

Company number: 03861859

# The Lending Standards Board Limited

Report and financial statements  
For the year ended 31 March 2022



SAYER | VINCENT

# **The Lending Standards Board Limited**

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### **For the year ended 31 March 2022**

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## **The Lending Standards Board Limited**

### **Reference and administrative details**

**For the year ended 31 March 2022**

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<b>Status</b>	The organisation is a company limited by guarantee without share capital, incorporated on 14 October 1999.
<b>Company number</b>	03861859 – incorporated in the United Kingdom
<b>Registered office</b>	21 Holborn Viaduct London EC1A 2DY
<b>Operational address</b>	Third Floor Salisbury House 29 Finsbury Circus London EC2M 5QQ
<b>Directors</b>	Christopher Pond Emma Lovell Liz Barclay Prof Elaine Kempson (resigned 31 March 2022) Mark Neale Graham Peacop Mark Thompson Debbie Forester (appointed 1 October 2022)
<b>Bankers</b>	Coutts & Co 440 Strand London WC2R 0QS
<b>Auditor</b>	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108–114 Golden Lane London EC1Y 0TL

# **The Lending Standards Board Limited**

## **Directors' annual report**

### **For the year ended 31 March 2022**

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The directors present their report and the audited financial statements for the year ended 31 March 2022.

## **Principal activities and review**

The challenges and disruption to everyday life caused by the Covid-19 pandemic were still apparent as we entered 2021/22. The ongoing impact of the health and economic crises and lasting effects of the pandemic, coupled with navigating the landscape of leaving the EU, meant that uncertainty about the future remained at an all-time high and the lasting financial impacts, distress and upheaval for both personal and business customers of financial services providers were still being felt.

As a result, throughout the year, the LSB's resources were focused on supporting and working with our registered firms to respond to the lasting impacts of the pandemic in order to protect their customers and SMEs and to ensure that fair customer outcomes were being prioritised. The LSB continued to work closely with Government, regulators, the financial services industry, consumer bodies and other stakeholders to ensure that we responded as quickly as possible to the lasting impacts of the crisis and to the lessons we learned as a result. We also ensured that we responded to further Government and regulatory developments in order to achieve congruence with our Standards and Codes and to continue to drive fair customer outcomes across financial services.

In deploying our resources to focus most heavily on areas of highest risk and potential detriment to customers, our Mission and Strategy, launched in early 2020, remained central to all of our activities. The LSB's mission is to drive fair customer outcomes within financial services through independent oversight, underpinned by four key strategic aims – setting high standards to enhance outcomes for customers within financial services; delivering independent oversight of the Standards and Codes for which we are responsible; reaching wider to lead thinking within the industry; and raising awareness of the LSB's work and our Codes and Standards.

During 2021/22, notable work included:

- Completion of our review of the Standards of Lending Practice for personal customers and the Information for Practitioners document. This work was accompanied by the outputs of our Insight team on the implementation and embedding of the updates to the Standards for our registered firms.
- Commencement of a programme of thematic reviews focussed on the Standards of Lending Practice for business customers to ensure that fair customer outcomes were prioritised and achieved for SMEs in light of the impact of the pandemic on business lending.
- Risk assessment reviews were completed for all firms registered under the Standards of Lending Practice for business customers (asset finance).
- Ongoing implementation of the recommendations from our review of the Contingent Reimbursement Model Code (CRM Code) for Authorised Push Payment (APP) scams conducted in 2020/21.

## **The Lending Standards Board Limited**

### **Directors' annual report**

#### **For the year ended 31 March 2022**

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- Commencement of a review of the full customer end-to-end journey under the CRM Code across all signatory firms, along with the continuation of sharing best practice and insights in relation to the Code and its implementation.
- Completion of a full review of the Access to Banking Standard to understand how the Standard is operating within the wider context of access to banking services and also in light of changes within the wider regulatory landscape.
- Emerging Risk Forums, roundtables and thought leadership work continued throughout the year, enabling us to identify and share current challenges and experiences of emerging issues and risks and to continue to inform our reviews of Standards and the CRM Code.
- Launch of the new LSB website and further development of the LSB's communications and public relations profile within financial services and external to the industry.
- Continuation of a programme of independent external risk assurance work, in line with our strategic aims and to ensure an optimal risk management and controls framework.

The LSB has 22 members of staff (excluding directors) and there had been significant investment in headcount during 2019/20 and 2020/21 to support the increase in the scope of the Standards and Codes we oversee. The expanded team has enabled us to continue to drive forward with our strategic aims and strengthened our capabilities across all of our core areas of oversight, policy and insight work. During 2021/22, we invested in our ongoing development of our people and culture strategy, and we also implemented our new working arrangements policy, which comprises a hybrid of home- and office-based working, supported by the appropriate technology and tools for our team.

The financial outcome for the LSB – a surplus before taxation of £311k in 2021/22 (surplus of £708k in 2020/21) – is reflective of a year in which the LSB continued to work fully remotely or in a hybrid way as we adapted to the new ways of working following the pandemic and in synergy with our firms and other stakeholders. During this time, we continued to manage and deliver multiple work programmes across our Standards and Codes as planned. We generated cost savings in relation to travel, subsistence and office costs as a result of the new ways of working and a slower-than-expected return to pre-pandemic activities, such as projected travel to on-site and face-to-face meetings.

Total expenditure increased this year, as a result of increased wages and salaries and the full year impact of the expansion of the team taking effect. This was partially offset by a reduction in our premises costs due a lease extension entered into at a negotiated discount while the LSB reviewed its longer-term plan for office premises. This review has resulted in a move to new, more flexible premises after the year end.

## **The Lending Standards Board Limited**

### **Directors' annual report**

#### **For the year ended 31 March 2022**

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The LSB closed 2021/22 with reserves of £1,607k which are kept under an ongoing review with the minimum level of reserves set out in the LSB Reserves Policy. The reserves are needed to meet the working capital requirements of the organisation and the Executive team are confident that, at this level, they would be able to continue the current activities of the organisation in the event of a significant drop in funding. Furthermore, where a surplus over and above the minimum reserves level is realised, as it has been in 2021/22, the Executive team will review the optimum way to reinvest this surplus in future years, taking into account the LSB's risk-based approach to its minimum level of reserves.

In line with the LSB's Mission and Strategy, the budget for next year reflects key areas of focus congruent with developments in the regulatory landscape and challenges faced by the financial services industry which have been compounded by remaining uncertainty about the future and the cost of living crisis now emerging after the year end. All of these factors will continue to impact on registered firms and their customers. Our workstreams will therefore include a project focused on customer vulnerability and the alignment of our Standards of Lending Practice with the FCA's approach to the new Consumer Duty, in addition to our ongoing major compliance reviews, policy work, and our research, thought pieces and roundtables spanning the breadth of our Standards and the CRM Code.

We will continue to strengthen our relationships with existing registered firms and we are conducting market sector research which will ensure further focus on working with, and the onboarding of, new firms to expand our market coverage and improve customer outcomes further across the financial services industry.

The LSB's Board comprises the Chair, five NEDs and the Chief Executive. During the year, the Board exercises its oversight of the Executive through four Board meetings and two strategy meetings, four Finance and Risk Committee meetings and four Nominations, Remuneration and Human Resources Committee meetings. The Board receives comprehensive papers on the performance of the LSB and the strategic opportunities available to provide challenge and direction to the Executive.

### **Responsibilities of the directors**

The directors are responsible for preparing the directors' annual 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 United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 profit or loss of the company for that period.

## The Lending Standards Board Limited

### Directors' annual report

For the year ended 31 March 2022

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

- Select suitable accounting policies and then apply them consistently
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue in operation.

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 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.

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

Each of the directors confirms that to the best of his/her knowledge there is no information relevant to the audit of which the auditor is unaware. Each of the directors also confirms that he/she has taken all necessary steps to ensure that he/she is aware of all material factors relevant to the audit and that this information has been communicated to the auditor.

### Auditor

Sayer Vincent LLP was re-appointed as the company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the directors on 20 October 2022 and signed on their behalf by



Christopher Pond  
Director – Chairman

## Independent auditor's report

To the members of

**The Lending Standards Board Limited**

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### Opinion

We have audited the financial statements of The Lending Standards Board (the 'company') for the year ended 31 March 2022 which comprise the statement of income and retained earnings, statement of financial position and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the company's affairs as at 31 March 2022 and of its profit for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the 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 company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 Lending Standards Board'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.



## **Independent auditor's report**

**To the members of**

**The Lending Standards Board Limited**

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### **Other information**

The other information comprises the information included in the directors' annual report other than the financial statements and our auditor's 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.

### **Opinions 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The directors' annual 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' annual 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' annual report and from the requirement to prepare a strategic report.

## **Independent auditor's report**

**To the members of**

**The Lending Standards Board Limited**

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### **Responsibilities of directors**

As explained more fully in the statement of directors' responsibilities set out in the directors' annual report, 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.

### **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.

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 are set out below.

### **Capability of the audit in detecting irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the finance and risk committee, which included obtaining and reviewing supporting documentation, concerning the company's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the company operates in, focusing on those laws and regulations that had a material effect on the

## Independent auditor's report

### To the members of

#### The Lending Standards Board Limited

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financial statements or that had a fundamental effect on the operations of the company from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

A further description of our responsibilities is available 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.

Joanna Pittman (Senior statutory auditor)

27 October 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

**The Lending Standards Board Limited**

**Statement of income and retained earnings**

**For the year ended 31 March 2022**

	Note	2022 Total £	2021 Total £
<b>Income</b>			
Registration fees		3,025,394	3,200,288
Investment income		1,856	2,233
<b>Total income</b>	2	<u>3,027,250</u>	<u>3,202,521</u>
<b>Expenditure</b>			
Director and staff costs	5	2,243,417	2,030,018
Travel and subsistence		15,179	2,034
Office costs		97,486	109,341
Marketing, PR and Events		79,950	59,857
Premises costs		137,845	144,670
Legal and professional fees		90,413	66,084
Consultancy fees		52,298	82,571
<b>Total expenditure</b>		<u>2,716,588</u>	<u>2,494,575</u>
<b>Surplus on ordinary activities before taxation</b>	3	310,662	707,946
Taxation on surplus on ordinary activities	6	(58,117)	(126,201)
<b>Total comprehensive income</b>		<u>252,545</u>	<u>581,745</u>
<b>Retained earnings</b>			
Retained earnings brought forward		1,354,185	772,440
Total comprehensive income		252,545	581,745
<b>Retained earnings carried forward</b>		<u>1,606,730</u>	<u>1,354,185</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All movements in equity are included within the statement above.

The Lending Standards Board Limited

Statement of financial position

Company no. 03861859

As at 31 March 2022

	Note	2022 £	2021 £
<b>Fixed assets:</b>			
Property, plant and equipment	7	30,709	30,351
		<u>30,709</u>	<u>30,351</u>
<b>Current assets:</b>			
Debtors	8	114,641	163,030
Cash at bank and in hand		1,856,836	1,598,234
		<u>1,971,477</u>	<u>1,761,264</u>
<b>Creditors:</b>			
Amounts falling due within one year	9	354,456	396,430
<b>Net current assets</b>		<u>1,617,021</u>	<u>1,364,834</u>
<b>Total assets less current liabilities</b>		<u>1,647,730</u>	<u>1,395,185</u>
Provisions for liabilities	10	41,000	41,000
<b>Net assets</b>		<u><u>1,606,730</u></u>	<u><u>1,354,185</u></u>
<b>Capital and reserves</b>			
Retained earnings		<u>1,606,730</u>	<u>1,354,185</u>
<b>Total retained earnings</b>		<u><u>1,606,730</u></u>	<u><u>1,354,185</u></u>

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

The financial statements were approved by the Board of Directors on 20th October 2022 and signed on behalf of the Board of Directors:



Christopher Pond  
Director – Chairman



Emma Lovell  
Director – Chief Executive

## The Lending Standards Board Limited

### Notes to the financial statements

For the year ended 31 March 2022

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#### 1 Accounting policies

##### a) Statutory information

The Lending Standards Board Limited is a company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 21 Holborn Viaduct, London, EC1A 2DY. The principal place of business is Third Floor, Salisbury House, 29 Finsbury Circus, London, EC2M 5QQ.

##### b) Basis of preparation

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 Section 1A - 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and with the Companies Act 2006. The financial statements have been prepared on the historical cost basis.

##### c) Going concern

The directors consider that there are no material uncertainties about the company's ability to continue as a going concern. This follows a robust assessment of those risks that would threaten the organisational model, and its' performance, solvency or liquidity.

##### d) Income

Income represents annual registration fees payable for the financial year in question, training and consultancy fees for additional support provided to registered firms and non-refundable joining fees received. Registration income is recognised in line with the period of registration and joining fees when the application process is complete. Other training and consultancy fee income is recognised in the period of which the support is provided and benefit is received by the registered firm.

##### e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the bank.

##### f) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

##### g) Property, plant and equipment

Items of equipment are capitalised where the purchase price exceeds £500. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is calculated to write down the cost less estimated residual value of all property, plant and equipment, other than freehold land, over their expected useful lives, using the straight line method. The rates applicable are:

● Fixtures and fittings	3 years
● Leasehold improvements	3 years
● Computer equipment	3 years

##### h) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

##### i) Creditors

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

##### j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## The Lending Standards Board Limited

### Notes to the financial statements

For the year ended 31 March 2022

#### 1 Accounting policies (continued)

##### k) Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

##### l) Deferred tax

Provision is made on the liability method for all taxation deferred in respect of timing differences to the extent that, in the opinion of the directors, a liability is likely to crystallise in the foreseeable future.

##### m) Pensions

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 liability. The contributions are recognised as an expense in the period in which they fall due. Amounts not paid are shown in accruals as a liability within creditors. The assets of the plan are held separately from the Company in independently administered funds. No contributions were outstanding to the fund at the current or prior reporting date.

##### n) Key judgements

In applying the financial reporting framework, the directors have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy.

#### 2 Income

Income is attributable to the principal activity of the company, which is the oversight and enforcement of the Standards of Lending Practice, the Access to Banking Standard and the Contingent Reimbursement Model Code for Authorised Push Payments scams (the CRM Code); these are voluntary codes of practice aimed at driving fair customer outcomes within financial services.

Turnover is a combination of annual registration fees for registered firms, joining fees for new firms, and fees for insight and support services, which are quoted separately on a firm by firm basis and can be received throughout the year.

#### 3 Surplus / (Deficit) before tax is stated after charging:

	2022 £	2021 £
Auditor's remuneration (excluding VAT):		
Audit	9,350	8,900
Other services	1,350	-
Depreciation	19,409	16,414
Defined contribution pension cost	150,699	135,120
Operating lease rentals:		
Land and buildings	17,777	61,000
Other	-	1,240

**The Lending Standards Board Limited**

**Notes to the financial statements**

**For the year ended 31 March 2022**

**4 Historic financial performance**

The surplus/(deficit) after tax for the past five financial years is as follows:

2022 £	2021 £	2020 £	2019 £	2018 £
<b>252,545</b>	<b>581,745</b>	<b>(95,315)</b>	<b>50,349</b>	<b>65,521</b>

**5 Directors' and employees' costs**

Directors' remuneration

	2022 £	2021 £
Christopher Pond (appointed 1 April 2017)	<b>58,938</b>	58,938
Graham Peacop (appointed 10 December 2012)	<b>23,470</b>	23,470
Elaine Kempson (resigned 31 March 2022)	<b>20,470</b>	20,470
Liz Barclay (appointed 1 April 2018)	<b>20,470</b>	20,470
Mark Thompson (appointed 10 October 2019)	<b>20,470</b>	20,470
Mark Neale (appointed as Non Executive Director 1 February 2020)	<b>20,470</b>	20,470
Emma Lovell (Chief Executive appointed 6 April 2020)	<b>195,125</b>	172,981
	<b>359,413</b>	337,269
Aggregate employer national insurance in relation to above	<b>53,123</b>	38,058
Aggregate employer pension contributions in relation to above	<b>17,763</b>	11,667
	<b>430,299</b>	386,993

Staff costs, including above directors' remuneration, during the year were as follows:

	2022 £	2021 £
Wages and salaries	<b>1,856,461</b>	1,687,958
Social security costs	<b>215,850</b>	194,711
Pension costs	<b>150,699</b>	135,120
Other staff costs	<b>20,407</b>	12,229
	<b>2,243,417</b>	2,030,018

The average number of employees (including directors) during the year was 28 (2021: 26). At year end the number of employees was 27 (including directors).



# The Lending Standards Board Limited

## Notes to the financial statements

### For the year ended 31 March 2022

#### 6 Taxation

	2022 £	2021 £
UK corporation tax at 19%	58,117	126,201
<b>Tax on results on ordinary activities</b>	<b>58,117</b>	<b>126,201</b>
<b>Factors affecting tax charge for the year</b>		
	2022 £	2021 £
Surplus / (Deficit) on ordinary activities before taxation	310,662	707,946
Corporation tax charge on ordinary activities at 19%	59,026	134,510
Effects of:		
Expenses not deductible	844	315
Capital allowances in excess of depreciation	(5,441)	(4,391)
Depreciation in excess of capital allowances	3,688	3,118
Utilisation of tax losses	-	(7,351)
<b>Total tax (credit)/charge for the year</b>	<b>58,117</b>	<b>126,201</b>

#### 7 Property, plant and equipment

	Leasehold improvements £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost</b>				
At the start of the year	47,350	22,582	49,682	119,614
Additions in year	-	-	21,552	21,552
Disposals in year	-	(22,582)	(6,939)	(29,521)
At the end of the year	47,350	-	64,295	111,645
<b>Depreciation</b>				
At the start of the year	44,057	19,501	25,706	89,264
Charge for the year	3,293	1,297	14,819	19,409
Depreciation on disposals	-	(20,798)	(6,939)	(27,737)
At the end of the year	47,350	-	33,586	80,936
<b>Net book value</b>				
At the end of the year	-	-	30,709	30,709
At the start of the year	3,293	3,081	23,976	30,350

#### 8 Debtors

	2022 £	2021 £
Trade debtors	6,312	-
Other debtors	3,125	-
Tax debtors	15,306	26,753
Prepayments and accrued income	89,898	136,277
	<b>114,641</b>	<b>163,030</b>

**The Lending Standards Board Limited**

**Notes to the financial statements**

**For the year ended 31 March 2022**

**9 Creditors: amounts falling due within one year**

	2022 £	2021 £
Trade creditors	33,280	30,240
Other creditors	6,960	3,064
Taxation and social security	–	63,531
Corporation tax	58,117	126,201
Accruals	256,099	173,394
	<u>354,456</u>	<u>396,430</u>

**10 Provisions for liabilities**

	2022 £	2021 £
Balance at the beginning of the year	41,000	41,000
Amount released in the year	–	–
Increase/(decrease) in provision in the year	–	–
Balance at the end of the year	<u>41,000</u>	<u>41,000</u>

Provisions relate to amounts expected to be payable under contractual obligations.

## The Lending Standards Board Limited

### Notes to the financial statements

#### For the year ended 31 March 2022

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##### 11 Related party transactions

There are no related party transactions to disclose for 2022 (2021: none), other than as disclosed in note 5.

##### 12 Operating lease commitments

The company's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property 2022 £	2021 £	Equipment 2022 £	2021 £
Less than one year	17,777	51,250	-	620
One to five years	-	12,000	-	-
	<u>17,777</u>	<u>63,250</u>	<u>-</u>	<u>620</u>

##### 13 Legal status of the company

The Lending Standards Board is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.