BROADLAND HOUSING GROUP

Financial Statements

For the year ended 31st March **2019**

Broadland Housing Association

Annual Report and Financial Statements

Year ended 31 March 2019

Co-operative and Community Benefit
Societies Act Registration Number:
16274R

Regulator of Social Housing
Registration Number:
L0026

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Broadland Housing Association

Board of Directors and Executive

Board of Directors

Chair	Chris Ewbank
Vice Chair	Jonathan Barber BSc (Hons) MSc MBA MCIEH FCMI
	Samantha England (resigned 30th January 2019) Dr Simon Hibberd Helen Skoyles BA (Hons) CIHCM Kate Slack MA Paul Slyfield FCCA Gavin Tempest BSc (Hons) Siobhan Trice Michael Newey D.Sc (Hon) BSc FRICS FCIH FRSA MAHI

Executive Directors

Group Chief Executive	Michael Newey D.Sc (Hon) BSc FRICS FCIH FRSA MAHI
Executive Property Director	Louise Archer BSc FRICS CIHCM
Executive Housing Director	Ivan Johnson FCIH (to 30/06/2018) Catherine Little MBA (from 16/07/2018)
Executive Development Director	Andrew Savage MSc MRICS
Executive Finance Director	Julian Foster MA (Hons) ACA FCT
Group Audit & Risk Committee	Jonathan Barber BSc (Hons) MSc MBA MCIEH FCMI CIHM (Chair) Gavin Tempest BSc (Hons) Martin Clark MRICS MCIOB Paul Slyfield FCCA
Secretary and registered office	Sarah Wyatt MA ACIS NCFC South Stand Carrow Road Norwich NR1 1HU

Professional advisors

External auditors	RSM UK Audit LLP from 1 April 2019 Abbotsgate House Hollow Road Bury St Edmunds Suffolk IP32 7FA
Internal auditors	KPMG LLP(UK) from 1 April 2019 Dragonfly House 2 Gilders Way Norwich NR3 1UB
Principal solicitors	Birketts LLP 24-26 Museum Street Ipswich Suffolk IP1 1HZ
Bankers	NatWest Bank 45 London Street Norwich NR1 4LX

It has been another busy year for the Broadland Housing Group. Priorities have included: -

- Increasing our levels of tenant involvement and engagement;
- Maintaining the higher levels of development to address housing need in Norfolk;
- Continuing our involvement in Homes for Cathy and the translation of the Crisis plan to end homelessness into specific actions that will make a difference locally;
- Developing further our digital platforms with a focus on tools for customers to use;
- Responding to Government and other sector stakeholders on consultation papers affecting our tenants, communities; and
- Delivering our services cost effectively and in a way that we can demonstrate to our tenants, funders, regulators and other stakeholders that we have an appropriate focus on value for money, both in terms of cost, but importantly quality.

Obviously, like many businesses, our external operating environment has been affected by the ongoing Brexit debate and the uncertainty on our national future. The Board and Executive Team have regularly considered the potential impact of a no deal Brexit with resultant pressures on our supply chain, as well as other financial predictions. The Board regularly reviews possible scenarios, considers external opinions, including advice from our lenders and professional bodies operating in housing and property more generally, and considers potential business continuity responses. We have already seen stresses within the construction supply chain due to stock piling by nervous developers and contractors, as well as problems in recruitment in the built environment, partly as a result of the exit of many skilled trades from elsewhere in the EU.

Despite the political distraction of Brexit, there has been a continued focus on tenant empowerment and engagement by Government. Ministers and Civil Servants, including the team at the Regulator of Social Housing, are focused on learning the lessons from the appalling Grenfell Tower tragedy – not just those concerning construction materials, building regulations and project management, but also the fact that many Grenfell tenants felt marginalised, stigmatised and that their concerns were not being heard or respected by their landlord.

In August 2018, the Ministry published a Social Housing Green Paper called "A new deal for social housing", which aimed to consider how the Government can re-balance the relationship between residents and landlords to ensure issues are resolved swiftly and residents' voices are heard. To support this vision the Green Paper suggested strengthening the regulatory framework so that it not only focuses on the governance and financial viability of housing associations, but also on how residents are treated and the level of services they should expect. Broadland welcomed this approach, as for the past eight or so years individual landlord's delivery against the consumer standards have not been proactively regulated. The 2019 Housing Sector Survey, published by Savills, reports that social landlords across the country are refocussing on social purpose and the wishes of current tenants, as much as the need for new housing supply to help solve our national crisis.

In September we were delighted to welcome Kit Malthouse MP, the current Housing Minister, to Broadland's offices in Norwich. At the request of the Ministry of Housing, Communities and Local Government, we organised the East Anglian Minister's Consultation meeting with tenants from 17 housing associations, including Broadland. The opportunity for residents to engage face to face with the Minister on the Green Paper and on problems they face with individual landlords was greatly appreciated by those who attended, and we were very pleased to have been able to facilitate this forum. The Minister also joined in a round table with senior housing people from the region to understand the challenges of landlords in meeting both the Government's and tenants' expectations.

We have increased our focus on involving tenants and particularly engaging with our customers in their local areas. In 2018 we introduced "Community Conversations" – where a small team from Broadland go out and meet groups of tenants in a village hall or somewhere similar, to hear what they think of us – good and bad. We know that a consistent message from these conversations and other feedback is that whilst our services are generally good and staff friendly and approachable, we too often fail to communicate effectively on specific issues, such as repair visits. We are taking this very seriously and reviewing our processes to ensure that we make significant improvements over the next year. One change that we hope will make a difference will be when tenants cannot just report but schedule their own repairs online rather than having to go through customer services on the phone. We hope that this service will be available by early 2020.

Our Communities Panel has been renamed the Tenants Action Group, a group of currently 16 tenants who work with members of the staff team to review policies and procedures, as well as monitor our performance. Our Homes Panel continues to meet and currently includes 15 tenants who focus their attention on asset management and our responsive maintenance services, helping the team to prioritise improvements and develop our services.

Our Tenants Digital Panel, a group of 176 residents, engage with us through emails and surveys when we want to consult on specific issues, such as our lettable standard. This is proving a popular way for residents to engage with us when it is convenient for them and without the time commitment of travelling to face to face meetings. We hope to increase the numbers of tenants who are members over the next year, as it is proving a very effective way to gauge opinion from a wide group of customers living across our region.

We maintain our investment in tenancy support services, actively engaging with customers at risk of losing their homes due to their personal circumstances. Last year we engaged with almost 400 residents and have been very pleased to see continued reductions in the number of evictions – only two in the first six months of 2019, where the tenants would not engage with us.

We have previously reported the Association's involvement in the Homes for Cathy Group and our commitment to tackling homelessness in our region. Last year Crisis, the national homelessness charity, published a significant report with a plan to end homelessness. This included an Appendix developed by the Homes for Cathy Group which comprised nine commitments for Housing Associations to make that would help deliver the Crisis plan. These are: -

1. To contribute to local authority homelessness strategies development and execution.
2. To operate flexible allocations and eligibility policies which allow individual applicants' unique set of circumstances and housing history to be considered.
3. To offer constructive solutions to applicants who aren't deemed eligible for an offer of a home.

4. To not make any tenant seeking to prevent their homelessness, homeless (as defined by the plan definition).
5. To commit to meeting the needs of vulnerable tenant groups
6. To work in partnership to provide a range of affordable housing options which meet the needs of all homeless people in their local communities
7. Properties offered to homeless people should be ready to move into
8. To contribute to ending migrant homelessness in the areas Housing Associations operate
9. To lobby, challenge and inspire others to support ending homelessness

We are pleased to report that the Association's Board unanimously supported Broadland signing up to each of the commitments and the staff team, in partnership with other local organisations including St Martins, the YMCA and the Theatre Royal, are now progressing actions against each. The Theatre Royal's involvement particularly helped us in the delivery of the ninth commitment. In February the Theatre ran a month-long programme called "Creative Matters" focusing on homelessness. This involved plays, film screenings, and seminars, all of which were well attended. One of the plays was a verbatim drama based entirely on conversations with homeless people in the Norwich area. Scenes from this play were subsequently performed at the national Homes for Cathy conference in London, where Michael Newey and Adam Clark were also speakers. Drama is a powerful and effective tool to enable difficult discussions to take place beyond our sector with stakeholders and importantly the wider community.

We continue to stretch ourselves to build more affordable homes as we are very aware of the high levels of housing need in our area, due to both of lack of supply, but also the relative unaffordability of homes in the private market for people on lower incomes in Norfolk and Suffolk. In last year's annual report, we confirmed our ambition to develop 600 new homes by 2022, supported by the development and sale of approximately 200 homes by Broadland St Benedicts – thus generating surpluses to help fill the funding gap caused by lower capital grant rates from Homes England. We are progressing well in achieving this target.

Our long-term partnership working with North Norfolk District Council has continued to see the Association deliver homes in rural communities. Sites in Binham, Erpingham and Edgefield are well underway; the first two are due to be completed by the end of September. We have also, over the last year, completed schemes in Great Ryburgh, Trunch and Bodham. Overall, we have delivered 46 new homes in North Norfolk over the past year and 40 will be completed in the next six months.

We have been particularly pleased to see significant progress on our major new scheme at Canary Quay, adjacent to the Norwich City Football Club Stadium at Carrow Road. We reported last year that we were able to achieve a start on site on Phase 1, with much appreciated financial support from Norwich City Council. This first phase, comprising 60 affordable rented flats, is due to be handed over in September 2019, making a significant contribution to new supply in the city. In the meantime, the mixed tenure Phase 2 is underway, comprising 34 intermediate rented homes and 55 homes for sale. We have also started on Phase 3, which will comprise 73 affordable rented homes.

Overall, as at 1st July 2019, the Group is currently building 337 affordable homes, including rented and shared ownership properties, and 90 homes for sale. The Board have committed the Association to aim to deliver 150 new affordable homes each year for the next five years.

After nine months of consultation with tenants, staff and stakeholders, the Board adopted a new Corporate Strategy in June 2019. This strategy is an evolution of our previous strategies, developing our direction in the light of current circumstances priorities.

Our overall priorities are: -

- Providing good services that meet tenants' expectations;
- Managing and maintaining our properties well;
- Ensuring the safety of our tenants in their homes;
- Supporting our tenants and minimising the number of tenancy failures;
- Involving our tenants in scrutinising our performance and shaping our priorities;
- Optimising the number of new homes we build;
- Helping reduce levels of homelessness in Norfolk and North Suffolk;
- Reducing our operational carbon footprint and that of the properties we manage.

These priorities are underpinned by specific strategies, namely: -

- Customer facing
    - Frontline services
    - Sustaining tenancies
    - Asset management
    - Involving residents
- Addressing unmet housing needs
    - Homelessness
    - Development
- Infrastructure
    - Value for money
    - Financial resources
    - Governance
    - Environmental responsibility
    - People

This is a four-year corporate strategy, which the Board and Executive Team will monitor progress against regularly and then start reviewing during 2021/22 with the aim of agreeing a new rolling Corporate Strategy in the summer of 2022.

Last Autumn we commissioned an external Governance Review by Altair Limited, a respected multi-disciplinary housing consultancy. The Board undertake an internal review of the effectiveness of our governance arrangements annually, but every three years we secure an independent external view of our arrangements and our effectiveness to ensure that we do not become complacent or ignore sector developments and good practice elsewhere. In 2015, Savills carried out our external governance review and as a result we made a large number of changes to our arrangement, including rule changes.

In 2017 we had an In-depth assessment by the Regulator of Social Housing which assessed us as being fully compliant with their Governance Standards, so we did not anticipate any significant concerns or recommendations from Altair. This proved to be the case, although we did benefit from several suggestions on how we could further enhance our arrangements.
Altair have confirmed that the Group is very clear in its mission and purpose and has a good clear set of documents which describe the direction and journey it is and will be taking. They have also confirmed that the Group has planned well strategically and has measured the outcomes of our delivery transparently and that the Group is self-aware as a business and well informed about the external environment and its peers.

The Board and Executive Team are not complacent and will continue to keep our governance arrangements under review, taking seriously the annual board effectiveness assessments and making changes when we consider them appropriate for the good working of the Group.

In Summer 2018, Ivan Johnson stepped down after over eight years as Executive Housing Director. Ivan is now the Group's Business Improvement Adviser – working two days each week focusing on tenant complaints and negative feedback, so that we can learn lessons and improve our services.

We were very pleased to appoint Catherine Little as Ivan's successor. Catherine joined us from SOHA, an Oxfordshire based association, and has moved to Norwich with her family. She was one of the founders of the "See the person" campaign, which aims to address the negative stereotyping of social housing tenants, particularly focussing on the way the media portray people living in our homes.

To conclude, it has been a constructive year for Broadland Housing, with good progress on many fronts. We are delighted that we have been able to improve routes for tenant involvement with resultant increases in the number of residents engaging with us; that we have a considerable development programme, stretching the Association financially to meet more local housing need; and that we have translated our commitment to address homelessness into initiatives that will make a difference to people and families. All of these initiatives and our routine operations involve people and we are very fortunate to have a dedicated staff team, supported and overseen by actively engaged and committed board members. Our thanks go to everyone who makes up our team, for without them we would achieve very little.

Chris Ewbank
Chair

Michael Newey
Chief Executive

Principal activities, business review and development activity
The Group's principal activities are the development and management of affordable housing, supported housing and housing for older people in Norfolk and North Suffolk. Currently there are just over 5,000 homes in management. The Group also provides effective support services that improve the life opportunities of our tenants and vulnerable people in our communities. There is also some provision of low cost home ownership, primarily through shared ownership.

The Association is a non-profit-making housing association registered with the Financial Conduct Authority as a Co-operative and Community Benefit Society with charitable status. The Association was founded in 1963 and registered by the Housing Corporation in 1963. The Association is the only Registered Provider within the Group and as such is the only entity to be registered with the Regulator of Social Housing (RSH), the regulatory body established in January 2018 when the Homes and Communities Agency was replaced by Homes England. The Association carries out the majority of the Group's business and is the ultimate parent of the Group. It is therefore required to prepare group accounts.

Details of other Group entities are as follows:

Broadland St Benedicts Limited – a private limited company, limited by shares, established to generate surpluses from non-charitable activities to support the charitable objects of the Group which cannot be undertaken by the Association.

Broadland Meridian – a registered charity, limited by guarantee, which provides financial grants to charitable organisations set up to provide training and employment services to individuals suffering from mental health conditions.

Broadland Development Services – a private limited company, limited by shares, established to procure development of new build homes for other group members.

Charlie's Social Enterprise CIC – a community interest company which is currently not trading.

A review of business performance and development activity for the year can be found in our Strategic report which follows this report of the Board of Directors.

Effects of material estimates and judgements upon performance
The Association has made provisions for depreciation and impairment and a proportion of both rent arrears and outstanding sundry debtors which are unlikely to be received, in accordance with the judgments made in applying accounting policies described in note 3 to the financial statements. We believe these provisions to be based on realistic assessments of future housing component lifecycles and other economic factors. The costs incurred to date on development schemes not yet in contract have been assessed and compared to scheme financial projections showing positive net present values. Business plan stress testing carried out for the Association has confirmed the ability to remain compliant with its loan covenants in a variety of scenarios.

Qualifying third party indemnity provisions

The Association participates in the National Housing Federation's Directors' and Officers' Liability Insurance policy under which individual claims of up to £5m are covered subject to an overall cap (for all National Housing Federation members) of £30m. The Association opted to purchase £2m of cover in addition to that offered by the National Housing Federation's policy to safeguard against sector wide issues which could cause the £30m cap to be reached.

Value for Money Statement

1.0 Our Mission

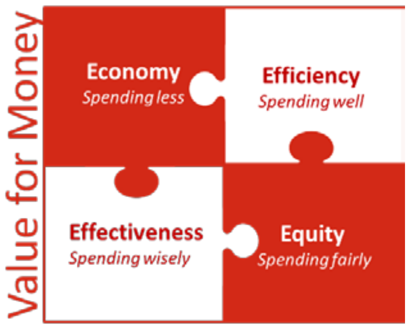
Our organisational purpose is to help families and individuals in housing need access high quality homes in Norfolk and North Suffolk.

We deliver this by:

- Providing low cost homes for rent and shared ownership
- Helping people on low incomes access quality homes
- Ensuring our homes are well managed and well maintained

Our operating environment is challenging but we remain committed to holding true to our organisational purpose. This commitment is embodied in operational decision-making in the context of delivering services that are aligned to our strategic priorities.

2.0 Our Value for Money Strategy



Value for money remains a core strand in our Corporate Strategy 2019-23 and we continue *"**to seek economy, efficiency, effectiveness and equity in all we do**"*. Delivering our purpose through our strategic priorities requires us to go beyond simply securing financial savings, to also achieve value gains in the way that we utilise our people resources and property assets to provide the best services to tenants that we can.

2.1 Our drive for value

Our operating environment requires us to balance income pressures with rising demand for social housing services. Achieving operational excellence is crucial in supporting our ambition to provide great services to our tenants whilst also building new affordable homes for rent and shared ownership.

2.1 Our drive for value (Continued)

Our programme of corporate projects is reviewed annually and aligned to delivering the Board's strategic priorities. This in turn drives the allocation of staff resources to specific improvement and performance enhancement projects.

A key part of our drive for value is to increase our economies of scale through sustainable development growth and our aspiration to develop new affordable homes subsidised by surpluses from homes for outright sale forms a key part of this strategy. We recognise that this will only yield value for money if development contracts and funding are keenly negotiated. Part of ensuring this is the case is our development appraisal process which involves looking not just at the initial financial aspects of individual developments, but also where they are located, likely future demand together with future management and maintenance costs.

Aside from growth the Group is also concerned to maximise value for money from existing operations. An efficiency log is maintained by each directorate which enables individual members of the management team to log efficiencies in terms of money or time. These efficiencies range in nature from procurement activity with third party suppliers to digital initiatives which enable us to improve capacity and time taken to provide services to our tenants. This is important to us to offset unavoidable cost increases but also to lean downwards on the significant costs which the Group incurs.

3.0 Role of the Board

The Board is committed to considering value for money in its decision-making and challenge of financial and operational performance. Board meetings and away days have provided opportunities for debate of the Business Plan and stress testing; approval of budgets; and, the scale of the development programme aligned with overall Corporate Strategy and funding requirements. Board meetings include scrutiny of the monthly financial and key operational performance indicators at each meeting as well as periodic updates on delivery against strategic objectives.

In the following tables the Group has reported its performance against the "Sector Scorecard" performance indicators agreed during the year applied to the median of the Placeshapers club of housing associations. Of the total 15 performance indicators nine are required to be published annually under the "Value for Money Standard 2018" issued by the Regulator (marked *). In addition to this we have chosen to publish three "Homes for Cathy" indicators around homelessness provision. The traffic light system below denotes quartile comparisons with the latest published Sector Scorecard results. Where performance indicators are marked "n/a" such comparators are not available or targets have not been approved at this stage.

No comparison available
Lower quartile - worse performance than median and worse than bottom quartile performance trigger
Lower median - worse performance than median but better than bottom quartile performance trigger
Upper median - better performance than median but worse than top quartile performance trigger
Upper quartile - better performance than median and better than top quartile performance trigger

Business Health	**2018 sector benchmark**	**2018 actual**	**2019 forecast**	**2019 actual**	**2020 forecast**	**2022 target**
Operating margin (overall) A	30.0%	27.4%	28.1%	26.6%	28.6%	>28%
Operating margin (social housing lettings only) B	31.9%	28.4%	25.0%	27.9%	26.9%	>25%
EBITDA (MRI) interest cover % C	209.6%	153.1%	147.7%	144.8%	156.0%	>175%

A Excludes gains on disposal of fixed assets
B Excludes income and expenditure not relating to social housing
C Earnings before interest, tax, depreciation and amortisation adding back major repair capitalised costs as a % of gross interest payable

The Group recognises that with relatively low economies of scale compared with Placeshapers members, matching operating margin and EBITDA MRI interest cover will be very challenging. We recognise that a county wide dispersion of properties impacts on our management and maintenance costs and that additional costs in the areas of tenancy support and digital development impact on our operating margin. However, we expect our operating margin to recover to a level above 28% with the increased economies of scale from new development offsetting the impact of rent reductions, the introduction of Universal Credit and lower margin open market for sale activity. It is expected that EBITDA MRI interest cover will improve with the impact of the economies of scale of the committed development programme.

Development – capacity and supply	**2018 sector benchmark**	**2018 actual**	**2019 forecast**	**2019 actual**	**2020 forecast**	**2022 target**
New supply delivered % (Social housing units) D	1.15%	0.30%	0.96%	1.22%	3.37%	>2.5%
New supply delivered % (Non-social housing units) D	n/a	0.00%	0.18%	0.12%	0.80%	>0.5%
Gearing = Net debt / Carrying value of housing properties E	42.7%	47.9%	50.0%	51.9%	52.9%	<52.5%

D As % of housing stock owned at the end of the year
E Gearing calculated as net debt (All loans net of cash held) / carrying value of housing properties

Development supply is expected to increase dramatically following the ambition of the 2019 corporate strategy and the securing of new private finance for both the Association and Broadland St Benedicts during 2018/19. It is pleasing to report that performance has improved to upper median this year and we are confident it will be upper quartile for 2020. While gearing is likely to increase marginally as a result of this, it is expected that loan covenant compliance will be achieved for the proposed duration of the development programme up to 2022 and beyond.

Outcomes delivered	**2018 sector benchmark**	**2018 actual**	**2019 forecast**	**2019 actual**	**2020 forecast**	**2022 target**
Customer satisfaction with overall service provided F	n/a	81.8%	75.0%	80.6%	75.0%	>75.0%
*Reinvestment % (in properties) G	6.3%	5.0%	6.6%	8.8%	10.8%	>6.0%
£000s invested in communities	n/a	52	119	85	94	n/a

F Based on % satisfied / total of satisfied and dissatisfied customers
G Investment in properties as a % of the value of total properties held at end of year

Our customer satisfaction has been calibrated on the basis of the definition explained above but no similar sector benchmark is available. A range of initiatives are in place to discover the responses of our tenants to services provided and to react to those responses. The reinvestment % is increasing significantly with the growing development programme but will also improve as a result of increased investment in existing properties during 2019 with further increases in 2023 in accordance with our planned component replacement programme.

Our community investment includes the employment of a Tenancy Support Trainer together with a range of tenancy awareness, support and training initiatives. It also includes grant funding from Broadland Meridian for mental health support and training in the community.

Effective Asset Management	**2018 sector benchmark**	**2018 actual**	**2019 forecast**	**2019 actual**	**2020 forecast**	**2022 target**
Return on capital employed (ROCE) H	4.10%	2.60%	2.29%	2.55%	3.05%	>3%
Occupancy (General needs only) I	99.40%	99.68%	99.3%	99.7%	99.0%	>99.0%
Ratio of responsive repairs to planned maintenance J	0.67	0.73	0.62	0.60	0.60	<0.62

H Return on capital employed calculated as operating surplus including gain on sale of fixed assets at a % total fixed assets plus current assets less current liabilities
I General needs occupancy only
J Routine maintenance of a % of planned maintenance plus major repairs expenditure plus capitalised major repairs

Return on capital employed reflects the same issues described under "Business health" above when compared with sector benchmarks. However, this performance indicator is expected to improve with increasing open market and shared ownership programmes.

Occupancy for general needs properties has remained high as a result of good letting and maintenance procedures.

The ratio of responsive repairs to planned is expected to fall as the increase in planned maintenance takes place following a period when a lower level of component replacement has been required.

Operating efficiencies	**2018 sector benchmark**	**2018 actual**	**2019 forecast**	**2019 actual**	**2020 forecast**	**2022 target**
Headline social housing cost per home	3,235	3,235	3,520	3,367	3,541	<3,700
• Management cost per home	934	905	905	965	n/a	n/a
• Service charge cost per home	331	452	452	506		
• Maintenance cost per home	990	1,086	1,085	974		
• Major repairs cost per home	722	686	686	819		
Other social housing cost per home	158	106	106	103		
Rent collected as a % of the rent due (Benchmark is for General needs only). Our figures are all tenure types combined	99.8%	101.6%	97.7%	97.7%	99.0%	>99.0%

Costs per home generally compare reasonably with sector comparisons but are distorted by the impact of additional tenancy support costs, digital development and maintenance due to the wide area coverage of houses in management. Rent collection for the prior year benefitted from the timing of housing benefit payments which has not repeated this year.

Homes for Cathy

As a member of the Homes for Cathy group of housing associations, we have committed to a pledge not to make any tenant homeless who is seeking to prevent their homelessness. We are publishing indicators in relation to this. We aim to absolutely minimise the number of evictions and only to follow this route if there is no alternative.

Homes for Cathy indices	2017 sector benchmark	2016 actual	2017 actual	2018 actual	2019 actual
Number of homeless households rehoused	n/a	75	102	n/a	n/a
Evictions – rent arrears	n/a	n/a	18	18	11
Evictions – anti-social behaviour	n/a	n/a	6	3	2

Tenancy Support

Our investment into a tenancy support team of nine staff has supported 391 people. One of the posts is funded by the European Social Fund and National Lottery Community Fund.

The work of this team has led to:

- **£322,462** in benefits that would not otherwise have been claimed;
- A reduction in rent arrears of **£45,575**, providing income to Broadland and supporting people to sustain their tenancies;
- **14** tenants into paid employment, following support over a number of months.

These figures do not reflect the value to individuals of having the right support at the right time and the knock-on impact to local communities. However, they give an illustration of the impact of Broadland's tenancy support work.

Compliance with the RSH Governance and Financial Viability Standard

As required by the Accounting Direction the Board has completed an annual self-assessment of Broadland Housing Association's compliance with the Governance and Financial Viability Standard as the only Registered Provider within the Group. As part of this review the Board have considered legal compliance through management reports on changes to legislation informed by legal circulars. Health and safety compliance has been specifically monitored through the management reporting of compliance with specific areas of legislation impacting on the business. With regular management reports on data protection we confirm compliance with new data protection legislation while continuing to improve alignment of our policies and procedures with good practice. Following this review the Board can confirm compliance with the Governance and Viability Standard with no qualifications. In addition, the board carries out a yearly self-assessment against the RSH Economic and Consumer Standards to ensure that we are compliant and that any plans for continuous improvement are documented.

Compliance with the NHF Merger Code
The Board has agreed to adopt the NHF Mergers, Group Structures and Partnerships Voluntary Code for Housing Associations to guide its approach to future opportunities.

Compliance with the NHF Code of Conduct and NHF Code of Governance
All entities within Broadland Housing Group have adopted the NHF Code of Governance and the NHF Code of Conduct. A Group-wide self-assessment of compliance with the Codes is conducted annually and reported to the Broadland Housing Association Board as parent. Broadland Housing Association, a Registered Provider with the Regulator of Social Housing and its subsidiaries, complied with all aspects of the NHF Code of Conduct during the financial year covered by these financial statements. Broadland Housing Association complied with all aspects of the NHF Code of Governance during the period in question, whilst its commercial subsidiaries complied with all material aspects of the Code applicable to them as non-Registered Providers.

Governance
BHA retains its G1 rating and remains committed to continuously reviewing and improving its governance arrangements to ensure they are fit for purpose whilst maintaining a Board with the necessary skills and experience to determine the strategic direction of the organisation. Our viability rating of V2 reflects our development of homes for outright sale which understandably carries an increased degree of risk. We believe we have the ability to manage this additional risk and our business plan stress testing incorporates scenarios which include serious changes to the housing market.

In line with the requirements of the NHF Code of Governance, alongside annual appraisal of individual Board Members, BHA also conducts an Annual Board Effectiveness Review. The review provides an opportunity for the Board to discuss collective performance, the relationship with Executive Directors, the quality of Board information, communication across group entities and many other aspects of the governance framework. This discussion identifies any actions needed which are recorded in the Governance Action Plan and monitored by the board. A key aspect of the review this year has been succession planning to maintain boards that provide constructive challenge and support to the Executive Directors. Issues arising during these discussions will be factored into recruitment campaigns to ensure boards have Non-Executive Directors able to understand the key risks to the business and ask the right questions in order to manage the significant challenges faced by the sector whilst fulfilling BHA's social objectives.

We commission an independent governance review every three years in line with the requirements of the NHF Code of Governance to provide external assurance that our governance arrangements are fit for purpose and effective. The last review was undertaken by Altair, a specialist housing consultancy, who reported their findings to the Group in January 2019. Altair's governance review concluded that:

- the governance infrastructure across Broadland Housing Group is strong;
- boards across the Group provide robust scrutiny and oversight;
- there is strong cohesiveness and shared vision cross the staff team, executive director and board members.

The review provided a small number or suggestions to further enhance existing governance arrangements. These have been recorded in our Governance Action Plan and progress on their implementation will be monitored by the Broadland Housing Board.

Whistleblowing
The Group operates a whistleblowing policy. There were no reported instances of whistleblowing in the period.

Broadland Housing Association Board
This Board is the ultimate governing body of the Group. It comprises up to eleven non-Executive Directors and the Group Chief Executive and meets approximately every eight weeks for formal business meetings. It holds Board Away Days at least annually in order for the BHA Board, and where appropriate Board Members from across the Group, to come together to discuss wider strategic issues.

Our Board Members receive remuneration to compensate them for the time they devote fulfilling their role and the valuable contribution they make. Remuneration has also helped to attract the skills that the Board requires. Members are drawn from a broad range of professional and business backgrounds to ensure there is an optimum mix of skills and expertise present on the Board. We are also keen there is a tenant voice on the Board and at the time of writing have one tenant Board Member.

Board Delegation
The Board delegates some of its responsibilities to the Group Audit and Risk Committee and the Group Remuneration and Membership Committee. These Committees have clear terms of reference and delegated authority which are set out in the Group Standing Orders and the Group Delegation Scheme. They report back to the Board regularly and, where necessary, their recommendations are fully considered and approved. These Committees are chaired by a non-executive member of the parent company Board and have a Group-wide remit. Matters which fall outside of the remit of these two Committees and need consideration outside of the formal Board meeting may be dealt with on an ad hoc basis by a Task and Finish Group comprising of both non-executive and executive directors.

Group Audit and Risk Committee
The role of this Committee is to oversee the work of both the internal and external audit function and to oversee the risk management framework and internal control framework for the Group. The Committee reviews the audited financial statements for all parts of the Group and recommends them to the relevant Board for approval. It submits an annual report on internal controls to the parent company board. Through the reports it receives, the Group Audit and Risk Committee gains comfort that the Group has appropriate systems of internal control and is able to comply with the RSH’s expectations in this area.

Group Remuneration and Membership Committee
This Committee supports the Board in the discharge of its duties relating to establishing and reviewing the remuneration package and terms and conditions of the Executive Team. The Committee also considers salary and terms & conditions for other employees as appropriate and approves applications for shareholding membership. In addition, the Group Remuneration and Membership Committee oversees the process for Board Member appraisal and makes recommendation to the Board in relation to Board Member appointments.

Going concern
The Group's business activities, its current financial position and risks likely to affect its future development, are set out within the Strategic Report within these financial statements. The Group has in place long-term debt facilities which provide adequate resources to finance both the reinvestment and development programmes to which it is committed, and the Group's day to day operations. The Group also has a long-term business plan which shows that it is able to service these debt facilities whilst continuing to comply with lenders' covenants.

On this basis, the Board has a reasonable expectation that the Group 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 of preparation for these financial statements.

Internal controls assurance
The Board acknowledges its overall responsibility, applicable to all organisations within the Group, for establishing and maintaining the system of internal control and for reviewing its effectiveness. The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing, and has been in place throughout the period commencing 1 April 2018 up to the date of approval of the report and financial statements.

Key elements of the control framework include:

- Board-approved terms of reference and delegated authority for Group Audit and Risk Committee;
- annual report to the Board from the Group Audit and Risk Committee on risk management and internal controls throughout the year;
- clearly defined management responsibilities for the identification, evaluation and control of significant risks, at an appropriate level;
- annual management assurance statements signed by each Executive Director, and members of the Senior Management Team, confirming that effective controls have operated in respect of their areas of responsibility;
- robust strategic and business planning processes, with detailed financial budgets and forecasts;
- formal recruitment, retention, training and development policies for all staff;

- established authorisation and appraisal procedures for significant new initiatives and commitments;
- a sophisticated approach to treasury management, subject to external review;
- regular reporting to the appropriate Committee on key business objectives, targets and outcomes;
- Board-approved fraud policy, covering prevention, detection and reporting, together with recoverability of assets;
- regular monitoring of loan covenants and requirements for new loan facilities.

External accreditations in place during this period include: –

- Investors in People: Silver accreditation for 2018-20
- Disability Confident: accreditation awarded November 2017
- Mindful Employer: accredited February 2017 and in place throughout this year
- Best Companies: 1 star awarded in March 2019 based on feedback pertaining to this financial year.

A Fraud Register is maintained and is reviewed by the Group Audit and Risk Committee at each meeting. A nil return was submitted to the RSH for this year, as there were no material incidents of fraud during the period.

As the provider of internal audit service to Broadland Housing Group for the period, RSM is required to provide to the BHA Board an opinion on the adequacy and effectiveness of the organisation's governance, risk management and control arrangements.

Based upon the areas reviewed, RSM's reported opinion is that *'The organisation has an adequate and effective framework for risk management, governance and internal control. However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective'*.

The Board cannot delegate ultimate responsibility for the system of internal control, but it can, and has, delegated authority to the Group Audit & Risk Committee to regularly review the effectiveness of the system of internal control. The BHA Chair receives a copy of all Group Audit and Risk Committee reports and minutes. All Group Audit & Risk Committee reports and minutes are made available electronically to BHA Board Members. The Board has received the annual review of the effectiveness of the system of internal control for the Group, and the annual report of the internal auditor.

Statement of the responsibilities of the Board for the annual report and financial statements

The Board is responsible for approving the Report of the Board of Directors, the Strategic Report, and the Financial Statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law and registered social landlord legislation require the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Group and of the financial surplus of the Group for that period, in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

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

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice (SORP): Accounting by registered social housing providers 2014 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and association will continue in business.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and the Association and enable it to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015. It is also responsible for maintaining an adequate system of control and safeguarding the assets of the Group and Association and for taking reasonable steps for the prevention and detection of fraud and other irregularities.
The Board is also responsible for ensuring that the Report of the Board of Directors is prepared in accordance with the SORP: Accounting by registered social housing providers 2014.

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

Disclosure of information to auditors
All of the current Board Members have taken all the steps that they ought to have taken to make themselves aware of any information needed by the Association’s auditors for the purposes of their audit and to establish that the auditors are aware of that information.
The directors are not aware of any relevant audit information of which the auditors are unaware.

External auditors
Following a recent tender exercise BDO LLP resigned as external auditor and RSM UK Audit LLP have been appointed in their place after resigning as internal auditors. They have expressed their willingness to continue in office and a resolution to re-appointment them will be proposed at the Annual General Meeting.

By order of the Board

Chris Ewbank
Chair
17 July 2019

Our primary purpose is to help families and individuals in housing need access high quality affordable homes in Norfolk and North Suffolk. Everything we do within the Group is connected to delivering our purpose.

In 2019 this means that we offer a range of housing options, including low-cost rented and low-cost home ownership, as we are committed to helping people on low incomes access high quality well managed and well-maintained homes.

Our overall priorities are: -

- Providing good services that meet tenants' expectations
- Managing and maintaining our properties well
- Ensuring the safety of our tenants in their homes
- Supporting our tenants and minimising the number of tenancy failures
- Involving our tenants in scrutinising our performance and shaping our priorities
- Optimising the number of new homes we build
- Helping reduce levels of homelessness in Norfolk and North Suffolk
- Reducing our operational carbon footprint and that of the properties we manage

To help us achieve these priorities we will:

- Focus on being a good employer, recruiting, retaining and developing staff who have customer focus
- Ensure that we have the right digital tools for both tenants and staff to use
- Continue to review and improve the Value for Money of our activities
- Maintain good standards of governance

Our values form a central part of our working culture and how we want to work with tenants, employees, partners and stakeholders. All members of the Broadland team, whether non-executive directors, staff or volunteers are expected to behave in ways that are consistent with our values.

Trustworthy
We will behave professionally and with integrity in a way that enables our tenants and partners to trust us

Honest
We will be open and transparent with our tenants, regulators and partners

Collaborative
We will work in equal partnerships with others to deliver our objectives

Innovative
We will be creative and imaginative in finding solutions that work for our tenants and partners, learning from successes and setbacks to deliver our objectives

Fair
We will treat our tenants and our staff fairly and with impartiality

Reliable
We will take ownership of issues and deliver against our commitments

Responsible
We will allocate our resources carefully to optimise the community benefits of our activities

This is a four-year corporate strategy, which the Board will start reviewing during financial year 2021/22 with the aim of agreeing a new rolling Corporate Strategy in the summer of 2022.

The corporate strategy will be supported by a series of target achievements and strategic performance measures intended to monitor performance against these targets. While many of these targets will be achieved from existing resources our development ambitions will involve additional funding in due course.

The achievement of our strategic objectives is closely linked to our value for money philosophy which is explained in more detail within the Value for Money section of the Report of the Board of Directors which precedes this Strategic report.

Business model
Our business model aims to use the strength of our balance sheet to grow our economies of scale through the development of new homes while maintaining the sustainability of our existing homes through efficient component replacement. We expect to cross subsidise some of the affordable homes we develop through surpluses generated from market for sale homes developed through our non-charitable subsidiary, Broadland St Benedicts.

In order to keep our growth ambitions in check the Board have approved financial risk appetite parameters as follows:

Risk appetite parameter	Proposed minimum level
Net surplus	>£0.5m per annum
EBITDA MRI* : funding costs	>110%
Capital expenditure net of grant and property sales % turnover	Rolling 3 year average <75%
Unencumbered security	Sufficient to fund 3 years of unsecured funding
No. of months until further financing required	>12 months

*Earnings (surplus) before Interest, Tax, Depreciation and Amortisation, with Major Repairs (capital spend) included.

Risk management

Our risk and assurance mapping is based on the "Three Lines of Defence Model" ***(based on Chartered Institute of Internal Auditors:*** www.iia.org.uk/resources***; model also endorsed by the IoD)***

During this year the Group has maintained its use of this assurance map, to clarify the various areas of its effective risk management.

The first line of defence – functions that own and manage risk

- Directorate operational management of risk
- Third party ownership of BHG risks, including companies undertaking new developments
- Individual Executive Directors' and Senior Management Team members' assurance statements, submitted annually
- Risk Assessment Panel meetings and decision-making

The second line of defence – functions that oversee or specialise in risk management, compliance

- Leadership Group monthly meetings to assess and score risks, and to undertake the implementation of risk management (with reference to the Corporate Strategy and KPIs) at a corporate level
- Group Audit and Risk Committee regular contact with and checking of corporate risk registers, as well as any directorate high-level risks
- Insurance to mitigate certain risks; overall retender of coverage was fully implemented in April 2018

The third line of defence – functions that provide independent assurance, above all internal audit

- Internal audit – planned annually in conjunction with the Group's Corporate Strategy and risk registers, and with current developments in the sector
- HCA: regular assessments against Governance and Viability standards

… contributing to a quality assured, risk mature organisation

Principal risks and uncertainties

Risks that may prevent the Group achieving its objectives are considered and reviewed on a monthly basis by the Executive Directors, at each meeting of the Group Audit and Risk Committee (GARC) (at least three times a year) and annually by the BHA Board. Each member of the GARC also attends the Executive Directors' monthly risk meeting at least once a year, to maintain a direct link between the GARC and the Director's risk management approach. The risks are recorded and assessed in terms of their impact and likelihood (likelihood incorporating both probability and timescale). Major risks, presenting the greatest threats to the Group, are reported, together with action taken to manage them: this includes assessments of key controls employed in working with them, and the progress and outcome of actions taken. A summary of the highest rated risks and related actions as at 31 March 2019 is given below:

Key risk	Mitigating controls and current actions
Changes to government policy relating to welfare/benefit changes, or difficulties experienced when policy changes are put into practice, resulting in increased tenancy support costs to the organisation.	BHA continues to maintain a watching brief in relation to this risk, and closely monitors further updates from MHCLG and DWP. Additionally, it has recently launched a project to develop more specific warning indicators of possible tenancy failures, to minimise the effect of this risk materialisation on individual tenants. Regular updates have been provided to Leadership Group on BHA's position in relation to anticipated changes related to the rollout of Universal Credit.
Build cost inflation resulting in unviable developments and unbudgeted maintenance costs (including those exacerbated by Brexit), leading to failure to deliver the business plan in the Corporate Strategy.	The Group continues to undertake cost / valuation exercises on individual schemes to identify any areas where the viability of developments is in doubt or may be at risk. It has recently reported to its Leadership Group on the BCIS prediction for inflation, in order to be as prepared as possible in the event that this risk event occurs. Independent consultants continue to be used to provide cost plans allowing for inflation and contingencies, and wider market trends are monitored. As well as risk mitigations around pooling risks across schemes, appraisal reviews, and increasing design being undertaken pre-contract to reduce post-contract instructions, BHA is also making good use of its procurement professionals to support it in deliver best value across new developments.
Surplus liquidity arising from capital markets activity is not used on a timely basis and cost of carry adversely impacts on the Group's net surplus	Controls involved in preventing this risk event from occurring include deferring part of capital markets issue for a period of 18 months; maximising returns from deposit counterparties; and close monitoring of development cashflows and scheme deferrals, as well as monitoring of the capital programme in existing homes. A longer-term risk mitigation strategy in the form of access to further funding is planned for 2022.

Loan covenants not met leading to breach of loan agreements resulting in: • Reduced short term liquidity • Impairment of value of fixed assets • Increase in loan interest charges.	In order to reduce the likelihood of this risk occurring, BHA continues to review its loan covenants regularly as well as monitoring its compliance and undertaking regular liaison with funding advisers. Additional liquidity is in place to assist in the event of a covenant breach. Compliance is maintained through 3-monthly reviews of cash flows by Executive Directors and the Board.
Failure to identify required changes to BBS's financial system, leading to a lack of robustness in accounting processes, and potentially resulting in failed audits.	In response to this identified risk, the Group continues to maintain additional checks on the robustness of the financial processes provided by the BBS system. These include control checks between Sage and the nominal ledger, and between Sage and the payroll analysis sheet. Sage Payroll provision is also being investigated by BHA's digital team, to determine whether it can provide better links with BBS's new HR module in order to provide relevant data to the system.
New higher government expectations on the combustibility of cladding attached to Brennan Bank resulting in increased costs to ensure the ongoing safety of residents.	Attention has continued to be focused on this risk over this year in order to ensure residents' safety and reassurance. Safety measures have included liaison with Norfolk Fire and Rescue Service, and compliance with their advice; advice to tenants regarding smoking, barbeques and candles; and the recruitment of a Fire Safety Manager in October 2018. Ongoing actions for improvement include negotiation with original builders regarding replacement cladding products and continual monitoring of this situation, resulting in agreement for removal and replacement of the cladding covering the whole block in question. Throughout, both the tenants of the building and Norwich City Council (as well as Norfolk Fire and Rescue Service) have been kept fully informed to ensure maximum possible assurance and to minimise any concerns residents may have had.
Failure to comply with Data Protection regulations resulting in data breaches, leading to adverse effects on the rights and freedoms of individual data subjects, and/or financial penalties and reputational damage to BHA.	Throughout this year BHA has significantly increased its progress towards full compliance with GDPR and DPA2018 requirements. The Data Protection Steering Group is now in full operation; it has taken on the task of populating and updating key central documents, which will enable BHA to be fully informed about its data processing data movement. BHA is close to having formal contracts or data sharing agreements in place with all third parties with which it shares data and is increasing attention on this area to make sure it is complete. There has been a small number of minor data breaches reported, none of which has been notifiable to the ICO; all of these have been reported to Group Audit and Risk Committee to ensure they have full awareness, and teams have worked with the Data Protection Officer to take steps to make sure problems do not recur. Several Subject Access Requests have also been received during this year, and all of these have been responded to within required deadlines.

Insufficient contributions to SHPS Defined Benefits / relevant qualifying pension funds, particularly as a result of implementation of auto enrolment, leading to a deficit impacting on pension payments.	In response to this risk, BHA is currently consulting with staff on the closure of its remaining defined benefit schemes for existing staff. BHA continues to liaise regularly with the Group's pension providers (SHPS), and to assess the annual SHPS revaluation of defined benefit cumulative deficits.

Financial performance and development activity during the financial year

The Group has realised a surplus for the year of £2.0m prior to exceptional adjustments for pensions (2018: £2.3m). The adjustments to pensions total £3.1m and relate primarily to the accounting for defined benefits for former members of staff. They are described in detail in note 27 to the financial statements and result in a total comprehensive loss for the year of £(1.1)m (2018 - £2.3m surplus). The development programme of new homes across Norfolk continues to grow with various partners, even where grant remains unavailable or unviable for our business model. Although turnover has risen year on year, operating costs have also risen at a proportionately higher rate leading to a reduced Group operating margin, before disposal of fixed assets, of 26.6% (2018: 27.4%).

Our financial performance and key financial performance indicators for the last five years are as follows:

Group financial and performance highlights: five-year summary

For the year ended 31 March	**2019**	**2018**	**2017**	**2016**	**2015**
Statement of Comprehensive Income	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Total turnover	29,046	26,474	27,428	28,117	26,783
Operating surplus excluding gain on disposal of fixed assets	7,729	7,250	9,090	7,687	7,677
Net interest & other charges	5,945	5,557	5,988	6,353	6,491
Surplus before tax	2,005	2,300	3,340	1,610	1,733
Statement of Financial Position					
Housing properties, gross cost less depreciation	283,484	265,385	260,172	263,906	265,123
Social housing and other grant	(122,331)	(118,805)	(117,074)	(117,686)	(118,161)
Number of properties owned:					
Rented accommodation	4,887	4,853	4,850	4,851	4,856
Low cost home ownership	153	125	125	132	126
	5,040	**4,978**	**4,975**	**4,983**	**4,982**

Key Performance Indicators	**2019**	**2018**	**2017**	**2016**	**2015**
Operating surplus as % turnover *[figures from above]*	26.6%	27.4%	33.1%	27.3%	28.7%
Rent losses *[voids and rent bad debts as % of rent and service charges receivable]*	1.6%	2.6%	1.8%	1.9%	2.2%
Rent arrears *[gross arrears as % of rent and service charges receivable]*	5.0%	4.4%	5.2%	5.5%	4.7%
Liquidity *[current assets divided by current liabilities]*	3.3	3.8	2.3	2.3	2.7
Gearing *[net debt (total loans net of cash held) divided by carrying value of housing properties]*	51.9%	47.9%	48.6%	49.6%	50.1%

Future prospects
Our forward business plan projections assume that operating margin will increase over the next two years from the development of new homes. Despite the impact of welfare reform changes we expect to improve underlying surplus performance through property sales, funding arrangements, digital initiatives and procurement efficiencies.

Approval
This Strategic Report was approved by order of the Board on 17 July 2019.

Chris Ewbank
Chair

INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF BROADLAND HOUSING ASSOCIATION

Opinion

We have audited the financial statements of Broadland Housing Association (the ‘Association’) and its subsidiaries (the ‘Group’) for the year ended 31 March 2019 which comprise the consolidation and Association statement of comprehensive income, the consolidated and Association statement of financial position, the consolidated and Association statement of changes in reserves, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including 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 Group’s and Association’s affairs as at 31 March 2019 and of the income and expenditure of the Group and the income and expenditure of the Association for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group’s or the Association’s ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information. Our opinion on the financial statements does not cover the other information and, 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

We have nothing to report in respect of the following matters where 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 of the Association; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on pages 20 and 21 the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board 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 group's and 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 intends to liquidate the group or the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

The engagement partner on the audit resulting in this independent auditor's report is Laragh Jeanroy.

Use of our report

This report is made solely to the Association's members as a body, in accordance with Part 7 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.

RSM UK Audit LLP

RSM UK Audit LLP
Statutory Auditor
Chartered Accountants
Abbotsgate House
Hollow Road
Bury St Edmunds
Suffolk
IP32 7FA

Date 23 July 2019

Broadland Housing Association

Consolidated and Association Statement of Comprehensive Income for the year ended 31 March 2019

	Note	**Group 2019 £'000**	Group 2018 £'000	**Association 2019 £'000**	Association 2018 £'000
Turnover		**29,046**	26,474	**27,588**	26,515
Operating costs		**(21,389)**	(19,239)	**(20,142)**	(19,191)
Final staircasing of shared ownership properties		**103**	154	**103**	154
Surplus on disposal of other housing properties		**115**	299	**115**	299
Non-social housing activities:– Commercial properties		**72**	15	**72**	48
Operating surplus	4	**7,947**	7,703	**7,736**	7,825
Surplus on disposal of fixed assets (non-operational)	11	**-**	-	**-**	177
Interest receivable and similar income	12	**195**	73	**341**	139
Interest and financing costs	13	**(6,140)**	(5,630)	**(6,116)**	(5,621)
Movement in Fair Value of Investment Properties	17	**-**	159	**-**	159
Movement in Fair Value of Fixed Asset Investments	18	**3**	(5)	**3**	(5)
Surplus before tax		**2,005**	2,300	**1,964**	2,674
Taxation	14	**(34)**	37	**-**	-
Surplus for the year		**1,971**	2,337	**1,964**	2,674
Actuarial losses in respect of pension schemes	27	**(1,040)**	-	**(1,040)**	-
Re-measurement of pension obligation at initial recognition	27	**(2,096)**	-	**(2,096)**	-
Total comprehensive income (loss) for the year		**(1,165)**	2,337	**(1,172)**	2,674

All activities relate to continuing operations.

The notes on pages 38 to 76 form part of these financial statements.

The financial statements on pages 33 to 76 were approved by the Board of Directors and authorised for issue on 17 July 2019.

Chris Ewbank

Chair – Chris Ewbank

Vice Chair – Jonathan Barber

Sarah Wyatt

Secretary – Sarah Wyatt

Broadland Housing Association

Consolidated and Association Statement of Financial Position at 31 March 2019

	Note	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
Fixed assets					
Tangible fixed assets – housing properties	15	**283,484**	265,385	**284,007**	265,590
Other tangible fixed assets	16	**2,183**	2,393	**2,183**	2,393
Investment properties	17	**1,190**	1,190	**1,190**	1,190
Investments in fixed assets and equities	18	**194**	157	**194**	157
		287,051	269,125	**287,574**	269,330
Current assets					
Properties held for sale	19	**7,456**	2,887	**2,335**	1,205
Trade and other debtors	20	**6,040**	2,247	**11,126**	4,089
Cash and cash equivalents		**18,762**	19,340	**18,201**	19,176
Cash held in long notice accounts		**3,000**	13,000	**3,000**	13,000
		35,258	37,474	**34,662**	37,470
Creditors: amounts falling due within one year	21	**(10,723)**	(9,937)	**(10,384)**	(9,865)
Net current assets		**24,535**	27,537	**24,278**	27,605
Total assets less current liabilities		**311,586**	296,662	**311,852**	296,935
Creditors: amounts falling due after more than one year	22	**(286,245)**	(275,700)	**(286,245)**	(275,700)
Provisions for liabilities					
Defined benefit pension liability	27	**(5,544)**	-	**(5,544)**	-
Total net assets		**19,797**	20,962	**20,063**	21,235
Reserves					
Income and expenditure reserve		**19,702**	20,867	**19,968**	21,140
Restricted reserve		**95**	95	**95**	95
Total reserves		**19,797**	20,962	**20,063**	21,235

The notes on pages 38 to 76 form part of these financial statements.

The financial statements on pages 33 to 76 were approved by the Board of Directors and authorised for issue on 17 July 2019.

Chris Ewbank

Chair – Chris Ewbank

Vice Chair – Jonathan Barber

Sarah Wyatt

Secretary – Sarah Wyatt

Broadland Housing Association

Consolidated Statement of Changes in Reserves for the year ended 31 March 2019

	Income and expenditure reserve	Restricted reserve	Total
	£'000	£'000	£'000
Balance at 1 April 2018	**20,867**	**95**	**20,962**
Surplus for the year	**1,971**	**-**	**1,971**
Other comprehensive income for the year	**(3,136)**	**-**	**(3,136)**
Balance at 31 March 2019	**19,702**	**95**	**19,797**

	Income and expenditure reserve	Restricted reserve	Total
	£'000	£'000	£'000
Balance at 1 April 2017	18,530	95	18,625
Surplus for the year	2,337	-	2,337
Other comprehensive income for the year	-	-	-
Balance at 31 March 2018	20,867	95	20,962

Broadland Housing Association

Association Statement of Changes in Reserves for the year ended 31 March 2019

	Income and expenditure reserve	Restricted reserve	Total
	£'000	£'000	£'000
Balance at 1 April 2018	**21,140**	**95**	**21,235**
Surplus for the year	**1,964**	**-**	**1,964**
Other comprehensive income for the year	**(3,136)**	**-**	**(3,136)**
Balance at 31 March 2019	**19,968**	**95**	**20,063**

The restricted reserve of £95,000 reflects property donated to the Association. The terms of the donation state that the property can only be used for social housing purposes, by the Association, and cannot be sold.

	Income and expenditure reserve	Restricted reserve	Total
	£'000	£'000	£'000
Balance at 1 April 2017	18,466	95	18,561
Surplus for the year	2,674	-	2,674
Other comprehensive income for the year	-	-	-
Balance at 31 March 2018	21,140	95	21,235

Broadland Housing Association

Consolidated Statement of Cash Flows for the year ended 31 March 2019

	2019 £'000	2018 £'000
Cash flow from operating activities		
Surplus for the year	**1,971**	2,337
Adjustments for non-cash items:		
Amortisation government grants	**(925)**	(1,004)
Depreciation & Impairment of housing properties	**4,641**	4,245
Fair Value movements	**(3)**	(154)
Depreciation of other fixed assets	**644**	678
Movement in trade and other debtors	**(1,001)**	304
Movement in trade and other creditors	**1,073**	29
Movement in properties held for sale	**(3,439)**	219
Adjustments for investing or financing activities:		
Adjustment for properties sold, part of operating activities	**1,096**	352
Purchases of other fixed assets	**(434)**	(476)
Purchase of investments	**(34)**	(4)
Interest payable	**6,140**	5,635
Interest receivable	**(195)**	(139)
Taxation	**34**	(37)
Current and past service pension costs	**156**	-
Net cash generated from operating activities	**9,724**	11,985
Cash flow from investing activities		
Purchase of tangible fixed assets	**(21,796)**	(7,067)
Capitalised improvement expenditure	**(2,677)**	(1,930)
Grants received	**1,255**	2,390
Repayment (investment) of cash in long notice accounts	**10,000**	(13,000)
Interest received	**195**	205
Cash used in investing activities	**(13,023)**	(19,402)
Cash flow from financing activities		
Interest paid	**(6,343)**	(6,318)
New secured loans	**15,000**	23,500
Repayment of borrowings	**(5,527)**	(4,726)
Pension deficit payments	**(409)**	(393)
Cash generated from / (used in) financing activities	**2,721**	12,063
Net change in cash and cash equivalents	**(578)**	4,646
Cash and cash equivalents at beginning of the year	**19,340**	14,694
Cash and cash equivalents at end of the year	**18,762**	19,340

The notes on pages 38 to 76 form part of these financial statements.

INDEX OF NOTES

General notes

Statement of Comprehensive Income (SoCI) related notes

Statement of Financial Position (SoFP) related notes

1 Legal status

The association is registered under the Cooperative and Community Benefits Societies Act 2014 and is a registered provider of social housing.

The Affordable Housing Provider (AHP) has four subsidiaries;
Broadland St Benedicts Limited - private limited company limited by shares engaged in the sale of open market homes;
Broadland Development Services - private limited company limited by shares engaged in the procurement of new homes development;
Broadland Meridian is a registered charity, limited by guarantee, providing grants to mental health and well being organisations;
Charlie's Social Enterprise CIC is a community interest company and currently not trading.

2 Accounting policies

Basis of accounting and Statement of compliance

The financial statements have been prepared in accordance with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice) which for Broadland Housing Association includes the Co-operative and Community Benefit Societies Act 2014 (and related group accounts regulations), the Housing and Regeneration Act 2008, FRS 102 "the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" the Statement of Recommended Practice (SORP) for Registered Social Housing Providers 2014, "Accounting by registered social housing providers" 2014, the Accounting Direction for Private Registered Providers of Social Housing 2015.

These financial statements are presented in Sterling (£) to the nearest £'000, and have been prepared in compliance with FRS 102. This requires the use of certain critical accounting estimates and also requires Group management to exercise judgement in applying the Group's accounting policies.

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions available in FRS 102:

- Only one reconciliation of the number of shares outstanding at the beginning and end of the period has been presented as the reconciliations for the group and the parent company would be identical;
- No cash flow statement has been presented for the parent company;
- Disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole;
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the Group as a whole.

Basis of consolidation

The consolidated financial statements present the results of Broadland Housing Association – and its subsidiaries ("the Group") as if they formed a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

2 Accounting policies *(continued)*

Basis of consolidation (continued)

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the statement of financial position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the consolidated statement of comprehensive income from the date on which control is obtained.

They are deconsolidated from the date control ceases. In accordance with the transitional exemption available in FRS 102, the group chose not to retrospectively apply the standard to business combinations that occurred before the date of transition to FRS 102 (1 January 2012).

Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Strategic report. The Group has in place long-term debt facilities which provide adequate resources to finance committed reinvestment and development programmes, along with the Group's day to day operations. The Group also has a long-term business plan which shows that it is able to service these debt facilities whilst continuing to comply with lenders' covenants.

On this basis, the Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of at least 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.

Income recognition

Income is measured at the fair value of the consideration received or receivable. The Group generates the following material income streams:

- Rental income is recognised from the point of being available to let net of any voids;
- Service charge income is recognised in the period to which it relates net of losses from voids;
- First tranche sales of Low Cost Home Ownership housing properties is recognised at the point of legal completion of the sale;
- Income from the sale of land and property is recognised at the point of legal completion of the sale;
- Revenue grant income is recognised as it falls due under the relevant contractual arrangements.

Rental income is recognised from the point when properties under development reach practical completion and are formally let while income from first tranche sales and sales of properties built for sale is recognised at the point of legal completion of the sale.

Service charges

The Group adopts the variable method for calculating and charging service charges to its tenants and leaseholders. Expenditure is recorded when a service is provided and charged to the relevant service charge account or to a sinking fund. Income is recorded based on the estimated amounts chargeable.

2 Accounting policies *(continued)*

Value Added Tax

The Group 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 to the extent that it is suffered by the Group and not recoverable from HMRC. Recoverable VAT arises from partially exempt activities and is credited to the Statement of Comprehensive Income.
Broadland Housing Association Limited, Broadland St Benedicts, Broadland Meridian, and Charlie's Social Enterprise Community Interest Company are all part of the VAT group.
Broadland Development Services Limited is independently VAT registered.

Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest rate method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument. Interest is capitalised on borrowings to finance the development of qualifying assets to the extent that it accrues in respect of the period of development it represents.

Pension costs

The association participates in The Pension Trust - Social Housing Pension Scheme (SHPS), a multi-employer pension scheme which provides benefits to non-associated participating employers. The scheme is a defined benefit scheme in the UK. The scheme is classed as a 'last man standing' arrangement. Therefore, the association 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.

For the year ended 31 March 2018, the SHPS obligation was being accounted for as a defined contribution scheme as there was not sufficient information available to identify each employer's share of assets and liabilities in the scheme. For the year ended 31 March 2019, sufficient information is available for the association in respect of SHPS to account for its obligation on a defined benefit basis.

The Association also participates in a defined contribution scheme for its employees. Contributions are charged to the income and expenditure account in the year in which they become payable.

Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement.

Tangible fixed assets - Housing Properties

Housing properties constructed or acquired (including land) are stated at cost less depreciation and impairment (where applicable).

2 Accounting policies *(continued)*

Tangible fixed assets - Housing Properties (continued)
The cost of housing land and property represents their purchase price and any directly attributable costs of acquisition which may include an appropriate amount for staff costs and other costs of managing development. Directly attributable costs of acquisition include capitalised interest calculated, on a proportional basis, using finance costs on borrowing which has been drawn in order to finance the relevant construction or acquisition. Where housing properties are in the course of construction, finance costs are only capitalised where construction is on-going and has not been interrupted or terminated.

Expenditure on major refurbishment to properties is capitalised where the works increase the net rental stream over the life of the property. An increase in the net rental stream may arise through an increase in the net rental income, a reduction in future maintenance costs, or a subsequent extension in the life of the property. All other repair and replacement expenditure is charged to the Statement of Comprehensive Income.

Mixed developments are split by tenure type, with social rented and shared ownership properties held within fixed assets and accounted for at cost less depreciation and commercial elements held as investment properties at fair value. Housing properties in the course of construction, excluding the estimated cost of the element of shared ownership properties expected to be sold in first tranche, are included in fixed assets and held at cost less any impairment, and are transferred to completed properties when ready for letting.

Depreciation of housing property
Housing land and property is split between land, structure and other major components that are expected to require replacement over time.

Assets in the course of construction are not depreciated until they are completed and ready for use to ensure that they are depreciated only in periods in which economic benefits are expected to be consumed. Land is not depreciated on account of its indefinite useful economic life.

Housing properties are split between the structure and the major components requiring periodic replacement. The cost of housing property (net of accumulated depreciation to date and impairment, where applicable) and the subsequent costs of replacement or restoration of major components are capitalised and depreciated over the useful economic lives of the assets on the following basis:

Description	Economic useful life (years)
Structure	150
Roofs	60
Kitchens	17
Bathrooms	30
Windows	30
Doors	30
Boilers	15
Heaters	30
Electrics	60
PV Tiles	25

2 Accounting policies *(continued)*

Leasehold properties are depreciated over the life of the lease or their estimated useful economic lives in the business if shorter. If the latter is the case the lease and building elements are depreciated separately over their expected useful economic lives.

Donated Land and other assets
Land and other assets donated by local authorities and other government sources are added to cost at the fair value of the land at the time of the donation. Where the land is not related to a specific development and is donated by a public body an amount equivalent to the increase in value between fair value and consideration paid is treated as a non-monetary grant and recognised in the Statement of Financial Position as a liability. Where the donation is from a non-public source the value of the donation is included as income.

Shared ownership properties and staircasing
Under low cost home ownership arrangements, the Group disposes of a long lease on low cost home ownership housing units for a share ranging between 25% and 75% of value. The Buyer has the right to purchase further proportions and up to 100% based on the market valuation of the property at the time each purchase transaction is completed.

Low cost home ownership properties are split proportionately between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classified as a current asset and any related sales proceeds are included in turnover. The remaining element, "staircasing element", is classified as property, plant & equipment and included in completed housing property at cost less any provision for impairment. Sales of subsequent tranches are treated as a part disposal of property, plant & equipment. Such staircasing sales may result in capital grant being deferred or abated and any abatement is credited in the sale account in arriving at the surplus or deficit.
For shared ownership accommodation that the Group is responsible for, it is the Group's policy to maintain them in a continuous state of sound repair. Maintenance of other shared ownership properties is the responsibility of the shared owner. Any impairment in the value of such properties is charged to the Statement of Comprehensive Income.

Tangible fixed assets – Other
Other tangible fixed assets, other than investment properties, are measured at historic cost less accumulated depreciation and any accumulated impairment losses. Historic cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the group. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

2 Accounting policies *(continued)*

Depreciation of other tangible fixed assets

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives are as follows:

Description	Economic useful life (years)
Freehold office buildings	100
Office/business equipment, fixtures and fittings	5
Motor vehicles	4
Computer equipment	4
Leasehold office	over term of lease

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within the Statement of Comprehensive Income.

Government grants through Homes England and local authorities

Grant is accounted for using the accrual model set out in FRS 102 and the Housing SORP 2014. Grant is carried as deferred income in the balance sheet and released to the income and expenditure account on a systematic basis over the useful economic lives of the asset for which it was received. In accordance with Housing SORP 2014 the useful economic life of the housing property structure has been selected (see table of useful economic lives above).

Where social housing grant (SHG) funded property is sold, the grant becomes recyclable and is transferred to a recycled capital grant fund until it is reinvested in a replacement property. If there is no requirement to recycle or repay the grant on disposal of the assets any unamortised grant remaining within creditors is released and recognised as income within the income and expenditure account.

Grants relating to revenue are recognised in income and expenditure over the same period as the expenditure to which they relate once performance related conditions have been met.

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

Recycled Capital Grant Fund

On the occurrence of certain relevant events, primarily the sale of dwellings, the RSH can direct the Association to recycle capital grants or to make repayments of the recoverable amount. The Group adopts a policy of recycling, for which a separate fund is maintained. If unused within a three-year period, it will be repayable to the RSH with interest. Any unused recycled capital grant held within the recycled capital grant fund, which it is anticipated will not be used within one year is disclosed in the balance sheet under "creditors due after more than one year". The remainder is disclosed under "creditors due within one year".

2 Accounting policies *(continued)*

Disposal Proceeds Fund

Receipts from Right to Acquire (RTA) sales prior to April 2017 are required to be retained in a ring-fenced fund that can only be used for providing replacement housing. The sales receipts less eligible expenses are credited to the Disposal Proceeds Fund. Any sales receipts less eligible expenses held within disposal proceeds fund, which it is anticipated will not be used within one year is disclosed in the balance sheet under "creditors due after more than one year". The remainder is disclosed under "creditors due within one year".

Investment properties

Investment properties consist of commercial properties and other properties not held for social benefit or for use in the business. Investment properties are measured at cost on initial recognition and subsequently carried at fair value as at the year end, with changes in fair value recognised in income and expenditure. The fair value is determined annually by a suitably qualified valuer and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided.

Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment. Where merger relief is applicable, the cost of the investment undertaking is measured at the nominal value of the shares issued together with the fair value of any additional consideration paid.

Investments in unlisted company shares, which have been classified as fixed asset investments as the Group intends to hold them on a continuing basis, are remeasured to fair (market) value at each balance sheet date, with changes in fair value recognised in income and expenditure.

Impairment of fixed assets and goodwill

The housing property portfolio for the Group is assessed for indicators of impairment at each balance sheet date. Where indicators are identified then a detailed assessment is undertaken to compare the carrying amount of assets or cash generating units for which impairment is indicated to their recoverable amounts. An option appraisal is carried out to determine the option which produces the highest net realisable value. Valuations on rental return or potential sale proceeds are obtained and used to inform the options. The Group looks at the net realisable value, under the options available, when considering the recoverable amount for the purposes of impairment assessment. The recoverable amount is taken to be the higher of the fair value less costs to sell or value in use of an asset or cash generating unit. The assessment of value in use may involve considerations of the service potential of the assets or cash generating units concerned or the present value of future cash flows derived appropriately adjusted to account for any restrictions on their use. No properties have been valued at VIU-SP.

The Group defines cash generating units as schemes except where its schemes are not sufficiently large enough in size or where it is geographically sensible to group schemes into larger cash generating units. Where the recoverable amount of an asset or cash generating unit is lower than its carrying value an impairment is recorded through a charge to income and expenditure.

2 Accounting policies *(continued)*

Properties for sale
Properties for sale consist of shared ownership, completed properties developed for outright sale and property under construction. For shared ownership properties the value held as property for sale is the estimated cost to be sold as a first tranche.

Properties for sale are stated at the lower of cost and net realisable value. Cost comprises third party costs (materials and direct labour) and direct overheads. Net realisable value is based on estimated sales proceeds after allowing for all further costs of completion and disposal.

Financial instruments
The company has elected to apply the provisions of Section11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments issues' of FRS102, in full, to all of its financial instruments.
Financial assets and Financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument, and are offset only when the company has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets
Debtors
Debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses. Where the arrangement with a trade debtor constitutes a financing transaction, the debtor is initially and subsequently measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument.

A provision for impairment of debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in the Statement of Comprehensive Income for the excess of the carrying value of the trade debtor over the present value of the future cashflows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in the Statement of Comprehensive Income.

Financial liabilities
Trade creditors
Trade creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled. Where the arrangement with a trade creditor constitutes a financing transaction, the creditor is initially and subsequently measured at the present value of future payments discounted at a market rate of interest for a similar instrument.

2 Accounting policies *(continued)*

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar charges.

Commitments to receive a loan are measured at cost less impairment.

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

Cash and cash equivalents

Cash and cash equivalents in the Group's Consolidated Statement of Financial Position consists of cash at bank, in hand, deposits and short-term investments with an original maturity of three months or less.

Leased assets: Lessee

Where assets are financed by leasing agreements that give rights approximate to ownership, i.e. the terms of the lease transfer substantially all the risks and rewards of ownership, the assets are classed as finance leases and treated as if they have been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to income and expenditure over the shorter of estimated useful economic life and the term of the lease.

Lease payments are analysed between capital and interest so that the interest element of the payment is charged to income and expenditure over the term of the lease and calculated so that it represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

All other leases are treated as operating leases. Their annual rentals are charged to income and expenditure on a straight-line basis over the term of the lease.
The group took advantage of the optional exemption available on transition to FRS 102 which allows lease incentives on leases entered into before the date of transition to the standard (1 January 2012) to continue to be charged over the period to the first market rent review rather than the term of lease. For leases entered into on or after 1 January 2012, reverse premiums and similar incentives received to enter into operating lease agreements are released to profit or loss over the term of the lease.

2 Accounting policies *(continued)*

Leasehold Sinking Funds

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

Provisions for liabilities

Provisions are recognised when the group has a present obligation as a result of a past event, it is probable that the group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the obligation at the balance sheet date.

Contingent liabilities

A contingent liability is recognised for a possible obligation, for which it is not yet confirmed that a present obligation exists that could lead to an outflow of resources; or for a present obligation that does not meet the definitions of a provision or a liability as it is not probable that an outflow of resources will be required to settle the obligation or when a sufficiently reliable estimate of the amount cannot be made.

A contingent liability exists on grant repayment which is dependent on the disposal of related property.

Reserves

The group establishes restricted reserves for specific purposes where their use is subject to external restrictions.

Prior year comparatives

There has been a requirement this year for the minor representation of some prior year comparative information in these financial statements. This has affected notes 4 and 21 only.

3 Judgements in applying accounting policies and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates which are described below:

<u>Impairment</u>

Management have exercised judgement in determining whether there are indicators of impairment of the group’s tangible fixed assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit. Management have considered the measurement basis to determine the recoverable amount of assets where there are indicators of impairment based on MV-T or depreciated replacement cost and have also considered impairment based on their assumptions to define cash or asset generating units.

3 Judgements in applying accounting policies and key sources of estimation uncertainty *(continued)*

Recoverability of properties developed for outright sale
Management makes judgements concerning the anticipated costs to complete on development schemes based on anticipated construction cost, effective rate of interest on loans during the construction period, legal and other costs. Based on the costs to complete, they then determine

the recoverability of the cost of properties developed for outright sale and/or land held for sale. This judgement is based on their best estimate of sales value based on economic conditions within the area of development.

Other key sources of estimation uncertainty

Tangible fixed assets (note 15 and 16) – Useful lives of depreciable assets
Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. For housing property assets, the assets are divided into components based on management's assessment of the properties. Individual useful economic lives are assigned to these components. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of operational factors affecting asset life cycles. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Rental and other trade receivables (debtors) (note 20) – Recoverable amount
The estimate for receivables relates to the recoverability of the balances outstanding at year end. A review is performed on an individual debtor basis to consider whether each debt is recoverable.

Allocation of costs for mixed tenure and shared ownership developments
Costs are allocated to the appropriate tenure where it is possible to specify which tenure the expense relates to. Where it is not possible to relate costs to a specific tenure costs are allocated on a floor area or unit basis depending on the appropriateness for each scheme.

4 Particulars of turnover, cost of sales, operating costs and operating surplus – Group

	Turnover 2019 £'000	Operating costs 2019 £'000	Operating surplus/ (deficit) 2019 £'000
Social housing lettings (Note 5)	**25,847**	**(18,629)**	**7,218**
Other social housing activities			
First tranche low cost home ownership sales	1,395	(1,014)	381
Supported housing management	39	(54)	(15)
Supporting people	-	-	-
Other management income	39	(18)	21
Development services	1	(426)	(425)
Other income	201	-	201
Support services	2	(26)	(24)
	27,524	**(20,167)**	**7,357**
Activities other than social housing			
Commercial properties	93	(21)	72
Open market sales	1,522	(1,222)	300
	29,139	**(21,410)**	**7,729**
Final staircasing of shared ownership properties (note 11)	146	(43)	103
Surplus on disposal of other housing properties (note 11)	314	(199)	115
	29,599	**(21,652)**	**7,947**

	Turnover 2018 £'000	Operating costs 2018 £'000	Operating surplus/ (deficit) 2018 £'000
Social housing lettings (Note 5)	**26,115**	**(18,704)**	**7,411**
Other social housing activities			
First tranche low cost home ownership sales	90	(76)	14
Supported housing management	69	(34)	35
Supporting people	63	(63)	-
Other management income	35	(19)	16
Development services*	(1)	(336)	(337)
Other income*	101	-	101
Support services	2	(27)	(25)
	26,474	**(19,259)**	**7,215**
Activities other than social housing*			
Commercial properties*	92	(44)	48
Open market sales*	-	(13)	(13)
	26,566	**(19,316)**	**7,250**
Final staircasing of shared ownership properties (note 11)	386	(232)	154
Surplus on disposal of other housing properties (note 11)	536	(237)	299
	27,488	**(19,785)**	**7,703**

**2018 comparatives have been represented to conform with the current year presentation as explained in note 2.*

4 Particulars of turnover, cost of sales, operating costs and operating surplus – Association

	Turnover 2019 £'000	Operating costs 2019 £'000	Operating surplus/ (deficit) 2019 £'000
Social housing lettings (Note 5)	**25,847**	**(18,629)**	**7,218**
Other social housing activities			
First tranche low cost home ownership sales	1,395	(1,044)	351
Supported housing management	39	(54)	(15)
Supporting people	-	-	-
Other management income	39	(18)	21
Development services	1	(397)	(396)
Other income	267	-	267
	27,588	**(20,142)**	**7,446**
Activities other than social housing – Commercial properties	**93**	**(21)**	**72**
	27,681	**(20,163)**	**7,518**
Final staircasing of shared ownership properties (note 11)	146	(43)	103
Surplus on disposal of other housing properties (note 11)	314	(199)	115
	28,141	**(20,405)**	**7,736**

	Turnover 2018 £'000	Operating costs 2018 £'000	Operating surplus/ (deficit) 2018 £'000
Social housing lettings (Note 5)	**26,115**	**(18,704)**	**7,411**
Other social housing activities			
First tranche low cost home ownership sales	90	(76)	14
Supported housing management	69	(34)	35
Supporting people	63	(63)	-
Other management income	35	(19)	16
Development services	(1)	(295)	(296)
Other income	144	-	144
	26,515	**(19,191)**	**7,324**
Activities other than social housing - Commercial properties	**92**	**(44)**	**48**
	26,607	**(19,235)**	**7,372**
Final staircasing of shared ownership properties (note 11)	386	(232)	154
Surplus on disposal of other housing properties (note 11)	536	(237)	299
	27,529	**(19,704)**	**7,825**

5 Income and expenditure from social housing lettings – Group and Association

	General needs	Supported housing & Housing for older people	Low cost home ownership	Other	Total 2019	Total 2018
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
Rent net of identifiable service charges and void losses	18,982	3,460	218	97	**22,757**	22,885
Service charge income net of void losses	820	1,327	18	-	**2,165**	2,226
Amortised government grants	738	173	5	9	**925**	1,004
Turnover from social housing lettings	**20,540**	**4,960**	**241**	**106**	**25,847**	26,115
Operating expenditure						
Management	(4,209)	(623)	(47)	(15)	**(4,894)**	(4,578)
Service charge costs	(1,270)	(1,275)	(19)	-	**(2,564)**	(2,287)
Routine maintenance	(2,953)	(450)	-	-	**(3,403)**	(3,768)
Planned maintenance	(1,162)	(371)	-	-	**(1,533)**	(1,718)
Major repairs expenditure	(848)	(627)	-	-	**(1,475)**	(1,539)
Bad debts	(102)	(18)	-	-	**(120)**	(569)
Depreciation of housing properties:						
- annual charge	(3,458)	(549)	(30)	(14)	**(4,051)**	(3,924)
- accelerated on disposal of components	(532)	(57)	-	-	**(589)**	(174)
Impairment of housing properties	-	-	-	-	**-**	(147)
Operating expenditure on social housing lettings	**(14,534)**	**(3,970)**	**(96)**	**(29)**	**(18,629)**	(18,704)
Operating surplus on social housing lettings	**6,006**	**990**	**145**	**77**	**7,218**	7,411
Void losses	**(234)**	**(38)**	**-**	**-**	**(272)**	(311)

6 Accommodation in management and development – Units of housing stock

GROUP and ASSOCIATION

	2019 Number	2018 Number
Social housing		
General needs housing:		
- social rent	3,871	3,870
- affordable rent	131	99
Intermediate rent	65	65
Supported housing	106	87
Housing for older people	599	594
Low cost home ownership / Shared ownership	153	125
Total social housing owned and managed	**4,925**	**4,840**
Accommodation managed for others	64	64
Total social housing managed	**4,989**	**4,904**
Social housing owned but managed by others	80	102
Total social housing owned or managed	**5,069**	**5,006**
Other / Non-social housing		
Leasehold managed (all managed by us for others)	14	14
Residential care home bed spaces (all owned but managed by others)	25	25
Student accommodation	-	1
Respite care homes (all owned but managed by others)	10	10
Total owned or managed	**5,118**	**5,056**
Accommodation in development at the year end	335	108

7 Operating surplus

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
The operating surplus is arrived at after charging:				
Depreciation of housing properties	**4,051**	3,924	**4,051**	3,924
Write-off of housing property components	**590**	174	**590**	174
Impairment of housing properties	**-**	147	**-**	147
Depreciation of other fixed assets	**644**	678	**644**	678
Surplus on disposal of fixed assets	**218**	453	**218**	453
Operating lease rentals:				
- motor vehicles	**401**	303	**401**	303
Auditors' remuneration (excluding VAT):				
- Fees payable to the Group's Auditors for the financial statement audit	**28**	19	**28**	19
- Audit of the accounts of subsidiaries	**13**	8	**-**	-
Total audit services	**41**	27	**28**	19
- Tax compliance services	**3**	4	**-**	4
- Tax advisory services	**6**	1	**6**	1
- Internal audit	**23**		**23**	
Total non-audit services	**9**	5	**6**	5

8 Employees

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
Staff costs (including Executive Management Team) consist of:				
Wages and salaries	**6,708**	5,830	**6,708**	5,830
Social security costs	**664**	560	**664**	560
Other pension costs	**509**	274	**509**	274
	7,881	6,664	**7,881**	6,664

The average number of employees (including Executive Management Team) expressed as full-time equivalents (calculated based on a standard working week of 37 hours) during the year was as follows:

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
Office staff	**108**	91	**108**	91
Scheme managers and operatives	**121**	94	**121**	94
	229	185	**229**	185

9 Directors' and senior executive remuneration

The directors are defined as the members of the Board of Directors, the Chief Executive and the Executive Management Team disclosed on page 3, who are also considered to be the Key Management Personnel of the Group and Association.

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
Executive directors' emoluments	**580**	573	**580**	573
Amounts paid to non-executive directors	**52**	59	**44**	50
	632	632	**624**	623

The emoluments excluding pension contributions of the highest paid director (the Chief Executive) was £144k (2018: £141k). Pension contributions of £17k (2018: £16k) were also made to a defined contribution scheme on his behalf.

2 of the directors accrued benefits under the Group's defined benefit pension scheme during the year (2018: 2).

The number of staff who received remuneration over £60,000 (including pension contributions) (including directors / Executive Management Team):

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
£60,001 - £70,000	**5**	5	**5**	5
£70,001 - £80,000	**2**	2	**2**	2
£80,001 - £90,000	**2**	-	**2**	-
£90,001 - £100,000	**-**	1	**-**	1
£100,001 - £110,000	**2**	2	**2**	2
£110,001 - £120,000	**1**	1	**1**	1
£150,001 - £160,000	**1**	1	**1**	1

10 Board Members

Board Member	Remuneration £000	Members of BHA Board	Broadland Meridian Board	Group Audit & Risk Committee	Group Remuneration & Membership Committee	Broadland St Benedicts	Broadland Development Services
BHA Non-executive directors							
Chris Ewbank	10.0	Chair			✓		
Jonathan Barber	5.5	Vice Chair		Chair	✓		
Samantha England	4.0	✓					
Dr Simon Hibberd	4.0	✓					
Kate Slack	3.0	✓					
Paul Slyfield	5.5	✓		✓	Chair		
Helen Skoyles	4.0	✓				✓	
Gavin Tempest	4.0	✓	Chair	✓			
Siobhan Trice	4.0	✓					
Other Board/Committee members							
Martin Clark (BSB)	4.0			✓		✓	
Sean Tompkins (BSB)	4.0					✓	
Michael Newey (Group CEO)		✓	Attending	Attending	Attending	Chair	Chair

11 Surplus on disposal of fixed assets - operational

GROUP and ASSOCIATION	Right to acquire 2019 £'000	Other housing properties 2019 £'000	Total 2019 £'000	Total 2018 £'000
Housing Properties:				
Disposal proceeds	150	310	**460**	1,102
Carrying value of fixed assets	(32)	(96)	**(128)**	(337)
Selling costs	(1)	(6)	**(7)**	(22)
	117	208	**325**	743
Recycled capital grant fund (note 24)	(22)	(85)	**(107)**	(290)
Total surplus on sale of fixed assets	95	123	**218**	453

Surplus on disposal of fixed assets – non-operational

ASSOCIATION	Land 2019 £'000	Land 2018 £'000
Housing Properties:		
Disposal proceeds	**-**	290
Carrying value of fixed assets	**-**	(113)
Total surplus on sale of fixed assets	**-**	177

The surplus in the prior year 2018 reflects the transfer of land in the year from Broadland Housing Association to Broadland St Benedicts. This was an intra group non-operational fixed asset sale and the proceeds were included in the Association Statement of Comprehensive Income below operating surplus.

12 Interest receivable and similar income

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
Interest receivable from deposits	**188**	66	**334**	132
Dividend income from unit trusts and shares	**7**	7	**7**	7
	195	73	**341**	139

13 Interest and financing costs

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
Loans and bank overdrafts	**6,431**	5,948	**6,407**	5,939
Defined benefit pension charge	**118**	35	**118**	35
Loan issue costs amortised	**84**	72	**84**	72
	6,633	6,055	**6,609**	6,046
Interest capitalised on construction of housing properties	**(493)**	(425)	**(493)**	(425)
	6,140	5,630	**6,116**	5,621
Capitalised interest has been calculated using a weighted average annual rate of interest:	**4.13%**	4.01%	**4.13%**	4.01%

14 Taxation on surplus on ordinary activities

The association is entitled to tax relief afforded to charitable bodies by Part 11 of the Corporation Taxes Act 2010.

GROUP

	2019 £'000	2018 £'000
Corporation tax		
Deferred tax	**34**	(37)
Current tax	**-**	-

The tax credit of £37k in 2018 relates to the recognition of deferred tax assets on losses carried forward by subsidiaries of the group, and which have subsequently been utilised in 2019.

15 Tangible fixed assets - Housing properties

GROUP

	Freehold housing properties completed £'000	Leasehold properties completed £'000	General needs under construction £'000	Shared ownership completed £'000	Shared ownership under construction £'000	Total £'000
Cost or valuation:						
At 1 April 2018	294,351	12,035	11,164	5,032	858	323,440
Reclassification of properties	-	-	(178)	-	178	-
Additions:						
- construction costs	-	-	17,098	-	5,191	22,289
- transfer to current assets – properties held for sale	-	-	-	(777)	(353)	(1,130)
- replaced components	2,588	89	-	-	-	2,677
- transfer	4,147	-	(4,147)	4,327	(4,327)	-
Disposals:						
- sales	(219)	-	-	(1,058)	-	(1,277)
- replaced components	(2,015)	(90)	-	-	-	(2,105)
At 31 March 2019	**298,852**	**12,034**	**23,937**	**7,524**	**1,547**	**343,894**
Depreciation & impairment:						
At 1 April 2018	53,474	4,202	147	232	-	58,055
Depreciation charge for the year	3,757	265	-	29	-	4,051
Impairment charge for the year	-	-	-	-	-	-
Eliminated on disposals:						
- replaced components	(1,443)	(72)	-	-	-	(1,515)
- other	(30)	-	(147)	(4)	-	(181)
At 31 March 2019	**55,758**	**4,395**	**-**	**257**	**-**	**60,410**
Net book value at 31 March 2019	**243,094**	**7,639**	**23,937**	**7,267**	**1,547**	**283,484**
Net book value at 31 March 2018	240,877	7,833	11,017	4,800	858	265,385

15 Tangible fixed assets - Housing properties

ASSOCIATION	Freehold housing properties completed £'000	Leasehold housing properties completed £'000	General needs under construction £'000	Shared ownership completed £'000	Shared ownership under construction £'000	Total £'000
Cost or valuation:						
At 1 April 2018	294,615	12,035	11,105	5,032	858	323,645
Reclassification of properties	-	-	(178)	-	178	-
Additions:						
- construction costs	-	-	17,416	-	5,191	22,607
- transfer to current assets – properties held for sale	-	-	-	(777)	(353)	(1,130)
- replaced components	2,588	89	-	-	-	2,677
- transfer	4,147	-	(4,147)	4,327	(4,327)	-
Disposals:						
- sales	(219)	-	-	(1,058)	-	(1,277)
- replaced components	(2,015)	(90)	-	-	-	(2,105)
At 31 March 2019	**299,116**	**12,034**	**24,196**	**7,524**	**1,547**	**344,417**
Depreciation & Impairment:						
At 1 April 2018	53,474	4,202	147	232	-	58,055
Depreciation charge for the year	3,757	265	-	29	-	4,051
Impairment charge for the year	-	-	-	-	-	-
Eliminated on disposals:						
- replaced components	(1,443)	(72)	-	-	-	(1,515)
- other	(30)	-	(147)	(4)	-	(181)
At 31 March 2019	**55,758**	**4,395**	**-**	**257**	**-**	**60,410**
Net book value at 31 March 2019	**243,358**	**7,639**	**24,196**	**7,267**	**1,547**	**284,007**
Net book value at 31 March 2018	241,141	7,833	10,958	4,800	858	265,590

15 Tangible fixed assets - Housing properties (continued)

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
The net book value of housing properties may be further analysed as:				
Freehold	**275,845**	257,552	**276,368**	257,757
Long leasehold	**7,450**	7,515	**7,450**	7,515
Short leasehold	**189**	318	**189**	318
	283,484	265,385	**284,007**	265,590
Interest capitalisation:				
Interest capitalised in the year	**493**	425	**493**	425
Rate used for capitalisation	**4.13%**	4.01%	**4.13%**	4.01%
Expenditure on works to existing properties:				
Works to new homes capitalised (schemes under construction)	**22,525**	10,685	**22,607**	8,940
Components capitalised	**2,677**	1,930	**2,677**	1,930
Amounts charged to income and expenditure*	**1,548**	1,655	**1,548**	1,655
	26,750	14,270	**26,832**	12,525

*Major repairs revenue, cyclical, and aids & adaptations spend on fixed assets housing properties as charged to income and expenditure.

Finance Leases

The association had no assets held under such leases at either year end.

16 Tangible fixed assets – Other

Group	**Freehold office buildings £'000**	**Leasehold office buildings £'000**	**Office and computer equipment £'000**	**Total £'000**
Cost				
At 1 April 2018	978	1,201	6,066	8,245
Additions	-	-	434	434
Disposals	-	-	(169)	(169)
At 31 March 2019	978	1,201	6,331	8,510
Depreciation				
At 1 April 2018	48	631	5,173	5,852
Charge for year	12	59	573	644
Disposals	-	-	(169)	(169)
At 31 March 2019	60	690	5,577	6,327
Net book value				
At 31 March 2019	**918**	**511**	**754**	**2,183**
At 31 March 2018	930	570	893	2,393

Association	**Freehold Office Buildings £'000**	**Leasehold Office Buildings £'000**	**Office and computer equipment £'000**	**Total £'000**
Cost				
At 1 April 2018	978	1,201	5,923	8,102
Additions	-	-	434	434
Disposals	-	-	(26)	(26)
At 31 March 2019	978	1,201	6,331	8,510
Depreciation				
At 1 April 2018	48	631	5,030	5,709
Charge for year	12	59	573	644
Disposals	-	-	(26)	(26)
At 31 March 2019	60	690	5,577	6,327
Net book value				
At 31 March 2019	**918**	**511**	**754**	**2,183**
At 31 March 2018	930	570	893	2,393

17 Investment properties

Group and Association	Commercial £'000	Total £'000
At 1 April 2018	**1,190**	1,190
Movement in fair value	**-**	-
At 31 March 2019	**1,190**	1,190

The group's investment properties are valued annually on 31 March by a suitably qualified valuer employed by the Association. These valuations reflect actual or prospective rental values capitalised on the basis of market yields for the type and location of the individual properties.

18 Investments in fixed assets, equities and subsidiaries

	31 March 2019		31 March 2018	
	Cost £'000	**Fair value £'000**	Cost £'000	Fair value £'000
Fixed asset investment: Unit trusts	**109**	**164**	105	157
Equity investment: MORhomes PLC	**30**	**30**	-	-
Total fixed asset investments	**139**	**194**	105	157

Group and Association	2019 £'000	2018 £'000
Investment revaluation reserve:		
At 1 April	**52**	57
Increase/(decrease) in value of investments	**3**	(5)
At 31 March	**55**	52

The unit trust investments relate to designated funds earmarked for improvements to a particular housing scheme owned by the Association.

The equity investment in MORhomes PLC relates to 40,000 ordinary shares held in a group borrowing vehicle for the housing sector which made its inaugural bond issue in early 2019. The Association did not participate in the inaugural issue but may consider accessing the capital markets for future borrowing through this vehicle in future.

18 Investments in fixed assets, equities and subsidiaries (continued)

Details of Subsidiary undertakings, associated undertakings and other investments

The undertakings in which the Association has or had an interest in are as follows:

Name	Country of Incorporation or registration	Proportion of voting rights / Ordinary share capital held	Nature of business	Nature of entity
Subsidiary undertakings				
Broadland St Benedicts Limited	England and Wales	100%	Development of new homes for sale	Incorporated company
Broadland Development Services limited	England and Wales	100%	Development contractor of new homes for parent company and Broadland St Benedicts	Incorporated company
Broadland Meridian	England and Wales	100%	Provides grants to organisations involved in mental health and well being	Incorporated charity
Charlie's Social Enterprise Community Interest Company*	England and Wales	100%	Dormant	Incorporated company

The shares in companies marked with an asterisk are or were indirectly owned through intermediate parent companies.

19 Properties for sale

GROUP	First tranche shared ownership 2019 £'000	Outright market sales* 2019 £'000	Total 2019 £'000	Total 2018 £'000
Work in progress	**1,064**	**5,121**	**6,185**	2,393
Completed properties	**1,271**	**-**	**1,271**	494
	2,335	**5,121**	**7,456**	2,887

*Outright market sales above includes £138k interest capitalised in the year (2018: £52k).

ASSOCIATION	First tranche shared ownership 2019 £'000	Outright market sales 2019 £'000	Total 2019 £'000	Total 2018 £'000
Work in progress	**1,064**	**-**	**1,064**	711
Completed properties	**1,271**	**-**	**1,271**	494
	2,335	**-**	**2,335**	1,205

20 Debtors

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
Due within one year				
Rent and service charges arrears receivable	**1,250**	1,115	**1,250**	1,115
Less: Provision for bad and doubtful debts – rent and service charge arrears	**(564)**	(622)	**(564)**	(622)
	686	493	**686**	493
Other debtors	**1,235**	423	**1,045**	408
Less: Provision for bad and doubtful debts – other debtors	**(199)**	(218)	**(199)**	(218)
	1,036	205	**846**	190
Prepayments and accrued income	**4,318**	1,549	**4,197**	1,506
Amounts owed by group undertakings	**-**	-	**497**	-
	6,040	2,247	**6,226**	2,189
Due after more than one year				
Amounts owed by group undertakings – Intergroup loan from Broadland Housing to Broadland St Benedict's	**-**	-	**4,900**	1,900
	6,040	2,247	**11,126**	4,089

21 Creditors: amounts falling due within one year

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
Short term debt (note 26)	**5,462**	5,462	**5,462**	5,462
Trade creditors*	**1,350**	346	**1,239**	355
Amounts owed to group undertakings	**-**	-	**997**	-
Taxation and social security	**221**	20	**221**	20
Other creditors and accruals*	**2,749**	2,873	**1,524**	2,792
Loan interest payable	**796**	708	**796**	708
Holiday accrual	**145**	119	**145**	119
Past service deficit contributions on pension liability	**-**	409	**-**	409
	10,723	9,937	**10,384**	9,865

**2018 comparatives in note 21 above have been represented to conform with the current year presentation as explained in note 2.*

22 Creditors: amounts falling due after more than one year

	Group 2019 £'000	Group 2018 £'000	Association 2019 £'000	Association 2018 £'000
Long term debt (Note 26)	**163,532**	153,975	**163,532**	153,975
Deferred capital grant (Note 23)	**122,331**	118,805	**122,331**	118,805
Recycled capital grant fund (Note 24)	**382**	607	**382**	607
Disposal proceeds fund (Note 25)	**-**	179	**-**	179
Past service deficit contributions on pension liability	**-**	2,134	**-**	2,134
	286,245	275,700	**286,245**	275,700

23 Deferred capital grant

GROUP and ASSOCIATION

	2019 £'000	2018 £'000
At 1 April	**118,805**	117,074
Grant received in the year	**4,038**	2,875
Grant recycled to/from the recycled capital grant fund & disposal proceeds fund	**413**	(140)
Released to income in the year	**(925)**	(1,004)
At 31 March	**122,331**	118,805

24 Recycled Capital Grant Fund

GROUP and ASSOCIATION
Funds pertaining to areas covered by Homes England

	2019 £'000	2018 £'000
At 1 April	**607**	317
Inputs to fund:		
- grants recycled from deferred capital grants	**107**	290
- interest accrued	**-**	-
Recycling of grant:		
- new build	**(332)**	-
At 31 March	**382**	607
Amounts 3 years or older where repayment may be required	**-**	-

25 Disposal Proceeds Fund

GROUP and ASSOCIATION
Funds pertaining to areas covered by Homes England

	2019 £'000	2018 £'000
At 1 April	**179**	179
Inputs to fund:		
- funds recycled from deferred capital grants	**-**	-
Use / allocation of funds:		
- new build development	**(179)**	-
- other		
At 31 March	**-**	179
Amounts 3 years or older where repayment may be required	**-**	-

26 Debt analysis

Loans and Borrowings

GROUP and ASSOCIATION

	2019 £'000	2018 £'000
In one year or less	**5,545**	5,546
Less: issue costs	**(83)**	(84)
Short term loans	**5,462**	5,462
In more than one year but not more than two years	**5,352**	5,537
In more than two years but not more than five years	**18,578**	17,236
In more than five years	**140,809**	132,470
Less: issue costs	**(1,207)**	(1,268)
Long term liabilities	**163,532**	153,975
Total Liabilities	**168,994**	159,437

Security
Loans are secured by specific charges on various housing properties of the group.

Terms of repayment and interest rates
The loans bear interest at fixed rates ranging from 3.64% to 10.54% or at variable rates calculated at a margin above the London Inter Bank Offer Rate.

At 31 March 2019 the group had undrawn secured loan facilities from a bank in respect of a revolving credit facility of £15m (2018: £15m), and from a new capital markets private placement of £15m (2018: £30m).

27 Pensions

Social Housing Pension Scheme (SHPS) - Group
The association participates in The Pension Trust - Social Housing Pension Scheme (SHPS), a multi-employer pension scheme which provides benefits to non-associated participating employers. The scheme is a defined benefit scheme in the UK. The scheme is classed as a ‘last man standing’ arrangement. Therefore, the association 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.

For the year ended 31 March 2018, the SHPS obligation was being accounted for as a defined contribution scheme as there was not sufficient information available to identify each employer’s share of assets and liabilities in the scheme.

27 Pensions (continued)

Therefore, for 31 March 2018, the contributions payable from the association to the SHPS under the terms of its funding agreement for past deficits was recognised as a liability within other creditors in the association's financial statements. The net present value of £2,543k was recognised within creditors for this contractual obligation for the year ended 31 March 2018.

For the year ended 31 March 2019, sufficient information is available for the association in respect of SHPS to account for its obligation on a defined benefit basis. The most recent formal actuarial valuation was completed as at 30 September 2017 and rolled forward, allowing for the different financial assumptions required under FRS 102, to 31 March 2019 by a qualified independent actuary.

Under the defined benefit pension accounting approach, the SHPS net deficit as at 1 April 2018 is £4,700k and £5,544k as at 31 March 2019.

The proposals set out in FRED 71 requires the difference on transition from defined contribution accounting to defined benefit accounting to be presented separately in other comprehensive income. The change on transition has resulted in a final re-measurement difference of £2,096k which has been recognised at the relevant data of application, 1 April 2018, in other comprehensive income.

PRESENT VALUES OF DEFINED BENEFIT OBLIGATION, FAIR VALUE OF ASSETS AND DEFINED BENEFIT ASSET (LIABILITY)

	31 March 2019 (£000s)	**31 March 2018 (£000s)**
Fair value of plan assets	14,622	13,684
Present value of defined benefit obligation	20,166	18,384
Surplus (deficit) in plan	(5,544)	(4,700)
Unrecognised surplus	-	-
Defined benefit asset (liability) to be recognised	(5,544)	(4,700)
Deferred tax	-	-
Net defined benefit asset (liability) to be recognised	(5,544)	(4,700)

27 Pensions (continued)

RECONCILIATION OF THE IMPACT OF THE ASSET CEILING

	Period ended 31 March 2019 (£000s)
Impact of asset ceiling at start of period	-
Effect of the asset ceiling included in net interest cost	-
Actuarial losses (gains) on asset ceiling	-
Impact of asset ceiling at end of period	-

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE DEFINED BENEFIT OBLIGATION

	Period ended 31 March 2019 (£000s)
Defined benefit obligation at start of period	18,384
Current service cost	156
Expenses	16
Interest expense	477
Contributions by plan participants	117
Actuarial losses (gains) due to scheme experience	(213)
Actuarial losses (gains) due to changes in demographic assumptions	56
Actuarial losses (gains) due to changes in financial assumptions	1,507
Benefits paid and expenses	(334)
Liabilities acquired in a business combination	-
Liabilities extinguished on settlements	-
Losses (gains) on curtailments	-
Losses (gains) due to benefit changes	-
Exchange rate changes	-
Defined benefit obligation at end of period	20,166

27 Pensions (continued)

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE FAIR VALUE OF PLAN ASSETS

	Year ended 31 March 2019 (£000s)
Fair value of plan assets at start of period	13,684
Interest income	359
Experience on plan assets (excluding amounts included in interest income) - gain (loss)	310
Contributions by the employer	486
Contributions by plan participants	117
Benefits paid and expenses	(334)
Assets acquired in a business combination	-
Assets distributed on settlements	-
Exchange rate changes	-
Fair value of plan assets at end of period	14,622

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2019 was £669,000.

DEFINED BENEFIT COSTS RECOGNISED IN STATEMENT OF COMPREHENSIVE INCOME (SOCI)

	Year from 31 March 2018 to 31 March 2019 (£000s)
Current service cost	156
Expenses	16
Net interest expense	118
Losses (gains) on business combinations	-
Losses (gains) on settlements	-
Losses (gains) on curtailments	-
Losses (gains) due to benefit changes	-
Defined benefit costs recognised in statement of comprehensive income (SoCI)	290

27 Pensions (continued)

DEFINED BENEFIT COSTS RECOGNISED IN OTHER COMPREHENSIVE INCOME

	Year ended 31 March 2019 (£000s)
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)	310
Experience gains and losses arising on the plan liabilities - gain (loss)	213
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain (loss)	(56)
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain (loss)	(1,507)
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	(1,040)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) - gain (loss)	-
Total amount recognised in other comprehensive income - gain (loss)	(1,040)

ASSETS	**31 March 2019 (£000s)**	**31 March 2018 (£000s)**
Global Equity	2,460	2,703
Absolute Return	1,265	1,671
Distressed Opportunities	266	132
Credit Relative Value	268	-
Alternative Risk Premia	843	519
Fund of Hedge Funds	66	451
Emerging Markets Debt	504	552
Risk Sharing	442	127
Insurance-Linked Securities	419	359
Property	329	630
Infrastructure	767	351
Private Debt	196	122
Corporate Bond Fund	682	562
Long Lease Property	215	-
Secured Income	524	507
Over 15 Year Gilts	-	-
Liability Driven Investment	5,348	4,985
Net Current Assets	28	13
Total assets	14,622	13,684

None of the fair values of the assets shown above include any direct investments in the employer’s own financial instruments or any property occupied by, or other assets used by, the employer.

27 Pensions (continued)

KEY ASSUMPTIONS

	31 March 2019 % per annum	31 March 2018 % per annum
Discount Rate	2.35%	2.60%
Inflation (RPI)	3.25%	3.14%
Inflation (CPI)	2.25%	2.14%
Salary Growth	3.25%	3.14%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2019 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2019	21.8
Female retiring in 2019	23.5
Male retiring in 2039	23.2
Female retiring in 2039	24.7

28 Share capital

	2019 £	2018 £
At 1 April	**382**	362
Shares issued in the year	**7**	20
At 31 March	**389**	382

The share capital of the association consists of shares with a nominal value of £1 each, which carry no rights to dividends or other income. Shares in issue are not capable of being repaid or transferred. When a shareholder ceases to be a member that share is cancelled and the amount paid thereon becomes the property of the association. Therefore, all shareholdings relate to non-equity interests.

29 Operating leases

The Group and the Association had minimum lease payments including VAT under non-cancellable operating leases for motor vehicles and office equipment as set out below

GROUP and ASSOCIATION

	2019 £'000	2018 £'000
Not later than one year	**414**	330
Later than one year and not later than five years	**215**	334
Total	**629**	664

30 Capital commitments

GROUP

	2019 £'000	2018 £'000
Commitments contracted but not provided for:		
Development	**37,945**	22,061
Commitments approved by the Board but not contracted for:		
Development	**20,982**	59,625
	58,927	81,686

Capital commitments for the Group will be funded as follows:

GROUP

	2019 £'000	2018 £'000
Cash	**18,523**	19,340
Cash held in long notice accounts	**3,000**	13,000
Revolving credit facility	**15,000**	15,000
Capital markets private placement facility	**15,000**	30,000
Anticipated grant on contracted commitments	**5,486**	859
Anticipated grant on uncontracted commitments	**135**	5,258
	57,145	83,457

As per the above table, future capital commitments will be funded through existing cash resources, a revolving credit facility, the remaining undrawn balance from a capital markets private placement, and anticipated development grant. Additional funding requirement for commitments approved by the Board but not contracted for will be sought in 2020.

31 Related parties

The Board and committees had two tenant members who held tenancy agreements on normal terms during the year. The Association's rules prohibit tenant Board and Committees Members from using their position to their advantage. For the year to 31 March 2019 the total rent due from these tenant Board members was £12,534 (2018: £13,987). Total rent paid was £12,673 (2018: £14,935). No arrears were outstanding at the end of the current or prior years.

In accordance with the requirements of the Accounting Direction for Private Registered Providers of Social Housing 2015 the following transactions and balances are disclosed which have occurred between the Association and other non-housing regulated group entities:

- At 31 March 2019 the sum of £5,275k (2018: £1,900k) was due from Broadland St Benedict's Limited and as such was included as a debtor within the Association accounts (note 20) and a creditor within the accounts of Broadland St Benedict's Limited. This amount includes £4,900k (2018: £1,900k) in relation to the inter-group loan which has seen £3,000k of drawdowns in the year by Broadland St Benedict's Limited;
- As well as the loan amounts mentioned above there have been other charges in the year for loan interest and housing related services totalling £184k (2018: £86k);
- At 31 March 2019 the sum of £4k (2018: £nil) was payable to Broadland St Benedict's Limited and as such was included as a creditor within the Association accounts (note 21) and a debtor within the accounts of Broadland St Benedict's Limited;
- At 31 March 2019 the net sum of £122k (2018: £nil) was due from Broadland Development Services Ltd and as such was included as a debtor within the Association accounts (note 20) and a creditor within the accounts of Broadland Development Services Ltd;
- There have been charges in the year for housing related services totalling £364k (2018: £257k).
- At 31 March 2019 the sum of £993k (2018: £nil) was payable to Broadland Development Services Ltd and as such was included as a creditor within the Association accounts (note 21) and a debtor within the accounts of Broadland Development Services Ltd;
- This creditor in the accounts of the Association has arisen due to charges in the year of £19,914k (2018: £4,299k) from Broadland Development Services Ltd for the provision of new build housing.

32 Post balance sheet events

There are no significant post balance sheet events likely to materially impact on these financial statements.

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