

## Walterton and Elgin Community Homes Limited

### Annual report and financial statements for the year ended 31 March 2018

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Walterton and Elgin Community Homes Limited (WECH)  
Annual report and financial statements for the year ended 31 March 2018

Board, management team, advisors and agents

<u>Board</u>	<u>Office</u>	<u>Status</u>	<u>Notes</u>
Jonathan Rosenberg	Chair	Elected	
Linda Mokrane	Secretary	Elected	
Stella Brade	Vice chair	Elected	
Elizabeth Thorpe Tracey	Vice chair	Elected	
Sarah Seisay	Chair of social committee	Elected	
Mark Glinwood		Co-opted	Resigned 9th September 2017
Adam White		Elected	
Rahima Khanon Ahmed		Elected	
Paulino Pereira		Elected	
Lucine Pounder		Elected	
Claire Wren		Co-opted	
Anne Nacamuli	Chair of staff committee	Co-opted	
Melissa Glackin		Elected	Resigned 27th September 2017
Elizabeth O'Hara		Elected	
Ashley Tembo		Elected	
Bashir Muse	Chair of FRC	Elected	
Edward Montgomery		Elected	Resigned 27th September 2017
Maggie McCann		Co-opted	
Lee Tuffnell		Co-opted	
Colin Salisman		Co-opted	Resigned 8th November 2017
Thomas Elliot		Elected	Elected 27th September 2017
Sharmin Faruque		Elected	Elected 27th September 2017 Resigned 13th December 2017

Management team

Andrew Watson MBA	Chief Executive	
Anthony Gold	Housing Operations Director	
Costas Constantinou FCCA	Finance and Corporate Services Director	
Carmen Robertson	Central Services Manager	Left 10 November 2017
Elaine Harkins	Community Development Manager	
Genish Watson	Finance & IT Manager	

Registered office and business address

416 Harrow Road  
London  
W9 2HX  
Telephone: 020 7266 3347  
Email: admin@wech.org.uk  
Website: www.wech.co.uk

Auditors

Beever and Struthers  
15 Bunhill Row  
London  
EC1Y 8LP

Principal bank

Royal Bank of Scotland  
5-10 Great Tower Street  
London, EC3P 3HX

Principal solicitors

Wright Hassall LLP  
Olympus Avenue  
Leamington Spa  
Warwickshire, CV34 6BF

Registered with

Independent Housing Ombudsman (number L3939)  
National Housing Federation (number 3638)

Homes England (number L3939)  
Financial Conduct Authority (number 27378R)

Report of the Board

The Board of Walterton and Elgin Community Homes Limited (WECH) presents its report together with the audited financial statements for the year ended 31 March 2018.

**Principle activity**

The principal activity of WECH is the provision of accommodation for people in housing need. WECH owns the freehold of 632 (2017: 632) homes of which 456 (2017:456) are used for general needs lettings and managed by WECH and 37 (2017:37) used for other social housing needs and managed by other parties. 139 (2017: 139) are subject to long residential leases.

**Values and objectives**

The values and objectives of WECH are for the benefit of the community:

- to maintain the quality of housing accommodation refurbished or built by WECH on the Walterton and Elgin Estates through a professional and effective repair service;
- to provide a professional property management service to residents from a local office;
- to provide accommodation of high quality for letting to local and other people in housing need by continuing with a programme of conversion and improvement of houses on the Walterton Estate;
- to maintain rents charged to WECH's tenants at levels affordable by people in low-paid employment;
- to ensure that the governance of WECH remains in the control of its residents;
- to foster and maintain a sense of community in WECH's area of operation; and
- to promote equal opportunities in access to housing, access to services and the employment of staff.

**Review of the results and future developments**

The Board reports a surplus for the year of £366,645 (2017: £602,991). During the year ended 31 March 2018, WECH spent £1,971 on refurbishing properties (2017: £17,638), £3,921,235 on the Elgin Estate scheme (2017: £255,465) and £165,940 (2017: £149,083) on replacing components on homes such as kitchens and boilers.

Following a comprehensive residents' survey which found overwhelming support for it, the Elgin Estate improvement scheme is underway and will result in the building of 43 new flats, a new and larger community centre, nursery and offices. The Board has entered into a contract with Pavhall Plc for the building work at a net contract price of £15,519,999. The total cost of the scheme is expected to be £17,548,743 of which £4,831,304 (2017: £996,078) had been spent by 31 March 2018. This scheme will take advantage of the capacity on the estate to provide additional homes for rent. WECH expects the surplus generated by renting the flats to be used in repayment of the £9,000,000 loan raised to pay for the scheme. The rest of the money is coming from Westminster City Council and the GLA by way of grant.

Report of the Board

**Statement of Board responsibilities**

The Cooperative & Community Benefits Act 2014 and registered social housing legislation require the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the association and of its income and expenditure for that year.

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

- select suitable accounting policies and then apply these consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that WECH 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 WECH and enable it to ensure that the financial statements comply with the Cooperative & Community Benefits Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Social Housing in England from April 2012. It has general responsibility for taking reasonable steps to safeguard the assets of the association and to prevent and detect fraud and other irregularities.

**Admission of members**

The rules of WECH provide that the Board may, and in the case of an applicant who is a permanent resident in a dwelling owned or managed by WECH shall, admit to membership any applicant other than a person who is a minor, who is an employee of WECH or who has been expelled as a member.

**Value for money**

Value for money is central to WECH's ethos and is enshrined in its Financial Standing Orders, the company's rules for the handling of finances. These require between one and three estimates for expenditure above certain limits with three being required for any expenditure above £7,000. Any expenditure above £20,000 requires three sealed tenders. Long term contracts are reviewed regularly and tendered where appropriate, normally every five years. Currently the arrangements for the provision of all types of maintenance are being reviewed and it is proposed to carry out a tender that will result in a significant reduction in the number of contractors being used.

WECH has a policy of installing components in homes which are designed to reduce ongoing maintenance costs. For example good quality boilers are used in central heating systems and kitchen suppliers are chosen for the robustness of their kitchen units.

By achieving value for money on procurement, WECH is able to keep down the rent and service charges it charges to its tenants and leaseholders while still being able to provide an excellent service. A resident survey carried out in April 2013 showed that 96% of residents agree that "money paid to WECH for rent and/or service charges represents good value for money" and 97% were satisfied with the services provided by WECH. Another resident satisfaction survey was being arranged as these accounts were being prepared. The rents charged by WECH are generally significantly lower than those of other local social housing providers.

WECH aims to generate a good return on its assets which is why it is carrying out on the Elgin Estate scheme, which will result in the building of 43 new flats.

Walterton and Elgin Community Homes Limited  
Annual report and financial statements for the year ended 31 March 2018

Report of the Board

**Value for money - metrics**

<u>Indicator</u>	<u>2018</u>	<u>2017</u>	<u>Comment</u>
Reinvestment in development and capital works.	9.98%	1.14%	In March 2017, we embarked on the Elgin Estate scheme to deliver 43 new homes. The bulk of the cost so far has fallen into 2018. We continue to invest in our homes by continuing a refurbishment programme that will result in all our homes reaching more than the decent home standard.
New supply delivered	0%	0%	The Elgin Estate scheme is expected to deliver 43 new homes in the financial year 2018-19.
Gearing	0%	0%	Up to 31 March 2018 we used our own resources and grant to pay for the Elgin Estate scheme. In 2018-19 we will draw on the £9m loan facility arranged with a consortium composed of Charity Bank and Unity Trust Bank.
Interest cover	N/A	N/A	No interest was paid in 2016-17 or 2017-18 as the loan had not yet been drawn down. We paid a non-utilisation fee of £13,019 in 2017-18 as a result of having arranged a loan and not yet drawing it down.
Social housing cost per unit	£5,957	£5,378	Many of our homes were refurbished soon after they were transferred to WECH in 1992. The refurbishments are now reaching the age when things start to go wrong. Consequently, there has been an unusual increase in reactive repairs and this has affected the cost per unit, operating margin and the return on capital employed.
Operating margin (social housing)	14.38%	22.39%	
Operating margin (overall)	10.86%	17.85%	
Return on capital employed	1.21%	2.19%	

**The Board and officers**

The Board members and officers throughout the year and up to the date of approval of these financial statements are listed on page 1. The Board is composed of elected members and co-opted members who are experts appointed by the Board. Co-opted members hold office for one year, but may offer themselves for re-co-option.

All members of WECH are eligible to stand for election to the Board. Voting takes place at WECH's annual general meeting and all the members are entitled to vote. One third of the elected Board members must stand down each year, but may stand for re-election.

Tenants or leaseholders who are Board members hold their tenancies and leases on normal terms, and are not permitted to use their position as Board members to their personal advantage.

Report of the Board

**Good governance**

In order to ensure best practice and to demonstrate its commitment to the highest standards of leadership and control of the organisation the WECH Board has adopted the National Housing Federation 2015 Code of Governance.

The Board affirms that it has reviewed the Code and complies with all the requirements and provisions apart from those listed below. The Board is satisfied that these areas of non-compliance are not materially significant, do not weaken its ability to properly fulfil its duties as an effective Board and are, in the main, reflections of WECH's status as a resident controlled organisation.

**CORE PURPOSE OF BOARD - VISION AND STRATEGY: OPERATIONAL MATTERS TO BE LEFT TO STAFF** - WECH's Rules and Standing Orders reserve some operational decisions to the Board, e.g. decisions on letting contracts for major works. Otherwise, operational management is delegated to staff. This level of operational involvement is a reflection of WECH's size and the need to enshrine the principles of resident control over major contractual decisions that are significantly important to the organisation.

**SIZE OF BOARD** - WECH is a community based, resident controlled organisation. It is collectively owned by its members, 93% of whom live in WECH properties. WECH's rules provide for 14 Board members elected from the membership and up to 6 Co-opted 'expert' Board members, appointed by the elected members. This size and ratio of Board ensures that residents will always be in a majority while also allowing for a significant number of members with a range of additional experience and expertise to sit on the Board. It is essential for WECH, a resident controlled organisation, to have the relatively large number of residents on the Board that we do, to ensure that a reasonable cross section of residents by tenure, gender, ethnicity and location are elected to properly reflect the make-up of the resident population, and make appropriate decisions about service delivery. This size of Board also makes it more difficult for cliques to develop and dominate or for 'group think' to emerge which would inhibit wider strategic thinking.

**POLICIES FOR ADMISSION TO SHAREHOLDING MEMBERSHIP TO BE REGULARLY REVIEWED** - WECH's rules set out the process for admission to shareholding membership. Membership is open but the Board has no discretion over accepting applications from residents living in WECH properties. Applications from non-residents can be considered at the Board's absolute discretion. This policy is central to the principle of resident control. The provision for co-opting additional Board members ensures that the Board is able to recruit candidates with expertise and knowledge which is found to be missing from among the elected members.

**LENGTH OF BOARD MEMBER TERMS** - WECH's Board is democratically elected in accordance with the procedures set out in the organisation's rules. The elected members co-opt additional support from candidates drawn from a variety of backgrounds but who have skills and experience appropriate for running an organisation such as WECH, and a commitment to the principle of resident control.

WECH's rules require that at least one third of the elected Board members stand down each year and may offer themselves for re-election. Elections at the AGM are more often than not contested and this, together with natural churn has meant that the composition of the WECH Board is not static and membership is regularly replenished.

Three out of the 14 elected members of the current Board have served for terms of longer than nine years, and two of the four co-opted members have served for longer than nine years.

Report of the Board

**Good governance - continued**

The institutional knowledge that the longstanding members bring to the organisation compliments the turnover that the election process achieves. The WECH Board has maintained effective control and guidance of the organisation because of the complementary balance that has evolved between Board members who have served over a long period of time and Board members who have served shorter terms. There is no evidence that WECH's performance has ever suffered as a result of the Board selection processes or the length of time individual Board members have served.

NO REAPPOINTMENTS FOR AT LEAST ONE FULL TERM OF OFFICE - WECH does not prohibit retiring Board members from standing for re-election or re-co-option. WECH's rules set out the processes for election and co-option to the Board. This is a transparent and democratic process and provides a high level of accountability. Failure to perform satisfactorily can be dealt with by the members voting poor performers off the Board.

A copy of the National Housing Federation 2015 Code of Governance is available on request from the WECH Office.

The Board confirms that WECH has met the Homes and Communities Agency's regulatory expectations in the governance and financial viability standard. The Homes and Communities Agency governance standard requires registered providers of social housing to comply with all relevant law, their own governing documents and regulatory requirements.

**Statement of the qualities required by the Board of its members**

The Board expects its elected members collectively to constitute a reasonable cross-section by location, tenure, gender and ethnicity of residents in WECH's properties. Board members are expected individually:

- to act as Board members in the interests of the whole WECH community;
- to participate positively in discussion of issues put to the Board for decision;
- to apply their experience (where appropriate) as WECH residents and their individual life and work related skills and experience to their participation as Board members;
- to attend Board meetings regularly;
- to uphold the decisions of the Board.

To operate effectively, the Board requires specific skills in housing management, finance, housing development, building maintenance, human resources and housing policy. The Board expects its elected members to have regard to the need for these skills in co-opting experts to serve on the Board.

Report of the Board

**Identification and evaluation of key risks**

The Board is responsible for defining, identifying, evaluating and controlling significant risks. The Board receives regular reports on significant risks facing WECH and details of significant changes to such risks. WECH's risk management procedures are reviewed annually by the Board.

The Board believes that the main risks which WECH is likely to face in the next few years stem from the Elgin Estate Improvement scheme, which is currently underway. WECH is exposed to the risk that building costs exceed expectations and that interest rates may rise dramatically. In order to reduce the risk of building costs exceeding expectations, WECH has employed a project manager and several consultants who have been tasked with carrying out numerous surveys and studies so that as much as possible is known about any pitfalls that may be encountered by the building contractor in order to achieve as much price certainty as possible. In order to reduce interest rate risk, part of any borrowing requirement will be at a fixed interest rate.

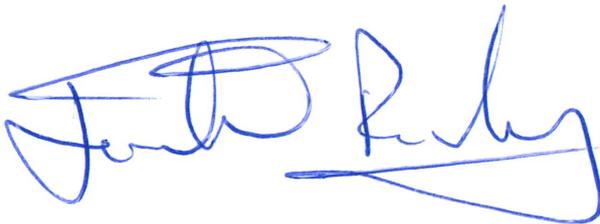
**Provision of information to auditors**

The Board members who held office at the date of approval of this Board report confirm that, so far as each of them is aware, there is no relevant audit information of which WECH's auditors are unaware; each Board member has taken all necessary steps, as a Board member, to make him/herself aware of any relevant audit information and to establish that WECH's auditors are aware of that information.

**Auditor**

A resolution to re-appoint Beever and Struthers as external auditors will be proposed at the annual general meeting. They have indicated their willingness to be reappointed.

By order of the Board



**Jonathan Rosenberg, Chair of the Board**

25 July 2018

Walterton and Elgin Community Homes Limited  
Annual report and financial statements for the year ended 31 March 2018

Independent auditors' report to the members of Walterton and Elgin Community Homes Limited

**Opinion**

We have audited the financial statements of Walterton & Elgin Community Homes (the 'association') for the year ended 31 March 2018 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cashflows 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 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 association's affairs as at 31 March 2018 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 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 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 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.

Walterton and Elgin Community Homes Limited  
Annual report and financial statements for the year ended 31 March 2018

Independent auditors' report to the members of Walterton and Elgin Community Homes Limited

**Other information**

The board is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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:

- the association has not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation; or
- the revenue account, any other accounts to which our report relates, and the balance sheet are not in agreement with the association's books of account; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

**Responsibilities of the board**

As explained more fully in the board's responsibilities statement set out on page 3, 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 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 board is responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intends to liquidate the association or to cease operations, or have no realistic alternative but to do so.

Walterton and Elgin Community Homes Limited  
Annual report and financial statements for the year ended 31 March 2018

Independent auditors' report to the members of Walterton and Elgin Community Homes Limited

**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: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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 association's members, as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association and the association's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Beever and Struthers**

Chartered Accountants and Statutory Auditors  
15 Bunhill Row, London, EC1Y 8LP

15 August 2018

Walterton and Elgin Community Homes Limited  
Annual report and financial statements for the year ended 31 March 2018

Statement of comprehensive income

	<u>Note</u>	2018 £	2017 £
Turnover	2	3,443,925	3,343,713
Less: operating costs	2	<u>(3,070,027)</u>	<u>(2,746,732)</u>
Operating surplus on ordinary activities	4	373,898	596,981
Bank interest receivable		5,766	6,010
Bank interest payable		<u>(13,019)</u>	<u>0</u>
Surplus for the year		<u><u>366,645</u></u>	<u><u>602,991</u></u>

All amounts relate to continuing activities.

All recognised gains and losses are included in this statement.

The above surpluses are the historical cost surpluses.

The financial statements on pages 11 to 28 were approved and authorised for issue by the Board on 25 July 2018 and were signed on its behalf by:



Jonathan Rosenberg  
Chair



Linda Mokrane  
Secretary



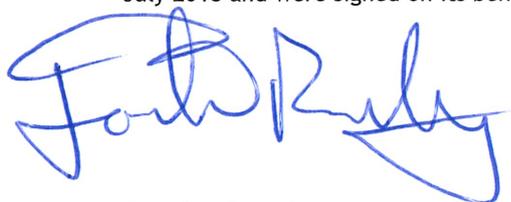
Stella Brade  
Vice Chair

Walterton and Elgin Community Homes Limited  
Annual report and financial statements for the year ended 31 March 2018

Statement of financial position

	<u>Note</u>	As at 31 March 2018		As at 31 March 2017	
		£	£	£	£
<b>Fixed assets</b>					
Housing properties - depreciated cost			29,694,133		26,160,911
Other fixed assets			<u>35,131</u>		<u>43,205</u>
	8		29,729,264		26,204,116
<b>Current assets</b>					
Debtors	11	243,948		278,245	
Cash at bank and in hand		<u>1,803,052</u>		<u>1,368,965</u>	
			2,047,000		1,647,210
Creditors falling due within one year	12	<u>(933,925)</u>		<u>(565,485)</u>	
Net current assets / (liabilities)			<u>1,113,075</u>		<u>1,081,725</u>
Total assets less current liabilities			30,842,339		27,285,841
Creditors: amounts falling due after more than one year	13		<u>(9,718,050)</u>		<u>(6,528,197)</u>
Net assets			<u><u>21,124,289</u></u>		<u><u>20,757,644</u></u>
<b>Capital and reserves</b>					
Share capital	14		600		600
Income & expenditure reserve			<u>21,123,689</u>		<u>20,757,044</u>
			<u><u>21,124,289</u></u>		<u><u>20,757,644</u></u>

The financial statements on pages 11 to 28 were approved and authorised for issue by the Board on 25 July 2018 and were signed on its behalf by:



Jonathan Rosenberg  
Chair



Linda Mokrane  
Secretary



Stella Brade  
Vice Chair

Walterton and Elgin Community Homes Limited  
Annual report and financial statements for the year ended 31 March 2018

Statement of changes in reserves

	Income and expenditure reserve £
<b>Balance at 1 April 2016</b>	20,154,053
Surplus from statement of comprehensive income	<u>602,991</u>
<b>Balance at 31 March 2017</b>	20,757,044
Surplus from statement of comprehensive income	<u>366,645</u>
<b>Balance at 31 March 2018</b>	<u><u>21,123,689</u></u>

The notes on pages 15 to 28 form an integral part of these accounts

Walterton and Elgin Community Homes Limited  
Annual report and financial statements for the year ended 31 March 2018

Statement of cashflows

		2018	2017
		£	£
<b>Net cash generated from operating activities</b>	<b>Note i</b>	1,109,468	937,841
<b>Cash flow from investing activities</b>			
Purchase of tangible fixed assets		(4,118,402)	(461,949)
Proceeds of sale of tangible fixed assets		10,274	10,103
Interest received		5,766	6,010
Interest payable (incl commitment)		(13,019)	0
<b>Cash flow from financing activities</b>			
Issue of ordinary shares		0	40
Grant received in the year		3,440,000	0
<b>Net change in cash and cash equivalents</b>		434,087	492,045
<b>Cash and cash equivalents at the beginning of the year</b>		<u>1,368,965</u>	<u>876,920</u>
<b>Cash and cash equivalents at the end of the year</b>		<u><u>1,803,052</u></u>	<u><u>1,368,965</u></u>

**Note i**

<b>Cash flow from operating activities</b>			
Surplus for the year		366,645	602,991
Adjustments for non cash items:			
Depreciation of tangible fixed assets		574,595	572,159
Decrease / (increase) in trade and other debtors		34,297	4,471
Increase / (Decrease) in trade and other creditors		350,402	(6,819)
Carrying amount of tangible fixed asset disposals		8,113	8,137
Adjustments for investing or financing activities:			
Government grant amortised during the year		(221,563)	(226,985)
Interest received		(5,766)	(6,010)
Interest payable		13,019	0
Proceeds from the sale of tangible fixed assets		(10,274)	(10,103)
<b>Net cash generated from operating activities</b>		<u><u>1,109,468</u></u>	<u><u>937,841</u></u>

Notes to the financial statements

**1 Principal accounting policies**

Legal Status

WECH is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 (registration number 27378R) and is registered with the Homes and Communities Agency as a Private Registered Provider of Social Housing (registration number L3939). The registered office is 416 Harrow Road, London, W9 2HX.

Basis of accounting

The financial statements have been prepared in accordance with applicable United Kingdom Accounting Standards and Statements of Recommended Practice of the United Kingdom. The accounts comply with the Co-operative Community and Benefit Societies Act 2014, the Housing and Regeneration Act 2008, the The Accounting Direction for Social Housing in England from April 2015, the Statement of Recommended Practice: accounting by Registered Social Housing Providers Update 2014 published by the National Housing Federation and FRS102. As a public benefit entity, WECH has applied the public benefit entity 'PBE' prefixed paragraphs of FRS102. The accounts are prepared on the historical cost basis of accounting.

The financial statements have been prepared in accordance with FRS102 as it applies for the first time to the financial statements of WECH for the year ended 31 March 2016. WECH transitioned from previous UK GAAP to FRS102 as at 1 April 2014. Details of how the transition has affected the reported financial position are given in note 15.

Turnover

Turnover principally represents rental income receivable from general needs and temporary social housing (after deducting lost rent from void properties) on an accruals basis. Smaller amounts of income from other social housing activities and non-social housing activities (principally leaseholder service charges) are also included in turnover. Turnover includes the amortisation of grant on housing properties.

Freehold housing properties

Housing properties are stated at cost (in the case of properties transferred from Westminster City Council in 1992 under Part IV of the Housing Act 1988, this cost was nil), and the cost of refurbishment net of depreciation.

Most of WECH's properties were acquired from Westminster City Council in a state of disrepair. WECH is currently completing a programme of refurbishment of these properties in order to improve them and bring them up to Decent Homes Standard. The cost of these refurbishments is capitalised as part of "freehold housing properties".

Housing properties are split between land, structure and a set of major components which require periodic replacement. Replacement of such components is capitalised and depreciated over the estimated life of the component.

Improvements to properties are capitalised to the extent that they represent an enhancement of economic benefit for the assets, for example, an increase in the net rental stream, a reduction in future maintenance costs or a significant extension to the life of the property.

Any expenditure on maintenance of both improved and unimproved properties is charged to the income and expenditure account as incurred.

Notes to the financial statements

1 **Principal accounting policies (continued)**

Impairment

Reviews for impairment of housing properties are carried out annually, and any impairment in an income generating unit is recognised by a charge to the income and expenditure account. Impairment is recognised where the net book value of an income generating unit exceeds the higher of its net realisable value or its value in use. An income generating unit could be a single property, but it is normally a group of properties whose income and expenditure can be separately identified. Impairment reviews are carried out when there is a trigger event. No amount has been charged to the income and expenditure account in respect of impairment.

Depreciation

Depreciation is charged so as to write down the cost of fixed assets on a straight line basis over their expected useful economic lives as follows:

Freehold land is not depreciated

Structures of properties: 100 years

Roofs on properties: 50 years

Windows: 25 years

Kitchens: 20 years

Bathrooms suites: 20 years

Boilers: 10 years

Furniture in furnished tenancies: 3 years

Office improvements: 5 years

Office equipment: 4 years

Furniture, fixtures and fittings: 5 years

Government grants

Where Housing Association Grant (HAG) or Social Housing Grant (SHG) has been received towards the cost of acquiring or refurbishing properties, the grant is shown in creditors. The amount expected to be amortised in one year is shown under 'Creditors falling due within one year' and the rest is shown in 'Creditors: amounts falling due after more than one year'. The grant is amortised over the life of the asset to which it relates, as determined for the purposes of depreciation, except grant on land which is amortised over 100 years. This amortisation is credited to the income & expenditure account under turnover.

Where a property, the acquisition or refurbishment of which was funded either wholly or partly by HAG or SHG, is subsequently disposed of, the grant is credited to the "recycled capital grant fund". This is included in creditors until such time as it is either applied against other eligible costs or repaid. Repayment occurs compulsorily after 3 years from the date of disposal.

Grant received towards the cost of carrying out aids and adaptations to adapt homes and make them more suitable for the specific needs of the occupiers, is credited to the income and expenditure account as part of turnover in the same period in which the cost is incurred. The cost incurred is included under operating costs.

Provisions

Provision is made only for contractual liabilities which exist at the balance sheet date.

Notes to the financial statements

1 **Principal accounting policies (continued)**

Value added tax

WECH is not registered for VAT because almost all its outputs are rental income which is VAT exempt. As a result, input VAT suffered may not be reclaimed and expenditure is shown inclusive of any related input VAT.

Retirement benefits

WECH contributes to two defined contribution schemes and the cost of pension contributions is charged to the income and expenditure account as incurred.

WECH also participates in a funded multi employer defined benefit scheme, The Pensions Trust Growth Plan. Due to the nature of the scheme as a non-segregated multi-employer scheme it is not possible, in the normal course of events, to identify on a reasonable and consistent basis the share of underlying assets and liabilities belonging to each individual participating employer. Accordingly, advantage has been taken of the exemption available under Financial Reporting Standard 17 "Retirement Benefits" to account for the scheme as if it were a defined contribution scheme. The income and expenditure charge therefore represents the employer contribution payable to the scheme for the accounting period and the change in the net present value of future payments which WECH is expected to make towards the shortfall in the fund.

Going concern

WECH's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future. No significant concerns have been noted and we consider it appropriate to continue to prepare the financial statements on a going concern basis.

Financial instruments

Financial instruments such as loans, accounts payables, accounts receivables and cash are classified either as basic or complex. All financial instruments are initially measured at their fair values at the time the transactions occur. Subsequently all basic instruments are measured at amortised cost and all complex financial instruments are measured at a fair value through the comprehensive income.

Financial instruments held by WECH are classified as follows:

- (a) Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at amortised cost using the effective interest method,
- (b) Financial liabilities such as bonds and loans are held at amortised cost using the effective interest method.

Notes to the financial statements

**1 Principal accounting policies (continued)**

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the Statement of Financial Position date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

a. Categorisation of housing properties. WECH has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, WECH has considered if the asset is held for social benefit or to earn commercial rentals.

b. Impairment. WECH has identified a cash generating unit for impairment assessment purposes at a property scheme level.

Other key sources of estimation and assumptions:

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

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Notes to the financial statements

2 Particulars of turnover, operating costs and operating surplus / (deficit)

	Year ended 31 March 2018		
	Turnover	Operating costs	Operating surplus / (deficit)
	£	£	£
<b>Social housing lettings (note 3)</b>			
General needs housing	2,676,879	(2,673,714)	3,165
Temporary social housing	530,122	(71,992)	458,130
<b>Other social housing activities</b>			
Housing plus	3,683	(106,963)	(103,280)
Community support	8,084	(62,621)	(54,537)
<b>Non social housing activities</b>			
Leaseholders service charges	125,420	(125,420)	0
Commercial units	69,870	(10,947)	58,923
Garages and parking income	19,611	(18,370)	1,241
Ground rent receivable	1,890	0	1,890
Other income	8,366	0	8,366
	<u>3,443,925</u>	<u>(3,070,027)</u>	<u>373,898</u>

	Year ended 31 March 2017		
	Turnover	Operating costs	Operating surplus / (deficit)
	£	£	£
<b>Social housing lettings (note 3)</b>			
General needs housing	2,635,437	(2,388,199)	247,238
Temporary social housing	534,471	(72,028)	462,443
<b>Other social housing activities</b>			
Housing plus	3,955	(112,529)	(108,574)
Community support	15,313	(62,149)	(46,836)
<b>Non social housing activities</b>			
Leaseholders service charges	79,367	(79,367)	0
Commercial units	36,754	(12,791)	23,963
Garages and parking income	28,970	(19,669)	9,301
Ground rent receivable	2,010	0	2,010
Other income	7,436	0	7,436
	<u>3,343,713</u>	<u>(2,746,732)</u>	<u>596,981</u>

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Notes to the financial statements

**3 Particulars of income and expenditure from social housing lettings**

	General needs housing £	Temporary social housing £	Total Year ended 31 Mar 18 £	<i>Total Year ended 31 Mar 17 £</i>
<b>Turnover</b>				
Rent receivable (net of void losses)	2,467,647	517,791	2,985,438	2,942,923
Amortisation of housing grant	<u>209,232</u>	<u>12,331</u>	<u>221,563</u>	<u>226,985</u>
	<u><u>2,676,879</u></u>	<u><u>530,122</u></u>	<u><u>3,207,001</u></u>	<u><u>3,169,908</u></u>
<b>Operating costs</b>				
Management	(765,107)	(14,884)	(779,991)	(716,052)
Services	(219,223)	0	(219,223)	(216,649)
Routine maintenance	(687,490)	(14,734)	(702,224)	(643,541)
Planned maintenance	(111,816)	0	(111,816)	(91,568)
Major repairs expenditure	(318,691)	0	(318,691)	(233,855)
Bad debts	(44,811)	0	(44,811)	8,407
Depreciation of housing properties	(494,891)	(42,374)	(537,265)	(534,416)
Gain on disposal of housing components	2,161	0	2,161	1,966
Depreciation of furniture	<u>(33,846)</u>	<u>0</u>	<u>(33,846)</u>	<u>(34,519)</u>
	<u><u>(2,673,714)</u></u>	<u><u>(71,992)</u></u>	<u><u>(2,745,706)</u></u>	<u><u>(2,460,227)</u></u>
<b>Operating surplus / (deficit)</b>	<u><u>3,165</u></u>	<u><u>458,130</u></u>	<u><u>461,295</u></u>	<u><u>709,681</u></u>
Void losses	<u><u>39,771</u></u>	<u><u>0</u></u>	<u><u>39,771</u></u>	<u><u>41,589</u></u>

**4 The operating surplus on ordinary activities is stated after charging:**

	2018 £	2017 £
Depreciation	574,595	572,159
Fees paid to the auditors in their capacity as such excluding VAT at 20%	12,577	14,716

**5 Taxation**

With effect from 6 January 2003, HM Revenue & Customs accepted that WECH is a charity for tax purposes. This means that WECH's income and capital gains are exempt from tax as long as it continues to fulfil the criteria for exemption.

Notes to the financial statements

**6 Directors' emoluments**

For the purpose of this note, the directors are defined as the members of the Board and the executive management team. None of the members of the Board received any emoluments (2017: £nil).

	2018	2017
	£	£
Total emoluments paid to the directors	<u>399,062</u>	<u>376,076</u>
Pension contributions included therein	<u>34,129</u>	<u>33,912</u>
Benefits in kind included therein	<u>0</u>	<u>0</u>
Emoluments of the highest paid director (the Chief Executive) excluding pension contributions.	<u>81,818</u>	<u>80,609</u>
The aggregate amount of any consideration payable to directors for loss of office	<u>32,676</u>	<u>0</u>
Total expenses reimbursed to directors not chargeable to UK tax	<u>0</u>	<u>0</u>

The Chief Executive is an ordinary member of the pension scheme and no enhanced or special terms apply. There are no payments made to separately administered pension schemes. (see notes 10 and 19)

**7 Employee information**

	<u>2018</u>	<u>2017</u>
The average number of full time equivalent persons, calculated on the basis of a 35 hour week, employed during the year (including the chief executive) was:		
Office staff	13	13
Maintenance staff	<u>1</u>	<u>1</u>
	<u>14</u>	<u>14</u>
Staff costs for the above persons were:		
Wages and salaries	£ 653,819	£ 620,194
Social security costs	66,260	67,079
Pension contributions	<u>49,850</u>	<u>72,745</u>
	<u>769,929</u>	<u>760,018</u>

Full time equivalent persons paid salaries & pension contributions within the following bands:

Below £60,000	13	12
£60,000 to £69,999	0	0
£70,000 to £79,999	1	1
£80,000 to £89,999	1	1
Above £90,000	0	0

Notes to the financial statements

8 Fixed assets

	Freehold housing properties £	Work in progress £	Furniture in furnished lettings £	Office improvements £	Office equipment £	Furniture fixtures and fittings £	Total £
<u>Cost</u>							
At 1 April 2017	36,002,418	1,044,202	103,556	126,855	42,019	39,550	37,358,600
Completed projects	0	0					-
Additions	165,942	3,923,204	28,218	0	1,038	0	4,118,402
Disposals	(166,215)	0	(30,235)	0	0	0	(196,450)
At 31 March 2018	36,002,145	4,967,406	101,539	126,855	43,057	39,550	41,280,552
<u>Depreciation</u>							
At 1 April 2017	(10,885,709)	0	(68,948)	(126,855)	(33,422)	(39,550)	(11,154,484)
Charge for the year	(537,265)	0	(33,846)	0	(3,484)	0	(574,595)
Disposals	147,556	0	30,235	0	0	0	177,791
At 31 March 2018	(11,275,418)	0	(72,559)	(126,855)	(36,906)	(39,550)	(11,551,288)
<u>Net book value</u>							
At 31 March 2018	24,726,727	4,967,406	28,980	0	6,151	0	29,729,264
At 31 March 2017	25,116,709	1,044,202	34,608	0	8,597	0	26,204,116

£5,221,877 (2017: £1,391,150) was spent on works to the properties in the year ended 31 March 2018, with £1,132,731 (2017: £968,964) being expensed as repairs and maintenance, £165,942 (2017: £149,083) being capitalised components, £1,971 (2017: £17,638) capitalised as improvements and £3,921,233 (2017: £255,465) was capitalised costs relating to the Elgin Estate scheme.

Notes to the financial statements

**9 Retirement benefits - defined contribution scheme**

WECH operates two defined contribution schemes, administered by TPT Retirement Solutions (TPT).

The cost for the year is equal to the contributions payable to the scheme during the period as shown in note 7. At the balance sheet date, the amount outstanding was £0 (2017: £0).

**10 Retirement benefits - defined benefit scheme**

WECH participates in TPT's Growth Plan (the scheme), a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for WECH to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

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

The scheme is classified as a 'last-man standing arrangement'. Therefore WECH 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.

A full actuarial valuation for the scheme was carried out at 30 September 2011. This valuation showed assets of £780m, liabilities of £928m and a deficit of £148m.

A full actuarial valuation for the scheme was carried out at 30 September 2014. This valuation showed assets of £793m, liabilities of £970m and a deficit of £177m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions totalling £12,945,440 per annum from 1 April 2016 to 30 September 2025 and £54,560 per annum from 1 April 2016 to 30 September 2028.

Unless a concession has been agreed with the Trustee the term to 30 September 20125 applies.

The recovery plan contributions are allocated to each participating employer in line with their estimated share of Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

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<b>Deficit contributions payable by WECH</b>	<u>£</u>
Year ended 31 March 2017 payable in instalments of £1,238.71 per month.	14,865
Year ended 31 March 2018 payable in instalments of £1,275.87 per month.	15,310
Year ended 31 March 2019 payable in instalments of £1,314.15 per month.	15,770

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

	<u>£</u>
Present value of provision as at 31 March 2016	145,000
Present value of provision as at 31 March 2017	145,000
Present value of provision as at 31 March 2018	122,000

<b>FRS102 - Section 28 disclosure report</b>	2018	2017
	<u>£</u>	<u>£</u>
Provision at start of period	145,000	145,000
Unwinding of the discount factor (interest expense)	1,000	4,000
Deficit contribution paid	(15,310)	(14,865)
Remeasurements - impact of any change in assumptions	(8,690)	10,865
Remeasurements - amendments to the contributions schedule	<u>0</u>	<u>0</u>
	<u>122,000</u>	<u>145,000</u>
Rate of discount	1.71%	1.32%

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

WECH paid contributions at the rate of 10% of gross salary during the accounting period. Members paid contributions at the rate of at least 5% of gross salary during the accounting period.

As at the balance sheet date there were three active members of the scheme employed by WECH. WECH continues to offer membership of the scheme to its employees.

As of 30 September 2017, the estimated employer debt for WECH was £316,043 (30 September 2016: £358,638).

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<b>11 Debtors</b>	2018	2017
	£	£
Rent arrears	165,960	142,499
Other arrears	28,388	9,605
Less provision for bad debts	<u>(152,036)</u>	<u>(107,225)</u>
Arrears net of bad debt provision	42,312	44,879
Leaseholders' service charges	88,523	60,025
Prepayments and accrued income	13,480	58,988
Other debtors	<u>99,633</u>	<u>114,353</u>
	<u>243,948</u>	<u>278,245</u>
<b>12 Creditors</b>	2018	2017
Amounts falling due within one year	£	£
Trade creditors	106,209	0
Accrued expenses	320,079	97,928
Rents and service charges paid in advance	205,832	164,625
Deferred income	12,147	14,581
Income tax and national insurance	19,698	19,142
Grants relating to housing properties (2019 estimated)	221,563	226,985
Pension deficit payment liability	15,770	15,310
Staff annual leave not taken	8,587	5,424
Other creditors	<u>24,040</u>	<u>21,490</u>
	<u>933,925</u>	<u>565,485</u>
<b>13 Creditors</b>	2018	2017
Amounts falling due after more than one year	£	£
Grants relating to housing properties	9,611,820	6,398,507
Pension deficit payment liability	<u>106,230</u>	<u>129,690</u>
	<u>9,718,050</u>	<u>6,528,197</u>

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<b>14 Share capital</b>	2018	2017
Shares of £1 each issued and fully paid	£	£
At 1 April 2017	600	560
Cancelled during the year	0	0
Issued during the year	<u>0</u>	<u>40</u>
At 31 March 2018	<u><u>600</u></u>	<u><u>600</u></u>

The share capital of WECH 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. On ceasing to be a member, that person's share is cancelled and the amount paid up thereon becomes the property of WECH. All shareholdings relate to non-equity interests; there are no equity interests in WECH. Each share carries the right to one vote. Resident members are deemed to have given up their membership when they cease to be residents in a dwelling owned or managed by WECH unless they indicate otherwise.

<b>15 Cumulative capital and revenue grant received</b>	Capital grant	Revenue grant
	£	£
At 31 March 2017	12,457,788	388,345
Received during the year	<u>3,440,000</u>	<u>0</u>
At 31 March 2018	<u><u>15,897,788</u></u>	<u><u>388,345</u></u>

<b>16 Deferred capital grant</b>	2018	2017
	£	£
At 1 April 2017	6,625,492	6,865,354
Grant received in the year	3,440,000	0
Released as part of loss on disposed components	(10,547)	(12,877)
Amortisation released to income in the year	<u>(221,562)</u>	<u>(226,985)</u>
At 31 March 2018	<u><u>9,833,383</u></u>	<u><u>6,625,492</u></u>
Amount due to be released in one year	221,563	0
Amount due to be released in more than one year	<u>9,611,820</u>	<u>6,625,492</u>
	<u><u>9,833,383</u></u>	<u><u>6,625,492</u></u>

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17 Financial instruments	2018	2017
	£	£
<u>Financial assets measured at amortised costs</u>		
Rent and service charge debtors	282,871	212,129
Other debtors	99,634	114,353
Cash and cash equivalents	<u>1,803,052</u>	<u>1,368,965</u>
Total financial assets	<u><u>2,185,557</u></u>	<u><u>1,695,447</u></u>
<u>Financial liabilities measured at amortised costs</u>		
Rent and service charge creditors	205,832	164,625
Other creditors	<u>165,738</u>	<u>185,632</u>
Total financial liabilities	<u><u>371,570</u></u>	<u><u>350,257</u></u>
<b>18 Capital commitments</b>		
	2018	2017
	£	£
Contracted for but not provided for in these accounts	12,573,438	480,000
Authorised by the Board but not contracted for	<u>0</u>	<u>15,997,509</u>
	<u><u>12,573,438</u></u>	<u><u>16,477,509</u></u>

The above capital commitments relate to the regeneration of the Elgin Estate, which will be funded as follows: A loan of £9,000,000 from Charity Bank and Unity Trust Bank, £4,300,000 from the s106 fund of Westminster City Council and £2,580,000 from the Greater London Authority.

19 Number of homes	As at 31 March	
	<u>2018</u>	<u>2017</u>
Tenanted (managed by WECH)	451	451
Tenanted (leased back to Westminster City Council)	6	6
Tenanted (leased to Westminster City Council's agent as temporary accommodation for homeless families)	31	31
Tenanted (Assured Shorthold Tenancy)	4	4
Flat occupied by placement student	1	1
On long leases to residential occupiers	<u>139</u>	<u>139</u>
	<u><u>632</u></u>	<u><u>632</u></u>

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20 Other rental units	As at 31 March	
	<u>2018</u>	<u>2017</u>
Double garages	5	10
Single garages	41	49
Parking spaces	27	47
Open parking bays	33	36
Enclosed parking bays	13	24
Commercial units	5	5
	<u>124</u>	<u>171</u>

The Elgin Estate scheme has resulted in the loss of some garages and parking spaces.

**21 Legislative provisions**

WECH is incorporated under the Co-operative Community and Benefit Societies Act 2014.

**22 Related parties**

The Board has members who are tenants or leaseholders and hold tenancy agreements or leases on normal terms. They cannot use their position to their advantage.

Rents and service charges charged to those members was £56,846 (2017: £64,704) and their total arrears at 31 March 2018 were £4,103 (2017: £1,580). No Board members had significant arrears at 31 March 2018.

**23 Controlling party**

WECH is controlled by its members in a general meeting who elect the Board of management each year.