



**LUTON COMMUNITY HOUSING LIMITED**

**trading as**

**SQUARED**

**FINANCIAL STATEMENTS**

**For the year ended**

**31 March 2019**

**LUTON COMMUNITY HOUSING LIMITED**

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**LUTON COMMUNITY HOUSING LIMITED**

**BOARD MEMBERS AND ADVISORS**

**BOARD OF MANAGEMENT**

Glyn Early	Chair
Bashir Ul Hafeez	Vice-chair - Left May 2019
Abdul R Malik	Left May 2019
Peter Rickard	Tenant
David Cheesman	
Sarah Markham	
Iain Smith	
Mostaque Koyes	
Vinod Tailor	

**SECRETARY**

Lynda Rees

**REGISTERED OFFICE**

Bramingham Business Park  
Unit B2, Enterprise Way  
LU3 4BU

**BANKERS**

National Westminster Bank  
Park Centre  
210 Butterfield, Great Marlings  
Luton  
LU2 8DL

**AUDITORS**

Knox Cropper LLP  
Chartered Accountants  
65 Leadenhall Street  
London  
EC3A 2AD

**SOLICITORS**

Miller Rosenfalk LLP  
Regus Business Centre  
Fountain Court  
2 Victoria Square, Victoria St  
St Albans, Herts  
AL1 3TF

Perrin Myddelton LLP  
10 Waterside  
Station Road  
Harpenden, Herts  
AL5 4US

**HOMES ENGLAND  
REGISTERED NUMBER**

L1518

**CO-OPERATIVE AND  
COMMUNITY BENEFIT  
SOCIETIES ACT 2014  
NUMBER**

19688R

## LUTON COMMUNITY HOUSING LIMITED

### REPORT OF THE BOARD

The Board presents its report and the audited financial statements for Luton Community Housing Limited (LCH) for the year ended 31 March 2019. LCH is a public benefit entity.

#### Principal activities

LCH's principal activities are the provision, management and maintenance of social housing, including support, advocacy, human resources, cleaning and gardening and advice services for the local community.

During the year under review LCH has consolidated the diversification into two new areas commenced last year: cleaning and gardening services for other local organisations and a Social Lettings Agency (a part of LCH but trading as Luton Community Lets). LCH's mission is summed up as "Homes, Support, Opportunity" and, as with all areas of LCH's work, the new areas of activity have been undertaken to improve life opportunities for LCH's customers. The cleaning and gardening service offers employment and training for our customers, while the lettings agency offers more opportunity to rent from a decent, ethical landlord in the private market. The Lettings Agency has seen a significant increase in properties this year and it has become self-financing providing surpluses to be reinvested in our general services.

The government imposed rent reductions, which commenced on 1<sup>st</sup> April 2016, continue into 2018-19, meaning that LCH has less flexibility to undertake these types of activities than might have been the case. The Board considers that the reduction merely exaggerates the difference in the financial situation between people in low paid employment or on benefits, who are fortunate enough to be a tenant of LCH (with subsidised rents) compared with those, who would like to have an LCH property, but have no choice other than to rent in the private sector. Most low-income families are paying market rents, often for substandard, overcrowded properties.

LCH customers generally prefer to feel they are contributing members of society rather than receiving charity via subsidised rents and benefits. In the long term it is more advantageous to both our customers and the economy if we can assist people to obtain training, leading to permanent employment and LCH will continue to seek opportunities to do this.

#### Review of the business

LCH made a surplus of £81,219 in 2019 compared with £106,160 in 2018, with reserves of more than £2m. LCH continued to meet funding covenants in 2018-19.

#### Capital assets

Housing properties are included on the balance sheet at their net book value, after the deduction of depreciation, of £24,647,881 (2018: £24,113,826).

	2019		2018	
	£		£	
Historical cost	30,130,598		29,262,011	
Depreciation	(5,482,717)		(5,148,185)	
Depreciated cost	24,647,881		24,113,826	
Financed by:				
- Grants	13,031,742	(43%)	13,195,569	(45%)
- Loans	10,760,250	(36%)	10,587,409	(36%)
- Reserves	2,144,975	(7%)	2,063,736	(7%)

## **LUTON COMMUNITY HOUSING LIMITED**

### **REPORT OF THE BOARD (continued)**

#### **Post Balance Sheet events**

There are no post balance sheet events to report.

#### **Tenants**

In 2018-19 rent policy changed to a decrease of 1% in accordance with Government legislation for both general needs and supported housing activities.

LCH has continued to use Language Line and Luton Interpreting and Translation Services (LITS) to assist in communicating with tenants whose first language is not English.

In 2016-17, we appointed Customer Relationship Managers (CRMs) one of whose tasks is to improve tenant involvement in order to improve and enhance life prospects. In 2017-18 the CRMs have been visiting all tenants to find out about their ambitions and future plans, this information will feed into our new tenancy plans. The CRMs use a tenancy credit check tool to monitor tenant financial stability, this tool is also used to detect fraudulent tenancies. The aim is to identify tenants in financial distress and provide the necessary support to them to improve their circumstances.

Tenants experiencing the effects of the bedroom tax and benefit cap have been referred to external agencies who have experience in this area for assistance. We are preparing our tenants for the Universal Credit changes to take place in October and November 2018.

LCH newsletter was sent out quarterly during 2018-19.

At Robert Allen Court, our sheltered housing scheme, there are monthly tenant meetings and regular coffee mornings. Tenants have their own monthly newsletter.

Early 2019-20 LCH carried out the full STAR tenant satisfaction survey, the results are currently being analysed to assess levels of customer satisfaction in all areas of the business to inform future improvements to services and accommodation.

#### **Funding**

New loan arrangement for £5 million was signed with RBS on the 11 January 2019 against the same properties already charged to RBS. This will enable LCH to continue to develop and purchase additional housing property stock during the year coupled with capacity for future opportunities.

At 31 March 2019 LCH had 297 unsecured properties available to offer as loan collateral, with management's internal estimate of open market value of £50 million.

The open market value is not used for accounting purposes and does not reflect LCH's intention to hold assets for social housing purposes but provides an indication of the worth of the housing property assets of LCH should these assets be made available for sale with vacant possession in the open property market.

## **LUTON COMMUNITY HOUSING LIMITED**

### **REPORT OF THE BOARD (continued)**

#### **Maintenance and major repairs**

LCH is committed to maintaining and improving its stock. Excluding overheads, £Nil (2018: £33,422) was spent on major repairs expenses, and £542,336 (2018: £426,834) on responsive and planned maintenance. With a further £220,014 (2018: £239,274) on component replacements.

The in-house team includes two kitchen fitters, two maintenance officers (painting and decorating), one maintenance officer (day to day repairs) and one property inspector.

#### **Staffing**

##### **Strategic Team (ST)**

The ST include the Chief Executive, Lynda Rees, Human Resources Director, Claire McDonald, Finance Director, Steven Behan, and Director of Homes with Support, Jane Foster. Jane Foster joined the ST during the year.

##### **Operational Management Team (OMT)**

Operational Management Team (OMT) is made up of senior and junior managers and manage the operational link between the Strategic Team and the rest of the work force.

##### **Continuing professional and job-related development throughout the organisation**

Staff members across the organisation are being supported to develop skills and knowledge via a range of relevant professional qualifications such as L7 NVQ in Management, L4 & 5 Coaching, L2 & 3 NVQ in Social Care and ACCA accounting qualifications.

In 2018-19 LCH expanded its Internal Leadership & Development Bees Knees programme to offer development to aspiring manager.

The focus on achieving positive outcomes for our residents has seen the introduction of the Mastercoach programme to LCH. All support service and HR employees have attended a 1 day Introduction to Coaching, with many receiving further one to one coaching for skill development. This session is delivered by Lynda Rees who is an accredited Mastercoach trainer and Julie Barker, an external consultant.

Access to job-related training is regularly provided for all staff at all levels through an annual training plan, including 2 year rolling core training programme for our support service employees.

In 2018-2019, we now provide 14 organisations with advice and support from our HR Services, with a combination of clients under our "premium" HR Services package (monthly retainer/scheduled on-site visits) and ad-hoc support packages, which resulted in an approximate number of 150 employees being supported in addition to the workforce at LCH.

##### **Property Purchases**

###### **Luton Community Lettings (LCL)**

3 properties were purchased in Luton at a total cost of £897K for use by LCL, our social lettings agency. The properties are one 3-bedroom house which is being converted into a 4-bedroom house of multiple occupation (HMO) and studio flat, and two HMOs, a 5-bed and a 6-bed.

## **LUTON COMMUNITY HOUSING LIMITED**

### **REPORT OF THE BOARD (continued)**

#### **Private Leasing Scheme**

The scheme, whereby LCH leases properties as temporary accommodation, from private landlords and lets them to people nominated by Luton Borough Council from their homeless families waiting list and from the Single Homeless Prevention Team. At 31 March 2019 there were 202 units in management (2018: 156), 41 units of these properties are owned by LCH (2018: 23). Twenty-two new leases with private landlords were signed (2018: 33), 5 landlord lease agreements ended (2018: 2) and 25 leases were renewed (2018: 17). These properties require intensive housing management in accordance with the needs of the client group.

#### **Hostel projects managed by our in-house team**

In the year to 31 March 2019 the six in-house managed projects showed a surplus of £317,575 (excluding central costs), an increase on the prior year surplus of £149,800, before mortgage repayments and contribution to central costs and sinking funds. Turnover was £789,662 (2018: £736,107) and operating costs were £472,087 (2018: £586,308). The Supported Housing steady-state contracts were extended for a 3 year contract term at the same grant level in 2016-17. These contracts are being re-tendered in 2019-20.

#### **Embrace Life**

Embrace Life continued to provide valuable support, advice and advocacy to people affected by HIV and to the LGBT community until it closed its doors October 2018. This service was funded by Luton London Airport and Public Health Luton until October 2018. Income of £39,144 (2018: £124,977) was generated in the year to 31 March 2019, and £46,442 (2018: £126,430) of expenses were incurred, resulting in a deficit of £7,298 for 2019 (2018: deficit of £1,453).

#### **Open Minds – a pilot mental health service for homeless young people**

This project previously ended in 2015-16 and we applied for further funding from the Big Lottery Fund Grant which was approved in 2016-17 for 3 years, the total grant value is £277k.

The project provides Cognitive Behaviour therapy (CBT) to vulnerable homeless youth in Luton and Dunstable. With the funding LCH employed a part time (22.5 hours per week) CBT practitioner. We continue work with our staff to recognise the potential benefits for customers from the service, enabling them to signpost and support young people to access therapy. Partner organisations involved include the University of Bedfordshire, Mary Seacole Housing Association and Signposts (Luton). The project is believed to be unique in England. The University's role is to monitor the outcomes and undertake an academic review which will hopefully evidence the need for a continuing service in Luton and elsewhere in the country.

#### **Luton Community Lettings (LCL)**

Created in January 2016 (with an official launch in May 2016) to provide a social lettings agency in Luton and combined with our existing Private Leasing Scheme. We are now offering landlords the choice of long-term lease contracts and property management services, so that we can utilise the properties to meet the housing needs of local people.

LCL is also responsible for managing the Private Leasing Scheme.

#### **Supported Housing**

Supported Housing department moved into a new area, working with the local authority, Luton Borough Council, providing support to Unaccompanied Asylum Seeking Children (UASC). Properties in use were leased from Private Landlords on behalf of Supported Housing department.

## **LUTON COMMUNITY HOUSING LIMITED**

### **REPORT OF THE BOARD (continued)**

#### **LCH Cleaning and Gardening Services**

Created as a social enterprise with the two main aims being:

1. To create a new and diversified income stream for LCH that enables it to continue to provide affordable rents in properties of the highest standards possible;
2. To create viable employment and training opportunities for some of the most 'hard to reach' individuals living in communities that have been identified as among the most deprived in the country. It seeks to engage LCH tenants/residents that are unemployed and thereby increase their opportunity for social and economic mobility.

The initiative has met with some success in achieving these aims and now provides LCH with cleaning services and has developed contracts with third parties.

#### **Housing for older people**

There were 28 properties in Luton designated for older people in 2019 (2018: 28), for whom we provide a visiting warden. There are also eight one-bedroom flats in Barton-Le-Clay for elderly persons who are independent and do not need a visiting service or warden.

#### **Quality of services**

LCH strives to provide quality services, matching or exceeding the best. We do this through a committed and well-trained staff team, which also reflects the local community and our customers. To test the quality of our services we have applied for accreditation through external assessments as follows:

##### **i. Investors in People**

In March 2013 LCH was proud to be reaccredited as an Investor in People but for the first time at Gold standard. Following the full assessment in March 2018, LCH is pleased to have maintained Gold status under the new tougher standards and we are now developing an action plan for reaccreditation in 2019 with a view to strive towards IIP Platinum.

##### **ii. Leaders in diversity**

To test our performance in the way we manage diversity throughout the organisation, this recognises those organisations that have performed particularly well in EDI and benchmarks them against others.

Very few organisations in Luton have achieved this level of recognition of their approach to diversity and nationally only a few organisations have achieved Leaders in Diversity. LCH is proud to use the logo on all our paperwork and has achieved number 26 in 2019 (2018: 20) in the National Centre for Diversity Top 100 organisations. In addition, in 2017-18, LCH was shortlisted as Most Improved Organisation and Lynda Rees won CEO of the Year at the Annual National Centre for Diversity Awards – an outstanding achievement.



## **LUTON COMMUNITY HOUSING LIMITED**

### **REPORT OF THE BOARD (continued)**

#### **The Board**

During the year there was no additions to membership of the Board of Management. The 5 year business plan continues to be reviewed and updated by the Board. LCH is actively seeking new board members, with specific skills to help it achieve its vision. New board members with relevant knowledge and experience as well as tenant board members are always sought and applications are welcomed. There are currently 7 board members including one tenant. There are vacancies for up to 5 more members.

#### **Statement of the board's responsibilities**

The Board of Management is responsible for preparing the Report of the Board and the financial statements in accordance with applicable law and regulations.

The law requires the Board of Management to prepare financial statements for each financial year. Under that law the Board of Management has elected to prepare LCH's financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland September 2015". The Board of Management must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of LCH and of the surplus or deficit for that period.

In preparing these financial statements, the Board of Management are required to:

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

The Board of Management is responsible for keeping adequate accounting records that are sufficient to show and explain LCH's transactions and disclose with reasonable accuracy at any time the financial position of LCH and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008, the Accounting Direction for private registered providers of social housing 2015 and the Statement of Recommended Practice: Accounting by registered social housing providers (SORP 2014). They are also responsible for safeguarding the assets of LCH and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **Going Concern**

The Board has a reasonable expectation that LCH has adequate resources to meet committed contractual expenditure and all known liabilities as they fall due and to continue in operation for the foreseeable future.

The Board continues to adopt the going concern basis for preparing the financial statements.

## **LUTON COMMUNITY HOUSING LIMITED**

### **REPORT OF THE BOARD (continued)**

#### **Internal Control**

The Board acknowledges that it is responsible for the system of internal control within LCH and for reviewing its effectiveness. The Board recognises that such systems are designed to manage rather than eliminate risks of failure to achieve the business objectives of LCH. Such systems can only provide reasonable rather than absolute assurances against material misstatements or losses.

The process for identifying, evaluating and managing significant risks faced by LCH is ongoing and has been in place for the year under review, and up to the date of approval of the annual report and accounts. The process is regularly reviewed by the Board and managed by the Management Team.

The Board has retained the management authority for reviewing the internal controls systems. The Board reviews policies regularly and a cycle has been established to ensure this regular review continues.

The following policies and procedures are in place to support the Board's assurance on internal controls:

- Code of governance
- Commitment made to "NHF Code of Integrity at Work" by each staff member
- Complaints
- Conflict of Interest
- General Data Protection Regulations
- Delegated Authorities
- Disciplinary
- Equal Opportunities
- Financial Regulations
- Gifts and Hospitality
- Health & Safety
- Internal Fraud
- Probity and Propriety
- Programme of independent Internal Audit
- Risk Management
- Whistle-blowing

An annual internal audit is carried out by an independent organisation. The last review took place in March 2018.

The Board have not had to deal with any material internal control problems in the year. The Management Team would highlight such problems to the Board and an action plan for the Management Team to carry out would be agreed at Board level. There are no regulatory concerns currently outstanding with the Homes England and the Board is satisfied that the internal controls are constantly being reviewed to identify areas of improvement.

## **LUTON COMMUNITY HOUSING LIMITED**

### **REPORT OF THE BOARD (continued)**

#### **Risk**

The Board accepts that no organisation can provide a service, and grow, without taking some risk. Therefore, on an annual basis, the Board reviews the risks faced by LCH, and are satisfied that the risk management is adequate and is continuously under review.

#### **Governance**

At a board meeting in July 2015 the Board reviewed its performance and in particular considered its compliance against the National Housing Federation code of conduct and the Homes England Regulatory Framework. In reviewing its compliance the Board took into account an independent report carried out as part of the Internal Audit in May 2015. The Board has adopted the NHF Excellence in Governance 2011 and plans to adopt the Code of Governance 2015. The Board considers that LCH meets the requirements of both the NHF Code of Governance and HCA governance and viability standard with the following minor exceptions:

- **Compulsory retirement of board members after 3 full terms (9 years).**

Two co-opted Board members have completed more than 9 years service and have not been co-opted at the Annual General Meeting. The Board feels that the 9 year service rule is difficult for a small association to achieve without depleting the board of valuable skills and stability. The Board therefore intends to continue re-appointing longer term members as co-optees for as long as it is of benefit to LCH. The Board continues to seek additional board members with appropriate skills and knowledge and the skills and commitment of long-standing Board members is valued along with the continuity and stability that this provides.

- **Strategy for board renewal**

The Board has not recruited any new members during the past year.

#### **Auditors**

On 31st March 2019, Knox Cropper, the Association's auditors, transferred its business to Knox Cropper LLP, a limited liability partnership incorporated under the Limited Liability Partnerships Act 2000.

#### **Rebrand Project**

Over the last year we've been working on a rebrand project to bring consistency to our identity acting as a platform to build from to raise the profile of the company to create improved brand awareness locally. It had become apparent that the current name, Luton Community Housing Limited, had limited flexibility and there was a lack of recognition making it clear a new name was needed. The new name had to be flexible with the other services, be brave, be bold and stand out in a busy housing association sector but illustrate the supportive offering and character of the company. From September the company will be known as Squared. This will be the company's trading name with the registered name remaining as Luton Community Housing Limited for the time being. The company's strapline will be to the 'to the power of you' and individual identity logos have been created as identifiers for different areas of the business i.e. cleaning and gardening Squared and Lettings Squared. We firmly believe that the new name reflects our offering and everything we do, when a number is squared it is a multiple of itself – it's more.

We now have clear, comprehensive brand guidelines to ensure consistency and in addition a new website has been created to reflect the new identity and branding. This new digital platform together with the tenant portal is a valuable digital asset acting as the shop window for the business.

## **LUTON COMMUNITY HOUSING LIMITED**

### **REPORT OF THE BOARD (continued)**

#### **Value for money (VfM)**

A new Value for Money (VfM) standard has been issued by the Regulator of Social Housing (RSH) with effect from 1 April 2018. The new standard requires that registered providers must:

- clearly articulate their strategic objectives
- have an approach agreed by their board to achieving VfM in meeting these objectives and demonstrate their delivery of VfM to stakeholders
- through their strategic objectives, articulate their strategy for delivering homes that meet a range of needs
- ensure that optimal benefits is derived from resources and assets and optimise economy, efficiency and effectiveness in the delivery of their strategic objectives

Luton Community Housing (LCH) is committed to providing good quality homes for rent. Within this we will deliver excellent and responsive services to our residents, which enable them to live independently and to contribute towards their communities. We will be guided by the principles of economy, effectiveness and efficiency. We will aim to get the best use of all of the resources available to us.

By considering VfM, we will be able to provide high quality services to our residents at the lowest possible cost with the best possible outcomes. We will seek to maximise our income and minimise our costs. We will use the resulting operating surpluses to provide new homes, improve existing homes and provide services of genuine value to our residents and to the wider community.

The Board will review their approach to achieving VfM alongside the Strategic Team. In both its day to day and strategic operations, LCH will consider what financial, social and environmental returns are achieved, how these can be maximised and what alternative actions can be implemented. Our primary focus will be on quality, costs, performance, social and environmental considerations.

LCH's key objectives in seeking VfM are:

- Maximising income streams and ensuring best value is achieved from all of our assets and activities
- Maximising income opportunities for our residents, through our existing and new partnerships
- Maximising staff and contractors' awareness of our commitment to VfM and shaping services and outputs as a result
- Both working with and receiving feedback from residents in identifying, implementing and reviewing services and VfM in these

LCH will formally review its performance on VfM, including VfM metrics set up by RSH, and report this to the Board quarterly.

#### **Peer Group Benchmarking**

LCH is a member of a benchmarking group Acuity London Group (ALG). Our performance data is submitted to SPBM (Skills and Projects Benchmarking Group) run by Acuity in partnership with HouseMark. We monitor our performance with ALG because we recognise that some more useful insight can be gained from comparing ourselves with organisations operating in inner London boroughs. Specialist benchmarking clubs offer the opportunity to meet with colleagues from similar organisations facing similar challenges to network, share ideas and to learn from each other.

# LUTON COMMUNITY HOUSING LIMITED

## REPORT OF THE BOARD (continued)

The sector scorecard results for our benchmarking group are published below.

Key: GN – General Needs  
HFOP – Housing for Older People

		Luton	Pengroup lower Q	Pengroup median	Pengroup upper Q	SPBM lower Q	SPBM median	SPBM upper Q	HouseMark lower Q	HouseMark median	HouseMark upper Q
	IHA Name										
	Stock managed	733									
	Turnover 000	5884									
GNPI 28 (amend)	Income Management % rent collected - GN	98.6	99.4	100.8	101.6	99.3	100.1	101.1	99.2	99.8	100.3
CPP 04	Value for Money	23.5	23.5	16.0	12.3	20.3	16.0	12.4	14.2	12.3	10.2
SS 201A	Sector Scorecard	0.0	0.0	0.0	2.0	0.0	0.0	6.0	10.0	75.0	208.3
SS 201B	Units completed during the period April March; S	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.5
	Units completed during the period April March; N	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SS 303	Investment in communities	7663.0	0.0	9783.0	34235.0	0.0	0.0	13826.0	28489.5	173627.0	674879.5
SS 402	Occupancy - GN	99.7	99.6	99.7	100.0	99.3	99.8	100.0	98.9	99.5	98.7
SS 403	Ratio of responsive repairs to planned maintenance	1.9	1.6	1.0	0.5	1.3	0.7	0.4	0.9	0.6	0.5
SS 502	Management cost per unit	3539.0	1607.0	1532.5	1108.0	1584.5	1139.9	841.2	1273.0	1037.0	834.0
SS 503	Maintenance cost per unit	726.0	988.0	780.2	728.0	972.5	763.8	528.1	1135.0	988.0	861.0
SS 504	Major repairs cost per unit	288.0	1046.8	551.5	404.7	931.5	841.0	347.7	1050.0	744.0	540.0
SS 505	Service charge cost per unit	382.8	787.5	496.8	390.0	918.1	498.8	230.5	1111.0	307.0	192.0
SS 506	Other social housing costs cost per unit	843.0	524.7	165.8	0.0	1040.7	255.8	12.8	457.0	183.0	93.0
STA 001	Satisfaction - overall service	82.0	76.0	84.5	88.2	87.0	92.0	96.0	81.9	87.7	91.0
RSH 101	Operating margin (overall)	7.0	14.8	23.5	32.8	11.3	22.1	30.9	20.6	27.2	32.3
RSH 102	Operating margin (social housing lettings)	10.0	14.8	23.8	33.7	13.1	23.0	32.8	22.2	29.2	34.2
RSH 103	EBITDA MFI (as a percentage of interest)	153.0	174.9	239.0	348.0	152.6	239.0	456.3	151.1	194.1	288.0
RSH 203	Geating (RSH and Scorecard measure)	35.0	20.0	28.2	35.5	4.0	16.9	33.6	26.5	39.0	52.0
RSH 204	New supply delivered (Social housing units)	2.7	0.0	1.0	1.7	0.0	0.0	2.0	0.3	1.2	2.4
RSH 205	New supply delivered (Non-social housing units)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
RSH 304	Reinvestment %	0.0	0.5	1.2	3.3	1.1	2.7	4.8	4.6	7.0	11.1
RSH 401	Return on Capital Employed (ROCE) %	0.5	1.9	2.4	2.8	1.9	2.8	3.9	2.7	3.6	4.8
RSH 501	Headline social housing cost per unit	3706.0	5870.0	4652.1	3926.9	6187.6	4437.5	3284.0	3887.0	3509.0	3125.0

## LUTON COMMUNITY HOUSING LIMITED

### REPORT OF THE BOARD (continued)

Below there are some key metrics that are used to monitor the outcomes from our VfM activities.

#### Return on assets

<b>RETURN ON ASSETS</b>	<b>31 March 2019</b>	<b>31 March 2018</b>
Tangible fixed assets	£25,979,077	£25,314,453
Surplus for the year	£81,219	£106,160
Return on Net Assets	0.31%	0.42%
Current cost of capital	2.40%	3.02%
Long term cost of capital	5.00%	5.00%

#### Cost of delivering services

<b>FINANCIAL RATIOS</b>	<b>31 March 2019</b>	<b>31 March 2018</b>
Total borrowing to Net Worth (excluding acquisition costs)	0.24	0.24
Total borrowing to Net Worth (including acquisition costs)	0.71	0.67
Operating profit to Interest payable	1.10	2.41
Existing Use Value of charged properties to outstanding debt	138%	107%

**LUTON COMMUNITY HOUSING LIMITED**

**REPORT OF THE BOARD (continued)**

**Ongoing VFM activities (continued)**

Value for money improvements during 2018 – 19

- The Bees Knees management training programme was delivered by internal trainers and expanded to offer development to aspiring supervisors/managers as a method of succession planning.
- Improving the new housing software system purchased recently for use organisation wide to improve efficiency and effectiveness of workforce.
- Continuing improvements to cloud server storage and managed IT (computer and telephone) services, leaving staff free to work with more reliable and standardised equipment and tools in order to be more efficient.
- Continued subscription to Perkbox staff benefit scheme and staff incentive scheme as part of our investment in staff to improve retention and reduce staff turnover.
- Investigating speeding up purchase order processing and making it mandatory, which will be linked to budget variance reporting to identify costs more quickly without reliance on receiving invoices from suppliers, this will improve financial control and devolve more responsibility to budget holders.
- Carried out former tenant searches using our database Insight which makes savings on each search.
- Introduced tenant portal for tenants to log into our website and report repairs, check their rent statements and pay their rent.

**LUTON COMMUNITY HOUSING LIMITED**

**REPORT OF THE BOARD (continued)**

**Ongoing VFM activities (continued)**

Priorities for 2019 -20 are to;

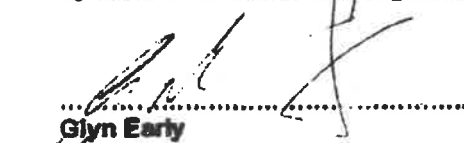
- Continue to evaluate all new projects and activities financial appraisal techniques.
- Seek out new business opportunities to supplement our income.
- Continue to progress mobile working philosophies for customer facing staff.
- Map processes organisation wide to improve efficiency.
- Continue to consult with tenants to stay up to date with their needs and priorities and satisfaction levels.
- Star status survey took place early 2019-20, the results are currently being analysed to assess levels of customer satisfaction in all areas of the business to inform future improvements to services and accommodation.
- Installing Switchee devices as a pilot programme in 20 of our properties. This is a smart thermostat that will enable us to monitor our properties pressure, temperature, occupancy and condensation levels. There will also be a benefit to customers as it can help regulate heating and lower their bills.


**Luton Community Housing Community Development Programme**

As part of the LCH corporate strategy, the organisation commenced a community service project in the form of a social enterprise in March 2015 referred to above as LCH Cleaning and Gardening Services. The primary aim of this project is to support LCH tenants and residents and other long-term unemployed people from the Luton community through a 'people development' programme that offers a workable alternative to continued unemployment, low incomes and welfare dependency. It also offers an innovative training programme that improves skills and qualifications among beneficiaries, which also provide flexible pathways for career progression. LCH's tenants have already successfully seized the opportunities to try to better their current situation.

Other activities link to the activities of LCH outlined in the Board report such as the project named Open Minds (Big Lottery Fund Grant) and Quality of Services.

By order of the Board of Management

  
.....  
**Glyn Early**  
Chairman

  
.....  
**Lynda Rees**  
Secretary



**INDEPENDENT AUDITORS' REPORT**  
**TO THE MEMBERS OF**  
**LUTON COMMUNITY HOUSING LIMITED**

**Opinion**

We have audited the financial statements of Luton Community Housing Ltd for the year ended 31 March 2019 which comprise the Statement of Comprehensive Income, the Statement of Changes in Capital and Reserves, the Statement of Financial Position, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the Financial Statements:

- give a true and fair view of the state of the Association's affairs as at 31 March 2019 and of its income and expenditure for the year then ended; and
- have been properly prepared in accordance with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and The Accounting Direction for Private Registered Providers of Social Housing in England 2015.

This report is made solely to the Association's members, as a body, in accordance with the Co-operative and Community Benefit Societies Act 2014 and the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an 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 Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

**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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Board have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Association's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**INDEPENDENT AUDITORS' REPORT**  
**TO THE MEMBERS OF**  
**LUTON COMMUNITY HOUSING LIMITED**

**Other information**

The other information comprises the information in the Report of the Board, but does not include the financial statements and the Auditors' Report thereon. The Board is responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

In the light of the knowledge and understanding of the Association and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Board.

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

- the information contained in the Report of the Board is not consistent with the financial statements or with other information we noted during the course of the audit.
- 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 Board**

As explained more fully in the Statement of Board of Directors' Responsibilities, the Board 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 Board determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**INDEPENDENT AUDITORS' REPORT**  
**TO THE MEMBERS OF**  
**LUTON COMMUNITY HOUSING LIMITED**

**Auditors' 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 Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

*Knox Cropper LLP*  
Knox Cropper LLP  
Chartered Accountants  
Statutory Auditor  
65 Leadenhall Street  
London  
EC3A 2AD

Date: *28<sup>th</sup> August 2019* .....

**LUTON COMMUNITY HOUSING LIMITED**

**STATEMENT OF COMPREHENSIVE INCOME for the year ended 31 MARCH 2019**

	Notes	2019 £	2018 £
Turnover	2(a)	5,684,489	5,037,608
Operating costs	2(a)	<u>(5,300,763)</u>	<u>(4,596,977)</u>
Operating surplus		383,726	440,631
Interest receivable and other income	5	303	209
Interest payable and similar charges	6	(302,810)	(334,680)
<b>Surplus for the year</b>		<u>81,219</u>	<u>108,160</u>
Other Comprehensive Income		-	-
<b>Total Comprehensive Income</b>		<u>81,219</u>	<u>108,160</u>

These financial statements were approved on 28<sup>th</sup> August 2019 and were signed by:

[Signature] Board member

[Signature] Board member

[Signature] Chairman

The notes on pages 23 to 43 form part of these accounts.

A statement of movement in reserves is set out page 22.

The results for both years are wholly attributable to continuing activities.




[Signature] Secretary

**LUTON COMMUNITY HOUSING LIMITED**

**STATEMENT OF FINANCIAL POSITION at 31 MARCH 2019**

	Notes	2019 £	2018 £
<b>Tangible fixed assets</b>			
Housing properties	10	24,847,881	24,113,828
Investment properties	19	428,712	428,712
Other tangible fixed assets	10	904,484	773,915
		<u>25,979,077</u>	<u>25,314,453</u>
<b>Current assets</b>			
Debtors due within one year	11	588,277	389,191
Cash and cash equivalents		145,242	810,071
		<u>733,519</u>	<u>1,199,262</u>
<b>Creditors: amounts falling due within one year</b>	12	<u>(1,292,573)</u>	<u>(1,180,723)</u>
		(1,292,573)	(1,180,723)
<b>Total assets less current liabilities</b>		25,420,023	26,332,832
<b>Net current assets/liabilities</b>		<u>(569,054)</u>	<u>16,479</u>
<b>Creditors: amounts falling due after more than one year</b>	13	(23,275,048)	(23,269,179)
<b>Total net assets</b>		<u>2,144,975</u>	<u>2,063,753</u>
<b>Capital and reserves</b>			
Non-equity share capital	14	20	17
Revenue reserve		2,144,955	2,063,736
Restricted reserve		-	-
<b>Total net assets</b>		<u>2,144,975</u>	<u>2,063,753</u>

These financial statements were approved on 28<sup>th</sup> August 2019 and were signed by:

 Board member  
 Board member  
 Chairman

The notes on pages 23 to 43 form part of these accounts.

 Secretary

**LUTON COMMUNITY HOUSING LIMITED****STATEMENT OF CASH FLOWS for the year ended 31 MARCH 2019**

	Notes	2019 £	2018 £
<b>Net cash generated from operating activities</b>	17	<u>725,254</u>	<u>564,612</u>
<b>Cash flow from investing activities</b>			
Purchase of other fixed assets		(228,177)	(90,446)
Purchase of tangible fixed assets		(961,492)	(508,415)
Purchase of investment properties		-	-
Disposal Proceeds		-	-
Interest received		303	209
		<u>(1,189,366)</u>	<u>(598,652)</u>
<b>Cash flow from financing activities</b>			
Interest paid		(302,810)	(334,680)
New loan drawdown		500,000	1,000,000
Loan repaid		(329,407)	(347,074)
Loan arrangement fee		(68,500)	-
		<u>(200,717)</u>	<u>318,246</u>
<b>(Decrease)/increase in cash</b>		<u>(664,829)</u>	<u>284,206</u>
Cash and cash equivalents at start of the year		<u>810,071</u>	<u>525,865</u>
Cash and cash equivalents at end of the year		<u>145,242</u>	<u>810,071</u>

**LUTON COMMUNITY HOUSING LIMITED****STATEMENT OF CHANGES IN CAPITAL AND RESERVES for the year ended 31 MARCH 2019**

	Share capital £	Restricted reserve £	Revenue reserve £	2019 Total £	2018 Total £
<b>Reserves</b>					
Balance at 1 April	17	-	2,063,736	2,063,753	1,957,593
Total comprehensive income for the year	-	-	81,219	81,219	106,160
Adjustment	3	-	-	3	-
Transfer between reserves	-	-	-	-	-
Balance at 31 March	<u>20</u>	<u>-</u>	<u>2,144,955</u>	<u>2,144,975</u>	<u>2,063,753</u>

Restricted reserve represents Big Lottery Fund Grant received and not spent of £Nil (2018: £Nil)

## **LUTON COMMUNITY HOUSING LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019**

#### **1. Legal Status**

LCH is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 with the Financial Conduct Authority and is a registered provider of social housing within the Housing and Regeneration Act 2008. LCH is registered with The Regulator of Social Housing (RSH).

LCH's principal activities are stated in Report of the Board of Management on page 3.

LCH's registered office is Bramingham Business Centre, Unit B2, Enterprise Way, Luton, LU3 4BU.

#### **2. Principal Accounting policies**

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

##### ***Basis of accounting***

The financial statements are prepared in accordance with applicable accounting standards and the Statement of Recommended Practice for Accounting by Registered Social Housing Providers (SORP 2014) under the historical cost convention and comply with the Accounting Direction for Private Registered Providers of Social Housing 2015 ("the Direction").

In accordance with FRS102 (3.3A), LCH is a public benefit entity that has applied the "PBE" prefixed paragraphs.

These financial statements are the fourth annual financial statements of LCH in accordance with FRS102 "the Financial Reporting Standard applicable in the UK and Republic of Ireland September 2015". The first date at which FRS102 was applied was 1 April 2014. In accordance with FRS102, in 2015-16, LCH:

- provided comparative information;
- applied the same accounting policies throughout all periods presented;
- retrospectively applied FRS102 as required; and
- applied certain optional exemptions and mandatory exceptions as applicable for first time adopters of FRS102.

The financial statements have been prepared under the historical cost convention as modified by the valuation of certain assets in accordance with LCH's accounting policies.

The financial statements are presented in sterling (£).

The principal accounting policies of LCH are set out below.



## **LUTON COMMUNITY HOUSING LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019 (continued)**

#### **2. Principal accounting policies (continued)**

##### ***Turnover***

Turnover represents rental income receivable, supporting people income, fees and revenue grants receivable from local authorities (Luton Borough Council and Central Bedfordshire Council), Public Health Luton and Big Lottery Fund Grant from The Big Lottery for the Open Minds Project. supporting people income is made up of grants received from Luton Borough Council.

Rental income is recognised on the basis of the amount receivable for the year. Rental income received in advance is disclosed within the creditors in the balance sheet.

Service charge income is accounted for on the basis of the value of goods or services supplied in the previous period. Any over or under recovery of service charge amounts due is reflected in the service charge income in the following year.

Government Grant received is amortised to income over the useful life of the structure of the property.

##### ***Fixed assets and depreciation***

Housing properties are held for the provision of social housing or to otherwise provide social benefit. Housing properties are stated at cost less depreciation and impairment. LCH accounts for its expenditure on housing properties using component accounting. Under component accounting the housing property is divided into those major components which are considered to have substantially different useful economic lives. These components are then depreciated over their individual useful economic lives. The particular components useful economic lives when new are as follows and are capitalised at purchase cost:

Land	Infinite
Structure	100 years
Windows	30 years
Central Heating	15 years
Bathroom	30 years
Kitchen	20 years
Wiring	30 years
Roof	50 years

Where land cost is not known, an estimate is based on the matrix issued by the National Housing Federation using the Property Market Report from the Valuation Office.

## LUTON COMMUNITY HOUSING LIMITED

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019 (continued)

#### 2. Principal accounting policies (continued)

##### ***Fixed assets and depreciation (continued)***

Expenditure on items not separately identified as components are capitalised if they result in incremental future benefit, for example an increase in the net rental stream over the life of the property, and the carrying amount of any replaced components or part component is written off.

##### **65 London Road**

Depreciation of the refurbishment costs of 65 London Road is on a straight line basis over 15 years, being the length of the lease with Luton Borough Council.

##### **89 Wellington Street**

This property is used for administrative purposes and classified as property, plant and equipment. Depreciation is on a straight line basis over 100 years.

##### **Unit B2, Bramingham Business Park**

This property is used for administrative purposes and is also rented out to external tenants. The part used for administrative purposes is classified as property, plant and equipment with depreciation on a straight-line basis over 100 years after deducting the land cost. The part rented out is classified as an investment property.

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

Other fixed assets are stated at cost less accumulated depreciation and impairment. A full year's depreciation is charged in the year of purchase, but no charge is made in the year of disposal. Depreciation is charged on an annual basis as follows:

	<b>Rate</b>	<b>Basis</b>
Office improvement works (leasehold office at 108 Wellington Street)	4%	Over life of lease
Office/computer equipment	10%/33%	Straight line
Property fixtures & fittings	25%	Straight line
Motor vehicles	25%	Reducing balance
Software	20%	Straight line
Website development	20%	Straight line

##### ***Investment property***

Investment properties, which are properties held to earn rentals and/or for capital appreciation, are initially measured at cost and subsequently at fair value. Revaluation surpluses and deficits are recognised as part of the income statement.

## **LUTON COMMUNITY HOUSING LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019 (continued)**

#### **2. Principal accounting policies (continued)**

##### ***Government grant***

Government grant is a grant from Homes England to reduce the capital cost of social housing developments.

Government grant comprises social housing grant, grant from local authorities and other government sources. No Grant was received or receivable in the year.

Capital grants received for housing properties are recognised in income over the expected life of the asset they have funded on a straight-line basis under the accrual model. The unamortised element of the government grant is recognised as deferred income in creditors.

Under most circumstances, if housing properties are disposed of Social Housing Grant is repayable to the Homes England or subject to restrictions on use and included in the creditors "The Recycled Capital Grant Fund".

##### ***Other grants***

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

##### ***Short term employee benefits***

###### **Pension costs**

LCH contributes to a defined contribution pension scheme. Contributions are charged to the income and expenditure account in accordance with the rules of the scheme. Differences between contributions payable and those actually paid are shown as either accruals or prepayments in the balance sheet.

###### **Holiday Pay**

Holiday pay is accrued as services are rendered. Any differences are shown as either accruals or prepayments in the Statement of Financial Position.

##### ***Employee termination benefits***

Where LCH has committed to pay employee termination benefits before the year end, those benefits are accrued in the current year.

## **LUTON COMMUNITY HOUSING LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019 (continued)**

#### **2. Principal accounting policies (continued)**

##### ***Financial Instruments***

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

Financial assets and liabilities comprise investments, trade and other debtors, cash and cash equivalents, trade and other payables and loans.

All financial assets and financial liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through the Statement of Comprehensive Income, which are initially measured at fair value (normally the transaction price less transaction costs), unless the arrangement constitutes a financial transaction. If an arrangement constitutes a financial transaction, the financial asset or financial liability is measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument.

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

Debt instruments which meet the conditions of Section 11.9 of FRS 102 are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

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

**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019 (continued)**

**2. Principal accounting policies (continued)**

***Financial Instruments (continued)***

Financial assets are only derecognised when and only when:

- the contractual rights to the cash flows from the financial asset expire or are settled,
- the Association transfers to another party substantially all the risk and rewards of ownership of the financial asset, or,
- the Association, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

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

The Association does not use standalone derivative financial instruments to reduce exposure to interest rate movements.

***Impairment***

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

***Non-financial assets***

Non-financial assets comprise tangible fixed assets. The Association's tangible fixed assets are assessed for impairment at each reporting date. Where indicators are identified, then an assessment is undertaken to compare the carrying amount of assets or cash-generating units for which impairment is indicated to their recoverable amounts. If there is objective evidence of impairment, an impairment loss is recognised immediately in the Statement of Comprehensive Income.

A cash generating unit is the smallest identifiable group or assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

## LUTON COMMUNITY HOUSING LIMITED

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019 (continued)

#### 2. Principal accounting policies (continued)

##### *Impairment (continued)*

Value in use represents the present value of the future cash flows expected to be derived from an asset or cash-generating unit, appropriately adjusted to account for any restrictions on their use. The assessment of value in use may involve considerations of the service potential of the assets or cash-generating units, provided the property concerned is being used for social housing and is in demand. Value in use for assets held for their service potential represents the depreciated replacement cost, being the most economic cost required to replace the service potential of the asset. Depreciated replacement cost is the lower of the cost of constructing or acquiring a replacement asset to provide the same level of service potential. The cost of acquiring a replacement asset could be either through purchasing an equivalent property on the open market or purchasing an equivalent property from another registered provider, providing there is considered to be an active market.

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

##### *Financial assets*

Financial assets comprise trade and other debtors and cash and cash equivalents.

For financial assets carried at amortised cost, the amount of impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

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

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

## LUTON COMMUNITY HOUSING LIMITED

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019 (continued)

#### 2. Principal accounting policies (continued)

##### *Judgements and estimates*

##### Impairment

From 1 April 2016, LCH has reduced social housing rents by one per cent per annum and will continue to do so in each year until the end of 2019/20 in accordance with the Housing and Planning Act 2016. This is a trigger for impairment.

As a result, in April 2016, we estimated the recoverable amount of its housing properties as follows:

- a) determined the level at which recoverable amount is to be assessed (i.e. the asset level or cash generating unit (CGU) level). The CGU level was determined to be an individual scheme or building
- (b) estimated the recoverable amount of the cash-generating unit by using fair value
- (c) calculated the carrying amount of the cash-generating unit and
- (d) compared the carrying amount to the recoverable amount to determine if an impairment loss has occurred.

Based on this assessment, we calculated the Depreciated Replacement Cost (DRC) of each social housing property scheme or building, using appropriate construction costs provided by a local architect. Comparing this to the carrying amount of each scheme, it was concluded that no impairment charge was required against its social housing properties.

##### Recoverable Amount

The recoverable amount of a scheme is the higher of its fair value less costs to sell and its value in use. Value in use for housing schemes which are able to be let in their current condition and which are fulfilling the social purpose for which they were acquired is based on the depreciated replacement cost of the asset. Depreciated replacement cost is the most economic cost required to replace the service potential of an asset. Construction costs provided by a local architect have been compared with EUV-SH and there is not considered to be any impairment of property.

##### Useful Lives

Management reviews its estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the asset. Uncertainties in these estimates relate to technological obsolescence that may change the utility of certain software and IT equipment and changes to circumstances which may require more frequent replacement of key components.

The key judgements and estimates applied in respect of housing properties are disclosed above and include the useful economic life of property structure at 100 years and that properties have no residual values at the end of useful life.

These are conservative assumptions that have been aligned with general practice followed by registered housing providers.

## LUTON COMMUNITY HOUSING LIMITED

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019 (continued)

#### 2. Principal accounting policies (continued)

##### *Judgements and estimates (continued)*

###### Basic versus other

Following review in accordance with FRS102 (Section 11) all financial instruments are considered to be basic.

###### Bad debt provision

The trade debtors balance of £431,985 (2018: £294,170) recorded in LCH's statement of financial position comprise a relatively large number of small balances. A full line by line review of trade debtors is carried out at the end of each month. All former tenant balances are provisioned as appropriate and specific current tenant provisions are made where necessary following review.

###### PLS handback provision

Held to cover cost of repairs upon hand back of property to a private landlord and reviewed annually.

###### Valuation of investment property

After initial recognition investment property is measured at its fair value based on the valuation by an independent valuer who holds a recognised and relevant professional qualification and has recent experience in the location and class of the investment property valued. The property at Bramingham Park was purchased 1 October 2015 and is considered to be held at fair value.

###### Identification of housing property components

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

###### ***Restricted reserves***

###### Open Minds – Big Lottery Fund Grant

Restricted reserve of £Nil at 2019 year end (2018: £Nil) represent funds related to the activities of Open Minds for grant received and not spent.

###### ***Operating leases***

Rentals payable under operating leases are charged in the Statement of Comprehensive Income on a straight-line basis over the lease term.



**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2019 (continued)**

**2. Principal accounting policies (continued)**

***VAT***

LCH charges Value Added Tax (VAT) on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT on expenditure to the extent that it is suffered by LCH and not recoverable from HM Revenue and Customs. The balances shown in these accounts are inclusive of VAT where applicable.

***Capitalisation of interest***

Interest on the mortgage or loan deemed to be financing a development is capitalised up to the date of practical completion of a housing scheme.

***Supported housing***

The transactions incurred directly by agencies managing LCH's projects are not included in the financial statements.

***Private Leasing Scheme***

The property leases are taken out for durations of one, two or three years. The assets are not reflected in LCH's statement of financial position except for 41 properties (2018: 23) which are owned by LCH.

**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)**

**2(a). Turnover, operating costs and operating surplus**

	2019			2018		
	Turnover	Operating costs	Operating surplus/ (deficit)	Turnover	Operating costs	Operating surplus/ (deficit)
Notes	£	£	£	£	£	£
Social Housing Lettings	2 (b) 5,330,028	(4,829,643)	500,385	4,718,451	(4,244,514)	473,937
Other Social Housing Activities	354,461	(461,086)	(106,625)	319,157	(338,553)	(19,396)
Development overheads not capitalised	-	(10,034)	(10,034)	-	(13,910)	(13,910)
Maintenance training programme	-	-	-	-	-	-
<b>Total</b>	<b>5,684,489</b>	<b>(5,300,763)</b>	<b>383,726</b>	<b>5,037,608</b>	<b>(4,596,977)</b>	<b>440,631</b>

Income for week 53 of £Nil recognised in turnover in 2019 (2018: £Nil)

**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)**

**2(b) Particulars of income and expenditure from social housing lettings**

	2019				2018			
	Supported Housing £	General Housing £	Private Leasing £	Total £	Supported Housing £	General Housing £	Private Leasing £	Total £
<b>Income from social housing lettings</b>								
Rent receivable net of identifiable service charges	228,011	1,925,684	1,452,721	3,606,416	230,713	1,946,102	1,164,495	3,341,310
Service charges receivable	478,829	97,118	405,048	980,995	400,992	95,763	43,588	540,353
Amortisation of government grant	44,679	118,869	279	163,827	44,679	118,869	279	163,827
<b>Net rents receivable</b>	751,519	2,141,671	1,858,048	4,751,238	676,384	2,160,734	1,208,372	4,045,490
Revenue grants from LBC/Managing Agents	413,619	-	24,700	438,319	480,886	-	425	481,311
Donations and other income	14,515	-	-	14,515	48,144	-	-	48,144
Fees from schemes managed by agents and student placements	125,956	-	-	125,956	143,506	-	-	143,506
<b>Total income from social housing lettings</b>	<b>1,305,609</b>	<b>2,141,671</b>	<b>1,882,748</b>	<b>5,330,028</b>	<b>1,348,920</b>	<b>2,160,734</b>	<b>1,208,797</b>	<b>4,718,451</b>
<b>Expenditure on social housing letting activities</b>								
Services	82,698	86,844	95,528	265,070	93,699	95,071	42,820	231,590
Management	1,003,642	768,168	815,775	2,587,585	1,136,610	897,496	455,282	2,489,388
Routine maintenance	45,959	265,502	230,875	542,336	51,139	300,636	76,059	426,834
Rent losses from bad debts	951	12,989	112,460	126,400	26,841	(33,634)	30,033	23,240
Major repairs expenditure	(4,632)	(7,087)	2,900	(8,819)	9,076	24,346	-	33,422
Depreciation of housing properties	52,528	300,467	35,802	388,797	48,228	279,592	27,339	355,159
Depreciation on refurbishment of 65 London Road	12,566	-	-	12,566	9,927	-	-	9,927
Private Leasing Scheme - landlords' rent/incentive	-	-	915,708	915,708	-	-	674,954	674,954
	<b>1,193,712</b>	<b>1,426,863</b>	<b>2,209,048</b>	<b>4,829,643</b>	<b>1,375,520</b>	<b>1,563,507</b>	<b>1,305,487</b>	<b>4,244,514</b>
<b>Operating surplus on social housing letting activities</b>	<b>111,897</b>	<b>714,788</b>	<b>(326,300)</b>	<b>500,385</b>	<b>(26,600)</b>	<b>597,227</b>	<b>(96,690)</b>	<b>473,937</b>
Rent loss from voids	(102,241)	(11,787)	(170,630)	(284,658)	(69,439)	(17,471)	(82,594)	(169,504)

**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)**

<b>3</b>	<b>Key management personnel</b>	<b>2019</b>	<b>2018</b>
		<b>£</b>	<b>£</b>
	Expense payments made to the Directors of the association	<u>46</u>	<u>57</u>
	<b>Aggregate remuneration for key management personnel</b>		
	Basic salary	208,763	180,862
	Benefits in kind	2,378	3,723
	Pension contributions	<u>16,545</u>	<u>14,280</u>
		227,686	198,865
	National insurance contributions	<u>25,006</u>	<u>21,497</u>
		<u>252,692</u>	<u>220,362</u>

Key management personnel have reduced 6 senior management team members to 3 strategic team directors.

Emoluments of highest paid director, the Chief Executive (excluding pension contributions, including benefits in kind and excluding employers NI).	78,082	72,311
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The Association currently operates a Group Personal Pension Scheme which is funded by contributions from the Association and the individual. The Chief Executive is an ordinary member of the pension scheme, and the Association's contribution was 8% for the year, amounting to £6,016 (2018: £5,474).

**Related party transactions**

There was one tenant Board member during the year. The tenancy is on the same terms as for all the housing management procedures, including those relating to management of arrears has been applied consistently for all tenants.

As at 31 March 2019, the tenant's rent was £4,025 (2018: £4,066) and had a credit balance of £41 (2018: debit of £88).

There was one private landlord Board member during the year. The tenancy is on the same terms as for all the private landlord agreements and procedures.

As at 31 March 2019, the landlord's rent paid was £37,076 (2018: £19,569).

**4 Employee information**

The average full-time equivalent (F.T.E.) of persons employed during the year, based on 37 hours per week, was:	<b>2019</b>	<b>2018</b>
	<b>No.</b>	<b>No.</b>
Office staff	26	26
Residential staff, caretakers, maintenance workers and cleaners	<u>27</u>	<u>28</u>
	<u>53</u>	<u>54</u>
	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Staff costs (for the above persons):		
Wages and salaries	1,719,416	1,589,975
Social security costs	121,329	129,655
Other pension costs	70,757	45,462
Redundancy payments	<u>10,934</u>	<u>18,653</u>
	<u>1,922,436</u>	<u>1,783,745</u>

There are three employees who earned more than £80,000 (2018: 2 employees) in the year.

**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)**

<b>5</b>	<b>Interest receivable and similar income</b>	<b>2019</b>	<b>2018</b>
		£	£
	Interest on deposit accounts	<u>303</u>	<u>209</u>
<b>6</b>	<b>Interest payable and similar charges</b>	<b>£</b>	<b>£</b>
	On bank loans, overdrafts and other loans:		
	Repayable wholly or partly in more than 5 years	302,810	334,680
	Interest capitalised during the year	-	-
		<u>302,810</u>	<u>334,680</u>
<b>7</b>	<b>Operating surplus</b>	<b>£</b>	<b>£</b>
	Surplus on ordinary activities is stated after charging:		
	Depreciation	495,059	443,320
	Auditor's remuneration in their capacity as auditors (excl. VAT)	9,000	9,000
	Operating rentals - land and buildings	948,711	633,215
	Operating rentals - plant and machinery	<u>17,995</u>	<u>15,360</u>
<b>8</b>	<b>Taxation</b>		
	The Association has charitable model rules and its surpluses and gains are free from taxation provided that they are dealt with in accordance with the rules.		
<b>9</b>	<b>Operating lease commitments</b>		
	At 31 March 2019 the Association is committed to the total following minimum lease payments in respect of non-cancellable operating leases :		
		<b>2019</b>	<b>2018</b>
		£	£
	Land and buildings		
	Within one year	998,182	868,583
	Expiring in two to five years	<u>1,715,701</u>	<u>1,468,949</u>
		£	£
	Plant and machinery		
	Within one year	15,667	15,555
	Expiring in two to five years	<u>13,343</u>	<u>24,190</u>

LUTON COMMUNITY HOUSING LIMITED

NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)

10a Tangible fixed assets

	Housing properties held for letting owned	Housing properties held for letting leased improvements	Housing properties currently under construction	Total Housing properties	Offices 89 Wellington	Office Bramingham Head Office owned	Motor vehicles, fixtures fittings & other equipment	2019 Total	2018 Total
	£	£	£	£	£	£	£	£	£
<b>Cost</b>									
At beginning of year	29,076,311	154,401	31,299	29,262,011	219,097	426,712	727,640	30,635,460	30,399,074
Additions to properties	726,429	-	15,049	741,478	-	-	228,177	969,655	359,587
Work to existing properties	220,014	-	-	220,014	-	-	-	220,014	239,274
Transfers	-	-	-	-	-	-	-	-	-
Disposals	(92,905)	-	-	(92,905)	-	-	-	(92,905)	(362,476)
<b>At end of year</b>	<b>29,929,849</b>	<b>154,401</b>	<b>46,348</b>	<b>30,130,598</b>	<b>219,097</b>	<b>426,712</b>	<b>955,817</b>	<b>31,732,224</b>	<b>30,635,460</b>
<b>Depreciation</b>									
At beginning of year	5,054,082	94,103	-	5,148,185	19,600	11,151	571,590	5,750,526	5,624,059
Charge for the year	387,692	12,566	-	400,258	1,416	3,717	89,668	495,059	443,320
Disposals	(65,726)	-	-	(65,726)	-	-	-	(65,726)	(316,853)
<b>At end of year</b>	<b>5,376,048</b>	<b>106,669</b>	<b>-</b>	<b>5,482,717</b>	<b>21,016</b>	<b>14,868</b>	<b>661,258</b>	<b>6,179,859</b>	<b>5,750,526</b>
<b>Net Book Value at 31 March 2019</b>	<b>24,553,801</b>	<b>47,732</b>	<b>46,348</b>	<b>24,647,881</b>	<b>198,081</b>	<b>411,844</b>	<b>294,559</b>	<b>25,552,365</b>	<b>24,884,934</b>

LUTON COMMUNITY HOUSING LIMITED

NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)

10a Tangible fixed assets (continued)

	Housing properties held for letting owned	Housing properties held for letting leased improvements	Housing properties currently under construction	Total Housing Properties	Office 89 Wellington	Office Brammingham Head Office owned	Motor vehicles, fixtures & fittings & other equipment	2019 Total	2018 Total
	£	£	£	£	£	£	£	£	£
Net book value At 31 March 2019	24,553,801	47,732	48,348	24,647,881	198,061	411,844	294,559	25,552,365	24,884,934
At 31 March 2018	24,022,229	60,298	31,289	24,113,826	202,304	415,561	158,050	24,887,741	

Cost	2019 Total	2018 Total
	£	£
Housing properties comprise:		
Freehold	25,775,121	24,917,068
Long leasehold	4,355,477	4,344,943
	30,130,598	29,262,011

Additions to properties during the year included:  
Administrative direct and indirect costs

During the year £952,673 (2018: £541,836) was spent on existing housing properties held for letting

**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)**

**10b Housing Properties**

	Land	Structure	Other Components	2019	2018
	£	£	£	£	£
<b>Cost</b>					
At beginning of year	7,098,509	15,829,691	6,302,512	29,230,712	28,864,741
Additions	194,481	423,038	108,910	726,429	255,458
Component replacements	-	10,440	209,574	220,014	239,274
Disposals	-	-	(92,905)	(92,905)	(128,761)
<b>At end of year</b>	<b>7,292,990</b>	<b>16,263,169</b>	<b>6,528,091</b>	<b>30,084,250</b>	<b>29,230,712</b>
<b>Depreciation</b>					
At beginning of year	-	2,447,542	2,700,643	5,148,185	4,866,794
Charge for the year	-	169,802	230,456	400,258	365,086
Deprn on disposal	-	-	(65,726)	(65,726)	(83,695)
<b>At end of year</b>	<b>-</b>	<b>2,617,344</b>	<b>2,865,373</b>	<b>5,482,717</b>	<b>5,148,185</b>
<b>Net book value</b>					
At 31 March 2019	7,292,990	13,645,825	3,662,718	24,601,533	24,082,527
At 31 March 2018	7,098,509	13,382,149	3,601,869	24,082,527	

Under most circumstances, if housing properties are disposed of Social Housing Grant is repayable to the Homes and Communities Agency or subject to restrictions on use and included in the creditors within "The Recycled Capital Grant Fund"



**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)**

<b>11 Debtors</b>	<b>2019</b>	<b>2018</b>
	£	£
Amounts falling due within one year:		
Rental debtors (Owned property)	431,985	294,170
Less: bad debt provision	<u>(299,563)</u>	<u>(192,280)</u>
	132,422	101,890
Other debtors:		
Buildings Insurance	43,968	37,753
Staff loans	3,791	3,627
Others	<u>408,096</u>	<u>245,861</u>
	<u>588,277</u>	<u>389,131</u>
<b>12 Creditors: amounts falling due within one year</b>	<b>2019</b>	<b>2018</b>
	£	£
Rents in advance	124,656	92,377
Taxation and social security payable	41,882	33,701
Loan capital and interest repayable within one year (see note 13)	353,116	349,972
Private Leasing repairs provision	230,713	185,223
Pension	10,967	9,238
Supporting People grant payable	-	35,601
Big Lottery Fund Grant	28,327	16,028
Accruals and deferred income	275,498	125,027
Purchase ledger control account	63,587	169,729
Deferred Income - capital grants	<u>163,827</u>	<u>163,827</u>
	<u>1,292,573</u>	<u>1,180,723</u>
<b>13 Creditors: amounts falling due after more than one year</b>	<b>2019</b>	<b>2018</b>
	£	£
Deferred grants	12,867,915	13,031,742
Loans	<u>10,407,133</u>	<u>10,237,437</u>
	<u>23,275,048</u>	<u>23,269,179</u>

Housing loans from banks and building societies are secured by specific charges on the Association's housing properties and are repayable at an average rate of interest of 2.40% (2018: 3.02%) in instalments due as follows:

<b>Loan Maturity Analysis</b>	<b>2019</b>	<b>2018</b>
	£	£
Less than one year	353,117	349,972
Between one and two years	349,911	352,733
Between two and five years	1,010,227	1,041,055
In five years or more	<u>9,046,995</u>	<u>8,843,649</u>
	<u>10,760,250</u>	<u>10,587,409</u>

**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)**

<b>14 Non-equity share capital</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Allotted, issued and fully paid:		
At beginning of year	17	17
Added during the year	3	-
Deducted during the year	-	-
At end of year	<u>20</u>	<u>17</u>

Each member holds one share of £1 in the Association. The shares have limited rights.

They carry no entitlement to dividend, they are not repayable and do not participate in a winding up.

They carry an entitlement to vote at the Association's Annual and Special General Meetings.

**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)**

<b>15</b>	<b>Capital commitments</b>	<b>2019</b>	<b>2018</b>
		<b>£</b>	<b>£</b>
	Expenditure contracted for but not provided	78,386	-
	Expenditure approved but not contracted	250,000	-
		<u>328,386</u>	<u>-</u>

The association is able to fund the expenditure above due to recently negotiated loan funding

<b>16</b>	<b>Properties in management</b>	<b>2019</b>	<b>2018</b>
		<b>No.</b>	<b>No.</b>
	General needs housing - Social	345	347
	General needs housing - Affordable	12	12
	Supported, Sheltered and Agency housing accommodation	174	174
	Private Leasing Scheme	202	156
	<b>Total properties in management</b>	<u>733</u>	<u>689</u>
	<b>Properties owned</b>	<b>2019</b>	<b>2018</b>
		<b>No.</b>	<b>No.</b>
	General needs housing - Social	345	347
	General needs housing - Affordable	12	12
	Supported, Sheltered and Agency housing accommodation	167	167
	Private Leasing Scheme	41	24
	<b>Total properties owned</b>	<u>565</u>	<u>550</u>

Properties owned and managed under the Private Leasing scheme are rented under an agreement with the local authority, Luton Borough Council.

**LUTON COMMUNITY HOUSING LIMITED**

**NOTES TO THE ACCOUNTS for the year ended 31 MARCH 2019 (continued)**

**17 Reconciliation of operating surplus to net cash inflow from operating activities**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Operating surplus	383,726	440,631
Depreciation of tangible assets	495,059	443,320
Loss on disposal of fixed assets or asset replacement	27,179	45,622
Amortised grant received	(163,827)	(163,827)
Other non cash changes	70,413	(42,720)
	<u>812,550</u>	<u>723,026</u>
<b>Working capital movements</b>		
Increase in debtors	(199,146)	(247,770)
Increase in creditors	111,850	89,356
Net cash inflow from operating activities	<u>725,254</u>	<u>564,612</u>

**18 Deferred capital grant**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
At 1 April 2018	13,195,572	13,359,399
Amortised in the year	(163,827)	(163,827)
At 31 March 2019	<u>13,031,745</u>	<u>13,195,572</u>

**19 Investment Properties**

<b>Valuation</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
At 1 April 2018	426,712	426,712
Additions	-	-
Revaluation	-	-
At 31 March 2019	<u>426,712</u>	<u>426,712</u>
<b>Net Book Value</b>		
At 31 March 2019	<u>426,712</u>	<u>426,712</u>
At 31 March 2018	<u>426,712</u>	

The investment property was acquired in October 2015. Management consider there to be no difference in fair value between the date of acquisition and the reporting date.