

**Registered number: 02987890**

**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Directors' report and financial statements**

**For the year ended 31 March 2021**

**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Company Information**

<b>Directors</b>	Christine Parsons Michael Adu Lee Page Liam McGrath Daniel Kanu John Lynch Jacqueline Roche Deborah Walsh Martina Moh Nicholas Zuppar Donna Hyllam Clive Shaw
<b>Company secretary</b>	Andrew Bates
<b>Registered number</b>	02987890
<b>Registered office</b>	26 Leathermarket Street Bermondsey London SE1 3HN
<b>Independent auditors</b>	Kreston Reeves LLP Chartered Accountants & Statutory Auditor 2nd Floor 168 Shoreditch High Street London E1 6RA

**Leathermarket Joint Management Board  
(A company limited by guarantee)**

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**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Directors' report**  
**For the year ended 31 March 2021**

The directors present their report and the financial statements for the year ended 31 March 2021.

**Principal activity**

The Company's principal activity during the year was the management and administration of land and properties on the Leathermarket Estates.

**Directors**

The directors who served during the year were:

Nicholas Zuppar (appointed 30 September 2020)  
Christine Parsons  
Jackie Scorer (resigned 30 September 2020)  
Michael Adu  
Lee Page  
Liam McGrath  
Clive Shaw (appointed 30 September 2020)  
Sean Jeanette (resigned 18 May 2020)  
Donna Hyllam (appointed 30 September 2020)  
Daniel Kanu  
John Lynch  
Nick Pandey (resigned 30 September 2020)  
Jacqueline Roche  
Deborah Walsh  
Martina Moh (appointed 18 May 2020)

**Business review**

Leathermarket JMB is in a strong financial position, with the 2020/21 surplus of £391,714 increasing reserves to £6,038,669. With the Covid-19 pandemic continuing to affect some of our residents' health, and income disproportionately, this gives the JMB strong financial foundations to see us through difficult times.

The reserves have been allocated by board. £700k is held as an emergency reserve in case a major unexpected issue occurs on one of our estates. The JMB board's current priority is major works. Almost £5 million of the total £6 million reserves are allocated to help fund an ambitious £8 million major works programme over the next two or three years.

During 2020/21 the JMB increased major works spend by £850k to £2 million, replacing the district heating system on Kipling estate, Nashe House lifts and preparatory work for Crosby Row and for Whites Grounds concrete and external works. We also started our programme of tenant bathroom replacement on Elim estate.

We aim to keep accelerating the major works programme, against a headwind of labour and material shortages in the construction sector. Projects on track for 2021/22 include completing Crosby Row and Whites Grounds Estate concrete and external works, Symington House and Simla House lift renewals, Symington House electrical works, door entry system renewal to Simla & Burwash House and completing bathroom replacements for tenants on Elim and Tyers Estate. We also aim to start the works on Lawson Estate phase 2 external works. We continue to focus on fire risk assessments and recommended follow on works.

20/21 was a difficult year financially for some of our residents. This is reflected in our collection figures, but not as much as we feared when the Covid-19 pandemic hit. Overall rent collection was 97.5%, excluding rent loss whilst a property is re-let. Annual revenue service charge collection was lower at 78.1% of money due but this included the JMB paying account credits inherited when we took over collection responsibility from Southwark Council. Collections against major works payment plans was 83.8%. If residents find themselves in financial difficulty, please talk to your resident services officer who can help you identify any support you are entitled to. 96% of our income came from tenants and homeowners in 2020/21. Without this income we could not deliver the housing management services to you. Thank you for paying promptly during these difficult times.

**Leathermarket Joint Management Board**  
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**Directors' report (continued)**  
**For the year ended 31 March 2021**

**Business review (continued)**

Responsive repairs costs went up. Delivering a repairs service during the pandemic was incredibly difficult. We struggled to procure a reliable repairs contractor and we had to pay more for interim cover. We now have repairs contractors who are delivering a good quality repairs service.

The homeowner 2020/21 actual revenue service charges have just been issued. In total communal block and estate charges (including management) went up by 2.77% across the JMB area. However the impact on individual homeowners varied depending on the actual cost to deliver the services on each block and estate during the year.

Your principle point of contact at the JMB is your Resident Services Officer (RSO) who is responsible for managing approximately 250 properties. This means all residents have a single point of contact to report repairs & housing issues, discuss rent and service charge payment and deal with other queries. They can be contacted by emailing [residentservices@leathermarketjmb.org.uk](mailto:residentservices@leathermarketjmb.org.uk) or telephoning the office during office hours on 020 7450 8000 and asking for your RSO.

**Directors' responsibilities statement**

The directors are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors 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 profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgements and accounting 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 directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and 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. 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.

**Disclosure of information to auditors**

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

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

**Leathermarket Joint Management Board**  
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**Directors' report (continued)**  
**For the year ended 31 March 2021**

**Auditors**

The auditors, Kreston Reeves LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

**Small companies note**

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on 22<sup>nd</sup> September 2021 and signed on its behalf.



**Andrew Bates**  
Secretary

**Leathermarket Joint Management Board**  
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**Independent auditors' report to the shareholders of Leathermarket Joint Management Board**

**Opinion**

We have audited the financial statements of Leathermarket Joint Management Board (the 'Company') for the year ended 31 March 2021, which comprise the Income statement, the Balance sheet, the Statement of changes in capital and reserves and the related notes, 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2021 and of its profit 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.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' report thereon. The directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Independent auditors' report to the shareholders of Leathermarket Joint Management Board**  
**(continued)**

**Opinion on other matters prescribed by the Companies Act 2006**

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

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

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

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a Strategic report.

**Responsibilities of directors**

As explained more fully in the Directors' responsibilities statement set out on page 2, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Auditors' responsibilities for the audit of the financial statements**

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

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



**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Independent auditors' report to the shareholders of Leathermarket Joint Management Board**  
**(continued)**

**Auditors' responsibilities for the audit of the financial statements (continued)**

*Capability of the audit in detecting irregularities, including fraud*

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the company and industry, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to The Landlord and Tenants Act 1985, health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure or not recognising transactions in some bank accounts or underreporting creditor balances.

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management and internal audit; and
- Assessment of identified fraud risk factors; and
- Testing of internal controls procedures relating to expenditure potentially more susceptible to fraud and other irregularities including cash, payroll and credit card expenditure; and
- Review of cash and credit card expenditure to confirm no evidence of personal benefit; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Checking and reperforming the reconciliation of key control accounts; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with relevant tax and regulatory authorities; and
- Reviewing transactions in the rent bank account and ensuring transactions have been recognised in the financial statements; and
- Reviewing after balance sheet date information to determine whether any additional creditors should be recognised.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

**Leathermarket Joint Management Board**  
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**Independent auditors' report to the shareholders of Leathermarket Joint Management Board**  
**(continued)**

**Auditors' responsibilities for the audit of the financial statements (continued)**

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Use of our report**

This report is made solely to the 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 Company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Peter Hudson BA FCA (Senior statutory auditor)  
for and on behalf of  
**Kreston Reeves LLP**  
Chartered Accountants  
Statutory Auditor  
London  
Date: 22 September 2021

**Leathermarket Joint Management Board**  
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**Income statement**  
**For the year ended 31 March 2021**

	Note	2021 £	2020 £
Turnover	3	7,808,453	7,442,021
Cost of sales		<b>(6,117,759)</b>	<b>(5,125,203)</b>
<b>Gross profit</b>		<b>1,690,694</b>	<b>2,316,818</b>
Administrative expenses		<b>(1,303,527)</b>	<b>(1,205,465)</b>
<b>Operating profit</b>		<b>387,167</b>	<b>1,111,353</b>
Interest receivable and similar income		<b>5,614</b>	<b>26,989</b>
<b>Surplus before tax</b>		<b>392,781</b>	<b>1,138,342</b>
Tax on profit	5	<b>(1,067)</b>	<b>(5,128)</b>
<b>Surplus for the financial year</b>		<b>391,714</b>	<b>1,133,214</b>

There was no other comprehensive income for 2021 (2020: £Nil).

The notes on pages 11 to 15 form part of these financial statements.


**Leathermarket Joint Management Board**  
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**Registered number: 02987890**

**Balance sheet**  
**As at 31 March 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	6	18,402	19,648
<b>Current assets</b>			
Debtors: amounts falling due within one year	7	755,497	470,192
Cash at bank and in hand		7,712,985	5,916,790
		<u>8,468,482</u>	<u>6,386,982</u>
Creditors: amounts falling due within one year	8	(2,448,215)	(759,675)
<b>Net current assets</b>		<b>6,020,267</b>	<b>5,627,307</b>
<b>Net assets</b>		<b>6,038,669</b>	<b>5,646,955</b>
<b>Capital and reserves</b>			
Other reserves	9	684,939	642,803
Income and expenditure account	9	5,353,730	5,004,152
		<u>6,038,669</u>	<u>5,646,955</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 22 September 2021



**Christine Parsons**  
 Director

The notes on pages 11 to 15 form part of these financial statements.

**Leathermarket Joint Management Board**  
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**Statement of changes in capital and reserves**  
**For the year ended 31 March 2021**

	Reserve fund £	Income and expenditure account £	Total capital and reserves £
<b>At 1 April 2019</b>	<b>627,117</b>	<b>3,886,624</b>	<b>4,513,741</b>
<b>Comprehensive income for the year</b>			
Surplus for the year	-	1,133,214	1,133,214
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>1,133,214</b>	<b>1,133,214</b>
Transfer to/from income and expenditure account	15,686	(15,686)	-
<b>At 1 April 2020</b>	<b>642,803</b>	<b>5,004,152</b>	<b>5,646,955</b>
<b>Comprehensive income for the year</b>			
Surplus for the year	-	391,714	391,714
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>391,714</b>	<b>391,714</b>
Transfer to/from income and expenditure account	42,136	(42,136)	-
<b>At 31 March 2021</b>	<b>684,939</b>	<b>5,353,730</b>	<b>6,038,669</b>

**Leathermarket Joint Management Board**  
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**Notes to the financial statements**  
**For the year ended 31 March 2021**

**1. General information**

Leathermarket Joint Management Board is a private company limited by guarantee and incorporated in England and Wales with the registered number 02987890. The principal place of business is the same as its registered office being 26 Leathermarket Street, Bermondsey, London, SE1 3HN.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The following principal accounting policies have been applied:

**2.2 Cash flow exemption**

The company has taken the exemption from preparing a statement of cash flows in accordance with paragraph 3.1B of FRS102 as the entity qualifies as small.

**2.3 Revenue**

Net rent receivable represents rent receivable from tenants and leaseholder income represents service charge receivable. Both are stated exclusive of Value Added Tax, credit for which is taken on an accruals basis.

Other income

This is included in the Income and expenditure account on a receivable basis for funded programmes and on an accruals basis in respect of projects not completed at the end of the financial year.

**2.4 Operating leases: the Company as lessee**

Rentals paid under operating leases are charged to the Income and expenditure account on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

**2.5 Pensions**

**Defined contribution pension plan**

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

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**Notes to the financial statements**  
**For the year ended 31 March 2021**

**2. Accounting policies (continued)**

**2.6 Tangible fixed assets**

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical 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.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Plant and machinery	- 20% straight line
Fixtures and fittings	- 20 - 33% straight line
Office equipment	- 20% straight line
Computer equipment	- 20 - 33% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or 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 in profit or loss.

**2.7 Debtors**

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

**2.8 Creditors**

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

**2.9 Financial instruments**

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

**3. Turnover**

The company derives its income from the rental of its properties, which is recognised for the period in which the property is let. Income is stated gross of any settlement discount offered. Turnover for the year is £7.85m (2020: £7.44m)

**4. Employees**

The average monthly number of employees, including directors, during the year was 54 (2020: 55).

**Leathermarket Joint Management Board**  
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**Notes to the financial statements**  
**For the year ended 31 March 2021**

**5. Taxation**

	2021 £	2020 £
<b>Corporation tax</b>		
Current tax on profits for the year	<u>1,067</u>	<u>5,128</u>

**Factors affecting tax charge for the year**

The company is a not-for-profit operation with any surpluses made being reinvested in the properties of the members. Accordingly, only investment income is taxable.

**Factors that may affect future tax charges**

The standard rate of corporation tax is set to rise to 25% at the start of 2023. Businesses with taxable profits of £50,000 or less will continue to be taxed at 19%.

**6. Tangible fixed assets**

	Plant and machinery £	Fixtures and fittings £	Office equipment £	Computer equipment £	Total £
<b>Cost</b>					
At 1 April 2020	29,217	15,785	3,927	188,029	236,958
Additions	4,565	-	-	4,528	9,093
Disposals	(612)	-	-	(2,484)	(3,096)
At 31 March 2021	<u>33,170</u>	<u>15,785</u>	<u>3,927</u>	<u>190,073</u>	<u>242,955</u>
<b>Depreciation</b>					
At 1 April 2020	18,123	15,785	3,927	179,475	217,310
Charge for the year on owned assets	5,448	-	-	2,407	7,855
Disposals	(612)	-	-	-	(612)
At 31 March 2021	<u>22,959</u>	<u>15,785</u>	<u>3,927</u>	<u>181,882</u>	<u>224,553</u>
<b>Net book value</b>					
At 31 March 2021	<u>10,211</u>	<u>-</u>	<u>-</u>	<u>8,191</u>	<u>18,402</u>
At 31 March 2020	<u>11,094</u>	<u>-</u>	<u>-</u>	<u>8,554</u>	<u>19,648</u>



**Leathermarket Joint Management Board**  
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**Notes to the financial statements**  
**For the year ended 31 March 2021**

**7. Debtors**

	2021 £	2020 £
Trade debtors	729,295	243,666
Other debtors	-	200,000
Prepayments	26,202	26,526
	<u>755,497</u>	<u>470,192</u>

**8. Creditors: Amounts falling due within one year**

	2021 £	2020 £
Trade creditors	2,003,535	240,383
Corporation tax	1,067	5,128
Other taxation and social security	177,282	268,332
Other creditors	12,538	17,995
Accruals and deferred income	253,793	227,837
	<u>2,448,215</u>	<u>759,675</u>

**9. Reserves**

**Profit and loss account**

The income & expenditure account comprises all current and prior period retained surpluses and deficits, less transfers to the reserve fund.

**Reserve fund**

The reserve fund holds a contingency amount in case of unexpected major works.

**10. Company status**

The company is a private company, limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

**11. Pension commitments**

The Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £88,441 (2020: £91,298). Contributions totalling £6,648 (2020: £14,740) were payable to the fund at the balance sheet date and are included within 'Other Creditors' in Note 8 of these financial statements.

**Leathermarket Joint Management Board**  
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**Notes to the financial statements**  
**For the year ended 31 March 2021**

**12. Commitments under operating leases**

At 31 March 2021 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	<b>2021</b>	2020
	£	£
Not later than 1 year	<b>29,675</b>	20,151
Later than 1 year and not later than 5 years	<b>11,643</b>	14,694
	<b>41,318</b>	34,845

**13. Related party transactions**

The majority of directors are tenants or leaseholders of properties managed by the company, and all transactions are in accordance with normal trading terms.

In prior years, Leathermarket Joint Management Board has made an interest-free loan of £200,000 (2020: £200,000) to Leathermarket Community Benefit Society Limited, a company under common control. During the year, £200,000 (2020: £Nil) was repaid by Leathermarket Community Benefit Society Limited. At the balance sheet date the loan was fully repaid (2020: £200,000 was outstanding).

**14. Controlling party**

The residents of the properties that the company manages are members of the company. The members have delegated control to the Directors who are deemed to be the controlling party.

**15. Continuation ballot**

Continuation of Leathermarket Joint Management Board is dependent on the continuation ballot in Autumn 2021. For the company to continue to manage the Leathermarket Estates, 50% of all respondents, including at least 50% of responding secure tenants, must vote in favour of the JMB to continue.

**Registered number: 02987890**

**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Detailed accounts**

**For the year ended 31 March 2021**

**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Detailed income and expenditure account**  
**For the year ended 31 March 2021**

	2021 £	2020 £
Turnover	7,808,453	7,442,021
Cost of sales	<u>(6,117,759)</u>	<u>(5,125,203)</u>
<b>Gross profit</b>	<b><u>1,690,694</u></b>	<b><u>2,316,818</u></b>
<b>Less: overheads</b>		
Administrative expenses	<u>(1,303,527)</u>	<u>(1,205,465)</u>
<b>Operating profit</b>	<b>387,167</b>	<b>1,111,353</b>
Interest receivable	5,614	26,989
Tax on profit on ordinary activities	<u>(1,067)</u>	<u>(5,128)</u>
<b>Surplus for the year</b>	<b><u>391,714</u></b>	<b><u>1,133,214</u></b>

**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Schedule to the detailed accounts**  
**For the year ended 31 March 2021**

	2021 £	2020 £
<b>Turnover</b>		
General income	1,007,987	428,444
Income from external contracts	11,971	84,636
Leaseholder income	516,244	557,774
Net rent receivable	6,272,251	6,371,167
	<u>7,808,453</u>	<u>7,442,021</u>
	2021 £	2020 £
<b>Cost of sales</b>		
Homeowner service	142,412	138,498
Cleaning	384,338	365,552
Planned and responsive repairs	1,736,957	1,370,076
Rent collection costs	24,302	164,809
Major works	2,043,895	1,194,151
London Borough of Southwark costs	1,404,014	1,486,742
Estate costs	148,513	163,713
Lifts	100,666	80,639
Court and legal fees	58,103	88,962
Ground maintenance	74,559	72,061
	<u>6,117,759</u>	<u>5,125,203</u>

**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Schedule to the detailed accounts**  
**For the year ended 31 March 2021**

	2021 £	2020 £
<b>Administrative expenses</b>		
Staff salaries	892,626	705,371
Staff pension costs - defined contribution schemes	50,883	49,986
Staff training	4,412	10,914
Office costs (see below)	139,805	141,610
Printing and stationery	20,018	22,273
Computer costs	21,528	34,256
Auditors' remuneration	17,573	16,963
Auditors' remuneration - non-audit	2,780	2,780
Portfolio management fee	18,206	17,935
Insurances	40,473	39,875
Business plan development	1,299	15,700
Directors' costs	8,120	15,180
Information technology support	75,892	115,925
CBS payments	47	-
Events	9,865	16,697
	<u>1,303,527</u>	<u>1,205,465</u>
	2021 £	2020 £
<b>Staff costs</b>		
Total wages and salaries	1,474,152	1,355,509
Total social security costs	142,160	122,924
Total defined contribution pension costs	88,441	91,298
Reallocated to ground maintenance	(67,033)	(61,626)
Reallocated to cleaning	(336,852)	(318,241)
Reallocated to planned and responsive repairs	(345,865)	(380,513)
Reallocated to rent collection cost	(6,397)	(131,765)
Reallocated to information technology support	(5,097)	(48,071)
<b>Staff costs per administrative expenses</b>	<u>943,509</u>	<u>629,515</u>
	2021 £	2020 £
<b>Breakdown of staff costs above</b>		
Wages and salaries	810,698	647,214
Social security costs	81,928	58,157
Defined contribution pension costs	50,883	49,986
	<u>943,509</u>	<u>755,357</u>

**Leathermarket Joint Management Board**  
**(A company limited by guarantee)**

**Schedule to the detailed accounts**  
**For the year ended 31 March 2021**

	<b>2021</b>	2020
	<b>£</b>	£
<b>Office costs per administrative</b>		
Office costs	<b>131,950</b>	127,190
Depreciation - plant and machinery	<b>5,448</b>	4,861
Depreciation - office equipment	<b>2,407</b>	9,559
	<b>139,805</b>	141,610
	<b>£</b>	£
<b>Interest receivable</b>		
Bank interest receivable	<b>5,614</b>	26,989