



TWO SAINTS

**TWO SAINTS LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

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PARTICULARS OF THE BOARD OF MANAGEMENT, OFFICERS AND ADVISERS

Board of management	Executive team
J Toben, Chair	Janice Hughes, Chief Executive (from November 2024), Executive Director of Investment, Assets and Risk (to November 2024)
J Banks	
M Woosey, Vice Chair	Richard Gammage, Chief Executive (resigned November 2024)
C Moylan	Charlotte Buckingham, Executive Director of Client Services
S O'Reilly (resigned 31 October 2024)	Paula-May Houghton Clarke, Executive Director of People and Programmes
D Palmer	David Taylor, Interim Finance Director (from January 2025)
R Pinchin	
A Quigley	
R Kantaria	
H Clifford (co-opted June 2025)	
S Frost (co-opted June 2025)	

Secretary

Janice Hughes

Richard Gammage (resigned November 2024)

Registered office	Solicitors	Auditors	Banks
69 High Street Fareham Hampshire PO16 7BB	Capsticks Staple House Staple Gardens Winchester SO23 8SR	S&W Partners Audit Limited Cumberland House 15-17 Cumberland Place Southampton SO15 2BG	Lloyds Bank plc 25 Gresham Street London EC2V 7HN

Registration details

Two Saints Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 no. 26511R and is registered with the Regulator of Social Housing no. LH3904.

Two Saints is an exempt charity – HM Revenue & Customs registered number XR56079

TWO SAINTS LIMITED
REPORT OF THE BOARD OF MANAGEMENT

The Board presents its report and financial statements for the year ended 31 March 2025.

Statement of the Board's responsibilities in respect of the accounts

The Co-operative and Community Benefit Societies Act 2014, and registered social housing legislation require the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the organisation and of its income and expenditure for that period.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 association will continue in business.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the organisation and enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. It has general responsibility for taking reasonable steps to safeguard the assets of the organisation and to prevent and detect fraud and other irregularities.

Governance

We have an objective to ensure we comply with regulatory and statutory codes and standards for good governance. We believe strong governance is at the heart of our ability to provide high quality, efficient services in an open and accountable way. Our remuneration and nominations committee reports directly to our Board.

In addition to attending these committees, Board members attend working groups to consider matters such as health and safety, the budget or our long-term financial plan and can then play a leading role in subsequent discussions at Board meetings.

Board members are elected for three-year terms at annual general meetings. The Board reviews its operations and performance annually. It identifies the skills it requires to fulfil its responsibilities and recruits new members with the requisite skills and experience.

There are two Board members reaching the end of their term of office at the forthcoming annual general meeting. They will be replaced by the two co-optees who will be appointed as full Board members. The Board will continue to comprise of eight people.

Our Board is confident its governance arrangements continue to be strengthened through the work of our remuneration and nominations committee and Board, throughout the year. The Board adopted the National Housing Federation's 2020 code of governance and carries out an annual self-assessment against this. The effectiveness of our governance has also been the subject of external independent review.

We're committed to upholding the National Housing Federation's Excellence in Standards of Conduct and maintaining high standards of business probity. All Board members and our executive team sign declaration of interest forms every year.

The Board confirms they comply with the principles and guidelines in the National Housing Federation's 2020 Code of Governance.

The Board confirms that they comply with the Regulator of Social Housing governance and financial viability standard.

TWO SAINTS LIMITED
REPORT OF THE BOARD OF MANAGEMENT

In 2024/25 the Board held two strategy days to consider the future strategic direction of the organisation.

The Board remains non-executive in its function and is responsible for the organisation's overall direction and strategy. Board members are listed on page 3. They have no beneficial interests in the organisation's share capital.

Operational responsibility is delegated to the chief executive who also advises the Board on strategic issues. The chief executive has no beneficial interests in the organisation's share capital.

The members of the executive team are listed on page 3.

Members of committees are selected by and from the Board. The Board is responsible for determining the terms of reference for all committees. The audit and risk committee is responsible for external and internal audit issues and risk management. The remuneration and nominations committee is responsible for overseeing Board skills audits, making recommendations on succession planning and the remuneration of the Board and chief executive.

Accountability to clients is important for us and work has taken place during the year to ensure the continuing involvement of clients in the quality and development of services through co-production, as well as the development and review of policies and procedures.

In practice:

- clients run an independent client quality assessment panel (known as the client engagement team) and managers are charged with implementing service improvement recommendations arising from their reports.
- The client engagement team review the quality of our accommodation and contribute to our future strategy.

In addition, the client engagement team reports directly to the Board and to fellow clients in our services. Our client engagement team continue to assess the quality of the services we provide, and their findings are shared with the Board every quarter.

Fraud

There are anti-fraud and anti-bribery policies in place. Fraud is an item on each audit and risk committee meeting agenda and any instances of fraud or theft are reported to the Board.

Auditors

S&W Partners Audit Limited are deemed to be re-appointed as auditors.

Board members who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which our auditors are unaware and each Board member has taken all the steps they ought to have taken as a Board member to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Principal activities

We provide safe, flexible and reliable client led housing and support services that focus on reducing homelessness, improving health and wellbeing and build on individual's skills and resilience. We provide this help to our clients through the provision of direct access hostel accommodation, resettlement services and community support services in Berkshire, Hampshire (including Portsmouth and Southampton) and on the Isle of Wight.

TWO SAINTS LIMITED
REPORT OF THE BOARD OF MANAGEMENT

Review of the business

During 2024/25 we continued to develop our services by continuing to work with local authority partners to deliver commissioned support contracts, including Housing First services, and are now seeing this model of support in mainstream commissioning. We've been a continuing delivery partner for other short term government initiatives including the Rough Sleeper Initiative and the Rough Sleeper Accommodation Programme. Our Board and executive team seek to influence policy makers at both local and national levels to secure long term solutions to housing supply and revenue funding to provide support.

The organisation continues to focus attention on financial viability, sustainability and service quality in the medium and long term.

The Board has no concerns in maintaining the requirements of the government's rent policy and decent homes standard.

Results for the year

The financial results show an operating surplus for the year of £1,732k (2024: £844k). Turnover (income) for the year increased to £21 million (2024: £20 million) of which £12 million (2024: £11 million) came from supported housing letting activities and £9 million (2024: £9 million) from the provision of support. The balance of income was from non-social housing activities.

Despite the financial pressures on the work we do, together with the need to stay competitive and efficient, our finances remain fundamentally strong, with a healthy balance sheet able to support our activities. We have been impacted by increases to fuel and food prices as well as the cost-of-living crisis more broadly, particularly on wage inflation and the impact on staff recruitment and retention.

We recognise a pension liability based on our share of assets and liabilities in the defined benefit pension scheme held with the social housing pension scheme (SHPS). The scheme is closed to new entrants. The Statement of Other Comprehensive Income recognises changes to the underlying economic assumptions and scheme asset and liability performance, which decreases the net pension liability from £1,710k to £1,348k.

As a not-for-profit organisation, our primary business objective is to provide homes and services to people in need. We seek to generate sufficient income to meet our ongoing operating costs, to maintain all our properties in good condition, and to contribute to our reserves, in order to reinvest in the business. We are committed to setting rents and charges at affordable levels and contract prices that offer value for money to service commissioners.

Future developments

Hampshire County Council contracts are being reviewed, and a devolution process of transferring powers from the UK government to local authorities in Hampshire and the Solent region is underway. Under Government plans, all two-tier areas must transition to single-tier unitary councils by 2028, meaning changes to how local services are delivered. Councillors from three councils will be discussing an initial proposal to form a new unitary authority covering West Berkshire, South Oxfordshire and Vale of White Horse.

We will be bidding for existing service contracts during 2025/26 that will be implemented during the year and in 2026/27 if we are successful. We will also provide temporary accommodation for single people and small families who are currently housed by local authorities under their statutory housing duty, mainly in bed and breakfast accommodation.

We have developed an environmental sustainability strategy that sets out targets to have all owned stock at EPC-C or above by 2030. Our revised asset strategy also requires us to assess all our stock against our own property standard.

TWO SAINTS LIMITED
REPORT OF THE BOARD OF MANAGEMENT

Surpluses and reserves

The generation of modest surpluses is a key element of our financial strategy, to demonstrate our financial stability, comply with loan covenants and to cover unforeseen events.

Reserves are internally generated resources invested in our assets and acquiring or developing new housing stock. Movements in reserves are set out in the statement of changes in reserves.

Employees

At the year-end we had a complement of 305 staff (2024: 286 staff). We are committed to the principles and practice of equality, diversity and inclusion. We seek to put these principles into operation in all matters of recruitment and employment. The effective training and development of all staff is a key objective.

Value for money

In accordance with the Regulator of Social Housing 2018 value for money standard, we've recorded our performance for the year against the published value for money metrics (Table 1). In addition, we've developed a set of targets to demonstrate performance in key areas of our business. (Table 2).

Table 1. Performance against sector value for money metrics

Metric	Explanation	Supported housing provider - published metrics 2023/24	2024/25	2023/24	2022/23
1. Reinvestment %	Investment in properties as a percentage of total properties	6.2	2.33	2.14	23.8
2. New supply delivered	The number of new social and non-social housing units as a percentage of all owned units				
Social housing %		1.2	0.0	0.0	6.0
Non-social housing %		0.0	0.0	0.0	0.0
3. Gearing %	Percentage of assets made up of debt finance (lower the better)	11.8	-9.8	0.4	1.7
4. Interest cover % (Earnings before interest, tax, depreciation, amortisation with major repairs included)	Measure of surplus compared to interest payments (higher the better)	221.6	1,103.0	576.2	463.9
5. Social housing cost per unit £	(Lower the better)	12,029	10,562	10,424	9,098
6. Operating margin %	Surplus divided by turnover for both social housing and overall (Turnover includes other income where related to activities)				
Social housing lettings only		12.1	7.90	4.66	4.29
Overall		6.9	8.3	4.3	2.8
7. Return on capital employed %	Investment return on capital resources	2.2	8.4	4.3	2.6

TWO SAINTS LIMITED
REPORT OF THE BOARD OF MANAGEMENT

These metrics are prescribed for all housing associations to provide comparison regardless of size or specialism. The Regulator for Social Housing's Value for Money metrics 2024 report was published in March 2025 as an annex to the 2024 Global Accounts. The metrics reported for the supported housing sub-sector have been taken as the comparator for benchmarking purposes.

Metric 1 relates to the amount we have spent on developing and acquiring new property as well as the amount we have invested in existing housing stock. We have not developed any new property this year, so the percentage reflects this.

Metric 2 is zero because we did not develop any new property in 2024/25.

We're reporting a lower than benchmark gearing percentage at Metric 3, because we continue to hold over £2m in cash that reduces the £3m loan balance in this calculation.

Metric 4, interest cover is substantially above the comparator average and our existing interest cover covenant of 110%.







Metric 5 indicates that our cost per unit is lower than the sector average for our cohort. Our service costs are historically higher than the average because of the number of fully catered services we operate and increasing numbers of small, shared houses where communal furnishing has a high per unit cost. However, the comparative measure in the published metrics has increased this year to £12,029 (2024: £9,220).

The operating margin for social housing lettings at Metric 6 is low against the sector average. This is due to a high proportion of support contract within our turnover that do not include inflationary uplifts. The overall operating margin is higher than the comparator average.

The return on capital employed at Metric 7 is higher than the sector average and past performance because of the higher operating surplus this year.

We have an annual plan that includes a range of objectives designed to meet our strategic commitments and a suite of key performance indicators to demonstrate our performance. These are summarised in the table below.

Table 2. Key performance indicators

	2022-23	2023-24	2024-25	Target 2024-25	2024-25 Performance against target
Property utilisation	90.6%	93.5%	92.7%	95%	
Current personal rent collected	96.5%	97.3%	97.8%	95%	
Former client rent arrears	4.0%	3.0%	2.4%	3%	
Gas servicing compliance	98.9%	100%	100%	100%	
Repairs completed in target time	98.8%	79.8%	88.2%	98.7%	
Staff turnover	47.1%	26.8%	27.2%	35%	

Four of the six performance indicators met or exceeded target during the year which is similar outcome to the previous year. Property utilisation was 92.7% for the year against a target of 95%, reducing by 0.8% from last year. Repairs completed on time has improved from 79.8% last year to 88.2% in 2024/25. We procured a new long-term arrangement on a ten-year contract beginning in June 2024. The key performance indicator for staff turnover was based on a revised performance assessment after 2022-23.

Our quality and performance – client satisfaction

As part of our drive to continually improve services, we seek feedback from clients through our annual client questionnaire. Clients' responses help to inform us as to where we need to make changes in our services. The outcomes from the client questionnaire carried out in January 2025 show the following:

- 96% (2024: 93%) of clients feel able to access staff and support when they need it.
- 93% (2024: 93%) of clients feel that their support plan reflects their goals and they receive support to achieve them
- 81% (2024: 89%) of clients said they receive a good service
- 87% (2024: 96%) of clients said that Two Saints treat them with respect

Strategic objectives

Our new five-year strategy 2025 – 2030 Rebuilding Lives for a Brighter Future has been co-produced with our Board, our staff and our clients. Our strategic ambitions are in three categories:

- Clients – Creating new approaches, expanding our client services
- Properties – Provide better and more places to live
- People (staff) – Be an employer where values lead, and people grow

We have a 5-year and 30-year financial plan that demonstrates our ability to meet the strategic commitments. The plan indicates capacity to grow and sets our medium to long term financial targets. It includes our commitment to:

- Invest £2.7m in works to our properties based on a new stock condition survey report
- Refurbish our largest hostel building to enable the delivery of the new model of support contracted by West Berkshire commissioners
- Develop an additional 40 move on units over the next 5 years without additional borrowing
- Implement a fully integrated housing management, asset management, support planning and finance software
- Maintain cash reserves above £2m
- Generate overall surplus of £3.5m over the next 5 years which is 3% of turnover to be used to achieve investment and acquisition targets and maintain financial health

The potential effects of payroll costs on our financial sustainability and service delivery have been assessed by our Board and executive team. While the increases to National Insurance affect our overall surplus, we continue to meet our interest cover covenant in the short term and have capacity to implement capital expenditure in future.

By order of the Board



Julie Toben

Chair

Date: 12 August 2025



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TWO SAINTS LIMITED

Opinion

We have audited the financial statements of Two Saints Limited (the 'association') for the year ended 31 March 2025 which comprise Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Reserves, Statement of Cash Flows and the 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 FRS 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 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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

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 association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information contained within the Annual Report and Financial Statements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TWO SAINTS LIMITED

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the 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.

Matters on which we are required to report by exception

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

- a satisfactory system of control over transactions has not been maintained; or
- the association has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we need for our audit.

Responsibilities of the Board

As explained more fully in the Statement of the Board's Responsibilities set out on page 4, 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 controls as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the 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.

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

We obtained a general understanding of the association's legal and regulatory framework through enquiry of management concerning: their understanding of relevant laws and regulations and the entity's policies and procedures regarding compliance. We also drew on our existing understanding of the association's industry and regulation.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TWO SAINTS LIMITED

We understand that the association complies with the framework through:

- Updating operating procedures, manuals and internal controls as legal and regulatory requirements change;
- A risk assessment framework and register that includes regular review and scrutiny by the Board and the Audit and Risk Committee;
- An annual assessment of compliance with regulatory standards as applied to Registered Providers and enforced by the Regulator of Social Housing; and
- The Board's close oversight through regular Board meetings and compliance reporting.

In the context of the audit, we considered those laws and regulations: which determine the form and content of the financial statements; which are central to the association's ability to conduct its business; and where failure to comply could result in material penalties. We identified the following laws and regulations as being of significance in the context of the Association:

- FRS 102, the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022, in respect of the preparation and presentation of the financial statements;
- Health and safety regulations; and
- Regulatory standards as applied to Registered Providers and enforced by the Regulator of Social Housing.

We performed the following specific procedures to gain evidence about compliance with the significant laws and regulations above:

- Performed a review of Board minutes to identify any indicators of known or suspected non-compliance with significant laws and regulations; and
- Reviewed any correspondence between the Regulator of Social Housing and the association.

The senior statutory auditor led a discussion with senior members of the engagement team regarding the susceptibility of the association's financial statements to material misstatement, including how fraud might occur. The key areas identified as part of the discussion were with regard to the manipulation of the financial statements through manual journal entries and incorrect recognition of revenue.

The procedures carried out to gain evidence in the above areas included:

- Testing of a sample of manual journal entries, selected through applying specific risk assessments applied based on the association's processes and controls surrounding manual journal entries; and
- substantive work on revenue transactions.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TWO SAINTS LIMITED

Use of our report

This report is made solely to the association's members, as a body, in accordance with section 87 of 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 association's members as a body, for our audit work, for this report, or for the opinions we have formed.

S&W Partners Audit Limited

S&W Partners Audit Limited

Statutory Auditor

Chartered Accountants

Date: 27/8/25

Cumberland House
15-17 Cumberland Place
Southampton
Hants
SO15 2BG

TWO SAINTS LIMITED
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025	2024
		£'000s	£'000s
Turnover	2	21,462	20,230
Operating expenditure		<u>(19,730)</u>	<u>(19,386)</u>
Operating surplus	3	1,732	844
Interest receivable and similar income		31	13
Interest payable and similar charges	4	<u>(169)</u>	<u>(172)</u>
Surplus on ordinary activities for the year		1,594	685
Other comprehensive income			
Actuarial gain/(loss) in respect of pension scheme	12	24	(290)
Total comprehensive income for the year		<u><u>1,618</u></u>	<u><u>395</u></u>

TWO SAINTS LIMITED
STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025

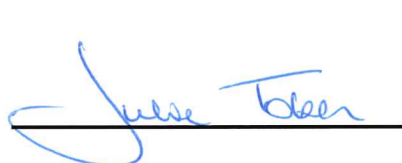
	Notes	2025 £'000s	2024 £'000s
Fixed assets			
Housing properties	5	16,903	16,853
Other fixed assets	5	372	394
		17,275	17,247
Current assets			
Debtors	6	1,309	2,143
Cash at bank and in hand		4,888	2,865
		6,197	5,008
Creditors			
Amounts falling due within one year	7	(2,969)	(2,871)
Net current assets		3,228	2,137
Total assets less current liabilities		20,503	19,384
Creditors: amount falling due after one year	8	(10,680)	(10,882)
Provision for liabilities and charges	11	(260)	(195)
Pension – defined benefit liability	12	(1,348)	(1,710)
Net assets		8,215	6,597
Represented by:			
Capital and reserves			
Non-equity share capital	13	-	-
Revenue reserve		8,215	6,597
		8,215	6,597

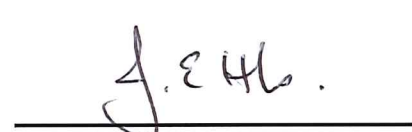
The financial statements on pages 14 - 33 were approved and authorised by the Board on 12 August 2025 and were signed on its behalf by:

Julie Toben
Chair

John Banks
Chair of Audit and Risk Committee

Janice Hughes
Company secretary





TWO SAINTS LIMITED
STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2025

	Share capital	Income and expenditure reserve	Total capital and reserves
	£000s	£000s	£000s
Balance at 31 March 2023	-	6,202	6,202
Surplus for the year	-	685	685
Other comprehensive expenditure for the year	-	(290)	(290)
Total comprehensive income for the year	-	395	395
Balance at 31 March 2024	<u>-</u>	<u>6,597</u>	<u>6,597</u>

	Share capital	Income and expenditure reserve	Total capital and reserves
	£000s	£000s	£000s
Balance at 31 March 2024	-	6,597	6,597
Surplus for the year	-	1,594	1,594
Other comprehensive expenditure for the year	-	24	24
Total comprehensive income for the year	-	1,618	1,618
Balance at 31 March 2025	<u>-</u>	<u>8,215</u>	<u>8,215</u>

TWO SAINTS LIMITED
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £'000s	2024 £'000s
Net cash generated from operating activities	I	2,901	859
Cash flow from investing activities			
Acquisition, construction and works to housing properties		(487)	(439)
Grants received		-	12
Purchase of other assets		(236)	(77)
Interest received		31	13
Net cash (used in) investing activities		(692)	(491)
Cash flow from financing activities			
Interest payable and similar charges		(96)	(97)
(Repayment) of bank loan		(90)	(60)
Net cash (used in) from financing activities		(186)	(157)
Increase/(Decrease) in cash and cash equivalents			
Cash and cash equivalents at beginning of year		2,023	211
Cash and cash equivalents at end of year	I	2,865	2,654
		4,888	2,865

TWO SAINTS LIMITED
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	2025 £'000s	2024 £'000s
I: Reconciliation of operating surplus to net cash inflow from operating activities		
Operating surplus for the year	1,732	844
Depreciation	655	662
Loss on disposal of fixed assets	41	17
Amortisation of government grants	(107)	(106)
Decrease /(Increase) in debtors	833	(361)
Increase in creditors	93	155
Increase in provisions	65	37
(Decrease) in pension provision	(411)	(389)
	2,901	859
Net cash generated from operating activities	2,901	859
Cash and cash equivalents	2025	2024
	£'000s	£'000s
Cash at bank and in hand	4,888	2,865

II: Analysis of changes in net debt

	At 1 April 2024 £000's	Cash flows £000's	Non cash movement £000's	At 31 March 2025 £000's
Cash	2,865	2,023	-	4,888
Borrowings:				
Due within one year	(90)	90	(94)	(94)
Due after one year	(2,850)	-	94	(2,756)
	(75)	2,113	-	2,038
Net debt	(75)	2,113	-	2,038

1. PRINCIPAL ACCOUNTING POLICIES

Two Saints Limited is registered in England and Wales as a society under the Co-operative and Community Benefit Societies Act 2014 no. 26511R and is registered with the Regulator of Social Housing no. LH3904. The registered office is 69 High Street, Fareham, Hampshire, PO16 7BB.

Basis of accounting

The financial statements have been prepared in accordance with UK Generally Accepted Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022. These financial statements are prepared under the historic cost convention.

The association meets the definition of a public benefit entity under FRS 102.

The principal accounting policies of the association are set out below.

Going concern

The financial statements are prepared on a going concern basis.

The Board has a reasonable expectation that Two Saints has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

Significant judgements and estimates

The preparation of financial statements in conformity with generally accepted accounting practice requires management to make estimates and judgements that affect the reported amounts of assets and liabilities as well as the disclosure of contingent assets and liabilities at the Statement of Financial Position date and the reported amounts of revenues and expenses during the reporting period.

Significant management judgements and estimation uncertainty

- ***Defined benefit pension scheme***

The Association has obligations to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depends on a number of factors, including life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. With advice from the scheme actuary, management estimate these factors in determining the net pension obligation in the statement of financial position. The assumptions reflect historical experience and current trends.

- ***Arrears and other debtor recoverability***

The rent arrears balance of £940k recorded in the association's statement of financial position comprise a relatively large number of small balances. A full line by line review of rent arrears is carried out at the end of each month. Whilst every attempt is made to ensure that the bad debt provisions are as accurate as possible, there remains a risk that the provisions do not match the level of debts which ultimately prove to be uncollectible.

Because of the nature of the clients we house, most of the rent debts are settled directly by Housing Benefit or Universal Credit and thus do not incur problem debts. In relation to debt due directly from clients, we review the debtors' ledger each month for any debt we might consider doubtful. Because of the supported housing nature of our business, we have a good knowledge of every client and can make judgements concerning the likelihood or otherwise of collecting any non-current debt. We identify any specific problem rent debts and categorise them as high risk, in which case we provide 100% of the debt. Former tenant debts are included in this category as experience tells us these are very difficult to recover. The total amount of the provision at the year-end is £325k (2024: £373k).

- ***Tangible fixed assets***

Tangible fixed assets are depreciated over their useful lives considering residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on several factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are considered. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Turnover

Turnover represents rental and service charges income in respect of the year net of rent and service charge losses from voids, housing support contract income in respect of the year, revenue grants from local authorities and Homes England in respect of the year and capital grants received for housing properties recognised in income on a systematic basis.

Operating surplus

Operating surplus is the surplus generated from our operations and excludes interest and pension re-measurement.

Contracts for housing support

Income and expenditure relating to housing support contracts at our services is accounted for on an accruals basis, matching income and expenditure, and disclosures are made in accordance with the relevant standards and legislation.

Fixed assets and depreciation

- ***Housing properties***

Housing properties are principally properties available for rent.

The cost of properties is their purchase price and construction costs together with capitalised repairs and incidental costs of acquisition and construction directly attributable to property, including interest payable during the period of construction.

Housing properties in the course of construction are stated at cost and are transferred into housing properties when completed.

Expenditure on schemes that are subsequently aborted is written off in the year in which it is recognised that the scheme will not be completed.

Completed housing properties have been split between their land and structure costs and a specific set of major components that require periodic replacement.

Refurbishment or replacement of such a component is capitalised and then depreciated over the estimated useful life of the component as follows:

Structure	100 years	Boilers	15 years
Kitchen – domestic	10 years	Heating system (excluding boiler)	30 years
Kitchen – commercial	15 years	Windows and door	20 years
Bathrooms	15 years	Roofs	40 years
		Electrical systems	40 years

Improvements are works to existing properties which result in an increase in the net rental income, including a reduction in maintenance costs, or result in a significant extension of the useful economic life of the property.

Leasehold offices, land and buildings are amortised over the period of the leases. Freehold land is not depreciated.

Other tangible assets are stated at cost. Depreciation is charged on a straight-line basis over the expected useful economic lives of the assets as follows:

Office and computer equipment	3 years
Infrastructure information technology equipment	5 years
Motor vehicles	5 years

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

Our policy is not to capitalise assets with a value of less than £1,000.

- ***Impairment***

Reviews for impairment of housing properties are carried out when an indicator of impairment arises and any impairment in an income generating unit is recognised by a charge to the statement of comprehensive income. Impairment is recognised where the carrying value of an income generating unit exceeds the higher of its net realisable value or its value in use. An income generating unit could be a single property, but it is normally a group of properties whose income and expenditure can be separately identified.

- ***Social housing grant***

Government grants include grants receivable from Homes England, local authorities, and other government organisations. Government grants received for housing properties are recognised in income over the useful life of the housing property structure on a pro rata basis under the accrual model. The unamortised element of the government grant is recognised as deferred capital grant in creditors.

Social housing grant received for items of cost written off in the Income Statement are matched against those costs as part of turnover.

Social housing grant can be recycled under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the grant can be used for projects approved by Homes England. However, grant may have to be repaid if certain conditions are not met.

In certain circumstances, grant may be repayable, and, in that event, is a subordinated unsecured repayable debt.

- **Dilapidations**

Provision is made for all dilapidations on leasehold properties where Two Saints Limited has a contractual obligation to bear these costs. Movement on the provision is included in the expense headings to which the provision relates.

- **Leased assets**

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

Assets held under finance leases are recognised initially at the fair value of the leased asset (or if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding liability to the lessor is included in the Statement of Financial Position as a finance lease. Lease payments are apportioned between finance charges and reduction of the lease obligation using the effective interest method. Finance charges are deducted in measuring profit or loss. Assets held under finance leases are included in tangible fixed assets and depreciated and assessed for impairment losses in the same way as owned assets.

Rentals payable under operating leases are charged to income and expenditure on a straight-line basis over the lease term. The aggregate benefit of lease incentives is recognised as a reduction to the expense recognised over the lease term on a straight-line basis.

Retirement benefits

Social Housing Pension Scheme – Defined Benefit

Two Saints participates in the Social Housing Pension Scheme administered by The Pensions Trust Retirement Solutions. This is a multi-employer defined benefit scheme. Two Saints has closed new membership admissions for all staff.

The assets of the schemes are held and managed separately from those of the Association. The pension scheme assets are measured using market values. Pension scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability. The pension scheme deficits are recognised in full.

The movement in the scheme surpluses/deficits is split between operating charges, finance items and actuarial gains and losses. Where a scheme is in deficit the Association recognises its liability for this obligation.

The fair value of the pension liability has been affected by the inflation and interest rates used to calculate the discount rate at 31 March 2025.

Social Housing Pension Scheme – Defined Contribution

Two Saints participates in a defined contribution scheme provided by The Pensions Trust Retirement Solutions.

This scheme is open to new members and is the preferred vehicle for auto enrolment. The accounting charge for the period represents the employer contribution payable.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

Financial instruments

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the association becomes a party to the contractual provisions of the instrument.

Trade and other debtors and creditors are classified as basic financial instruments and measured at initial recognition at transaction price. Debtors and creditors are subsequently measured at amortised cost using the effective interest rate method. A provision is established when there is objective evidence that the association will not be able to collect all amounts due.

Cash and cash equivalents are classified as basic financial instruments and comprise cash in hand and at bank, short-term bank deposits with an original maturity of three months or less and bank overdrafts which are an integral part of the association's cash management.

The effective interest rate is the rate that exactly discounts estimated future cash flows through the expected life of the financial asset or liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Borrowing costs which are directly attributable to the construction of tangible fixed assets are capitalised as part of the cost of those assets.

Interest bearing loans which meet the criteria to be classified as basic financial instruments are initially recorded at the present value of cash payable to the bank, which is ordinarily equal to the proceeds received net of direct issue costs. These liabilities are subsequently measured at amortised cost, using the effective interest rate.

2. SOCIAL HOUSING INCOME AND EXPENDITURE

	2025	2024
	£000s	£000s
Rents receivable net of identifiable service charges	4,808	4,357
Service charge income	7,057	6,728
Revenue, capital grants, contract and other income	8,864	8,337
	<hr/>	<hr/>
Total income from social housing activities	20,729	19,422
Social housing activities expenditure	(19,092)	(18,516)
	<hr/>	<hr/>
Operating surplus from social housing activities	1,637	906
	<hr/>	<hr/>
Rent losses from voids	314	396

The operating surplus from social housing activities includes abortive costs for social housing development of £10k (2024: £15k).

TWO SAINTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

3. SURPLUS FOR THE YEAR

	2025	2024
	£000s	£000s
Surplus for the year is stated after charging:		
Auditor's remuneration including expenses, (excluding VAT)		
• in their capacity as auditors	32	26
• additional fees in their capacity as auditors for 2024	3	4
Depreciation of housing properties	397	394
Depreciation of other fixed assets	258	268
Loss on disposal of fixed assets	41	17
Operating lease rentals	817	773

4. INTEREST PAYABLE AND SIMILAR CHARGES

	2025	2024
	£000s	£000s
Loan interest payable	96	97
Pension net interest expense (note 12)	73	75
	<u>169</u>	<u>172</u>

TWO SAINTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

5. TANGIBLE FIXED ASSETS

	Housing properties for letting completed £000s	Non-social housing properties £000s	Housing properties sub total £000s	Computer and other equipment £000s	Other fixed assets subtotal £000s	Total £000s
Cost						
Cost at start of the year	19,751	734	20,485	996	996	21,481
Additions	454	34	488	236	236	724
Disposals	(84)	-	(84)	-	-	(84)
At end of year	20,121	768	20,889	1,232	1,232	22,121
Depreciation						
Depreciation at start of the year	3,450	182	3,632	602	602	4,234
Charge for the year	392	5	397	258	258	655
Disposals	(43)	-	(43)	-	-	(43)
At end of year	3,799	187	3,986	860	860	4,846
Net book value at end of the year	16,322	581	16,903	372	372	17,275
Net book value at start of the year	16,301	552	16,853	394	394	17,247

5. TANGIBLE FIXED ASSETS (continued)

Housing properties (cost less depreciation) comprise:

	2025	2024
	£000s	£000s
Freehold	13,150	13,141
Long leasehold	3,753	3,712
	<u>16,903</u>	<u>16,853</u>

6. DEBTORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£000s	£000s
Rent arrears	940	1,073
Less provision for bad debt and doubtful debts	(325)	(373)
Net rents due	615	700
Other debtors	330	1,008
Accrued income	78	124
Prepayments	286	311
	<u>1,309</u>	<u>2,143</u>

7. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£000s	£000s
Rent paid in advance	49	277
Trade creditors	686	715
Accruals	928	647
Social Security costs payable	196	172
Pension contributions payable	91	80
Deferred income	221	369
Other creditors	596	415
Bank Loan owing in less than one year (note 9)	94	90
Deferred capital grant (note 10)	108	106
	<u>2,969</u>	<u>2,871</u>

8. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024
	£000s	£000s
Bank Loans (note 9)	2,756	2,850
Deferred capital grant (note 10)	7,924	8,032
	<u>10,680</u>	<u>10,882</u>

9. BANK LOAN

	2025	2024
	£000s	£000s
Amounts owing in less than one year	94	90
Amounts owing in 2 – 5 years	408	395
After five years	2,348	2,455
	<u>2,850</u>	<u>2,940</u>

A bank loan for £3m was taken out in January 2022, for a term of 24 years and six months, with capital repayments commencing August 2023. The interest rate is fixed for the duration of the loan at 3.28% and is secured over eight properties.

10. DEFERRED CAPITAL GRANT

	2025	2024
	£000s	£000s
At 1 April	8,138	8,232
Grant received in year	-	12
Released to income in the year	(107)	(106)
At 31 March	<u>8,031</u>	<u>8,138</u>
	2025	2024
	£000s	£000s
Amounts to be released within one year	108	106
Amounts to be released in more than one year	7,923	8,032
	<u>8,031</u>	<u>8,138</u>

11. PROVISIONS FOR LIABILITIES AND CHARGES

	2025	2024
	£000s	£000s
Provision for estimated end of lease liabilities on certain properties:		
At start of year	195	158
Charge to income statement	65	65
Expenditure charge against provision	-	(28)
	<hr/> 260 <hr/>	<hr/> 195 <hr/>

12. PENSION OBLIGATIONS

Until 1 April 2014 Two Saints participated in a defined benefit scheme for salaried staff, the Pensions Trust - Social Housing Pension Scheme (the scheme). From April 2014 staff enrolled on the scheme transferred into a defined contribution scheme also operated by The Pensions Trust. This vehicle is now used for auto-enrolment for all staff.

Social Housing Pension Scheme

The company participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

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

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 30 September 2028.

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

As reported in prior years, we have been notified by the Trustees of the Scheme that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee was advised to seek clarification from the Court on these items so that it has the certainty it needs to properly administer the Scheme. The Court case is still ongoing, and the outcome is not expected until later in 2025 at the earliest. It is recognised that this could potentially impact the value of Scheme liabilities, but until Court directions are received, it is not possible to calculate the impact of this issue, particularly on an individual employer basis, with any accuracy at this time. No adjustment has been made in these financial statements in respect of this potential issue.

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

	2025	2024
	£000s	£000s
Fair value of plan assets	7,518	7,652
Present value of defined benefit obligation	(8,866)	(9,362)
	<u>(1,348)</u>	<u>(1,710)</u>
Defined benefit (liability) to be recognised	<u>(1,348)</u>	<u>(1,710)</u>

Reconciliation of opening and closing balances of the defined benefit obligation

	2025	2024
	£000s	£000s
Defined benefit obligation at start of period	9,362	9,491
Expenses	15	15
Interest expense	445	455
Actuarial (gains)/losses due to scheme experience	365	(99)
Actuarial (gains) due to changes in demographic assumptions	-	(124)
Actuarial losses/(gains) due to changes in financial assumptions	(874)	45
Benefits paid and expenses	(447)	(421)
	<u>8,866</u>	<u>9,362</u>
Defined benefit obligation at end of period	<u>8,866</u>	<u>9,362</u>

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

	2025	2024
	£000s	£000s
Fair value of plan assets at start of period	7,652	7,757
Interest income	372	380
Experience on plan assets (excluding amounts included in interest income) – (loss)	(485)	(468)
Contributions by the employer	426	404
Benefits paid and expenses	(447)	(421)
	<u>7,518</u>	<u>7,652</u>
	<u>7,518</u>	<u>7,652</u>

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2025 was (£113k) (2024: £88k).

Defined benefit costs recognised in statement of comprehensive income (SOCl)

	2025	2024
	£000s	£000s
Expenses	15	15
Net interest expense	73	75
	<hr/>	<hr/>
Defined benefit costs recognised in statement of comprehensive income (SoCl))	88	90
	<hr/> <hr/>	<hr/> <hr/>

Defined benefit costs recognised in other comprehensive income

	2025	2024
	£000s	£000s
Experience on plan assets (excluding amounts included in net interest cost) – (loss)	(485)	(468)
Experience gains and losses arising on the plan liabilities – gain/(loss)	(365)	99
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation – gain	-	124
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation – (loss)/gain	874	(45)
	<hr/>	<hr/>
Total amount recognised in other comprehensive income – gain/(loss)	24	(290)
	<hr/> <hr/>	<hr/> <hr/>

Key assumptions

	2025	2024
	% per annum	% per annum
Discount rate	5.73%	4.87%
Inflation (RPI)	3.13%	3.19%
Inflation (CPI)	2.76%	2.76%
Salary growth	3.76%	3.76%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2025 imply the following life expectancies:

	Life expectancy at age 65 (years)
Male retiring in 2024	20.5
Female retiring in 2024	23.0
Male retiring in 2044	21.7
Female retiring in 2044	24.5

13. NON-EQUITY SHARE CAPITAL

	2025	2024
	£	£
Allotted, issued and fully paid		
Shares at start of the year	9	8
Cancelled during the year	-	(1)
Issued during the year	1	2
Shares at end of the year	<u>10</u>	<u>9</u>

All members hold one share of £1. As at 31 March 2025 there were ten members. The shares are non-transferable and non-redeemable and carry no rights to received either income or capital repayments. Each share has full voting rights.

14. DIRECTORS' EMOLUMENTS

Emoluments were paid to ten non-executive directors (2024: eleven) amounting to £30,315 in the year (2024: £31,750).

	2025	2024
	£000s	£000s
The aggregate emoluments paid to or receivable by executive directors (including pensions of £11k (2024: £9k))	336	328
The emoluments paid to the highest paid director excluding pension contributions	99	104

The chief executive is an ordinary member of the pension scheme. No enhanced or special terms apply. There are no additional pension arrangements. A contribution by Two Saints of £3,285 (2024: £3,112) was paid in the year.

Two Saints paid the former chief executive £12,000 relating to loss of office.

Directors are defined as the members of the Board of management, the chief executive and members of the executive team. These persons comprise the key management personnel and their emoluments are disclosed above.

In addition, Employer's National Insurance payable in relation to the above individuals totalled £40k (2024: £39k).

15. EMPLOYEE INFORMATION

	2025	2024
	No	No
The monthly average number of persons employed during the year in full time equivalents (37 hours per week) was:	263	262
	£000s	£000s
Wages and salaries	9,266	8,667
Social Security costs	777	732
Other pension costs	243	199
	<u>10,286</u>	<u>9,598</u>
	No	No
Aggregate number of full-time equivalent staff whose remuneration exceeded £60,000 in the period:		
£60,000 - £70,000	2	-
£70,000 - £80,000	-	1
£80,000 - £90,000	1	1
£90,000 - £100,000	1	-
£100,000 - £110,000	-	1

16. TAXATION

The association has charitable status under its registration with HM Revenue & Customs and is therefore exempt from liability to taxation under Section 505 of the Income and Corporation Taxes Act 1988 on its charitable activities. The association's HMRC exemption reference is XR56079.

17. OPERATING LEASES

Some properties and equipment are held under non-cancellable operating leases. The association had outstanding commitments for future minimum payments under non-cancellable operating leases as follows:

	2025	2024
	£000s	£000s
Leases on land and buildings:		
Within the next year	899	406
In the second to fifth year	1,228	991
Greater than 5 years	110	225
Other leases:		
Within the next year	6	10
In the second to fifth year	3	9
	<u>2,246</u>	<u>1,641</u>

18. BEDSPACES

The number of units of accommodation owned and managed by the association at the year-end was as follows:

	2025	2024
	£000s	£000s
Supported housing - owned		
Direct access hostels	192	192
Move on accommodation	379	375
Move on accommodation - affordable rent	85	85
Mental health accommodation	73	75
Supported housing – managed		
Direct access hostels	40	40
Move on accommodation	8	8
	<u>777</u>	<u>775</u>

The association had contracts to provide support for 498 (2024: 1,702) clients not living in accommodation managed by the association.

19. RELATED PARTIES

Details of key management personnel are included in note 14.