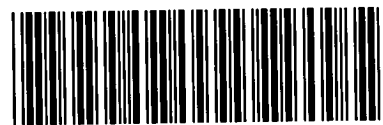


Raven Repairs Limited

Financial Statements For the Year Ended 31 March 2019

Company Registration Number 08948872

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Board and Company Information

BOARD OF DIRECTORS

Mark Thrasher (*resigned 2nd August 2018*)
Ashley Horsey (*resigned 2nd August 2018*)
Nigel Newman
Greg Hyatt (*appointed 2nd August 2018*)
Stephen Aleppo (*appointed 10th August 2018, resigned 18th January 2019*)
Mark Baker (*appointed 18th January 2019*)

SECRETARY

Mark Thrasher (*resigned 10th August 2018*)
Stephen Aleppo (*appointed 10th August 2018, resigned 21st January 2019*)
Mark Baker (*appointed 21st January 2019*)

REGISTERED OFFICE .

29 Linkfield Lane
Redhill, Surrey
RH1 1SS

AUDITOR

BDO LLP
2 City Place
Beehive Ring Road
Gatwick
West Sussex
RH6 0PA

BANKERS

Barclays Bank plc
Barclays Commercial Bank
Level 12
1 Churchill Place
London
E14 5HP

SOLICITORS

Anthony Collins
134 Edmund Street
Birmingham
B3 2ES

COMPANY REGISTRATION NUMBER

08948872

Directors' Report

The directors present their report and the audited financial statements for the year ended 31st March 2019.

Principal Activities

Raven Repairs Limited (the Company) was incorporated on 19th March 2014 and was established to enable the Raven Group to undertake commercial repairs and maintenance services.

Business Review

The year ended 31st March 2019, demonstrates an improvement on its operating loss compared to the previous year, despite reduced turnover. The results for 2018/19 show that while turnover decreased to £154k (compared to £352k in 2017/18), lower cost of sales, overheads and interest payments lead to a reduction in operating loss to £2k (compared to £29k in 2017/18).

During this financial year the Company has not had any marketing and business development resource, so work has been won through partnership contacts in the locality. There has been a focus on obtaining contracts from the Business to Business (B2B) market. This has proven fruitful with orders placed by Reigate Quaker Housing Association, Y&Y Management, East Grinstead Tenants Ltd. and Reigate and Banstead Borough Council (RBBC). The costings of projects in the second half of the year, post overhead cost reduction, proved to be profitable when the work was managed within the existing repairs team, maximising economies of scale, rather than being managed in a separated team.

There has been a focus on reducing cost base, with a reduction in permanent staffing and Board membership.

Following a review of its subsidiaries, a refreshed business plan was presented to the Raven Housing Trust Board (Raven Repairs Ltd's parent) in May 2019. Raven Housing Trust committed to support the growth of the Company, initially targeting the local Business to Business market (B2B) with a launch to the business to consumer market once systems are ready.

The launch of this activity will be delayed until resourcing is available within the parent to support delivery, and it is anticipated that investment in staff and resources will result in an increased loss for the first year of the plan as we step up the activity to gain more contracts.

The boards of Raven Repairs Limited and Raven Housing Trust continue to invest and support the Raven Repairs business model, as it continues to evolve and improve, from the initial five year plan, with a letter of continued support in place from Raven Housing Trust's Board.

Key Risks

The Company needs to secure more work to maintain growth, turnover and profit to supplement the limited contracts in place. Focussing upon the B2B market often relies upon relationships and being available to

competitively quote at the right time. Raven Repairs has a place on some supplier frameworks, which may provide a small income stream, but the Company needs to now build upon these by quoting for larger opportunities.

The Company has drawn £240k of the current £290k agreed loan facility with its parent. With the adoption of the new plan, the parent loan facility has been increased on 7th May 2019 to £740k to fund investment in business development and growth.

Managing cashflow risk is taken into consideration, when bidding for larger opportunities, in how payments are structured.

Further risks surround scheduling of contract labour to undertake the work when large contracts are secured. Raven Repairs draws upon Raven Housing Trusts' vetted contractor framework, where external contractors are required.

Raven Repairs continues to track risk and operates a risk register which fits with the wider risk framework, operated by the Raven Group.

Independent Auditor

BDO LLP were appointed as auditors in November 2016 after undergoing a competitive tender process.

Disclosure of Information to Auditor

At the date of making this report each of the Company's directors, as set out within the

Board and Company Information, confirm the following:

- so far as the directors are aware, there is no relevant audit information of which the Company's auditor is unaware; and
- each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Directors

Those who held office as directors during the period are listed within the Board and Company Information.

Going Concern

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence in the foreseeable future given the support available from Raven Housing Trust Limited. For this reason, it continues to adopt the going concern basis in the financial statements.

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

Signed on behalf of the Board of Directors



Greg Hyatt

Chair

04/09/2019

Statement of Directors' Responsibilities

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 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 of the profit or loss of the Company for that period.

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; and
- 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 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.

Auditor's Report

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RAVEN REPAIRS LIMITED

Opinion

We have audited the financial statements of Raven Repairs Limited ("the Company") for the year ended 31 March 2019 which comprise the Statement of Profit and Loss and Retained Earnings, the Balance Sheet and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2019 and of its loss 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 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

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 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 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.

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.

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' 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 Director's 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 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 Statement of Directors Responsibilities, 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.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's website at:

<https://www.frc.org.uk/auditorsresponsibilities>.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the 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.



Philip Cliftlands (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
Gatwick, UK

Date: 6 September 2019.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Statement of Profit and Loss and Retained Earnings for the year ended 31 March 2019

	Note	2019 £	2018 £
Turnover		153,812	352,049
Cost of Sales		(126,054)	(326,427)
Gross profit		27,758	25,622
Administrative expenses		(18,838)	(40,832)
Operating profit / (loss)		8,920	(15,210)
Interest payable and similar charges	6	(11,147)	(13,300)
Loss on ordinary activities before taxation	4	(2,227)	(28,510)
Taxation	5	-	-
Loss and total comprehensive income for the financial period		(2,227)	(28,510)
Retained loss at the beginning of the period		(232,121)	(203,611)
Loss for the period		(2,227)	(28,510)
Retained loss at the end of the period attributable to the owners		(234,348)	(232,121)

All amounts relate to continuing activities.

The notes on pages 10 to 15 form part of these financial statements.

Balance Sheet as at 31 March 2019

Company registration number: 08948872	Note	2019	2018
		£	£
Current assets			
Debtors	7	14,846	31,125
Stock		1,090	1,810
Cash at bank and in hand		4,049	44,597
		<u>19,985</u>	<u>77,532</u>
Creditors: amounts falling due within one year	8	(254,332)	(309,652)
Net current assets		<u>(234,347)</u>	<u>(232,120)</u>
Total assets less current liabilities		(234,347)	(232,120)
Creditors: amounts falling due after one year		-	-
Total net assets		<u>(234,347)</u>	<u>(232,120)</u>
Capital and reserves			
Called up share capital	9	1	1
Retained earnings		(234,348)	(232,121)
Total Capital and reserves		<u>(234,347)</u>	<u>(232,120)</u>

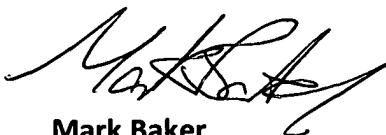
The financial statements have been prepared in accordance with the provision applicable to small companies within Part 15 of the Companies Act 2006.

These financial statements were approved by the Board of Management and authorised for issue on 4th September 2019 and signed on their behalf by:


Greg Hyatt

Chair

04/09/2019


Mark Baker

Company Secretary

04/09/2019

The notes on pages 10 to 15 form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2019

1. Legal Status

Raven Repairs Limited is a private limited company incorporated in England and Wales. The address of the registered office is 29 Linkfield Lane, Redhill, Surrey RH1 1SS.

Information regarding the principal activities of the Company is included in the Directors' Report.

2. Accounting Policies

2.1 Basis of Preparation

These financial statements have been prepared in accordance with Financial Reporting Standard 102 (FRS 102) and the Companies Act 2006. All amounts are presented in pound sterling.

The financial statements have been prepared under the historic cost convention in accordance with the Company's accounting policies.

The Company has taken advantage of the following exemptions available under FRS102:

- the exemption from preparing a statement of cash flows;
- the exemption from disclosing key management personnel compensation; and
- the exemption from certain financial instruments disclosures, as equivalent disclosures have been included in the

consolidated financial statements of Raven Housing Trust Limited.

2.2 Going concern

The directors, after making appropriate enquiries, have a reasonable expectation that the Company has adequate resources to continue in operation for the foreseeable future. A letter of support has been obtained from the parent company, Raven Housing Trust Limited, confirming that financial support will be provided to the Company for a period of 12 months from the date of signing of these financial statements. For this reason, with continued parent company financial support, they continue to adopt the going concern basis in preparing the financial statements.

2.3 Revenue

All revenue is derived from the provision of repair and maintenance services in the United Kingdom. Revenue is measured at the fair value of consideration received or receivable and represents the amounts receivable net of discounts and VAT.

An assessment of the works carried out on projects that span the year end is undertaken at the end of each financial period to determine the value of work in progress and corresponding income to be recognised.

2.4 Taxation

The tax expense represents the sum of the tax

currently payable. The current tax charge is based on the taxable profit for the period. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences between taxable profits and total comprehensive income that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised.

Deferred tax is charged or credited to profit or loss, except when it relates to items charged or credited directly to other comprehensive income, in which case the deferred tax is also dealt with in other comprehensive income.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set

off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle on a net basis.

2.5 Cash and cash equivalents

Cash and cash equivalents consist of cash at bank, in hand, deposits, bank overdrafts and short term investments with an original maturity of three months or less.

2.6 Financial instruments

The Company accounts for financial instruments as basic, in accordance with the recognition criteria in Section 11 of FRS 102.

Basic financial assets, including trade and other debtors, cash and bank balances, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction. In this case, the transaction is measured at the present value of the future receipts discounted at a market rate of interest for a similar instrument. Basic financial instruments are subsequently measured at amortised cost using the effective interest method.

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

at amortised cost, using the effective interest rate method.

Financial assets and liabilities that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amounts of the cash or other consideration expected to be paid or received, net of impairment.

2.7 Key sources of estimation uncertainty

The preparation of financial statements in conformity with generally accepted

accounting practice requires management to make estimates and judgements that affect the reported amounts of assets and liabilities, as well as the disclosure of contingent assets and liabilities at the balance sheet date and the reported amounts of revenues and expenses during the reporting period.

Bad debt provision

The provision for bad debt represents a provision for debt, which is deemed unlikely to be recovered, after an assessment of all of the invoices due at the year end.

3. Directors' emoluments

In the year ended 31st March 2019, the total emoluments paid to the Chair of the Company were £366 (2018: £6,494). The total expenses were £227 (2018: £744). The value of time spent on Raven Repairs Limited activities by other Directors equates to £5,153 (2018: £nil), this is based on their total remuneration by Raven Housing Trust and percentage of time attributable to Raven Repairs Limited.

4. Loss on ordinary activities before taxation

Loss on ordinary activities before taxation is stated after charging:

	2019	2018
	£	£
Auditor's remuneration (excluding VAT)	4,200	3,944
	4,200	3,944

5. Taxation

	2019 £	2018 £
Current tax		
In respect of current period	-	-
Total tax charge for the period	-	-

The tax assessed for the period is the same as the standard rate of corporation tax of 19% in the UK (2018: 19%). The differences are explained below:

	2019 £	2018 £
Loss on ordinary activities before tax	(2,227)	(28,510)
Group relief	2,227	23,285
	-	(5,225)
Tax on loss at the standard rate of corporation tax	-	(993)
Effects of:		
Expenses not allowable for taxation	-	-
Surrender as group relief	(423)	(4,424)
Tax losses not relieved	423	5,417
Total tax charge for the period	-	-

Subject to the UK tax authority's agreement, the Company has tax losses of approximately £212k (2018: £212k) available for carry forward and offset against future non-trading profits. The Company has a potential deferred tax asset of £36k (2018: £36k) which has not been recognised in the financial statements as there is uncertainty whether the Company will have taxable profits in the near future.

6. Interest Payable

	2019 £	2018 £
On loans from group undertakings	11,147	13,300
	11,147	13,300

7. Debtors

	2019 £	2018 £
Accrued income	-	13,679
Trade debtors	14,846	17,446
	14,846	31,125

8. Creditors: amounts falling due within one year

	2019 £	2018 £
Other taxes and social security costs	834	4,650
Accruals and deferred income	13,340	22,702
Trade creditors	158	-
Amounts due to group undertakings	-	12,300
Loan from parent company	240,000	270,000
	254,332	309,652

As at 31st March 2019, Raven Repairs Limited had an agreed borrowing facility of £290k with its parent company. On 7th May 2019 the Board has agreed to increase the facility to £740k. As at 31st March 2019 the Company had drawn £240k from this facility (2018: £270k) which is secured by a floating charge on assets. The fixed interest rate is 4.75% and the loan is available over the five year period March 2016 to March 2021.

9. Called up share capital

	2019 £	2018 £
Authorised		
1 ordinary share of £1 each	1	1
Called up, allotted and fully paid		
1 ordinary share of £1 each	1	1
Reconciliation of share capital:		
	£	£
Share capital at 1 April 2018	1	1
Shares issued during the period	-	-
Share capital at 31 March 2019	1	1

10. Reserves

Retained earnings relates to the cumulative retained earnings less amounts distributed to shareholders.

11. Ultimate parent company

Raven Repairs Limited is a wholly owned subsidiary of Raven Housing Trust Limited, which is the ultimate parent and ultimate controlling entity. Raven Housing Trust is incorporated in the United Kingdom under the Co-operative and Community Benefit Societies Act 2014. The financial statements of the ultimate parent are available from 29 Linkfield Lane, Redhill, Surrey RH1 1SS.