Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Company No. 07873964

TheBarnetGroup Limited

Annual Report and Financial Statements

Year ended 31 March 2025

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Contents

		Page
1.	Company information	2
2.	Report of the Directors	3
3.	Strategic Report	10
4.	Independent Auditor's report to the members of TheBarnetGroup Limited	20
5.	Consolidated Statement of Comprehensive Income	24
6.	Consolidated Statement of Financial Position	25
7.	Consolidated Statement of Cash Flow	26
8.	Consolidated Statement of Changes in Equity	27
9.	Statement of Comprehensive Income - Company	28
10.	Statement of Financial Position - Company	29
11.	Statement of Changes in Equity – Company	30
12.	Statement of Cash Flow – Company	30
13.	Accounting policies and explanatory notes to the financial statements	31

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

1. Company Information

Non-Executive Directors

Eamon McGoldrick	(Chair)
Ursula Bennion	(Chair, TBG Open Door Limited)
Jacob Boomhauer	
Councillor Paul Edwards	Resigned 22 May 2024
Tatiana Jose	(Chair, Resident Board)
Penelope Farrar	
(Vice-Chair of Board and Chair, Group Governance and Remuneration Committee)	
Jade Lam	
Adam Mansell	
John Osborn	Appointed 5 October 2024
June Riley	Retired 4 October 2024
Councillor Zahra Sapsard	Appointed 22 May 2024
Richard Stevens	(Chair, Group Audit and Risk Committee)
Councillor Sarah Wardle	

Chief Executive Officer And Executive Director	Tim Mulvenna	Resigned 12 July 2024
	Elliott Sweetman	Appointed 12 July 2024
Executive Officers	Laura Giles	Director of Strategy
	Laura Johnson	Interim Group Director Development & Property (Appointed 1 July 2024)
	Kate Laffan	Group Director Resident Services
	Shaun McLean	Group Resources Director
	Julie Riley	Group Director Care & Support

Company Secretary Shaun McLean

Registered Office
2 Bristol Avenue
Colindale
London
NW9 4EW

Registered Number 07873964

Auditor
Grant Thornton UK LLP
No 1 Whitehall Riverside
Whitehall Road
Leeds
LS1 4BN

Bankers
Santander UK PLC
T54 Ground Floor Ops
Bridle Road
Bootle
Liverpool
L30 4GB

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

2. Report of the Directors

The Board is pleased to present the Annual report and the financial statements of TheBarnetGroup Limited for the year ended 31 March 2025.

There have been several changes to the directors during the year. June Riley retired as director; Councillor Paul Edwards and the Group Chief Executive Tim Mulvenna both resigned as directors. John Osborn, Councillor Zahra Sapsard joined as directors and Elliott Sweetman became a director whilst he fulfils the role of Interim Group Chief Executive.
The names of the directors who served during the year can be found on page 2.

Principal activities
TheBarnetGroup Limited (the 'Company') is a Local Authority Trading Company (LATC) created in 2012 and has four subsidiary organisations, being Barnet Homes Limited, an Arms' Length Management Organisation (ALMO), Your Choice (Barnet) Limited, another LATC, TBG Flex Limited, a Company for the recruitment and employment of staff and Bumblebee Lettings Limited, a private lettings agency. In addition, Barnet Homes Limited has a subsidiary organisation, TBG Open Door Limited, a provider of social housing registered with the Regulator of Social Housing.

Barnet Homes Limited is ultimately owned by the London Borough of Barnet (the 'Council') through TheBarnetGroup Limited and commenced its operations on 1 April 2004. The Council has delegated the management of its housing stock to Barnet Homes Limited under Section 27 of the Housing Act 1985 (as amended by the Housing and Urban Development Act 1993). Under that delegation Barnet Homes Limited is responsible for the following functions:

- Maintenance of the Council's residential stock, including stock investment decisions and procurement, planned maintenance and responsive repairs.
- Housing Management of the Council's residential stock, including rent collection, leasehold management, enforcement of tenancy and lease conditions, managing voids and estate management.
- Homelessness assessments, acceptances and procurement of property.
- Home Ownership services.
- Calculation and collection of leasehold charges.
- Financial management of certain aspects of the Housing Revenue Account (HRA); and
- Resident involvement and participation.

Barnet Homes Limited is operating under a ten-year agreement to manage the social housing stock of London Borough of Barnet which came into effect on 1 April 2016. The Council Cabinet has approved the commercial terms for a new 10-year management agreement for Barnet Homes to continue providing services commencing 1 April 2026.

Barnet Homes Limited is a subsidiary of TheBarnetGroup Limited, becoming a part of TheBarnetGroup Limited on 1 February 2012. TheBarnetGroup Limited acts as an agent for Barnet Homes Limited in transacting with the Council. The Company operates as an ALMO in line with its original structure on 1 April 2004 but is under the direct ownership of TheBarnetGroup Limited. The London Borough of Barnet is the ultimate controlling party.

Your Choice (Barnet) Limited is a Local Authority Trading Company (LATC) ultimately owned by the London Borough of Barnet (the 'Council') via TheBarnetGroup Limited, that commenced its operations on 1 February 2012 delivering specialist care and support services to adults with a range of physical and learning disabilities. These services were transferred from other external providers, to enable the Company to become more cost effective and compete in the Adult Social Care marketplace. The Company also manage three extra-care schemes and two care homes for the elderly.

Your Choice (Barnet) Limited is part of the Group's Care & Support Directorate, which brings together all the services within Your Choice (Barnet) Limited and the Sheltered Housing and Floating Support services within Barnet Homes Limited. This enables working together, sharing best practice, allowing opportunities for synergies and ensures the Group provides a seamless 'wrap-around' service where required.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

TBG Flex Limited is a Company within the Barnet Group structure for the recruitment and employment of staff. TBG Flex Limited is the Group's preferred vehicle for employing new permanent and temporary staff, when needed, and is fundamental to making our business growth strategies financially viable in the future.

TBG Flex Limited offers flexible benefits for all its employees.

TBG Open Door Limited is a Community Benefit Society and subsidiary of Barnet Homes for the development and management of affordable housing. The Association was registered with the Regulator of Social Housing as a registered provider of social housing on 7th March 2017. The Association has charitable status for taxation purposes with HMRC.

The services offered by TBG Open Door Limited strongly support the London Borough of Barnet in the delivery of its new Housing Strategy 2020 – 2025 by seeking to:

- Increase the social housing supply, thereby preventing homelessness, including making a financial contribution towards general fund pressures arising from homelessness demand.
- Provision of homes that people can afford.
- Support vulnerable people and
- Provide efficient and effective housing services.

A new strategy will be published later in the year.

Bumblebee Lettings Limited is a Company managing lettings in the private rented sector. The Company was incorporated on 13 September 2017.

Group results for the year
The Group recorded a deficit of £3,375,000 *(2024: £4,980*,000 *deficit)* before the actuarial loss on the pension scheme of £3,095,000 *(2024: £7,284,000 actuarial gain).*

Dividends
The Directors do not propose a dividend for the year.

3rd party indemnity provision for Directors
Directors are provided with indemnity insurance procured through TheBarnetGroup Limited for Personal Accident and Directors' and Officers' liability.

Equality, Diversity and Inclusivity Aims
TheBarnetGroup Limited and its subsidiary companies are committed to equality and diversity and our goal is to embed it into our practices and everything we do. We want to ensure that all the people we support receive the best possible service and that everyone is supported to develop and achieve to the best of their abilities.

Our objective is to ensure that services are provided fairly to all the people we support and that the people we support have equal opportunities.

For the people we support, we:
- Treat them with dignity and respect.
- Consult and involve them in planning the delivery of services.
- Engage with hard-to-reach groups to get their views.
- Target our services in a person-centred way to ensure they reflect the needs of the people we support.

Employee focus
As an employer, we:
- Take positive action to develop a workforce that reflects the people we support.
- Ensure that all employees are supported to develop and grow to the best of their ability.
- Value the contribution our employees make toward achieving our objectives.
- Ensure that all our employees have equal opportunities.

The above and other actions the Group are taking regarding employees is covered in greater detail in the People Strategy. The People Strategy 2024-27 has three key priorities, these are:

- Attract, retain and grow the talent we need to be successful.
- Promote wellbeing, celebrate diversity and foster inclusion and belonging; and
- Develop a culture that cherishes collaboration, innovation and compassion.

Charitable donations
Charitable donations of £10,000 were made by the Group (2024: £10,000) and nil by the Company for the year ended 31 March 2025, *(2024: £nil)*.

EU Political donations and expenditure
No political donations or expenditure were made for the year ended 31 March 2025, *(2024: £nil)*.

Donations to non-EU political parties
No political donations or expenditure were made for the year ended 31 March 2025, *(2024: £nil)*.

Payment policy
The Company pays suppliers where possible within suppliers' credit terms.

Directors' Remuneration Report
The Directors are defined as being the board members of TheBarnetGroup Limited. The Independent Directors receive emoluments and are entitled to reimbursement of incidental expenses incurred when attending board meetings and other formal events in their capacity as board members. The Independent Directors are not entitled to pension benefits. These are the only transactions with the Independent Directors of the Company. Executive Directors who are fully employed as officers of the Company receive pension benefits. Directors' remuneration is disclosed in note 20 to the financial statements.

Code of Governance
The Group has adopted and complied with the National Housing Federation's 'Code of Governance: (2020 edition)'. An annual review of compliance is performed by the Board, with the most recent review in June 2025 demonstrating that the Group complies with the 2020 code.

Directors' Responsibilities Statement
The Directors are responsible for preparing the Report of the Directors, the Strategic 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 UK-adopted international accounting standards. 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 and profit or loss of the company and group 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;
- state whether applicable UK-adopted international 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 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.

The directors confirm that:

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

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 financial statements may differ from legislation in other jurisdictions.

To the best of our knowledge:

- the group financial statements, prepared in accordance with UK-adopted international accounting standards, give a true and fair view of the assets, liabilities, financial position and profit or loss of the company and the undertakings included in the consolidation taken as a whole; and
- the Strategic Report and Directors' Report include a fair review of the development and performance of the business and the position of the company and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face.

The Companies Act 2006 sets out a number of general duties which directors owe to the Company. New legislation has been introduced to help shareholders and other stakeholders better understand how directors have discharged their duty to promote the success of the company, while having regard to the matters set out in section S172(1) (a) to (f) of the Companies Act 2006 (s172 factors). In the year ended 31 March 2025, the directors continued to exercise all their duties, while having regard to these and other factors as they reviewed and considered proposals from senior management and governed the Company on behalf of its shareholder through TheBarnetGroup Limited board.

Further information as to how the board has had regard to the s172 factors:

Section 172 factor	Examples	Page number
(a) the likely consequences of any decision in the long-term	- future developments	14,17,18,19
(b) the interests of the Group's employees	-Employee focus and EDI aims - gender pay gap - People Strategy	4 6 4,5
(c) the need to foster the Group's business relationships with suppliers, customers and others	-customer involvement via Resident Board - community work helping with homelessness - payment policy - regulatory bodies - customer health and safety	7,8 11 5 5,13,14,16 11,12,13,14,15
(d) the impact of the Group's operations on the community and the environment	-environmental impact - housing resident's repairs satisfaction - homelessness reduction - care and support service quality	6,7 11,12,15,17 11 12,13,14
(e) the desirability of the Group maintaining a reputation for high standards of business conduct	- governance - payment policy - regulatory bodies	5 5 5,13,14,16
(f) the need to act fairly between members of the Group	- stakeholder engagement - services provided and to whom	3,7,8 3,4

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Gender Pay Gap

The gender pay report for the period ending 31 March 2025 will not be prepared until later in 2025 when all returns to HMRC are finalised. For the period to March 2024, TheBarnetGroup Limited completed their gender pay gap report for the entire Group. This produced a report that showed for the 'relevant employees,' the median gender pay gap was 15.5% (2023:16.1%) and the mean gender pay gap was 16.8% (2023: 19.6%).

The large gap reflects the diverse services that the Group provides. More than 50% of the staff work in our Care & Support services where we pay London Living Wage. This sector is largely female and is the main reason for the large gender pay gap result.

A suitable comparator organisation has not been found due to the diverse set of operations the Group provides. The gender pay gap continues to be monitored and the Group will make appropriate efforts to reduce the pay gap.

Sustainability

A key objective for TheBarnetGroup Limited is to ensure all the homes that we own or manage are energy efficient. One of London Borough of Barnet's 2023-2028 Housing Strategy objectives is to ensure all homes are 'Safe and Secure' which includes investment in the existing stock. Our current focus is on improving the existing homes, so they all achieve a minimum EPC rating of C (EPC score of 69) or above by 2030. The focus is on existing homes, as new build properties all have higher EPC ratings at construction and where properties are acquired work is immediately undertaken to achieve an EPC C rating. This objective will also support achieving the aim of reducing fuel poverty.

Fundamental to achieving this for London Borough of Barnet owned properties and those owned by the Group is investing in transforming older homes with improved insulation and more efficient heating systems as part of the planned investment program, to make them fit for the future.

Streamline Energy & Carbon Reporting (SECR)

Barnet Homes' energy consumption and associated carbon emissions are reported below in line with the UK government's streamlined energy and carbon reporting (SECR) regulations. These figures represent the carbon emissions associated with the Company's consumption of natural gas, electricity and transport fuel. Specifically, they include:

- Gas and electricity used in our offices
- Fuel used by our fleet of vans used by staff who repair and maintain properties
- Fuel used by our cars leased by the Group which are available for all staff to use on Group business.

Energy Use and Carbon Emissions	2024/25	2023/24	Unit	Change
Total energy consumption:	**1,285.0**	**1,114.6**	**MWh**	**15%**
Gas	69.7	36.6	MWh	90%
Electricity	147.4	136.9	MWh	8%
Transport fuel	1,067.9	941.1	MWh	13%
Emissions from combustion of gas (Scope 1)	12.8	6.7	tCO2e	91%
Emissions from purchased electricity (Scope 2, location based)	30.5	28.4	tCO2e	7%
Total Scope 1 & 2 emissions	*43.3*	*35.1*	tCO2e	*23%*
Emissions from combustion of fuel for transport purposes (Scope 3)	239.2	196.7	tCO2e	22%
Total carbon emissions	**282.5**	**231.8**	**tCO2e**	**22%**

2024/25 Performance

Energy consumption and carbon emissions have both increased in the year. The landlord where Barnet Homes leases its offices, had trialled air source heat pumps in the prior year but these were not subsequently commissioned and thus the offices used traditional gas when compared to the prior year. It is unclear whether the landlord will commission the change to air source heat pumps in the future. Transport fuel usage has increased as the number of repairs staff travelling to do repairs has increased slightly from the prior year. Conversion factors are also slightly different to prior years and thus even if there had been identical usage to prior years, emissions would have increased. An example of this is that the conversion factors for emissions from combustion have changed and so the same amount of fuel used would account for an 8% increase in emissions.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Energy efficiency measures
There are no plans to increase the amount of leased office space and thus the usage and emissions should be similar in the coming year. Implementation of the air source heat pumps would be a significant benefit to emissions, but Barnet Homes cannot insist that the landlord does this. The fleet of vans were in the process of being replaced at year end. Logistical complications regarding charging a fleet of vans with no designated parking area meant that the new fleet could not be electric. It is though expected that the new vans will be more fuel efficient, thus reducing the volume of fuel used and thereby emission volumes.

Customer Involvement
TheBarnetGroup operates a Resident Board for housing customers, creating a direct link between residents and the decisions being made by the Board of Directors at a strategic level.

Resident Board members have development sessions to ensure the relationship with the Group Board is as strong as it can be. Currently one Group Board Director sits on the Resident Board.
The Resident Board now takes an active role in overseeing our customer strategies and monitoring housing management performance of Barnet Homes. TheBarnetGroup Limited Board has delegated specific responsibilities to the Resident Board; the main one being detailed review of the housing management performance, escalating matters as required through the Chair of the Resident Board (who is also a Group Board Director).

TheBarnetGroup Limited also has a user group made up of service users, relatives of service users and carers, in the care and support operations (generally provided via Your Choice (Barnet) Limited).

Financial Instruments
The Group has risks relating to interest rates, credit risks and liquidity risks. These are explained in more detail in note 22 of the accounts.

Going Concern
The Group's business activities, its current financial position and factors likely to affect its future development are set out in the strategic report. In preparing the financial statements on the going concern basis, the Board considered the following:

- Management has prepared forecasts (including monthly cash flows) of expected results (including pension obligations) for the period to March 2027. These demonstrate that the Group has sufficient resources to meet all liabilities as they fall due for the foreseeable future and for at least for the 12 months following the approval of these accounts.
- In line with International Accounting Standard 19, the Group's pension deficit is recognised in full in the Statement of Financial Position and this is stated at £7.543m at 31 March 2025 *(2024: £4.671m deficit)*. However, the London Borough of Barnet has fully guaranteed the pension deficits at the point of Barnet Homes incorporation (on 1 April 2004) as well as pension deficits at the point the employees were transferred to the Group on 1 February 2012 and 7 July 2019 within the Your Choice (Barnet) business. International Accounting Standard 19 relates to the assessment of the employer's liability in respect of the pension scheme, which has the impact of increasing or reducing the pension deficit on the Statement of Financial Position. This is an accounting rule which shows the current estimate of future pension costs and has no impact on the Group's current liquidity as the current pension contribution rates are expected to be sufficient (so no further cashflow pressure) to fund this valuation deficit over the next 15 years.
- The Council Cabinet has approved the commercial terms for a new 10-year management agreement for Barnet Homes to continue providing services commencing 1 April 2026.
- The London Borough of Barnet has confirmed its intention to offer support to TheBarnetGroup Limited for at least 12 months after the date these Annual Financial Statements are signed, to allow the Group to meet its liabilities as they fall due in a scenario where exceptional circumstances not reasonably able to be forecast mean significant additional costs or loss of revenue.

The Directors have reviewed the Group's forecasts as described above, and on this basis, as well as the London Borough of Barnet's stated intention to support TheBarnetGroup Limited, the Board consider preparation of the Financial Statements on a going concern basis to be appropriate.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Auditor
Grant Thornton UK LLP were re-appointed as the company's auditors in December 2024 following a tender process. Grant Thornton UK LLP has expressed their willingness to remain in office and a resolution to reappoint Grant Thornton UK LLP as auditor will be proposed at the 25 July 2025 Board meeting.

Other information
The Barnet Homes 10-year management contract with the Council which expires 31 March 2026 accounts for over 50% of the Company's turnover. Negotiations for a new contract have taken place and the commercial terms approved by the Council's Cabinet. The final contract is being drafted and is expected to be finalised in the short-term.

The strategic report below and the remainder of these financial statements, includes important information regarding events after the year-end and other relevant matters pertinent to the Group and subsidiaries and understanding the operations and financial position of the Group. As such the entire Annual report and financial statements document should be read, not only the Report of the Directors.

Approval and signature
The Report of the Directors was approved by the Board on 25 July 2025 and signed on its behalf by:

Eamon McGoldrick, Chair

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

3. Strategic Report

On behalf of the Board, I would like to thank all our staff and partners for their hard work and commitment over the last year. We are facing a number of challenges, including increased demand for homelessness services, a rapidly changing national policy landscape and financial pressures impacting both The Barnet Group and London Borough of Barnet.

We continue to have an excellent relationship with Council elected members and officers. This together with strong stakeholder relationships, has helped us to continue to provide high quality, value for money services to some of the most vulnerable residents in our community.

Key Financial Performance Indicators

The Group recorded a total comprehensive loss of £6.470m (2024 £2.304m profit).

The above loss reflects the Generally Accepted Accounting Principles (GAAP) profit. If the results are separated between operating results and those relating to pension fund (GAAP) accounting adjustments, the Company recorded an operating loss of £3.598m (2024: £4.660m loss).

The reserves of the Group are:

Reserves £000	31 March 2025	31 March 2024
Pension fund	(7,543)	(4,671)
Revenue reserve (excluding IAS 19 provisions)	(11,269)	(7,671)
Retained earnings	(18,812)	(12,342)

The principal risks and uncertainties and key non-financial performance indicators for TheBarnetGroup Limited reflect those in the subsidiary companies, Barnet Homes Limited, Your Choice (Barnet) Limited, TBG Flex Limited, TBG Open Door Limited and Bumblebee Lettings Limited.

Barnet Homes Limited

Barnet Homes continues to operate under the 10-year management agreement that expires on 31 March 2026, to provide housing management, repairs and associated services to Council owned social housing stock. The commercial terms for a new 10-year management agreement to commence 1 April 2026 have been approved by the Council's Cabinet and the formal contract is expected to be signed shortly. Other statutory housing services are also provided by Barnet Homes to the Council. Barnet Homes also provides services to other entities within TheBarnetGroup. Services have operated similarly to prior years, though there has been a significant increase in the number or people presenting as homeless and Barnet Homes continue to collaborate with Council officers to manage these demands. The increased number of people in temporary accommodation is the key reason for the 22% increase in revenue. This is matched by a significant increase in costs to landlords to house these people.

Key Financial Performance Indicators

The Company recorded a total comprehensive loss of £0.686m (2024 £5.182m).

The above loss reflects the Generally Accepted Accounting Principles (GAAP) profit. If the results are separated between operating results and those relating to pension fund (GAAP) accounting adjustments, the Company recorded an operating profit of £214k (2024: £193k loss) as per the Statement of Changes in Equity.

The reserves of the Company are:

Reserves £000	31 March 2025	31 March 2024
Pension fund	(7,351)	(6,451)
Revenue reserve (excluding IAS 19 provisions)	2,063	1,849
Retained earnings	(5,288)	(4,602)

Key Non-financial Performance Indicators

The Council monitor Barnet Homes performance using various performance indicators, the key ones are:

	2024/25	2023/24
Homelessness and Temporary Accommodation		
Overall number of households in Temporary Accommodation (2024/25 target 2,600 or below)	2,867	2,377
Number of homelessness preventions (2024/25 target 1,230)	1,399	1,420
Tenant Satisfaction		
Overall tenant satisfaction with Barnet Homes as a social housing provider (2024/25 target 62%)	59.4%	59.2%
Health & Safety		
Proportion of homes for which all required fire risk assessments have been carried out (2024/25 target 100%)	100%	100%
Percentage of priority 0 (urgent- works to be done as soon as practical) and 1 (important- works to be done within 6 months) FRA actions completed on time (2024/25 target 95%)	100%	100%
Proportion of non-emergency responsive repairs completed within the landlord's target timescale (2024/25 target 75%)	59.0%	60.8%
Damp and mould cases inspected within 10 days of being reported. (2024/25 target 90%)	40.5%	68%
% Properties with Current Landlord Gas Safety Record (2024/25 target 100%)	99.9%	100%
Tenant Rent Collection		
General needs tenants; current arrears as a percentage of the debit (2024/25 target 5.10%)	4.79%	5.13%

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Non-financial KPI performance for the year has been mixed. Despite the continued reduction in the number of homes available for letting and an increase of over 40% in people presenting as homeless, positively the number of homeless preventions exceeded the target. The increased homelessness demand also accounts for the large increase in the number of people in temporary accommodation at year-end, nearly 10% above target. The health and safety KPI's all performed well, except for those relating to non-emergency repairs and damp & mould; where labour shortages (both internally and with sub-contractors) has meant the targets were missed by a significant level. A repairs improvement project (being closely monitored by the Resident Board) has been actioned to try and improve these metrics and this is yielding results.

Customer satisfaction has risen slightly from the previous year but is below target. 59.4% is approximately median for the housing sector but not up to Barnet Homes expectations. The main driver for the result continues to be the time it is taking to carry out repairs. Whilst the repairs improvement project is improving results, this was not significant enough to materially improve the overall satisfaction in 2024/25. However, it is generally understood that there is an approximate 12-18 month 'lag time' between increased transactional customer satisfaction results resulting in materially improved perception customer satisfaction results.

Principal Risks and Uncertainties

The Company's principal source of income is a fixed management fee reviewed annually from the London Borough of Barnet, which is paid monthly in advance in accordance with the Agreement. The main risk to the Company is that it is not able to deal with inflationary pressures and changes in legislation during the year.

The collection of rents and service charge income does not affect the Company's finances. These funds relate to the Council's Housing Revenue Account (HRA), but it is a key performance measure for the Company.

The number of homes managed under the Agreement continues to reduce. The Council's regeneration programme progressed with 221 properties decanted in the year (*2024: 109)*, this was in line with the project plans to decant from these regeneration estates. Right to Buy (RTB) sales amounted to 35 units *(2024: 28 units)*. It is expected that there will be approximately 60 RTB sales in 2025/26 as the number of applications in 2024/25 was over 300; this was due to the announcement of the changes to the level of discount on a RTB purchase. Many applications do not become a sale as property values are often much higher than tenants expect and thus cannot afford to complete the purchase.

The continuing high level of demand for housing and the lack of availability of affordable accommodation results in additional Council General Fund expenditure by London Borough of Barnet for temporary accommodation and resource pressures on the Company's services.

The health and safety of the council's residents is of prime importance to the Company. The risks of non-compliance with health & safety legislation and thus a potential impact on the safety of residents is a significant risk for the Council and thus the Company. Board receives updates on compliance at each Board meeting and management monitor performance monthly.

Recruitment and retention of staff is a key risk. There is a national shortage of skilled repairs operatives and this is particularly acute in London. The professionalisation of housing management services is moving towards becoming legislation. It is unknown at this stage how significant an effect this could have on existing staff or potential future staff.

Your Choice (Barnet) Limited

Your Choice (Barnet) Limited's principal source of income is the fees from services that are commissioned by the London Borough of Barnet, which are paid monthly in arrears and based on an hourly, daily or nightly rate. The services are also commissioned by other local authorities, Clinical Commissioning Groups and private users. 21% of income comes from sources other than London Borough of Barnet.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Your Choice (Barnet) has had a difficult trading year. Significant void places (£400k) at the care homes and also legal costs (£130k) to successfully defend the Company in an Employment Tribunal have resulted in significant losses this financial year. Negotiations of price increases for the coming financial year have been concluded and will allow Your Choice (Barnet) to continue paying staff London Living Wage as a minimum. The parent company has agreed a maximum loss level for Your Choice (Barnet) for the coming year if the voids in care homes continues; losses beyond that amount will be reimbursed by the parent company.

Key Financial Performance Indicators

The Company recorded a total comprehensive loss of £2.512m (2024 £1.113m profit).

The above loss reflects the Generally Accepted Accounting Principles (GAAP) profit. If the results are separated between operating results and those relating to pension fund (GAAP) accounting adjustments, the Company recorded an operating loss of £0.540m (2024: £0.476m loss) as per the Statement of Changes in Equity.

The reserves of the Company are:

Reserves £000	31 March 2025	31 March 2024
Pension fund	(192)	1,780
Revenue reserve (excluding IAS 19 provisions)	(1,032)	(492)
Retained earnings	(1,224)	1,288

Key Non-financial Performance Indicators

	2024/25	2023/24	2024/25 Target
CQC ratings			
% of services rated good or outstanding by the Care Quality Commission at the most recent inspection	100%	100%	100%
Safeguarding			
Total safeguarding concerns raised	33	21	NA
Staffing			
% FTE agency staff	6.5%	9%	10%
% staff that are in date with YCB's staff training programme	96%	91%	95%
Scheme Utilisation			
Average utilisation across all residential services	76%	67%	93%

Overall, the results of the non-financial KPI's are good and better than prior years; this includes the safeguarding concerns raised as the business has really encouraged all matters to be raised as there was a concern about the potential of under reporting. The increase in the number of concerns raised has not led to more actual issues being identified. The very low levels of occupancy reflect

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

the fact that the two care homes had significant unoccupied beds over the year. This was due to refurbishment works being undertaken for part of the year and then demand for private care home beds being very low once all the works were complete.

Principal risks and uncertainties

Your Choice (Barnet) Limited's principal source of income is the fees from services that are commissioned by the London Borough of Barnet, which are paid monthly in arrears and based on an hourly, daily or nightly rate. 21% of income comes from sources other than London Borough of Barnet. This is up from 16% in the prior year, reflecting the change in the contract for the two care homes from being a 'caretaker' contract with the Council to it being a commercial contract with individual residents. The financial performance of the care homes has been significantly negative ion the year; a financial limit on losses for 2025/26 (if required) has been agreed with the parent organisation as well as confirmation that there can be no losses on these services post April 2026.

The Adult Social Care marketplace continues to be challenging and it is important for Your Choice (Barnet) Limited to provide services that people will access and that the Council wants to commission. The principal challenge continues to be the balance of providing good quality services that are financially viable whilst also providing value for money services to the Council. Whilst Your Choice (Barnet) is committed to pay London Living Wage to all employees, this is more expensive than most competitors and may mean contracts being awarded to other organisations.

Care Quality Commission (CQC) criteria for assessing ratings continue to evolve and Your Choice (Barnet) needs to adapt to these. Ratings (specifically if the Company cannot retain 100% at 'Good' or 'Outstanding') will affect whether organisations and individuals will continue to use the service; ultimately affecting revenue and thus financial performance.

The health and safety of the residents and service users who Your Choice (Barnet) provide services to is paramount. The risks of non-compliance with health & safety legislation and thus a potential impact on the safety and wellbeing of residents and service users is a significant risk for the Company. Safeguarding is also a significant risk for the Company.

Whilst Your Choice (Barnet) pays above the Adult Social Care marketplace generally, recruitment and retention of staff is a risk. The care sector is struggling to attract staff and Your Choice (Barnet) is no different to most other providers. The company has received permission to employ foreign workers and does this where appropriate.

Future Developments- Your Choice (Barnet)

Hester Court, a newly built 75-unit Extra Care scheme was handed over during April 2025. This service needs to be staffed and then residents can move in.

The original agreement for Your Choice (Barnet) to manage two care homes on behalf of the Council under a 'caretaking' contract (meaning no profit or loss on the contract); ended in July 2024. A new commercial contract was agreed with the Council. The lack of demand for spaces in the care homes has meant significant losses being incurred in the year to 31 March 2025 and some losses are expected in 2025/26. Your Choice (Barnet) has agreed parental company support above a specified loss level.

TBG Open Door Limited

The Association will generate losses for the next approximately 25 years. The long-term business plan does though confirm the financial viability based on a set of reasonable assumptions and supported by stress-testing of those assumptions.

The Association debt is all on fixed rates of interest and thus the expectation is that margins will increase over the years whilst the interest expense will be unchanged. The loan facilities are available to fund, (i) the construction of the properties and (ii) the acquisition of properties on the open market, this will be a mix of flats and street properties. The rate of interest on each tranche of the loan shall be the prevailing interest rate offered to the lender at the date of utilisation request by the Public Works Loan Board (PWLB) for the relevant period plus a margin.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Key Financial Performance Indicators
The result for the year was a deficit of £3,615,000 (2024: £3,569,000 deficit). TBG Open Door Limited has no usable revenue reserves. The Statement of Financial Position presents an Income and Expenditure reserve deficit of £13,193,000 as at 31 March 2025 (2024: £9,578,000 deficit).

Key non-financial performance indicators
A suite of key performance measures is tracked, below are the key ones.

	2024/25 New Build (356 units)	2024/25 Acquisitions (465 units)	2023/24 New Build (356 units)	2023/24 Acquisitions (414 units)
Tenant Satisfaction				
Overall tenant satisfaction with Open Door Homes as a social housing provider (2024/25 target 72% and 65%)	69%	58%	69%	62%
Health & Safety				
Proportion of homes for which all required fire risk assessments have been carried out (2024/25 target 100% for both)	100%	87.8%	100%	70.3%
% Properties with Current Landlord Gas Safety Record (2024/25 target 100% for both)	99.7%	100%	99.7%	99.7%
Proportion of non-emergency responsive repairs completed within the landlord's target timescale (2024/25 target 75% for both)	62.1%	52.3%	59.9%	62.3%
Average turnaround time for routine voids (2024/25 target 25 days and 32 days)	39.3 days	52.8 days	24.0 days	85.8 days
Tenant Rent Collection				
General needs tenants; current arrears as a percentage of the debit (2024/25 target 5.1% and 9.8%)	4.41%	9.38%	5.05%	10.9%

Overall satisfaction was slightly behind target for new build properties and behind for acquired properties. This mainly relates to responsive repairs not being completed in time. A repairs improvement plan is underway to improve these results, though it will take for the impact to reflect in customer satisfaction.

For properties the Association owns, the fire risk assessments are all up to date. The acquired units in blocks that are the responsibility of third parties, has been a challenge to obtain the documentation to prove whether the fire risk assessments have been carried out. Additional resources have been approved to contact landlords to try and obtain this information; this has been successful this year with the results increasing by 17%. At year-end there were 17 units where it could not evidence if the actions have been carried out.

There is one unit that does not have a LGSR certificate, this is a property where the tenant will not grant the Association access to carry out the test.

The targets for both the non-emergency repairs and void times were missed due to staffing shortages, both within the related organisation (Barnet Homes Limited) and sub-contractors. Performance continues to fluctuate depending on capacity within the teams that do repairs generally. A repairs improvement plan is underway and is expected to improve these metrics.

Rent arrears performance has been very strong this year and arrears levels have decreased significantly over the year.

Principal risks and uncertainties

The Association's principal source of income is the future rent from newly built or acquired properties. The main risks to income are variations in the permitted rent increases set by the government, any restrictions on Local Housing Allowance and an increase in losses from bad debts, potentially from the impact of Welfare Reform. Another risk is that operating costs increase at a faster pace than rental income, thus eroding operating surplus.

Interest rates is a key input as to whether the acquisition program is financially viable. The threshold is currently 5.25% and interest rates currently are well above that and so the acquisition program will only continue with the existing liquid funds.

The health and safety of residents is of prime importance to the Association. The risk of non-compliance with relevant legislation and regulation could potentially impact on the safety of residents. There are several areas that the Association is required to comply with and thus this is a significant risk for the Association. Board receives updates on compliance at each Board meeting and management monitor performance monthly.

Value for Money

The Association reports against the Regulator of Social Housing standard Value for Money (VFM) measures. Due to the Association only having 821 properties currently, the metrics are subject to significant volatility around changes to fixed costs and timing of when units complete. These standard measures are monitored by the Executive Team and the Board and targets set by the Board. Performance is shown below:

	31-Mar-2023		31-Mar-2024		31-Mar-2025		31-Mar-2026	31-Mar-2027	31-Mar-2028	31-Mar-2029
	Actual	Sector	Actual	Sector	Actual	Budget	Budget	Budget	Budget	Budget
Reinvestment	14.4%	6.7%	12.8%	7.7%	6.8%	19.4%	16.4%	12.3%	3.9%	60.0%
New supply delivered (social housing)	15.1%	1.3%	14.4%	1.4%	6.2%	21.5%	11.5%	10.6%	1.8%	0.0%
Gearing	86.2%	45.0%	85.9%	45.6%	80.3%	82.9%	85.9%	88.9%	90.9%	92.5%
EBITDA-MRI Interest Cover	96%	128%	89%	122%	92%	93%	95%	86%	84%	85%
Headline Social Housing Cost Per Unit	£2,997	£4,586	£4,231	£5,136	£5,615	£5,030	£6,345	£6,653	£7,285	£7,566
Operating margin (social housing lettings)	41.9%	19.8%	31.7%	20.4%	31.8%	34.6%	0.0%	0.0%	0.0%	0.0%
Operating margin (overall)	35.7%	18.2%	24.5%	18.5%	25.9%	39.8%	32.5%	32.4%	32.2%	33.4%
Return on Capital employed	1.5%	2.8%	1.1%	2.8%	1.3%	1.5%	1.7%	1.8%	1.9%	2.0%

The sector results are included as they show the sort of results that are achieved for established organisations. For a newer organisation like the Association, these are less useful as comparators but the future forecast results for the Association show how performance is expected to change in the future and results will be closer to the sector average.

The above table shows how as a new organisation the standard metrics have significant fluctuations year to year as units complete. In the current year, costs have increased due to higher repair costs, but the Association continues to benefit from nearly half the units being new build and thus there is limited major works costs on units. This is forecast to change over the coming years as additional costs are incurred to get all units to EPC C. Timing of completed units is also a factor as some metrics are based on the number of units at year-end irrespective of whether those units were being let early in the year (and thus incurring costs) or just before year-end.

Metrics 1 (Reinvestment) and 2 (new supply delivered) are far below budget this year as the new acquisition program that was approved in principle has not been able to progress due to interest rates being substantially above budgeted rates. Future years growth is also at risk due to this.

Metric 3 (Gearing) reflects that the business has no reserves and so all build and acquisition is funded via debt and grant. This is why the interest cover (Metric 4) is much lower than sector average and below 100%. Performance was better than budget as there was limited increase in units against what was budgeted.

Cost per Unit (Metric 5) is much higher than prior year as there were significant repairs costs, partly caused by a large amount being spent after a block suffered flooding due to a burst pipe. This spend is not recoverable from insurance as well as there is an insurance excess the Association has had to fund. Some of the older units are also requiring capital works to be done, something that hasn't been required in prior years. The increase in the coming years is also partly due to the Association planning to spend over £4m to achieve EPC C ratings for all properties.

Operating margins have remained consistent with prior year but are below budget due to additional repairs costs (social housing lettings) and overall margins are below budget due to the acquisition of a leasehold portfolio did not happen by year-end as was budgeted.

Return on capital (metric 7) was also lower due to the delay in the lease portfolio acquisition.

The Association has a Value for Money strategy and will continue to monitor compliance using the regulatory requirements of the Regulator of Social Housing, including amending the measures used to reflect the growth of the business.

Future Developments – TBG Open Door Limited

The Associations business plan is based on the following key aspirations:

- Develop quality new housing, including new types of construction and to deliver alternative tenure types such as shared ownership, market rent or other sub-market opportunities
- Access grant opportunities and third-party funding streams rather than solely from London Borough of Barnet
- To leverage a growing portfolio of assets for further development and business opportunities
- Support the Council in delivering its housing strategy
- Support the Council in reducing or cross subsidising homelessness costs

This ambition, aimed at further supporting the London Borough of Barnet in its strategic objectives, is also in keeping with TheBarnetGroup Limited's mission to operate with a "Public sector ethos but with a private sector commercial focus". The Association's continued ambition to grow is evidenced with a further £12.7m of authorised spend to acquire properties.

The Association continues to work with the London Borough of Barnet to source sufficient grant funding to allow the acquisition of a lease portfolio of 73 units to complete and to be able to action a 300-unit acquisition program when interest rates are low enough to mean that such a program is financially beneficial to the Association in the long-term.

TBG Flex Limited

TBG Flex Limited continues to be the entity that all new employees of TheBarnetGroup are employed by. The number of employees has increased from 715 to 749. The company has chosen to keep the margin it charges for employees seconded to fellow Group subsidiaries low, to provide financial support to its trading partners which are experiencing significant financial pressures. These reduced margins are expected to be in place into the future.

Key Financial Performance Indicators

The result for the year was a profit of £19,000 (2024: £5,000), the increased profit relates to additional interest income on bank balances during the year. The Statement of Financial Position presents retained earnings of £1,295,000 on 31 March 2025 *(2024: £1,276*,000*)*.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Key Non-financial Performance Indicators

The number of staff employed through TBG Flex Limited is as follows:

Employees at 31 March 2025 (2024 in brackets)	
Barnet Homes Limited	416 (375)
Your Choice (Barnet) Limited	333 (340)
Total	749 (715)

Principal risks and uncertainties

Customers
TBG Flex Limited's principal source of income is fees from Group members for the employment of staff. As such the Company is dependent on the level of activity of other Group companies. The continued rise in the London Living Wage will mean increased employment costs for the Company and the other Group members who need to re-imburse these costs.

Recruitment and Retention
A key risk for TheBarnetGroup Limited is being able to recruit appropriately skilled staff. As TBG Flex Limited is the employment company within the Group, it is mitigating this risk by ensuring that everyone is at or above the London Living Wage (LLW). As such the Company may be exposed to changes to the economy and wage levels arising from higher inflation and other socio-economic impacts. In mitigation, payment at LLW puts the company among the highest payers of care staff locally, meaning it is less likely to suffer recruitment issues than comparable businesses paying lower wages. Salaries for roles are determined using the Hays salary model. During the current year, the Company has continued to fill most vacancies arising from staff turnover and new posts.

Variable Terms & Conditions
TheBarnetGroup Limited has employees on several different sets of employment terms & conditions as services have come into the Group under Transfer of Undertakings (Protection of Employment) (TUPE) over the years. Human Resources monitor all salaries for similar roles across the Group and a review of TBG Flex Limited employment terms mean limited variance to other employment terms & conditions within the Group, apart from pensions.

Future Developments – TBG Flex Limited
It is expected that the number of employees within TheBarnetGroup employed by TBG Flex Limited over the five-year budget period will be as follows:

TBG Flex Limited staff	Figure at 31 March 2025	Annual increase				
		2025/26	2026/27	2027/28	2028/29	2029/30
Total	749	780	795	815	830	845

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Bumblebee Lettings Limited

Bumblebee Lettings Limited is a private agency within TheBarnetGroup Limited structure for the letting and sale of residential property.

Key Financial Performance Indicators

The Company recorded a loss for the year of £18,000 (2024: £28,000 loss).

The Statement of Financial Position presents retained earnings of £10,000 at 31 March 2025 (2024: £28,000).

Key Non-financial Performance Indicators

	Actual	Target
Units let	118	62
Units in management	331	345
Retention rate	86%	90%

The business exceeded its target for new lettings this year with 118 new units against a target of 62. This was primarily due to the procurement of 2 larger portfolios and the completion of the first tranche of homes transferred from another organisation. Despite this success, continued challenges with landlords exiting the market and providers seeking the return of their stock, the number of hand backs was high, resulting in a retention rate of 86% and the total number of units in management falling short of the target of 345.

Future Developments – Bumblebee Lettings Limited

Bumblebee will see further development in 2025/26 as the company deploys its new business plan, to include the opening of a new high street shop front in HA8. This will be combined with a range of service improvements, including new technology, a targeted marketing campaign in HA8 and NW9, and an increased range of services offered to help grow the business further.

Post Year-end event

There have been no post year-end events requiring separate disclosure.

Approval and signature

The strategic report was approved by the Board on 25 July 2025 and signed on its behalf by:

Eamon McGoldrick, Chair

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Independent auditor's report to the members of TheBarnetGroup Limited

Opinion

We have audited the financial statements of TheBarnetGroup Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2025, which comprise the consolidated statement of comprehensive income, the consolidated statement of financial position, the consolidated statement of cash flow, the consolidated statement of changes in equity, the company statement of comprehensive income, the company statement of financial position, the company statement of changes in equity, the company statement of cash flow and notes to the financial statements, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and UK-adopted international accounting standards.

In our opinion:

- the financial statements give a true and fair view of the state of the group's and of the parent company's affairs as at 31 March 2025 and of the group's and the parent company's loss for the year then ended;
- the financial statements have been properly prepared in accordance with UK-adopted international accounting standards; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and the parent 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 are responsible for concluding 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 group's and the parent 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 report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or the parent company to cease to continue as a going concern.

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the group's and the parent company's business model including effects arising from macro-economic uncertainties such as increasing interest rates, inflation and high energy prices, we assessed and challenged the reasonableness of estimates made by the directors and the related disclosures and analysed how those risks might affect the group's and the parent company's financial resources or ability to continue operations over the going concern period.
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 group's and the parent 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.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Other information

The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report and financial statements.

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 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 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 strategic report and the report of the directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the report of the directors have been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the report of the directors.

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the statement of directors' responsibilities set out on page 5 and 6, 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 group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

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 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. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group, and the industry in which it operates. We determined that the following laws and regulations were most significant; financial reporting legislation (UK-adopted international accounting standards and the Companies Act 2006), and the NHF Code of Governance 2020. The engagement team remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit;

- We understood how the Group is complying with these legal and regulatory frameworks by making inquiries of management and those charged with governance. We enquired of management and those charged with governance whether there were any instances of non-compliance with laws and regulations, or whether they had any knowledge of actual of suspected fraud. We corroborated the results of our enquiries through our review of board minutes and papers provided to the Audit and Risk Committee, and through our legal and professional expenses review;

- To assess the potential risks of material misstatement, including how fraud might occur, we obtained an understanding of:
  - The Group's operations, including the nature of its sources of income, expected financial statement disclosures and risk that may result in risk of material misstatement; and
  - The Group's control environment, including the adequacy of procedures for authorisation of transactions.

- Audit procedures performed by the engagement team included:
  - Evaluating the processes and controls established to address the risks related to irregularities and fraud;
  - Testing journal entries, in particular journal entries relating to management estimates and entries determined to be large or relating to unusual transactions;
  - Challenging assumptions and judgements made by management in its significant accounting estimates;
  - Identifying and testing related party transactions; and
  - Completion of audit procedures to conclude on the compliance of disclosures in the financial statements with applicable financial reporting requirements.

- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it.

- We communicated relevant laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud, or noncompliance with laws and regulations throughout the audit.

- The engagement leader assessed the appropriateness of the collective competence and capabilities of the engagement team, including consideration of the engagement team's knowledge and understanding of the sector in which the Group operates in and their practical experience through training and participation with audit engagements of a similar nature. All team members are qualified accountants or working towards that qualification and are considered to have sufficient knowledge and experience of groups of a similar size and complexity, appropriate to their role within the team.

- A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. 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.

Victoria McLoughlin

Victoria McLoughlin BA FCA
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
Leeds
25 July 2025

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025	*2024*
		£'000	*£'000*
Revenue	3	137,411	*116,551*
Employee benefits expense	12.1	(41,363)	*(36,149)*
Depreciation	7,7.1	(7,932)	*(7,743)*
Amortisation	8	(275)	*(360)*
Net impairment gains/(losses) on financial assets and contract assets		139	*(90)*
Gain on disposal of fixed assets		-	*107*
Other expenses	4	(84,377)	*(69,937)*
Operating profit	5	3,603	*2,379*
Finance income	6	5,003	*4,512*
Finance costs	6	(11,981)	*(11,871)*
Loss before tax		(3,375)	*(4,980)*
Income tax expense	18	-	*-*
Loss after tax		(3,375)	*(4,980)*
Other comprehensive (costs)/ income			
Actuarial (loss)/gain on defined benefit pension scheme	12.3	(3,095)	*7,284*
Total comprehensive (loss)/profit for the year		**(6,470)**	***2,304***
Total comprehensive (loss)/profit is attributable to:			
London Borough of Barnet		(6,470)	*2,304*

The accompanying accounting policies and notes on pages 31 to 63 form part of these financial statements.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
as at 31 March 2025

	Note	2025	*2024*
		£'000	*£'000*
ASSETS			
Non-current assets			
Tangible Assets			
Property, plant and equipment	7	243,388	*230,697*
Right of Use assets	7.1	5,667	*5,105*
Intangible Assets			
Computer software & development	8	395	*424*
		249,450	*236,226*
Current assets			
Trade and other receivables	9	26,798	*42,011*
Cash and cash equivalents	10	25,639	*31,499*
		52,437	*73,510*
Total assets		301,887	*309,736*
EQUITY and LIABILITIES			
EQUITY			
Revenue Reserve		(11,269)	*(7,671)*
IAS 19 Pension Reserve		(6,407)	*(3,535)*
Other Reserve		(1,136)	*(1,136)*
Total Equity		(18,812)	*(12,342)*
LIABILITIES			
Non-current liabilities			
Pension and other employee obligations	12.3	7,543	*4,671*
Lease liabilities	14	2,473	*2,058*
Provisions	13	60	*36*
Loans	15	202,982	*198,417*
Deferred grant	16	64,351	*48,091*
		277,409	*253,273*
Current liabilities			
Trade and other payables	17	39,995	*65,659*
Lease liabilities	14	3,295	*3,146*
Current tax liabilities	18	-	-
		43,290	*68,805*
Total liabilities		320,699	*322,078*
Total equity and liabilities		301,887	*309,736*

The financial statements were authorised and approved by the Board on 25 July 2025 and signed on its behalf by:

Eamon McGoldrick, Chair
Company Number: 07873964
The accompanying accounting policies and notes on pages 31 to 63 form part of these financial statements.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
CONSOLIDATED STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025	2024
		£'000	£'000
Cash flows from operating activities			
Loss before tax		(3,375)	(4,980)
Interest expense	6	11,981	11,871
Interest income	6	(5,003)	(4,512)
Depreciation of property, plant and equipment	7,7.1	7,932	7,743
Amortisation of intangible assets	8	275	360
Grant amortised		(503)	(422)
Gain on disposal of fixed assets		-	(107)
Net impairment gains/(losses) on financial assets and contract assets	3	(139)	90
Movement in pension liability		(1,082)	123
Decrease/(increase) in trade and other receivables		15,352	(20,919)
(decrease)/increase in trade and other payables		(28,664)	20,759
Taxes paid		-	-
Net cash (used)/generated from operating activities		(3,226)	10,006
Cash flows from investing activities			
Proceeds from sale of fixed assets		14	316
Purchase and construction of housing properties	7	(16,451)	(29,614)
Grant receipts	16	16,945	4,545
Purchase of intangible assets	8	(246)	-
Purchase of fixed assets	7	(81)	(19)
Net cash generated/(used) in investing activities		181	(24,772)
Cash flows from financing activities			
Loan drawdowns		8,004	21,671
Principal element of lease payments	14	(4,057)	(4,192)
Interest received		288	257
Finance costs paid		(7,050)	(7,069)
Net cash (utilised)/generated from financing activities		(2,815)	10,667
Net decrease in cash and cash equivalents		(5,860)	(4,099)
Cash and cash equivalents at beginning of year		31,499	35,598
Cash and cash equivalents at end of year	10	**25,639**	**31,499**

The accompanying accounting policies and notes on pages 31 to 63 form part of these financial statements.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Revenue Reserve	**IAS 19 Pension Reserve**	**Other Reserve ***	***Total retained earnings***
	£'000	£000	£'000	***£'000***
Balance as at 1 April 2023	**(3,011)**	**(10,499)**	**(1,136)**	***(14,646)***
Loss after tax for the year	(4,660)	(320)	-	*(4,980)*
Other comprehensive income:				
Actuarial gain on pension scheme	-	7,284	-	*7,284*
Balance as at 31 March 2024	**(7,671)**	**(3,535)**	**(1,136)**	***(12,342)***
Balance as at 1 April 2024	**(7,671)**	**(3,535)**	**(1,136)**	***(12,342)***
Loss after tax for the year	(3,598)	223	-	*(3,375)*
Other comprehensive income:				
Actuarial (loss)/gain on pension scheme	-	(3,095)	-	*(3,095)*
Balance as at 31 March 2025	**(11,269)**	**(6,407)**	**(1,136)**	***(18,812)***

* Following the transfer of management of 3 residential care homes and 2 daycentres for older people by London Borough of Barnet to Your Choice (Barnet) in 2019, along with 270 staff under TUPE regulations, these staff transferred with a net pension liability. This has been added to the reserves of the Group, but separately identified in 'Other reserve' above.

The accompanying accounting policies and notes on pages 31 to 63 form part of these financial statements.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
COMPANY STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2025

	2025	***2024***
	£'000	*£'000*
Revenue	-	-
Expenses		
Other expenses	(95)	*(53)*
Operating loss	(95)	*(53)*
Finance income	42	*54*
Finance costs	(2)	-
(Loss)/profit before tax	(55)	*1*
Income tax expense	-	-
(Loss)/profit after tax	(55)	*1*
Total comprehensive (loss)/profit for the year	**(55)**	***1***
Total comprehensive (loss)/profit is attributable to:		
London Borough of Barnet	(55)	*1*

The accompanying accounting policies and notes on pages 31 to 63 form part of these financial statements.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

COMPANY STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025	2024
		£'000	£'000
ASSETS			
Current assets			
Trade and other receivables	9	30,501	*50,899*
Cash and cash equivalents	10	630	*10,648*
		31,131	*61,547*
Total assets		31,131	*61,547*
EQUITY and LIABILITIES			
EQUITY			
Revenue reserve		(412)	*(357)*
Total Equity		(412)	*(357)*
LIABILITIES			
Current liabilities			
Trade and other payables	17	31,543	*61,904*
		31,543	*61,904*
Total liabilities		31,543	*61,904*
Total equity and liabilities		31,131	*61,547*

The financial statements were authorised and approved by the Board on 25 July 2025 and signed on its behalf by:

Eamon McGoldrick, Chair

Company Number: 07873964

The accompanying accounting policies and notes on pages 31 to 63 form part of these financial statements.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
COMPANY STATEMENT OF CHANGES IN EQUITY

Statement of Changes in Equity	**Total revenue reserve**
	£'000
Balance as at 1 April 2023	(358)
Profit for the period	1
Balance as at 31 March 2024	**(357)**
Balance as at 1 April 2024	(357)
Loss for the period	(55)
Balance as at 31 March 2025	**(412)**

COMPANY STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 MARCH 2025

	Note	**2025**	**2024**
		£'000	£'000
Cash flows from operating activities			
(loss)/profit before tax		(55)	1
Decrease/(increase) in trade and other receivables		20,398	(39,348)
(Decrease)/increase in trade and other payables		(30,361)	35,079
Net cash (outflow)/inflow from operating activities		(10,018)	(4,268)
Cash and cash equivalents at beginning of year		10,648	14,916
Cash and cash equivalents at end of year	10	**630**	**10,648**

The accompanying accounting policies and notes on pages 31 to 63 form part of these financial statements.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

ACCOUNTING POLICIES AND EXPLANATORY NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

1. General information and statement of compliance with IFRS

This is the TheBarnetGroup Limited 's tenth accounting period. TheBarnetGroup Limited is a local authority-controlled Company of the London Borough of Barnet limited by shares. The Company is incorporated and domiciled in England. The address of the registered office is 2 Bristol Avenue, Colindale, London NW9 4EW. The Company's registration number is 07873964.

The financial statements of the Company have been prepared in accordance with the UK-adopted international accounting standards and with the requirements of the Companies Act 2006 as applicable to companies reporting under those standards.

Implementation of new accounting standards and policies.

IAS 8.30 requires entities to disclose Standards issued but not yet effective that they will apply in the future. As part of this disclosure, entities must provide known or reasonably estimable information relevant to assessing the possible impact the new IFRS will have on their financial statements in the period of initial application. For new or amended IFRS or Interpretations that are expected to have a material impact, entities should consider disclosing the title of the new IFRS Standard, the nature of the expected change in accounting policy, the effective date of the Standard, and the date at which the entity intends to first apply the Standard (IAS 8.31). Where there is not expected to be a material impact, it is not necessary to do this, and doing so may contribute to disclosure overload. At the date of authorisation of these financial statements, several new, but not yet effective, Standards, amendments to existing Standards, and Interpretations have been published by the IASB. None of these are expected to have a material impact. Management anticipates that all relevant pronouncements will be adopted for the first period beginning on or after the effective date of the pronouncement.

Presentation of financial statements

The financial statements are presented in accordance with IAS 1 Presentation of Financial Statements (Revised 2007).

The Company has elected to present the statement of comprehensive income in one statement: the 'Statement of Comprehensive Income'.

2. Summary of significant accounting policies

Basis of preparation

These financial statements are for the year ended 31 March 2025 and have been prepared on a historical cost basis, except for the defined benefit pension plans; the pension plan assets and liabilities are measured at fair value.

The financial statements are presented in British Pounds Sterling, which is the Group’s functional and presentation currency, rounded to the nearest thousand.

The principal accounting policies of the Group are set out below and have been consistently applied to all years presented in these financial statements.

The principal accounting policies have remained unchanged from prior year except where stated.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Basis of consolidation

The Company was incorporated on 7 December 2011 and is controlled by the London Borough of Barnet. On 1 February 2012, TheBarnetGroup Limited (the 'Company') was created, it is a Local Authority Trading Company (LATC) and has 5 subsidiary organisations, Barnet Homes Limited, an Arms' Length Management Organisation (ALMO), Your Choice (Barnet) Limited, another LATC, TBG Flex Limited, TBG Open Door Limited, which is registered with the Regulator of Social Housing as a Registered Social Landlord and Bumblebee Lettings Limited, a private lettings agency. Barnet Homes Limited is indirectly owned by the London Borough of Barnet via TheBarnetGroup Limited which in turn has a management agreement with Barnet Homes Limited.

TheBarnetGroup Limited also holds 100% of the issued share capital of Your Choice (Barnet) Limited, a Company which was also incorporated on 7 December 2011. On 1 February 2012, the London Borough of Barnet transferred certain services over to Your Choice (Barnet) Limited under a contract between The London Borough of Barnet and TheBarnetGroup Limited, who in turn have a management agreement with Your Choice (Barnet) Limited.

Going Concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out in the strategic report. In preparing the financial statements on the going concern basis, the Board considered the following:

- Management has prepared forecasts (including monthly cash flows) of expected results (including pension obligations) for the period to March 2027. These demonstrate that the Group has sufficient resources to meet all liabilities as they fall due for the foreseeable future and for at least for the 12 months following the approval of these accounts.
- In line with International Accounting Standard 19, the Group's pension deficit is recognised in full in the Statement of Financial Position and this is stated at £7.543m at 31 March 2025 *(2024: £4.671m deficit)*. However, the London Borough of Barnet has fully guaranteed the pension deficits at the point of Barnet Homes incorporation (on 1 April 2004) as well as pension deficits at the point the employees were transferred to the Group on 1 February 2012 and 7 July 2019 within the Your Choice (Barnet) business. International Accounting Standard 19 relates to the assessment of the employer's liability in respect of the pension scheme, which has the impact of increasing or reducing the pension deficit on the Statement of Financial Position. This is an accounting rule which shows the current estimate of future pension costs and has no impact on the Group's current liquidity as the current pension contribution rates are expected to be sufficient (so no further cashflow pressure) to fund this valuation deficit over the next 15 years.
- The Council Cabinet has approved the commercial terms for a new 10-year management agreement for Barnet Homes to continue providing services commencing 1 April 2026.
- The London Borough of Barnet has confirmed its intention to offer support to TheBarnetGroup Limited for at least 12 months after the date these Annual Financial Statements are signed, to allow the Group to meet its liabilities as they fall due in a scenario where exceptional circumstances not reasonably able to be forecast mean significant additional costs or loss of revenue.

The Directors have reviewed the Group's forecasts as described above, and on this basis, as well as the London Borough of Barnet's stated intention to support TheBarnetGroup Limited, the Board consider preparation of the Financial Statements on a going concern basis to be appropriate.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Subsidiaries
Subsidiaries are all entities (including structured entities) over which the group has control. The group controls an entity where the group is exposed to, or has rights to, variable returns from its involvement with the entity and can affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases.
Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group.

Revenue
Revenue arises mainly from delivery of contract services either for housing management services or Care & Support Services.

To determine whether to recognise revenue, the Group follows a 5-step process:
1. Identifying the contract with a customer
2. Identifying the performance obligations
3. Determining the contract price
4. Allocating the transaction price to the performance obligations
5. Recognising revenue as/when performance obligations are satisfied.

The Group has several contracts with its parent London Borough of Revenue. Each contract is assessed to determine whether it contains a single combined performance obligation or multiple performance obligations. If applicable the total transaction price is allocated amongst the various performance obligations based on their relative stand-alone selling prices. Revenue is then recognised either at a point in time or over time, when (or as) the Group satisfies its performance obligations by delivering the promised services to customers.

Social housing rental income and housing rental income represents rent and service charges receivable in the year (net of rent and service charge losses from voids).

All other revenue is recognised when the service has been provided or obligation fulfilled.

Sundry income is recognised so as to match revenue to the cost of delivering the relevant services in the same accounting year.

Grants received in respect of resident participation and other projects have been credited to the statement of comprehensive income in the same accounting period as the expenditure to which they relate. Any surplus grant is held in deferred income as a current liability until such time that it is used to pay for future expenditure in relation to that project.

Interest income
Interest received on bank deposits is accrued on a time basis by reference to the principal outstanding and the effective interest rate applicable. Any interest receivable that is due has been accrued accordingly.

Operating expenses
Operating expenses are recognised in the statement of comprehensive income upon utilisation of the service or at the date of their origin.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Property, plant and equipment and depreciation

Property, plant and equipment are stated at historic cost less accumulated depreciation. Depreciation is provided on all property, plant and equipment at rates calculated to write off the costs on a straight-line basis over their expected useful lives (with no charge in the year of acquisition) as follows:

Vehicles, plant & equipment: 5 years
Furniture & fittings: 5 years
Computer equipment 5 years

Assets purchased are depreciated over a 5-year period and the outstanding balances on existing assets are depreciated over a 3-year period.

Right of Use assets are depreciated over the life of the lease.

Any obsolete assets with a net book value will have all costs written off immediately to the Statement of Comprehensive Income. The profit or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of comprehensive income.

Housing Properties
Housing properties are properties held for the provision of social housing. Properties during construction are stated at cost and included in fixed assets. Properties under construction are transferred to “completed housing properties” when they are available for letting. No depreciation is provided on the properties until they are ready for use.

Capitalised Development Costs
Only directly attributable project costs are capitalised in housing property costs. These costs include acquisition, construction, capitalised interest and overheads. Staff costs which are directly attributable in bringing housing properties into working condition for their intended use are capitalised as development allowances.

Pre-contract costs
Pre-contract costs are recognised as an asset only if they are directly attributable to bringing the asset to its intended operating condition and specific contract, can be separately identified, measured reliably and when there is virtual certainty that a contract will be obtained and is expected to result in future net cash inflows.

Government Grants
The London Borough of Barnet pay grants to subsidise the cost of constructing housing properties. Grants on completed housing properties are accounted for under IAS 20. Grants are recognised as deferred income in the Statement of Financial Position and released to the Statement of Comprehensive Income on a systematic basis over the useful economic lives of the asset.

Government grants released on sale of property may be repayable but are normally available to be recycled and are credited to a Recycled Capital Grant Fund and included in the statement of financial position in creditors. If there is no requirement to recycle or repay the grant on disposal of the asset, any unamortised grant remaining within creditors is released and recognised as income in income and expenditure.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Donated Land
Land and other assets donated by local authorities and other government sources are recognised at the fair value on initial recognition, at the time of the donation. Where the land is not related to a specific development and is donated by a public body an amount equivalent to the difference between fair value and consideration paid is treated as a non-monetary government grant and recognised on the statement of financial position as deferred income within liabilities. Where the donation is from a non-public source, the value of the donation is included as income. On disposal of an asset for which non-monetary government grant was received by the social landlord any unamortised grant remaining within liabilities in the statement of financial position is derecognised and recognised as income in the statement of comprehensive income

Interest Payable
Interest is capitalised on borrowings to finance the development of qualifying assets, to the extent that it accrues in respect of the period of development, if it represents interest on borrowings specifically financing the development programme after deduction of relevant grants received in advance. Other interest payable is charged to income and expenditure in the year.

Depreciation of Social Housing Properties
The Group separately identifies the major components which comprise its housing properties and charge depreciation to write down the cost of each component, to its estimated residual value, on a straight-line basis, over its estimated useful economic life. The estimated useful life of the major components are:

Component	Lifecycle - years
Main Structure	100
Roof	50
Doors and Windows	40
Gas Heating	30
Boiler	12
Kitchens	20
Bathrooms	30
Lifts	15
Electrical	30

Freehold land is not depreciated and Right of Use assets are depreciated over the life of the related lease. Shared ownership properties are depreciated over one hundred years

Other Tangible Fixed Assets
Other tangible fixed assets are measured at cost less accumulated depreciation. Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives (with no charge in the year of acquisition) as follows:
Intangible assets - **computer software**
Acquired computer software is capitalised based on the costs incurred to acquire and to bring into use the specific software. Computer software is depreciated over 5 years (with no charge in the year of acquisition), being the useful economic life of the software. Costs associated with maintaining computer software programs are recognised as an expense as incurred. Costs that are directly associated with the production of identifiable and unique software products controlled by the Company, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets and amortised as described above. Computer software and development is amortised over a 5-year period.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

Leases

For any new contracts entered into on or after 1 April 2019, the Group considers whether a contract is or contains a lease. A lease is defined as 'a contract or part of a contract, which conveys a right to use an asset (the underlying asset) for a period of time in exchange for consideration.' To apply this definition the Company assesses whether the contract meets three key evaluations which are whether:

- the contract contains an identified asset, which is explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Company.
- the Group has the right to obtain substantially all the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract.
- the Group has the right to direct the use of the identified asset throughout the period of use. The Company assess whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

Measurement and recognition of leases as a lessee

At lease commencement date, the Group recognises a right of use asset and a lease liability on the Statement of Financial Position. The right of use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Group, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Group depreciates the right of use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right of use asset or the end of the lease term. The Group also assesses the right of use asset for impairment when such indicators exist.

At the commencement date, the Group measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that is readily available or the Group's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed (including in substance fixed) and variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are any changes in in-substance lease payments. When the lease liability is re-measured, the corresponding adjustment is reflected in the right of use asset, or profit and loss if the right of use asset is already reduced to zero.

The Group has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right of use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

On the Statement of Financial Position, right of use assets and lease liabilities have been separately identified.

Financial instruments

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognised when the contractual rights to cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Financial assets
For subsequent measurement, financial assets are classified into categories upon initial recognition.

The category determines subsequent measurement and whether any resulting income and expense is recognised in ascertaining the profit or loss or in other comprehensive income.

All financial assets are subject to review for impairment at least at each reporting date. Financial assets are impaired when there is any objective evidence that a financial asset or a group of financial assets is impaired.

All income and expenses relating to financial assets are recognised in the statement of comprehensive income and are presented within 'finance cost', 'finance income' or 'other financial items', except for impairment of trade receivables which is presented within 'other expenses'.

Loans and receivables
All the Groups financial assets are classified as loans and receivables.

Trade and other receivables are initially recognised at fair value and subsequently carried at amortised cost. A provision for impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cashflows. Movements in the provision for doubtful debts are recognised in the statement of comprehensive income.

This generally results in their recognition at their nominal value less any allowance for any doubtful debts.

Financial liabilities

Financial liabilities include borrowings and trade and other payables.

Financial liabilities are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all its financial liabilities.

Financial liabilities are contractual obligations to pay cash or other financial assets and are recognised when the Group becomes a party to the contractual provisions of the instrument. All financial liabilities are recorded initially at fair value, net of direct issue costs.

Financial liabilities are recorded at amortised cost using the effective interest method, with interest related charges recognised as an expense in finance cost in profit or loss. Finance charges, including premiums payable on settlement or redemption and direct issue costs, are charged to profit or loss on an accruals basis using the effective interest method, and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

Contract assets
If the Company performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised when the Company satisfies a performance obligation but does not have an unconditional right to consideration. Contract assets are in contrast to receivables, which represent the Company's unconditional right to an amount of consideration (i.e. only the passage of time is required before payment of the consideration is due).

Contract assets are subject to the impairment requirements under IFRS 9. Consistent with trade and other receivables, the Company measures lifetime expected credit losses for contract assets.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Contract liabilities
A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or when consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made or when the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company satisfies the performance obligation.

Trade and other payables
Trade and other payables are initially recognised at fair value and subsequently carried at amortised cost.

This generally results in their recognition at their nominal value.

Corporation Tax
The relationship between the Group and the London Borough of Barnet has been recognised as one of mutual trading. Consequently, any activities between the Group and the London Borough of Barnet are not liable to corporation tax. Albeit not under a direct ALMO Structure, HM Revenue and Customs states that in substance the Group's trading activities are that of an ALMO, therefore profits and losses incurred as a result, fall outside the scope of corporation tax. Income tax expense represents the sum of tax currently payable and deferred tax where applicable. The corporation tax currently payable is based on the taxable profit for the year from taxable ordinary activities, which have been generated from trading with third parties and investment income (interest received).
Deferred tax is provided on timing differences that have arisen but not reversed by the statement of financial position date, where the timing differences result in an obligation to pay more tax, or a right to pay less tax, in the future. Timing differences arise because of differences between the treatment of certain items for accounting and taxation purposes. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered. Deferred tax is measured at the tax rates that are expected to apply in the periods when the timing differences are expected to reverse, based on tax rates and law enacted or substantively enacted at the statement of financial position date. Deferred tax assets and liabilities are not discounted.

Cash and cash equivalents
Cash and cash equivalents comprise cash in hand, deposits repayable on demand and other short- term liquid resources maturing within 3 months.
Deposits are repayable on demand if they are in practice available within 24 hours without penalty.
Short term liquid resources are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. They comprise of short-term deposits with financial institutions.

Short term investment
Cash invested in fixed deposit accounts to obtain a higher rate of interest, with a notice period, which are not readily convertible to cash and with no maturity date are classified as short-term deposits.

Equity and reserves

Retained earnings include all current and prior period retained profits.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Post-employment benefits and short-term employee benefits
During the year, the Group participated in a contributory defined benefit statutory pension scheme covering its present and past employees. International Accounting Standard 19 (IAS19) requires the net pension asset or liability of a Company's pension scheme to be recognised in full on the statement of financial position. Accordingly, the Group's full net pension liability has been recorded in the consolidated statement of financial position of TheBarnetGroup Limited. The Company does not have any employees and therefore does not operate a pension scheme.

The regular service cost of providing pension benefits to employees during the year, the costs or gain of any benefits relating to past service, together with the loss on settlements and curtailments is charged to "Employee salaries and benefits" in the statement of comprehensive income in the year. Past service costs or gain arises when the Group awards additional discretionary benefits. A change in benefits may result in either a past service cost or a past service gain. Loss on settlements and curtailments arise because of some members transferring from another employer over the year, and as a result of the early payment of accrued pensions on retirement on the grounds of redundancy or early retirement.

The expected return on the assets of the pension scheme during the year is based on the bid value of the assets at the start of the financial year and is recognised within "Finance income" in the statement of comprehensive income in the year.

The Fund is financed by contributions from employers, employees and the income from the Fund’s investments. The funding policy aims to ensure that the assets held by the scheme in the future are adequate to meet accrued liabilities, allowing for future increases in pay and pensions. Employee contribution rates range from 5.5% to 12.5% in accordance with Local Government Pension Scheme Regulations 2013. Primary and secondary employer contributions are determined after each triennial actuarial valuation. Contribution rates are set to achieve a funding position of 100% within 17 years. In the event of the pension fund being wound up or the Group withdraws from the fund; the Group’s share of assets and liabilities can be separately identified and apportioned appropriately.

Effect of Asset Ceiling – where the defined benefit liability is negative (i.e., an asset), a limit is applied to the amount that may be recognised as an asset on the Statement of Financial Position, this limit is termed the asset ceiling (and may result in a liability being recognised). If an adjustment is required to reduce the total asset to the amount of the asset ceiling, this adjustment is charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.

Further details of the pension fund are contained within the Annual Statement of Accounts of London Borough of Barnet and copies can be obtained from 2 Bristol Avenue, Colindale, London, NW9 4EW.

Provisions, contingent liabilities and contingent assets
Provisions and contingent liabilities are recognised when the Group has a present obligation because of a past event, and it is probable that the Group will be required to settle that obligation. Provisions are measured at the Directors' best estimate of the expenditure required to settle the obligation at the statement of financial position date and are discounted to present value where the effect is material. The Group has no contingent assets.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Significant management judgements in applying accounting policies
When preparing the financial statements, management undertakes several judgements, estimates and assumptions about recognition and measurement of assets, liabilities, income and expenses.

The actual results are likely to differ from the judgements, estimates and assumptions made by management, and will seldom equal estimated results.

Information about the significant judgements, estimates and assumptions that have the most significant effect on the recognition and measurement of assets, liabilities, income and expenses is provided below.

Defined benefit liability
Management estimates the defined benefit asset or liability annually with the assistance of independent actuaries; however, the actual outcome may vary due to estimation uncertainties. The defined benefit liability of £7.543m is based on the past service contributions expected to be made in the coming years.
The 2024 liability of £4.671m was based on standard rates of inflation and mortality. It also considers the Company's specific anticipation of future salary increases. The actuarial approach applies a roll forward methodology from the previous triennial review. Assumptions are set with reference to market conditions at the year end. The discount rate has been set whereby a 'Hymans Robertson' corporate bond yield curve is constructed based on the constituents of the iBoxx AA corporate bond index. These bases have been chosen to meet the requirements of IAS19 and with consideration of the duration of the Employer's liabilities. Estimation uncertainties exist as the anticipated assumptions could vary.

Provisions
Provisions are mainly in relation to insurance excess on public liability claims, staff redundancy costs and disrepair claims.
The disrepair provision is based on management's estimate of all potential outstanding claims at the year-end (many of which originated in prior years). The estimate includes potential legal and compensation costs. It is possible that some of the claims may take several years to process through the legal system. Estimation uncertainties exist particularly regarding the timing and amount of expenditure.

Useful lives of depreciable assets
Management reviews the useful lives of depreciable assets at each reporting date based on the expected utility of the assets to the Group. The carrying amounts are analysed in notes 7 and 8. Actual results, however, may vary due to technical obsolescence, particularly for software and IT equipment.

Transfer of business
Director's judgement has been applied in the accounting treatment of the transfer of the three care homes and 2 daycentres. The directors have assessed that this meets the criteria to be accounted for as a transfer of a business under common control and used 'predecessor accounting' to create an 'other reserve' within equity.

Other Grants
Grant received from non-government sources are recognised using the performance model. A grant which does not impose specified future performance conditions is recognised as revenue when the grant proceeds are received or receivable. A grant that imposes specified future performance-related conditions on the Group is recognised only when these conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as deferred income.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Value Added Tax

The Group charges Value Added Tax (VAT) on some of its income and can recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the Group and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

3. REVENUE

Group

Revenue is attributable to the principal activities of the Group and arises solely within the United Kingdom.

	2025	***2024***
	£'000	*£'000*
Management fee paid by the London Borough of Barnet in respect of:		
Barnet Homes Limited housing management, homelessness and support services	87,351	*68,304*
Barnet Homes Limited repairs and maintenance	15,224	*15,147*
Property Development	904	*1,104*
Your Choice (Barnet) Limited adult social care services	13,782	*13,229*
Total fee received from London Borough of Barnet	117,261	*97,784*
Social Housing rental income	11,975	*9,818*
Housing rental income	3,006	*4,945*
Other operating income	4,666	*3,582*
Amortised Grant	503	*422*
Total revenue	**137,411**	***116,551***

There is no revenue arising in the parent Company.

Minimum lease income receivable	**Within 1 year**	**1-2 years**	**2-3 years**	**More than 3 years**	**Total**
	£000	**£000**	**£000**	**£000**	**£000**
Rent receivable	3,607	2,199	797	63	6,666

The above income receivable relates to housing properties, which entities within the Group have leased from landlords and is leasing these to other parties. The Group is responsible for all income collection on these leases; maintenance responsibilities vary per lease.

Assets and liabilities related to contracts with customers

The Company has recognised the following assets and liabilities related to contracts with customers:

	2025	***2024***
	£'000	*£'000*
Contract assets	2,223	*3,117*
Allowance for expected credit losses	(283)	*(422)*
Total Contract assets	1,940	*2,695*

Contract assets have remained in line with prior years as increased as additional works have been added to the Management contract Barnet Homes Limited has with London Borough of Barnet.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

4. OTHER EXPENSES

Group

	2025	***2024***
	£'000	*£'000*
Housing, estate, hostel, repairs & maintenance	14,600	*13,641*
Third party landlord and temporary accommodation costs	42,371	*29,820*
Agency Staff	7,879	*8,313*
Information Technology	1,710	*2,045*
Grounds Maintenance	1,004	*968*
Utility	3,207	*4,155*
Legal	3,580	*1,586*
Insurance	1,130	*809*
Auditor's remuneration - statutory audit	178	*184*
Other	4,193	*3,591*
Accommodation & Tenant related	2,119	*725*
Social Housing Lettings	2,406	*4,100*
	84,377	***69,937***

5. OPERATING PROFIT FOR THE YEAR

Group

The loss for the year has been arrived at after charging the following:

	2025	***2024***
	£'000	*£'000*
*Depreciation and amortisation of property, plant and equipment and Intangible assets	8,207	*8,103*
Intangible asset write-off	-	*5*
Employee salaries and benefits	41,363	*36,149*
Auditors' remuneration		
- Fees payable for the audit of the Group financial statements	21	*23*
- Fees payable for the audit of the subsidiary financial statements	157	*161*

* Depreciation £7,932,000, Amortisation £275,000 (2024: Depreciation £7,743,000, Amortisation £360,000)

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

6. FINANCE INCOME AND FINANCE COST	**2025**	***2024***
Group	£'000	*£'000*
Finance income:		
- bank deposit and short-term investment interest	288	*257*
- return on retirement benefit scheme assets	4,715	*4,255*
	5,003	***4,512***
Finance costs:		
Lease finance costs	(344)	*(355)*
Loan interest costs	(6,831)	*(6,896)*
Interest capitalised on housing properties	125	*182*
Interest on retirement benefit obligation and other charges	(4,931)	*(4,802)*
	(11,981)	***(11,871)***

Interest capitalised was at an average rate of 3.62% (2024: 3.33%)

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
7. TANGIBLE ASSETS

Property, plant and equipment

Group

	Social Housing under construction	Social Housing Properties	Vehicles, plant & equipment, furniture & fittings	Computer equipment	Total
	£'000	£'000	£'000	£'000	£'000
Gross carrying amount					
Balance 1 April 2024	1,197	238,721	215	1,618	241,751
Additions	1,013	15,438	14	67	16,532
Disposals	-	(12)	-	-	(12)
Schemes completed	(1,339)	1,339	-	-	-
Balance 31 March 2025	871	255,486	229	1,685	258,271
Depreciation and impairment					
Balance 1 April 2024	-	9,287	173	1,594	11,054
Charge for year	-	3,812	13	6	3,831
Disposals	-	(2)	-	-	(2)
Balance 31 March 2025	-	13,097	186	1,600	14,883
Carrying amount 1 April 2024	1,197	229,434	42	24	230,697
Carrying amount 31 March 2025	**871**	**242,389**	**43**	**85**	**243,388**

Included within the cost of social housing properties is £2.7m (2024: £2.6m) of capitalised interest costs. This includes £0.1m (2024: £0.2m) of costs during the current financial year. Interest is capitalised on borrowings using the actual interest rate to finance the development of qualifying assets during the construction phase.

Company
The Company does not have any tangible assets.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
7.1 TANGIBLE ASSETS

Right of use assets

Group

	Vehicles	Leasehold Offices	Office Equipment	Residential Properties	Total
	£'000	£'000	£'000	£'000	£'000
Gross carrying amount					
Balance 1 April 2024	1,240	2,425	322	8,504	12,491
Additions	-	-	-	4,802	4,802
Lease expiration	(792)	-	(322)	(3,314)	(4,428)
Lease cancellations	(448)	-	-	(438)	(886)
Balance 31 March 2025	-	2,425	-	9,554	11,979
Depreciation and impairment					
Balance 1 April 2024	902	1,455	214	4,815	7,386
Charge for year	248	485	108	3,260	4,101
Lease expiration	(792)	-	(322)	(3,314)	(4,428)
Lease cancellations	(358)	-	-	(389)	(747)
Balance 31 March 2025	-	1,940	-	4,372	6,312
Carrying amount 1 April 2024	338	970	108	3,689	5,105
Carrying amount 31 March 2025	**-**	**485**	**-**	**5,182**	**5,667**

Company

The Company does not have any right of use assets.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

8. INTANGIBLE ASSETS

Group

	Computer software and development
	£'000
Gross carrying amount	
Balance 1 April 2024	1,376
Additions	246
Write-off	-
Balance 31 March 2025	1,622
Amortisation	
Balance 1 April 2024	952
Charge for year	275
Write-off	-
Balance 31 March 2025	1,227
Carrying amount 1 April 2024	424
Carrying amount 31 March 2025	**395**

Company

The Company does not have any intangible assets.

Summary of Depreciation, amortisation & assets impairment	**Note**	**2025**	***2024***
		£'000	*£'000*
Depreciation	7,7.1	7,932	*7,743*
Amortisation	8	275	*360*
		8,207	***8,103***

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

9. TRADE AND OTHER RECEIVABLES

Group

	2025	***2024***
	£'000	*£'000*
Amounts receivable within one year:		
Trade receivables, gross	2,332	*1,821*
Provision for doubtful debt	(1,175)	*(1,406)*
Amounts due from London Borough of Barnet	23,266	*38,365*
Receivables	24,423	*38,780*
Other debtors	931	*2,013*
Provision for doubtful debt	-	-
Financial assets	25,354	*40,793*
Allowance for expected credit losses (note 3)	(283)	*(422)*
Prepayments and accrued income	1,727	*1,640*
Non-financial assets	1,444	*1,218*
Trade and other receivables	**26,798**	***42,011***

The trade receivables ageing analysis is as follows:

	2025	***2024***
	£'000	*£'000*
Current		
0-30 days	18,729	*33,887*
31-60 days	802	*3,985*
> 60 days	4,892	*908*
	24,423	***38,780***

The Group's management considers that the above financial assets that are not impaired or past due for each of the reporting dates under review are of good credit quality.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

9. TRADE AND OTHER RECEIVABLES CONTINUED

Company

	2025	***2024***
	£'000	*£'000*
Amounts receivable within one year:		
Amounts due from the London Borough of Barnet	11,398	*35,663*
Amounts due from subsidiaries	7,920	*300*
Financial assets	19,318	*35,963*
Prepayments and accrued income from the London Borough of Barnet	11,169	*317*
Prepayments and accrued income from Related Parties	-	*14,616*
Prepayments and accrued income	14	*3*
Non-financial assets	11,183	*14,936*
Trade and other receivables	**30,501**	***50,899***

The trade receivables ageing analysis is as follows:

	2025	***2024***
	£'000	*£'000*
Current		
0-30 days	15,417	*31,777*
31-60 days	504	*3,871*
> 60 days	3,397	*315*
	19,318	***35,963***

The Group's management considers that the above financial assets that are not impaired or past due for each of the reporting dates under review are of good credit quality.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

10. CASH AND CASH EQUIVALENTS

Group

	2025	***2024***
	£'000	*£'000*
Bank accounts	25,634	*31,496*
Cash in hand	5	*3*
Short term deposits	-	-
	25,639	***31,499***

Company

	2025	***2024***
	£'000	*£'000*
Bank accounts	630	*10,648*
	630	***10,648***

11. EQUITY

11.1 Share Capital

TheBarnetGroup Limited is a Company limited by shares, with 100 £1 shares owned by The London Borough of Barnet

12. EMPLOYEE REMUNERATION

12.1. Employee benefits expense

Group	**2025**	***2024***
	£'000	*£'000*
Wages and salaries	34,996	*30,550*
Social security costs	3,436	*2,988*
Pensions costs	2,931	*2,611*
	41,363	***36,149***

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
12.1.1 DIRECTOR'S REMUNERATION

	2025	***2024***
	£'000	*£'000*
Wages and salaries	170	*181*
Social security costs	22	*22*
Pensions costs	-	*16*
	192	***219***

The highest paid director cost £192,475 including £nil of contributions to a defined benefit scheme the same as other employees qualify for (2024: £218,643). Total remuneration for all Executive Officers is in note 20.2.2.

In this financial year, wages and salary costs include redundancy costs of £17,471 *(2024: £220,005). Most of the costs in 2024 related to the closure of the Assist service in May 2023.*

12.2. Employees
The average number of permanent employees (excluding agency staff) employed by the Group during the year was:

Service	**2025**	***2024***
Chief Executive Office	1	1
Care & Support	420	436
Operations	450	426
Non-Executive Directors	16	13
	887	**876**

The Operations Directorate represents the permanent employees in both Barnet Homes Limited and Your Choice (Barnet) Limited.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

12.3. Pension and other employee obligations

The Group participates in a local government pension defined benefit statutory scheme, administered by London Borough of Barnet in accordance with the Local Government Pension Scheme Regulations 2013, as amended. It is contracted out of the State Second Pension. The basis on which the net pension liability is recognised in the financial statements is set out in the accounting policies (note 2).

A full actuarial funding valuation was carried out at 31 March 2022 and updated to 31 March 2025 by a qualified independent actuary. The actuarial report states that it was prepared in accordance with the International Accounting Standard 19 (IAS 19). This forms the basis of the Statement of Financial Position and funding status disclosures to be made in respect of its pension obligations under the Local Government Pension Scheme.

For the year ending 31 March 2025, Barnet Homes Limited contributed to the Scheme at an equivalent rate of 24.3% of pensionable salaries *(2024: 24.3%*).

For the year ending 31 March 2024, Your Choice (Barnet) Limited contributed to the Scheme at an equivalent rate of 21.1% of pensionable salaries (*2024: 21.1%*).

The financial assumptions used by the actuary were:

	31-Mar-25	**31-Mar-24**
	% p.a.	*% p.a.*
Salary Increases	3.75	*3.75*
Pension Increases (CPI)	2.75	*2.75*
Discount Rate	5.80	*4.85*

For accounting years beginning on or after 1 January 2013, the expected return and the interest cost has been replaced with a single net interest cost, which effectively sets the expected return equal to the IAS19 discount rate.

Life expectancy from age 65 (years)		**31 March 2025**	**31 March 2024**
Current Pensioners	Males	21.2	*21.3*
	Females	24.6	*24.5*
Future Pensioners	Males	22.5	*22.6*
	Females	25.8	*25.8*

Commutation
An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 50% of the maximum tax-free cash for post April 2008 service.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

12.3. Pension and other employee obligations continued

Net pension liability as at	**31 March 2025**	***31 March 2024***
	£'000	*£'000*
Present Value of Funded Obligation	(89,145)	*(101,554)*
Fair Value of Scheme Assets (bid value)	102,034	*97,359*
Net asset/(liability)	**12,889**	***(4,195)***
Present Value of Unfunded obligation	(427)	*(476)*
Asset Ceiling adjustment	(20,005)	-
Net liability in statement of financial position	**(7,543)**	***(4,671)***

Effect of Asset Ceiling – where the defined benefit liability is negative (i.e., an asset), a limit is applied to the amount that may be recognised as an asset on the Statement of Financial Position, this limit is termed the asset ceiling (and may result in a liability being recognised). If an adjustment is required to reduce the total asset to the amount of the asset ceiling, this adjustment is charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.

	31 March 2025	**31 March 2024**
	£'000	*£'000*
Current service cost	2,104	*2,222*
Net interest on net defined liability	216	*547*
Past service costs	21	*71*
Total	**2,341**	***2,840***
Actual return on scheme assets	**4,833**	***8,167***

Reconciliation of opening and closing balances of the present value of the defined benefit obligation	**31 March 2025**	***31 March 2024***
	£'000	*£'000*
Opening Defined Benefit Obligation	**102,030**	*101,571*
Current service cost	**2,104**	*2,222*
Interest cost	**4,931**	*4,802*
Change in financial assumptions	**(15,708)**	*(5,940)*
Change in demographic assumptions	**(180)**	*(561)*
Experience gains on defined benefit obligation	**(904)**	*3,129*
Benefits paid (net of transfers in)	**(3,347)**	*(3,871)*
Past service cost	**21**	*71*
Contributions by Scheme participants	**656**	*636*
Unfunded pension payments	**(31)**	*(29)*
Closing Defined Benefit Obligation	**89,572**	***102,030***

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

12.3. Pension and other employee obligations continued

Reconciliation of opening and closing balances of the fair value of scheme assets

	31 March 2025	***31 March 2024***
	£'000	*£'000*
Opening fair value of scheme assets	**97,359**	*89,936*
Interest on assets	**4,715**	*4,255*
Return on assets less interest	**118**	*3,912*
Administration expenses	**-**	-
Other actuarial losses	**-**	-
Contributions by employer including unfunded benefits	**2,533**	*2,491*
Contributions by scheme participants	**656**	*636*
Benefits paid (net of transfers in)	**(3,347)**	*(3,871)*
Fair value of scheme assets at end of period	**102,034**	***97,359***

Re-measurements and Other Comprehensive Income

	31 March 2025	***31 March 2024***
	£'000	*£'000*
Return on plan assets in excess of interest	118	*3,912*
Other actuarial gains/(losses) on assets	-	-
Change in financial assumptions	15,708	*5,940*
Change in demographic assumptions	180	*561*
Experience (loss) / gain on defined benefit obligation	904	*(3,129)*
Changes in effect of asset ceiling	(20,005)	-
	(3,095)	***7,284***

Sensitivity analysis

Change in assumptions at 31 March 2025:	**Approximate % increase to Employer Liability**	**Approximate monetary value**
		£'000
0.1% decrease in Real Discount Rate	2%	1,566
1 year increase in member life expectancy	4%	3,583
0.5% increase in the Salary Increase Rate	0%	89
0.5% increase in the Pension Increase Rate	2%	1,519

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

12.3. Pension and other employee obligations continued

Projections for year to 31 March 2026	***Year to 31 March 2026***
	£'000
Service cost	*(1,616)*
Net interest income	*750*
Administration	*-*
Total	***(866)***
Employer contributions	***2,548***

These projections are based on the actuarial assumptions as at 31 March 2025.

Assets

The estimated asset allocation for the Group as at 31 March 2025 is as follows:

	31 March 2025		***31 March 2024***	
Employer Asset Share - Bid Value	£'000	*%*	*£'000*	*%*
Debt Securities	26,746	26%	*28,125*	*29%*
Real Estate	4,863	5%	*4,947*	*5%*
Investment Funds and Unit Trusts	58,597	57%	*52,911*	*54%*
Private Equity	5,175	5%	*4,695*	*5%*
Cash	6,653	7%	*6,681*	*7%*
Total	**102,034**	***100%***	***97,359***	***100%***

The Group will be working with the pension actuaries to determine the impact of the Guaranteed Minimum Pension (GMP) legal decisions of recent years. The Board do not believe this to be material as the applicable period cannot be earlier than 2004 or 2012 (depending on the legal entity) when staff transferred and the pension deficit at that time (after adjusting for GMP) is guaranteed by the London Borough of Barnet.

Company

The Company does not have any pension obligations.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

13. PROVISIONS

Group

	Insurance claims	Other provision	Total provisions
	£'000	£'000	£'000
Carrying amount at 1 April 2024	36	-	36
Released	-	-	-
Increase in provisions	24	-	24
Carrying amount at 31 March 2025	**60**	**-**	**60**

Insurance claims are provisions in respect of public liability claims which are outstanding at 31 March 2025. The Group's liability is restricted to the amount of the claim or the policy excess, whichever is the greater. The policy excess is currently £2,500 per claim.

Company

The Company had no provisions at 31 March 2025 (2024: £nil)

14. LEASE LIABILITIES

Group

The liability relates to landlord housing leases for properties the Group then leases to other parties, vehicles used by the repairs team, office space and some office equipment leased. Note 7.1 (Right of Use Assets) give an indication of the values of each of these categories of leases.

	2025	*2024*
	£'000	*£'000*
Balance at 1 April	5,204	*6,263*
New finance leases	4,705	*3,312*
Finance leases cancelled	(84)	*(179)*
Less: Net Present Value of lease payments	(4,057)	*(4,192)*
Total finance lease liability	5,768	*5,204*
Finance leases payable in less than one year	3,295	*3,146*
Finance leases payable in more than one year	2,473	*2,058*
	5,768	*5,204*

Lease cancellations are at the discretion of the lessor, lease extensions require both lessor and lessee agreement.

31 March 2025	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Lease Payments	3,497	1,890	694	52	6,133
Finance charges	202	117	43	3	365
Net Present Value	**3,295**	**1,773**	**651**	**49**	**5,768**

31 March 2024	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Lease payments	3,317	1,832	311	23	5,483
Finance charges	171	89	18	1	279
Net Present Value	**3,146**	**1,743**	**293**	**22**	**5,204**

Company

The Company has no finance lease liabilities.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

15. LOANS

Group
The Group has loan facilities of £281.7m. Loans drawn are secured on all the properties of TBG Open Door Limited, the carrying amount of these properties amounts to £243.3m as per note 7 and the amount outstanding is repayable as follows:

	2025	***2024***
	£'000	*£'000*
Loans repayable by instalments:		
In five or more years	203,527	*198,919*
Between two and five years	-	-
Between one and two years	3,000	-
	206,527	*198,919*
In one year or less	(3,000)	-
	203,527	*198,919*
Unamortised issue costs	(545)	*(502)*
	202,982	*198,417*

The movement in loans is from additional loan cashflows.

The rate of interest on each loan for each interest period is the prevailing interest rate offered to the lender at the date of utilisation request by the Public Works Loans Board for the relevant period and type of loan plus a margin.

Company
The Company has no loans.

16. GRANT

Group

Grant received from London Borough of Barnet in respect of housing properties under construction and completed at year end

	2025	***2024***
	£'000	*£'000*
At 1st April	48,521	*44,398*
Grant received in the year	16,945	*4,545*
Released to income in the year	(503)	*(422)*
At 31st March	64,963	*48,521*
Amounts to be released within 1 year	(612)	*(430)*
Amounts to be released in more than 1 year	64,351	*48,091*

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

17. TRADE AND OTHER PAYABLES

Group	**2025**	***2024***
	£'000	*£'000*
Current:		
Trade payables	4,062	*2,783*
Amount due to parent undertaking	7,231	*31,790*
Financial liabilities	11,293	*34,573*
Other payables	1,355	*766*
Contract liabilities (note 3)	-	-
Other taxation and social security	2,787	*11,638*
Accruals and deferred income	21,560	*18,682*
Short-term portion of loans	3,000	-
	39,995	***65,659***

Trade payables are unsecured, the Group aims to pay all suppliers within the contract or invoice payment terms and within the limits set by the late payment legislation.

The carrying amounts of trade and other payables are considered to be short-term as their fair values, due to their short-term nature.

Company

	2025	***2024***
	£'000	*£'000*
Current:		
Trade payables	19	-
Amount due to parent undertaking	657	*2,241*
Amount owed to subsidiaries	17,070	*15,821*
Financial liabilities	17,746	*18,062*
Other taxation and social security	6,408	*14,902*
Accruals and deferred income to Parent undertaking	6,732	*28,586*
Accruals and deferred income to Related party	646	*317*
Accruals and deferred income to 3rd party	11	*37*
	31,543	***61,904***

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

18. INCOME TAX EXPENSE

	Current period		Prior period	
	Derived	**Accounts**	**Derived**	**Accounts**
	£'000	£'000	*£'000*	£'000
Analysis of tax charge/(credit) for the period				
Current tax				
UK corporation tax at 25.00% (PY: 25.00%)	-	-	-	-
Adjustments in respect of prior periods	-	-	-	-
	-	-	-	-
Deferred tax				
Origination and reversal of temporary differences	-	-	-	-
Tax on profit on ordinary activities	-	-	-	-
Provision for deferred tax				
Deferred tax (asset)/liability not recognised	(41)	(41)	(25)	(25)
Reconciliation of tax charge				
(Loss)/profit on ordinary activities before tax	(62)	(62)	1	1

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

18. INCOME TAX EXPENSE CONTINUED

	Current period		Prior period	
	Derived	Accounts	Derived	Accounts
	£'000	£'000	£'000	£'000
Tax on loss on ordinary activities at standard CT rate of 25.00% (PY:25.00%)	(15)	(15)	-	-
Effects of:				
Unrelieved tax losses and other deductions arising in the period	15	15	-	-
Tax charge for the period	**-**	**-**	**-**	**-**

The Group has a defined benefit pension scheme that is in a net liability position. A deferred tax asset would normally be recognised, but as the Group is loss making it has been decided that it would not be appropriate to recognise such an asset.

19. FINANCIAL ASSETS AND LIABILITIES

The carrying amounts presented in the statement of financial position relate to the following categories of assets and liabilities:

Group

	Note	**2025** £'000	***2024*** *£'000*
Financial assets			
Loans and receivables:		-	-
Trade and other receivables	9	25,354	*40,793*
Cash and cash equivalent	10	25,639	*31,499*
		50,993	***72,292***
Financial liabilities			
Financial liabilities measured to amortised cost:			
Trade and other payables	17	39,995	*65,659*
Lease liabilities, short-term	14	3,295	*3,146*
Lease liabilities, long-term	14	2,473	*2,058*
		45,763	***70,863***

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

19. FINANCIAL ASSETS AND LIABILITIES CONTINUED

Company

	Note	2025	*2024*
		£'000	*£'000*
Financial assets			
Loans and receivables:			
Trade and other receivables	9	19,318	*35,963*
Cash and cash equivalent	10	630	*10,648*
		19,948	***46,611***
Financial liabilities			
Financial liabilities measured to amortised cost:			
Trade and other payables	17	**31,543**	***61,904***

20. RELATED PARTY TRANSACTIONS

20.1 Transactions with controlling party/related parties

	2025	*2024*
	£'000	*£'000*
Invoices to London Borough of Barnet	209,922	*279,000*
Invoices from London Borough of Barnet	15,597	*13,500*
Amount owed to London Borough of Barnet	7,231	*31,790*
Amount owed by London Borough of Barnet	23,266	*38,365*
Loan and grant balances repayable to London Borough of Barnet	271,490	*247,440*

The London Borough of Barnet owns 100% of the share capital of TheBarnetGroup Limited. TheBarnetGroup Limited has five subsidiary organisations, being Your Choice (Barnet) Limited, Barnet Homes Limited, TBG Flex Limited, TBG Open Door Limited and Bumblebee Letting Limited. TheBarnetGroup Limited owns 100% of the share capital of Your Choice (Barnet) Limited, TBG Flex Limited and Bumblebee Lettings Limited. The registered office for all these entities is 2 Bristol Avenue, Colindale, London, NW9 4EW.

TheBarnetGroup Limited is the sole member and guarantor of Barnet Homes Limited, a Company limited by guarantee. Barnet Homes Limited is the sole member and guarantor of TBG Open Door Limited, a community benefit society. The registered office for TBG Open Door Limited is 2 Bristol Avenue, Colindale, London, NW9 4EW.

The London Borough of Barnet contracts with TheBarnetGroup Limited for the provision of Adult Social Care Services, Housing Management and Homelessness Services. TheBarnetGroup Limited then contracts on a back-to-back basis with Your Choice (Barnet) Limited, Barnet Homes Limited, TBG Flex Limited and TBG Open Door Limited in respect of Adult Social Care Services, Housing Management, Homelessness Services and construction of properties. As a result, TheBarnetGroup Limited receives the management fee from The London Borough of Barnet on behalf of Barnet Homes Limited and Your Choice (Barnet) Limited. It also invoices for ad hoc services on behalf of the two companies and for the capital works programme carried out by Barnet Homes Limited on behalf of the London Borough of Barnet. Total revenue recognised from London Borough of Barnet is disclosed in note 3. Transactions are at arms-length and on agreed terms.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
20.1 Transactions with controlling party/related parties continued

TBG Flex Limited is a Company for the recruitment and employment of staff. Barnet Homes has a subsidiary organisation, TBG Open Door Limited, a registered provider with the Regulator of Social Housing.

As at 31 March 2025, TheBarnetGroup Limited owed £7,231,000 (2024: £31,790,000) to The London Borough of Barnet in respect of expenses on behalf of Barnet Homes Limited and TBG Open Door Limited. TheBarnetGroup Limited also owed £271,490,000 (2024: £247,440,000) in respect to loans and grants to The London Borough of Barnet.
TheBarnetGroup Limited was owed £23,266,000 (2024: £38,365,000) by The London Borough of Barnet in respect of management and other fees for services provided by the Group.

All outstanding balances with these related parties are due to be settled in cash. None of the balances are secured apart from the loans which are secured against the residential properties that loans were granted to acquire.

20.2 KEY MANAGEMENT PERSONNEL

20.2.1 NON-EXECUTIVE DIRECTORS
The Non-Executive Directors are defined as being the members of the Group's Main Board who are not executive officers of the Group. The Non-Executive Directors received emoluments for the financial year and were entitled to reimbursement of incidental expenses incurred when attending board meetings and other formal events in their capacity as board members. The Non-Executive Directors are not entitled to pension benefits.

These are the only transactions with the Non-Executive Directors of the Group;

	2025	***2024***
	£'000	*£'000*
Eamon McGoldrick	12	*12*
John Stephen	-	*4*
Penelope Farrar	8	*8*
Jake Boomhauer	5	*3*
Ursula Bennion	9	*8*
Aruna Bhatt	-	*1*
Tatiana Jose	5	*3*
Jade Lam	5	*5*
Adam Mansell	5	*5*
John Osborn	2	-
June Riley	3	*6*
Councillor Zahra Sapsard	-	-
Richard Stevens	8	*6*
Councillor Sarah Wardle	-	-
Robert Webber	-	*4*
	62	*65*

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED
20.2.2 EXECUTIVE OFFICERS

	2025	***2024***
	£'000	*£'000*
Salaries	943	*846*
Social security costs	96	*105*
Pensions costs	54	*94*
	1,093	***1,045***

The Executive Directors consists of the Chief Executive Officer, Director of Strategy, Executive Director of Resident Services, Executive Director of Resources, Executive Director of Care & Support and Executive Director of Development & Property. Two of the executive directors have retirement benefits accruing under the defined benefit pension scheme in respect of qualifying services. The Executive Director of Development & Property was fulfilled via an agency; all their costs are included within salaries.

21. OPERATING LEASES

	2025	***2024***
	£'000	***£'000***
Operating lease costs	639	*564*

These operating lease costs relate to landlord housing leases for properties the Group then leases to other parties.

22. CAPITAL COMMITMENTS

	2025	***2024***
	£'000	***£'000***
Capital expenditure contracted for but not provided for in the financial statements	-	-
Capital expenditure authorised by the Board but not yet under contract	12,700	*13,600*

23. FINANCIAL INSTRUMENT RISKS

Risk management and objectives and policies

23.1 INTEREST RATE SENSITIVITY

Other than cash held in bank accounts, all the Group's cash and cash equivalents are fixed rate, fixed term deposits, and so are not sensitive to variations in interest rates.

23.2 CREDIT RISK ANALYSIS

The Group’s principal financial assets are bank balances, cash and trade and other receivables. Liquid funds are placed with financial institutions with high credit ratings, as assigned by credit rating agencies. The Group’s primary credit risk relates to its fee receivables. The amount presented in the statement of financial position is net of credit loss impairment provisions for doubtful receivables. An allowance for impairment lifetime expected credit losses is made where there is an identified loss event which, based on past experience and management's forecasts, is evidence of a reduction in the recoverability of the cash flow for trade receivables and contract assets. See Note 2 above for further information on impairment of financial assets that are past due. The Group’s risk in relation to its income receivable is low as the main income is fixed and is receivable from London Borough of Barnet. Placements of liquid funds are currently across three banks and this spread has helped to lower the risk associated with such placements.

Docusign Envelope ID: C68A2D20-90D1-4C16-B6B8-8FD0E0682405

THEBARNETGROUP LIMITED

23.3 LIQUIDITY RISK ANALYSIS

The Group manages its liquidity by carefully monitoring and reviewing the cash cycle and credit control efficiency. Control of the Trade Receivables element involves a fundamental trade-off between the cost of providing credit to customers and the additional net revenue that can be earned in doing so. We aim to keep the former to a minimum with effective credit control policies which will require setting and enforcing credit terms, efficient invoicing and statement generation and prompt query resolution, by continuous review of the receivables position by generating an 'aged receivables' report and effective monitoring and collection procedures. The credit periods granted vary between suppliers with usual terms. Cash flows from trade and other receivables are contractually due within 30 days. Trade creditors and other payables are also monitored to ensure that payments are made in a timely manner to avoid any interest charges or penalties. Payment terms range between 14 days to 30 days. A settlement policy is in place so that invoices are properly authorised for payment to ensure they are paid when due. Cash is the controlling element. The first control concerns efficient banking so that all monies received are banked immediately, making payments in the most efficient way, and ensuring that any surplus balances are put to interest earning use. The fundamental aspect is cash flow control and ensuring funds are available when needed. This is achieved by preparation of monthly forecasts for comparisons with actual results. The Company is not affected by gearing as it does not owe any money to any financial institutions in the form of debt or borrowings and is therefore highly liquid.

24. CAPITAL MANAGEMENT POLICIES AND PROCEDURES

The Group's capital management objective is to maintain its assets to ensure ability to continue to provide improved quality of service to the residents at an affordable price and sustain itself as a going concern. As the Group is not set up for profit, it continues to strive to maintain a balance between liquidity and provision of value for money services. The main capital owned by the Group are liquid cash and cash equivalent and cash held in fixed deposit notice accounts. The Group continues to monitor these investments with the Bank to ensure its going concern is not at risk.

The capital for the reporting period under review is as summarised below:

	Note	**2025**	***2024***
		£'000	*£'000*
Cash & cash equivalent	10	**25,639**	***31,499***

25. CONTROLLING PARTIES

The parent entity is London Borough of Barnet by virtue of it owning the entire issued share capital of TheBarnetGroup Limited. Copies of London Borough of Barnet accounts can be obtained from 2 Bristol Avenue, Colindale, London NW9 4EW.