



## **Clydebank Housing Association Ltd.**

*“Offering our community more than a home”*

# **FINAL BUDGET**

## **FOR YEAR TO**

## **31 MARCH 2021**

Management Committee submission:	28 January 2020
Last Approved:	29 January 2019
Approved:	28 January 2020
Review date:	January 2021

*\*Please note that throughout this document, the use of “c.” means approximately or that the figures have been rounded to make the report easier to read.*

## **EXECUTIVE SUMMARY**

Attached is the draft Budget for the year to 31 March 2021. All figures have been based on results reported in the 31 December 2019 Management Accounts, projected income and costs to 31 March 2020 and the 2019/24 Financial Plan.

On Page 1, our Total Management Expenses of c. £1.47m make provision for the current staff complement, which is at a level necessary to manage c. 1,170 units. The c. £1.14m of staff remuneration includes an estimated 2% increase in salary costs, life cover and auto-enrolment pension costs, a new part-time Welfare Rights Officer staffing role and c. £130k has been provided for the SHAPS past service deficit payable by the Association.

Overheads of £329k are similar to the previous year and are based on the results to 31 December 2019. Total budgeted Management Expenses for 2020/21 have increased by c. £49k, mainly due to the changes in staff requirements and the incremental cost of living increase within the salaries. However, the Association continues to demonstrate a good level of efficiency in all overhead categories and aims to drive down costs wherever possible.

Comparisons with our Peer Group will be monitored throughout the year as information becomes available. Contained within this report are a variety of internal financial targets (please refer to Appendix 2), that comply with the Scottish Housing Regulator's Self-Assurance process. Additionally, we will be looking at additional benchmarking options, alongside our SHR Peer Group, to allow us to ensure our costs are continuously assessed

The Housing Account on Page 2 consists of rental income and expenditure required to manage and maintain our properties. The account looks to receive c. £4.2m of net Rental Income (based on a budgeted increase of 2.5%). Expenditure of c. £4.1m is made up predominantly of the allocation of c. £1.4m management expenses from Page 1 and the projected expenditure on the maintenance accounts.

Maintenance costs have been extracted from the fully costed Life Cycle Costing (LCC) document in respect of all stock. The LCC document was finalised in September 2018 and revised in January 2019. The Major Repairs Sinking Fund calculation will continue to be monitored and reviewed in April/May alongside the long-term 2020/25 Financial Plans.

Incorporated again in this year's Budget is housing property depreciation, which is charged to the Income and Expenditure Account. The figure of c. £950k represents nothing more than a bookkeeping exercise. It therefore has not been included in the Association's rent setting mechanism.

Should all go to plan during the year; the Association will post a surplus of c. £464k after a transfer of c. £347k from Major Repairs Reserves.

The Non-Housing Account on Page 5, which includes the Development, Factoring, Commercial, Centre81 and Social Economy Accounts, is expected to post a combined deficit of c. (£94k) and this shortfall has been accounted for in the rent setting exercise to ensure all costs are covered.

The cash flow confirms our strong financial position and one, which continues for the remainder of the year and beyond despite the significant planned major repairs expenditure.

CHA Power Limited, the Association's wholly owned Subsidiary, has been performing fairly well in the Management Accounts reported to date. The income generated from tenants/customers is in line with budgeted amounts and there are no unfavourable variances emerging within the Plant Expenditure and the Overheads other than the generator performance issues that have been reported. Overall, CHA Power Limited is expected to show a surplus in the year ended 31 March 2020.

Quarterly Management Accounts will continue to be prepared and presented which will make comparison with the 2020/21 Budget and identify where variances occur.

Lynette Lees  
Head of Finance and Corporate Services  
January 2020

**CLYDEBANK HOUSING ASSOCIATION LIMITED**

**MANAGEMENT EXPENSES**

FOR THE YEAR ENDED 31 MARCH 2021

							<i>BUDGET</i>		
		QTR. TO	QTR. TO	QTR. TO	QTR. TO	<b>BUDGET</b>	<i>PREVIOUS</i>	<i>ACTUAL</i>	<i>BUDGET</i>
	<b>NOTES</b>	<u>30 Jun 20</u>	<u>30 Sept 20</u>	<u>31 Dec 20</u>	<u>31 Mar 21</u>	<b>2020/21</b>	<u>2019/20</u>	<u>31-Mar-19</u>	<u>Variance</u>
		£	£	£	£	£	£		
Staff Remuneration	1	286,765	283,921	283,921	283,921	1,138,530	1,085,140	914,066	53,390
		286,765	283,921	283,921	283,921	<b>1,138,530</b>	1,085,140	914,066	53,390
<b>OFFICE OVERHEADS</b>									
Heat and Light	2	1,000	2,500	2,000	1,000	<b>6,500</b>	8,000	5,008	(1,500)
Telephone	3	1,500	1,700	2,500	1,800	<b>7,500</b>	8,700	6,570	(1,200)
Equipment/Office Maintenance	4	2,000	5,000	3,300	4,500	<b>14,800</b>	14,800	14,520	-
Office Rent & Rates	5	4,200	3,800	2,400	1,500	<b>11,900</b>	12,400	10,832	(500)
Post/Stationery/Printing	6	8,500	16,000	16,000	10,500	<b>51,000</b>	47,500	42,360	3,500
Committee Training	7	1,800	2,500	2,000	1,500	<b>7,800</b>	8,800	5,417	(1,000)
Staff Training	8	5,000	7,000	7,000	7,000	<b>26,000</b>	25,900	20,345	100
Insurance - office	9	7,500	-	2,000	-	<b>9,500</b>	11,000	10,010	(1,500)
Computer Costs	10	20,575	4,175	4,175	8,175	<b>37,100</b>	39,000	31,905	(1,900)
Internal & External Audit	11	2,000	-	3,800	9,000	<b>14,800</b>	13,500	14,020	1,300
Affiliation Fees	12	10,200	2,530	1,750	15,660	<b>30,140</b>	29,950	27,362	190
General Expenses	13	9,400	4,000	4,000	4,000	<b>21,400</b>	23,200	18,067	(1,800)
Contingency	14	250	250	250	250	<b>1,000</b>	1,000	-	-
Depreciation	15	22,500	22,500	22,500	22,500	<b>90,000</b>	90,000	84,824	-
	<b>OVERHEADS</b>	96,425	71,955	73,675	87,385	<b>329,440</b>	333,750	291,240	(4,311)
	<b>MANAGEMENT EXPENSES</b>	383,190	355,876	357,596	371,306	<b>1,467,969</b>	1,418,890	1,205,306	49,079
ALLOCATED TO:	16								
Housing Account		373,508	346,593	347,714	361,222	<b>1,429,038</b>	1,382,894	1,173,703	
Non-Housing Account		9,683	9,283	9,883	10,084	<b>38,932</b>	35,996	31,603	
		383,190	355,876	357,596	371,306	<b>1,467,969</b>	1,418,890	1,205,306	49,079
KEY INDICATOR	17	Analysis of operating costs 2020/21 Budget				<b>1,334</b>	1.3%		
		Analysis of operating costs 2019/20 Budget				<b>1,317</b>	6.5%		
		Analysis of operating costs 2018/19 Budget				<b>1,237</b>	0.6%		

**CLYDEBANK HOUSING ASSOCIATION LIMITED**

**INCOME & EXPENDITURE ACCOUNTS**  
FOR THE YEAR ENDED 31 MARCH 2021

**HOUSING ACCOUNT**

		QTR. TO	QTR. TO	QTR. TO	QTR. TO	BUDGET	BUDGET	ACTUAL	BUDGET
INCOME	NOTES	30 Jun 20	30 Sept 20	31 Dec 20	31 Mar 21	2020/21	2019/20	31-Mar-19	Variance
		£	£	£	£	£	£		
Gross Rent & S/Charge	18	1,088,632	1,088,632	1,088,632	1,088,633	4,354,528	4,217,040	4,073,593	137,488
Less Voids & Bad Debts	19	(54,430)	(54,430)	(54,430)	(54,432)	(217,720)	(253,040)	(70,751)	35,320
Shared O/ship Rents	18	24,493	24,493	24,493	24,492	97,972	104,960	106,372	(6,988)
<b>Total Rental Income</b>	18	1,058,695	1,058,695	1,058,695	1,058,693	4,234,780	4,068,960	4,109,214	165,820
Other Income (CHA Power)	20	5,075	5,075	5,075	5,075	20,300	14,000	13,800	6,300
Amortisation of Grants		131,250	133,750	133,750	131,250	530,000	540,000	536,763	(10,000)
<b>TOTAL INCOME</b>		1,195,020	1,197,520	1,197,520	1,195,018	4,785,080	4,622,960	4,659,777	162,120
<b>EXPENDITURE</b>									
Management Expenses	16	373,508	346,593	347,714	361,222	1,429,038	1,382,894	1,173,703	46,144
Property Maintenance	21	106,250	106,250	106,250	106,250	425,000	451,470	448,103	(26,470)
Cyclical Maintenance	22	140,980	392,120	223,854	65,750	822,704	700,110	277,022	122,594
Major Repairs	23	23,750	23,750	23,750	23,750	95,000	90,000	97,243	5,000
Service Costs	24	32,880	41,100	32,880	57,540	164,400	150,100	143,963	14,300
Property Insurance	25	85,000	-	-	-	85,000	105,000	99,772	(20,000)
General Expenses	26	27,325	33,325	27,325	27,325	115,300	132,750	114,947	(17,450)
Property Depreciation	27	237,500	237,500	237,500	237,500	950,000	870,000	935,236	80,000
Contingency	28	1,000	1,000	1,000	1,000	4,000	4,000	-	-
<b>TOTAL EXPENDITURE</b>		1,028,192	1,181,638	1,000,272	880,338	4,090,442	3,886,323	3,289,989	204,119
<b>HOUSING SURPLUS/DEFICIT</b>		166,828	15,882	197,248	314,681	694,638	736,637	1,369,787	(41,999)
<b>NON-HOUSING SURPLUS/DEFICIT</b>	29	(22,168)	(25,068)	(21,746)	(25,169)	(94,151)	(85,543)	(34,412)	(8,608)
<b>OPERATING SURPLUS</b>		144,660	(9,186)	175,502	289,512	600,487	651,093	1,335,376	(50,606)
Property Purchases	30	(30,000)	(21,400)	(30,000)	-	(81,400)	(100,000)	51,389	18,600
Impairment Gain/(Loss) - CHA Power		-	-	-	-	-	-	12,999	-
Bank Interest Receivable	31	17,366	17,366	17,366	17,366	69,464	62,800	46,354	6,664
Loan Repayments (cap & int)	32	(112,925)	(112,925)	(112,925)	(112,925)	(451,702)	(723,788)	(97,123)	272,086
Pension finance costs		(5,000)	(5,000)	(5,000)	(5,000)	(20,000)	(10,000)	(23,000)	(10,000)
<b>(DEFICIT)/SURPLUS FOR PERIOD</b>		14,101	(131,145)	44,942	188,952	116,850	(119,895)	1,325,994	236,744
Major Repairs Transfer	33					347,354	744,778		(397,423)
<b>RESERVES C/FWD</b>	34	14,101	(131,145)	44,942	188,952	464,204	624,883	1,325,994	(160,679)

**CLYDEBANK HOUSING ASSOCIATION LIMITED**

**NON-HOUSING ACCOUNT**

FOR THE YEAR ENDED 31 MARCH 2021

						BUDGET				
		QTR. TO	QTR. TO	QTR. TO	QTR. TO	BUDGET	PREVIOUS	ACTUAL	BUDGET	
		30 Jun 20	30 Sept 20	31 Dec 20	31 Mar 21	2020/21	2018/19	31-Mar-19	Variance	
NOTES		£	£	£	£	£	£	£		
<b>DEVELOPMENT A/C</b>		<b>35</b>								
Development Allowances		-	-	-	-	-	-	-	-	
Other Allowances		500	600	500	600	2,200	2,200	3,840	-	
		500	600	500	600	2,200	2,200	3,840	-	
Less:	Management Exps	3,877	3,877	3,877	3,877	15,509	15,615	13,372	(106)	
	Contingency/General Exps	2,500	-	2,500	-	5,000	5,000	2,201	-	
		6,377	3,877	6,377	3,877	20,509	20,615	15,573	(106)	
<b>Contribution +/-</b>		<b>(5,877)</b>	<b>(3,277)</b>	<b>(5,877)</b>	<b>(3,277)</b>	<b>(18,309)</b>	<b>(18,415)</b>	<b>(11,734)</b>	106	
<b>FACTORING A/C</b>		<b>36</b>								
Factoring Fees		6,600	-	6,622	-	13,222	13,384	10,894	(163)	
Less:	Management Exps	2,800	2,400	3,000	3,201	11,401	11,091	9,451	310	
	Direct costs	300	500	500	300	1,600	2,200	1,264		
<b>Contribution +/-</b>		<b>3,500</b>	<b>(2,900)</b>	<b>3,122</b>	<b>(3,501)</b>	<b>220</b>	<b>93</b>	<b>179</b>	127	
<b>COMMERCIAL INCOME A/C</b>		<b>37</b>								
Boardroom/Other Income		-	100	-	100	200	200	475	-	
Less:	Management Exps	-	-	-	-	-	-	-		
<b>Contribution +/-</b>		<b>-</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>200</b>	<b>200</b>	<b>475</b>	-	
<b>CENTRE81 A/C</b>		<b>38</b>								
Income: Rev Grants/Rents/Café/Gym81		22,263	22,263	22,263	22,263	89,050	92,920	128,983	(3,870)	
Less:	Management Exps	2,520	2,520	2,520	2,520	10,078	7,364	7,262	2,715	
	Direct costs	39,738	39,738	39,738	39,738	158,950	155,950	154,938	3,000	
<b>Contribution +/-</b>		<b>(19,995)</b>	<b>(19,995)</b>	<b>(19,995)</b>	<b>(19,995)</b>	<b>(79,978)</b>	<b>(70,394)</b>	<b>(33,217)</b>	(9,585)	
<b>SOCIAL ECONOMY A/C</b>		<b>39</b>								
Rents & Boardroom Hires		6,440	6,440	6,440	6,440	25,760	27,990	27,173	(2,230)	
Disaster Recovery Rental		-	-	-	-	-	2,710	3,285	(2,710)	
Less:	Management Exps	486	486	486	486	1,944	1,928	1,517	16	
	Direct Costs	5,750	4,950	4,950	4,450	20,100	25,800	19,056	(5,700)	
<b>Contribution +/-</b>		<b>204</b>	<b>1,004</b>	<b>1,004</b>	<b>1,504</b>	<b>3,716</b>	<b>2,972</b>	<b>9,885</b>	744	
<b>NON-HOUSING SURPLUS/DEFICIT</b>		<b>29</b>	<b>(22,168)</b>	<b>(25,068)</b>	<b>(21,746)</b>	<b>(25,169)</b>	<b>(94,151)</b>	<b>(85,543)</b>	<b>(34,412)</b>	<b>(8,608)</b>

<b>Clydebank Housing Association Ltd.</b>					
<b>Projected Statement of Financial Position/Balance Sheet (Abridged)</b>					
<i>As at</i>	<i>31 Mar 21</i>				<b>FORECAST</b>
					<b>31 Mar 21</b>
		<b>NOTES</b>	<b>£</b>		<b>£</b>
<u>Tangible Fixed Assets</u>					
Housing Properties - Gross Cost			44,985,350		
Housing Properties - Additions					
Housing Properties - Disposals					44,985,350
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Less Housing Properties - Depreciation					14,755,900
					30,229,449
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Other Fixed Assets		<b>41</b>			2,946,818
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Investment - CHA Power		<b>40</b>			390,000
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					<b>33,566,267</b>
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<u>Current Assets</u>					
Debtors			240,200		
Bank inc term deposits			6,320,264		
Cash In Hand			894		6,561,358
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<u>Less Creditors (Due within Year)</u>					
Bank Overdraft			-		
Housing Loans			380,745		
Pension creditor < 1yr			135,000		
Others			450,000		965,745
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<u>Net Current Assets</u>		<b>42</b>			<b>5,595,612</b>
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<u>Total Assets Less Current Liabilities</u>					
					39,161,879
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<u>Less Creditors (Due more than Year)</u>					
Housing Loans			3,057,255		
Pension creditor > 1yr			70,000		3,127,255
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<u>Less Deferred Income</u>					
Social Housing Grant - Properties			12,796,677		
Social Housing Grant - Office Premises			2,005,159		14,801,836
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<b>TOTAL ASSETS</b>					<b>21,232,789</b>
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<u>Capital and Reserves</u>					
Share Capital					200
Revenue Reserves					20,768,383
Surplus/(Deficit) for period					464,204
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					<b>21,232,789</b>
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CLYDEBANK HOUSING ASSOCIATION LIMITED											BUDGET		31 Mar 21	
BUDGET														
FOR PERIOD TO 31 Mar 21														
COST CENTRE ANALYSIS														
	100%	36.18%	2.40%	16.58%	6.52%	9.85%	0.00%	0.81%	0.59%	0.53%	0.10%	0.36%	2.67%	23.41%
	TOTAL	HOUSING MANAG.	SHARED O/SHIP	REACTIVE REPAIRS	CYCLICAL REPAIRS	MAJOR REPAIRS	SERVICE COSTS	DEVELOP.	FACTOR	C81	SEC-WIDER ACTION	CHA POWER WIDER ACTION	TP/WIDER ACTION	FINANCE & ADMIN
	£	£	£	£	£	£	£	£	£	£	£	£	£	£
STAFF COSTS	1,138,530	411,942	27,345	188,730	74,190	112,159	-	9,212	6,772	5,987	1,154	4,123	30,376	266,540
AGENCY COSTS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,138,530	411,942	27,345	188,730	74,190	112,159	-	9,212	6,772	5,987	1,154	4,123	30,376	266,540
OFFICE OVERHEADS	329,440	119,197	7,912	54,610	21,467	32,454	-	2,666	1,960	1,732	334	1,193	8,789	77,125
	1,467,969	531,139	35,258	243,339	95,658	144,613	-	11,878	8,732	7,719	1,488	5,316	39,166	343,664
FIN. & ADMIN ALLOCATION		162,352	10,777	74,381	29,240	44,203	-	3,631	2,669	2,359	455	1,625	11,972	343,664
MANAGEMENT EXPENSES	1,467,969	693,491	46,035	317,721	124,897	188,816	-	15,509	11,401	10,078	1,943	6,940	51,137	-
<b>HOUSING DIRECT COSTS:</b>														
REACTIVE MAINTENANCE	425,000			425,000										
CYCLICAL MAINTENANCE	822,704				822,704									
MAJOR REPAIRS	95,000					95,000								
SERVICE COSTS	164,400			45,000			119,400							
PROPERTY INSURANCE	85,000	85,000												
CONTINGENCY	4,000	4,000												
DEPRECIATION	950,000	912,000	38,000											
GENERAL EXPENSES ETC	115,300	100,575											14,725	
	2,661,404	1,101,575	38,000	470,000	822,704	95,000	119,400	-	-	-	-	-	14,725	-
<b>NON-HOUSING DIRECT:</b>														
FACTORING	1,600								1,600					
DEVELOPMENT	5,000							5,000						
SEC - WIDER ACTION	20,100										20,100			
C81 - WIDER ACTION	158,950									158,950				
	185,650	-	-	-	-	-	-	5,000	1,600	158,950	20,100	-	-	-
<b>TOTAL OPERATING COSTS</b>	<b>4,315,023</b>	<b>1,795,066</b>	<b>84,035</b>	<b>787,721</b>	<b>947,601</b>	<b>283,816</b>	<b>119,400</b>	<b>20,509</b>	<b>13,001</b>	<b>169,028</b>	<b>22,043</b>	<b>6,940</b>	<b>65,862</b>	<b>-</b>



<b>CASH FLOW PROJECTION FOR 12 MONTHS TO 31 MARCH 2021</b>													
	<b>2020</b>						<b>2021</b>						
	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	
<b>Opening balance (Estimate)</b>	7,400,000	7,706,430	7,607,695	7,496,327	7,317,144	7,137,961	6,904,744	6,787,124	6,669,503	6,539,249	6,460,465	6,381,681	
Net Rental Income	352,898	352,898	352,898	352,898	352,898	352,898	352,898	352,898	352,898	352,898	352,898	352,898	
Other - Adaptations/Allowances	167	167	167	200	200	200	167	167	167	200	200	200	
Other Income - CHAP	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	
Other - Factor	2,200	2,200	2,200	-	-	-	2,207	2,207	2,207	-	-	-	
Other - Commercial	-	-	-	33	33	33	-	-	-	33	33	33	
Other - C81/Gym81 income	7,421	7,421	7,421	7,421	7,421	7,421	7,421	7,421	7,421	7,421	7,421	7,421	
Other - SEC rental income	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	
	366,524	366,524	366,524	364,391	364,391	364,391	366,531	366,531	366,531	364,390	364,390	364,390	
<i>*net of direct costs</i>													
Staff Remuneration	95,588	95,588	95,588	94,640	94,640	94,640	94,640	94,640	94,640	94,640	94,640	94,640	
Office Overheads (Less Deprec.)	24,642	24,642	24,642	16,485	16,485	16,485	17,058	17,058	17,058	21,628	21,628	21,628	
Property Maintenance	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	
Cyclical Maintenance	46,993	46,993	46,993	130,707	130,707	130,707	74,618	74,618	74,618	21,917	21,917	21,917	
Major Repairs - I&E	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	
Major Repairs - B/Sheet	180,563	180,563	180,563	180,563	180,563	180,563	180,563	180,563	180,563	180,563	180,563	180,563	
Service Costs	10,960	10,960	10,960	13,700	13,700	13,700	10,960	10,960	10,960	19,180	19,180	19,180	
General Expenses & Contingency	9,442	9,442	9,442	11,442	11,442	11,442	9,442	9,442	9,442	9,442	9,442	9,442	
Property Insurance (Full cost)	85,000	-	-	-	-	-	-	-	-	-	-	-	
Other - Factoring (direct costs)	100	100	100	167	167	167	167	167	167	100	100	100	
Other - Adaptations/Allowances (direct)	833	833	833	-	-	-	833	833	833	-	-	-	
Other - Commercial (direct costs)	-	-	-	-	-	-	-	-	-	-	-	-	
Wider Role (C81 direct costs)	13,246	13,246	13,246	13,246	13,246	13,246	13,246	13,246	13,246	13,246	13,246	13,246	
Wider Role (SEC direct costs)	1,917	1,917	1,917	1,650	1,650	1,650	1,650	1,650	1,650	1,483	1,483	1,483	
	- 512,617	- 427,617	- 427,617	- 505,932	- 505,932	- 505,932	- 446,510	- 446,510	- 446,510	- 405,532	- 405,532	- 405,532	
Capital Costs expected (housing package)	-						- 50,000						
Property Purchases			- 30,000				- 21,400		- 30,000				
	-												
	-	-	- 30,000	-	-	- 71,400	-	-	- 30,000	-	-	-	
Bank Interest Received			17,366				17,366		17,366			17,366	
Interest free loan from Scot Govt	490,164												
Loan Repayments	- 37,642	- 37,642	- 37,642	- 37,642	- 37,642	- 37,642	- 37,642	- 37,642	- 37,642	- 37,642	- 37,642	- 37,642	
	452,522	- 37,642	- 20,276	- 37,642	- 37,642	- 20,276	- 37,642	- 37,642	- 20,276	- 37,642	- 37,642	- 20,276	
<b>Closing Balance</b>	<b>7,706,430</b>	<b>7,607,695</b>	<b>7,496,327</b>	<b>7,317,144</b>	<b>7,137,961</b>	<b>6,904,744</b>	<b>6,787,124</b>	<b>6,669,503</b>	<b>6,539,249</b>	<b>6,460,465</b>	<b>6,381,681</b>	<b>6,320,264</b>	

# CLYDEBANK HOUSING ASSOCIATION LIMITED

## NOTES ON BUDGET TO 31 MARCH 2021

Budget Holder

### 1. STAFF REMUNERATION

Chief Executive (CEO)

This allows for the current staff complement (including posts approved since the last budget) and includes the employer's rate of National Insurance payable (13.8%). Employer Pension Contributions of 10% and 5% for the current SHAPS DC scheme and the new auto-enrolment DC scheme respectively have also been included. For budgeting purposes, this account assumes that all staff are members of the full pension scheme and furthermore an amount of c. £130k has been provided in this account for the SHAPS past service deficit payable by the Association. Additional scheme costs for life cover, agreed by the Management Committee, have also been incorporated.

An increase of 2% in respect of the annual cost of living and incremental increases for staff, where applicable, has been estimated as well as an allowance for subsistence, travel expenses and emergency call out payments.

<u>Staff Costs during the year</u>	<u>No of staff*</u>	<u>2020/21</u>	<u>No of staff*</u>	<u>2019/20</u>
Office based staff (inc NI and pension)	21.5	887,756	22.4	829,774
Caretaking staff (inc NI and pension)	4.4	105,143	4.4	100,866
Allowances, subsistence and travel		9,044		8,860
SHAPS pension - past service deficit and life cover		136,586		145,640
		<u>1,138,530</u>		<u>1,085,140</u>
<i>*Full time equivalent.</i>				
<i>Notes: Centre81 staff allocated through C81 budget</i>				
<i>Notes: Cleaners allocated through Office overheads - general expenses</i>				

### 2. HEAT AND LIGHT

Head of Finance and Corporate Services (HOFCS)

The budget allocation reflects 2020/21 costs for both Electricity and Gas and is slightly less than last year's budget figure due to planned efficiencies being incorporated into the office refurbishment.

### 3. TELEPHONE

HOFCS

This account is based on current usage with a small decrease on last year. Monthly charges for mobile phones and Management Committee broadband facilities are also included.

4. EQUIPMENT/OFFICE MAINTENANCE HOFCS

This account includes amounts for office repairs, maintenance contracts for the fire alarm, computer hardware, fire extinguishers, burglar alarm, telephone system, photocopiers and sanitary ware.

5. OFFICE RENT & RATES HOFCS

This account incorporates costs relating to ground rent and factoring, rates (20%), water charges and waste collection.

6. POSTAGE, STATIONERY AND PRINTING HOFCS

This account is based on current expenditure and includes printing costs of the Association's newsletters and an additional £5k of costs planned for this year to update various publications into different languages. Account also includes stationery and postage costs.

7. COMMITTEE TRAINING HOFCS

This account is takes into account attendance at training courses and official conferences. Additional training for any new members has also been included.

These courses are essential to meet the objectives of committee members' personal training plans and needs identified in the ongoing committee Skills Audits.

8. STAFF TRAINING Senior Staff

The Staff Training Budget is based on last year's expenditure together with an estimate for requests made by staff during recent appraisal interviews, a breakdown of which is as follows: -

	£
Computer/General	5,000
College/University	9,000
Training - Housing Management Section	2,000
Maintenance Section	2,500
Finance & Corporate Services	2,500
Development/Other	2,500
Caretakers	500
Staff/Committee Training Day	2,000
	-----
	26,000
	=====

## 9. INSURANCE

HOFCS

This account covers office contents and buildings insurance policies. The cost is based on actual costs incurred for 2019/20 which and a slight reduction due to the full tendering exercise carried out in February 2019.

## 10. COMPUTER COSTS

CEO/HOFCS

This account covers expenditure related to software/technical support, Sage Cover in respect of the Accounts and Payroll packages, Software licences and the transfer of paper files to digital archiving.

## 11. AUDIT AND ACCOUNTANCY

CEO/HOFCS

The budget allocation allows for the Annual External Audit (£9.6k) and Internal Audit (£5.2k) programmes to be carried out in the year. A competitive tendering exercise is planned for all auditing services in February/March 2020 which should realise savings on these amounts.

## 12. AFFILIATION FEES

HOFCS

Affiliation fees have been allowed for as follows and take into account staff numbers and annual inflationary increases: -

	£
SFHA (Lobbying/Model Policies)	10,929
SHARE (Training Provider)	5,459
EVH (Employment issues/training)	4,738
Scotland Excel (Procurement)	2,163
SHBVN (Benchmarking Network)	1,545
Homeswapper (mutual exchange platform)	618
GWSF (Housing Assoc Forum)	1,200
Financial Credit Authority	927
Tenant Participation Advisory Service	412
Chartered Institute of Housing	515
Living Wage Foundation	206
Friends of PATH	412
Happy To Translate	721
Others (Disclosure Scotland, Info Commission)	259
	-----
	30,140
	=====

## 13. GENERAL EXPENSES

HOFCS

Included under this heading is expenditure for recruitment/publicity, office cleaning and miscellaneous sundry items.

#### 14. CONTINGENCY

HOFCS

£1,000 has been budgeted for nothing specific but simply to allow for some slack in the budget. It is not, however, normally required during the year.

#### 15. DEPRECIATION

Depreciation has been charged on the various classes of fixed assets, including an estimate for purchases throughout the year, as follows. The increased amount is based on the new SORP accounting requirements.

<u>Depreciation Charge (over expected economic useful lives)</u>	
Office Premises	
- structure	50 years
- Kitchen	20 years
Bathroom	25 years
- Gas Boiler	15 years
- Radiators & Pipework	30 years
- Rewiring	30 years
- Ventilation Units	10 years
- Doors & Windows	30 years
Furniture and Fittings	5 years
Computer Equipment	3 years
Office Equipment	5 years

These accounts represent book value adjustments and are classified as **non-cash** items.

#### 16. ALLOCATED

The Association has in place a system of time sheets which, when analysed in conjunction with senior staff, provides the basis for allocating indirect costs (salaries and overheads) as presented on the Cost Centre Analysis on Page 7.

#### 17. KEY INDICATOR/TARGETS

The Association has always recognised the benefits from low administration costs and monitored our efficiency through our peer group results. This is regulated by the Scottish Housing Regulator and focuses on administration costs per property under management.

Our budgeted overhead statistic of £1,334 per unit has increased, although we are confident that this will continue to perform favourably against the peer group average. For further measurement of internal financial targets, please refer to Appendix 2 (Page 20).

**18. RENTAL INCOME**

Head of Housing Services (HOHS)

This figure takes into account ALL rents (inclusive of service charges where applicable) with a **2.5% increase applied**. A breakdown of the account is as follows: -

	QUARTERS 2020/21				TOTAL
	Qtr to 30 June	Qtr to 30 Sept	Qtr to 31 Dec	Qtr to 31 Mar	
	£	£	£	£	£
Total Rents	1,088,632	1,088,632	1,088,632	1,088,633	4,354,528
Less Sales	-	-	-	-	-
Gross Rent	1,088,632	1,088,632	1,088,632	1,088,633	4,354,528
S/Ownership	24,493	24,493	24,493	24,492	97,972
Less Voids	- 54,430	- 54,430	- 54,430	- 54,432	- 217,720
	<u>1,058,695</u>	<u>1,058,695</u>	<u>1,058,695</u>	<u>1,058,693</u>	<u>4,234,780</u>

**19. RENTAL VOIDS AND BAD DEBTS**

HOHS

Rental voids and bad debts have been adjusted to 5% (1% and 4% respectively) of the rental due to present welfare reform changes, the effect this has had on our recovery rates and the roll-out of universal credit. This proposed level of 5% (prev. 6%) will be incorporated into our long term Financial Plans and will be reviewed again in April/May 2020.

**20. OTHER GRANTS/INCOME (CHA Power)**

HOFCS

The amount of c. £20k is in respect of the recharge to CHA Power for apportionment of administrative costs incurred by CHA and the salary costs of the Admin Assistant who is based at the CHA offices.

**21. PROPERTY MAINTENANCE**

Housing Services Manager (HSM)

The annual figure of £425k is based on costs required for all stock and is decreased from 2020/21 due to the efficiencies being realised in the reactive contracts and enhanced controls being incorporated in regards to void properties. This amount is reflected in the rent setting process and will be closely monitored monthly throughout the year.

## 22. CYCLICAL MAINTENANCE

HSM

A breakdown of the total annual allocation of c. £823k can be found in Appendix 1 attached and is based on the 2019 LCC programme for 2020/21 and an amount of c. £430k carried forward from previous years. An annual amount of £365k for cyclical maintenance is incorporated into the rent setting process in accordance with the sinking fund.

## 23. MAJOR REPAIRS

HSM

The Major Repairs expenditure shown on this account is as follows: -

	Budget to 31 March 2020 £
<u>All stock</u>	
Balance Sheet	2,166,751
I & E Account	<u>95,000</u>
	<u><u>2,261,751</u></u>

A breakdown of the total annual budgeted expenditure is included in Appendix 1 (attached).

An increased amount of £950k (previously £800k) for the Major Repairs contribution has been incorporated into the rent setting process for 2020/21 in accordance with the revised sinking fund and the requirements to fully fund the programme.

## 24. SERVICE COSTS

HSM

Expenditure in this account relates to communal electricity, landscape maintenance and caretaker costs. The harmonised service charges for all housing stock (c. £119k) are recovered through the rental service charge and the remaining service costs (c. £45k) are allocated to the routine maintenance account (see cost centre analysis) and incorporated in the rent review process.

## 25. PROPERTY INSURANCE

HOFCS

This amount has been based on last year's competitive tender amount and the recent claims history.

## 26. GENERAL EXPENSES

HOFCS

The budgeted expenditure on this account is as follows: -  
£

Wider Role/Tenant Participation	10,500
Tenant group funding	2,625
Promotional & SSHC costs	1,600
Tenants Satisfaction study	6,000
Housing Management legal & prof costs	21,200
Tenant starter packs	3,000
WDC Rates for CHP generator	1,700
Additional decant/ council tax for voids	1,000
Legal & Prof – development & other	7,000
Legal & Prof – Personnel	2,500
Legal & Prof – VAT/Pensions/IIYP/H+S	13,500
Legal & Prof – Carbon Management	10,000
Legal & Prof – Stock condition survey	4,500
Simply Health Plan	2,300
Owners satisfaction survey	1,600
ARC validation audits	2,500
Bank charges	22,000
Increase in bad debt provision (year-end)	<u>1,775</u>
	<b><u>115,300</u></b>

## 27. PROPERTY DEPRECIATION

HOFCS

The Association depreciates housing properties by major component on a straight-line basis over the estimated useful economic lives of each identified component, as seen below. The increased amount is based on the new SORP accounting requirements.

<u>Component</u>	<u>Useful Economic Life</u>
Structure	50 years
Kitchen	20 years
Bathroom	25 years
Gas Boiler	15 years
Radiator & pipe work	30 years
Electric heating	25 years
Rewiring	30 years
Ventilation units	10 years
Emergency lighting	10 & 15 years
Windows	30 years
External doors	30 years
Communal entrance & pass doors	20 years
Door entry systems	15 years
Lifts	20 years



**28. CONTINGENCY**

CEO

This has been incorporated to facilitate any items of expenditure, which are at this time not specific.

**29. NON-HOUSING ACCOUNT SURPLUS/(DEFICIT)**

The deficit shown on the non-housing account on page 3 is carried back to the foot of the housing account and added to the surplus on this account. In this way, the Budget demonstrates the Operating Surplus being generated by both accounts, in this case, c. £600k.

**30. OTHER PURCHASES**

HOFCS

£100k per annum has been deducted, per the approved Financial Plan, to allow for purchases through the Mortgage to Rent Scheme/Open Market Policy/Shared ownership buy-backs. However, an amount of £18,600 from this budget has been used in 2019/20 therefore reducing the overall amount available for purchases in 2020/21.

**31. INTEREST RECEIVABLE**

HOFCS

Taking the Association's average cash holdings over the year and applying an average 1.0% rate of interest has arrived at this figure.

**32. LOAN REPAYMENTS**

HOFCS

Loan repayments are summarised as follows: -

	Repayment £	Rent £	S/O £
Clydesdale Core Stock – Fixed	101,581	86,154	15,427
Clydesdale Core Stock – Variable	82,401	69,887	12,514
Clydesdale Cart Street – Variable	38,900	38,900	
Clydesdale Cart Street – Variable	36,961	36,961	
CAF Bank – Graham Ave Variable	134,155	134,155	
Energy Savings (HEEPS int-free)	51,524	0	
Energy Savings (Elec vehs int-free)	6,180	0	
	-----	-----	-----
	451,702	423,761	27,941
	=====	=====	=====

Adjustments will be made for the principal (capital) elements contained within the loan repayments, at the year-end.

### 33. MAJOR REPAIRS PROVISION

The total transfer from reserves is calculated as follows: -

	£	£	£
	Budget Spend	Contribution	Transfer to/(from) Reserves
Major Repairs	1,297,354	950,000	(347,354)

### 34. RESERVES CARRIED FORWARD

The Association is recording a surplus of c. £464k after a total transfer from the Major Repairs sinking fund of c. £347k.

### 35. DEVELOPMENT ACCOUNT

CEO

Allowances of c. £2.2k have been budgeted for social work adaptations. Additional management expenses have been allocated to the account for 2020/21 to incorporate staff time spent on the revived development programme within the Association.

### 36. FACTORING ACCOUNT

HOFCS

Total income is based on 73 owner occupied fully factored properties at £119.00 p.a. Also included is a twice-yearly administration charge of £3.00 per owner occupied property (c. 541 owners) to cover costs relating to the management of the factoring services. Management expenses are allocated as per note 16 and the Cost Centre Analysis on Page 7 and direct costs relate to debt recovery expenditure.

### 37. COMMERCIAL ACCOUNT

HOFCS

An amount of c. £200 has been estimated for boardroom hire income.

### 38. CENTRE 81 ACCOUNT

CEO/HOFCS

Various user groups and customers are regularly using the Centre and we have budgeted for c. £89k of project/letting/Gym81 income for the period to 31<sup>st</sup> March 2021. The direct costs, which relate to staff costs and general running expenses of the Centre, are under tight control and will be closely monitored. The account also includes a proportion of our management expenses. A detailed breakdown of both Income and expenditure for this account is detailed in Appendix 4.

### **39. SOCIAL ECONOMY ACCOUNT (SEC)**

HOFCS

The SEC Budget showing income and expenditure on this account is detailed in Appendix 3.

The SEC is now home to two tenant organisations occupying the majority of the building. The rental income has been calculated on a square footage per tenant basis to generate c. £26k pa of rental income. From October 1<sup>st</sup> 2019, we have moved the site of the Disaster Recovery location to Centre81.

A small surplus of c. £3.7k is predicted, after deduction of direct costs and CHA management expenses.

## **BALANCE SHEET**

### **40. INVESTMENT – CHA POWER LTD**

This represents the balance of the Investment in CHA Power after the sale of the use of the asset and the subsequent Impairment in the Association's Accounts.

### **41. TANGIBLE FIXED ASSETS - Others**

This figure includes the purchase and fitting out of the office premises and the Social Economy Centre. It also includes the investment in Centre81.

### **42. NET CURRENT ASSETS**

This figure demonstrates that the Association is generating enough income to meet immediate and short-term costs.

## APPENDIX 1 - Major and Cyclical Repairs

<b>MAJOR REPAIRS 2020/21</b>		£	£
			Budget
<b>Tenements - Alexander Street / Kilbowie Road / Whitecrook Street / 161-173 Dumbarton Road</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	50,873	
* Entry call system	<a href="#">c/fw d from 2019/20</a>	65,134	
* Stone cleaning		112,634	
			228,640
<b>Bon Accord Sqare / Forth Street / 119,125,149,155 Dumbarton Road</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	33,469	
* Carbon monoxide detectors	<a href="#">c/fw d from 2019/20</a>	7,172	
* Entry call system	<a href="#">c/fw d from 2019/20</a>	42,834	
			83,475
<b>Jean Armour Drive</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	10,264	
* Carbon monoxide detectors	<a href="#">c/fw d from 2019/20</a>	2,170	
			12,434
<b>West Thompson Street / Janetta Street</b>			
* Consumer unit/rewire (inc heat smoke/carbon monoxide detectors)	<a href="#">c/fw d from 2019/20</a>	5,378	
* Windows		7,537	
			12,914
<b>127 &amp; 179-189 Glasgow Road</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	12,911	
* Carbon monoxide detectors (127GR only)	<a href="#">c/fw d from 2019/20</a>	95	
* Kitchens		6,360	
* Entry call system		17,172	
* Bathrooms		4,452	
			40,990
<b>Ian Smith Court / Fleming Avenue</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>		16,918
<b>15-27 Bannerman Place</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	12,466	
* Ventilation fans		10,685	
			23,151
<b>Melfort Court</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	890	
* Kitchens		6,714	
* Electric boiler		3,816	
			11,419
			<b>Continued/...</b>

## APPENDIX 1 - Major & Cyclical Repairs continued

<b>MAJOR REPAIRS 2020/21</b>		£	£
		<b>Budget</b>	
<b>Crown Avenue</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	9,818	
* Ventilation fans	<a href="#">c/fw d from 2019/20</a>	8,372	
* Kitchens		69,960	
* Gas Boiler		<u>33,581</u>	
			121,730
<b>Glasgow Road / Hume Street</b>			
* Ventilation fans	<a href="#">c/fw d from 2019/20</a>	15,264	
* Entry call system		<u>22,896</u>	
			38,160
<b>Whitcrock LSVT</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	16,958	
* Carbon monoxide detectors	<a href="#">c/fw d from 2019/20</a>	<u>3,586</u>	
			20,543
<b>Linnvale - Whitson Fairhurst</b>			
* Consumer unit/rewire (inc heat smoke/carbon monoxide detectors)	<a href="#">c/fw d from 2019/20</a>	<u>232,050</u>	
			232,050
<b>Linnvale - Blackburn</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	1,785	
* Carbon monoxide detectors	<a href="#">c/fw d from 2019/20</a>	<u>356</u>	
			2,141
<b>Linnvale - Atholl Steel</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	8,033	
* Carbon monoxide detectors	<a href="#">c/fw d from 2019/20</a>	<u>1,627</u>	
			9,660
<b>Linnvale - Atholl Brick</b>			
* Heat Smoke Detectors	<a href="#">c/fw d from 2019/20</a>	12,495	
* Carbon monoxide detectors	<a href="#">c/fw d from 2019/20</a>	<u>2,495</u>	
			14,990
<b>Linnvale - Attlee Place</b>			
* Consumer unit/rewire (inc heat smoke/carbon monoxide detectors)	<a href="#">c/fw d from 2019/20</a>	158,475	
* Entry call system	<a href="#">c/fw d from 2019/20</a>	10,328	
* Common windows and rooflights	<a href="#">c/fw d from 2019/20</a>	7,642	
* Gas Boiler		<u>27,475</u>	
			203,920
			<b>Continued/...</b>

## APPENDIX 1 - Major & Cyclical Repairs continued

<b>MAJOR REPAIRS 2020/21</b>		£	£
<b>Multi-Storey Flats</b>		<b>Budget</b>	
* Heat Smoke Detectors	c/fw d from 2019/20	173,330	
* Windows		643,011	
* Common Doors MSF		160,272	
			976,613
<b>Bannerman Estate (excluding 15-27BP)</b>			
* Entry call system			16,027
<b>Cart Street</b>			
* Ventilation fans	c/fw d from 2019/20	15,300	
* Heat Smoke Detectors	c/fw d from 2019/20	17,850	
* Carbon monoxide detectors	c/fw d from 2019/20	3,738	
			36,888
<b>Acquired properties</b>			
* Heat Smoke Detectors	c/fw d from 2019/20	3,570	
* Carbon monoxide detectors	c/fw d from 2019/20	756	
* Windows		7,537	
* Bathrooms		2,226	
			14,089
			2,116,751
<b>General</b>			
* Roof/structural repairs			50,000
<b>Ad hoc major repairs</b>			
(non-scheduled premature failures/voids e.g., kitchens, central heating systems and retentions)			95,000
<b>Total Major Repairs Spend 2020/21</b>			<b>2,261,751</b>
<b>Allocated/Split as</b>			
Taken to SOFP (Housing Properties Additions):			
	Heat Smoke Detectors	381,626	
	Carbon monoxide detectors	21,994	
	Consumer unit/rewire (inc heat smoke/carbon monoxide detectors)	395,902	
	Entry Call Systems	174,390	
	Stone cleaning	112,634	
	Ventilation fans	49,621	
	Common windows and rooflights	7,642	
	Bathrooms	6,678	
	Gas Boiler	61,056	
	Electric Boiler	3,816	
	Kitchens	83,034	
	Windows	658,084	
	Common doors	160,272	
	Roof/structural repairs	50,000	
			2,166,751
Shown in SOCE	Ad hoc major repairs/premature failures/voids (inc CHP installations & materials)		95,000
			21
			<b>2,261,751</b>
			<b>Continued/...</b>

## APPENDIX 1 - Major & Cyclical Repairs continued

<u>CYCLICAL REPAIRS 2020/21</u>	£	£
		Budget
Gutter cleaning	25,508	
Water pumps / storage tanks inspections	24,465	
Gas servicing / maintenance / audits	87,906	
Lift cars and gear inspections	47,736	
Laundry equipment maintenance (Radnor Park)	16,064	
Dry riser inspections (Radnor Park, Cart St and Graham Ave)	7,000	
Testing of fall arrest systems / roof anchors (Radnor Park)	3,276	
Communal ventilation fans/fire vent system inspection	6,534	
Electrical testing (Multi-storey flats inc emergency tests)	25,827	
Lightning Protection Inspections (Radnor Park)	5,000	
Balcony glazing system inspections	6,876	
Unvented HWC Inspections	3,998	
Electrical inspections (no reactive allowance	61,656	
Common area painterwork (Bon Accord	37,980	
Asbestos related works and services	25,000	
		384,827
<u>Carried forward from previous years:</u>		
Common area painterwork (Ian Smith/Fleming Ave)	14,866	
Common area painterwork (Glasgow Rd/Hume Street)	25,200	
Common area painterwork (Attlee Place)	15,811	
Common area painterwork (various addresses)	242,000	
Electrical inspections (5 yearly)	140,000	
		437,877
<b>TOTAL</b>		<b>822,704</b>

## PERFORMANCE REPORTING AND INTERNAL TARGETS

Benchmarked against SHR Peer Group Statistical Information Tables (I&P Charitable, General, Mainstream, Urban)	Annual Accounts 17/18	Annual Accounts 18/19	Budget 19/20	Budget 20/21
	£	£	£	£
<b>1. Admin Cost per Unit (£)</b>				
CHA Admin Cost per Unit	£ 1,095	£ 1,143	£ 1,317	1,334
SHR Peer Group Average	£ 1,271	£ 1,312		
Target: To be no more than the Peer Group Average			(to be less than peer group average)	(to be less than peer group average)
<b>Favourable/Unfavourable (-) Variance</b>	<b>£ 176</b>	<b>£ 169</b>		
<b>2. Percentage Income spent on Overheads (%)</b>				
	£	£	£	£
Gross Rental Income	3,860,714	4,179,965	4,322,000	4,452,500
Total Overheads	296,858	291,240	333,750	329,440
Actual Percentage	7.7%	7.0%	7.7%	7.4%
Target Percentage	10.0%	10.0%	10.0%	10.0%
<b>Favourable/Unfavourable (-) Variance</b>	<b>2.3%</b>	<b>3.0%</b>	<b>2.3%</b>	<b>2.6%</b>
<b>3. Percentage Income spent on Salaries (%)</b>				
	£	£	£	£
Gross Rental Income	3,860,714	4,179,965	4,322,000	4,452,500
Total Salaries in Management Costs (excl. past service pension deficit, cleaners and C81 staff)	864,824	914,066	939,964	1,008,444
Actual Percentage (Excl pension deficit cont'n)	22.4%	21.9%	21.7%	22.6%
Target Percentage	25.0%	25.0%	25.0%	25.0%
<b>Favourable/Unfavourable (-) Variance</b>	<b>2.6%</b>	<b>3.1%</b>	<b>3.3%</b>	<b>2.4%</b>
SHR Peer Group Average	20.7%	20.8%		
CHA Staffing Cost per Unit	£ 757.95	£ 783.93	£ 803.39	£ 861.92
CHA Total Staffing reported to SHR (including C81 staffing, cleaners etc)	£ 964.59	£ 958.92		
SHR Peer Group Average	£ 996.89	£ 1,042.84		
<b>Favourable/Unfavourable (-) Variance</b>	<b>£ 32.30</b>	<b>£ 83.92</b>		
<b>4. Turnover per Unit (£) - for information</b>	£	£	£	£
Turnover	4,740,292	5,165,463	4,825,164	4,984,976
Number of Units	1,141	1,166	1,170	1,170
Actual Percentage	£ 4,155	£ 4,430	£ 4,124	£ 4,261
SHR Peer Group Average	£ 4,881	£ 5,093		
National RSL Average	£ 6,491	£ 6,629		
<b>5. Current assets to current liabilities (Current ratio)</b>	£	£	£	£
The current ratio is a liquidity ratio that measures a company's ability to pay short-term obligations or those due within one year				
Current Assets	7,852,922	8,067,943	5,705,425	6,561,358
Current Liabilities	1,246,526	1,542,464	933,000	965,745
Actual outturn (times)	6.3	5.2	6.1	6.8
Target outturn (times)	1.1	1.1	1.1	1.1
<b>Favourable/Unfavourable (-) Variance</b>	<b>5.2</b>	<b>4.1</b>	<b>5.0</b>	<b>5.7</b>
SHR Peer Group Average	2.3 times	2.2 times		
National RSL Average	2.4 times	2.3 times		



6. Debt per unit (£)			APPENDIX 2 Continued	
This ratio shows how much lending/debt we have per unit of stock				
Number of units	1,141	1,166	1,170	1,170
	£	£	£	£
Total loans outstanding	4,062,069	4,368,389	3,947,000	3,438,000
Actual debt cost per unit (£)	3,560	3,746	3,374	2,938
SHR Peer Group Average	10,794	11,067		
National RSL Average	10,888	11,044		
Target: To be no more than the Peer Group Average				
<b>Favourable/Unfavourable (-) Variance</b>	<b>7,234</b>	<b>7,321</b>		
7. Interest Cover (£)				
The interest cover ratio measures the ability to handle its outstanding debts (how easily the loan interest can be paid)				
	£	£	£	£
Net cash inflow/(outflow) from operating activities	913,582	1,886,134		
Add interest received	130,625	46,354		
	1,044,207	1,932,488	-	-
Interest paid	28,500	66,400		
Interest cover (%)	3663.9%	2910.4%		
SHR Peer Group Average	1051%	2136%		
National RSL Average	924%	1541%		
Target: To be no more than the Peer Group Average				
<b>Favourable/Unfavourable (-) Variance</b>	<b>2613%</b>	<b>774%</b>	<b>0%</b>	<b>0%</b>
8. Gearing (%)				
To show the total amount of borrowing in relation to the net value of the housing stock and other fixed assets				
	£	£	£	£
Total outstanding debt	4,062,069	4,368,389	3,947,000	3,438,000
Less cash	7,629,314	7,395,913	5,355,331	6,320,264
	- 3,567,245	- 3,027,524	- 1,408,331	- 2,882,263
Divided by Net Assets	18,354,738	19,240,677	19,366,484	21,232,789
Gearing %	-19.4%	-15.7%	-7.3%	-13.6%
SHR Peer Group Average	400%	315%		
National RSL Average	268%	220%		
Target: To be no more than the Peer Group Average				
<b>Favourable/Unfavourable (-) Variance</b>	<b>419%</b>	<b>331%</b>	<b>7%</b>	<b>14%</b>
9. Income Cover (%)				
	£	£	£	£
The interest coverage ratio measures how many times a company can cover its current interest payment with its available earnings				
Total Income	4,845,636	5,222,910	4,825,164	no longer reportable as fully paid Nov 2019
Total Expenditure	3,400,848	3,896,916	4,943,057	
Ratio	142%	134%	98%	
Target Ratio	108%	108%	108%	
3 year average Ratio*	139%	138%	108%	
<b>Favourable/Unfavourable (-) Variance</b>	<b>31%</b>	<b>30%</b>	<b>0%</b>	
* Ratio measured over 3 consecutive years - Dexia are notified and Waiver requested in years of high Major Repairs expenditure.				

**SOCIAL ECONOMY CENTRE**  
**DRAFT BUDGET**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**Income**

	QTR. TO <u>30-Jun-20</u>	QTR. TO <u>30-Sep-20</u>	QTR. TO <u>31-Dec-20</u>	QTR. TO <u>31-Mar-21</u>	BUDGET <u>2020/21</u>	PREVIOUS <u>2019/20</u>	ACTUAL <u>31-Mar-19</u>
	£	£	£	£	£	£	
Rents	6,440	6,440	6,440	6,440	<b>25,760</b>	27,990	27,173
Other Income					-	2,710	3,285
<b>Total Income</b>	<b>6,440</b>	<b>6,440</b>	<b>6,440</b>	<b>6,440</b>	<b>25,760</b>	<b>30,700</b>	<b>30,458</b>

**Expenditure****Core Premises**

Ground Lease/Factoring	1,725	1,725	1,725	1,725	<b>6,900</b>	6,900	5,890
Rates	2,300				<b>2,300</b>	2,300	2,136
Heat, Light & Water	575	575	575	575	<b>2,300</b>	4,000	3,068
Cleaning & Maintenance	900	2,400	2,400	1,900	<b>7,600</b>	11,600	7,200
<b>Total</b>	<b>5,500</b>	<b>4,700</b>	<b>4,700</b>	<b>4,200</b>	<b>19,100</b>	<b>24,800</b>	<b>18,294</b>

**Managed Workspace**

Stationery, Telephones & Misc.	250	250	250	250	<b>1,000</b>	1,000	762
<b>Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>1,000</b>	<b>1,000</b>	<b>762</b>

**Management Expenses per CHA  
Budget 2020/21**

	486	486	486	486	<b>1,944</b>	1,928	1,517
<b>TOTAL EXPENSES</b>	<b>6,236</b>	<b>5,436</b>	<b>5,436</b>	<b>4,936</b>	<b>22,044</b>	<b>27,728</b>	<b>20,573</b>
<b>SURPLUS/DEFICIT(-) FOR YEAR</b>	<b>204</b>	<b>1,004</b>	<b>1,004</b>	<b>1,504</b>	<b>3,716</b>	<b>2,972</b>	<b>9,885</b>

<b>Centre81 Budget to 31 March 2021</b>	<b>APPENDIX 4</b>				
	<b>Budget</b>	Budget	Actual		
<b>Revenue Costs</b>	<b>2020/21</b>	2019/20	2018/19		Budget
	<b>Year 11</b>	Year 10	Year 9		<b>Variance</b>
	<b>£</b>	£	£		<b>£</b>
<b>Total Staffing &amp; Training Costs</b>	<b>79,300</b>	78,300	78,530		1,000
<b>Administration</b>					
Telephone, Internet & Redcare Lines	7,500	7,000	7,354		500
Stationery & Postage	900	300	957		600
IT Equipment Maintenance & software upgrades	3,500	3,600	3,325		(100)
Gym Admin Costs	2,400	1,800	1,638		600
Miscellaneous Sundries & PC items	1,200	1,300	1,248		(100)
<b>Administration Sub Total</b>	<b>15,500</b>	14,000	14,522		1,500
<b>Consultants</b>					
Fundraising/Advice/Monitoring form completions etc	5,000	5,000	5,000		-
<b>Consultants Sub Total</b>	<b>5,000</b>	5,000	5,000		-
<b>Premises Costs</b>					
Gas & Electricity	20,000	21,000	22,048		(1,000)
Refuse disposal/Paper Recycling	1,500	2,000	1,429		(500)
Rates & Water Rates	16,500	16,300	16,189		200
Other Equipment Maintenance (Annual Contracts)	7,800	7,800	5,468		-
Sanitary Disposal & washrooms	2,600	2,600	2,587		-
Cleaning Supplies	1,250	1,250	1,156		-
Repairs and maintenance	8,000	6,000	7,228		2,000
<b>Premises Costs Sub Total</b>	<b>57,650</b>	56,950	56,105		700
<b>Marketing</b>					
Community Consultations/Events	600	800	421		(200)
Newsletter Production (printing & delivery)	500	500	-		-
Marketing	400	400	360		-
<b>Marketing Sub Total</b>	<b>1,500</b>	1,700	781		(200)
<b>TOTAL DIRECT EXPENDITURE</b>	<b>158,950</b>	155,950	154,938		3,000
<b>CHA Management Expenses per Budget</b>	10,078	7,364	7,262		2,715
<b>Total Expenditure inc Management Expenses</b>	<b>169,028</b>	163,314	162,200		5,715
<b>Revenue Funding</b>					
Lets inc. long term office lets	52,850	56,300	50,354		(3,450)
Café Rental	3,200	3,120	5,005		80
Gym Memberships, Inductions & Classes	8,000	8,000	6,755		-
Project Income (Lets & Other)	25,000	25,500	66,869		(500)
<b>Total Revenue Funding</b>	<b>89,050</b>	92,920	128,983		(3,870)
<b>Projected Surplus/Shortfall (-)</b>	<b>(79,978)</b>	(70,394)	(33,217)		(9,585)