
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Look Ahead Care and Support Limited
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A charitable housing association,
registered under the Co-operative and
Community Benefit Societies Act 2014: No.
21004R.

Registered with the Regulator for Social
Housing: No. LH0013.

LOOK AHEAD CARE AND SUPPORT LIMITED

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

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Board of Management

**Baroness Mary Watkins of Tavistock
(Chair)**

Crossbench Peer, House of Lords

Board Member, NHS England

**Tom Dacey – (Chair – Blythson &
Kingswood Board)
Retired 23 September 2024**

Chair – MP Living (resigned September 2023)

**Richard Jones CBE (Vice Chair and Chair
of Nominations and Remuneration
Committee)**

Chair - Shared Lives Plus
Chair, Syncora Ltd (part of the Calico Group)
Non-Executive Director, Calico Group
Non-Executive Director, FairOak Housing
Association
Independent Chair – Leeds Safeguarding Adults
Board

**Sharon Slotnick – (Chair of
Remuneration Committee)**

Sitting Magistrate (London – Adult, Family,
Crown Court Appeals)

**Ellie Edwards-Scott-
Retired 23 September 2024**

Director, The Advisory Collective
Trustee – Digilearning

**Kevin Gould - (Chair of Audit and Risk
Committee until 23 September 2024,
Chair of Blythson Limited and
Kingswood Care Services Limited from
23 September 2024)**

Director and Shareholder, Sharpthorne Services
Ltd
Board member, Grand Union Housing Group
Vice Chair, Independent decision making body,
Bar Standards Board
Internal audit consultant, European Bank of
Reconstruction & Development
Board member, Legal & General Affordable
Housing (all Registered Providers)
Trustee, Centre for Alternative Technology
Governor, Staffordshire University

Board of Management (Continued)

Stephen Firn (Chair of Quality and Safety Committee)

Chief Executive Officer – Cygnet Health Limited

Kevin Obi

Chair – NIDSG
Managing Director at Synergy Inc Ltd
Board Adviser - Ecosync Ltd

Sarah Willows (Chair of Investment & Treasury Committee and Chair of Audit and Risk Committee from 24 September 2024)

Director, Storegga Limited

Chris Hampson

Chief Executive Officer

Chief Executive and Senior Leadership Team

Chris Hampson

Chief Executive Officer

Rosa Napolitano

Executive Director of Business Development And Innovation
Resigned July 2024

Guy Robinson

Executive Director of Group Operations
Resigned May 2024

Julie Blair

Executive Director of Corporate Services

Nicole Njie

Executive Director of Customer Experience and Quality
Interim Director of Group Operations from 1 June 2024

Harindra Punchihewa

Chief Financial Officer
Appointed September 2023

Jason Hapgood

Executive Director of Asset and Property
Appointed April 2024

Sam Stewart

Executive Director of Finance
Resigned July 2023

Solicitors

Devonshires

Salisbury House
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London
EC2M 5QY

External auditors

RSM UK Audit LLP

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St Peter's Square
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Internal auditors

Beever & Struthers

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EC3N 1LS

Registered office

Cally Yard
439 Caledonian Road
London
N7 9BG

Bankers

Barclays Bank PLC

1 Churchill Place
London
E14 5HP

Registration details

Regulator of Social Housing
Registration Number: LH0013
Co-operative and Community Benefit
Societies Act Number: 21004R

Investment managers

Rothschild Wealth Management (UK) Limited

New Court
St Swithin's Lane
London
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LOOK AHEAD CARE AND SUPPORT LIMITED

REPORT OF THE BOARD OF MANAGEMENT

Look Ahead Care and Support Limited ('Look Ahead') is registered under the Co-operative and Community Benefit Societies Act and is a Registered Provider under the Housing and Regeneration Act 2008. Look Ahead Developments Limited, Larch Residential Services Limited, Blythson Limited and Kingswood Care Services Limited are wholly owned subsidiaries of Look Ahead Care and Support Limited ('the Association', together 'the Group'). Group Accounts have been prepared for the year ended 31 March 2024 under the requirements of the Co-operative and Community Benefit Societies Act (Group Accounts) regulations 1969.

Principal activities

Look Ahead is a specialist housing association providing supported housing and social care services to vulnerable people within the community. Our core purpose is to work in partnership with the NHS and local authorities to provide an integrated housing, support and care service across our four client groups: mental health, learning disabilities, young people and rough sleepers. All existing and new accommodation operated by Look Ahead is predominantly linked to a care or support package.

Our mission is "working with people to make choices, achieve goals and take control of their lives through high quality care, support and housing." In order to achieve this we need to maintain long term viability and financial strength. To deliver on this we have in recent years invested in property and two small, specialised support businesses.

Look Ahead has four specialisms: Homelessness, Mental Health, Learning Disabilities and Young People. We work with some of the most vulnerable people in society, where a Look Ahead service may be their last option. Due to the nature of local authority tendering about 40% of the units we operate out of are owned by other landlords which brings different challenges to those faced by general needs Housing Associations. Due to the nature of the support provided, the average length of stay is two years, creating higher void rates; we re-let over 40% of our stock each year.

We are proud to operate this niche model and support people with different vulnerabilities across London and the Southeast. We know that our services support some of the most hard to reach people in our society, giving them opportunities to achieve their goals that might not have been possible otherwise.

Look Ahead Developments Limited was incorporated in February 2008 and provides construction, design and build services to Look Ahead Care and Support. There is currently one active project at design phase in Caterham, Surrey, which has been paused pending a review of options for this site.

Larch Residential Services Limited was incorporated in October 2018 and is a small provider of private residential lettings. It currently has 17 properties in its portfolio.

All the shares of Blythson Limited were acquired in October 2019. It is based in Kent and provides residential care and supported living services to 50 people with learning disabilities from 9 of its own properties and 8 owned by Look Ahead and also in customers' homes. It has four residential care services and a supported living service that are registered with the

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Care Quality Commission (CQC). The four properties are all rated as Good, and the supported living service is rated as Outstanding by the CQC.

All the shares of Kingswood Care Services Limited were acquired in September 2020. It is based in Essex and provides residential care and supported living services to 32 people with learning disabilities from its own 5 properties and 1 owned by Look Ahead. The one property owned by Look Ahead was bought and leased to Kingswood in 2023/24. All of its services are registered with the Care Quality Commission (CQC). Five properties are rated as Good with one rated as Outstanding.

Our performance, journey and future strategy

Look Ahead has been pursuing a strategy over the last two years to actively shift our support and care service portfolio to deliver a greater number of higher acuity support and care services, whilst simultaneously reducing the number of low support non statutory services which formed the largest part of our care and support portfolio.

The reason for this change is twofold. Firstly, higher acuity statutory services, particularly in Mental Health and Learning Disabilities, deliver more secure, longer term stable funding sources than lower-level preventative support services. It also recognises the considerable pressures facing local authority social care commissioners that is likely to continue into the foreseeable future and the difficult commissioning decisions they will have to make. It is a natural step for Look Ahead, an organisation with a long history and considerable experience of delivering support and care to people with complex needs, backed by strong local networks and an infrastructure geared up to deliver high acuity support and care.

Our aim is to deliver a better-balanced support and care portfolio with a higher proportion of statutory clients, run predominantly from our own buildings. This will ensure a more secure future, whilst also not completely moving away from our historical roots delivering preventative services. Our strategy and business plan seeks to strengthen our financial position across our core housing and support sides of the business, securing better returns from our support and care contracts, and freeing up capital to acquire new buildings for growth and invest in our existing buildings to deliver high quality supported housing.

This transition is underpinned by a very active asset management and disposal strategy that seeks to dispose of buildings no longer in demand by commissioners, or are in danger of being decommissioned and/or subject to year on year cuts to contracts. The receipts of disposals are reinvested in acquiring new, mostly smaller buildings, that are in high demand by commissioners, or repurposing existing buildings to deliver high quality homes with secure long term care and support packages.

The transition also involves us moving away from operating out of other landlords' buildings with onerous housing management agreements that pass the risk to the support provider. Instead, growth is focused on organic property led growth used to negotiate secure well-funded high acuity support and care contracts with local authorities, but increasingly with the NHS and the new NHS Integrated Care Systems.

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Our relatively unique approach of integrated housing, care and support chimes very closely with the Governments own integration agenda. There is huge unmet demand from both NHS and Local Authority commissioners for integrated community based housing, support and care services as an alternative to very expensive hospital placements, or expensive out of Borough private sector run social care funded by local authorities. It also assists the NHS in tackling bed blocking problems via the provision of hospital step down services in the community or preventing unnecessary hospital admissions in the first place. The models we have developed over the last 24 months are in huge demand.

This year's Financial Statements reflect where we are on that journey. Transitioning a sizeable portion of our existing services and buildings and the delivery of new service models incurs one off costs, and this also impacts on some of our core Key Performance Indicators. Decanting buildings has impacted temporarily on voids, as well as incurring one off dilapidation and other building costs. Handing back a contract incurs lost contract contribution and related one off staff costs. In addition, there were one off items included in this year financial statements – impairment charge and a provision for aged bad debt.

The results for the year show an operating deficit of £10.5 million, compared with a 2023 deficit of £1.6 million. In the year gift aid donations amounting to £1.4 million were made to Look Ahead from the subsidiaries (2023: £1.5 million) which is included in turnover for the Association. Included in the operating deficit for the year is a £4.2 million impairment charge and £2.8 million in respect of provisions for bad and doubtful debts. In addition, the depreciation charge for the year is £2m higher than 2022/23 including accelerated depreciation on replaced components in relation to current and prior years. After excluding the impact of those three items, the operating deficit for the year is £1.5m.

After an increase in the fair value of investment property and an increase in the fair value of financial investments and actuarial losses in respect of the pension scheme, the total deficit for the Group was £13 million (2023: deficit of £4.8 million). Included in the total deficit is the actuarial loss on the pension scheme of £2 million (2023: £1.9 million).

Despite the challenges, the Group turnover grew to £79.9 million from £79.3 million in the previous year. In the year we continued to invest in our property assets; we have spent £5.2 million on component replacement, major repairs and development of existing properties compared with £4.4 million in 2022/23. We also invested in new properties at the cost of £3.3 million. This produces negative EBITDA MRI of £10.5 million (2023: £2.9 million). We are committed to invest in our properties and will not defer essential works, as this is not cost effective in the long run, nor is it best for our tenants. Look Ahead continues to be in a strong financial position with liquid assets, cash of £12.4 million and undrawn credit facilities of £3 million to pursue its growth strategy as well as continue to invest in its assets.

During the year we received £441,750 of Land Aid grant towards the cost of the refurbishment and reconfiguration of two existing properties (Oaklands and St Kilda). These works will complete in 2024/25.

We invested £0.8 million in software and IT equipment in 2023/24. We also spent £0.9 million on customer furniture.

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The Group has net current assets of £1.3 million (2023: net current liabilities of £20.6 million). Included in 2023 figure was a Rothschild loan of £17.3 million which has been repaid within the current financial year. During 2023/24 Look Ahead had its status with the Regulator of Social Housing changed to V2/G2.

Group Growth Highlights

The Group turnover increased by £0.6 million from 2022/23 result. This increase in revenue has been driven by new contracts and higher negotiated rates for existing business as well as rent and service charge increases, which were offset by exiting lower margin generating contracts, the majority of which we've handed back at the end of the year. Blythson's turnover increased by £1 million largely as a result of the property acquired, which in turn increased to £7.1 million.

The approved business plan includes growth for Look Ahead, Blythson and Kingswood through property acquisition.

In the year 22% of our contract income came from spot contracts, meaning they are linked to an individual rather than provision for a number of beds. This generated 19.2% of the total contribution from support contracts. The business plan sees an increase in the number of spot contracts in Look Ahead over the next five years, reducing reliance on the turnover of block contracts awarded through competitive tender opportunities. All properties that have been acquired in the last two years will be used for spot contracts for people with learning disabilities.

Reaching more people

- Our 17 homelessness services, which include everything from hostels to support for people affected by domestic abuse, have helped 1,180 people.
- Over the last year, we have delivered 27 specialist mental health services, across 14 local authorities and seven integrated care systems, supporting 799 people.
- Our 49 specialist services have supported over 200 people who have a broad range of learning disabilities, autism, complex needs and behaviour that is seen as challenging.
- Our 16 services for young people and those with experience of care supported 699 young people to develop the skills and confidence they need to live independently.

The remainder of the commentary provides further detail on the results of the social housing, care and support activities of the Association only.

Commitment to improved outcomes and quality

Look Ahead supports customers from four different client groups with a wide range of support needs. Each customer has an individualised support plan designed to help customers achieve their goals and live more independently. The plans are based on the strengths and needs of each customer and are reviewed regularly to ensure that they are still meeting the customer's needs.

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Look Ahead is committed to delivering high-quality services. To this end, we have developed our own Quality and Assurance system, which is based on the same standards as those used by the Care Quality Commission (CQC). Our system is regularly reviewed by external experts and by our own customers, to ensure that it is meeting their expectations.

In 2024, we fell short of our internal target of 85% of services meeting at least a 'Good' rating. Although this is still below the target the quality of service has improved compared to 2022/23. This performance is largely due to staffing vacancies in several sites. These vacancies have impacted the quality of service, resulting in a lower overall rating.

The quality team will continue to run regular workshops for managers to help them understand what is expected in quality visits. These workshops will highlight good practice and provide guidance on key areas that often let services down. All services rated as Requires Improvement will be revisited within 6 months to assess their progress against their improvement plans and, where possible, improve their rating to Good.

We have 12 services registered with the CQC, and all of these are currently rated as Good or are awaiting their first inspection. The table below shows our performance against target for the key metrics that our Board has identified as the most important in determining how effective Look Ahead's services are.

Effectiveness – quality of services delivered to our customers	Target	2020	2021	2022	2023	2024
% Services rated as 'outstanding' or 'good' by our internal quality system	85%	90%	91%	91%	70%	73%
% Services rated as 'outstanding' or 'good' by CQC	100%	100%	91%	100%	100%	100%
No. of services rated "overall" as 'inadequate' by CQC	0	0	0	0	0	0
% Services rated as 'outstanding' or 'good' by Ofsted	100%	N/A	N/A	N/A	N/A	N/A
No. of services rated "overall" as 'inadequate' by Ofsted	0	N/A	N/A	N/A	N/A	N/A

Over the past 12 months we have trained 17 Peer Support Volunteers (PSVs). PSVs are volunteers with lived experience, including current and former Look Ahead customers as well as referrals from external agencies. The programme develops skills and provides valuable experience of working in the sector, helping volunteers move on to paid employment. In the past 12 months, 1 peer support volunteer progressed into employment at Look Ahead.

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Investment in our people

Our reward strategy continues to include paying National Living Wage and London Living Wage as well as formal staff recognition awards and initiatives. Staff turnover has decreased from last year and stabilised throughout the year. Voluntary staff turnover for the year was 25% (2022/23 32%). Retaining and developing valuable members of staff is crucial to our future success and for high quality service delivery and we have continued to invest in professional qualifications, staff awards and career development within the organisation.

We are committed to investing in our staff and we increased the availability of training in the year, especially by moving courses online. There were 444 training courses delivered (2023 430) during the year with the majority of these being delivered online but there was an increase in face to face learning where appropriate to do so.

Investment in our property assets

We continue to invest in our property assets, ensuring that we maximise financial return whilst fulfilling our social purpose. In the year we invested £5.2 million in our property assets for component replacement and major repairs and £1 million on furniture and white goods. In addition, we acquired three properties during the year. Buying property for use in providing services is in line with our business development strategy and demonstrative of our mission of helping people live more independently in their own homes.

Driving improved financial performance

A key corporate priority for Look Ahead is that we remain financially strong, enabling investment in our services, properties and people. The following table sets out key performance data for 2023/24:

Financial efficiency and economy:	Target 2023/24	2020	2021	2022	2023	2024
Void %	6.7%	7.8%	6.0%	8.0%	7.9%	10.7%
Net arrears of current tenants	6.8%	8.4%	8.6%	8.5%	10.0%	6.1%
Bad debt %	3.6%	3.5%	2.1%	1.4%	3.0%	3.0%
Agency staff as % of total staff spend	2.8%	3.2%	1.9%	3.4%	20.6%	7.3%
Voluntary staff turnover	30%	28%	21.5%	30.7%	32.1%	24.6%
% of reactive repairs completed within target times	90%	83%	81%	89%	96%	80%

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We have met majority of our targets during the year.

We have significantly decreased the net arrears of current tenants from 10% last year to 6.1%, which is below the target of 6.8%.

The bad debt charge remained the same as last year at 3%, which is also below target of 3.6%. The breakdown below is showing the split of bad debts by owned and managed properties. The bad debt for our owned properties is still well below the target and charge for the managed properties has reduced from last year.

	2023/24			2022/23		
	Owned	Managed	Total	Owned	Managed	Total
				£000s	£000s	£000s
Rent & Service Charge income	12,291	13,956	26,247	11,484	17,082	28,566
Bad debts	248	530	778	156	703	859
Bad debts %	2%	3.8%	3%	1.4%	4.1%	3.0%

Our responsive repairs performance was very strong during the year. The percentage of reactive repairs completed within target times has decreased to 80% from 96% in the previous year and was below the target of 90%.

The voluntary staff turnover has also reduced and improved during the year. It has reduced to 24.6% from 32.1% last year, and it is well below the target of 30%.

Agency staff expenditure as a percentage of all staff costs has significantly decreased in the year, from 26% in the previous year to 7.3%.

The main challenge we had during the year was the voids levels which continued to be high and above target. The increase was mainly as a result of decanting buildings which has impacted temporarily on voids. The table below is showing the void levels by owned and managed properties. The performance on our owned properties has improved compared to last year. However, the voids levels on managed properties have increased, which is due to handing back a high volume of managed units at the end of the financial year.

	2023/24			2022/23		
	Owned	Managed	Total	Owned	Managed	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Rent & Service Charge income	12,291	13,956	26,247	11,484	17,082	28,566
Voids	868	1,930	£2,798	877	1,372	2,249
Voids %	7.1%	13.8%	10.7%	7.6%	8%	7.9%

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Support services contracts generated a deficit of £3.3 million (2022/23: £2.1 million) and a negative 8% margin of turnover (2022/23: negative 5.2% margin), (see Note 5). This was due to a one-off provision for bad debts raised in the year of £2.8 million. Excluding this provision, the supported services contracts would have made a deficit of £0.5 million.

The table below shows the social housing operating margin of our landlord business split between owned and managed properties. The performance of owned properties reduced significantly compared to last year which is due to the impairment charge of £4.2 million and £2 million higher depreciation of property charge. After excluding the impairment one off charge and the additional depreciation charge, the owned properties have generated an operating surplus of £1.1 million.

Social Housing Operating Margin						
	2023/24			2022/23		
	£000s	£000s	£000s	£000s	£000s	£000s
	Owned	Managed	Total	Owned	Managed	Total
Turnover	13,222	13,959	27,181	13,240	16,214	29,454
Operating Deficit	(5,143)	(4,783)	(9,926)	2,356	(4,108)	(1,752)
Operating margin %	(38.9%)	(34.3%)	(36.5%)	17.8%	(25.3%)	(5.9%)

Delivering Value for Money

For Look Ahead value for money means delivering our strategic objectives in the most cost-efficient way. Delivery of care and support contracts represents 51% of our income. Due to the nature of the commissioning of contracts, our support services are regularly assessed as providing value for money in a highly competitive tender environment.

Look Ahead remains unique in that most of our stock is used for supported housing. Supported housing characteristically incurs more void units, requires greater expenditure on reactive and voids maintenance and suffers greater bad debts than a housing association that focuses on general needs housing. Operating margins in our specialist care and support sector sit well below those of general needs housing providers.

Value for Money KPIs

The table below shows the metrics that were introduced by the Regulator of Social Housing in April 2018. These metrics are used to assess the financial health of all organisations across the sector.

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		Sector Median 2022/23	2023/24	2022/23	2021/22
1	Reinvestment	6.7%	6.2%	4.0%	5.5%
2	New Supply Delivered – social housing units	1.3%	0.3%	0.3%	0.0%
3	Gearing	45%	0%	16.2%	14.5%
4	Earnings Before Interest, Tax, Depreciation, Amortisation, Major Repairs Included (EBITDA MRI) Interest Cover %	128%	(464%)	(223%)	(233%)
5	Headline social housing cost per unit	£4,586	£36,560	£27,945	£25,616
6	Operating Margin – Social housing lettings only	19.8%	(36.5%)	(5.9%)	(2.4%)
7	Operating Margin – Overall	18.2%	(13.2%)	(2.1%)	3.5%
8	Return on capital employed (ROCE)	2.8%	(6.6%)	(0.9%)	1.4%

Reinvestment

Look Ahead's capital expenditure includes redeveloping existing assets, component replacement and meeting our compliance requirements as well as acquiring properties on the open market. In 2023/24 we spent £5.2 million on compliance and component replacement compared with £4.4 million in 2022/23 (note 11a). In addition, we spent £3.3 million on acquiring a new property (£0.9 million in 2022/23).

Reinvestment in property assets was 0.5% less than the sector median for 2023 at 6.2%. This is an increase on the previous year of 2.2%. Look Ahead is not a traditional developing housing association. Through the asset management strategy Look Ahead ensures that its properties are well maintained and compliant. The business plan includes the development of one owned site in Caterham, Surrey that Look Ahead has planning permission for. However, most of the increase in the property portfolio will be derived from the acquisition of residential properties.

Gearing

The level of gearing decreased in 2023/24 to 0% from 16.2% in 2022/23. A facility with Rothschild of £17.3 million, which was secured against the investment portfolio was repaid in the year.

Look Ahead gearing is lower than the sector median due to relatively little development. At the end of the financial year Look Ahead has equal amount of credit facility and easily accessible cash.

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EBITDA MRI – Interest cover

Financial performance for the year was an operating deficit of £10.5 million compared with a deficit of £1.5 million in 2022/23. EBITDA MRI interest cover decreased to (464%) from last year's (223%). This is mainly due to £4.2 million impairment charge and £2.8 million aged debt provisions made in the year. After adjusting for the one off items of £7 million the EBITDA MRI is reduced to negative £3.5 million. The 30-year business plan sees the organisation move to a position where positive EBITDA MRI is sustained after year four of the plan.

Social Housing costs per unit

Look Ahead's income is predominantly derived from care and support services. As a result 51% of our costs are directly related to support services provided by our front-line staff, which do not exist within general needs housing associations. There is no direct correlation between the number of units we manage and the number of customers that we support because we support some customers in their own homes. As a supported housing provider we also pay for services on behalf of our tenants and recoup this through services charges, unlike a general needs landlord.

We manage 849 social housing units on behalf of other landlords and 1,159 owned units. The managed units are subject to a management fee payable back to the landlord which is significantly impacting the average cost per unit. Typically, management fees are 75% of the total rent recoverable.

The cost per unit increased from £27,945 in 2022/23 to £36,560. However, a large number of managed units have been handed back at the end of the financial year. The managed units have reduced from 1,195 to 849. The average cost per unit in the table below is based on the units at the end of the year. In addition, the supported and other cost includes a £2.8m provision for bad debts which is also inflating the average cost per unit.

Social Housing cost per unit						
	2023/24 Owned	2023/24 Managed	2023/24 Total	2022/23 Owned	2022/23 Managed	2022/23 Total
Total units at the end of the year	1,159	849	2,008	1,195	1,195	2,390
Cost per unit	Owned	Managed	Average per unit	Owned	Managed	Average per unit
Service charges	4,088	9,038	6,181	3,672	7,081	5,377
Management	3,207	11,854	6,863	2,187	8,590	5,389
Routine maintenance	1,286	369	824	1,145	753	949
Major repairs	89	-	51	242	(14)	114
Capitalised major repairs	4,466	-	2,577	3,488	161	1,825
Total cost before support costs	13,136	21,261	16,496	10,734	16,571	13,654
Support & other cost			20,064			14,292
Total social housing cost including support per unit			36,560			27,945

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Return on Capital Employed (ROCE)

ROCE decreased from a negative 0.9% to a negative 6.6% in the year. Although Look Ahead has a large asset base, it has low operating margins due to the vast majority of the income coming from care and support. The decrease year on year is due to the operating deficit in 2023/24. We expect the ROCE to return to a positive figure and improve over the next five years in line with the business plan.

When comparing the Value for Money results to the median performance of other social housing providers, Look Ahead presents as an outlier due to its unique business model. Value for money for Look Ahead is not only demonstrating that our services are cost effective, but more broadly that our services save the public purse overall providing integrated services between health and housing.

We continue to work closely with other similar providers to develop additional metrics and a scorecard for supported housing providers that will bring more context and clarity to our stakeholders. For key housing indicators we are engaged with Housemark and Acuity, on our staffing KPIs we refer to peer group and sector specific data and finally for the quality of our services we have detailed inspections from the CQC.

Group surpluses and reserves

The Look Ahead Group's reserves as at 31 March 2024 are £75.6 million (2023: £88.6 million) of which £0.2 million are restricted reserves. Reserves are internally generated resources which are reinvested in our assets and support services. Our portfolio of housing stock requires regular investment; this year we invested £5.2 million in component replacement, in addition to investing in new properties at a cost of £3.3 million.

The latest valuation of the Social Housing Pension Scheme (SHPS) multi-employer Defined Benefit scheme deficit has increased Look Ahead's pension liability by £2 million, which has decreased reserves by the same amount (Note 17).

The investment portfolio reduced from £32.1 million in 2023 to £4.9 million, of which £29.2 million was due to withdrawals from the portfolio (Note 12a). The portfolio increased in value in 2023/24 by £1.9 million due to the strengthening in the financial markets.

Group employees

At year end, the Group's total full and part-time staffing complement stood at 1,668 (2023: 1,307).

Look Ahead continues to work on our Inclusion Agenda and has made progress with reducing our Gender Pay Gap. We have signed up to the Inclusive Employers standards to help form our future focus. We continue to have positive relationships with UNISON and work with staff on our culture and engagement around the organisation

LOOK AHEAD CARE AND SUPPORT LIMITED

REPORT OF THE BOARD OF MANAGEMENT

Governance

The Look Ahead Group has adopted and fully complies with, the principles set out in the National Housing Federation's Code of Governance (2020). The Board of Management is made up of nine Non-Executive Members and the Chief Executive Officer and is responsible Group's overall direction and strategy. The members of the Board of Management are listed on pages 3 and 4. Each of the Non-Executive Members is allocated one share for voting purposes but this does not entitle the member to a beneficial interest in Look Ahead.

Operational responsibility is delegated to the Chief Executive Officer and Senior Leadership Team. The Chief Executive Officer advises the Board on strategic issues. The Chief Executive Officer and Senior Leadership Team are listed on page 4. They have no beneficial interest in Look Ahead's share capital.

Board members are elected for a three-year term at the Annual General Meeting, one third retiring by rotation each year. The Board reviews its operation and performance annually. It carries out an annual review of the skills it requires in order to fulfil its function and recruits new members as required. This year we have continued the process of Board renewal as required by best governance practice. The Board members usually serve a six-year term in office but this may be extended in certain circumstances in line with the NHF Code of Governance.

The Board of Management is currently supported by:

- Audit and Risk Committee
- Investment, Treasury and Asset Committee
- Quality and Safety Committee
- Urgency Committee
- Nomination and Remuneration Committee
- Tenant and Landlord Panel
- Subsidiary Boards

Members of these Committees are selected from the Board of Management, with the exception of the Subsidiary Boards that recruits two independent members and also includes Executive officers.

The **Audit and Risk Committee** is responsible for internal and external audit liaison and reporting, risk management, setting and reviewing key performance indicators, and monitoring Look Ahead's operational and financial performance. The Committee also receives quarterly reports on fraud risk management.

The **Investment, Treasury and Asset Committee** is responsible for reviewing all aspects of Look Ahead's Treasury Management activities including investment, reserves and cash management, debt and property development. The committee makes recommendations to the Board of Management.

LOOK AHEAD CARE AND SUPPORT LIMITED

REPORT OF THE BOARD OF MANAGEMENT

The **Quality and Safety Committee** has responsibility for the oversight of safeguarding risks and performance, service quality and customer experience and health and safety. It also has responsibility for monitoring service delivery regulatory risks (CQC and Ofsted) and customer insight. The Committee reports to the Board on these risks and issues every quarter.

The **Urgency Committee** has full delegated authority to act on behalf of the Board for all urgent issues.

The **Nomination and Remuneration Committee** establishes and reviews the organisation's Remuneration Policy and reviews the Chief Executive Officer's and Senior Leadership Team remuneration annually. In carrying out this responsibility the committee aims to ensure that Look Ahead's reward strategy is competitively positioned in the market to enable it to attract, recruit and retain the talent it needs at all levels in the business. Details of the Chief Executive Officer's remuneration and the total emoluments paid to the Executive Directors and Directors are shown in note 6 to the financial statements.

The committee is also responsible for reviewing the size and composition of the Board, giving consideration to succession planning and nominating, for approval, the candidates to fill Board vacancies as they arise.

The **Tenant and Landlord Panel** membership comprises customers and one Board member. It is attended by Senior Executives. The panel meet three times in the year addressing topics such as housing management, customer and tenant satisfaction, service charges, compliance and maintenance and repairs, customer WiFi and complaints.

The **Subsidiaries' Boards** are drawn from Group Board Members, the Chief Executive Officer and Members of the Senior Leadership Team. Two members are also independent of the Group.

Merger code

In February 2024 the Board reviewed its Merger strategy which is aligned to the NHF's voluntary code for mergers, group structures and partnerships 2016 (the Code). In aligning to Code's principles can demonstrate how we have acted to meet a number of good governance requirements, such as:

1. Considering how we are placed to meet long-term objectives
2. How we conduct our decision-making processes around potential partnership, group structure and relationships
3. Demonstrating compliance with the regulatory standards and value for money
4. Demonstrating transparency and accountability for our beneficiaries around informed decision making on the delivery of our purpose.

The Board has also agreed an Acquisitions Strategy which is supported by the Code. The overall aim of this strategy is to deliver growth in Look Ahead's social care business and to achieve added value either through financial synergies and/or the addition of strategic assets such as property, talent, expertise, technology, intellectual property and new

LOOK AHEAD CARE AND SUPPORT LIMITED

REPORT OF THE BOARD OF MANAGEMENT

innovative social care service models. This strategy, therefore, supports Look Ahead's overall corporate and financial objectives.

Internal controls assurance

The Board has overall responsibility for establishing and maintaining a system of internal control and for reviewing its effectiveness across the Group. The Board recognises that no system of internal control can provide absolute assurance of elimination of risk. The system of internal control is designed to manage risk and to provide reasonable assurance that key business objectives and expected outcomes will be achieved and that the Association complies with applicable laws and regulations and with regulatory standards and internal policies with respect to the conduct of the business. It also exists to give reasonable assurance about the preparation and reliability of financial and operational information and the safeguarding of the Association's assets and interests.

In meeting its responsibilities, the Board has adopted a risk-based approach to internal controls which is embedded across all of the Look Ahead Group's activities. This approach includes the regular evaluation of the nature and extent of risks to which the Association is exposed and is consistent with the principles of good governance outlined in the NHF's Code of Governance (2020).

The Board delegates the monitoring of risk management and internal control to the Audit and Risk Committee (ARC). The terms of reference and standing orders for the ARC and the delegated authorities contain the following elements:

◆ Identification and evaluation of key risks

ARC considers and recommends the Group's Corporate Risk Register and controls to the Board and considers the annual review of key risks and the methods to be used for managing them. The Chief Executive Officer implements the risk management decisions of the Board, including the allocation of responsibility for risks to individual members of staff and the maintenance of an effective system of internal control. As part of overall risk management the ARC oversees Look Ahead's plans for continuity of service in the event of a major emergency.

◆ Managing the risk of fraud

The Board has a strategy and a policy on reporting loss, theft and fraud covering the prevention, detection and reporting of fraud and the recovery of assets. A register of all incidents of fraud and attempted fraud detected is maintained and appropriate follow up action is taken to strengthen internal controls. The Audit and Risk Committee receives a quarterly report on the management of fraud risks.

LOOK AHEAD CARE AND SUPPORT LIMITED

REPORT OF THE BOARD OF MANAGEMENT

◆ **Monitoring and corrective action**

ARC meets at least four times a year and has responsibility for monitoring the Group's effectiveness of the system of internal controls on an ongoing basis. It receives reports and, where appropriate, makes recommendations to the Board, on internal controls, internal and external audit, accounts and financial compliance, performance and quality, probity, continuous improvement and regulatory compliance. This includes a rigorous procedure for ensuring that corrective action is taken in relation to significant control issues, particularly those with a material impact on the financial statements.

Investment Treasury and Assets Committee also meets at least three times a year and has responsibility of monitoring treasury golden rules, investment performance and risk and delivery of the capital investment programme.

◆ **Information and financial reporting systems**

The Board approves the annual budget and any subsequent re-forecasts to that budget each year. It also reviews and approves the long term financial forecasts contained in the business plan. ARC receives quarterly reports on progress against budget as well as 12 month cash flow forecasts. It uses these reports to monitor financial performance during the year. ARC and the Board also regularly review key operational performance indicators to assess progress towards the achievement of key business objectives, targets and outcomes.

◆ **Control environment and control procedures**

The Board retains responsibility for a defined range of issues covering strategic, operational, and financial and compliance issues including treasury strategy and new investment projects. The Board has adopted the National Housing Federation's Code of Governance 2020. This sets out the Association's policies with regard to quality, integrity and ethics of its employees. It is supported by a framework of policies and procedures with which employees must comply. These cover issues such as delegated authority, segregation of duties, accounting, treasury management, health and safety, data and asset protection and fraud prevention and detection. All employees and Board members also make an annual declaration of interests.

The Board has received the Chief Executive Officer's annual report, has conducted its review of the effectiveness of the system of internal control and has noted any changes needed to maintain the effectiveness of the risk management and control process.

The Board confirms that the Group meets the requirements and expected standards of the governance and financial viability standard and takes all reasonable steps to ensure it is compliant with the law.

LOOK AHEAD CARE AND SUPPORT LIMITED

REPORT OF THE BOARD OF MANAGEMENT

The Board confirms that it has carried out a review of its compliance with the NHF Code of Governance (2020) and it is fully compliant with the Code. The subsidiary companies have also adopted the NHF Code of Governance (2020) and explanations are provided where there is non-compliance.

The Board confirms that there is an ongoing process for identifying, evaluating and managing significant risks faced by the Group. This process has been in place throughout the year under review, up to the date of the annual report, and is regularly reviewed by the Board.

Appointment of auditors

A resolution to reappoint RSM (LLP) as the external auditors will be proposed at the next Annual General Meeting.

Statement of Board of Management's responsibilities

The Board of Management are responsible for preparing the Board of Management's report and the financial statements in accordance with applicable law and regulations.

Law applicable to Registered Societies under the Co-operative and Community Benefit Societies Act 2014 and registered social housing providers in England require the Board of Management to prepare financial statements for each financial year. Under that law, the Board of Management have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

In preparing these financial statements the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in these statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Association and Group will continue in business.

The Board of Management are responsible for keeping adequate accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association and the Group and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private registered Providers of Social Housing 2022. They are also responsible for safeguarding the assets of the Association and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

LOOK AHEAD CARE AND SUPPORT LIMITED

REPORT OF THE BOARD OF MANAGEMENT

The Board members who held office at the date of the approval of the Report of the Board of Management confirm that, so far as they are each aware, there is no relevant audit information of which the Group's auditors are not aware; and that each Board member has taken all steps that he or she ought to have taken as a Board member to make himself or herself aware of any relevant audit information and to establish that the Group's auditors are aware of that information.

The Association is responsible for the maintenance and integrity of the corporate and financial information included on the Association's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

By order of the Board of Management.

Claire Luxton

Claire Luxton
Company Secretary

27/09/24

LOOK AHEAD CARE AND SUPPORT LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LOOK AHEAD CARE AND SUPPORT LIMITED

Opinion

We have audited the financial statements of Look Ahead Care and Support Limited (the 'Association') and its subsidiaries (the 'Group') for the year ended 31 March 2024 which comprise the group and association statements of comprehensive income, consolidated statements of changes in reserves, association statements of changes in reserves, group and association statements of financial position, consolidated statements of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and Association's affairs as at 31 March 2024 and of the income and expenditure of the Group and the income and expenditure of the Association for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's 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 Group's or the Association'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 Board with respect to going concern are described in the relevant sections of this report.

LOOK AHEAD CARE AND SUPPORT LIMITED

Other information

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

Matters on which we are required to report by exception

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

- a satisfactory system of control over transactions has not been maintained; or
- the Association has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account of the Association;
or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 19/20, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

LOOK AHEAD CARE AND SUPPORT LIMITED

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and the Association operate in and how the group and the Association are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022 and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, inspecting correspondence with local tax authorities and evaluating advice received from internal/external tax advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are Health and Safety at Work Act 1974, Care Act 2014, Mental Health Act and Regulator of Social Housing Regulatory Standards (both Economic and Consumer standards). We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with licensing or regulatory authorities.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other

LOOK AHEAD CARE AND SUPPORT LIMITED

adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates.

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

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

Use of our report

This report is made solely to the Association's members as a body, in accordance with Part 7 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

RSM UK Audit LLP
Statutory Auditor
Chartered Accountants
Ninth Floor, Landmark
St Peter's Square
1 Oxford Street
Manchester
M1 4PB

Date 27/09/24

LOOK AHEAD CARE AND SUPPORT LIMITED

STATEMENTS OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2024

	Note	Group 2024	Association 2024	Group 2023	Association 2023
		£'000	£'000	£'000	£'000
Turnover	5	79,868	70,804	79,266	71,946
Operating expenditure	5	(90,334)	(81,303)	(80,881)	(73,483)
Operating (deficit)/surplus	5	(10,466)	(10,499)	(1,615)	(1,537)
Profit on disposal of property, plant and equipment (fixed assets)	23	-	-	38	38
Interest receivable		147	147	43	43
Investment income receivable		211	211	309	309
Investment charges payable	12	(187)	(187)	(315)	(315)
Interest and financing costs	8	(2,068)	(2,068)	(977)	(977)
Amortisation of goodwill	10	(605)	-	(606)	-
Increase/(decrease) in fair value of financial investments	12	1,922	1,922	(1,145)	(1,145)
Increase in valuation of investment properties	12	103	103	1,347	1,452
Total (deficit) for the year		(10,943)	(10,371)	(2,921)	(2,132)
Actuarial (losses) in respect of pension schemes	17	(2,017)	(2,017)	(1,853)	(1,853)
Total comprehensive income for the year		<u>(12,960)</u>	<u>(12,388)</u>	<u>(4,774)</u>	<u>(3,985)</u>

All of Look Ahead's and its subsidiaries' operations are continuing.

The financial statements on pages 27 to 73 were approved and authorised for issue by the Board of Management on 23 September 2024 and were signed on its behalf by:

Baroness Mary Watkins
Chair

Mary Watkins

27/09/24

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Kevin Gould

K Gould

27/09/24

Claire Luxton

Claire Luxton

27/09/24

LOOK AHEAD CARE AND SUPPORT LIMITED

CONSOLIDATED STATEMENTS OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2024

	Unrestricted Reserve	Restricted Reserve	Total
	£'000	£'000	£'000
Balance at 31 March 2022	93,204	157	93,361
Actuarial losses	(1,853)	-	(1,853)
(Deficit) from statement of comprehensive income for the year ended 31 March 2023	(2,915)	(6)	(2,921)
Balance at 31 March 2023	88,436	151	88,587
Actuarial losses	(2,017)	-	(2,017)
(Deficit) from statement of comprehensive income for the year ended 31 March 2024	(10,943)	-	(10,943)
Balance at 31 March 2024	75,476	151	75,627

LOOK AHEAD CARE AND SUPPORT LIMITED

ASSOCIATION STATEMENTS OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2024

	Unrestricted Reserve	Restricted Reserve	Total
	£'000	£'000	£'000
Balance at 31 March 2022	<u>93,680</u>	<u>157</u>	<u>93,837</u>
Actuarial losses	(1,853)	-	(1,853)
(Deficit) from statement of comprehensive income for the year ended 31 March 2023	(2,126)	(6)	(2,132)
Balance at 31 March 2023	<u>89,701</u>	<u>151</u>	<u>89,852</u>
Actuarial losses	(2,017)	-	(2,017)
(Deficit) from statement of comprehensive income for the year ended 31 March 2024	(10,371)	-	(10,371)
Balance at 31 March 2024	<u>77,313</u>	<u>151</u>	<u>77,464</u>

LOOK AHEAD CARE AND SUPPORT LIMITED

STATEMENTS OF FINANCIAL POSITION AS AT 31 MARCH 2024

	Note	Group 2024	Association 2024	Group 2023	Association 2023
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	10	5,418	1,965	5,792	1,734
Tangible fixed assets	11	140,558	131,822	140,680	131,982
Investments	12	15,938	31,080	43,001	58,143
Total fixed assets		161,914	164,867	189,473	191,859
Current assets					
Trade and other debtors	14	11,603	10,629	14,852	14,263
Cash and cash equivalents		12,387	11,649	4,119	2,985
Total current assets		23,990	22,278	18,971	17,248
Creditors					
Amounts falling due within one year	15	(22,369)	(21,773)	(39,524)	(38,939)
Net current asset/ (liabilities)		1,621	505	(20,553)	(21,691)
Total assets less current liabilities		163,535	165,372	168,920	170,168
Creditors					
Amounts falling due after more than one year	16	(79,647)	(79,647)	(72,557)	(72,540)
Defined Benefit Pension Scheme	17	(8,261)	(8,261)	(7,776)	(7,776)
Total net assets		75,627	77,464	88,587	89,852
Reserves					
Income and expenditure reserve		75,476	77,313	88,436	89,701
Restricted reserve		151	151	151	151
		75,627	77,464	88,587	89,852

The financial statements on pages 27 to 73 were approved and authorised for issue by the Board of Management on 23 September 2024 and were signed on its behalf by:

Baroness Mary Watkins
Chair

Mary Watkins

27/09/24

Kevin Gould

K Gould

27/09/24

Claire Luxton

Claire Luxton

27/09/24

LOOK AHEAD CARE AND SUPPORT LIMITED

CONSOLIDATED STATEMENTS OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

	2024		2023	
	£'000	£'000	£'000	£'000
Net cash generated from operating activities (Note 1)		3,862		(2,939)
Cash flow from investing activities				
Purchase of fixed assets	(11,107)		(6,334)	
Purchase of intangible fixed assets	(696)		(377)	
Purchase of investments	(211)		(309)	
Disposal of investments	29,200		5,800	
Interest received	358		352	
Capital grants received	955		-	
				(868)
		18,499		
Cash flow from financing activities				
Interest and investment charges paid	(1,510)		(784)	
Amounts drawn down from revolving credit facility	450		6,277	
Amounts repaid to revolving credit facility	(17,260)		(250)	
Housing loans repaid	(788)		(508)	
Housing loans drawn	5,015		-	
		(14,093)		4,735
Net change in cash and cash equivalents		8,268		928
Cash and cash equivalents at beginning of year		4,119		3,191
Cash and cash equivalents at end of year		12,387		4,119
Comprising:				
Cash		12,353		3,291
Short term deposits		34		828
		12,387		4,119

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. CASH FLOW FROM OPERATING ACTIVITIES	2024	2023
	£'000	£'000
(Deficit) for the year	(10,942)	(2,921)
<i>Adjustments for non-cash items:</i>		
Depreciation of tangible fixed assets	4,703	3,137
Impairment of tangible fixed assets	4,235	-
Amortisation of intangible fixed assets	1,070	1,074
Decrease/(Increase) in trade and other debtors	3,248	(888)
Increase/(Decrease) in trade and other creditors	3,895	(1,824)
Pension costs less contributions payable	(1,865)	(1,772)
Carrying value of disposed tangible fixed assets	585	422
<i>Adjustments for investing or financing activities</i>		
Decrease/(increase) in fair value of investments	(1,922)	1,145
(Increase) in valuation of investment properties	(103)	(1,347)
Government grants amortised in the year	(939)	(905)
Interest payable	2,068	977
Investment charges payable	187	315
Interest and investment income receivable	(358)	(352)
Net cash generated / (used in) from operating activities	<u>3,862</u>	<u>(2,939)</u>

2. BASIS OF PREPARATION

The financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including FRS 102 (the Financial Reporting Standard applicable in the UK and Republic of Ireland), and with the Housing SORP 2018 (Statement of Recommended Practice for registered social housing providers). They also comply with the Accounting Direction for Private Registered Providers of Social Housing 2022. The Association is registered under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Financial Conduct Authority as a Community Benefit Society. It is a public benefit entity.

Basis of accounting

The financial statements are prepared on the historical cost basis of accounting with the exception of investments, which are accounted for at valuation.

Basis of consolidation

The consolidated financial statements incorporate those of Look Ahead Care and Support Limited (the Association) and all of its subsidiaries: Look Ahead Developments Limited, Larch Residential Services Limited, Blythson Limited and Kingswood Care Services Limited (i.e. entities that the Group controls through its power to govern the financial and operating policies so as to obtain economic benefits). All financial statements are made up to 31 March 2024.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the Group.

The cost of a business combination is the fair value at the acquisition date of the assets given and liabilities incurred or assumed, plus directly attributable costs.

The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill.

3. SIGNIFICANT JUDGEMENTS AND ESTIMATES

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where judgments have been made include:

Impairment

An assessment is made at each reporting date of whether there are indications that a fixed asset (including housing properties and goodwill) may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, the association estimates the recoverable amount of the asset.

Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of fair value less costs to sell and value-in-use of the asset based on its service potential, are recognised as impairment losses in the income and expenditure account.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Reversals of impairment losses are recognised in income and expenditure. On reversal of an impairment loss, the depreciation or amortisation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

The items in the financial statements where estimates have been made include:

Bad debt provision

The bad debt provision is based on 100% of former tenant and 5% of current tenant rent arrears. We deem this as reasonable. However, if rental debtors continue to rise consideration will be made for reviewing this policy.

Contract income debtors provision is based on the assessment of its recovery taking into account its age.

Depreciation and amortisation

With the introduction of FRS 102, grants are being amortised over the life of the structure. The cost is depreciated over the useful life of the individual components. The useful lives are in line with the prior year and are deemed reasonable. The total depreciation charge was £4.7 million and amortisation of grant was £0.9 million.

4. PRINCIPAL ACCOUNTING POLICIES

Going Concern

The Group's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

The level of debt has been significantly reduced by withdrawing funds from our investment portfolio to repay a short-term loan. The consequent impact on interest payable significantly increases the headroom over our interest cover financial covenant target. The Board has approved maintaining a cash reserve of £10 million which has been invested in a Money Market Fund, with £4.8 million remaining in the investment fund at 31 March 2024.

We prepare a 30-year financial plan including cashflow forecasts and projections of performance against financial covenants. The current financial plan reflects growth over the next five years, partly from property acquisitions which will be funded by disposals of property which no longer meet the business needs.

We stress test the plan for adverse situations. Even in the most severe unlikely scenarios, a breach of financial covenant can be deferred beyond 2030 and having some £15 million in the Money Market Fund and investment portfolio means that we can survive and navigate through short term adverse conditions. Therefore, no significant concerns have been noted and we consider it appropriate to continue to prepare the financial statements on a going concern basis.

Turnover

Turnover represents contract income from local authorities and health authorities; fees and revenue-based grants receivable from local authorities, health authorities, Homes England and other agencies; rent and service charge income receivable; management fees in respect of accommodation that Look Ahead manages on behalf of other social landlords and charitable donations from individuals, companies and trusts. Income is recognised as it becomes receivable.

Categorisation of properties

Properties held for social benefit, principally the provision of social housing, care and support, and properties such as offices used in the administration of those activities, are classified as Property, Plant and Equipment (fixed assets). These are referred to below as operational housing properties.

Properties held to earn commercial rentals or for capital appreciation are classified as investment properties.

Operational housing properties

Operational housing properties are stated at cost less accumulated depreciation and impairment losses (see below). The cost of properties is their purchase price, together with incidental costs of acquisition including interest payable, and any subsequent improvements.

Interest payable relating to the construction of housing properties is capitalised by applying Look Ahead's cost of borrowing to expenditure during the construction of the property up to the date of practical completion. No interest was capitalised during the year.

Depreciation is calculated on the cost of properties and their major components and is charged on a straight-line basis over their expected useful economic lives as shown below. Freehold land is not depreciated.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Structure – Supported Housing	100 years
Structure – Registered Care Homes	100 years
Bathroom	20 years
Kitchen	20 years

Roof (depending on type)	15-50 years
Fire remedial works	10 years
Boilers and heating	10 years

Impairment in the value of housing properties is recognised by writing them down to their recoverable amount. The recoverable amount is the higher of a) fair value less cost to sell, including any repayable grant; and b) value in use. Any resulting losses are charged to the statement of comprehensive income in the year in which the impairment is recognised.

At each reporting date, management assesses whether an indicator of impairment exists at the level of each cash generating unit, the smallest identifiable group of assets that generates cash inflows that are largely independent from the cash inflows from other assets. For the years ending 31 March 2023 and 31 March 2024, management considered that the appropriate cash generating unit was the Scheme, an internally defined grouping of typically co-located assets on which development and acquisition decisions and management reporting are based.

The indicators of impairment considered to ascertain any impairment are whether:

- there is a current operating deficit or net cash outflow from operating activities.
- there is an expectation of future operating losses or negative cashflows from operating activities.
- there is an increase in void levels that is not expected to reverse.
- there are any social, demographic or environmental changes which result in the value of housing properties having declined significantly.
- there are any significant adverse changes in the statutory or regulatory environment which result in the value of housing properties having declined significantly.

Where an indicator of impairment exists, value in use is first estimated using discounted expected future cash flows from the cash generating unit. If this estimate is below the carrying amount, value in use in respect of assets held for service potential (VIU-SP) is determined by estimating the lower of the cost of constructing an equivalent asset and acquiring an equivalent asset on the open market.

Investment properties

Investment properties are accounted for at fair value and changes in value are taken annually to the Statement of Comprehensive Income. Fair value is determined by independent valuers registered with Royal Institute of Chartered Surveyors (RICS), in accordance with RICS Valuation – Professional Standards.

Other tangible fixed assets and depreciation

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is charged on a straight line basis over the expected useful economic lives of the assets. The principal annual rates used are:

Office improvement works	Remaining length of lease
Office furniture and equipment	between 10% and 20%
Furniture and equipment in projects	between 10% and 50%
White goods	20%
Computer equipment	between 10% and 50%

Goodwill

Goodwill is capitalised and written off evenly over 10 years as in the opinion of management, this represents the period over which the goodwill is expected to give rise to economic benefits.

Government grants

Government grants include Social Housing Grant and comprise grants received from Homes England, local authorities, devolved government agencies, health authorities, and other public bodies. Government grants are initially measured at fair value.

Grants relating to assets are recognised in income over the expected useful life of the housing property structure to which they relate.

Grants relating to revenue are recognised in income on a systematic basis over the period in which the costs for which the grant is intended to compensate are incurred.

Social Housing Grant on sold property is transferred to the Recycled Capital Grant Fund for future use; it may nevertheless become repayable if it is not reused within 3 years. The amount repayable would be restricted to the net proceeds of sale, where appropriate.

Other grants

Other grants are recognised to the extent that any performance-related conditions imposed on the recipient have been met. A grant that does not impose specified performance-related conditions is recognised as revenue when grant proceeds are received or receivable.

Sale of property, plant and equipment

In the event of an asset sale, net surplus or deficit is taken to be sale proceeds less costs of sale. On disposal of an asset for which government grant was received and which there is an obligation to repay, a liability is included in the Statement of Financial Position. The portion of grant which had been amortised prior to disposal is deducted from the surplus on disposal in the Statement of Comprehensive Income.

Intangible assets

Intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses. Software configuration costs are recognised as an intangible asset when all of the following criteria are demonstrated:

- a) The technical feasibility of completing the software so that it will be available for use.
- b) The intention to complete the software and use it.
- c) The ability to use the software.
- d) How the software will generate probable future economic benefits.
- e) The availability of adequate technical, financial and other resources to complete the development and to use the software.
- f) The ability to measure reliably the expenditure attributable to the software during its development.

Amortisation is charged so as to allocate the cost of intangibles less their residual values over their estimated useful lives, using the straight-line method. The intangible assets are amortised over the following useful economic lives:

Purchased and internally developed software: between 3 and 7 years

Capitalisation of development overheads

Directly attributable development administration costs are capitalised. These include the labour costs of employees arising directly from the construction or acquisition of the property, and the incremental costs that would have been avoided only if the property had not been constructed or acquired.

Stocks

Consumable stocks are expensed in the period in which they are purchased.

Pension costs

Look Ahead Care and Support Limited participates in two Social Housing Pension Schemes (SHPS) available to permanent employees. Since 1 April 2022 membership of the defined benefit schemes has closed and Look Ahead now offers the SHPS defined contribution scheme to all new staff.

The Social Housing Pension Scheme defined benefit schemes are operated by the Pensions Trust. Contributions to these pension schemes are calculated as a percentage of pensionable salaries of the employees, determined in accordance with actuarial advice plus past deficit contributions. From 31 March 2020, the liability per member organisation has been calculated and this is reflected in our Statement of Financial Position.

Further assumptions regarding the SHPS pension scheme can be found in note 17 of the Financial Statements.

Provisions

Provisions are recognised when the group has a present obligation (legal or constructive) as a result of a past event, it is probable that the group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a discount rate. The unwinding of the discount is recognised as finance cost in Statement of Comprehensive Income in the period it arises.

Value Added Tax

Income from a large central London hostel is subject to VAT, which in turn entitles it to recover VAT incurred on related expenditure from HM Revenue and Customs. All other main income streams are exempt from or outside the scope of VAT, which results in a VAT cost on associated expenditure. As only part of its activities is taxable, Look Ahead performs a partial exemption calculation that allows it to recover a proportion of the VAT incurred on its office overheads. The financial statements include within expenditure, only the VAT that is suffered by Look Ahead and not recovered from HM Revenue and Customs. The balance of VAT receivable or payable at the year-end is shown as a current asset or liability.

Interest

Interest charged on loans reflects the effective annual cost of financing those loans. Interest payable relating to the construction of housing properties is capitalised by applying Look Ahead's cost of borrowing to expenditure during the construction of the property up to the date of practical completion.

Operating leases

Rentals payable under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term, unless the rental payments are structured to increase in line with expected general inflation, in which case the group recognises annual rent expense equal to amounts owed to the lessor.

The aggregate benefits of lease incentives are recognised as a reduction in the rent expense over the lease term on a straight-line basis.

Agency managed accommodation

Where accommodation is managed for Look Ahead Care and Support Limited by a specialist agency but all, or substantially all, of the economic risks and benefits remain with Look Ahead, all income and expenditure relating to that scheme is included in the Statement of Comprehensive Income. Where the economic risks and benefits are

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

transferred to the agency, only that income and expenditure which relates directly to Look Ahead is included.

Financial investments

Financial investments comprise quoted equities; money market instruments; fixed income securities; and alternative investments including unquoted equity instruments.

These investments are stated on a fair value basis in accordance with Look Ahead's investment policy. Accordingly, changes in fair value are recognised in profit or loss in the Statement of Comprehensive Income.

Financial instruments

Look Ahead Care and Support Limited's loans are treated as basic financial instruments in accordance with FRS 102 and therefore, the carrying value is measured at amortised cost. FRS 102 requires that basic financial instruments are subsequently measured at amortised cost, however the Association has calculated that the difference between the historical cost and amortised cost basis is not material and so these financial instruments are stated on the Statement of Financial Position at historical cost.

Other financial instruments such as debtors, cash and creditors are accounted for at transaction price or at cost less any impairment.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

5. LETTINGS AND RELATED INFORMATION

(a) Particulars of turnover, operating costs and operating surplus

	Group 2024		
	Turnover	Operating Costs	Operating surplus
	£'000	£'000	£'000
Social housing lettings (note 5b)	27,181	(37,107)	(9,926)
Other social housing activities			
Care & Support contracts	40,834	(44,151)	(3,317)
Activities other than social housing activities			
Care contracts other than social housing	10,301	(8,938)	1,363
Lettings other than social housing	229	(29)	200
Commercial property	853	(109)	744
Other	470	-	470
Total	79,868	(90,334)	(10,466)
	Association 2024		
	Turnover	Operating Costs	Operating surplus
	£'000	£'000	£'000
Social housing lettings (note 5b)	27,181	(37,107)	(9,926)
Other social housing activities			
Care & Support contracts	40,834	(44,151)	(3,317)
Activities other than social housing activities			
Commercial property	898	(45)	853
Gift aid from subsidiaries	1,385	-	1,385
Other	506	-	506
Total	70,804	(81,303)	(10,499)

Included under Other social housing activities is £2,773k of a provision for aged debt.

5. LETTINGS AND RELATED INFORMATION (continued)

(a) Particulars of turnover, operating costs and operating surplus

	Group 2023		
	Turnover	Operating Costs	Operating surplus
	£'000	£'000	£'000
Social housing lettings (note 5b)	29,454	(31,206)	(1,752)
Other social housing activities			
Care & Support contracts	39,901	(41,963)	(2,062)
Activities other than social housing activities			
Care contracts other than social housing	8,910	(7,458)	1,452
Lettings other than social housing	5	(29)	(24)
Commercial property	729	(99)	630
Other	267	(126)	141
Total	79,266	(80,881)	(1,615)

Included under Other is £123k of abortive acquisition and merger costs.

	Association 2023		
	Turnover	Operating Costs	Operating surplus
	£'000	£'000	£'000
Social housing lettings (note 5b)	29,454	(31,206)	(1,752)
Other social housing activities			
Care & Support contracts	39,901	(41,963)	(2,062)
Activities other than social housing activities			
Commercial property	820	(191)	629
Gift aid from subsidiaries	1,504	-	1,504
Other	267	(123)	144
Total	71,946	(73,483)	(1,537)

Included under Other is £123k of abortive acquisition and merger costs.

5. LETTINGS AND RELATED INFORMATION (continued)**(b) Particulars of income and expenditure from lettings**

	Group and Association Supported Housing	
	2024	2023
	£'000	£'000
Income		
Rent receivable net of identifiable service charges	13,052	13,430
Service charge income	13,195	15,136
Amortised government grants	934	888
Total income from Social Housing lettings	27,181	29,454
Operating Expenditure		
Service charges	12,411	12,850
Management	13,781	12,879
Routine maintenance	1,654	2,268
Major repairs not capitalised	103	272
Depreciation of properties	4,145	2,078
Rent and service charge losses from bad debts	778	859
Impairment	4,235	-
Total expenditure on Social Housing Lettings	37,107	31,206
Operating deficit on Social Housing Lettings	(9,926)	(1,752)

Net rental income is shown after deducting voids of £2,798k (2023: £2,249k): this is rent lost through dwellings being vacant.

5. LETTINGS AND RELATED INFORMATION (continued)

(c) Accommodation in management

	Group	
	2024	2023
	Number of Units	Number of Units
Supported housing	1,953	2,331
Registered care homes	97	119
	<u>2,050</u>	<u>2,450</u>
	Number of customers	Number of customers
Domiciliary and other customers at year end	3,397	3,106
	<u></u>	<u></u>
	Association	
	2024	2023
	Number of Units	Number of Units
Supported housing	1,949	2,331
Registered care homes	59	59
	<u>2,008</u>	<u>2,390</u>
	Number of customers	Number of customers
Domiciliary and other customers at year end	3,316	3,038
	<u></u>	<u></u>

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

5. LETTINGS AND RELATED INFORMATION (continued)

(d) Agency managed accommodation

The following organisations manage accommodation on behalf of Look Ahead. Only the net income receivable on these properties and any outgoings specifically borne by Look Ahead are included in these statements.

Managing body	Group and Association			
	Net Income Receivable			
	31 March 2024		31 March 2023	
	£'000	Number of units	£'000	Number of units
Housing Options Service	582	44	578	44
Westminster City Council				
London Cyrenians	231	28	200	28
Certitude Support	26	19	190	19
Swan Housing Association	94	15	79	15
CAYSH	-	-	79	7
Single Homeless Project (SHP)	69	9	54	9
Depaul UK	51	14	43	7
Total	1,053	129	1,223	129

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

5. LETTINGS AND RELATED INFORMATION (continued)

(e) Services provided in accommodation owned by others

Registered Provider	Group and Association			
	Income payable by Look Ahead Care and Support			
	31 March 2024		31 March 2023	
	£'000	Number of units	£'000	Number of units
Notting Hill Genesis	987	169	827	162
London & Quadrant Trust	606	141	865	218
Salvation Army HA	469	79	585	124
St Mungo's	122	54	228	54
Peabody Trust	420	75	346	88
Shepherds Bush HA	202	60	319	60
Network Stadium	250	78	233	78
One Housing Group	241	39	220	39
Hyde HA	183	43	174	44
Downshire Homes	35	12	116	12
PA Housing	146	23	128	23
Southern	77	19	99	34
Clarion Housing	171	40	143	34
Moat	106	35	90	35
Central & Cecil Housing	77	24	89	24
NHS Property Services	66	15	66	15
Milton Keynes Council	44	13	41	13
Hexagon	9	-	72	42
Gateway HA	61	9	54	9
Guinness Partnership	30	16	58	16
Jenkins and Pain	4	10	47	10
Home Group Limited	98	23	98	23
Catalyst	49	9	44	9
LB Hounslow	39	11	39	11
Metropolitan Housing	313	44	30	5
Town and Country	27	7	29	7
Richmond	26	12	32	12
Croydon Churches HA	26	6	25	6
Orbit Housing	54	16	22	16
Octavia	56	9	51	9
Places for People	127	24	147	22
Total	5,121	1,115	5,317	1,254

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

5. LETTINGS AND RELATED INFORMATION (continued)

The information above relates to accommodation owned by other registered social providers (RPs), public bodies and others. Look Ahead Care and Support either provide a housing management and support service in these units or deliver a support or social care service in properties owned by these organisations.

6. BOARD MEMBERS' AND SENIOR STAFF EMOLUMENTS

The remuneration paid to members of the Board of Management, the Chief Executive Officer and the Senior Leadership Team was as follows:

	Salaries	Pension contributions	Total	Total
	2024	2024	2024	2023
	£'000	£'000	£'000	£'000
Aggregate emoluments paid to Directors (including Chief Executive Officer)	947	45	992	989
Non-Executive members	113	-	113	113

The amount paid to the highest paid director, the Chief Executive Officer, was £198,871 (2023: £199,872). No pension payments were made.

Total expenses of £4,805 (2023: £1,645) were incurred on behalf of members of the Board of Management.

Included in the emoluments paid to Directors are aggregate redundancy payments amounting to £63,750 (2023: £65,600).

The emoluments and social security costs of Board of Management and Senior Leadership Team are as follows:

	2024 £'000	2023 £'000
Total	1,114	1,102
Number of individuals	18	16

6. DIRECTORS' AND SENIOR STAFF EMOLUMENTS (continued)

The emoluments (excluding pension contributions) of Board Members and their meeting attendance are as follows:

Board member	Position	2024	Attendance at Board meetings	2023	Attendance at Board meetings
		£000's		£000's	
Baroness Mary Watkins	Chair	20	7/8	20	9/10
Richard Jones	Vice Chair	15	8/8	15	8/10
Tom Dacey	Chair of Blythson & Kingswood Board	13	8/8	13	10/10
Kevin Gould	ARC Chair	13	8/8	13	10/10
Sarah Willows	ITC Chair	13	8/8	13	9/10
Sharon Slotnick	Board Member	10	7/8	10	8/10
Ellie Edwards-Scott	Board Member	10	8/8	10	7/10
Stephen Firn	Board Member	10	7/8	10	10/10
Kevin Obi	Board Member	10	8/8	10	9/10

6. DIRECTORS' AND SENIOR STAFF EMOLUMENTS (continued)

Group	2024 Number	2023 Number
Salary banding for all employees earning over £60,000 (including salaries, bonus, any termination payments and pensions):		
£60,001 - £70,000	19	7
£70,001 - £80,000	13	10
£80,001 - £90,000	4	2
£90,001 - £100,000	3	4
£100,001 - £110,000	1	2
£110,001 - £120,000	1	1
£130,001 - £140,000	2	1
£140,001 - £150,000	1	3
£160,001 - £170,000	1	0
£190,001 - £200,000	1	1
	<hr/> 46	<hr/> 31

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

6. DIRECTORS' AND SENIOR STAFF EMOLUMENTS (continued)

Association	2024 Number	2023 Number
Salary banding for all employees earning over £60,000 (including salaries, bonus, any termination payments and pensions):		
£60,001 - £70,000	17	4
£70,001 - £80,000	12	9
£80,001 - £90,000	3	2
£90,001 - £100,000	3	4
£100,001 - £110,000	1	2
£110,001 - £120,000	1	1
£130,001 - £140,000	2	1
£140,001 - £150,000	1	3
£160,001 - £170,000	1	0
£190,001 - £200,000	1	1
	<u>42</u>	<u>27</u>

7. EMPLOYEE INFORMATION

	2024 Number	Group 2023 Number
The number of people, including the Chief Executive Officer and the Directors, employed at the year-end was:		
Office staff	173	169
Housing, support and care staff	1,495	1,138
	<u>1,668</u>	<u>1,307</u>
The average number of employees (expressed as full-time equivalents) employed during the year was:	<u>1,254</u>	<u>1,170</u>

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

7. EMPLOYEE INFORMATION (continued)

Staff costs for these employees were:

	2024 £'000	Group 2023 £'000
Wages and salaries	37,260	33,305
Social security costs	3,508	3,237
Other pension costs	1,108	887
	<hr/> 41,876	<hr/> 37,429
Contract staff employed through agencies	2,678	5,549
Personal Support Assistant wages	3,775	3,213
Personal Support Assistant Social Security costs	268	248
Personal Support Assistant pension costs	76	76
	<hr/> 48,673	<hr/> 46,515
Total staffing costs	48,673	46,515

Association

	2024 Number	2023 Number
The number of people, including the Chief Executive Officer and the Directors, employed at the year end was:		
Office staff	165	161
Housing, support and care staff	1,205	883
	<hr/> 1,370	<hr/> 1,044
The average number of employees (expressed as full time equivalents) employed during the year was:	<hr/> 957	<hr/> 907

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

7. EMPLOYEE INFORMATION (continued)

Staff costs for these employees were:	2024 £'000	Association 2023 £'000
Wages and salaries	30,094	27,532
Social security costs	2,924	2,761
Other pension costs	966	770
	33,984	31,063
Contract staff employed through agencies	2,629	5,549
Personal Support Assistant wages	3,775	3,213
Personal Support Assistant Social Security costs	268	248
Personal Support Assistant pension costs	76	76
Total staffing costs	40,732	40,149

Included in the group and association amounts above are wages and salaries for Board members amounting to £113,444 (2023: £112,500) and social security costs of £4,407 (2023: £4,433).

8. INTEREST AND FINANCING COSTS

	Group and Association	
	2024 £'000	2023 £'000
On bank and other loans	1,715	784
Social Housing Pension Scheme defined benefit scheme pension charge	333	184
Recycled capital grant interest	20	9
	2,068	977

No interest has been capitalised in the year (2023: £NIL).

9. SURPLUS FOR THE YEAR

	Group 2024	Association 2024	Group 2023	Association 2023
	£'000	£'000	£'000	£'000
Surplus for the year is stated after charging:				
Amortisation of intangible assets	1,070	465	1,074	467
Depreciation of tangible fixed assets	4,703	4,605	3,131	3,060
Auditor's remuneration (excluding VAT):				
In their capacity as auditors	128	83	125	91
In respect of other services	-	-	-	-
Hire of non-plant and machinery assets under operating leases	672	672	593	593

10. INTANGIBLE FIXED ASSETS

	2024	2024	2024	Group 2023
	Goodwill £'000	Software £'000	Total £'000	Total £'000
Cost				
At 1 April 2023	6,062	3,024	9,086	8,708
Additions	-	696	696	378
At 31 March 2024	6,062	3,720	9,782	9,086
Amortisation				
At 1 April 2023	(2,004)	(1,290)	(3,294)	(2,220)
Amortisation charge for the year	(605)	(465)	(1,070)	(1,074)
At 31 March 2024	(2,609)	(1,755)	(4,364)	3,294
Net book value at 31 March 2024	3,453	1,965	5,418	5,792
At 31 March 2023	4,058	1,734	5,792	6,488

	2024	Association 2023
	Software £'000	Software £'000
Cost		
At 1 April 2023	3,024	2,646
Additions	696	378
At 31 March 2024	3,720	3,024
Amortisation		
At 1 April 2023	(1,290)	(823)
Amortisation charge for the year	(465)	(467)
At 31 March 2024	(1,755)	(1,290)
Net book value At 31 March 2024	1,965	1,734
At 31 March 2023	1,734	1,823

11. TANGIBLE FIXED ASSETS

(a) Operational housing properties

	Group	Association	Group	Association
	2024 £'000	2024	2023 £'000	2023
Cost				
At 1 April 2023	159,977	151,396	154,782	146,489
Additions - existing properties	5,176	5,176	4,361	4,361
Additions – new properties	3,345	3,345	858	858
Transfer from investment property	-	-	588	588
Reclassification	-	-	288	-
Transfer to investment properties	(111)	(111)	(511)	(511)
Disposals – components	(542)	(542)	(389)	(389)
At 31 March 2024	167,845	159,264	159,977	151,396
Depreciation				
At 1 April 2023	(22,490)	(22,375)	(20,385)	(20,293)
Depreciation charge for the year	(3,794)	(3,765)	(2,237)	(2,214)
Transfer to investment properties	22	22	71	71
Disposals - components	162	162	61	61
At 31 March 2024	(26,100)	(25,956)	(22,490)	(22,375)
Impairment	(4,235)	(4,235)	-	-
Net book value				
At 31 March 2024	137,510	129,073	137,487	129,021

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

11. TANGIBLE FIXED ASSETS (continued)

(a) Operational housing properties (continued)

The total amount expended on existing properties in the year was £5,176k (2023: 4,361k).

The total book value of properties secured against the housing loan portfolio (note 16) is £24,000,000.

	Group 2024	Association 2024	Group 2023	Association 2023
	£'000	£'000	£'000	£'000
Housing properties at net book value comprise:				
Freehold	127,771	119,334	127,748	119,282
Long leaseholds	9,312	9,312	9,312	9,312
Short leaseholds	427	427	427	427
	<u>137,510</u>	<u>129,073</u>	<u>137,487</u>	<u>129,021</u>

(b) Other tangible assets

Group

	Office improvement	Furniture & equipment	Computer equipment	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2023	1,361	8,120	1,876	11,357
Additions	-	881	87	968
Disposals	-	(249)	(117)	(366)
At 31 March 2024	1,361	8,752	1,846	11,959
Depreciation				
At 1 April 2023	(1,223)	(5,647)	(1,293)	(8,163)
Charge for the year	(138)	(629)	(142)	(909)
Disposals	-	156	5	161
At 31 March 2024	(1,361)	(6,120)	(1,430)	(8,911)
Net book value at 31 March 2024	-	2,632	416	3,048
At 31 March 2023	138	2,473	583	3,194

11. TANGIBLE FIXED ASSETS (continued)

(b) Other tangible assets (continued)

Association

	Office improvement works	Furniture & equipment	Computer equipment	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2023	1,361	7,707	1,872	10,940
Additions	-	744	87	831
Disposals	-	(224)	(117)	(341)
	=====	=====	=====	=====
At 31 March 2024	1,361	8,227	1,842	11,430
	=====	=====	=====	=====
Depreciation				
At 1 April 2023	(1,223)	(5,464)	(1,292)	(7,979)
Charge for the year	(138)	(560)	(142)	(840)
Disposals	-	133	5	138
	=====	=====	=====	=====
At 31 March 2024	(1,361)	(5,891)	(1,429)	(8,681)
	=====	=====	=====	=====
Net book value at 31 March 2024	-	2,336	413	2,749
	=====	=====	=====	=====
At 31 March 2023	138	2,243	580	2,961
	=====	=====	=====	=====

12. INVESTMENTS

(a) Financial Investments

	Group and Association	
Fair Value	2024 £'000	2023 £'000
At 1 April 2023	32,147	39,098
Additions	211	309
Disposals	(29,200)	(5,800)
Investment charges	(187)	(315)
Unrealised gain / (loss)	1,922	(1,145)
	<hr/>	<hr/>
At 31 March 2024	4,893	32,147
	<hr/>	<hr/>

	Group and Association	
Fair Value	2024 £'000	2023 £'000
Money market	866	1,190
Fixed income securities	-	7,112
Equities	-	20,209
Hedge funds	-	3,636
Multi-asset and hybrid instruments	4,027	-
	<hr/>	<hr/>
At 31 March 2024	4,893	32,147
	<hr/>	<hr/>

12. INVESTMENTS (continued)

(b) Investment Property

	Group	
Fair Value	2024 £'000	2023 £'000
At 1 April 2023	10,853	9,942
Additions transferred from social housing properties	89	440
Additions	-	-
Reclassification	-	(288)
Increase in fair value	103	1,347
Disposals transferred to social housing properties	-	(588)
At 31 March 2024	11,045	10,853

	Association	
Fair Value	2024 £'000	2023 £'000
At 1 April 2023	13,161	11,857
Additions transferred from social housing properties	89	440
Disposals transferred to social housing properties	-	(588)
Increase in fair value	103	1,452
At 31 March 2024	13,353	13,161

The 2024 valuations were performed by Jones Lang Lasalle Limited in accordance with RICS valuation – professional standards 2014 on the basis of fair value.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

13. INVESTMENT IN SUBSIDIARIES

	2024	2023
	£000	£000
Look Ahead Developments Limited	-	-
Larch Residential Services Limited	-	-
Blythson Limited	8,960	8,960
Kingswood Care Services Limited	3,874	3,874
	<u>12,834</u>	<u>12,834</u>

Look Ahead Care and Support Limited owns 100% of the share capital of Look Ahead Developments Limited. The subsidiary was incorporated in England as a trading company on 12 February 2008 to provide construction, design and build services.

Look Ahead Care and Support Limited owns 100% of the share capital of Larch Residential Services Limited. The subsidiary was incorporated in England as a trading company on 5 October 2018 to provide renting and operating of Housing Association real estate services.

Look Ahead Care and Support Limited owns 100% of the share capital of Blythson Limited. The subsidiary was incorporated in England as a trading company on 25 July 1994 to provide residential care activities for customers with learning disabilities.

Look Ahead Care and Support Limited owns 100% of the share capital of Kingswood Care Services Limited. The subsidiary was incorporated in England as a trading company on 19 May 1998 to provide residential care activities for customers with learning disabilities.

All the directors of these subsidiaries are employed by Look Ahead Care and Support and are paid for their services as employees of Look Ahead Care and Support.

14. TRADE AND OTHER DEBTORS

	Group 2024 £'000	Association 2024 £'000	Group 2023 £'000	Association 2023 £'000
Amounts receivable within one year:				
Gross rental debtors	5,284	5,284	3,863	3,863
Less: provision for bad debts	(4,521)	(4,521)	(3,612)	(3,612)
Net rental debtors	763	763	251	251
Trade debtors	7,506	6,817	9,228	8,851
Prepayments and accrued income	2,822	2,541	4,855	4,598
VAT	-	-	25	-
Other debtors	512	508	493	454
Look Ahead Developments Limited	-	-	-	83
Larch Residential Services Limited	-	-	-	26
	11,603	10,629	14,852	14,263

Included in the Group figures above are assets of £8,928k at amortised cost (2023: £9,997k). Included in the Association figures above are assets of £8,235k at amortised cost (2023: £9,556k). Included in the Association figures are assets of £ NIL measured at cost less impairment (2023: £109k). No assets have been measured at fair value through the Statement of Comprehensive Income, except for the investments disclosed in Notes 12a and 12b.

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2024	Association 2024	Group 2023	Association 2023
	£'000	£'000	£'000	£'000
Housing loans	678	678	4,606	4,606
Other loans	-	-	17,260	17,260
Trade creditors	1,623	1,476	4,830	4,779
Social Security	930	803	775	659
VAT	19	19	115	115
Other creditors	2,826	2,808	433	415
Hire purchase contracts	9	-	-	-
Deferred government grant (Note 25)	2,025	2,025	937	937
Accruals and other deferred income	13,774	13,329	10,100	9,700
Recycled capital grant fund (Note 24)	485	485	468	468
Kingswood Care Services Limited	-	150	-	-
	<u>22,369</u>	<u>21,773</u>	<u>39,524</u>	<u>38,939</u>

Included in the Group figures above are liabilities of £8,692k at amortised cost (2023: £27,633k). Included in the Association figures above are liabilities of £8,545k at amortised cost (2023: £27,582k). There are no liabilities measured at fair value through the Statement of Comprehensive Income.

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group 2024	Association 2024	Group 2023	Association 2023
	£'000	£'000	£'000	£'000
Deferred government grant (Note 25)	67,796	67,796	69,305	69,305
Recycled capital grant fund (Note 24)	103	103	101	101
Housing loans	11,748	11,748	3,134	3,134
Hire purchase contracts	-	-	17	-
	<u>79,647</u>	<u>79,647</u>	<u>72,557</u>	<u>72,540</u>

Included in the Group figures above are liabilities of £67,796k at amortised cost (2023: £69,305k). Included in the Association figures above are liabilities of £67,796k at amortised cost (2023: £69,305k). There are no liabilities measured at fair value through the Statement of Comprehensive Income.

One property is secured against a government grant of £523,000 included above.

**16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR
(continued)**

Total housing loans consist of the following:
Lender

	Group 2024 £000	Group 2023 £000
Newcastle Building Society	406	614
Dexia Public Finance Bank	6,951	6,866
Orchardbrook Ltd	260	260
CAF	4,944	-
Loan issue costs	(135)	-
	12,426	7,740

Amounts of housing loans repayable:

In one year or less (included in current liabilities)	678	4,606
Between one and two years	720	594
Between two and five years	6,409	1,717
In five years or more, by instalment	4,754	823
Loan issue costs	(135)	-
	12,426	7,740

The total book value of properties secured against the housing loan portfolio is £24,000,000 (11a).

Housing loans carry a weighted average interest rate of 6.0% (2023: 3%).

Other loans consist of the following:

	Group 2024 £000	Group 2023 £000
Lender		
Rothschilds	-	17,260
	-	17,260

Amounts of other loan repayable:

In one year or less (included in current liabilities)	-	17,260
	-	17,260

The other loans were secured against the investment portfolio (Note 12) and they have been repaid in the year.

17. PENSION OBLIGATIONS

Social Housing Pension Scheme (SHPS)

The company participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK. 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 last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028. The Scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 31 March inclusive.

The latest accounting valuation was carried out with an effective date of 30 September 2023. The liability figures from this valuation were rolled forward for accounting year-ends to 31 March 2024. The liabilities are compared, at the relevant accounting date, with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

The Association has been notified by the Trustee of the Scheme that it has performed a review comparing the benefits provided to scheme members over recent years with the requirements of the Scheme documentation. Due to uncertainty as to the effect of some benefit changes, the Trustee has been advised by lawyers to seek clarification from the Court on potential changes to the pension liability. It is recognised that this could potentially impact the value of Scheme liabilities, but until the outcome of the ongoing Court process is known (which is currently expected to be February 2025), it is not possible to calculate the impact on the liabilities of this issue with any accuracy, particularly on an individual employer basis, for the purposes of the 31 March 2024 financial statements. Accordingly, no adjustment has been made in these financial statements in respect of this potential issue.

Look Ahead Care and Support Limited is aware that the Court of Appeal has recently upheld the decision in the Virgin Media vs NTL Pension Trustees II Limited case. The decision puts into question the validity of any amendments made in respect of the rules of a contracted-out pension scheme between 6 April 1997 and 5 April 2016. The judgment means that some historic amendments affecting s.9(2B) rights could be void if the necessary actuarial confirmation under s.37 of the Pension Schemes Act 1993 was not obtained. Until further investigations have been completed by the SHPS scheme trustees, and/or any legislative

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

17. PENSION OBLIGATIONS (continued)

action taken by the government, the potential impact if any, on the valuation of scheme liabilities remains unknown.

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

	31 March 2024 (£000s)	31 March 2023 (£000s)
Fair value of plan assets	35,854	36,374
Present value of defined benefit obligation	44,115	44,150
Surplus (deficit) in plan	(8,261)	(7,776)
Defined benefit asset (liability) to be recognised	(8,261)	(7,776)

RECONCILIATION OF THE IMPACT OF THE ASSET CEILING

There has been no impact of the asset ceiling during the year.

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE DEFINED BENEFIT OBLIGATION

	Period from 31 March 2023 to 31 March 2024 (£000s)
Defined benefit obligation at start of period	44,150
Expenses	58
Interest expense	2,121
Actuarial losses (gains) due to scheme experience	(135)
Actuarial losses (gains) due to changes in demographic assumptions	(450)
Actuarial losses (gains) due to changes in financial assumptions	(360)
Benefits paid and expenses	(1,269)
Defined benefit obligation at end of period	44,115

17. PENSION OBLIGATIONS (continued)

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

	Period from 31 March 2023 to 31 March 2024 (£000s)
Fair value of plan assets at start of period	36,374
Interest income	1,788
Experience on plan assets (excluding amounts included in interest income) - gain (loss)	(2,962)
Employer contributions	1,923
Benefits paid and expenses	(1,269)
Fair value of plan assets at end of period	35,854

The actual return on plan assets (including any changes in share of assets) over the period from 31 March 2023 to 31 March 2024 was (£1,174,000).

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

	Period from 31 March 2023 to 31 March 2024 (£000s)
Expenses	58
Net interest expense	333
Defined benefit costs recognised in Statement of Comprehensive Income	391

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

17. PENSION OBLIGATIONS (continued)

DEFINED BENEFIT COSTS RECOGNISED IN OTHER COMPREHENSIVE INCOME

	Period from 31 March 2023 to 31 March 2024 (£000s)
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)	(2,962)
Experience gains and losses arising on the plan liabilities - gain (loss)	135
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain (loss)	450
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain (loss)	360
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	(2,017)
Total amount recognised in Other Comprehensive Income - gain (loss)	(2,017)

ASSETS

	31 March 2024 (£000s)	31 March 2023 (£000s)
Global Equity	3,574	679
Absolute Return	1,401	394
Distressed Opportunities	1,264	1,101
Credit Relative Value	1,175	1,373
Alternative Risk Premia	1,138	68
Emerging Markets Debt	464	195
Risk Sharing	2,099	2,679
Insurance-Linked Securities	185	919
Property	1,440	1,566
Infrastructure	3,623	4,156
Private Equity	29	-
Private Debt	1,411	1,619
Opportunistic Illiquid Credit	1,402	1,557
High Yield	5	127
Opportunistic Credit	-	2
Cash	708	262
Long Lease Property	232	1,098
Secured Income	1,071	1,670
Liability Driven Investment	14,585	16,746
Currency Hedging	(14)	70
Net Current Assets	62	93
Total assets	35,854	36,374

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

17. PENSION OBLIGATIONS (continued)

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

KEY ASSUMPTIONS

	31 March 2024	31 March 2023
	% per annum	% per annum
Discount Rate	4.91%	4.86%
Inflation (RPI)	3.14%	3.19%
Inflation (CPI)	2.78%	2.77%
Salary Growth	3.78%	3.77%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2024 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2022	20.5
Female retiring in 2022	23.0
Male retiring in 2042	21.8
Female retiring in 2042	24.4

18. CALLED-UP SHARE CAPITAL

Each of the Association's members holds one share of £1 in Look Ahead Care and Support Limited. These shares carry no dividend rights and are redeemable on cessation of membership if the member so chooses. Each member has the right to vote at members' meetings, but no rights to dividends or distributions upon winding up. Shares are issued to the Non-Executive members of the Look Ahead Board of Management on their formal appointment.

	2024 £	2023 £
Allotted, issued and fully paid at 1 April 2023	28	28
Issued during the year	-	-
At 31 March 2024	28	28

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

18. CALLED-UP SHARE CAPITAL (continued)

General reserves are available for use at the discretion of the Board in furtherance of the general objectives of Look Ahead. The restricted reserve relates to fundraising income, the use of which is subject to external restrictions.

19. LEGISLATIVE PROVISIONS

Look Ahead Care and Support Limited is incorporated under the Co-operative and Community Benefit Societies Act 2014. Look Ahead Care and Support Limited is required by statute to prepare consolidated accounts including its wholly owned subsidiaries, Look Ahead Developments Limited, Larch Residential Services Limited, Blythson Limited and Kingswood Care Services Limited.

20. TAXATION

Look Ahead Care and Support Limited is a charitable social landlord and is not subject to Corporation Tax.

21. CAPITAL COMMITMENTS

At 31 March 2024, Look Ahead had capital commitments were not provided for in the financial statements, as follows:

	Group and Association	
	2024	2023
	£'000	£'000
Capital expenditure that has been contracted for	2,733	-
Capital expenditure that has been authorised	14,809	12,287

Look Ahead expects to finance the above expenditure through a combination of grant, drawdown from existing loan facilities and drawdowns from the investment portfolio.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

22. FINANCIAL COMMITMENTS

At 31 March 2024, Look Ahead had contractual commitments under operating leases that were not provided for in the financial statements, as follows:

	Group and Association			
	Land and buildings		Other	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Financial commitments payable:				
Up to one year	273	579	25	25
Between one and five years	374	82	-	-
	<u>647</u>	<u>661</u>	<u>25</u>	<u>25</u>

23. SURPLUS ON DISPOSAL OF FIXED ASSETS

	Group 2024 £'000	Association 2024 £'000	Group 2023 £'000	Association 2023 £'000
Net proceeds of sales	-	-	500	500
Cost of sales	-	-	(462)	(462)
Net surplus on sales	<u>-</u>	<u>-</u>	<u>38</u>	<u>38</u>

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

24. RECYCLED CAPITAL GRANT FUND

	Group and Association	
	2024 £'000	2023 £'000
At 1 April 2023	568	458
Repaid in year	-	-
Additions	-	101
Interest accrued	20	9
At 31 March 2024	588	568

RECYCLED CAPITAL GRANT PAYMENTS DUE

	2024 £'000	2023 £'000
Greater London Authority	103	101
Homes England	485	467
	588	568

Amounts of capital grant repayable:

In one year or less (included in current liabilities)	485	467
Between one and two years	103	-
Between two and three years	-	101
	588	568

25. DEFERRED GOVERNMENT GRANT

	Grant at cost £'000	Amortisation £'000	Total Net Grant £'000
At 1 April 2023	89,947	(19,705)	70,242
Grant received in year	518	-	518
Amortisation	-	(939)	(939)
At 31 March 2024	90,465	(20,644)	69,821

One property has been disposed after 31 March 2024 which has a grant allocated of £2,738k which will be recycled in 2024/25 financial year.

LOOK AHEAD CARE AND SUPPORT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

26. ANALYSIS OF CHANGES IN NET DEBT

Group	At 1 April 2023 £'000	Cash flows £'000	Other non-cash changes £'000	At 31 March 2024 £'000
Cash and cash equivalents				
Cash	3,291	9,062	-	12,353
Short term deposits	828	(794)	-	34
	<u>4,119</u>	<u>8,268</u>	<u>-</u>	<u>12,387</u>
Borrowings				
Debt due in one year	(21,866)	16,810	(122)	(5,178)
Debt due after one year	(3,134)	(4,227)	113	(7,248)
	<u>(25,000)</u>	<u>12,583</u>	<u>(9)</u>	<u>(12,426)</u>
Total	<u><u>(20,881)</u></u>	<u><u>20,851</u></u>	<u><u>(9)</u></u>	<u><u>(39)</u></u>

27. RELATED PARTY TRANSACTIONS

Transactions between the association and its wholly owned subsidiaries are disclosed below:

During the year ended 31 March 2024 Look Ahead Developments provided design services to Look Ahead Care and Support Limited of £83,000 (2023: £122,000). At the year-end date, Look Ahead Developments Limited owed Look Ahead Care and Support Limited an amount of £37,000 (2023: £86,000).

During the year Look Ahead Care and Support Limited charged rent of £188,000 (2023: £158,000) to Larch Residential Services Limited. At the year-end date, Larch Residential Services Limited owed £ Nil (2023: £26,000) to Look Ahead Care and Support Limited.

During the year Look Ahead Care and Support Limited charged lease costs of £132,000 (2023: £131,000) and management recharges of £125,000 (2023: £131,000) to Blythson Limited. During the year Blythson Limited made a gift aid donation of £1,231,000 (2023: £1,029,000) to Look Ahead Care and Support Limited. At the year end date, Blythson Limited owed £49k (2023: £ Nil) to Look Ahead Care and Support Limited.

During the year Look Ahead Care and Support Limited charged management fees of £125,000 (2023: £131,000) to Kingswood Care Services Limited. During the year Kingswood Care Services Limited made a gift aid donation of £154,000 (2023: £474,000) to Look Ahead Care and Support Limited. At the year-end date, the amount due to Kingswood Care Services Limited was £150k (2023: £ Nil) from Look Ahead Care and Support Limited.

28. SUBSEQUENT EVENTS

There is one event to report that occurred after the reporting period, and this is relation to a sale of a property. The property was sold in July 2024 and generated sales proceeds of £9.6 million. The net book value of the property was £10.3 million and thus generated a profit of £0.7 million to be recognised in 2024/25 accounts. There was an impairment charge included in these 2023/24 accounts which was based on the initial offer price received at the reporting period.