

**BELONG LIMITED**

Registered Society Number 27346R

**GROUP ANNUAL REPORT**

**AND**

**FINANCIAL STATEMENTS**

**For the Year Ended  
31 March 2020**

**BELONG LIMITED**

**BELONG LIMITED**

**GROUP FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2020**

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**BOARD REPORT  
YEAR ENDED 31 MARCH 2020**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Structure and Management**

The Board members of Belong Limited present their Annual Report for the year ended 31 March 2020 under the Co-Operative and Communities Benefit Societies Act 2014, including the Board Report and the Strategic Report, together with the audited financial statements for the year. Belong is a Registered Society (Number 27346R) with charitable status. The governing document enables a Unitary Board structure and permits the remuneration of Non-Executive Board members. The Board may consist of up to 14 members, with no more than one third of Board members being Executive Board members. Non-Executive Board members are elected by members at the Annual General Meeting. The Board meets up to 12 times a year and the effectiveness of the Board is reviewed annually. The Audit Committee of the Board meets four times a year and the Remuneration Committee meets at least once a year. The Board has accepted the recommendation of the Remuneration Committee that Non-Executive Board members' remuneration is paid at a level based on amounts paid by Registered Social Landlords. This remuneration policy and levels are reviewed by an external consultant every three years. Operational management is delegated to the Chief Executive and the Executive Directors. The role and responsibilities of the Board is set out in the document 'Your Guide to Being a Board Member'.

**Recruitment, Selection and Induction of Board Members**

The Society aims to reach as wide a pool of potential Board members as possible in order to achieve a Board that properly reflects the diversity of the population the organisation serves. The Board advertises in local and national media. The recruitment and selection of Non-Executive Board members is delegated to a working party of the Board who prepare a person specification based on the current skill mix and perceived future needs of the Board. Applicants are scored against these requirements in order to create a short list of applicants to be interviewed by a panel comprising at least three Board members, including an Executive Director, who report their recommendations to the Board. Care is taken in this process to ensure applicants are assessed in a fair and transparent way that tries to ensure applicants particularly those from diverse backgrounds are not disadvantaged by the process. All new Board members are provided with a programme of induction in order for them to learn about their role and how the Group is managed. The programme includes visits to the villages and other services in the Group.

**Statement of Board Responsibilities**

The Board members are responsible for preparing the Strategic Report, the Board report and the financial statements in accordance with applicable law and regulations. In preparing those financial statements the Board has:

- selected suitable accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent;
- stated whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepared the financial statements on a going concern basis (unless it is inappropriate to presume that the Society will continue in operation).

Insofar as each of the Board members of the Society, at the date of approval of this report, is aware there is no relevant audit information (information needed by the Society's auditors in connection with preparing the audit report) of which the Society's auditors are unaware. Each Board member has taken all of the steps that they should have taken as a Board member in order to make themselves aware of any relevant audit information and to establish that the Society's auditors are aware of that information.

The Board members have overall responsibility for ensuring that the Society has an appropriate system of controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Society and enable them to ensure that the financial statements comply with the Co-Operative and Communities Benefit Societies Act 2014. They are also responsible for safeguarding the assets of the Society and hence taking reasonable steps for the detection and prevention of fraud and other irregularities.

The Board confirms that they have applied the main principles and complied with the relevant provisions set out in the new Charity Governance Code published in July 2017. The Code can be found at: <https://www.charitygovernancecode.org/>.

### **Key Management Remuneration**

The key management personnel of the Group comprise the Executive Directors (the Chief Executive, Deputy Chief Executive, the Chief Finance Officer and the Chief Operating Officer). The remuneration of key management personnel is set by the Board on the recommendation of the Remuneration Committee using benchmarks from the not-for-profit care industry and other charities. The total employee benefits of the key management personnel were £505,000 (2019: £479,000).

### **Employees**

It is the policy of the Society to ensure that continued employment is offered to employees who become temporarily or permanently disabled. Furthermore, it is the policy of the Society to ensure that people with disabilities are treated fairly. They are encouraged and supported to join, remain and progress within the Society, whilst recognising the special importance of health and safety in their employment. It is also the policy of the Society to keep employees informed on matters affecting their interests through normal management channels and due consideration is also given to their interests in the management decision making process.

### **OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT**

Belong Limited's objects are to carry on any charitable purpose for the benefit of the community and in particular to provide accommodation, care, support and associated facilities, amenities and services for persons who by reason of age, illness, disability (including physical, mental and/or learning disability), poverty or social and economic circumstances are in need thereof.

Belong aims to provide high quality, person centred care for older people. In furtherance of its objectives, Belong provides quality care, accommodation and ancillary services to older people, in particular supporting people living with dementia. The Group's goal is to create vibrant village communities enabling older people to live the lives they choose by providing the best services by the best people in the best communities.

The Belong villages provide a range of care, housing and support options for older people, as well as extensive amenities in the village centre including a bistro, hair salon, exercise studio and function rooms. Belong specialises in supporting people with dementia and 24-hour care is provided in extended family sized households, with modern open plan layouts specially designed around the needs of people with dementia and all employees working in Belong villages are trained in dementia awareness.

The Board members consider that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to Public Benefit guidance published by the Commission, including the guidance on public benefit and fee charging. Fees and rents are set at a level to cover costs and meet financial covenants. Any surpluses are reinvested to subsidise improved services for older people. Care fees are benchmarked against nationally published sector figures and other providers operating locally to our villages. Belong at Home fees are benchmarked against the UK Homecare Association's minimum price for homecare. Access to people in poverty is provided by making facilities available to residents funded by their Local Authority or Clinical Commissioning Groups at subsidised rates. This is assisted by negotiations with Local Authorities and Clinical Commissioning Groups to ensure their contributions to residents' fees provide full cost recovery and by supporting residents to claim all benefits to which they are entitled.

### **STRATEGIC REPORT**

#### **COVID-19 Pandemic**

In common with all social care providers, Belong has been significantly affected by the COVID-19 outbreak since March 2020. Extensive measures to mitigate risks to the wellbeing of residents and colleagues, as well as to the organisation's financial security, have been taken and remain closely monitored and under review.

The majority of residents have recovered from their symptoms. However, the organisation has also sadly lost residents to COVID-19. A number of initiatives have been launched to support the physical and mental wellbeing of both residents and colleagues in this period.

At the end of March Belong had a household occupancy of 91.1% across all villages. Due to the impact of COVID-19 this then decreased to 82.2% at the end of April and 78.3% at the end of May. During this time the moving in of residents to our villages was suspended as we focussed on the well-being of residents and staff. The organisation also sadly closed its doors to visitors to the villages, with the exception of the nearest and dearest of residents receiving end of life care.

In June residents began moving in to household rooms where appropriate and by the end of June the household occupancy had increased to 80.1% and 82.2% in early July. The villages have also begun hosting residents' visitors in the village gardens. Throughout the period the occupancy of apartments has remained high and the domiciliary service, Belong at Home, continues to support people in their own homes.

The Board recognises that the impact of the pandemic will remain for some time and a key focus of the next year and beyond will be the organisation's COVID-19 recovery plan.

### **Achievements and Performance**

During the year, five of the fourteen Belong registered services were inspected by the Care Quality Commission, one was rated "Outstanding", three were rated "Good" and one was rated "Requires improvement". Belong Limited was disappointed to receive a "Requires improvement" rating for Belong Newcastle-under-Lyme and the actions resulting from this inspection have been implemented. Over 90% of the services continue to be rated "Good" or "Outstanding".

During the pandemic the Care Quality Commission have suspended inspections and instead conducted emergency framework meetings with providers. To date five of the villages have undertaken these meetings and the outcome has been positive in each case.

During the year Belong won the Laing and Buisson Best Residential Care Provider (Small Organisation) award. Belong Newcastle-under-Lyme won the Care Home Design of the Year award at the Leaders in Care Awards and the West Midlands RICS Community Building award.

Belong issued its second Social Impact report providing further insight into the successes of the organisation in September 2019. The 2019/20 Social Impact report will be issued later in the year.

The key objectives for 2019/20 were:

- to maintain occupancy at the 2018/19 level within the established villages;
- to increase occupancy at Belong Morris Feinmann and Belong Newcastle-under-Lyme;
- to reduce expenditure on agency staff;
- to grow the number of community based customers;
- to complete the development of Belong Birkdale and open its door to customers;
- to progress the development of Belong Chester and prepare for the village to open in 2020;
- to progress with the developments of Belong Wirral and Belong Beeston.

The performance against the first three objectives is discussed in the Financial Review 2019/20 section below.

During 2019/20, Belong supported 830 household residents and 191 apartment tenants in seven villages. The organisation is also a registered domiciliary care provider and can support people in their own home, through its Belong at Home service. The number of hours of care and support provided in 2019/20 by Belong at Home reduced from the previous year. The main reasons for this were management turnover and a difficulty in driving growth in some branches. During 2019/20, Belong at Home provided about 63,400 hours of support (2018/19: 71,700) to 343 customers, with turnover decreasing to £1.5m (2018/19: £1.6m).

Belong Villages continued to offer an alternative to day care through its Experience Day service to community customers. During 2019/20, Belong Villages provided in excess of 4,700 days to 133 customers (2018/19: 4,500 days to 130 customers) over the year. There was a small increase in turnover from the Experience Day service to £311,000 in 2019/20 from £278,000 in 2018/19.

The development of both Belong Birkdale and Belong Chester were significantly impacted by the main building contractor Pochins Construction Limited entering administration in August 2019. Following months of negotiations with contractors regarding the completion of these developments, Belong Limited is pleased that both Cruden Construction Limited (Belong Birkdale) and Seddon Construction Limited (Belong Chester) have begun work on each development. Both developments are in a pre-construction phase with a view to a completion contract being entered into with each contractor at a later date.

Site preparation work in relation to the Belong Wirral development is in the process of being completed by the developers of the Wirral Waters project prior to completion of the land purchase. Unfortunately the planned development of Belong Beeston will not proceed.

The key objectives for 2020/21 are:

- to increase occupancy;
- to implement the organisations COVID-19 recovery plan;
- to complete the development of both Belong Birkdale and Belong Chester and prepare for the villages to open in 2021;
- to reduce expenditure on agency staff;
- to grow the number of community based customers;
- to progress with the development of Belong Wirral.

## Financial Review 2019/20

The Financial Statements have now been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) which was effective from 1 January 2015, including the Charities Statement of Recommended Practice applicable to charities preparing accounts in accordance with FRS102.

The Group has a net income of £0.8m for the year (2018/19: net expenditure of £0.1m). The net expenditure in 2018/19 was due to opening year losses at Belong Newcastle-under-Lyme, as the village gradually fills in its first year of operation

Occupancy within both Belong Morris Feinmann and Belong Newcastle-under-Lyme has increased steadily over the year. At the year end 67% (2019: 50%) of household beds and 97% (2019: 95%) of apartments were occupied.

Occupancy in Belong households (excluding Belong Morris Feinmann and Belong Newcastle-under-Lyme) increased slightly to 97.8% in 2019/20 (2018/19: 97.6%). The proportion of self-funding residents at the end of the year is 68.0% (2019: 69.8%). Average fee rates increased from £1,042 per week to £1,089 per week over the year. Agency costs increased within the Belong villages to £1.1m (2018/19: £929,000). The particular challenges experienced reflected that of the wider sector, with difficulties in recruiting nurses and night workers.

The net income for the year and the actuarial gains in the Local Government Pension schemes of £2.3m for the Group (2018/19: £0.3m loss) have increased the Group reserves to a surplus of £31.0m (2019: £27.9m). The Group pension deficits decreased to £7.3m (2019: £10.0m) and the employer's contribution to the Local Government Pension Schemes is currently set at levels to achieve a funding level of 100% over a 15-20 year period.

The Society had no fundraising activities requiring disclosure under S162A of the Charities Act.

## Streamlined Energy and Carbon Reporting

Belong has reviewed its Greenhouse Gas emissions data for the reference period 1 January 2019 to 31 December 2019. The organisation engaged an independent verifier to prepare the emissions data and they have confirmed the reporting as accurate.

In the year Belong completed lighting upgrade projects at three of our villages. This program will be extended to other villages during 2020/21.

	<b>2020</b>
UK energy use – GWh's	10.6
Associated Greenhouse gas emissions – Tonnes CO <sub>2</sub> equivalent	
- purchased electricity	861
- combustion of gas	1,243
- fuel purchased for transport	111
Intensity ratio - emissions per million pounds of turnover	73.38

UK energy use covers the heating, lighting and other energy requirements within the properties.

The information has been collated in line with the methodology set out in the GHG Reporting Protocol Corporate Standard.

## Principal Risks and Uncertainties

Belong has undertaken a review of its business processes and attempted to identify the major business risks to which it is exposed. It is satisfied that systems and strategies are in place to mitigate these risks. Identification and review of business risks remains an on-going management process. The key risks and uncertainties facing the Group are:

- reduced occupancy;
- increases in development costs;
- increases in costs rising at a rate higher than potential fee increases;
- the volatility of the pension deficit and the risk of triggering a deficit payment.

### **Reserves Policy**

The total Group reserves held as at 31 March 2020 were £31.0m (2019: £27.9m). This includes £548,000 of restricted reserves (2019: £478,000) in relation to community fee balances collected from apartment tenants and held for future major repairs. Therefore, as at 31 March 2020, unrestricted reserves held on the balance sheet were £30.4m (2019: £27.4m).

In line with the organisation's strategy to create village communities enabling older people to live the lives they choose, Belong aims for unrestricted funds to be held mainly as fixed assets for charitable use.

In setting the annual budget, the Board ensures there is sufficient working capital to support operations, sufficient borrowings to fund development plans and that debt covenants are met. The financial impact, of the key risk areas, is considered as part of the budgetary and risk management processes.

Since the approval of the budget for 2020/21 we have seen a significant financial as well as human impact of the COVID-19 pandemic. Financial forecasting, covering cashflow, earnings and debt levels, has been reviewed in light of the recent challenges faced by the organisation. These demonstrate that the organisation has sufficient cash and borrowings to cover the anticipated financial impact of the COVID-19 pandemic.

Belong's policy is for available reserves (effectively the Free Reserves) to be sufficient to cover the impact of key risks and commitments on continuing operation. Available reserves are defined as being general reserves excluding assets used in the course of business for charitable purposes, debt thereon and local government pension scheme deficits. On this basis, the target level of available reserves should be around £8.5m, which includes the anticipated impact of the COVID-19 pandemic in 2020/21. Currently, available reserves are £7.4m. It is anticipated from financial forecasts that the shortfall of £1.1m can be covered within the 2020/21 budget period, with actions able to be taken if required.

### **Plans for Future Periods**

Belong's strategy is to create vibrant village communities enabling older people to live the lives they choose by providing the best services by the best people in the best communities. The continued development of Belong villages aims to fulfil this strategy.

### **AUDITORS**

Crowe U.K. LLP have expressed their willingness to continue in office and a resolution to reappointment them will be proposed at the Annual General Meeting.

My thanks go to all staff for their commitment and achievements and to the Board for their dedication, enthusiasm and hard work.

This Annual Report was approved by the Board Members on 15 July 2020, including approving the Strategic Report contained therein and is signed as authorised on its behalf by



**Nicola Brooks**  
Chair  
15 July 2020

SUMMARY OF INFORMATION

1. **The Board Members**

**Non-Executives**

Nicola Brooks BA Hons, FCIPD Chair  
Robert Armstrong BSc (Open) Vice Chair  
Kate Baldwin BA Hons, PG Dip (Law), PG Dip (Legal Practice)  
Anthony Bristlin MBA, FCA, FCMA – Appointed 11 September 2019  
Andrea Campbell MA  
Mike Cooney BA, MBA, DMS, CQSW  
Anne Higgins DMS, MBA, OT  
Roger A Hoyle TD, BA (Law), DipHSM, VR - Retired 11 September 2019  
Susan Lock CIH Dip, HND – Retired 11 September 2019  
John Roddy ACIB  
Clive Unitt FCA

**Executives**

Tracey Stakes BSc, FCA, DipChA, MBA Chief Executive  
Tracy Paine RN, MA, MSc, Churchill Fellow Deputy Chief Executive and Development Director  
Chris Hughes MBA, FCCA, BA Hons Chief Finance Officer and Secretary  
(Appointed 1 April 2019)  
Stacey McCann RN, MSc Chief Operating Officer  
(Appointed 1 April 2019)

2. **Bankers**

Royal Bank of Scotland  
2nd Floor  
41 Cornmarket  
Derby  
DE1 2DH

3. **Statutory Auditor**

Crowe U.K. LLP  
Statutory Auditor  
3rd floor  
The Lexicon  
Mount Street  
Manchester  
M2 5NT

4. **Principal Solicitors**

Trowers and Hamlin  
Sceptre Court  
40 Tower Hill  
London  
EC3N 4DX

5. **Registered Office**

Pepper House  
Market Street  
Nantwich  
Cheshire  
CW5 5DQ

Telephone: 01270 613500  
Fax: 01270 628127  
Websites: belong.org.uk

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BELONG LIMITED

### Opinion

We have audited the financial statements of Belong Limited (the "Society") for the year ended 31 March 2020 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and Society's affairs as at 31 March 2020 and of the group's income and expenditure 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.

### 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 Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Board has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the Society's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The Board is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- a satisfactory system of controls over transactions has not been maintained; or
- the Society has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account; 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 1, 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 or the Society'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 Society or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://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 Society's members as a body in accordance with the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Society'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 Society and the Society's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Crowe U.K. LLP*

**Crowe U.K. LLP**  
Statutory Auditor  
**Manchester**

**16 July 2020**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING  
INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	Unrestricted Funds £'000s	Restricted Funds £'000s	Total Funds 2020 £'000s	Total Funds 2019 £'000
<b>Income:</b>					
Donations	2	6	-	6	22
Charitable activities	3	29,200	877	30,077	26,572
Other trading activities	4	44	-	44	46
Investment income	5	92	-	92	83
<b>Total</b>		<b>29,342</b>	<b>877</b>	<b>30,219</b>	<b>26,723</b>
<b>Expenditure:</b>					
Charitable activities	6	28,143	807	28,950	26,831
Other expenditure	8	497	-	497	-
Losses on change in fair value of financial instruments		-	-	-	1
<b>Total</b>		<b>28,640</b>	<b>807</b>	<b>29,447</b>	<b>26,832</b>
<b>Net Income/(Expenditure)</b>		<b>702</b>	<b>70</b>	<b>772</b>	<b>(109)</b>
Other recognised gains/(losses):					
Actuarial gains/(losses) on defined benefit pension schemes		2,311	-	2,311	(299)
<b>Net movement in funds</b>		<b>3,013</b>	<b>70</b>	<b>3,083</b>	<b>(408)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		27,410	478	27,888	28,296
<b>Total funds carried forward</b>		<b>30,423</b>	<b>548</b>	<b>30,971</b>	<b>27,888</b>

All of the above transactions relate to continuing operations.

The notes on pages 12 to 28 form part of the financial statements.

BELONG LIMITED

**BALANCE SHEET  
AS AT 31 MARCH 2020**

	Note	GROUP		BELONG	
		2020 £'000s	2019 £'000s	2020 £'000s	2019 £'000s
<b>Fixed Assets</b>					
Tangible assets	11	78,678	74,688	80,014	76,618
<b>Current Assets</b>					
Stocks	12	76	52	76	51
Debtors	13	3,492	5,014	3,785	3,690
Cash at bank and in hand		15,283	18,018	14,920	17,323
		<u>18,851</u>	<u>23,084</u>	<u>18,781</u>	<u>21,064</u>
<b>Creditors:</b> amounts falling due within one year	14	(12,192)	(12,645)	(14,178)	(13,717)
<b>Net Current Assets</b>		<u>6,659</u>	<u>10,439</u>	<u>4,603</u>	<u>7,347</u>
Total Assets Less Current Liabilities		85,337	85,127	84,617	83,965
<b>Creditors:</b> Amounts falling due after more than one year	15	(47,028)	(47,195)	(47,028)	(47,051)
<b>Net assets excluding pension liabilities</b>		<u>38,309</u>	<u>37,932</u>	<u>37,589</u>	<u>36,914</u>
Defined benefit pension scheme liabilities	28	(7,338)	(10,044)	(5,178)	(7,358)
<b>Net assets including pension liabilities</b>	19	<u>30,971</u>	<u>27,888</u>	<u>32,411</u>	<u>29,556</u>
<b>Financed by:</b>					
Unrestricted reserves	18	30,423	27,410	31,863	29,078
Restricted reserves	18	548	478	548	478
		<u>30,971</u>	<u>27,888</u>	<u>32,411</u>	<u>29,556</u>

The notes on pages 12 to 28 form part of these financial statements.

The financial statements were approved by the Board on 15 July 2020 and are signed on its behalf by:



**Nicola Brooks**  
CHAIR



**Robert Armstrong**  
VICE CHAIR



**Chris Hughes**  
SECRETARY

BELONG LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2020

		GROUP	
	Note	2020 £'000s	2019 £'000s
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	22	5,768	3,310
<b>Cash flows from investing activities</b>			
Net cash (used in) investing activities	20	(8,446)	(7,983)
<b>Cash flows from financing activities</b>			
Net cash (used in) / provided by financing activities	20	<u>(57)</u>	<u>20,583</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(2,735)</b>	<b>15,910</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>18,018</b>	<b>2,108</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	21	<b><u>15,283</u></b>	<b><u>18,018</u></b>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2020**

**1 ACCOUNTING POLICIES**

**(a) Basis of preparation of the Financial Statements**

Belong Limited is a Society registered in England under the Co-operative and Communities Benefit Societies Act 2014 (number 27346R) with charitable status. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Belong Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**(b) Going Concern**

The Board prepare annual budgets and forecasts in order to ensure that they have sufficient facilities in place and that they comply with the terms and conditions of their funding providers. In addition, the Board in formulating its plan and strategy for the future development of the organisation has considered a period beyond that for which formal budgets and forecasts are prepared.

The Covid-19 pandemic has had a significant impact on the organisation's operations and at the present time, it is not certain how long the current circumstances are likely to last and what the long term impact will be. The main impact on the finances of the organisation has been through reduced occupancy of household rooms.

The organisation has significant cash headroom that while earmarked for specific purposes, can be reallocated to support the business if required. Additionally, the Board have taken steps to utilise the various support mechanisms instigated by the UK government.

Having regard to the above, the Board believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

**(c) Basis of Consolidation**

The Group financial statements incorporate the audited financial statements of Belong Limited and all of its subsidiary undertakings.

**(d) Critical accounting judgements and estimation uncertainty**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

**Provisions**

Provision is made for asset retirement obligations, dilapidations and contingencies. These provisions require management's best estimate of the costs that will be incurred based on legislative and contractual requirements. In addition, the timing of the cash flows and the discount rates used to establish net present value of the obligations require management's judgement.

**Defined benefit pension scheme (note 28)**

The Group has obligations to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including; life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends.

**(e) Income**

Income is recognised when the organisation has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income is classified under the following headings within the SOFA:

- Donations include the monies donated and any associated gift aid.
- Charitable activities relate to those activities undertaken for the charitable purposes of the organisation. Activities are categorised as 'Care Services provided in Villages', 'Apartment income', 'Care Services provided in customers homes' and 'Ancillary Services' which consists of activity in the Villages Bistro, Salon, Gym, Venue and Laundry.
- Other trading activities include monies raised through fundraising events.
- Investment income consists of interest received for monies held on deposit.

**(f) Fund accounting**

Unrestricted funds are available to spend on activities that further the purposes of the organisation. Designated funds are unrestricted funds that which the organisation has decided at their discretion to set aside to use for a specific purpose. Restricted community fee reserve relates to monies received in advance of maintenance and major repairs to Apartment buildings.

**(g) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Cost of raising funds comprises the costs of fundraising events held in the Villages. This includes an element of staff time in addition to goods and services.
- Expenditure on charitable activities includes the costs incurred in relation to the charitable activities of the organisation.
- Other expenditure represents those items of expenditure not being applicable to any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**(h) Fixed Assets**

**Equipment**

All items with an individual value in excess of £250 and a useful life of at least 3 years are capitalised.

**Works to Existing Villages**

The Society capitalises expenditure incurred on the villages which increases their net income stream. An increase in the income stream may arise through increased revenue, a reduction in future maintenance costs or a significant extension of the life of the village.

**Borrowing costs**

General and specific borrowing costs directly attributable to the acquisition or construction of fixed assets, which are assets that necessarily take a substantial period of time to get ready for their intended use, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use. All other borrowing costs are expensed in the period in which they are incurred.

**(i) Depreciation**

Depreciation is charged to write-off the cost of fixed assets over their useful working lives and is calculated on a straight line basis over the periods set out as follows:

## BELONG LIMITED

Freehold Property	50 years
Leasehold Property	over the life of the lease
Leasehold Improvements	shorter of the life of the lease or 5 to 20 years
Furniture, Fittings and Fixtures	5 to 10 years
Computers, Plant and Equipment	3 to 20 years

Land and assets in the course of construction are not depreciated.

### (j) **Impairment of assets**

At each reporting date fixed assets are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared to its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in the financial statements.

Where a fixed asset is primarily held for its service potential to beneficiaries, it would be inappropriate to measure value in use by reference to its cash flow. In such circumstances, it is more appropriate to regard value in use as the present value of the asset's service potential rather than the present value of its cash flow. Value in use measured on the basis of an asset's service potential will have particular relevance for specialist assets such as care villages. The market value of a village may not reflect the cost that the Society avoids by using that asset in providing services.

### (k) **Leases**

#### **Operating**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the income and expenditure account on a straight line basis over the life of the lease term.

#### **Finance**

Assets held under finance leases and other similar contracts, which confer rights and obligations similar to those attached to owned assets, are capitalised as tangible fixed assets and are depreciated over the shorter of the lease terms and their useful lives. The capital elements of future lease obligations are recorded as liabilities, while the interest elements are charged to the income and expenditure account over the period of the leases to produce a constant rate of charge on the balance of capital repayments outstanding.

### (l) **Stocks**

The value of stocks is stated at the lower of cost and net realisable value.

### (m) **Financial instruments**

#### (i) **Financial assets**

Basic financial assets, including trade and other debtors, cash and bank balances, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the SOFA.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in the SOFA.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

(ii) **Financial liabilities**

Basic financial liabilities, including trade and other creditors, bank loans and loans from fellow Group companies, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Apartment creditors are obligations to repurchase the apartments under a sale and repurchase agreement. Apartment creditors are classified as current liabilities and are recognised at transaction price.

Derivatives, including interest rate swaps, are not basic financial instruments.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in the SOFA, unless they are included in a hedging arrangement.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

**(n) Pension Costs**

The Society operates defined contribution and defined benefit pension schemes for employees.

The costs of the defined benefit contribution arrangements are charged to the SOFA as incurred.

The defined benefit arrangements represent two funded schemes where the assets are held separately from those of the Society in trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to the SOFA are the current service costs and the costs of scheme benefit changes, settlements and curtailments. They are included as part of staff costs as incurred.

Net interest on the net defined benefit liability/asset is also recognised in the SOFA and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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Actuarial gains and losses are recognised immediately in other recognised gains and losses

**(o) Corporation Tax**

The Society has been granted exemption from Corporation Tax under the Income and Corporation Taxes Act 2007.

**2 INCOME FROM DONATIONS**

	<b>GROUP</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Donations	6	22

**3 INCOME FROM CHARITABLE ACTIVITIES**

	<b>GROUP</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Care services provided in Villages	25,633	22,102
Apartment income	1,952	1,889
Ancillary services	981	918
Care services provided in customer homes	1,511	1,594
Heritage grant	-	69
	<u>30,077</u>	<u>26,572</u>

**4 INCOME FROM OTHER TRADING ACTIVITIES**

	<b>GROUP</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Fundraising	44	46

**5 INVESTMENT INCOME**

	<b>GROUP</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Interest	92	83

**6 SUMMARY ANALYSIS OF EXPENDITURE AND RELATED INCOME FROM CHARITABLE ACTIVITIES**

	<b>Care provided in Villages</b>	<b>Apartment</b>	<b>Ancillary services</b>	<b>Care provided in customers' homes</b>	<b>Set up of new Villages</b>	<b>Heritage grant</b>	<b>2020</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Income	25,633	1,952	981	1,511	-	-	30,077
Expenditure:							
Depreciation	1,430	635	73	2	-	-	2,140
Interest Payable (note 10)	1,628	234	80	14	-	-	1,956
Support and Governance (note 7)	2,684	193	99	368	-	-	3,344
Activities undertaken directly	18,083	839	1,233	1,355	-	-	21,510
	<u>23,825</u>	<u>1,901</u>	<u>1,485</u>	<u>1,739</u>	<u>-</u>	<u>-</u>	<u>28,950</u>
Net surplus/(loss)	1,808	51	(504)	(228)	-	-	1,127

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	Care provided in Villages	Apartment	Ancillary services	Care provided in customers' homes	Set up of new Villages	Heritage grant	2019
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Income	22,102	1,889	918	1,594	-	69	26,572
Expenditure:							
Depreciation	1,454	636	73	3	-	-	2,166
Interest Payable (note 10)	1,629	221	80	18	-	-	1,948
Support and Governance (note 7)	2,645	216	106	375	-	-	3,342
Activities undertaken directly	16,191	619	1,080	1,380	36	69	19,375
	<u>21,919</u>	<u>1,692</u>	<u>1,339</u>	<u>1,776</u>	<u>36</u>	<u>69</u>	<u>26,831</u>
Net surplus/(loss)	183	197	(421)	(182)	(36)	-	(259)

**7 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS**

	GROUP	
	2020	2019
	£'000s	£'000s
Support staff costs	2,390	2,486
Premises costs	117	113
Other support costs	507	447
Governance costs	330	296
	<u>3,344</u>	<u>3,342</u>

Support and Governance costs are apportioned to charitable activities in proportion to income earned from those activities.

Audit fees charged for the year totals £27,360 (2019: £26,880).

**8 OTHER EXPENDITURE**

	GROUP	
	2020	2019
	£'000s	£'000s
Loss on disposal of Fixed Assets	497	-

**9 STAFF COSTS, DIRECTOR REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL**

	GROUP	
	2020	2019
	£'000s	£'000s
Wages and salaries	15,861	14,558
National Insurance costs	1,008	908
Other pension costs		
Paid to defined contribution schemes	468	376
Defined benefit costs	293	319
	<u>17,630</u>	<u>16,161</u>

The average number of staff employed by the Group during the year was 1,046 (2019: 990). These were made up of 642 Care Staff, 124 Administration Staff and 280 Housekeeping and Other Staff.

Staff paid in excess of £60,000 per annum are summarised as follows:

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	<b>Number of employees as at 31 March 2020</b>
£60,001 - £70,000	7
£70,001 - £80,000	-
£80,001 - £90,000	2
£90,001 - £100,000	-
£100,001 - £110,000	1
£110,001 - £125,000	1
	<u>11</u>

The governing document of the organisation provides for remuneration and expenses to be paid to Non-Executive Directors.

All nine Non-Executive Directors are paid remuneration by the Society. The Chair of the Board receives remuneration of £14,000 per annum, Vice Chair £9,000 per annum, Chair of the Audit Committee £8,000, six Non-Executive Directors receive £7,000 per annum. In addition to the remuneration paid to Non-Executive Directors, travelling and other necessary expenses of £4,000 (2019: £3,000) were reimbursed by the Society to the Non-Executive Directors.

The key management personnel of the Group comprise the Chief Executive, Deputy Chief Executive, Chief Finance Officer and Chief Operating Officer. The total employee benefits of the key management personnel were £505,000 (2019: £479,000).

**10 INTEREST PAYABLE**

	<b>GROUP</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Interest payable in respect of:		
Retail Charity Bonds	719	562
Bank loan and overdraft	-	105
Net interest on pension scheme liabilities	234	257
Finance charges payable under finance leases	1,003	1,024
	<u>1,956</u>	<u>1,948</u>

**11 FIXED ASSETS**

<b>GROUP</b>	<b>Freehold Property</b>	<b>Land</b>	<b>Assets in Course of Construction</b>	<b>Leasehold Property</b>	<b>Furniture &amp; Office Equipment</b>	<b>Plant &amp; Equipment</b>	<b>Totals</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
<b>COST</b>							
As at 1 April 2019	46,473	11,754	5,988	15,096	3,395	2,283	84,989
Additions during the year	204	66	5,919	18	228	381	6,816
Reclassification	(4)	-	-	(8)	12	-	-
Disposals during the year	(8)	(552)	(134)	(1)	(433)	(366)	(1,494)
As at 31 March 2020	<u>46,665</u>	<u>11,268</u>	<u>11,773</u>	<u>15,105</u>	<u>3,202</u>	<u>2,298</u>	<u>90,311</u>
<b>DEPRECIATION</b>							
As at 1 April 2019	4,391	-	-	3,175	1,697	1,038	10,301
Charge for the year	1,002	-	-	454	410	274	2,140
Eliminated on disposals	(8)	-	-	(1)	(433)	(366)	(808)
As at March 31 2020	<u>5,385</u>	<u>-</u>	<u>-</u>	<u>3,628</u>	<u>1,674</u>	<u>946</u>	<u>11,633</u>
<b>NET BOOK VALUE</b>							
As at 1 April 2019	42,082	11,754	5,988	11,921	1,698	1,245	74,688
As at 31 March 2020	<u>41,280</u>	<u>11,268</u>	<u>11,773</u>	<u>11,477</u>	<u>1,528</u>	<u>1,352</u>	<u>78,678</u>

Included above are assets required under finance leases with net book values as follows:

As at 1 April 2019	11,698
As at 31 March 2020	11,283

Depreciation charged for the year on assets purchased under finance leases totals £431,000 (2019: £431,000). Capitalised interest included in additions during the year totals £856,000 (2019: £668,000). Interest was incurred at 4.5% interest rate.

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	<b>Freehold Property</b>	<b>Land</b>	<b>Assets in Course of Construction</b>	<b>Leasehold Property</b>	<b>Furniture &amp; Office Equipment</b>	<b>Plant &amp; Equipment</b>	<b>Totals</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
<b>COST</b>							
As at 1 April 2019	48,805	11,862	6,780	15,096	3,395	2,283	88,221
Additions during the year	204	67	5,353	18	228	382	6,252
Reclassification	(4)	-	-	(8)	12	-	-
Disposals during the year	(8)	(558)	(135)	(1)	(433)	(366)	(1,501)
As at 31 March 2020	48,997	11,371	11,998	15,105	3,202	2,299	92,972
<b>DEPRECIATION</b>							
As at 1 April 2019	5,693	-	-	3,175	1,697	1,038	11,603
Charge for the year	1,025	-	-	454	410	274	2,163
Eliminated on disposals	(8)	-	-	(1)	(433)	(366)	(808)
As at March 31 2020	6,710	-	-	3,628	1,674	946	12,958
<b>NET BOOK VALUE</b>							
As at 1 April 2019	43,112	11,862	6,780	11,921	1,698	1,245	76,618
As at 31 March 2020	42,287	11,371	11,998	11,477	1,528	1,353	80,014

Included above are assets required under finance leases with net book values as follows:

As at 1 April 2019	11,698
As at 31 March 2020	11,283

Depreciation charged for the year on assets purchased under finance leases totals £431,000 (2019: £431,000). Capitalised interest included in additions during the year totals £856,000 (2019: £668,000). Interest was incurred at 4.5% interest rate.

**12 STOCK**

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Consumable stocks	76	52	76	51

Consumable stocks comprise food, cleaning materials and medical supplies.

**13 DEBTORS**

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Amounts due from Group undertakings	-	-	322	85
Trade debtors	2,647	4,432	2,647	3,030
Other debtors	29	7	-	-
Pre-payments and accrued income	816	575	816	575
	3,492	5,014	3,785	3,690

Trade debtors are stated after provisions for impairment of £98,000 (2019: £64,000)

**14 CREDITORS : Amounts falling due within one year:**

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Amounts due to Group undertakings	-	-	2,177	3,226
Trade creditors	703	1,341	656	522
Other taxation and Social Security payable	473	421	467	416
Other creditors	7,107	7,316	7,077	6,013
Accruals and deferred income	3,713	3,381	3,605	3,354
Finance lease obligations	196	186	196	186
	12,192	12,645	14,178	13,717

Other creditors include obligations for apartments under a sale and repurchase agreement across all villages.

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**15 CREDITORS:** Amounts falling due after more than one year:

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Bonds				
Retail Charity Bonds	35,000	35,000	35,000	35,000
Capitalised arrangement costs	(393)	(393)	(393)	(393)
Amortisation of capitalised costs	76	32	76	32
	<u>34,683</u>	<u>34,639</u>	<u>34,683</u>	<u>34,639</u>
- Due between one and two years		-		-
- Due between two and five years		-		-
- Due after more than five years	34,683	34,639	34,683	34,639
	<u>34,683</u>	<u>34,639</u>	<u>34,683</u>	<u>34,639</u>
Finance lease obligations				
- Due between one and two years	205	195	205	195
- Due between two and five years	681	648	681	648
- Due after more than five years	11,459	11,569	11,459	11,569
	<u>12,345</u>	<u>12,412</u>	<u>12,345</u>	<u>12,412</u>
Other Creditors	-	144	-	-
	<u>47,028</u>	<u>47,195</u>	<u>47,028</u>	<u>47,051</u>

On 20 June 2018 Belong issued a bond for an initial £35m through Retail Charity Bonds plc, with a further £15m of retained bonds available to be issued at a later date. The bond was issued at a fixed interest rate of 4.5% for a period of 8 years. The arrangement costs of the issue of the bond have been capitalised and are to be amortised over the term of the bond.

**16 FINANCIAL INSTRUMENTS**

Financial assets measured at amortised cost:

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Trade debtors	2,647	4,432	2,647	3,030
Other debtors	29	7	-	-
Amounts due from Group undertakings	-	-	322	85
	<u>2,676</u>	<u>4,439</u>	<u>2,969</u>	<u>3,115</u>

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Financial liabilities measured at amortised cost:				
Retail Charity Bonds	34,683	34,639	34,683	34,639
Amounts due to Group undertakings	-	-	2,177	3,226
Trade creditors	703	1,341	656	522
Other creditors	7,107	7,316	7,077	6,013
Accruals and deferred income	3,714	3,381	3,605	3,354
Finance lease obligations	12,540	12,598	12,540	12,598
	<u>58,747</u>	<u>59,275</u>	<u>60,738</u>	<u>60,352</u>

**17 SHARE CAPITAL**

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>
Allotted, called up and fully paid ordinary shares	20	21	20	21

18 CHARITABLE RESERVES

**GROUP**

	<b>Balance 1 April 2019 £'000s</b>	<b>Incoming resources £'000s</b>	<b>Resources expended £'000s</b>	<b>Gains £'000s</b>	<b>Balance 31 March 2020 £'000s</b>
General reserve	27,395	29,276	(28,576)	2,311	30,406
Designated villages' reserve	15	66	(64)		17
	<b>27,410</b>	<b>29,342</b>	<b>(28,640)</b>	<b>2,311</b>	<b>30,423</b>
Restricted community fee reserve	478	877	(807)	-	548
<b>Total</b>	<b>27,888</b>	<b>30,219</b>	<b>(29,447)</b>	<b>2,311</b>	<b>30,971</b>

**BELONG**

	<b>Balance 1 April 2019 £'000s</b>	<b>Incoming resources £'000s</b>	<b>Resources expended £'000s</b>	<b>Gains £'000s</b>	<b>Balance 31 March 2020 £'000s</b>
General reserve	29,063	29,353	(28,429)	1,859	31,846
Designated villages' reserve	15	66	(64)	-	17
	<b>29,078</b>	<b>29,419</b>	<b>(28,493)</b>	<b>1,859</b>	<b>31,863</b>
Restricted community fee reserve	478	877	(807)	-	548
<b>Total</b>	<b>29,556</b>	<b>30,296</b>	<b>(29,300)</b>	<b>1,859</b>	<b>32,411</b>

**GROUP**

	<b>Balance 1 April 2018 £'000s</b>	<b>Incoming resources £'000s</b>	<b>Resources expended £'000s</b>	<b>Losses £'000s</b>	<b>Balance 31 March 2019 £'000s</b>
General reserve	27,919	25,738	(25,963)	(299)	27,395
Designated villages' reserve	17	83	(85)	-	15
	<b>27,936</b>	<b>25,821</b>	<b>(26,048)</b>	<b>(299)</b>	<b>27,410</b>
Restricted community fee reserve	360	833	(715)	-	478
Restricted heritage grant reserve	-	69	(69)	-	-
<b>Total</b>	<b>28,296</b>	<b>26,723</b>	<b>(26,832)</b>	<b>(299)</b>	<b>27,888</b>

**BELONG**

	<b>Balance 1 April 2018 £'000s</b>	<b>Incoming resources £'000s</b>	<b>Resources expended £'000s</b>	<b>Losses £'000s</b>	<b>Balance 31 March 2019 £'000s</b>
General reserve	29,260	25,815	(25,759)	(253)	29,063
Designated villages' reserve	17	83	(85)	-	15
	<b>29,277</b>	<b>25,898</b>	<b>(25,844)</b>	<b>(253)</b>	<b>29,078</b>
Restricted community fee reserve	360	833	(715)	-	478
Restricted heritage grant reserve	-	69	(69)	-	-
<b>Total</b>	<b>29,637</b>	<b>26,800</b>	<b>(26,628)</b>	<b>(253)</b>	<b>29,556</b>

General reserve is the 'free reserves' after allowing for all restricted and designated reserves.

Restricted community fee reserve is monies received in advance of expenditure on maintenance and major repairs of apartment buildings.

Restricted heritage grant reserve is monies received from the Heritage Lottery Fund for the development at Newcastle-under-Lyme.

Designated villages' reserves are monies donated and fundraised for the benefit of the residents.

**19 ANALYSIS OF NET ASSETS BETWEEN RESERVES**

Reserve balances at 31 March 2020 are represented by:

	<b>Unrestricted general reserve £'000s</b>	<b>Unrestricted designated village £'000s</b>	<b>Restricted community fee reserve £'000s</b>	<b>Total reserves £'000s</b>
Tangible fixed assets	78,678	-	-	78,678
Current assets	18,286	17	548	18,851
Current liabilities	(12,192)	-	-	(12,192)
Non-current liabilities	(47,028)	-	-	(47,028)
Pension scheme liability	(7,338)	-	-	(7,338)
<b>Total net assets</b>	<b>30,406</b>	<b>17</b>	<b>548</b>	<b>30,971</b>

Reserve balances at 31 March 2019 are represented by:

	<b>Unrestricted general reserve £'000s</b>	<b>Unrestricted designated village £'000s</b>	<b>Restricted community fee reserve £'000s</b>	<b>Total reserves £'000s</b>
Tangible fixed assets	74,688	-	-	74,688
Current assets	22,591	15	478	23,084
Current liabilities	(12,645)	-	-	(12,645)
Non-current liabilities	(47,195)	-	-	(47,195)
Pension scheme liability	(10,044)	-	-	(10,044)
<b>Total net assets</b>	<b>27,395</b>	<b>15</b>	<b>478</b>	<b>27,888</b>

**20 GROSS CASH FLOWS**

	<b>GROUP</b>	
	<b>2020 £'000s</b>	<b>2019 £'000s</b>
Cash flows from investing activities		
Interest received	92	83
Bank loan and overdraft interest paid	(719)	(667)
Finance charges payable under finance leases	(1,003)	(1,024)
Payments to acquire tangible fixed assets	(6,816)	(6,375)
	<u>(8,446)</u>	<u>(7,983)</u>
Cash flows from financing activities		
Finance lease repayments	(57)	(15)
Repayments of borrowing	-	(13,923)
Settlement of financial derivatives	-	(86)
Cash inflows from net borrowing	-	34,607
	<u>(57)</u>	<u>20,583</u>

**21 ANALYSIS OF CHANGES IN NET DEBT**

	<b>At 1 April 2019 £'000s</b>	<b>Cash flows £'000s</b>	<b>Other Charges £'000s</b>	<b>At 31 March 2020 £'000s</b>
Cash in hand at bank	18,018	(2,735)	-	15,283
	<u>18,018</u>	<u>(2,735)</u>	<u>-</u>	<u>15,283</u>
Retail Charity Bonds	(34,639)	-	(44)	(34,683)
Finance leases	(12,598)	57	-	(12,541)
Changes in debt	<u>(47,237)</u>	<u>57</u>	<u>(44)</u>	<u>(47,224)</u>
Changes in net debt	<u>(29,219)</u>	<u>(2,678)</u>	<u>(44)</u>	<u>(31,941)</u>

**22 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASHFLOW FROM OPERATING ACTIVITIES**

	<b>GROUP</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Net movement in funds	3,083	(408)
Pension costs	(629)	(731)
Depreciation	2,140	2,166
Amortisation of capitalised costs	44	32
(Gains) / Losses on defined benefit pension schemes	(2,311)	299
Loss on disposal of fixed assets	686	-
Interest receivable	(92)	(83)
Interest payable	1,956	1,948
Losses on change in fair value of financial instruments	-	1
Increase in bad debt provision	34	25
(Increase) in stock	(24)	(6)
Decrease / (Increase) in debtors	1,488	(2,128)
(Decrease) / Increase in creditors	(607)	2,195
<b>Net cash provided by operating activities</b>	<b>5,768</b>	<b>3,310</b>

**23 COMMITMENT TO CAPITAL EXPENDITURE**

At the balance sheet date, the Society had the following commitments to Capital expenditure not provided for in these financial statements:

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Contracted	419	11,758	432	12,054
Authorised but not contracted	15,759	2,973	15,790	2,990

**24 OPERATING LEASES**

At 31 March 2020 the total Group and Society's future minimum lease payments under non-cancellable operating leases were:

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
	<b>Land &amp; Buildings</b>	<b>Land &amp; Buildings</b>	<b>Land &amp; Buildings</b>	<b>Land &amp; Buildings</b>
Amounts due within one year	42	42	42	42
Amounts due between one and five years	25	67	25	67
Amounts due after five years	-	-	-	-

**25 RELATED PARTY TRANSACTIONS**

The Belong Life Assurance Scheme is open to all permanent employees between the ages of 16 and 75 and not members of the Local Government Superannuation Scheme. Belong Limited is a Corporate Trustee of the scheme. Belong Limited appoints 2 Non-Executive Directors and 3 members of the Senior Management Team as representatives of the Corporate Trustee.

There were 3 transactions in the year (2019: Nil) for a total amount of £42,000 (2019: £Nil). At the year end £Nil was still outstanding (2019: £Nil).

**26 SUBSIDIARY UNDERTAKINGS**

The Group financial statements include Borough Care Services Limited a wholly controlled subsidiary incorporated in the United Kingdom (company number 02603702). The principal activity of the subsidiary charity is the provision of residential accommodation, care and services for the elderly. A second 100% subsidiary, Belong (Construction) Limited, was incorporated on 16 October 2006 in the United Kingdom (company number 05968656). The principal activity of Belong (Construction) Limited is to design and build care facilities for the holding company. There are also three wholly controlled subsidiaries, Belong Villages Limited, Belong at Home Limited and CLS (Wigan) Limited, all of which are currently dormant.

<b>Subsidiary</b>	<b>Net Assets £'000s</b>	<b>Income £'000s</b>	<b>Expenditure £'000s</b>	<b>Surplus £'000s</b>
Borough Care Services Limited	(7)	126	232	358
Belong (Construction) Limited		7,056	(7,056)	-
Belong Villages Limited	-	-	-	-
Belong at Home Limited	-	-	-	-
CLS (Wigan) Limited	-	-	-	-

**27 POST BALANCE SHEET EVENT**

On 27 May 2020 Belong entered into a pre contract service agreement with Seddon Construction Limited to enable the development of the Belong Chester Village and apartments. The value of the contract is £200,000.

On 19 June 2020 Belong entered into a pre contract service agreement with Cruden Construction Limited to develop the Belong Birkdale Village and apartments. The value of the contract is £1.5m.

**28 PENSIONS**

**a. Defined Contribution Scheme**

Employees who are not members of the Local Government Pension Scheme are eligible to be part of a stakeholder friendly defined contribution scheme or National Employment Savings Trust scheme. The assets of these schemes are held separately from those of the organisation in independently administered funds.

The amounts payable by the Society to the fund were:

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020 £'000s</b>	<b>2019 £'000s</b>	<b>2020 £'000s</b>	<b>2019 £'000s</b>
Total paid to the funds	468	376	468	376
Contributions payable to the funds at the year end and included in creditors	37	33	37	33

**b. Defined Benefit Schemes –  
Cheshire Pension Fund and Greater Manchester Pension Fund**

The Society is an “Admitted Body” to the Cheshire Pension Fund. A number of the Society’s eligible employees are members of that scheme. The subsidiary company, Borough Care Services Limited, is an “Admitted Body” to the Greater Manchester Pension Fund. A number of the company’s eligible employees are members of that scheme. The Cheshire Pension Fund and Greater Manchester Pension Fund are part of the Local Government Pension Scheme, a defined benefit statutory scheme. The Funds are administered by Cheshire County Council and Tameside Metropolitan Borough respectively in accordance with the Local Government Pension Scheme Regulations 1997 as amended.

The Schemes are closed schemes and therefore under the projected unit method the current service cost will increase as the members of the scheme approach retirement.

The Funds’ assets and liabilities are assessed by the Funds’ Independent Actuary every three years with the latest actuarial valuation taking place at 31 March 2019.

**BELONG LIMITED**

The amounts payable by the Society to the fund were:

	<b>GROUP</b>		<b>BELONG</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
Total paid to the funds	688	793	511	616

The agreed employer's contribution rate for the Cheshire Pension fund for 2020/21 is 39.8% plus a deficit payment of £525,000. The agreed employer's contribution rate for the Greater Manchester Pension Fund for 2020/21 is 34.8% plus a deficit payment of £154,000.

The Group expects to make total contributions into the Funds of £730,000 during the next 12 months

**CHESHIRE PENSION FUND**

**The amounts recognised in the balance sheet are as follows:**

	<b>31 March 2020</b>	<b>31 March 2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Fair value of employer assets	9,693	10,049
Present value of funded obligations	(14,871)	(17,407)
<b>Net pension liability</b>	<b>(5,178)</b>	<b>(7,358)</b>

**The amounts recognised in the Statement of Financial Activities are as follows:**

	<b>Year to</b>	<b>Year to</b>
	<b>31 March 2020</b>	<b>31 March 2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Current service cost	(19)	(25)
Interest on Employer Assets	240	243
Interest on Pension Scheme Liabilities	(411)	(431)
	<b>(190)</b>	<b>(213)</b>

**Amounts recognised in other recognised gains/(losses):**

	<b>Year to</b>	<b>Year to</b>
	<b>31 March 2020</b>	<b>31 March 2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Actual return less expected return on pension scheme assets	(428)	476
Experience gains arising from scheme liabilities	936	-
Changes in financial assumptions underlying the present value of the scheme liabilities	757	(729)
Changes in demographic assumptions underlying the present value of the scheme liabilities	594	-
<b>Actuarial gain/(loss) in pension plan</b>	<b>1,859</b>	<b>(253)</b>

**Changes in the present value of the defined benefit obligation are as follows:**

	<b>Year to</b>	<b>Year to</b>
	<b>31 March 2020</b>	<b>31 March 2019</b>
	<b>£'000s</b>	<b>£'000s</b>
Opening defined benefit obligation	<b>17,407</b>	<b>16,899</b>
Current Service Cost	19	25
Interest Cost	411	431
Contributions by members	3	4
Remeasurement	(2,287)	729
Estimated benefits paid	(682)	(681)
<b>Closing defined benefit obligation</b>	<b>14,871</b>	<b>17,407</b>

**BELONG LIMITED**

**Changes in the fair value of fund assets are as follows:**

	<b>Year to 31 March 2020 £'000s</b>	<b>Year to 31 March 2019 £'000s</b>
Opening fair value of employer assets	<b>10,049</b>	<b>9,391</b>
Interest income	240	243
Contributions by members	3	4
Contributions by the employer	511	616
Remeasurement	(428)	476
Benefits paid	(682)	(681)
<b>Closing fair value of employer assets</b>	<b>9,693</b>	<b>10,049</b>

**The major categories of fund assets are as follows:**

	<b>Assets at 31 March 2020 £'000s</b>	<b>Assets at 31 March 2019 £'000s</b>
Equities	3,393	4,723
Bonds	4,556	4,120
Property	775	804
Cash	969	402
<b>Total</b>	<b>9,693</b>	<b>10,049</b>

**The principal assumptions at the balance sheet date are:**

	<b>31 March 2020 % per annum</b>	<b>31 March 2019 % per annum</b>
Inflation rate	2.0%	2.5%
Future salary increase rate	2.7%	2.8%
Future pension increase rate	2.0%	2.5%
Expected return on assets	2.3%	2.4%
Discount rate	2.3%	2.4%

**Sensitivity analysis**

**Change in assumptions at 31 March 2020**

	<b>Approximate %</b>	<b>Approximate Amount £'000s</b>
0.5% decrease in Real Discount Rate	6%	953
0.5% increase in Salary Increase Rate	0%	3
0.5% in the Pension Increase Rate	6%	948

**Mortality**

**The current mortality assumptions include sufficient allowance for the future improvements in mortality rates. The assessed life expectations on retirement age 65 are:**

	<b>Males</b>	<b>Females</b>
Retiring today	21.2	23.6
Retiring in 20 years	21.9	25.0

**GREATER MANCHESTER PENSION FUND**

**The amounts recognised in the balance sheet are as follows:**

	<b>31 March 2020 £'000s</b>	<b>31 March 2019 £'000s</b>
Fair value of employer assets	7,037	8,253
Present value of funded obligations	(9,197)	(10,939)
<b>Net pension liability</b>	<b>(2,160)</b>	<b>(2,686)</b>

BELONG LIMITED

The amounts recognised in the Statement of Financial Activities are as follows:

	Year to 31 March 2020 £'000s	Year to 31 March 2019 £'000s
Current service cost	(40)	(37)
<b>Total gain included in operating surplus (A)</b>	<b>(40)</b>	<b>(37)</b>
Interest on Employer Assets	195	203
Interest on Pension Scheme Liabilities	(258)	(272)
<b>Net Return included with interest payable (B)</b>	<b>(63)</b>	<b>(69)</b>
	<b>(103)</b>	<b>(106)</b>

Amounts recognised in Other recognised gains/(losses):

	Year to 31 March 2020 £'000s	Year to 31 March 2019 £'000s
Actual return less expected return on pension scheme assets	(1,120)	378
Experienced gains and losses arising on scheme liabilities		-
Changes in assumptions underlying the present value of the scheme liabilities	1,572	(424)
<b>Actuarial gain/(loss) in pension plan</b>	<b>452</b>	<b>(46)</b>

Changes in present value of the defined benefit obligation are as follows:

	Year to 31 March 2020 £'000s	Year to 31 March 2019 £'000s
Opening defined benefit obligation	10,939	10,693
Current service cost	40	37
Interest cost	258	272
Contributions by members	8	8
Remeasurement	(1,572)	424
Estimated benefits paid	(476)	(495)
<b>Closing defined benefit obligation</b>	<b>9,197</b>	<b>10,939</b>

Changes in the fair value of fund assets are as follows:

	Year to 31 March 2020 £'000s	Year to 31 March 2019 £'000s
Opening fair value of employer assets	8,253	7,982
Interest income	195	203
Contributions by members	8	8
Contributions by employer	177	177
Remeasurement	(1,120)	378
Benefits paid	(476)	(495)
<b>Closing fair value of employer assets</b>	<b>7,037</b>	<b>8,253</b>

The major categories of fund assets are as follows:

	Year to 31 March 2020 £'000s	Year to 31 March 2019 £'000s
Equities	4,856	5,695
Bonds	1,055	1,238
Property	493	660
Cash	633	660
<b>Total</b>	<b>7,037</b>	<b>8,253</b>

The principal assumptions of the balance sheet data:

	Year to 31 March 2020 % per annum	Year to 31 March 2019 % per annum
Inflation Rate	2.0%	2.5%
Future salary increase rate	2.8%	3.3%
Future pension increase rate	2.0%	2.5%
Expected return on assets	2.3%	2.4%
Discount rate	2.3%	2.4%

### Sensitivity analysis

Change in assumptions at 31 March 2020

	Approximate %	Approximate Amount £'000s
0.5% decrease in Real Discount Rate	6.0	558
0.5% increase in Salary Increase Rate	0.0	10
0.5% increase in the Pension Increase Rate	6.0	545

### Mortality

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assured life expectations on retirement age 65 are:

	Males Years	Females Years
Retiring today	20.5	23.1
Retiring in 20 years	22.0	25.0