	<u>742,450</u>	<u>-</u>

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 16 Statement of reserves

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/(out) £	Balance at 31 March 2023 £
<b>Unrestricted reserves</b>					
<b>Designated reserves</b>					
Information technology	1,000	-	(1,678)	678	-
Training	35,000	-	(29,686)	-	5,314
Marketing	1,537	-	-	-	1,537
Fundraising	10,000	-	(3,574)	-	6,426
Development	84,201	-	(2,880)	-	81,321
Contingency	50,355	-	(16,300)	-	34,056
	<u>182,093</u>	<u>-</u>	<u>(54,118)</u>	<u>678</u>	<u>128,653</u>
<b>General reserves</b>					
Unrestricted reserves	1,488,741	1,091,204	(937,794)	(678)	1,641,473
Total unrestricted reserves	<u>1,670,834</u>	<u>1,091,204</u>	<u>(991,912)</u>	<u>-</u>	<u>1,770,126</u>
<b>Restricted reserves</b>					
Carlton Hayes	1,042	4,948	(2,568)	-	3,423
National Lottery Community F	8,813	-	(6,345)	-	2,468
Edward Gosling	1,144	-	(572)	-	572
Tesco Community Grant	63	-	(63)	-	-
You in Mind	3,300	-	(3,217)	-	83
	<u>14,362</u>	<u>4,948</u>	<u>(12,765)</u>	<u>-</u>	<u>6,546</u>
Total of reserves	<u>1,685,196</u>	<u>1,096,153</u>	<u>(1,004,677)</u>	<u>-</u>	<u>1,776,672</u>

#### Designated reserves

The information technology fund has been set up to fund the upgrade of computer equipment, the implementation of a backup system and the provision of technological support as required. The carried forward balance consists of entirely unspent funds.

The training fund was put aside to support the recruitment and salary of a trainer post for Norton Housing and Support Ltd. This role has been instrumental in testing the market and delivering external training events, in order to generate income and support development of a training arm for the organisation

The marketing fund will ensure that money is available to support the branding and marketing of Norton Housing and Support, which is essential in order to further develop services in line with our business plan. This fund will also support material for the new training and fundraising posts.

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 16 Statement of reserves (Continued)

The Fundraising Fund will support the implementation of the Fundraising Strategy, with the intention of generating new income streams into the organisation.

The development fund has been set aside to ensure delivery of our asset management plan, which was developed by an external consultant following a full stock condition survey in 2018. This will ensure our owned properties remain fit for purpose now and in the future.

adjusted annually in line with the actual expenditure for each home in accordance with the schedule for that property. It has been agreed by Trustees to include this fund to keep a clear and separate account of funds carried for each property.

#### **General reserves**

The carried forward balance of general funds of £1,641,473 consists of £1,964,332 in relation to fixed assets net of £904,819 of associated property loans equating to £1,059,513, which leaves a balance of £581,960 relating to available unspent funds.

#### **Restricted reserves**

The Carlton Hayes fund was set up to cover the costs of producing a promotional video and funding towards the Healthy Living Project. During the year further funding was received towards the project. The remaining unspent funds at the year end have been carried forward to be spent in 2023/24.

The National Lottery Community Fund was set up for the Healthy Living Project. During the year further funding towards the project was received. The remaining unspent funds at the year end have been carried forward to be spent in 2023/24.

The funds from Edward Gosling were received towards the cost of four new iPads. The carried forward value represents the net book value of the assets.

You in Mind is a local mental health charity, funds were previously received from them for Norton Housing and Support to take over providing drop ins twice a week for people with mental health needs to meet up.

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### 17 Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net expenditure for the year (as per SOFA)	91,476	(5,982)
Adjustments for:		
Dividends, interests and rents from investments	(381)	(354)
Loss on disposal of tangible fixed assets	740	-
Depreciation charges	69,840	68,168
(Increase) in debtors	(17,260)	13,156
(Decrease) in creditors	(2,869)	(2,043)
Interest paid	46,032	32,136
<b>Net cash provided by operating activities</b>	<u>187,578</u>	<u>105,081</u>

#### 18 Analysis of cash and cash equivalents

	2023 £	2022 £
Cash at bank and in hand	1,392,222	967,405
	<u>1,392,222</u>	<u>967,405</u>

#### 19 Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	967,405	424,817	1,392,222
Debt due within 1 year	(36,410)	4,998	(31,412)
Debt due after 1 year	(900,379)	26,972	(873,407)
	<u>30,616</u>	<u>456,787</u>	<u>487,403</u>

#### 20 Share capital

Norton Housing and Support Ltd is a company limited by guarantee and has no share capital. The members of the charitable company are the Board of Trustees names on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

# NORTON HOUSING AND SUPPORT LTD

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 21 Pension commitments

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund.

Contributions payable by the charitable company for the year amounted to £18,383 (2022 - £17,039) with £315 being included within creditors (2022 - £314).

### 22 Operating lease commitments

At 31 March 2023 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	2022 £
Not later than 1 year	155,645	196,704
Later than 1 year and not later than 5 years	-	54,957
	<u>155,645</u>	<u>251,661</u>

### 23 Capital commitments

At 31 March 2023 the charitable company had capital commitments as follows:

	2023 £	2022 £
Contracted for but not provided for in the financial statements:		
Acquisition of social housing property	1,762,516	-
	<u>1,762,516</u>	<u>-</u>

The above commitments will be funded from capital government grants (total allocation £990k), with the balance (£773k) funded through other grants, property sales and existing reserves.