Registered number: 02987890

Leathermarket Joint Management Board

(A company limited by guarantee)

Directors' report and financial statements

For the year ended 31 March 2026

Leathermarket Joint Management Board
(A company limited by guarantee)

Company Information

Directors	Clive Shaw (Chair) Yuan Hutton-Potts (Treasurer) Mark Platt Michael Adu John Lynch Peter Baffoe Abimbola Akinwumi Ian Newman
Company secretary	Mark Platt
Registered number	02987890
Registered office	26 Leathermarket Street Bermondsey London SE1 3HN
Independent auditors	Kreston Reeves Audit LLP Statutory Auditor 2nd Floor 168 Shoreditch High Street London E1 6RA

Leathermarket Joint Management Board
(A company limited by guarantee)

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Leathermarket Joint Management Board
(A company limited by guarantee)

Directors' report
For the year ended 31 March 2026

The directors present their report and the financial statements for the year ended 31 March 2026.

Principal activity

The Company's principal activity during the year was the management and administration of land and properties on the Leathermarket Estates on behalf of Southwark Council under a Management Agreement.

Directors

The directors who served during the year were:

Clive Shaw (Chair from Oct 2025)
Christine Parsons (Chair until Oct 2025) (Resigned as Director on13 January 2026)
Yuan Hutton-Potts (Treasurer)
Mark Platt (Appointed 27 October 2025, Company Secretary from Oct 2025)
Michael Adu
Martina Moh (Appointed 28 October 2025, resigned 4 August 2026)
John Lynch
Martin Green (Resigned 10 July 2026)
Peter Baffoe
Abimbola Akinwumi
Ian Newman

Business review

Leathermarket JMB (LMJMB) remained financially resilient in 2025/26, supported by stable income and improved gross profit. However, we continued to face economic pressures from new legislation, regulatory requirements and rising operating costs. Major works and repairs costs also increased due to the continued focus on building safety, fire safety, disrepair claims, and damp and mould remediation. We introduced measures to address these pressures while continuing to improve day-to-day services for residents.

The organisation regularly monitors its budget to keep expenditure within agreed financial limits. Overall, LMJMB reported an operating deficit of £38k.

Over the years, LMJMB has built reserves of £4.7 million (2025: £4.7 million), providing financial resilience during challenging periods and supporting an enhanced planned works programme.

In 2025/26 a Chief Transformation Officer Abbi Agana was hired to support the new CEO Ali Imam with the changes required to optimise the organisation after a period of instability following the departure of two CEO's within 18 months. The primary focus of the Transformation work was redesigning the operating model to ensure that it was effective and efficient in light of the new skills required as aligned with the new housing and people policies and Building safety legislation and to ensure that there was the requisite governance in place at Board level. This work resulted in the restructure of several departments and the creation of some new roles and the redesign of some existing roles with new modern job descriptions that included greater flexibility, training and market level salaries to attract the right level of talent. The historic lack of skills in the organisation had led to poor service delivery, low levels of compliance resulting in low resident satisfaction.

Ali Imam became CEO in April of 2025 and exited the organisation in November of 2025, the Board cited underperformance as the reason for his departure. Following the departure of the CEO and the Executive Project Director, Bob Heapy (he proceeded Ali as an interim CEO) the Board appointed Abbi Agana to the CEO role; she was previously the organisation's Chief Transformation officer. Tina Bull continued as the Head of Housing Operations and Caroline Davis property consultant was appointed in December 2025 as the Executive lead of Property Services on an interim basis by the previous CEO Ali Imam, who had exited the former Head of Property Services Maynard Stevenson in October of 2025. The new CEO Abbi Agana formally absorbed the Transformation role and the Executive Director of projects role with support from a new EA role.

Directors' report (continued)
For the year ended 31 March 2026

During the year, we also conducted a thorough review of the risk register, a key tool for identifying and managing business risks, and added three strategic risks:

- The continuation ballot in November 2026
- LMJMB's long-term financial sustainability
- Failure to negotiate a new MMA with Southwark Council in 2025/26

In the most severe circumstances, these risks could prevent LMJMB from continuing to operate; however, each has a comprehensive mitigation plan. Operational risks were also reviewed and fully updated. The risk register is a live document, reviewed at every Senior Leadership Team meeting and quarterly by the Board.

We recognise that 2025/26 remained financially difficult for many of our residents. We encourage anyone experiencing financial hardship to contact LMJMB early, particularly their Resident Officer, who can identify available support. Tenants and homeowners provided 97% of our income, which funds our housing management, major works and repairs services. The Board thanks all residents who paid promptly during these challenging times.

Rent collection for the year was 99.63% (2025: 101.45%), exceeding the target threshold. This excludes rent lost while properties are re-let. Average void loss was 1.25% (2025: 1.12%), and reducing it remains a key priority. Collection of annual revenue service charges from homeowners reached 99.06% (2025: 122.63%) of the amount due.

The 2025/26 actual revenue service charges for homeowners have recently been issued. Total costs charged for LMJMB-managed services fell by £688k, or 22.38%, compared with 2024/25, mainly because fewer repairs and lift maintenance works were carried forward.

We ended the financial year with reserves of £4.7 million (2025: £4.7 million) after spending £1.2 million (2025: £1.5 million) planned major works. Just over two-thirds of the reserves are ringfenced for major works, including £3.3 million allocated to support the programme over the coming years. A further £966k, approximately one-fifth of total reserves, is held for major unexpected issues across our estates. Reserve releases will primarily fund building improvements required to meet new legislative requirements.

For our residents the principle point of contact at the LMJMB is their Housing Services Officer who is responsible for managing approximately 265 properties. This means all residents have a single point of contact to report housing management issues, discuss rent and service charge payments and deal with other queries. They can be contacted by emailing residentservices@leathermarketjmb.org.uk or telephoning the office during office hours on 020 7450 8000 and asking for your resident officer.

Directors' responsibilities statement

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

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

Directors' report (continued)
For the year ended 31 March 2026

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

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make 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 Company will continue in business.

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

Disclosure of information to auditors

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

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

Auditors

The audit registration of Kreston Reeves LLP was transferred to Kreston Reeves Audit LLP on 6 October 2025. As a result, Kreston Reeves LLP resigned as auditors on 6 October 2025 and Kreston Reeves Audit LLP were formally appointed as auditor to the company on 6 October 2025.

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

Small companies note

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

This report was approved by the board and signed on its behalf.

Mark Platt
Secretary
Date:

Independent auditors' report to the members of Leathermarket Joint Management Board

Opinion

We have audited the financial statements of Leathermarket Joint Management Board (the 'Company') for the year ended 31 March 2026, which comprise the Income and expenditure statement, the Balance sheet, the Statement of changes in capital and reserves and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2026 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

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

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

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

Capability of the audit in detecting irregularities including fraud

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

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

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud; and
- Assessment of identified fraud risk factors; and
- Reviewing of internal controls procedures relating to expenditure potentially more susceptible to fraud and other irregularities including cash and payroll and expenditure; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Reading minutes of meetings of those charged with governance; and
- Ensuring that transactions which occurred in the period despite showing in bank reconciliations prepared after the balance sheet date are recognised within the correct period; and
- Reviewing accruals listing and agreeing a sample of transactions to supporting documentation; and
- Reviewing after balance sheet date information to determine whether any additional creditors should be recognised.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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

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

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

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

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Cook BA FCA (Senior statutory auditor)
for and on behalf of
Kreston Reeves Audit LLP
Statutory Auditor
London
Date:

Leathermarket Joint Management Board
(A company limited by guarantee)

Income and expenditure statement
For the year ended 31 March 2026

	Note	2026 £	2025 £
Turnover	3	**9,650,026**	9,665,041
Cost of sales		**(7,061,283)**	(7,458,034)
Gross profit		**2,588,743**	2,207,007
Administrative expenses		**(2,627,198)**	(1,987,802)
Operating (loss)/profit		**(38,455)**	219,205
Interest receivable and similar income		**58,793**	19,501
Profit before tax		**20,338**	238,706
Tax on profit		**(11,830)**	(3,705)
Profit for the financial year		**8,508**	235,001

There was no other comprehensive income for 2026 (2025: £Nil).

The notes on pages 11 to 16 form part of these financial statements.

Leathermarket Joint Management Board

(A company limited by guarantee)
Registered number: 02987890

Balance sheet
As at 31 March 2026

	Note		2026 £		2025 £
Fixed assets					
Tangible assets	5		**44,933**		46,096
Current assets					
Debtors: amounts falling due within one year	6	**893,759**		1,049,701	
Cash at bank and in hand		**6,351,873**		5,067,894	
		7,245,632		6,117,595	
Current liabilities					
Creditors: amounts falling due within one year	7	**(2,599,609)**		(1,481,243)	
Net current assets			**4,646,023**		4,636,352
Net assets			**4,690,956**		4,682,448
Capital and reserves					
Other reserves	8		**966,187**		924,581
Profit and loss account	8		**3,724,769**		3,757,867
			4,690,956		4,682,448

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

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

Clive Shaw (Chair)
Director
Date:

The notes on pages 11 to 16 form part of these financial statements.

Leathermarket Joint Management Board
(A company limited by guarantee)

Statement of changes in capital and reserves
For the year ended 31 March 2026

	Reserve fund	Income and expenditure account	Total capital and reserves
	£	£	£
At 1 April 2024	**881,345**	**3,566,102**	**4,447,447**
Comprehensive income for the year			
Surplus for the year	**-**	**235,001**	**235,001**
Total comprehensive income for the year	**-**	**235,001**	**235,001**
Transfer to/(from) profit and loss account	**43,236**	**(43,236)**	**-**
At 1 April 2025	**924,581**	**3,757,867**	**4,682,448**
Comprehensive income for the year			
Surplus for the year	**-**	**8,508**	**8,508**
Total comprehensive income for the year	**-**	**8,508**	**8,508**
Transfer to/(from) profit and loss account	**41,606**	**(41,606)**	**-**
At 31 March 2026	**966,187**	**3,724,769**	**4,690,956**

Notes to the financial statements
For the year ended 31 March 2026

1. General information

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

The Company's principal activity during the year was the management and administration of land and properties on the Leathermarket Estates on behalf of Southwark Council under a Management Agreement.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006. The disclosure requirements of Section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The company's functional and presentational currency is Pounds Sterling.

The financial statements have been rounded to the nearest Pound.

The following principal accounting policies have been applied:

2.2 Turnover

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

The company is entitled to an allowance exclusive of Value Added Tax, equal to the total rent collected on one of the courts on the Leathermarket estate.

Other income

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

2.3 Operating leases: the Company as lessee

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

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

2. Accounting policies (continued)

2.4 Pensions

Defined contribution pension plan

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

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

2.5 Taxation

Tax is recognised in the Income and expenditure statement except that a charge 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 or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company operates and generates income.

2.6 Tangible fixed assets

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

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

Depreciation is provided on the following basis:

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

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

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Income and expenditure statement.

2.7 Debtors

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

2. Accounting policies (continued)

2.8 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.

2.9 Creditors

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

2.10 Financial instruments

The Company has elected to apply the provisions of Section 11 “Basic Financial Instruments” of FRS 102 to all of its financial instruments as the Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

3. Turnover

The company derives the majority of its income from the rental of its properties, which is recognised for the period in which the property is let. Income is stated gross of any settlement discount offered. The company also receives homeowner income from major works contribution and service charge income. Turnover for the year is £9.65m (2025: £9.67m).

4. Employees

The average monthly number of employees, including directors, during the year was 48 (2025: 44).

Notes to the financial statements
For the year ended 31 March 2026

5. Tangible fixed assets

	Plant and machinery £	Fixtures and fittings £	Office equipment £	Computer equipment £	Total £
Cost					
At 1 April 2025	**48,628**	**15,785**	**3,052**	**86,936**	**154,401**
Additions	**10,147**	**-**	**-**	**14,589**	**24,736**
At 31 March 2026	**58,775**	**15,785**	**3,052**	**101,525**	**179,137**
Depreciation					
At 1 April 2025	**32,319**	**15,785**	**1,492**	**58,709**	**108,305**
Charge for the year	**8,112**	**-**	**547**	**17,240**	**25,899**
At 31 March 2026	**40,431**	**15,785**	**2,039**	**75,949**	**134,204**
Net book value					
At 31 March 2026	**18,344**	**-**	**1,013**	**25,576**	**44,933**
At 31 March 2025	16,309	-	1,560	28,227	46,096

6. Debtors

	2026 £	2025 £
Trade debtors	**856,659**	938,244
Prepayments and accrued income	**37,100**	111,457
	893,759	1,049,701

7. Creditors: Amounts falling due within one year

	2026 £	2025 £
Trade creditors	**865,754**	132,442
Corporation tax	**11,829**	3,705
Other taxation and social security	**215,411**	198,766
Other creditors	**128,132**	53,651
Accruals and deferred income	**1,378,483**	1,092,679
	2,599,609	1,481,243

Notes to the financial statements
For the year ended 31 March 2026

8. Reserves

Income and expenditure account

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

Reserve fund

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

9. 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.

10. Pension commitments

The Company operates a defined contribution 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 £105,581 (2025: £100,661). Contributions totalling £17,371 (2025: £Nil) were payable to the fund at the balance sheet date and are included within Other creditors in Note 7 of these financial statements.

11. Commitments under operating leases

At 31 March 2026 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2026	2025
	£	£
Not later than 1 year	**35,791**	26,195
Later than 1 year and not later than 5 years	**32,622**	22,576
	68,413	48,771

12. Other financial commitments

The company had total financial commitments at the balance sheet date of £Nil (2025: £1,365,820) in relation to major works.

13. Related party transactions

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

Key management personnel remuneration costs for the year, comprising wages and salaries, pension and social security, totalled £444,244 (2025: £400,145).

14. Controlling party

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

Registered number: 02987890

Leathermarket Joint Management Board

(A company limited by guarantee)

Detailed accounts

For the year ended 31 March 2026

Leathermarket Joint Management Board
(A company limited by guarantee)

Detailed profit and loss account
For the year ended 31 March 2026

	2026	2025
	£	£
Turnover	**9,650,026**	9,665,041
Cost of sales	**(7,061,283)**	(7,458,034)
Gross surplus/(deficit)	**2,588,743**	2,207,007
Less: overheads		
Administrative expenses	**(2,627,198)**	(1,987,802)
Operating surplus/(deficit)	**(38,455)**	219,205
Interest receivable	**58,793**	19,501
Tax on profit on ordinary activities	**(11,830)**	(3,705)
Surplus/(deficit) for the year	**8,508**	235,001

Leathermarket Joint Management Board
(A company limited by guarantee)

Schedule to the detailed accounts
For the year ended 31 March 2026

	2026	2025
	£	£
Turnover		
General income	**490,904**	345,338
Leaseholder income	**988,807**	1,204,321
Net rent receivable	**8,170,315**	8,115,382
	9,650,026	9,665,041

	2026	2025
	£	£
Cost of sales		
Homeowner services	**317,406**	309,337
Cleaning	**564,358**	511,728
Planned and responsive repairs	**2,937,096**	3,190,257
Rent collection cost	**30,460**	36,334
Major works	**1,125,334**	1,461,397
London Borough of Southwark costs	**1,416,686**	1,363,975
Estate costs	**345,168**	346,191
Lifts	**179,681**	87,385
Court and legal fees	**13,438**	42,536
Ground maintenance	**131,656**	108,894
	7,061,283	7,458,034

Schedule to the detailed accounts
For the year ended 31 March 2026

	2026 £	2025 £
Administrative expenses		
Staff salaries	**1,653,474**	1,199,263
Staff pension costs - defined contribution schemes	**59,206**	53,772
Staff national insurance	**173,333**	123,723
Staff training	**25,702**	21,642
Office costs (see below)	**244,932**	188,413
Staff season ticket loan/subsistence	**3,181**	(3,566)
Printing and stationery	**31,320**	21,207
Computer costs	**88,254**	109,727
Auditors' remuneration	**42,320**	34,267
Auditors' remuneration - non-audit	**-**	5,125
Accountancy fees	**64,072**	-
Bad debts	**(85,572)**	-
Grant expenditure	**8,240**	2,629
Insurances	**88,307**	70,680
Sundry establishment expenses	**(5,546)**	3,256
Business development	**10,802**	1,310
Directors' costs	**8,797**	15,903
IT expenditure	**202,154**	119,858
Events	**14,222**	20,593
	2,627,198	1,987,802

	2026 £	2025 £
Staff costs		
Total wages and salaries	**2,612,442**	2,032,775
Total social security costs	**293,787**	209,233
Total defined contribution pension costs	**105,581**	100,661
Reallocated to ground maintenance	**(122,297)**	(99,800)
Reallocated to cleaning	**(505,365)**	(473,379)
Reallocated to planned and responsive repairs	**(491,982)**	(383,249)
Reallocated to rent collection cost	**(6,153)**	(9,483)
Staff costs per administrative expenses	**1,886,013**	1,376,758

Leathermarket Joint Management Board
(A company limited by guarantee)

Schedule to the detailed accounts
For the year ended 31 March 2026

	2026	2025
	£	£
Breakdown of staff costs above		
Wages and salaries	**1,653,474**	1,199,263
Staff national insurance	**173,333**	123,723
Defined contribution pension costs	**59,206**	53,772
	1,886,013	1,376,758

	2026	2025
	£	£
Office costs per administrative		
Office costs	**219,033**	163,036
Depreciation - plant and machinery	**8,112**	6,995
Depreciation - office equipment	**17,787**	18,382
	244,932	188,413

	2026	2025
	£	£
Interest receivable		
Bank interest receivable	**58,793**	19,501