

**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**

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**COMPANY INFORMATION**

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<b>Directors</b>	Mr S Jackson Ms V T Elvidge Ms W Goldwag Mr T Kazi - a director during the year, retired on 23 April 2020
<b>Company secretary</b>	Mr A Essien (Chief Executive and Accounting Officer)
<b>Registered number</b>	03296985
<b>Registered office</b>	Fleetbank House 2-6 Salisbury Square London EC4Y 8JX
<b>Independent auditor</b>	Beever and Struthers Chartered Accountants & Statutory Auditors 15 Bunhill Row London EC1Y 8LP
<b>Internal auditor</b>	Kreston Reeves LLP Third Floor 24 Chiswell Street London EC1Y 4YX
<b>Accountants</b>	MHA MacIntyre Hudson 2 London Wall Place London EC2Y 5AU

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## THE LEASEHOLD ADVISORY SERVICE

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### OPERATING AND FINANCIAL REVIEW FOR THE YEAR ENDED 31 MARCH 2020

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#### Chair's Foreword

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2019-20 has been another year of endeavour and hard work at LEASE. With the benefit of a full 12 months as Chair, I am happy to report that LEASE continues to provide services that are highly valued by our customers across England and Wales.

With an intent to improve our service during the year, we added a new out of hours telephone helpline, and it is pleasing to see that since its implementation almost 25% of telephone customers have come through this channel.

Other improvements during the year included more support for leaseholders and associated organisations. For example, we provided free training to Southampton CAB's advisers; and provided legal summaries for the Federation of Private Residents Associations to include in its newsletter. We want to continue to leverage our in-house knowledge and expertise to assist leaseholders through others.

When the danger to our staff and customers from COVID-19 meant that we could no longer work from Fleetbank House, our contingency plans enabled us to continue to deliver services to our leasehold and park home customers. We will continue to support our customers at this very difficult time.

I would like to express my gratitude and appreciation to Tariq Kazi who finished his term on the Board at the end of the financial year. Tariq served with dedication and high standards during his tenure, and I am grateful for the skills he brought to the role.

On behalf of the Board, I would like to thank our sponsors and partners for all their support. I also extend my appreciation to LEASE's hard-working staff for their continued dedication to LEASE and our important mission.

Wanda Goldwag

Interim Chair

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### OPERATING AND FINANCIAL REVIEW FOR THE YEAR ENDED 31 MARCH 2020

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#### Chief Executive's Report

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I am pleased to report on the last 12 months of LEASE's service to leaseholders and Park Home owners.

Our Chair has already mentioned our new out of hours helpline, but we also launched 'LEASE Learn' during the year. We know that when leaseholders manage their own building it gives them control over repairs and maintenance, but it can also be complicated and stressful. To help with this, LEASE Learn is our free e-learning platform for leaseholders looking to manage their own building using their own company. We aimed for 100 registered users by the end of the year but achieved an astonishing 1,440. The feedback has been very positive, and we plan to develop additional modules.

Our telephone and written advice channels saw us address almost 30,000 enquiries. This exceeds all annual service output since 2015-16. However, with help must come service quality. We encourage customer feedback, both positive and negative, as it helps us improve our service and we invite clients to complete our own surveys, but they can also review us publicly through Trustpilot, Google, or Facebook reviews. By the end of the year, we achieved a score of 4.4 out of 5 on Trustpilot, with nearly 400 reviews. In addition, our website survey received over 4,000 responses, with 88% of customers confirming that the web pages they accessed were very useful. This is doubly pleasing because over 1.1 million unique users accessed the website during the year, a record for LEASE.

LEASE contributed to the reform agenda in our responses to consultations and discussion papers on the Right to Manage, Building Safety, Redress for leaseholders and the cost of enfranchisement. We also supported reform through our participation in associated working groups.

I give thanks to my colleagues at LEASE for all their work in the last 12 months, and especially for their swift adjustment to remote working and unending enthusiasm to help our customers every day at this difficult time.

Anthony Essien  
Chief Executive

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## **THE LEASEHOLD ADVISORY SERVICE**

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### **OPERATING AND FINANCIAL REVIEW FOR THE YEAR ENDED 31 MARCH 2020**

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#### **Who we are**

LEASE is an Executive Non-Departmental Public Body whose principal sponsor is the Ministry of Housing, Communities and Local Government (MHCLG). The Welsh Government (WG) also provides grant funding.

LEASE works at 'arm's length' from both English and Welsh governments as an independent organisation.

Our vision is for LEASE to be trusted and universally acknowledged as the 'go to' source for free high quality and impartial leasehold and Park Home advice.

#### **What we do**

Our mission is to empower leaseholders and Park Home owners through initial advice and information to engage more confidently with third parties like freeholders and site owners.

We frame our efforts, to achieve our vision and in implementing our mission, by performing our duties:

- Independently – function impartially, apolitical and arm's length from government.
- With quality - provide a professional service to our customers and keep high standards as a constant aspect of our service delivery.
- Accessibly – deliver services and in a way that makes them as accessible as we can for customers and in every way we can.

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We meet the challenges of our mission through a variety of channels and services that include:

Website	Policy	Outreach	Helpline	Partner Referral
Leasehold and Park Home advice guides, webinars, podcasts, First-tier Tribunal (Property Chamber) decisions, Welsh specific guidance, and fire safety specific guidance.	Assisting Government bodies and other agencies on leasehold and Park Home policy issues through policy reviews, publications, and articles.	Outreach work across England and Wales, includes assistance to City Mayors, Members of Parliament, Assembly Members and Councillors, when requested to provide advice and workshops.	The specialist advice and information is provided by email, letter, telephone and through face-to-face meetings.	We operate a referral system to redirect customers to other associated organisations for advice and help.

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#### Performance

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Goals, objectives, and their outcomes appear below, with LEASE's other achievements in 2019-20 set out in Annex A.

Goal	Objectives	Outcome
Deliver high quality advice with high standards of customer service to leaseholders and Park Home owners	<ol style="list-style-type: none"><li>1. Complete review, and upload revised guides, by 30<sup>th</sup> June 2019.</li><li>2. Content strategy by 30<sup>th</sup> May 2019, and train advisers on drafting content from LEASE's audience by 30<sup>th</sup> June 2019.</li><li>3. (a) Achieve 825,000 advice guide downloads by 31<sup>st</sup> March 2020; and (b) Achieve 850,000 FAQ downloads by 31<sup>st</sup> March 2020</li><li>4. (a) Complete 25,000 enquiries in England by 31<sup>st</sup> March 2020; (b) Address 75% of written enquiries within 10 working days; (c) Hold phone advice sessions within two working days of customer requesting calls; (d) Hold 40 leasehold and Park Home outreach events in England; and (e) Arrange outreach events within 10 working days of request</li><li>5. Achieve an average of 4.5 out of 5 in customer satisfaction surveys (telephone, written and outreach)</li><li>6. Assist three local advice providers to grow their capacity by 31<sup>st</sup> March 2020.</li><li>7. Complete recruitment of apprentice by 30<sup>th</sup> April 2019</li><li>8. 100 leaseholders or RTM/RMC Directors register for e-learning.</li><li>9. Participate in workshops, working groups and respond to Government and other associated consultations seeking to improve fairness through reform for leaseholders and Park Home owners.</li></ol>	<ol style="list-style-type: none"><li>1. All targeted guides were revised and uploaded to the website by 30<sup>th</sup> June 2019.</li><li>2. Content strategy was approved on 22<sup>nd</sup> July and training was completed on 10<sup>th</sup> July 2019.</li><li>3. (a) 871,712 advice guides were downloaded by 31<sup>st</sup> March 2020; (b) 789,320 FAQs were downloaded by 31<sup>st</sup> March 2020</li><li>4. (a) 28,030 enquiries for Leasehold and Park Home enquiries were completed by 31<sup>st</sup> March 2020; 74% and 75% of customers were new for leasehold and park homes, respectively. (b) 84% of written enquiries were addressed within 10 working days; (c) On average, telephone advice sessions were held in 2 days; (d) 31 leasehold and Park Homes outreach events were held; and (e) Where data is available, 84% of outreach events were arranged within 10 working days of the request.</li><li>5. Telephone and written advice survey scores were 4.4 and 4.6 respectively; and outreach scores were 4.6</li><li>6. We assisted Southampton CAB's advisers during 2019-20.</li><li>7. The recruitment was completed on 25<sup>th</sup> March 2109.</li><li>8. 1,440 leaseholders and RTM/RMC Directors registered for E-Learning during the year.</li><li>9. (a) Consultation responses:<ol style="list-style-type: none"><li>i. Law Commission – "Leasehold home ownership: exercising the right to manage";</li><li>ii. MHCLG - "Building a Safer Future - proposals for reform of the building regulatory system";</li><li>iii. MHCLG - "Redress for Purchasers of New Build Homes and the New Homes Ombudsman"; and</li></ol></li></ol>



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		<ul style="list-style-type: none"> <li>iv. MHCLG discussion paper - "Making Home Ownership affordable"</li> <li>(b) Workshops and working groups:               <ul style="list-style-type: none"> <li>i. Regulation of Property Agents Working Group (and Chair of Leasehold and Freehold charges sub-group);</li> <li>ii. Redress Reform Working Group;</li> <li>iii. Leasehold Enfranchisement Users Group;</li> <li>iv. Collaboration Working Group; and</li> <li>v. IRPM Leasehold Working Group</li> </ul> </li> </ul>
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Goal	Objectives	Outcome
Implement the recommendations of MHCLG's Review of Advice and Support for leaseholders in England	Develop and implement improvement plan by 30 <sup>th</sup> April 2019	Implementation of the improvement plan began on 30 <sup>th</sup> April 2019.

Goal	Objectives	Outcome
Support leaseholders in high rise buildings with fire safety issues including Aluminium Composite Material (ACM) cladding.	<ol style="list-style-type: none"> <li>1. (a) Achieve 100,000 visits to the fire safety page; and (b) Achieve 120,000-page views for the fire safety pages by 31<sup>st</sup> March 2020</li> <li>2. Average 120 enquiries per month by 31<sup>st</sup> March 2020</li> <li>3. Achieve an average of 4.5 out of 5 in customer satisfaction surveys (telephone, written and outreach) by 31<sup>st</sup> March 2020</li> <li>4. Address 75% of written enquiries within 10 working days</li> <li>5. Hold telephone advice sessions within two working days of customer requesting call.</li> <li>6. Hold 15 outreach sessions by 31<sup>st</sup> March 2020</li> <li>7. Arrange outreach events within 10 working days of request.</li> </ol>	<ol style="list-style-type: none"> <li>1. (a) There were 134,699 visits to the fire safety page; and (b) 302,707-page views for the fire safety pages by 31<sup>st</sup> March 2020</li> <li>2. We addressed an average of 87 enquiries per month by 31<sup>st</sup> March 2020.</li> <li>3. Telephone and written advice survey scores were 4.4 and 4.6 respectively; and outreach, scores were 4.9</li> <li>4. 85% of written enquiries were addressed within 10 working days.</li> <li>5. Telephone advice sessions were held the same day as the customer contacted LEASE.</li> <li>6. Six outreach events were held by 31<sup>st</sup> March 2020.</li> <li>7. 83% of outreach events were held within 10 working days</li> </ol>

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Goal	Objectives	Outcome
Participating in/implementing recommendations of Park Homes Working Group	<ol style="list-style-type: none"><li>1. Review content on the Park Home web pages by 30<sup>th</sup> May 2019 and improve the Park Homes pages by 15<sup>th</sup> May 2019.</li><li>2. Map customer journey for Park Homes and survey to be carried out of all Park Homes customers to ascertain channel preference and whether we can provide additional services by 30<sup>th</sup> May 2019.</li><li>3. Review existing key stakeholders and approach to engagement by 30<sup>th</sup> May 2019.</li></ol>	<ol style="list-style-type: none"><li>1. The content review was completed by 30<sup>th</sup> May and new content added to a revised Park Homes website from 20<sup>th</sup> June 2019.</li><li>2. The customer journey map was not completed during the year; but a survey of park home customers was completed on 17<sup>th</sup> June 2019.</li><li>3. Stakeholder reviews remain ongoing as we seek to strengthen relationships with the Park Homes All Party Parliamentary Group, Citizens Advice Bureaux and local authorities.</li></ol>

Goal	Objectives	Outcome
Use LEASE's data, knowledge and insight to inform the sector about the issues our customers bring to us.	<ol style="list-style-type: none"><li>1. Create a data page on the LEASE website and release data by 2<sup>nd</sup> April 2019; and</li><li>2. Publish data for the preceding quarter by 20<sup>th</sup> July and 20<sup>th</sup> October 2019; and by 20<sup>th</sup> January and 20<sup>th</sup> April 2020.</li></ol>	<ol style="list-style-type: none"><li>1. The data page was completed, and initial data published on 2<sup>nd</sup> April 2019.</li><li>2. Data was subsequently published on 4<sup>th</sup> July and 18<sup>th</sup> October during 2019. The COVID-19 emergency delayed further publication during 2019-20.</li></ol>

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Goal	Objectives	Outcome
Raise awareness of LEASE's services for leaseholders in high rise buildings with ACM- cladding and general services.	<ol style="list-style-type: none"><li>1. Recruit a staff member for a communications role at LEASE. by 30<sup>th</sup> April 2019.</li><li>2. (a) Publish 30 articles online by 31<sup>st</sup> March 2020 and signpost to LEASE as an advice source where relevant articles appear in the media (b) grow followers on social media by 50% by 31<sup>st</sup> March 2020; and (c) Maintain LEASE's high search engine ranking.</li></ol>	<ol style="list-style-type: none"><li>1. Recruitment was completed on 6<sup>th</sup> May 2019.</li><li>2. (a) 19 articles, FAQs and pieces of guidance were published by 31<sup>st</sup> March 2020; and we signposted journalists writing in the Times and Evening Standard to LEASE as an advice source. (b) Followers on Twitter, Facebook and LinkedIn grew by 12%, 14% and 63% respectively. 74% of Fire Safety customers were new customers. (c) 34% of LEASE's Fire Safety search adverts appeared in the top position in Google: and 65% appeared above the organic listings.</li></ol>

Goal	Objectives	Outcome
Make LEASE excellent opportunity for all our staff to develop their careers	By 31 <sup>st</sup> March 2020 achieve staff survey results equivalent to the top five government departments.	The COVID-19 emergency has delayed the staff survey until June 2020.

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### OPERATING AND FINANCIAL REVIEW FOR THE YEAR ENDED 31 MARCH 2020

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#### **Examples of our impact**

##### **Case Study 1:**

Ms. W: "Richard's advice was extremely helpful, and he could be saving us as much as £7,000. When we were selling our leasehold property, the landlord was insisting that we paid for a fence and shed that had been there since way before we bought the property in 2004."

##### **Case Study 2:**

Mrs. S: "You have provided us with indispensable advice that has led to successfully forcing our freeholder to agree to carry out and pay the bulk of the costs of correcting longstanding disrepairs, as well as all of our legal and survey fees."

##### **Case Study 3:**

Mrs. F: "I really couldn't be happier with you. The service is free! I had four calls with the Leasehold Advisory Service and each person was so helpful with a very stressful (and potentially very costly) problem with our awful Freeholder. I was given helpful links, wording for my letters, advice on how to submit a formal and legal complaint, and past similar cases that had gone to Tribunal. The advice given verbally was invaluable and the service of reading and 'translating' the legal contract is looking like it will save our small group of Leaseholders over £30,000. I wish more people knew (sic) about this service!"

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### **OPERATING AND FINANCIAL REVIEW FOR THE YEAR ENDED 31 MARCH 2020**

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#### **ANNEX A: Other achievements in the last 12 months**

1. We added an out of hours service that now provides telephone advice for customers in the weekday evening and on weekends.
2. We supported residents' associations across England by providing summaries of decisions in the courts and tribunals for the Federation of Private Residents' Associations to use in its newsletter.
3. We supported improvement for homeowners in the Park Homes sector in England through our participation in MHCLG's Park Homes Working Group.
4. We supported improving the home buying and selling process in England through our participation in the Home Buying & Selling Group.
5. We helped raise awareness of leasehold and its issues for prospective and current leasehold owners through collaborations with Rightmove and Zoopla.
6. We supported leasehold reform in Wales through our participation in the Task and Finish Group on Residential Leasehold Reform.
7. LEASE staff took part in the London Legal Walk and helped raise funds to support law centres and legal advice agencies in London and the South East.

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### OPERATING AND FINANCIAL REVIEW FOR THE YEAR ENDED 31 MARCH 2020

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LEASE staff before the London Legal Walk.

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### OPERATING AND FINANCIAL REVIEW FOR THE YEAR ENDED 31 MARCH 2020

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#### ANNEX B: TABLES AND FIGURES

Table 1 Online customers

	2019-20	2018-19	% +/-
Unique visitors*	1,131,967	968,527	+17
Visits*	1,732,200	1,530,864	+13
% from outside London & Southeast	59%	48%	+23
Advice guide downloads	871,712	848,691	+3

\*UK only

Table 2 Customers via other channels

Channel	2019-20	2018-19	% +/-
Telephone	20,196	19,154	+5
Email/letter	8,796	8,244	+7
Personal Appointment	84	79	+6
Total customers	18,806	19,190	-2
Total enquiries	29,076	27,477	+6

Table 3 Examples of Wales service

Channel	2019-20	2018-19	% +/-
Unique visitors to internet service	27,583	22,426	+23
Enquiries via other channels	473	506	-7

Table 4 Customer Feedback

	2019-20	2018-19
Complaints	16	6
% Upheld	69	0
Compliments and Wow! Awards	817	305

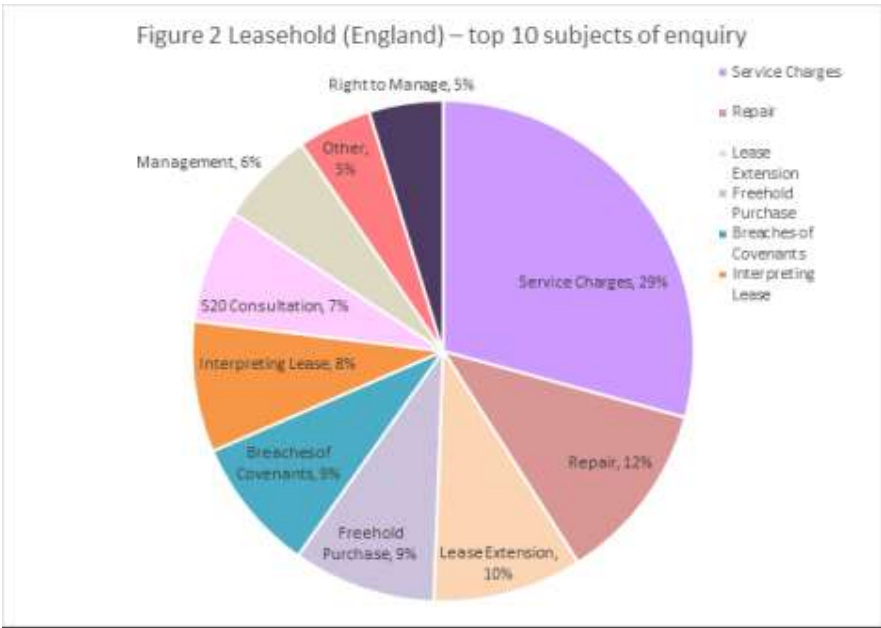
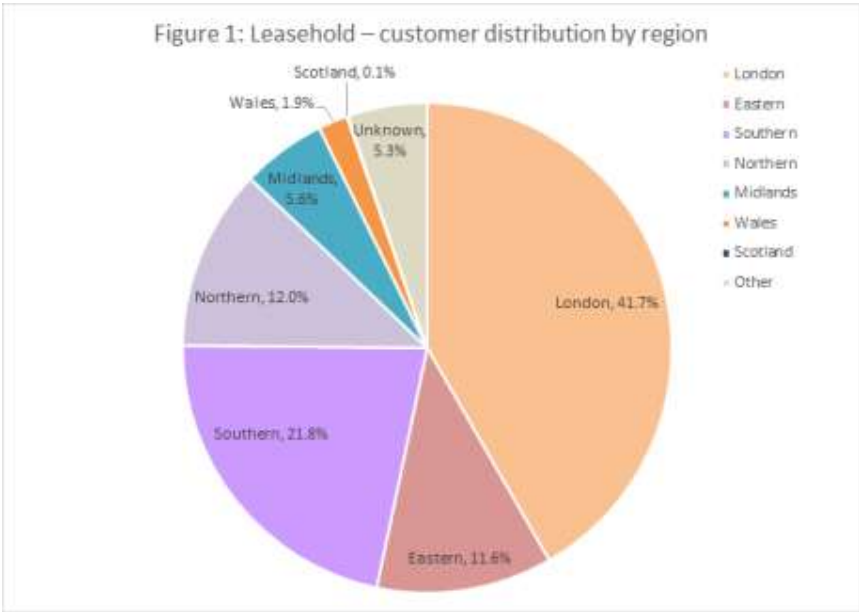
Table 5 Customer survey results by channel

Survey	2019-20	Sample size	2018-19	Sample size
Telephone service	4.6 out of 5.0	2,317	4.6 out of 5.0	1,987
Email/letter	4.4 out of 5.0	2,341	4.4 out of 5.0	1,331
Personal appointment	4.9 out of 5.0	16	5.0 out of 5.0	8

THE LEASEHOLD ADVISORY SERVICE

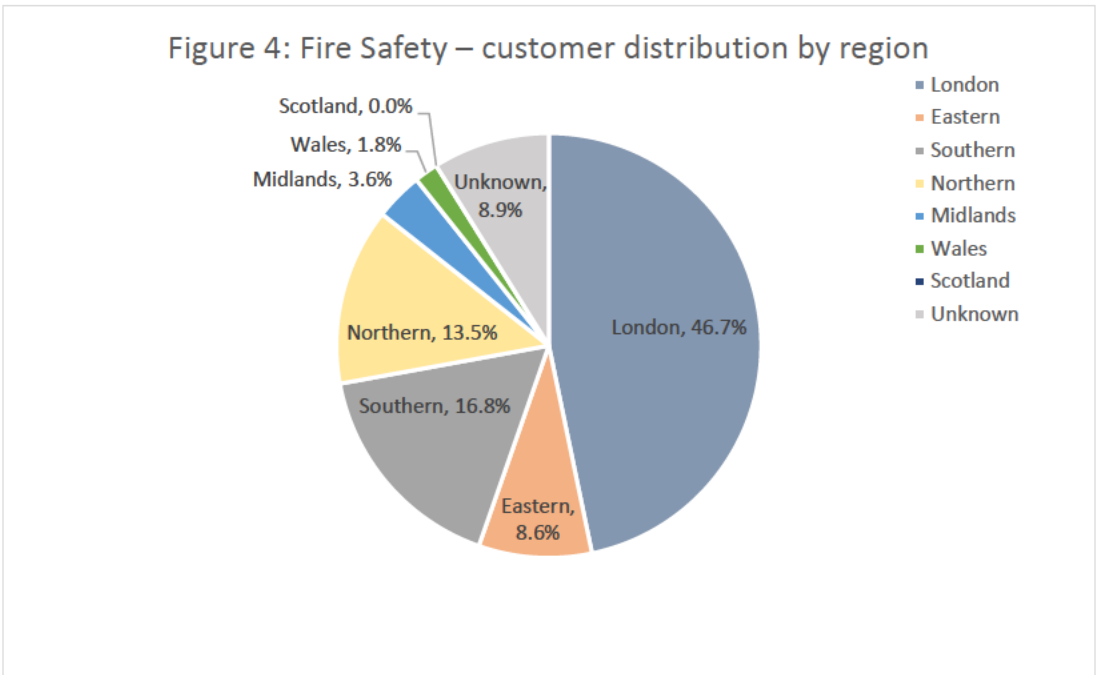
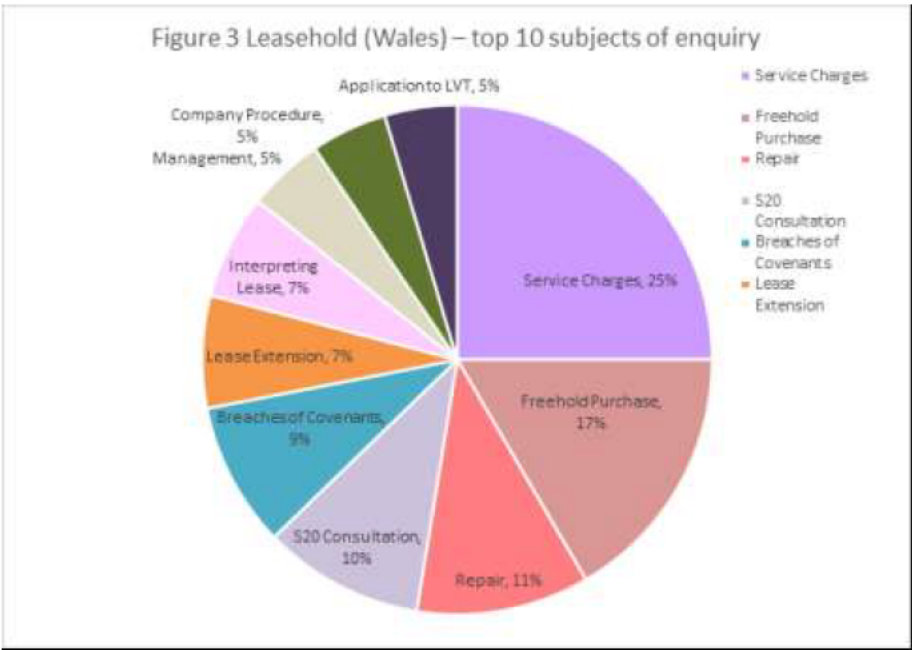
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FOR THE YEAR ENDED 31 MARCH 2020**

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Figure 5 Fire Safety - top subjects of enquiry

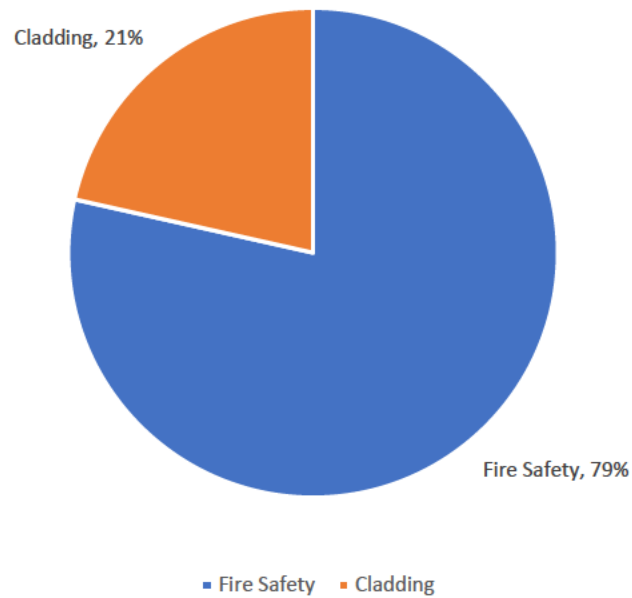
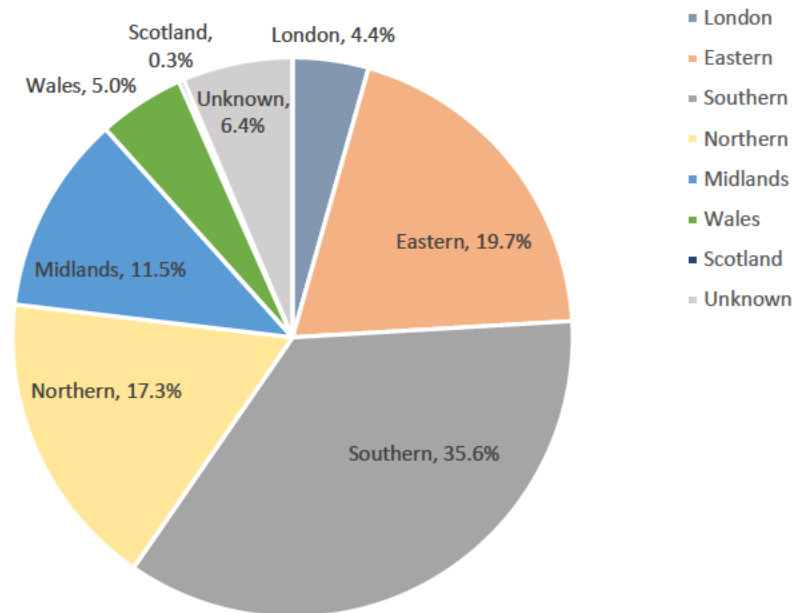


Figure 6 Park Homes – customer distribution by region



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**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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The Directors present their report and the financial statements for the year ended 31 March 2020.

**Principal activity**

The principal activity of the Group in the year was that of the provision of advice to the public on residential leasehold and park homes.

**Results**

The surplus for the year, after taxation, amounted to £128,074 (2019 - £46,525).

**Directors**

The Directors who served during the year were:

Mr S Jackson  
Ms V T Elvidge  
Ms W Goldwag

Mr T Kazi, a director during the year, retired on 23 April 2020.

**Principal risks and uncertainties**

The key risk to the Group is the continued funding following the upcoming Spending Review.

**Financial key performance indicators**

The directors consider the ability to achieve a break even financial result, to be the key financial performance indicator.

**Other key performance indicators**

The directors consider the number of enquiries completed, customers served through all channels, their range across England and Wales and the quality of services offered to be the key performance indicators.

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**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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**Directors' responsibilities statement**

The Directors are responsible for preparing the Operating and Financial Review and the Directors' Report and the consolidated financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and of the surplus or deficit of the Group for that period.

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

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and the Group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditor**

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

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

**Small companies note**

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

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**DIRECTORS' REPORT (CONTINUED)**  
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This report was approved by the Board and signed on its behalf.



**Ms W Goldwag**  
Director

Date: 31 July 2020

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE LEASEHOLD ADVISORY SERVICE**

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**Opinion**

We have audited the financial statements of The Leasehold Advisory Service (the 'parent Company') and its subsidiary (the 'Group') for the year ended 31 March 2020, which comprise the Group Statement of Comprehensive Income, the Group and Company Statements of Financial Position, the Group Statement of Cash Flows, the Group and Company Statement of Changes in Equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent Company's affairs as at 31 March 2020 and of the Group's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

**Conclusions relating to going concern**

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 Directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Group's or the parent Company'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 Directors are responsible for the other information. The other information comprises the information included in the Operating and Financial Review and the Directors' 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE LEASEHOLD ADVISORY SERVICE**  
**(CONTINUED)**

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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.

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

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

- the information given in the Operating and Financial Review and the Director's Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Operating and Financial Review and the Director's Report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the Group and the parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Operating and Financial Review or the Directors' Report.

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

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



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**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE LEASEHOLD ADVISORY SERVICE**  
**(CONTINUED)**

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**Responsibilities of directors**

As explained more fully in the Directors' Responsibilities Statement on page 18, the Directors are responsible for the preparation of the Annual Report and the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Group's and the parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the parent Company 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 Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Michael Tourville ACA (Senior Statutory Auditor)  
for and on behalf of  
**Beever and Struthers**  
Chartered Accountants & Statutory Auditors  
15 Bunhill Row  
London  
EC1Y 8LP  
Date:

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**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**

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**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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	Note	2020 £	2019 £
Turnover	3	1,991,803	1,635,392
<b>Gross profit</b>		<b>1,991,803</b>	<b>1,635,392</b>
Administrative expenses		(1,863,864)	(1,589,310)
<b>Operating surplus</b>		<b>127,939</b>	<b>46,082</b>
Interest receivable and similar income	7	166	547
<b>Surplus before taxation</b>		<b>128,105</b>	<b>46,629</b>
Tax on surplus	8	(31)	(104)
<b>Surplus for the year</b>		<b>128,074</b>	<b>46,525</b>
Relating to the Parent Company		128,074	46,525

There was no other comprehensive income for 2020 (2019:£NIL).

The notes on pages 31 to 42 form part of these financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT 31 MARCH 2020

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	10	55,094	39,175
		<u>55,094</u>	<u>39,175</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	12	69,371	28,257
Cash at bank and in hand	13	382,249	209,287
		<u>451,620</u>	<u>237,544</u>
Creditors: amounts falling due within one year	14	(186,121)	(74,645)
<b>Net current assets</b>		<u>265,499</u>	<u>162,899</u>
<b>Total assets less current liabilities</b>		<u>320,593</u>	<u>202,074</u>
Creditors: amounts falling due after more than one year	15	(16,683)	(26,238)
<b>Provisions for liabilities</b>			
<b>Net assets</b>		<u>303,910</u>	<u>175,836</u>
<b>Capital and reserves</b>			
Other reserves	16	303,910	137,557
Profit and loss account	16	-	38,279
<b>Equity attributable to owners of the parent Company</b>		<u>303,910</u>	<u>175,836</u>

The Group's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the Board and were signed on its behalf by:



.....  
**Ms W Goldwag**  
Director

Date: 31 July 2020

The notes on pages 31 to 42 form part of these financial statements.

**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 03296985**

**COMPANY STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 MARCH 2020**

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	10	55,094	39,175
Investments	11	1	1
		<u>55,095</u>	<u>39,176</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	12	69,371	40,749
Cash at bank and in hand	13	382,248	158,515
		<u>451,619</u>	<u>199,264</u>
Creditors: amounts falling due within one year	14	(186,121)	(74,645)
<b>Net current assets</b>		<u>265,498</u>	<u>124,619</u>
<b>Total assets less current liabilities</b>		<u>320,593</u>	<u>163,795</u>
Creditors: amounts falling due after more than one year	15	(16,683)	(26,238)
<b>Net assets</b>		<u><u>303,910</u></u>	<u><u>137,557</u></u>
<b>Capital and reserves</b>			
Other reserves	16	303,910	137,557
		<u><u>303,910</u></u>	<u><u>137,557</u></u>

The Company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the Board and were signed on its behalf by:



.....  
**Ms W Goldwag**  
 Director

Date: 31 July 2020

The notes on pages 31 to 42 form part of these financial statements.

**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 31 MARCH 2020**

	Other reserves £	Profit and loss account £	Attributable to Parent Company £	Total equity £
At 1 April 2019	137,557	38,279	175,836	175,836
<b>Comprehensive income for the year</b>				
Surplus for the year	-	128,074	128,074	128,074
<b>Total comprehensive income for the year</b>	-	128,074	128,074	128,074
Transfer to profit and loss account	-	(166,353)	(166,353)	(166,353)
Transfer between other reserves	166,353	-	166,353	166,353
<b>Total transactions with owners</b>	166,353	(166,353)	-	-
<b>At 31 March 2020</b>	<b>303,910</b>	<b>-</b>	<b>303,910</b>	<b>303,910</b>

The notes on pages 31 to 42 form part of these financial statements.

**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 31 MARCH 2019**

	Other reserves £	Profit and loss account £	Attributable to Parent Company £	Total equity £
At 1 April 2018	91,032	38,279	129,311	129,311
<b>Comprehensive income for the year</b>				
Deficit for the year	-	46,525	46,525	46,525
<b>Total comprehensive income for the year</b>	-	46,525	46,525	46,525
Transfer to profit and loss account	-	(46,525)	(46,525)	(46,525)
Transfer between other reserves	46,525	-	46,525	46,525
<b>Total transactions with owners</b>	46,525	(46,525)	-	-
<b>At 31 March 2019</b>	<b>137,557</b>	<b>38,279</b>	<b>175,836</b>	<b>175,836</b>

The notes on pages 31 to 42 form part of these financial statements.

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**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**

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**COMPANY STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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	<b>Other reserves</b>	<b>Profit and loss account</b>	<b>Total equity</b>
	<b>£</b>	<b>£</b>	<b>£</b>
At 1 April 2019	137,557	-	137,557
<b>Comprehensive income for the year</b>			
Surplus for the year	-	166,353	166,353
	-	166,353	166,353
<b>Total comprehensive income for the year</b>			
Transfer to profit and loss account	-	(166,353)	(166,353)
Transfer between other reserves	166,353	-	166,353
<b>Total transactions with owners</b>	166,353	(166,353)	-
<b>At 31 March 2020</b>	303,910	-	303,910

The notes on pages 31 to 42 form part of these financial statements.

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**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**

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**COMPANY STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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	<b>Other reserves</b>	<b>Profit and loss account</b>	<b>Total equity</b>
	<b>£</b>	<b>£</b>	<b>£</b>
At 1 April 2018	91,032	-	91,032
<b>Comprehensive income for the year</b>			
Deficit for the year	-	46,525	46,525
	-	46,525	46,525
<b>Total comprehensive income for the year</b>			
Transfer to profit and loss account	-	(46,525)	(46,525)
Transfer between other reserves	46,525	-	46,525
<b>Total transactions with owners</b>	46,525	(46,525)	-
<b>At 31 March 2019</b>	137,557	-	137,557

The notes on pages 31 to 42 form part of these financial statements.



**THE LEASEHOLD ADVISORY SERVICE**  
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**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

	2020 £	2019 £
<b>Cash flows from operating activities</b>		
Profit for the financial year	128,074	46,525
<b>Adjustments for:</b>		
Depreciation of tangible assets	26,576	12,793
Interest received	(166)	(547)
Taxation charge	30	104
(Increase)/decrease in debtors	(41,144)	1,623
Increase/(decrease) in creditors	101,921	(15,275)
<b>Net cash generated from operating activities</b>	<u>215,291</u>	<u>45,223</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(42,495)	-
Interest received	166	547
<b>Net cash from investing activities</b>	<u>(42,329)</u>	<u>547</u>
<b>Net increase in cash and cash equivalents</b>	<u>172,962</u>	<u>45,770</u>
Cash and cash equivalents at beginning of year	<u>209,287</u>	<u>163,517</u>
<b>Cash and cash equivalents at the end of year</b>	<u><u>382,249</u></u>	<u><u>209,287</u></u>
<b>Cash and cash equivalents at the end of year comprise:</b>		
Cash at bank and in hand	<u>382,249</u>	<u>209,287</u>
	<u><u>382,249</u></u>	<u><u>209,287</u></u>

The notes on pages 31 to 42 form part of these financial statements.

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

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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

The financial statements are presented in pounds sterling which is the functional currency and are rounded to the nearest pound.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgment in applying the Group's accounting policies (see note 2).

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The Company has also taken advantage of the exemption from preparing an individual cash flow statement as allowed by FRS102.

The following principal accounting policies have been applied:

**1.2 Basis of consolidation**

The consolidated financial statements present the results of the Company and its own subsidiaries ("the Group") as if they form a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

**1.3 Going concern**

The financial statements have been prepared on a going concern basis.

In common with all businesses in the UK, the Group has been impacted by the government's response to the COVID 19 pandemic. The Directors have taken steps to minimise the impact on the Group in line with the government's advice and recommendations.

The steps taken include

- the introduction of homeworking; and
- revising budgets to consider the impact of COVID 19 on the business, and the needs of staff homeworking.

While the uncertainty surrounding the duration of the pandemic suggests that the Group is unlikely to be completely unaffected, the Directors consider that it is well placed, particularly in cash terms, to ensure that there are no long term structural consequences on its business.

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

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**1. Accounting policies (continued)**

**1.4 Revenue**

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable. Income represents grant income and amounts receivable from arranging conferences and the provision of training. Grant income is principally from the MHCLG supplemented by the lesser amount from the Welsh Government.

**Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Comprehensive Income over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Comprehensive Income as the related expenditure is incurred. The unamortised deferred income relating to the government grant is £26,235 (2019 - £35,786) of which £9,552 (2019 - £9,548) is shown in creditors due within one year and the remainder shown as creditors due after one year.

**1.5 Tangible fixed assets**

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the Group. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to surplus or deficit during the period in which they are incurred.

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

Depreciation is provided on the following basis:

Short term leasehold property	- over the life of the lease
Fixtures and fittings	- 33% straight line
Computer equipment	- 33% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Consolidated Statement of Comprehensive Income.

**1.6 Valuation of investments**

Investments in subsidiaries are measured at cost less accumulated impairment.

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

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**1. Accounting policies (continued)**

**1.7 Debtors**

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

**1.8 Cash and cash equivalents**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

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

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**1. Accounting policies (continued)**

**1.9 Financial instruments**

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

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Consolidated Statement of Comprehensive Income.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the Group would receive for the asset if it were to be sold at the reporting date.

**1.10 Creditors**

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

**1.11 Pensions**

**Defined contribution pension plan**

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

The contributions are recognised as an expense in the Consolidated Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Group in independently administered funds.

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

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**1. Accounting policies (continued)**

**1.12 Interest income**

Interest income is recognised in the income statement using the effective interest method.

**1.13 Taxation**

Tax is recognised in the income statement, except that a change attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income.

**2. Judgments in applying accounting policies and key sources of estimation uncertainty**

There are not considered to be any significant judgments in dealing with the numerical aspects of these financial statements. However the financial statements have been prepared on the going concern basis and although this is considered appropriate in this case, matters relating to this judgment have been detailed further in the operating and financial review.

**3. Turnover**

An analysis of turnover by class of business is as follows:

	2020 £	2019 £
Communities and Local Government	1,925,953	1,595,844
Release of Deferred Capital Grant	9,552	9,548
Welsh Government	56,298	30,000
	<u>1,991,803</u>	<u>1,635,392</u>

All turnover arose within the United Kingdom.

**4. Operating surplus/(deficit)**

The operating surplus/(deficit) is stated after charging:

	2020 £	2019 £
Depreciation of tangible fixed assets	26,576	12,793
Fees payable to the Group's auditor for the audit of the company's annual accounts	6,248	8,424
	<u>32,824</u>	<u>21,217</u>

**THE LEASEHOLD ADVISORY SERVICE**  
(A Company Limited by Guarantee)

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

**5. Auditor's remuneration**

	2020 £	2019 £
Fees payable to the Group's auditor for the audit of the Group's annual accounts (inclusive of VAT)	7,088	6,984
Fees payable to the Group's auditor for the under-provision of the accrual for the previous year (inclusive of VAT)	-	1,440
	-	-
<b>Fees payable to the Group's auditor in respect of:</b>		
Regulatory compliance report	625	614

**6. Employees**

	2020 £	2019 £
Wages and salaries	988,631	916,990
Social security costs	100,210	93,854
Costs of defined contribution scheme	90,175	88,441
	<b>1,179,016</b>	<b>1,099,285</b>

The average monthly number of employees, including the Directors, during the year was as follows:

	Group 2020 No.	Group 2019 No.	Company 2020 No.	Company 2019 No.
Chief executive	1	1	1	1
Professional advisers	18	18	18	18
Frontline support staff	4	4	4	4
Back office support staff	4	2	4	2
	<b>27</b>	<b>25</b>	<b>27</b>	<b>25</b>

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**THE LEASEHOLD ADVISORY SERVICE**  
**(A Company Limited by Guarantee)**

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

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**7. Interest receivable**

	2020 £	2019 £
Bank interest receivable	166	547
	<u>166</u>	<u>547</u>

**8. Taxation**

	2020 £	2019 £
<b>Corporation tax</b>		
Current tax for the year	31	104
<b>Total current tax</b>	<u>31</u>	<u>104</u>

**Factors affecting tax charge for the year**

The tax assessed for the year is lower than (2019 - lower than) the standard rate of corporation tax in the UK of 19% (2019 - 19%). The differences are explained below:

	2020 £	2019 £
Surplus on ordinary activities before tax	128,105	46,629
Surplus on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2019 - 19%)	24,340	8,860
<b>Effects of:</b>		
Non-taxable income	(24,309)	(8,756)
<b>Total tax charge for the year</b>	<u>31</u>	<u>104</u>

There were no factors that may affect future tax charges.

**9. Parent Company profit for the year**

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Comprehensive Income in these financial statements. The surplus after tax of the parent Company for the year was £166,353 (2019 - £46,525).



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

**10. Tangible fixed assets**

**Group**

	Short Term Leasehold Property £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost or valuation</b>				
At 1 April 2019	168,058	60,103	102,167	330,328
Additions	-	-	42,495	42,495
At 31 March 2020	168,058	60,103	144,662	372,823
<b>Depreciation</b>				
At 1 April 2019	132,251	60,103	98,799	291,153
Charge for the year on owned assets	9,552	-	17,024	26,576
At 31 March 2020	141,803	60,103	115,823	317,729
<b>Net book value</b>				
At 31 March 2020	26,255	-	28,839	55,094
At 31 March 2019	35,807	-	3,368	39,175

The net book value of land and buildings may be further analysed as follows:

	2020 £	2019 £
Short leasehold	26,255	35,807

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

**10. Tangible fixed assets (continued)**

**Company**

	Short term leasehold property £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost or valuation</b>				
At 1 April 2019	168,058	60,103	102,167	330,328
Additions	-	-	42,495	42,495
At 31 March 2020	168,058	60,103	144,662	372,823
<b>Depreciation</b>				
At 1 April 2019	132,251	60,103	98,799	291,153
Charge for the year on owned assets	9,552	-	17,024	26,576
At 31 March 2020	141,803	60,103	115,823	317,729
<b>Net book value</b>				
At 31 March 2020	26,255	-	28,839	55,094
At 31 March 2019	35,807	-	3,368	39,175

The net book value of land and buildings may be further analysed as follows:

	2020 £	2019 £
Short leasehold	26,255	35,807
	26,255	35,807

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

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**11. Fixed asset investments**

**Subsidiary undertakings**

The following were subsidiary undertakings of the Company:

<b>Name</b>	<b>Country of incorporation</b>	<b>Class of shares</b>	<b>Holding</b>	<b>Principal activity</b>
Lease Conferences Limited	UK	Ordinary	100 %	Conferences; training and other commercial services to professionals and leasehold sector.

The aggregate of the share capital and reserves as at 31 March 2020 and of the profit or loss for the year ended on that date for the subsidiary undertaking was as follows:

	<b>Aggregate of share capital and reserves £</b>
Lease Conferences Limited	<u>1</u>

Lease Conferences Limited did not trade during the year ended 31 March 2020 and had no profit or loss for the year.

**Company**

	<b>Investments in subsidiary companies £</b>
<b>Cost or valuation</b>	
At 1 April 2019	<u>1</u>
At 31 March 2020	<u>1</u>
<b>Net book value</b>	
At 31 March 2020	<u>1</u>
At 31 March 2019	<u>1</u>

**THE LEASEHOLD ADVISORY SERVICE**  
(A Company Limited by Guarantee)

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

**12. Debtors**

	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Company 2020 £</b>	<b>Company 2019 £</b>
Trade debtors	8,160	-	8,160	-
Amounts owed by group undertakings	-	-	-	12,492
Other debtors	1,824	6,133	1,824	6,133
Prepayments and accrued income	59,387	22,124	59,387	22,124
	<b>69,371</b>	<b>28,257</b>	<b>69,371</b>	<b>40,749</b>

**13. Cash and cash equivalents**

	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Company 2020 £</b>	<b>Company 2019 £</b>
Cash at bank and in hand	382,249	209,287	382,248	158,515
	<b>382,249</b>	<b>209,287</b>	<b>382,248</b>	<b>158,515</b>

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

	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Company 2020 £</b>	<b>Company 2019 £</b>
Trade creditors	79,368	23,456	79,368	23,456
Other taxation and social security	34,724	24,678	34,724	24,678
Accruals and deferred income	72,029	26,511	72,029	26,511
	<b>186,121</b>	<b>74,645</b>	<b>186,121</b>	<b>74,645</b>

**15. Creditors: Amounts falling due after more than one year**

	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Company 2020 £</b>	<b>Company 2019 £</b>
Accruals and deferred income	16,683	26,238	16,683	26,238
	<b>16,683</b>	<b>26,238</b>	<b>16,683</b>	<b>26,238</b>

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

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**16. Reserves**

**Profit and loss account**

The profit and loss account represents cumulative profits and losses.

**17. Company Status**

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

**18. Pension commitments**

The Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £90,175 (2019 - £93,854). Included in other creditors are £Nil (2019 - £Nil) of pension contributions outstanding at the year end.

**19. Related party transactions**

The Company has taken advantage of exemptions conferred by section 33 of Financial Reporting Standard 102 and has not separately disclosed transactions with its wholly owned subsidiary.

Key management is defined as employees who take an active role in the management team. In the year this included four remunerated Directors (2019 - four). The aggregate cost of key management personnel, including including employers national insurance and pension contributions, was £113,660 (2019 - £106,742).