Charity Registered Number 269158

London Cyrenians Housing Limited Report and financial statements for the year ended 31 MARCH 2017

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LEGAL AND ADMINISTRATIVE DETAILS

STATUS	Company limited by guarantee without share capital and registered as a charity
REGISTERED OFFICE	Carlyle House 235-237 Vauxhall Bridge Road London SW1V 1EJ
HONORARY OFFICERS	Stephen Bashorun (Chair) Michael Driver (Chair of Finance C'tte) James McNicholas (Secretary)
BANKERS	Barclays Bank plc Level 27 1 Churchill Place Canary Wharf London E14 5HP
AUDITOR	Nexia Smith & Williamson 25 Moorgate London EC2R 6AY
ACCOUNTANTS & FINANCIAL ADVISERS	Smith & Williamson LLP 25 Moorgate London EC2R 6AY
SOLICITORS	Trowers & Hamlins Fiona Campbell Oliver Fisher
COMPANY REGISTERED NUMBER	1197478
CHARITY REGISTERED NUMBER	269158
REGISTERED PROVIDER OF SOCIAL HOUSING NUMBER	LH4377

REPORT OF THE BOARD OF TRUSTEES AND STATEGIC REPORT for the year ended 31 MARCH 2017

The Board of Trustees presents its report and accounts for the year ended 31 March 2017. The Income and Expenditure Account, Statement of Financial Position, Statement of Changes in Equity and Reserves, and Statement of Cash Flows are included later in this report.

Activities

The principal activity of the Company is the provision of housing and support to single vulnerable people with a range of challenging and complex needs.

Public Benefit

In setting our objectives and planning our activities we have given careful consideration to the Charity Commission's general guidance on public benefit. All our activities are undertaken in furtherance of our charitable purposes which are for the public benefit as described above.

Review of Affairs

Cyrenians continued developing the organisation during the year in accordance with our business plans and in partnership with our customers, families, support networks and commissioners. There were a number of notable achievements during this period including:

- The commissioning of new state-of-the-art learning disability flats in south-east London which opened in the autumn. The service is now completely operational and the customers are benefiting from the full range of facilities available.
- A new facility is being opened in Westminster in a fully refurbished building which will offer a medium to high housing support service.

Our property investment programme was maintained during the period reflecting our commitment to creating environments which are conducive to customer wellbeing, safety and recovery. All new services are modelled with the customers needs in mind and these requirements are carried through to the design and planning of the buildings.

Wherever feasible we have used the latest technology to improve the delivery of our services and frequently ask customers for feedback on our upgrades which is usually positive.

Our growth path and developments closely follow the aims and objectives in our strategic plan and we are proud to be consistently ranked amongst the best providers in our sector.

We carefully monitor the efficacy and quality of the services that we offer to make sure that they are effective and relevant to the needs of our customers. We are constantly seeking innovative solutions to improve the outcomes for our customers. For example, we are evaluating:

- The impact of assistive technology on recovery and independence
- The effectiveness of different types of staff training on customer outcomes

REPORT OF THE BOARD OF TRUSTEES AND STATEGIC REPORT for the year ended 31 MARCH 2017 (continued)

We would like to take this opportunity to thank our customers and staff for their commitment and dedication, our Commissioners for their ongoing support and constructive feedback and our Board for their guidance and forward thinking.

Risks and uncertainties in the immediate future and the system of risk management in place

In common with the whole of the supported housing sector, the principal risks facing the organisation are as follow:

- 1. The continuing reduction in the value of support contracts.
- The imminent introduction of the Universal Credit benefit system and the potential threat to the Company's "exempt" status for housing benefit purpose.
- 3. The projected increase in the National Minimum Wage.
- 4. The difficulty in recruiting skilled and able support staff.

The Company operates a formal risk management system for assessing business risks utilising appropriate risk management strategies. As part of Cyrenians' business planning process, the Board:

- Reviews and updates the risk management process and undertakes assessments of policies and procedures. These assessments include reviewing the types of risk Cyrenians faces, prioritising risks in terms of potential impact and likelihood of occurrence, and identifying the measures for mitigating the risks.
- Maintains appropriate insurance cover.
- Satisfies themselves that Cyrenians' internal controls comply in all material respects with best practice and provide a sound basis for managing our affairs.

Financial performance indicators

The Company's key financial performance indicators are occupancy, staff turnover and arrears. Performance against these for 2016/17 were as follows:

Occupancy	96%
Staff turnover	22.5% (sector turnover is in the range 25%-30%)
Arrears	5.8%

Disabled persons

Fair consideration is given to disabled applicants who seek employment with the Company. The Company will also provide training and other support to members of staff who become disabled during their employment.

Employee information

Employees are provided with regular bulletins about the organisation's activities and development plans. Employees also receive briefings through formal and informal Company meetings, supervisions, appraisals, and ad hoc meetings and events. The Company values the views of its employees which it collects and reviews on a regular basis.

REPORT OF THE BOARD OF TRUSTEES AND STATEGIC REPORT for the year ended 31 MARCH 2017 (continued)

Value for money

Cyrenians has created a framework for delivering best value using the following mechanisms.

- Fixed assets: aiming to improve the quality and quantity of the stock of fixed assets by investing in new assets and improving the quality of existing ones.
- Purchases of goods and services: seeking better value from suppliers by tendering for services on a regular basis, using goods and services more efficiently and eliminating waste.
- Reduce rent arrears as a percentage of total charges.
- Continuing to reduce the number of void units and reinvesting the savings in service improvements.
- Customers satisfaction: regularly conducting tenants' satisfaction surveys to ensure that services are meeting customers' requirements.

Cyrenians will continue to develop, monitor and measure the above processes to ensure that the organisation's commitment to best value is sustained within a framework of high quality service delivery.

Level of Reserves

In line with best practice Cyrenians seeks to maintain unrestricted reserves and working capital at a level that is prudent and sufficient to ensure that the Company's current and planned future activities can be operated effectively and to enable any unexpected financial interruption to be satisfactorily managed. No more than 10% of income in any one year is used to increase an unrestricted reserve which is a funder requirement. To satisfy these policy objectives Cyrenians aims to maintain its designated and general reserves at a level equivalent to the proportion of projected income which equates to the usual notice period in our operational contracts.

The Board of Trustees (directors and trustees of the company) are appointed following: an open recruitment process; meetings with senior members of staff; attendance as observers at three board meetings; and an interview with the Cyrenians Chair: all these steps are in accordance with Cyrenians' written procedures. The following served during the period:

S. Bashorun	H. Maxwell
R. Bowman (resigned 16.11.16)	S. Morris (resigned 09.03.17)
A. Diggle	Dr B. Punukollu
M. Driver	L. Semmens
C. Makin	C. Thompson
E. Marron (resigned 21.11.16)	Dr B. Thomas (appointed 24.03.17)

All members of the Board are members of the Company and guarantee to contribute to the assets of the Company, in the event of it being wound up, such amounts as may be required not exceeding ± 1 . The number of guarantees at 31 March 2017 was nine (2016 – 11).

REPORT OF THE BOARD OF TRUSTEES AND STRAGETIC REPORT for the year ended 31 MARCH 2017 (continued)

Members of the Board have no beneficial interest in the Company and are not remunerated. They are indemnified by the Company against legal action arising in the course of their duties.

DIRECTORS' RESPONSIBILITIES STATEMENT

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

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

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

The Board are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company, and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015. They are also responsible for safeguarding the assets of the Company, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

A resolution to re-appoint Nexia Smith & Williamson LLP as auditor to the Company will be submitted to the Annual General Meeting in September 2017.

This report was approved by the Board of Trustees on 27 July 2017 and signed on its behalf by:

Stephen Bashorun Chair

Smith & Williamson

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LONDON CYRENIANS HOUSING LIMITED

We have audited the financial statements of London Cyrenians Housing Limited for the year ended 31 March 2017 which comprise the Income and Expenditure account, the Balance Sheet, the Statement of Cash Flows, the Statement of Changes in Equity and the related notes 1 to 17. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company'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 company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As explained more fully in the Directors' Responsibilities Statement set out on page 6, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of the company's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered providers Social Housing 2015.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LONDON CYRENIANS HOUSING LIMITED (continued)

Opinion on other matter prescribed by the Companies Act 2006

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

- the information given in the Report of the Board of Trustee and Strategic Report for the financial year for which the financial statements are prepared is consistent with these financial statements; and
- the Report of the Board of Trustees and Strategic Report has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have identified no material misstatement in the Report of the Board of Trustees and Strategic Report.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Nexis South & Hilliamon

Jonathan Pryor Senior Statutory Auditor, for and on behalf of **Nexia Smith & Williamson** Statutory Auditor Chartered Accountants

25 Moorgate London EC2R 6AY Date: 8 August 2017

	Note	2017	2016 (restated)
Turnover	3	£ 11,654,398	£ 11,687,305
Operating expenditure		(11,685,232)	(11,401,710)
Operating (deficit)/surplus	3	(30,834)	285,595
Interest receivable and similar income	7	104,750	121,547
Gain/(loss) in on fair value of investment	16	33,872	(15,867)
Surplus for the financial year		107,788	391,275

INCOME AND EXPENDITURE ACCOUNT for the year ended 31 March 2017

The financial statements were approved by the Board of Trustees on 27 July 2017 and were signed on its behalf by:

inner.

Michael Driver, Chair of Finance Committee

Stephen Bashorun, Chair

Registered number 1197478 England and Wales

The notes on pages 14 to 23 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION as at 31 March 2017

	Notes	2017	2016
Fixed assets		£	(restated) £
Tangible assets – housing properties	8	10,744,918	11,401,092
-		_10,744,918	11,401,092
Current assets Debtors Financial assets Cash at bank and in hand	9 16 10	555,393 290,544 7,275,976	255,240 274,774 8,024,828
Creditors : amounts falling due in less than one year	11	<u>8,121,913</u> (5,718,898)	8,554,842 (6,537,042)
Net current assets		2,403,015	2,017,800
Total assets less current liabilities		13,147,933	13,418,892
Creditors: amounts falling due in more than one year	11	(964,568)	(797,527)
Provisions for liabilities	12	(4,350,743)	(4,896,531)
Net assets		7,832,622	7,724,834
Capital and reserves Designated reserves General reserves	13	1,420,195 6,412,427 7,832,622	1,420,195 6,304,639 7,724,834

The financial statements were approved by the Board of Trustees on 27 July 2017 and were signed on its behalf by:

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Michael Driver, Chair of Finance Committee

Stephen Bashorun, Chair

Registered number 1197478 England and Wales

The notes on pages 14 to 23 form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY AND RESERVES FOR THE YEAR ENDED 31 MARCH 2017

	Notes	Designated Reserves £	General Reserves £	Total Reserves £
At 1 April 2015(restated)		1,420,195	5,913,364	7,333,559
Total Comprehensive Income		-	391,275	391,275
Transfers between reserves		-	-	-
At 31 March 2016(restated)	-	1,420,195	6,304,639	7,724,834
Total Comprehensive Income Transfers between		-	107,788	107,788
reserves		-	-	-
At 31 March 2017	_	1,420,195	6,412,427	7,832,622

The notes on pages 14 to 23 form part of these financial statements.

In these financial statements, the Company has made adjustment to the accounts for a prior period miscalculation. The miscalculation relates to the cost of housing properties which was stated without separation of the cost element of land. The required adjustments have been processed so as to separate the land element from the rest of the building.

This has resulted in adjustments to the accumulated depreciation charge from the date of acquisition on the basis that land is not depreciated. Correction to errors to 1 April 2015 has been posted to reserves. General reserves brought forward increased by £1,196,498 from £4,716,886 to £5,913,364, while housing properties accumulated depreciation reduced by the same amount from £3,629,892 to £2,433,395. £4,016,080 was also reallocated between building and land within housing properties.

In 2016, the depreciation charge was reduced by £295,057 to £613,241. As a result 2015 brought forward adjustment and 2016 charge, accumulated depreciation at 31 March 2016 was therefore restated to £3,043,058 from £4,535,063 and reserve from £4,813,034 to £6,304,639. £798,197 of cost was also reallocated between buildings and land within housing properties.

STATEMENT OF CASH FLOWS for the year ended 31 March 2017

	Notes	2017 £	2016 £
Net cash (used in)/ generated from operating activities	А	(871,704)	1,423,099
Investing activities Interest received Purchases of tangible assets Proceeds from disposal of investments		104,750 - 18,102	121,547 (2,394,560)
Net cash generated from/ (used in) investing activities		122,852	(2,273,013)
Financing activities Interest paid		-	· -
Net cash generated from/(used in) financing activities			-
Net decrease in cash and cash equivalents		(748,852)	(849,914)
Cash and cash equivalents at beginning of the year		8,024,828	8,874,742
Cash and cash equivalents at end of year	В	7,275,976	8,024,828

The notes on pages 14 to 23 form part of these financial statements.

NOTES TO THE STATEMENT OF CASH FLOWS for the year ended 31 MARCH 2017

A RECONCILIATION OF OPERATING SURPLUS TO NET CASH (USED IN)/GENERATED FROM OPERATING ACTIVITIES

	2017 £	2016 £
Operating (deficit)/surplus for the year Depreciation charge on tangible fixed assets (Increase)/decrease in debtors (Decrease)/increase in creditors Decrease in provisions	(30,834) 656,174 (300,153) (651,103) (545,788)	285,595 613,241 190,673 679,071 (345,481)
Net cash (used in)/generated from operating activities	(871,704)	1,423,099

B Cash and cash equivalents

	At 1 April 2016 £	Cash flow £	At 31 March 2017 £
Cash at bank and in hand	8,024,828	(748,852)	7,275,976
Net funds	8,024,828	(748,852)	7,275,976

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

1 Accounting policies

The principal accounting policies are summarised below.

Basis of preparation

London Cyrenians Housing Limited is a company limited by guarantee without share capital and registered as a charity, incorporated in England and Wales. The address of the registered office is Carlyle House, 235-237 Vauxhall Bridge Road, London, SW1V 1EJ.

The financial statements are prepared in accordance with applicable accounting standards and with the Statement of Recommended Practice, Accounting by registered social housing providers 2014, ("the SORP") issued by the National Housing Federation. The financial statements also comply with the Accounting Direction for private registered providers of social housing 2015 ("the Direction").

These financial statements are prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". The financial statements have been prepared under the historical cost convention.

Going concern

The Board have prepared these financial statements on a going concern basis. This follows a review of expected future cash flows taking into account the timing of expected income and expenditure. Based on that review, the Board consider that all of the company's liabilities will be met at or before the point they fall due.

Turnover

Charges to residents and income from investments are included in the Income and Expenditure account in the year in which they are receivable.

Voluntary income is received by way of donation and gifts and is included in full in the Income and Expenditure account when received unless it is provided for a specific purpose in which case it is recognised in the Income and Expenditure account in the relevant period.

Revenue grants including Supporting People are credited to the Income and Expenditure account in the period to which they relate.

Legacies are recognised at the date on which the solicitors acting for the estate confirm that an amount will be payable.

Fixed assets and depreciation

The capital cost of housing properties includes the purchase price and alteration works but not associated professional fees which are written off as incurred. Housing properties are stated at cost less accumulated depreciation and any recognised impairment losses.

Fixed assets are depreciated at varying rates in order to write off the cost less estimated residual value of the assets over their useful lives. The useful lives are estimated as follows:

Property	13 years
Motor vehicles	3 years

The land element of property is not depreciated.

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

1 Accounting policies (continued)

Impairment of housing properties

At each statement of financial position date, housing schemes are assessed to determine if there are indicators that the property may be impaired in value; if there are such indicators of impairment, then a comparison of the property's carrying value is compared to its recoverable amount is undertaken. Any excess over the recoverable amount is recognised as an impairment loss and charged as expenditure in the Income and Expenditure account; the carrying value is reduced appropriately.

The recoverable amount of a scheme is the higher of its fair value less costs to sell and its value in use. Value in use for housing schemes which are able to be let in their current condition and which are fulfilling the social purpose for which they were acquired is based on the depreciated replacement cost of the asset. For other schemes, value in use is defined as the net present value of the future cash flows before interest generated from the scheme.

When an impairment loss is subsequently reversed, the carrying amount of the scheme is increased to the revised estimate of its recoverable amount, but only to the extent that the revised carrying amount does not exceed the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognised in prior periods. A reversal of an impairment loss is recognised in the Income and Expenditure account.

Other grants

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

Value added tax

The Company is not registered for VAT purposes and expenditure is shown gross of any value added tax.

Pension costs

The Company contributes to certain employees' personal pension plans on a defined contribution basis. Contributions are also made to the pension scheme of certain employees in accordance with their rights under TUPE. The pension cost charge represents the contributions payable under the scheme by the Company to the fund. The Company has no liability under the scheme other than for the payment of those contributions.

Contributions to defined contribution pension schemes are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme. Differences between contributions payable in the year and those actually paid are shown as either accruals or prepayments in the Statement of Financial Position.

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

1 Accounting policies (continued)

Designations

Designated reserves are unrestricted reserves earmarked by the Council for particular purposes. The designations are as follows:

New developments: to ensure that Cyrenians is in a position to bid for and provide new schemes and services to vulnerable people.

Innovation and service improvements: resources to develop and implement pioneering new services and approaches to service delivery.

Partnerships and alliances: funds for developing collaborations with relevant organisations.

Furniture and equipment replacements: fund for renewing contents of customers'

General reserve

This reserve relates to the cumulative retained earnings.

Financial instruments

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

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

Investments are recognised at their fair value with movements going to the Income and Expenditure account.

Cash and cash equivalents

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

Employee benefits

Short term employee benefits such as holiday pay are accrued as services are rendered.

Operating leases

Rentals payable under operating leases are charged to Income and Expenditure on a straight line basis over the lease term.

The aggregate benefits of any lease incentive are recognised as a reduction in expenses recognised over the term of the lease.

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

2 Key sources of estimation uncertainty and judgements

The preparation of Financial Statements requires the use of estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenses for the year. Although these estimates and associated assumptions are based on historical experience and the management's best knowledge of current events and actions, the actual results may ultimately differ from those estimates. The estimates and underlying assumptions are reviewed on an on-going basis.

Key sources of estimation uncertainty

The estimates and assumptions which have the most significant effect on amounts recognised in the financial statements are discussed below:

Useful lives of company properties

The depreciation applied by the Company to its owned properties takes into account the age and condition of the properties as well as the intensive utilisation sustained by the assets due to the nature of the services and client group of the Company.

Income

Income is recognised in the period to which it relates. Allowance is made for refunds of any income where it is considered probable that repayment will be required.

Dilapidations provision

The Company makes provision for dilapidations to its owned, leased and managed properties. The provision takes account of contractual responsibilities, health and safety obligations and any other relevant regulatory requirements.

3	Operating (deficit)/surplus	2017	2016
	Is stated after charging:	£	£
	Depreciation	656,174	613,241
	Auditor's remuneration – audit services	15,000	15,000
	Social housing income and expenditure	2017 £	2016 £
	Rental receivable Service charges Revenue grants Void losses	3,249,113 149,478 8,539,491 (283,684) 11,654,398	3,343,151 144,218 8,434,652 (234,716) 11,687,305

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

4	Auditor's remuneration	2017	2016
	Fees payable to the company's auditor for the audit of the company's annual financial statements	£	£
	Fees payable to the company's auditor: The audit of financial statements of the company Audit-related assurance services	15,000	15,000 1,200

5 Staff costs

	2017 Number	2016 Number
The average weekly number of persons employed during the year (full time equivalents) was:	260	261
Staff costs for the above persons were:	£	£
Wages and salaries Social security costs Pension costs	6,376,047 610,791 101,573	6,334,317 543,135 108,064
	7,088,411	6,985,516

6 Emoluments of the Board and senior management team

The directors of the Company do not receive any remuneration and the below amounts relate solely to managerial staff considered to be key management personnel.

Remuneration paid to key management personnel comprised:	2017 £	2016 £
Gross salary Social security costs Employer's pension contributions	245,242 33,843 9,605	282,573 33,868 11,625
	288,690	328,066

No remuneration was paid to board members.

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

6 Emoluments of the Board and senior management team (continued)

	2017 £	2016 £
Highest paid director's aggregate emoluments (excluding pension)	86,385	86,365
	86,385	86,365

The Executive Director is an ordinary member of the pension scheme and no enhancements or special terms apply. There are no other pension arrangements.

The full time equivalent number of staff whose remuneration payable in relation to the period of account fell within the following bands:

	2017 No.	2016 No.
£60,001 - £70,000 £70,001 - £80,000	-	1
£80,001 - £90,000	1	- 1
		A Second Second Second

7	Interest receivable and similar income	2017 £	2016 £
	Bank interest receivable Charity deposit Dividend from investments Other income	45,615 2,084 1,228 55,823	54,439 2,420 1,173 63,515
		104,750	121,547

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

8	Tangible assets Cost	Properties £	Land £	Total £
	At 1 April 2016(restated)	9,629,733	4,814,867	14,444,600
	Additions	-		-
	At 31 March 2017	9,629,733	4,814,867	14,444,600
	Depreciation At 1 April 2016(restated)	3,043,508	-	3,043,508
	Provided during the year	656,174		656,174
	At 31 March 2017	3,699,682	-	3,699,682
	Net book value At 31 March 2017	5,930,051	4,814,867	10,744,918
	At 31 March 2016(restated)	6,586,225	4,814,867	11,401,092

9 Debtors

	Debtors		2017		2016
		£	£	£	£
	Gross arrears of charges to customers & other statutory bodies	184,900		162,218	
	Less provision for bad debts	(136,249)		(141,783)	
			48,651		20,435
	Revenue grants receivable	349,202		145,564	
	Less provision for fees bad debts	(39,428)		(41,716)	
			309,774		103,848
C)ther debtors	_	196,968	_	130,957
		_	555,393	_	255,240

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

10	Cash and cash equivalents	2017 £	2016 £
	Cash at bank and in hand	7,275,976	8,024,828
		7,275,976	8,024,828
11	Creditors Amounts falling due within one year:	2017 £	2016 £
	Trade creditors Customers' charges in advance Other creditors Other taxation and social security Accruals and deferred income	64,426 214,564 176,349 156,836 5,106,723 5,718,898	232,829 190,243 296,365 142,197 5,675,408 6,537,042

Amounts falling due after more than one year:

12

	2017 £	2016 £
Dilapidations fund Donation	914,568 50,000	747,527 50,000
	964,568	797,527
	2017	2016
Provisions:	£	£
Provision for contractual liability with the potential to arise after one year	4,350,743	4,896,531

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

13 Unrestricted reserves

Designated reserves

	2016 £	Movements £	2017 £
Hidden home Initiative	-	935,000	935,000
New developments	335,000	(335,000)	
Innovations and service improvements	265,195	(100,000)	165,195
Partnerships and alliances	170,000	(100,000)	70,000
Furniture and equipment replacements	650,000	(400,000)	250,000
	1,420,195	-	1,420,195

14 Housing units at end of year – supported housing

	2017 Units	2016 Units
Owned	86	91
Managed	196	197
	282	288
		100 million (100 m

15 Operating leases

The Company holds properties and office equipment under non-cancellable operating leases. At 31 March 2017 the Company had the following future minimum lease payments under non-cancellable leases:

For leases expiring:	2017 £	2016 £
Within one year In two to five years Later than five years	144,720 538,661 209,573	47,250 228,156 266,573
	892,954	541,979

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 MARCH 2017 (continued)

16 Financial instruments

i manetar matruments		
	2017	2016
Faulty instruments measured at fair value three line	£	£
Equity instruments measured at fair value through the income and expenditure account		
Current asset unlisted investments		
Cash	27	
Ruffer Total Return Fund	37 93,539	37
Schroder Core UK Equity	70,936	84,236
Neptune Income	85,376	58,681 72,002
F&C Macro Global Bond		18,433
Matrix New Horizon	40,656	41,385
	290,544	
	290,544	274,774
Financial assets measured at amortised cost		
Trade and other debtors	555,393	255,240
Cash and cash equivalents	7,275,976	8,024,828
	7 004 040	
	7,831,369	8,280,068
Financial liabilities measured at amortised cost		
Trade and other creditors	455,339	719,437
	455,339	719,437
The Crown (a is		
The Group's income, expense, gains and losses in respect of the financial instruments are summaries below:		
Interest income and expense		
Total interest income for financial assets at amortised cost	45,615	54,439
	45,615	54,439
Fair value gains and losses Gain/(losses) on financial assets (including unlisted investments) measured at fair value thread in the		
investments) measured at fair value through profit or loss Current asset unlisted investments	33,872	(15 967)
		(15,867)
	33,872	(15,867)

17 Ultimate controlling party

There is no ultimate controlling party.