

# CRAIGDALE HOUSING ASSOCIATION LIMITED

BOARD MEETING

MONDAY 27<sup>TH</sup> FEBRUARY 2023

AGENDA ITEM: 11 BUDGET 2023/24 - FINAL

Status:

**Confidential:**

✓

**Non-Confidential:**

Author:

FMD Financial Services Limited

For:

**Approval:**

✓

**Discussion:**

**Noting:**

Purpose:

The purpose of this Report is to consider the budgeted income and expenditure projections for financial year 2023/24.

Appendices:

1. Annual budget for the year ahead

## Implications

Risks:

- CHA-1: Financial Report-Fail to produce accurate and timely financial information.
- CHA 6: Regulatory Compliance – Fail to meet the requirements of the Scottish Housing Regulator.

Financial:

As contained within the report

GDPR/FOI:

None at present

Equality & Human Rights:

None at present

Recommendations:

The Board is invited to:

**CONSIDER** the final budget for 2023/24.

**AGREE** any changes to be included in the final budget for the year.

## Business Plan – Strategic Objectives

Strategic Objective:

1. Investing in our homes for a sustainable future ✓
2. Providing excellent customer services ✓
3. Working with partners to improve communities and tenants' lives ✓
4. Deliver excellence in Governance, Risk Management and Assurance ✓
5. Demonstrate value for money and strong financial management ✓
6. Value our people ✓

## Compliance with SHR Regulatory Standards & Other Areas of Regulation

Standard 1

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

✓

Standard 2	The RSL is open and accountable about what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. Its primary focus is the sustainable achievement of these priorities.	✓
Standard 3	The RSL manages its resources to ensure its financial well-being and economic effectiveness.	✓
Standard 4	The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.	✓
Standard 5	The RSL conducts its affairs with honesty and integrity.	✓
Standard 6	The governing body and senior officers have the skills and knowledge they need to be effective.	✓
Standard 7	The RSL ensures that any organisational changes or disposals it makes safeguard the interests of and benefit, current and future tenants.	✓
Assurance & Notification		✓
Scottish Social Housing Charter Performance		✓
Tenant & Service User Redress		
Whistleblowing		
Statutory Guidance		✓
Organisational Details & Constitution		✓

## **1.0 Introduction**

The purpose of the annual budget is to provide members with details of the expected financial position of CHA for 2023/24 based on the main assumptions employed. The information contained within the budget was provided by and discussed with staff members.

The starting position at 1/4/23 is based on the annual budget for 2022/23 with changes to reflect the actual results to March 2022, to reflect the fact that any pension deficit payments made in 2022/23 will be charged to the SOFP, to reflect reductions in component replacements and delays in new build handovers. The annual budget for 2022/23 indicated a surplus for the year of £345k and cash balances at the year-end of £2.05m. Based on the aforementioned changes the updated position is a surplus for 2022/23 of £292k and cash at March 23 of £2.3m.

Changes have been made to the draft budget in respect of higher property depreciation and lower voids, bad debts and reactive maintenance spend.

## **2.0 Discussion**

The final budget for the year indicates a projected surplus of around £228k. As always, the projected outturn will depend on the assumptions employed and any changes in the assumptions will result in a change to the expected position.

## **3.0 Main Assumptions**

- Rent rise of 6.5%
- Voids of 0.5%
- Bad debts at 0.5%
- Salaries increase by 5.25% plus increments where applicable
- Overall maintenance provision of £505k
- Loan interest rates pre margin at rate of 4.5%
- Component replacement costs of £380k
- Property buy back costs of £80k with 50% grant
- No spend on other fixed assets
- Gross rent arrears of 2%
- Loan capital repaid of £135k
- Pension deficit payment of £nil

## **4.0 Comment**

The cash position at April 2023 is projected at £2.3m with the balance reducing to just under £2.2m by March 2024. This remains a relatively strong position.

Based on the draft budget loan covenant compliance is achieved with headroom of £210k.

Management costs per unit, staff costs as a % of turnover and rent ratios continue to show positive outturns. Debt per unit increases compared to 2021/22 due to the RBS loan facility for the new build project.

Updates to the long-term projections shall be carried out in the final quarter of 2023/24 following receipt of updated long term maintenance projections and these shall form the basis of the 5-year budget submission to SHR.

## **5.0 Recommendation**

Board Members are requested to:

**CONSIDER** the final budget for 2023/24

**AGREE** any changes to be included in the final budget for the year

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**BUDGETED STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	<b>2023/24</b>	<b>2022/23</b>
	<b>£</b>	<b>£</b>
Turnover	2,341,586	2,125,890
Less : Operating Costs	-1,942,463	-1,736,957
<b>Operating Surplus</b>	<b>399,123</b>	<b>388,932</b>
Interest Receivable	20,000	2,000
Interest Payable	-190,736	-45,988
Other Finance Charges	0	0
<b>Surplus for the Year</b>	<b>228,387</b>	<b>344,944</b>
Actuarial Gain/(Loss)	0	0
<b>Total Comprehensive Income for the Year</b>	<b>228,387</b>	<b>344,944</b>

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**BUDGETED INCOME AND EXPENDITURE FROM LETTINGS**

	<b>2023/24</b>	<b>2022/23</b>
<b>Income</b>	<b>£</b>	<b>£</b>
Rental Income	1,898,098	1,695,622
Less Voids	-9,490	-8,478
	<u>1,888,607</u>	<u>1,687,144</u>
Grants Released From Deferred Income	423,020	421,424
Medical Adaptations Income	27,500	15,000
<b>Total Income From Lettings</b>	<b><u>2,339,127</u></b>	<b><u>2,123,568</u></b>
<b>Expenditure</b>		
Management & Maintenance Admin Costs	722,460	681,030
Reactive Maintenance	177,204	177,036
Cyclical Maintenance	230,894	192,412
Major Repairs	97,000	20,000
Medical Adaptations	25,000	13,636
Depreciation	670,805	630,893
Bad Debts - Housing	9,490	8,478
<b>Total Expenditure on Lettings</b>	<b><u>1,932,854</u></b>	<b><u>1,723,485</u></b>
<b>Surplus From Lettings</b>	<b><u>406,273</u></b>	<b><u>400,082</u></b>

**BUDGETED INCOME & EXPENDITURE FROM OTHER ACTIVITIES**

	<b>2023/24</b>	<b>2022/23</b>
<b>Income</b>	<b>£</b>	<b>£</b>
Factoring	2,459	2,322
<b>Total Income From Other Activities</b>	<b><u>2,459</u></b>	<b><u>2,322</u></b>
<b>Expenditure</b>		
Factoring	2,459	2,322
Community Participation	0	0
Wider Action	7,150	11,150
Bad Debts - Other	0	0
<b>Total Expenditure From Other Activities</b>	<b><u>9,609</u></b>	<b><u>13,472</u></b>
<b>Surplus From Other Activities</b>	<b><u>-7,150</u></b>	<b><u>-11,150</u></b>

<b>TOTAL INCOME</b>	<b><u>2,341,586</u></b>	<b><u>2,125,890</u></b>
<b>TOTAL EXPENDITURE</b>	<b><u>1,942,463</u></b>	<b><u>1,736,957</u></b>
<b>OPERATING SURPLUS FOR YEAR</b>	<b><u>399,123</u></b>	<b><u>388,932</u></b>

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**BUDGET ASSUMPTIONS 2023/24**

**Lettings**

**Income**

- 1 Inflation at September 2022 was CPI (10.1%), RPI (12.6%).
- 2 Rents have been increased by 6.5%.
- 3 Void Loss has been assumed at 1%.
- 4 Medical Adaptations Income includes 10% development fee received for arranging the works.
- 5 Deferred Income amortised in the year will amount to £423k.

**Expenditure - Staff Costs**

- 1 A pay award of 5.25% has been assumed to apply from April 2023.
- 2 Staff costs are based on current staff structure and take account of any increments due.
- 3 All staff members are enrolled in the SHAPS Defined Contribution scheme with employer contributions of 10%.  
Employer contributions for this scheme are assumed at 10.45% next year which includes the 0.45% increase to cover the cost of life assurance.  
Additionally, there is maternity cover in place from April - Dec 23.
- 4 Pension Costs include £1,444 for expenses relating to the administration of the Past Service Deficit.
- 5 Staff expenses include subsistence and mileage costs and are based on previous years.

**Expenditure - Estate Costs**

**1 Reactive Maintenance**

	£
Day to Day Maintenance	128,004
Void Maintenance	48,000
Estate budget	1,200
	<b>177,204</b>

**2 Medical Adaptations**

	£
Stage 3 works	25,000
	<b>25,000</b>

**3 Cyclical Maintenance**

	£
Emergency Repairs Callout Service	5,000
Gas Servicing	68,400
Gas Quality Control Checks	2,400
Electrical Safety Checks	600
Stairlighting	8,500
Close Door Servicing: Phase 1, 2 & 3	3,000
Garden Maintenance	40,800
Roof Anchor Checks	-
Landlord Supplies, TV Amps & Door	4,800
Close Cleaning, De-littering	48,000
Deep Clean Closes	-
Bulk Uplift	16,894
Gutter Cleaning	26,500
Energy Performance Certificates	6,000
	<b>230,894</b>

**4 Major Repairs**

	£
Decoration Allowance	24,000
Doors	73,000
	<b>97,000</b>

- 5 Medical Adaptations have been assumed in line with the 22/23 budget.
- 6 Depreciation charges for the year (housing properties) will amount to £671k.
- 7 Bad Debts have been assumed at 1% of budgeted Gross Rental Income.

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**BUDGET ASSUMPTIONS 2023/24**

**Lettings (continued)**

**Expenditure - Overheads**

- 1 Audit Fees include Internal Audit (£6.9k), External Audit (£16.3k) and FOI and GDPR (£1k).
- 2 General Expenses includes costs relating to uniforms (3k) and a discretionary amount (£5k).
- 3 Office Equip Maint includes all software, leases, copier costs, website and alarm maintenance.
- 4 Printing & Stationery includes costs relating to newsletters and stationery.
- 5 Professional fees includes costs relating to services for calculating the pension liability, ARC validation, professional consultancy for procurement, wall insulation surveys asset management consultancy and data protection costs.
- 6 Subscriptions includes costs for EVH, SFHA, SHARE, GWSF, SHN, as well as several smaller organisations.
- 7 Training costs allow for attendance at seminars and conferences, split between those for Staff and those for Committee members.

**Other Activities**

- 1 Factoring income relates to the management fee charged to owner occupiers.  
The same percentage increase applied to the rents has been assumed.  
Costs are based on an allocation of Staff time.
- 2 Community Participation includes costs for various community away days and parties.
- 3 Wider Action costs relate to the imagination library, a food pantry and community links.

**Other Assumptions - Income & Expenditure Account**

- 1 Interest receipts are based on average deposits of £1m at 2%
- 2 Interest payments are based on the margins associated with each loan facility.
- 3 The SONIA and base rates are assumed at 4.5%.



**CRAIGDALE HOUSING ASSOCIATION LTD**  
**BUDGETED STATEMENT OF FINANCIAL POSITION**

	<b>As at 31 March 2024 £</b>	<b>As at 31 March 2023 £</b>
<b>Fixed Assets</b>		
Housing Properties - Gross Cost	31,074,414	31,258,794
Less Depreciation	<u>-10,420,114</u>	<u>-9,856,656</u>
	20,654,300	21,402,138
 Other Non Current Assets	 340,721	 338,910
	<u>20,995,021</u>	<u>21,741,048</u>
 <b>Current Assets</b>		
Receivables	116,740	120,545
Cash at bank and in hand	<u>2,246,586</u>	<u>2,045,876</u>
	2,363,326	2,166,421
 <b>Liabilities &lt; One Year</b>		
Miscellaneous	<u>-277,871</u>	<u>-246,494</u>
	-277,871	-246,494
 Net Current Assets	<u>2,085,455</u>	<u>1,919,927</u>
 <b>Total Assets Less Current Liabilities</b>	 23,080,476	 23,660,974
 <b>Liabilities &gt; One Year</b>		
Loans	-3,241,358	-3,363,013
Pension Deficit	<u>-0</u>	<u>-84,303</u>
	-3,241,358	-3,447,316
 <b>Deferred Income</b>		
HAG	-11,677,172	-12,431,601
Other Capital grants	<u>-178,360</u>	<u>-185,220</u>
	-11,855,532	-12,616,821
 <b>Net Assets</b>	 <u><u>7,983,585</u></u>	 <u><u>7,596,837</u></u>
 <b>Capital and Reserves</b>	 £	 £
Share Capital	77	74
Revenue Reserves	7,983,508	7,596,763
 <b>Total Capital &amp; Reserves</b>	 <u><u>7,983,585</u></u>	 <u><u>7,596,837</u></u>

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**STATEMENT OF FINANCIAL POSITION**  
**WORKINGS**

**NON CURRENT ASSETS**

ACCOUNTS SOFP AT MAR 2022	OPENING ADJUSTMENT	BUDGETED MOVEMENT 22/23	BUDGETED SOFP AT MAR 2023	OPENING ADJUSTMENT 23/24	BUDGETED MOVEMENT 23/24	BUDGETED SOFP AT MAR 2024
HOUSING PROPERTIES	27,282,366	0	3,389,980	30,672,346	459,950	31,074,414
DEPRECIATION	-9,118,416	0 -	630,893	-9,749,309	-670,805	-10,420,114
	<b>18,163,950</b>	<b>0</b>	<b>2,759,087</b>	<b>20,923,037</b>	<b>-57,882</b>	<b>20,654,300</b>

**OTHER FIXED ASSETS**

COST	583,512	0	1,000	584,512	0	584,512
DEPRECIATION	-216,633	0 -	17,330	-233,963	-9,828	-243,791
IMPAIRMENT	0	0	0	0	0	0
	<b>366,879</b>	<b>0 -</b>	<b>16,330</b>	<b>350,549</b>	<b>0</b>	<b>340,721</b>

**CURRENT ASSETS**

DEBTORS	116,740	0	116,740	116,740		116,740
CASH	2,613,271	0	141,025	2,754,296	-438,686	2,246,586
	<b>2,730,011</b>	<b>0</b>	<b>141,025</b>	<b>2,871,036</b>	<b>-438,686</b>	<b>2,363,326</b>

**CREDITORS < 1 YEAR**

MISC CREDITORS	-767,871	0	-767,871	-767,871	490,000	-277,871
	<b>-767,871</b>	<b>0</b>	<b>-</b>	<b>-767,871</b>	<b>490,000</b>	<b>-277,871</b>

**CREDITORS > 1 YEAR**

LOANS	-1,273,448	0 -	2,102,985	-3,376,433	135,075	-3,241,358
PENSION DEFICIT CONT	0	0	46,019	46,019	0	0
	<b>-1,273,448</b>	<b>0 -</b>	<b>2,056,966</b>	<b>-3,330,414</b>	<b>135,075</b>	<b>-3,241,358</b>

**DEFERRED INCOME**

HAG	-11,578,921	0 -	481,871	-12,060,192	383,020	-11,677,172
NON HOUSING GRANTS	-178,360	0 -	-	-178,360		-178,360
	<b>-11,756,681</b>	<b>0 -</b>	<b>481,871</b>	<b>-12,238,552</b>	<b>0</b>	<b>-11,855,532</b>

**NET ASSETS**

	<b>7,462,840</b>	<b>0</b>	<b>344,944.46</b>	<b>7,807,784</b>	<b>-52,587</b>	<b>7,807,784</b>
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**CAPITAL & RESERVES**

SHARE CAPITAL	77	0		77		77
REVENUE RESERVES	7,462,763	0	344,944	7,807,707	-52,587	7,807,707
	<b>7,462,840</b>	<b>0</b>	<b>344,944.46</b>	<b>7,807,784</b>	<b>-52,587</b>	<b>7,807,784</b>

	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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if loan int changes to 2.5 and 1 mth for new build int difference negligible  
assume changes in LB has immaterial depn impact

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**BALANCE SHEET ASSUMPTIONS**

- 1 Results to March 2023 have been amended for actual closing balances for 2021/22 and to reflect pension costs charged to SOCI, changes in planned maintenance costs, delayed new build rents.

- 2 Component replacements assumed for the coming year are:

	£
Boilers Phase 1 and 2	249,750
Windows Phase 6 and 7	130,200

**379,950**

One property buy back is assumed, half of which will be grant funded.

- 3 It has been assumed that Other Fixed Asset additions will be £Nil:

	£
	0
	<b>0</b>

Depreciation is assumed at £9,828.

- 4 Rent debtors assumed at around 2% of rental income
- 5 Cash Balances will fluctuate throughout the year, commencing at around £2.3m with a March 24 balance of around £2.2m.
- 6 Capital loan repayments are assumed at £135,075 based on the repayment terms associated with each facility.
- 7 Payments totalling £Nil will be made in respect of the Past Service Deficit.
- 8 Reserves and Share Capital

	£
Est closing for 23/24	7,755,197
Surplus for 23/24	228,387
Closing Reserves 23/24	<b>7,983,585</b>

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**BUDGETED MANAGEMENT EXPENSES FOR YEAR TO 31 MARCH 2024**

	<b>2023/24</b>	<b>2022/23</b>
<b>Employee Costs</b>	<b>£</b>	<b>£</b>
Salaries/Wages	314,128	278,596
National Insurance	28,308	28,351
Pensions	34,165	32,848
Expenses	1,983	2,006
	<u>378,585</u>	<u>341,802</u>
Staff Services	52,500	60,800
	<u><b>431,084</b></u>	<u><b>402,601</b></u>
<b>Estate Costs</b>		
Reactive Maintenance	129,204	135,036
Void Repairs	48,000	40,000
Cyclical Maintenance	230,894	192,412
Major Repairs	97,000	20,000
Medical Adaptations	25,000	13,636
Property Depreciation	670,805	630,893
Bank Charges - Housing	3,500	4,000
Insurance - Housing	56,756	40,559
Legal Fees - Housing	5,000	5,000
Bad Debts - Housing	9,490	8,478
Misc	0	2,000
	<u><b>1,275,650</b></u>	<u><b>1,092,014</b></u>
<b>Office Overheads</b>		
Advertising	1,500	1,000
Audit Fees	24,310	17,000
Bank Charges	1,500	1,200
Depreciation - Other Fixed Assets	9,828	17,330
General Expenses	9,000	9,000
General Expenses - Committee	1,500	1,500
Heating, Lighting, Cleaning	11,149	12,790
Insurance - Other	22,560	15,121
Legal fees - Other	2,000	2,500
Office Repairs	1,000	1,000
Office Equipment - Maintenance	49,640	57,258
Printing/Stationery	7,500	7,500
Professional Fees	27,904	31,186
Postage	4,500	5,500
Rent/Rates	2,500	2,500
Training - Committee	10,000	10,000
Training - Staff	10,000	10,000
Staff Recruitment	1,000	0
Subscriptions	13,401	16,808
Telephones	11,287	6,000
	<u><b>222,079</b></u>	<u><b>225,192</b></u>
<b>Other Operating Costs</b>		
Community Participation	6,500	6,000
Wider Action	7,150	11,150
Bad Debts - Other	0	0
	<u><b>13,650</b></u>	<u><b>17,150</b></u>
<b>Total Management Expenses</b>	<u><u><b>1,942,463</b></u></u>	<u><u><b>1,736,957</b></u></u>

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**BUDGETED INCOME 2023/24**

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	ADJ	TOTAL
Rent	158,175	158,175	158,175	158,175	158,175	158,175	158,175	158,175	158,175	158,175	158,175	158,175	0	1,898,098
Voids	-791	-791	-791	-791	-791	-791	-791	-791	-791	-791	-791	-791	0	-9,490
Medical Adaptations Income	0	0	6,875	0	0	6,875	0	0	6,875	0	0	6,875	0	27,500
HAG Amortised	0	0	105,755	0	0	105,755	0	0	105,755	0	0	105,755	0	423,020
Factoring	0	0	0	0	0	1,230	0	0	0	0	0	1,230	0	2,459
Interest	0	0	5,000	0	0	5,000	0	0	5,000	0	0	5,000	0	20,000
<b>Total</b>	<b>157,384</b>	<b>157,384</b>	<b>275,014</b>	<b>157,384</b>	<b>157,384</b>	<b>276,243</b>	<b>157,384</b>	<b>157,384</b>	<b>275,014</b>	<b>157,384</b>	<b>157,384</b>	<b>276,243</b>	<b>0</b>	<b>2,361,586</b>

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**BUDGETED MANAGEMENT EXPENSES ANALYSIS 2023/24**

	APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	ADJ	TOTAL
<b>Employee Costs</b>														
Salaries	26,177	26,177	26,177	26,177	26,177	26,177	26,177	26,177	26,177	26,177	26,177	26,177	0	314,128
National Insurance	0	551	2,776	2,776	2,776	2,776	2,776	2,776	2,776	2,776	2,776	2,776	0	28,308
Pensions	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	0	34,165
Expenses	165	165	165	165	165	165	165	165	165	165	165	165	0	1,983
Staff Services	4,483	7,354	5,729	4,510	4,510	2,885	4,510	2,885	4,510	4,510	3,318	3,318	0	52,500
	33,673	37,095	37,695	36,476	36,476	34,851	36,476	34,851	36,882	36,476	34,851	35,284	0	431,004
<b>Estate Costs</b>														
Reactive Maintenance	10,867	10,867	10,867	10,867	10,867	10,867	10,867	10,867	10,867	10,867	10,867	10,867	0	129,204
Void Repairs	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	0	48,000
Cyclical Maintenance	24,108	16,108	16,258	22,608	14,108	14,258	16,108	42,608	16,258	16,108	16,108	16,258	0	230,894
Major Repairs	6,083	6,083	14,083	14,083	14,083	6,083	6,083	6,083	6,083	6,083	6,083	6,083	0	97,000
Medical Adaptations	0	0	6,250	0	0	6,250	0	0	6,250	0	0	6,250	0	25,000
Property Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	670,805	670,805
Bank Charges - Housing	292	292	292	292	292	292	292	292	292	292	292	292	0	3,500
Insurance - Housing	56,756	0	0	0	0	0	0	0	0	0	0	0	0	56,756
Legal Fees - Housing	0	0	1,250	0	0	1,250	0	0	1,250	0	0	1,250	0	5,000
Bad Debts	0	0	2,373	0	0	2,373	0	0	2,373	0	0	2,373	0	9,490
Misc	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	102,106	37,350	55,372	51,850	43,350	45,372	37,150	63,650	47,172	37,150	37,150	47,172	670,805	1,275,650
<b>Office Overheads</b>														
Advertising	0	0	375	0	0	375	0	0	375	0	0	375	0	1,500
Audit Fees	0	0	0	0	0	6,930	0	0	0	0	0	17,380	0	24,310
Bank Charges	125	125	125	125	125	125	125	125	125	125	125	125	0	1,500
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	9,828	9,828
General Expenses	417	417	1,417	417	417	1,417	417	417	1,417	417	417	1,417	0	9,000
General Expenses - Committee	0	0	375	0	0	375	0	0	375	0	0	375	0	1,500
Heating, Lighting, Cleaning	762	762	1,262	762	762	1,262	762	762	1,262	762	762	1,262	0	11,149
Insurance - Other	22,560	0	0	0	0	0	0	0	0	0	0	0	0	22,560
Legal Fees - Other	0	0	500	0	0	500	0	0	500	0	0	500	0	2,000
Office Repairs	0	0	250	0	0	250	0	0	250	0	0	250	0	1,000
Office Equipment Maintenance	14,958	208	4,813	208	9,708	13,793	208	2,658	1,333	208	208	1,333	0	49,640
Printing/Stationery	625	625	625	625	625	625	625	625	625	625	625	625	0	7,500
Professional Fees	0	2,600	4,814	0	0	9,664	4,000	0	5,664	0	0	1,164	0	27,904
Postage	375	375	375	375	375	375	375	375	375	375	375	375	0	4,500
Rent & Rates	210	208	208	208	208	210	208	208	208	208	208	208	0	2,500
Training - Committee	1,667	0	1,667	0	1,666	0	1,667	0	1,667	0	1,666	0	0	10,000
Training - Staff	1,667	0	1,667	0	1,666	0	1,667	0	1,667	0	1,666	0	0	10,000
Staff Recruitment	0	0	250	0	0	250	0	0	250	0	0	250	0	1,000
Subscriptions	10,091	0	150	0	0	1,160	0	0	600	1,400	0	0	0	13,401
Telephones	754	754	1,314	754	754	1,314	754	754	1,314	754	754	1,314	0	11,287
	54,210	6,074	20,187	3,474	16,306	38,625	10,808	5,924	18,007	4,874	6,806	26,953	9,828	222,079
<b>Other Operating Costs</b>														
Community Participation	0	3,400	30	0	0	0	235	0	2,775	0	30	30	0	6,500
Wider Action	0	0	1,788	0	0	1,788	0	0	1,788	0	0	1,788	0	7,150
Bad Debts - Other	0	3,400	1,818	0	0	1,788	235	0	4,563	0	30	1,818	0	13,650
	189,989	83,319	115,072	91,800	96,132	120,636	84,669	104,425	106,624	78,500	78,837	111,227	680,633	1,942,463

**Total Management Expenses**

CRAIGDALE HOUSING ASSOCIATION LTD  
BUDGETED MANAGEMENT EXPENSES ALLOCATION 2023/24

	HOUSING & MGMT	REACTIVE	ESTATE	CYCLICAL	MAJOR	STAGE 3	PROPERTY DEPRN	HOUSING BAD DEBTS	OTHER BAD DEBTS	FACTORIZING	COMMUNITY PARTICIPATION	WIDER ACTION
<b>Employee Costs</b>												
Salaries/Wages	311,669	0	0	0	0	0	0	0	0	2,459	0	0
National Insurance	28,308	0	0	0	0	0	0	0	0	0	0	0
Pensions	34,165	0	0	0	0	0	0	0	0	0	0	0
Expenses	1,983	0	0	0	0	0	0	0	0	0	0	0
Services	52,500	0	0	0	0	0	0	0	0	0	0	0
<b>431,084</b>	<b>428,625</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,459</b>	<b>0</b>	<b>0</b>
<b>Estate Costs</b>												
Reactive Maintenance	0	125,204	0	0	0	0	0	0	0	0	0	0
Voids	0	48,000	0	0	0	0	0	0	0	0	0	0
Cyclical Maintenance	0	0	0	230,894	0	0	0	0	0	0	0	0
Major Repairs	0	0	0	0	0	0	0	0	0	0	0	0
Stage 3	25,000	0	0	0	0	97,000	0	0	0	0	0	0
Property Depreciation	670,805	0	0	0	0	0	25,000	0	0	0	0	0
Bank Charges - Housing	3,500	0	0	0	0	0	670,805	0	0	0	0	0
Insurance - Housing	56,756	0	0	0	0	0	0	0	0	0	0	0
Legal Fees - Housing	5,000	0	0	0	0	0	0	0	0	0	0	0
Bad Debts	9,490	0	0	0	0	0	0	9,490	0	0	0	0
Misc	0	0	0	0	0	0	0	0	0	0	0	0
<b>1,275,650</b>	<b>65,256</b>	<b>177,204</b>	<b>0</b>	<b>230,894</b>	<b>0</b>	<b>97,000</b>	<b>25,000</b>	<b>670,805</b>	<b>9,490</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Office Overheads</b>												
Advertising	1,500	0	0	0	0	0	0	0	0	0	0	0
Audit Fees	24,310	0	0	0	0	0	0	0	0	0	0	0
Bank Charges	1,500	0	0	0	0	0	0	0	0	0	0	0
Depreciation	9,828	0	0	0	0	0	0	0	0	0	0	0
General Expenses	9,000	0	0	0	0	0	0	0	0	0	0	0
Heating, Lighting, Cleaning	1,500	0	0	0	0	0	0	0	0	0	0	0
Insurance - Other	11,149	0	0	0	0	0	0	0	0	0	0	0
Legal Fees - Other	22,560	0	0	0	0	0	0	0	0	0	0	0
Office Repairs	2,000	0	0	0	0	0	0	0	0	0	0	0
Office Equipment - Maintenance	1,000	0	0	0	0	0	0	0	0	0	0	0
Printing/Stationery	49,640	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	7,500	0	0	0	0	0	0	0	0	0	0	0
Postage	27,904	0	0	0	0	0	0	0	0	0	0	0
Rent & Rates	4,500	0	0	0	0	0	0	0	0	0	0	0
Training - Committee	2,500	0	0	0	0	0	0	0	0	0	0	0
Training - Staff	10,000	0	0	0	0	0	0	0	0	0	0	0
Staff Recruitment	10,000	0	0	0	0	0	0	0	0	0	0	0
Subscriptions	1,000	0	0	0	0	0	0	0	0	0	0	0
Telephones	13,401	0	0	0	0	0	0	0	0	0	0	0
<b>222,079</b>	<b>11,287</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Operating Costs</b>												
Tenant Participation	6,500	0	0	0	0	0	0	0	0	0	0	0
Wider Action	7,150	0	0	0	0	0	0	0	0	0	0	7,150
Bad Debts - Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>13,650</b>	<b>6,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,150</b>
<b>Total Management Expenses</b>	<b>1,942,463</b>	<b>177,204</b>	<b>0</b>	<b>230,894</b>	<b>97,000</b>	<b>25,000</b>	<b>670,805</b>	<b>9,490</b>	<b>0</b>	<b>2,459</b>	<b>0</b>	<b>7,150</b>

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**CASHFLOW STATEMENT TO 31 MARCH 2024**

BAL. b/f	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
	2,315,610	2,224,191	2,238,842	2,234,216	2,240,987	2,243,426	2,234,465	2,248,366	2,242,512	2,246,333	2,266,404	2,286,138	2,315,610
Income													
Rent	157,384	157,384	157,384	157,384	157,384	157,384	157,384	157,384	157,384	157,384	157,384	157,384	1,888,607
Medical Adaptations Income	0	0	6,875	0	0	6,875	0	0	6,875	0	0	6,875	27,500
Factoring	0	0	0	0	0	1,230	0	0	0	0	0	1,230	2,459
Interest	0	0	5,000	0	0	5,000	0	0	5,000	0	0	5,000	20,000
HAG	0	0	0	0	0	0	0	0	0	0	0	40,000	40,000
Loan Drawdown	0	0	0	0	0	0	0	0	0	0	0	0	0
Debtors Movement	0	0	0	0	0	0	0	0	0	0	0	0	0
	157,384	157,384	169,259	157,384	157,384	170,488	157,384	157,384	169,259	157,384	157,384	210,488	1,978,566
Expenditure													
Staff: Costs	33,673	37,095	37,695	36,476	36,476	34,851	36,476	34,851	36,882	36,476	34,851	35,284	431,084
Estate Costs	102,106	37,350	55,372	51,850	43,350	45,372	37,150	63,650	47,172	37,150	37,150	47,172	604,845
Over-heads	54,210	6,074	20,187	3,474	16,306	38,625	10,808	5,924	18,007	4,874	6,806	26,953	212,250
Other Costs	0	3,400	1,818	0	0	1,788	235	0	4,563	0	30	1,818	13,650
Loan Interest	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	15,895	190,736
Loan Capital	11,256	11,256	11,256	11,256	11,256	11,256	11,256	11,256	11,256	11,256	11,256	11,256	135,075
Capitalised Major Repairs	31,663	31,663	31,663	31,663	31,663	31,663	31,663	31,663	31,663	31,663	31,663	31,663	379,950
Glenacre Road New Build	0	0	0	0	0	0	0	0	0	0	0	0	0
Shared Ownership Purchase	0	0	0	0	0	0	0	0	0	0	0	80,000	80,000
Fixed Assets - Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Pension Deficit Payment	0	0	0	0	0	0	0	0	0	0	0	0	0
Creditors Movement	0	0	0	0	0	0	0	0	0	0	0	0	0
	248,803	142,733	173,885	150,613	154,945	179,449	143,482	163,238	165,438	137,313	137,650	250,041	2,047,590
Balance c/f	2,224,191	2,238,842	2,234,216	2,240,987	2,243,426	2,234,465	2,248,366	2,242,512	2,246,333	2,266,404	2,286,138	2,246,586	2,246,586



**CRAIGDALE HOUSING ASSOCIATION LTD**  
**FINANCIAL PERFORMANCE ANALYSIS 2023/24**

<b>RATIOS</b>	<b>BUDGET 2023/24</b>	<b>BUDGET 2022/23</b>	<b>ACTUALS 2021/22</b>	<b>Peer Average 21/22</b>
<b>Costs</b>				
Management costs per unit (£)	1,766	1,669	1,674	1,788
Reactive maintenance costs per unit (£)	433	434	380	651
Planned maintenance costs per unit (£)	802	521	591	545
<b>Primary Ratios</b>				
Interest cover (%)	354.80%	1343.24%	15673.00%	4,285.10
Gearing (%)	12.46%	17.34%	-18.00%	60.83
<b>Efficiency</b>				
Voids (%)	0.50%	0.50%	0.10%	0.63%
Rent arrears - gross (%)	2.04%	3.00%	2.50%	4.53%
Rent arrears - net (%)	1.29%	1.50%	0.90%	2.33%
Bad debts (%)	0.50%	0.50%	0.30%	0.35%
Staff costs/turnover (%)	16.17%	18.24%	18.30%	22.55%
Turnover per unit (£)	5,725	5,211	5,134	5,041
<b>Liquidity</b>				
Current Ratio	3.37	3.24	2.20	2.63
<b>Profitability</b>				
Gross Surplus (%)	17.05%	18.30%	22.00%	15.10%
Net surplus (%)	9.75%	16.23%	21.50%	10.43%
<b>Financing</b>				
Debt per unit (£)	7,925	8,243	3,423	7,716
Net debt per unit (£)	2,432	3,228	-3,602	2,988

**CRAIGDALE HOUSING ASSOCIATION LTD**  
**COVENANTS ANALYSIS 2023/24**

	<b>COVENANT</b>	<b>BUDGET 2023/24</b>	<b>COVENANT SATISFIED</b>
<b>Nationwide</b>			
1. Operating Surplus + Interest Receivable / Interest Payable	> 110%	220%	YES
<b>Bank of Scotland</b>			
2. Operating Profit + Depreciation / Interest Payable	> 1.25	5.61	YES

There are no covenants applicable to RBS loan