

**ARGYLL COMMUNITY HOUSING
ASSOCIATION LIMITED AND
SUBSIDIARIES**



**Report of the Board of Management
and Financial Statements
for the year ended
31st March 2021**

Registration Particulars:

Scottish Housing Regulator

Registered Number: 360

Co-operative and Community Benefit
Societies Act 2014

Registered Number: 2661R (S)

Office of the Scottish Charity Regulator

Registered number: SC042713

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

For the year ended 31st March 2021

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BOARD OF MANAGEMENT, EXECUTIVES AND ADVISERS

For the year ended 31st March 2021

The Board of Management

The Board of Management and the Executive Officers who held office during the year are as follows:

Board of Management Members		Appointed	Resigned
Sonja Aitken		19 th September 2019	
David Carmichael		21 st September 2016	
Cameron Grant		19 th November 2013	
Catherine Grant	Secretary	22 nd August 2019	
Esther Hughes		4 th February 2021	
Nancy MacDonald		7 th February 2019	30 th March 2021
Bruce Marshall		12 th July 2012	
Ian McIntyre		16 th November 2017	
Pat McVey		28 th March 2019	
James Milne	Vice Chair	14 th June 2012	
Elizabeth Rhodick		24 th May 2018	
Brian Tester		19 th September 2019	

Councillors:

Roddy McCuish	Chair	11 th April 2013	
Donald MacMillan		14 th November 2013	
Iain Shonny Paterson		25 th May 2017	

Executive Officers

Alastair MacGregor	Chief Executive
Colette Benham	Director of Human Resources and Corporate Services
Christine Gannon	Director of Housing and Neighbourhood Services
Kirsteen McGinn	Director of Investment and Regeneration
Bruce West	Director of Finance and IT

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BOARD OF MANAGEMENT, EXECUTIVES AND ADVISERS

For the year ended 31st March 2021

Registered Office:	Menzies House Glenshellach Business Park Oban PA34 4RY	
Auditors:	Alexander Sloan Accountants and Business Advisers 180 St Vincent Street Glasgow G2 5SG	
Principal Bankers:	Lloyds Banking Group 120 George Street Edinburgh EH2 4LH	
Solicitors:	Brechin Tindal Oatts 48 St Vincent Street Glasgow G2 5HS	(1 st April 2020 to 31 st July 2021)
	TC Young 7 West George Street Glasgow G2 1BA	(from 1 st August 2021)
Internal Auditors:	TIAA 53-55 Gosport Business Park Aerodrome Road Gosport Hampshire PO13 0FQ	

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STRATEGIC REPORT OF THE BOARD OF MANAGEMENT

For the year ended 31st March 2021

ABOUT ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED GROUP

The Board of Management present their report and audited financial statements for the year ended 31st March 2021.

Argyll Community Housing Association Limited (ACHA) was incorporated on 27th May 2005. ACHA is a not-for-profit organisation. It was registered with the Scottish Housing Regulator as a Registered Social Landlord (RSL) No. 360 on 21st November 2006. It is constituted as an Industrial and Provident Society incorporated under the Co-operative and Community Benefit Societies Act 2014 (Registered Number 2661R(S)). ACHA was registered as a charity with the Office of the Scottish Charity Regulator on 4th November 2011, registered No. SC042713.

Argyll Homes For All Limited (AHFA) is a wholly owned subsidiary of ACHA incorporated on 27th January 2012. It is a trading company limited by shares and registered with Companies House under the Companies Act 2006, number SC415603.

These accounts represent the financial period 1st April 2020 to 31st March 2021.

PRINCIPAL ACTIVITIES

ACHA's principal activity is to provide and manage quality affordable housing accommodation for people in housing need across the Argyll and Bute region. ACHA received 5,398 homes from Argyll and Bute Council as a result of the whole stock transfer on 21st November 2006 and now has 5,177 homes as a result of previous right to buy sales, stock harmonisation and new development. ACHA owns and manages a range of housing for rent in primarily general needs accommodation, some sheltered accommodation and a small number of gypsy traveller sites. It provides accommodation for the homeless through tenancies with Argyll and Bute Council.

The emphasis of ACHA's activities is the provision of quality housing at affordable rents, with tenants and communities being involved at each stage in this provision. To this end the Board of Management of ACHA comprises tenants, Argyll and Bute Council representatives and independent representatives of the wider community. As well as including tenants in the governance structure, there are detailed mechanisms for consultation and opinion seeking.

While ACHA's primary purpose is to improve and maintain the quality of its housing stock it also seeks to link housing investment and service to wider community needs. It is additionally intended that the economic regeneration of communities will be encouraged and facilitated, with local benefit in terms of employment and career opportunities. To this end, ACHA is committed to working with Argyll and Bute Council, other local housing associations and statutory and voluntary agencies.

ACHA therefore aims to improve the quality of life of the residents of Argyll and Bute. One of its main purposes is to provide quality houses where people want to live. It intends to achieve this through the delivery of a considerable major repairs and new build programme, together with the empowerment of staff to deliver excellent services that are tenant-focused.

The principal activity of the wholly owned subsidiary, AHFA, is property repairs and maintenance for ACHA.

GOVERNANCE AND DECISION MAKING

ACHA's organisational structure consists of a voluntary Board of Management ('Board') supported by a Senior Management Team ('SMT'). The Board has places for members as follows:

Tenants – 10 Council Nominees – 3 Independent Members – 5

During the year the Board had 1 leaver and recruited 1 new member. At the year-end, 31st March 2021 there were 4 tenant vacancies on ACHA's Board.

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The SMT comprises the Chief Executive and each of the directors heading the four functional departments of Housing & Neighbourhood Services, Investment & Regeneration, Human Resources & Corporate Services, and Finance & IT.

All Board members and staff operate within a set of standing orders, policies and financial regulations. Decisions relating to ACHA's strategic objectives are taken at regular Board meetings whilst operational matters are dealt with by the staff SMT. ACHA also has standing committees, which are the Audit Committee, Policy Committee, Remuneration Committee and Health and Safety Committee and has delegated powers to these. The Audit Committee's remit includes all aspects of audit compliance and internal controls assurance and also the annual accounts and financial statements. The Policy Committee has delegated powers to consider the approval of ACHA's operating policies thus enabling the Board meetings to focus on strategic matters. ACHA also has a Health and Safety Committee in recognition of the key strategic importance of health and safety compliance across the Group. As a result of the Coronavirus (Covid-19) Pandemic all ordinary meetings, strategic planning sessions and the annual general meeting were held virtually as opposed to face to face.

ACHA has four Area Committees who deal with operational matters locally and have a clearly defined scheme of delegated authority. These Area Committees are established along the following geographical areas: Oban, Lorn & the Isles, Mid Argyll & Kintyre, Helensburgh & Lomond and Bute & Cowal. As a result of the Covid-19 restrictions the Board took the decision to suspend the Area Committee meetings during the 2020/21 financial year.

AHFA is a company limited by shares and operates according to its memorandum and articles. AHFA has a Board of Management and Board members operate according to established standing orders, policies and financial regulations. AHFA has no sub committees. AHFA has a Board comprising of 6 members, 2 of whom are Board members of ACHA, 2 who are independent members and 2 current vacancies. AHFA operates across the whole of the Argyll and Bute region with 2 principal office locations being Oban and Helensburgh.

RECRUITMENT AND TRAINING OF BOARD MEMBERS

Governing Body Members are drawn from a wide range of backgrounds and experience to maintain the necessary mix of skills, experience, knowledge and independence required to govern and control a complex organisation. Vacancies on the Board are filled from members of the community, in accordance with ACHA's Rules, who have a commitment to the furtherance of social housing and the aims and objectives of ACHA. All Board Members receive initial induction training and then attend internal and external training events which not only build on existing experience but provide an opportunity to develop new skills. There is a rolling 2-year training programme which is reviewed in line with the outcome of the annual appraisal completed by members. We have developed a Governing Body Succession Strategy which sets out the required process for attracting and recruiting future governing body members, developing the knowledge and experience of existing members and up skilling individuals for the future.

All Governing Body Members received an annual appraisal, carried out by the Chair in 2020/21, and as a result a succession plan template has been developed. The appraisal takes the form of a survey followed by individual interview. The Vice Chair will be undertaking the appraisals with members for 2021/22. A Board Development Action Plan has also been developed.

The Group Board completed a training programme during 2019/20, however, as a result of the Covid-19 pandemic the training programme for 2020/21 was suspended.

RISK MANAGEMENT

ACHA has a Risk Management Policy determined by its Board based on known risks. The Risk Register and Matrix are revised during the Strategic Planning Sessions in February and October of each year. In addition, the Board receives a progress update from each Directorate quarterly. The internal audit needs assessment completed during the previous year determines the workflow of ACHA's independent internal auditors. Our internal audit regime, undertaken by TIAA until 31st March 2021, has been running successfully throughout the year. The internal audit service completed their review of all planned work during the period amounting to 5 individual pieces of completed work totalling 30 days on

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site. The outcomes of the internal audit reviews were considered by officers and reported to the Audit Committee of the Group.

The Group business continuity plans have been established and undergone testing in relation to cyber security and a number of training sessions have been conducted on this topic, via the Scottish Business Resilience Centre, who ACHA are members of.

The Scottish Housing Regulator regulation plan for ACHA remains at medium engagement due to the systemic risk that ACHA poses as a result of the size of the organisation. This is a continuation of the existing engagement level with standard returns and submissions being made.

HEALTH AND SAFETY

The Group employs a Health, Safety and Environmental Advisor and an Asbestos Officer. An annual audit of Health & Safety Management systems is undertaken by ACS, to assess compliance with current Health & Safety legislation and good practice. The latest results indicated that overall, ACHA is taking a pro-active approach to delivering an effective Safety Management System, and places ACHA in a very satisfactory position to meet its Health and Safety obligations. Fire Risk Assessments have also been undertaken at all sites and any follow up actions have been progressed, with a further review due next year. The Group Health, Safety and Environmental Advisor also audits the health and safety management systems in place throughout the year and highlights any areas of non-compliance. The last year has been challenging as a result of the Covid-19 pandemic and additional works have been carried out to ensure new guidance is followed when issued by the Scottish Government, NHS or the Health and Safety Executive. During this time and as a result of the guidance, home working was implemented in March 2020 for employees who could work from home.

STAFF

ACHA employed 229 full time equivalent staff during 2020/21, an increase of 8 on the 221 full time equivalent staff during 2019/20. This was due to an increase in staff numbers within AHFA in line with their continued business development.

An employee engagement survey was undertaken by People Insight on behalf of ACHA and AHFA in December 2019. A total of 79% of employees provided a response. (80% is considered to be a good response rate). The overall 2019 average satisfaction Group scores were 72% for the ACHA Group, with a target of 80% and a benchmark of 79%. An action plan is in place, in conjunction with the People Plan/Strategy, areas for improvement have been progressed and updates are reported to the board.

Chief Executive staff roadshows are normally held three times a year to assist staff engagement and development opportunities. This year, focus groups have been held, led by Directors, to formulate action plans, culminating in a CEO staff conference planned for mid-2021.

Staff turnover at the end of March 2021 was 5.49% (2020 - 7.97%) against a target of 14.0%. ACHA encourages all leavers to complete an exit questionnaire to review for emerging trends. ACHA have implemented a revised Recruitment and Procedure Policy, to improve the time it takes to recruit and move towards a technology based recruitment platform in late 2021.

Sickness absence rates have improved once again from 2.30% in 2019/20 to 1.82% in 2020/21 against a target of 3.0%. Senior management review absence levels, costs and causes regularly and attendance management trigger points are used to deal with short term persistent absence cases, with work carried out in respect of long term sickness cases on a case management basis. ACHA have refreshed and implemented a 'one stop' Group wide Health and Wellbeing Policy, and introduced a wide range of health interventions to support staff.

Appraisals and succession planning continue to be a focus for staff and managers each year. AHFA have implemented a performance standards framework for operatives to improve performance year on year. The People Plan focuses on modernising our leadership competency framework, to be adopted through a revised Appraisal process for 2021/22.

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ACHA has delivered and is continuing to develop its online training and development capabilities by embracing e-learning, due to the geographical challenges and the need to become more effective and efficient. We recognise that in some cases, face to face training will still be required, and have adopted a blended learning approach to suit. We have also moved towards further employee self-service functionality in terms of our software packages.

OBJECTIVES, OPERATIONS AND PERFORMANCE

Performance Management

Performance levels are routinely monitored by staff delivering services, the SMT and Board. The Scottish Housing Regulator monitors and reports on ACHA's performance using the Annual Return on the Charter (ARC). For the ARC, ACHA submits data pertaining to performance indicators which are measured against other social housing providers in Scotland. ACHA use these comparisons to help set our own performance targets which, as a minimum, will be to at least meet the Scottish National Average.

ACHA publishes our Landlord Report to show how we are performing against the standards set out in the Scottish Social Housing Charter, ensuring tenants and others can assess the effectiveness of our work and allowing us to identify where improvement can be made. The report is generally published during October however an extension of time was granted to all RSL's during 2020/21 as a result of the Covid-19 pandemic. Every year we develop our Landlord report in consultation with our tenants and other stakeholders.

The Scottish Housing Regulator also requires ACHA to submit an Annual Assurance Statement. The purpose of this statement is for ACHA's Board to declare that they are assured our organisation complies with regulatory requirements.

Each year the Scottish Housing Regulator publishes an Engagement Plan for each Landlord. This outlines what they will do and details Regulatory returns which we must provide in order for the Scottish Housing Regulator to monitor our performance.

It is important that tenants and other customers have the opportunity to provide feedback on the services they receive. ACHA help facilitate this in a number of ways, including:

- Satisfaction surveys via telephone, post and on-site inspections following major and routine repairs
- Telephone surveys on Scottish Social Housing Charter satisfaction indicators
- Factored Owners survey
- Gypsy/Traveller survey
- Complaints handling survey

Complaints information is used as a learning tool, together with other performance information such as satisfaction surveys and benchmarking of performance indicators. This helps to build an accurate picture of how services are performing and assists in developing service improvements. Areas of concern are also reviewed and considered by the Board as part of their Strategic Planning role and may be included in the Corporate Strategic Plan, which sets out ACHA's aims and objectives going forward. Each of the four departments within ACHA also develops and maintains a departmental operating plan which clearly identifies expected performance and satisfaction levels.

Tenant Participation and Customer Involvement

ACHA seeks to involve our tenants and customers in the running of the organisation and the development of services in as many ways as possible.

Our Governing Body (Board and Local Area Committees) is entirely made up of tenants, members of the local community and representatives from Argyll & Bute Council. ACHA staff do not form part of the

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Governing Body. In addition to the Board and Area Committees, tenants and other interested parties are able to participate and get involved with ACHA in the following ways:

- Joining our Feedb@ck Forum, which gives tenants and other customers the opportunity to review and comment on our Policies
- Becoming a member of ACHA for just £1 for life and attending our Annual General Meeting
- Becoming a member of a local Registered Tenant Organisation - ACHA currently supports two such groups, one in Cardross and the other in Campbeltown
- Joining the “Your Voice” tenant scrutiny group, who test our policies and procedures to ensure they are fit for purpose
- Taking part in consultation and other surveys
- Attending our Tenant and Member Conference

Unfortunately, Covid-19 restricted the number of opportunities available to take part in face to face consultation and we were unable to hold our annual Tenant and Member conference this year. However, feedback from previous events is still very much in use and continues to be reviewed as part of our ethos of continuous improvement. Our next conference is due to take place during 2022.

Consultation is carried out each year on a variety of topics and the feedback is used to help the Board make decisions on future service delivery. Consultation during 2020/21 included:

- Annual rent review
- Content and layout of the Landlord Report
- Exemplar Estates projects across Argyll and Bute

A rolling programme of policy, strategy and procedural review is in place and tenants and other service users are actively encouraged to take part in the consultation processes.

Housing Allocations

ACHA is one of the main Social Housing providers in the Argyll and Bute area. Our properties are allocated via a common housing register, HOME Argyll (Housing Options Made Easy), which is operated in partnership with Dunbritton Housing Association, West Highland Housing Association, Fyne Homes and Argyll and Bute Council. Having a common housing register means that applicants seeking rehousing only have to complete one online application form which can be accessed via any of the Partner websites. Applicants are also required to complete a Housing Options questionnaire, which is aimed at helping applicants make informed decisions regarding their housing requirements. Covid-19 impacted our ability to let properties throughout much of 2020/21.

As at 31st March 2021 there were a total of 2,886 applicants on the HOME Argyll waiting lists.

During 2020/21 ACHA let 410 properties to applicants from the following waiting list categories:

Statutory Homeless	139 (34%)
Direct Waiting List	186 (45%)
Transfer Waiting List	85 (21%)

Tenants from the partner organisations are also able to “swap” houses via our mutual exchange facility. During 2020/21, 25 tenants were able to move into more suitable accommodation via this scheme.

Estate Management and Anti-Social Behaviour

Our staff complete regular inspections of our estates and play parks and encourage all our tenants to take pride in the community in which they live. ACHA is not the sole landowner or landlord with responsibilities for maintenance of open spaces, such as grass cutting or fencing for example. Whenever possible, we will work with other owners for the benefit of our estates and the wider community. An example of this is the work undertaken via our Exemplar Estates project which aims to improve the appearance of estates throughout Argyll and Bute.

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ACHA's Area Committees were unable to meet during the year due to Covid-19 and therefore the Board of Management approved a number of local projects as part of our Estate Management Action Plans. These projects are mainly external works to common areas or gardens. We were able to judge the annual 'Garden in Bloom' competitions in each area remotely. This is an opportunity to recognise the hard work and commitment from tenants in maintaining their garden.

Our last tenant satisfaction survey revealed that 82% of our tenants were satisfied with the management of the neighbourhood that they lived in.

Part of our Estate Management work includes supporting tenants and other members of the community who are experiencing anti-social behaviour and/or neighbour nuisance. During the year we resolved 97% of the 287 cases reported to us, within locally agreed targets. ACHA does not have sole responsibility for dealing with anti-social behaviour and very often will rely on the assistance of Police Scotland or other agencies to either take direct action against those who commit anti-social acts or, at the very least, assist ACHA take action. ACHA raised 1 court action against tenants in respect of anti-social behaviour, in the reporting year which ultimately resulted in the perpetrator of anti-social behaviour being evicted

Factoring and Private Owners

Private owners have a shared responsibility and influence over decisions regarding maintenance, upkeep and repairs to common property. As such they form an integral part of ACHA's main activities where we are involved in shared blocks, shared estates or the general community in which residents live.

338 owners in mixed tenure blocks have entered into ACHA's comprehensive factoring service to ensure a formal arrangement is in place to carry out repairs, maintenance and upgrading work to common blocks. Throughout Argyll and Bute that is a total of 103 blocks as follows: -

AREA	NO OF FLATS	NO OF BLOCKS
BUTE	20	10
COWAL	25	9
KINTYRE	43	18
LOMOND	168	34
LORN	55	20
MID ARGYLL	27	12
Totals	338	103

The impact of Covid-19 and the Government restrictions has affected some of the services we have been able to deliver. Throughout this period, we have continued to provide an emergency repairs service within the Government guidelines, and took the opportunity to review internal procedures as part of our ongoing review of service delivery.

A consultation took place with owners and, despite the challenges of 2020/21, the overall level of satisfaction has increased to 75% of responses. The breakdown shows the number of responses for each of the following categories.

Very Satisfied	39
Fairly Satisfied	55
Neither Satisfied or Dissatisfied	16
Fairly Dissatisfied	7
Very Dissatisfied	9
Total	126

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This level of satisfaction remains higher than the national average - which has now been consistent for four years.

The annual factored owner's newsletter was published and issued in November 2020 which updated owners on progress being made within ACHA and update any impact on the services delivered to owners. This included: -

- Promoting ACHA's Facebook page
- Amendments to our existing process for invoices and statements
- Created a gutter cleaning programme
- Reviewed, amended and finalised the block inspection processes ready for implementation
- Progress to automate our debt recover procedures
- A service provision update from ACHA's Chief Executive
- The introduction of a new Purchasing System to appoint contractors in line with procurement regulations
- New link on ACHA's website to allow owners to update contact details
- Signposting to useful contacts and sources of financial advice

ACHA continues to comply with the Property Factors (Scotland) Act 2011 and have been actively involved in the Scottish Government's review of the Property Factors Code of Conduct.

Customer Service Centre

Our Customer Service Centre continues to provide a wide range of telephone and internet based services and is effectively a 'one stop shop' for tenants, owners and other customers. Customers can also communicate via text messaging and social media.

Welfare Rights Service

The welfare rights team played an important role during the financial year in relation to assisting tenants during the Covid-19 pandemic. The team assisted 1,337 tenants with a wide range of enquiries, having to adapt their way of working to assist tenants remotely to make applications for the financial support made available by both the UK and Scottish Governments. The team continued to represent tenants at the appeals stage, enabling tenants to have benefits decisions reviewed again independently. The majority of these appeals were successful, maximising their income.

The welfare rights officers also completed the final stages of the Money Skills Argyll Project which involved working in partnership with other organisations to maximise incomes of our tenants throughout Argyll and Bute. They have and are continuing to refer tenants to the Flexible Food Fund and Fuel Bank Foundation and this has been successful in assisting tenants whom are experiencing financial hardship and fuel poverty. The Scottish Government has provided funding to Argyll and Bute Council to continue with these funds for a further year and the welfare rights officers will continue to assist tenants with applications so that they are able to access this support where needed.

Total client gain for the year was £4.1 million. Within that figure, Universal Credit Housing Cost elements of £1.0 million were secured, Housing Benefit payments of £0.40 million were paid and Discretionary Housing Payments of £0.24 million were awarded. Therefore, a total of £1.64 million was available to fund tenant's rental costs to ACHA. This has been a challenging time for our tenants and the Association, and the importance of one to one contact albeit remotely has been invaluable to our tenants in providing assistance for claims for financial support.

Welfare rights staff have kept up to date with all financial support packages being made available by the government to assist tenants throughout the pandemic and have kept the ACHA website updated.

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HOUSING STOCK

Housing Stock

At the start of the financial year, 1st April 2020, ACHA owned 5,198 homes. In addition to 17 new homes being completed and brought into rental during the year the impact of the stock rationalisation programme saw a net decrease in the housing stock of 38 properties through planned sales and demolitions. At the financial year-end 31st March 2021 ACHA therefore owned 5,177 homes.

The housing stock at 31st March 2021 is broken down by type as follows:

<u>Rentable Stock</u>	<u>2021</u>	<u>2020</u>
General Needs Houses	4,977	4,997
Sheltered Housing	200	201
	<u>5,177</u>	<u>5,198</u>

Sheltered Housing

ACHA has 200 Sheltered Houses spread across 11 complexes, that offer a comfortable, friendly and safe self-contained home with additional services to help older people to live independently within the community for as long as possible. Our Community Support Assistants are registered with the Scottish Social Services Council and provide housing support including development of person centred Support Plans for all tenants.

During the Covid-19 pandemic, to reduce risks of cross contamination the physical presence of staff on site was limited to emergency situations. We continued to support tenants by telephone, text messaging & email and remote 24hour assistance was provided by Hanover Telecare.

We were unable to carry out our annual survey in 2020 however in 2019 93% of respondents rated living in ACHA Sheltered Housing as Excellent or Very Good. Tenants, family members and carers are also asked to contribute to an annual survey regarding our sheltered housing service. In 2019 100% of those respondents rated ACHA's Sheltered Housing service overall as Excellent or Very Good.

Gypsy Traveller Sites

ACHA owns and operates 2 sites for Gypsy/Travellers, currently offering 22 pitches. There are sites at:

<u>Gypsy Traveller Sites</u>	<u>2021</u>	<u>2020</u>
Lochgilthead, Duncholgan	14	14
Oban, Bayview	8	8
	<u>22</u>	<u>22</u>

Each pitch offers an amenity unit with kitchen and bathroom facilities, and an electric hook up for our tenants. ACHA have undertaken annual surveys of residents on the site seeking their views on service provision and future requirements. In 2019/20 we took account of the launch of the joint Scottish Governments and COSLA action plan "Improving the Lives of Scotland's Gypsy Travellers (2019-2021)" and embarked on a series of discussions with Scottish Government, Local Authority partners and MECOPP, along with former, current and potential residents of our sites. This was to ensure we understand the accommodation needs and preferences of Gypsy /Travellers to inform future provision.

However, events related to Covid-19 overtook our progress and we joined COSLA/Scottish Government & Site Managers association meetings via telecom where discussions around the health protection and wellbeing of site residents and roadside encampments were the themes.

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To assist in the national and strategic health protection process during the height of the pandemic ACHA made sanitary and fresh water facilities available to Gypsy Travellers and their families while ensuring that the risk to the health of our residents was not compromised.

We have recently restarted the consultation process with tenants and residents with a view to accessing additional funding made available to local authorities by the Scottish Government through the Improving Lives of Scotland's Gypsy Travellers action plan.

Maintaining Our Houses

ACHA seeks to maintain its properties to the highest standards. To this end, programmes of cyclical repairs are carried out in the medium term to deal with the gradual and predictable deterioration of building components. ACHA also undertakes reactive or responsive repairs and maintenance based on emergency and routine works requests from its tenants and factored owners. It is expected that the cost of all of these repairs is to be charged to revenue within the Comprehensive Income Statement. In addition, ACHA has a long-term programme of major repairs which have become necessary since the original developments were completed, including works required by subsequent legislative changes. This includes replacement or repairs to components of the properties, which have come to the end of their economic lives. The cost of these repairs is capitalised on the Statement of Financial Position in accordance with the 2018 SORP and the requirements for component accounting.

From 1st April 2013 our subsidiary company, AHFA, took over our day to day repairs and maintenance service and the contract has been running successfully for 8 years, with 2020/21 being the fourth year of a four-year contract which was negotiated to secure the long term stable delivery of the responsive repairs service. A proposed new strategic partnership contract has been drafted and, subject to Board approval, will be implemented in early 2021/22. This new contract will run for 10 years with a possible break after 5 years if deemed necessary.

Repairs Category (Average Completion Time)

Emergency	2.3 hours	(2019/20 - 2 hours)
Non-Emergency	12 days	(2019/20 - 8 days)

During the majority of the year, as a result of the Covid-19 pandemic restrictions, only emergency repairs were carried out.

Repairs satisfaction is monitored in a number of ways including telephone surveys, physical post inspection of work and via returned satisfaction questionnaires. Despite the challenges of delivering a reduced repairs service during the pandemic the satisfaction levels remained high with 98% of respondents confirming that they were happy with our repairs service.

Investing to Improve the Housing Stock

ACHA has progressed delivering its main programme of works to maintain our houses at the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (EESH). We aim to continue to improve our performance and continue to reduce any current exemptions and abeyances. Our framework expired last year and we have been carrying out tender exercises to obtain costs for all of our investment contracts this year. This has given us the opportunity to assess Value for Money and also the best procurement framework for future years. After completing a procurement audit it was decided that a Dynamic Purchasing Scheme (DPS) was the best vehicle for procuring goods and services going forward. This was implemented in May 2020 for contractors. We have now almost completed the implementation of the DPS for consultants.

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ACHA has delivered the following elements of work during 2020/21:

Investment programme – Element completions	Planned	Outturn	Percentage
No of kitchen/bathrooms	40	33	83%
No of window/door	200	53	27%
No of heating/rewire	700	335	48%
No of roof/roughcast	300	276	92%
No of energy efficiency upgrades	110	39	35%

The total number of elements required for completion this year of all types was 1,350, ACHA delivered 736 elements equating to 55% of the targeted objective. The planned target expenditure was 78% against budget forecast overall. The delivery of all of the investment contracts were impacted adversely by Covid-19 restrictions.

After carrying out a 100% stock condition survey in 2019, we continue to address the fails in the SHQS that were identified, a substantial number of these fails were energy efficiency fails, which has also impacted on our performance in meeting the EESSH target. This will continue to be our focus for the next 2 years to address all of these fails and improve the energy efficiency of our homes. ACHA were awarded Warm Homes Funding through the National Grid in 2019 that enabled us to plan to upgrade 845 of our homes with a highly efficient new heating system. We have also been successful in being awarded a further substantial amount of HEEPS / ABS funding through the Scottish Government and Argyll and Bute Council that will enable us to install insulation measures to further mixed tenure blocks. In addition we were also successful in a funding award with BEIS (Department of Business & Energy Industrial Strategy) to complete a whole house retrofit project to increase the thermal efficiency of a further 130 homes. This project should be completed during 2021/22.

Developing New Housing Stock

Regeneration or new build development activity has continued on the sites started last year, with sites progressing and due for completion in 2021/22 at Garelochhead (10 units), Inveraray (10 units) and Tarbert (4 units).

During 2020/21 completions were achieved at Cairnbaan (5 units) and Glenshellach, Oban (12 units for final handover).

Covid-19 restrictions have delayed the handover of the units at Garelochhead, with site starts at Tarbert and Inveraray also delayed.

The Scottish Government have continued to support a substantial development programme. Significant work has also been undertaken in evaluating and feasibility assessing sites for development, for inclusion ACHA's planned future regeneration programme and in bids for Housing Association Grant. ACHA plan to deliver the 24 units for March 2022 and a possible additional 24 units by March 2023. We are currently assessing our proposals for the development programme beyond 2022 with a proposed focus on investing in our existing stock.

ARGYLL HOMES FOR ALL LIMITED (AHFA)

AHFA is a subsidiary company of ACHA developed to carry out repairs, maintenance and small capital works on its 5,177 properties, with operational centres predominantly in Oban and Helensburgh.

During the last year AHFA has been affected by the Covid-19 pandemic and had reduced output at around 19,000 reactive repair jobs instead of the usual 23,000+. At the year-end AHFA had an employee complement of 90 full time equivalent staff strategically sited across Argyll and Bute. In more remote regions, in times of high demand and where specialist skills are required this labour resource is supplemented by selected and approved contractors. This enables the business to successfully deliver the contracts held with ACHA which included:

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- Term Maintenance & Repair
- Solid Fuel Maintenance & Servicing
- Gutter Cleaning
- Gas Servicing & Maintenance
- Electrical Periodic Inspections
- Fire Alarm Service & Testing
- External Painting & Pre-Painting Repairs
- Pressurised Water Systems servicing
- Grounds Maintenance

Income from these contracts is augmented by additional works carried out in the following areas;

- Small Capital Works such as Bathroom & Kitchen installations, Heating & Re-Wires
- Insurance claim reinstatement works
- Aids & adaptation work

Overall the service provided can be regarded as very good. This is borne out by the customer satisfaction surveys carried out by ACHA and feedback received from tenants giving an overall satisfaction rating of around 98%.

There are relatively few significant issues reported relating to the quality of work provided and this is demonstrated not only by the post inspections carried out by ACHA and AHFA which have a 99% pass rate but also by reports provided by external auditors who monitor the works associated with the gas and solid fuel contracts.

Our operatives are provided with modern and economical vans which are racked out and stocked to enable them to operate efficiently and travel throughout the working areas as and when necessary. These operatives are recognisable, not only by the vehicles with company livery, but by their branded uniforms and personal identification badges which promote a tidy and professional image. During the year AHFA continued a training regime which saw the following delivered;

- Internal Toolbox talks
- External Training provided by industry specialists and colleges
- Self-attained Safety Training Modules

As well as covering safety, the training programme aimed to enhance the skills of our trade operatives which would allow them to undertake a wider range of duties in future. Multi-skilling our operatives is seen as fundamental in continuing to deliver a cost effective and efficient service.

AHFA reported a profit of £0.138 million before taxation for 2020/21 (loss of £0.01 million in 2019/20) and as per the terms of the loan agreement with ACHA, fully repaid the intercompany loan prior to 31st March 2021.

FINANCIAL REVIEW

Rent Policy and Rental Income

ACHA aims to house those in need in affordable rented housing and to improve, develop and manage quality affordable homes across Argyll and Bute. Rents are our main source of income and are a key factor in what we can spend on services in future years. ACHA increased rents during the period by 3.0% with the average rent across all stock being £89.34 for 2020/21. In February 2021 the Board approved a rent increase of 3.0% for 2021/22.

Rent receivable for 2020/21 was £23.99 million, an increase of £0.69 million from the £23.30 million in 2019/20.

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Rent Arrears and Bad Debt

Rent arrears at 31st March 2021 is set out below.

Rent Arrears	Amount	£000	%	Written Off	£000
Current Tenants	866		3.6	-	
Former Tenants	327		1.3	89	
Total	1,193				

The year-end figure for current tenants is 3.6% against a target of 2.5%, which is calculated by taking the current tenant arrears at the year-end of £0.866 million and dividing this by the Gross Rent Charge £23.99 million. The timing of receipt of housing benefit and universal credit, which is paid in arrears, will mean this current tenant value is higher than in reality.

ACHA operates a robust but fair arrears management policy however in response to the Covid-19 pandemic ACHA took note of UK Government advice to stay at home to restrict the spread of the virus. These measures may have had a detrimental impact on tenant's income and our procedures were adjusted to take account of the financial difficulties this would cause.

In addition to the UK advice the Scottish Government Coronavirus (Scotland) Act 2020 ensures that tenants in the rented sector have additional protection from eviction.

In response our housing, welfare rights and community support teams worked closely with tenant's and external agencies such as Argyll and Bute Council's Housing Benefit section and the Department for Works and Pensions to ensure that our tenants were given appropriate assistance, information, advice and support to enable them to maximise their income during this period.

However, some tenants whose finances were not affected by the pandemic, and despite our efforts, chose not to engage with us or to pay the rent due. This resulted in 1 case of Court action which resulted in eviction.

Voids (Empty Houses)

ACHA aims to limit the length of time that our properties remain empty. Wherever possible we will pre-allocate properties in order to reduce the length of time that they are empty to maximise our potential income. However, due to Covid-19 restrictions we were unable to let any properties for a number of months and repairs times were extended to ensure appropriate social distancing for our repairs operatives. On average it took 81 days to re-let a property (this includes low and no demand properties). Excluding low/no demand properties we took 44 days to re-let.

During 2020/21, ACHA lost rental income to the value of £0.84 million due to properties not being re-let.

Sundry Debt Income and Bad Debts

A total of £3.17 million of sundry debtor invoices were issued within 2020/21 compared to £0.582 million in 2019/20 (the increase relates mainly to grant income for private owner works invoiced to Argyll and Bute Council). In total the amount of outstanding debt as at 31st March 2021 decreased to £1.66 million compared to £2.02 million at the previous year-end. Bad debts written off during the year amounted to £0.46 million compared to £0.14 million in 2019/20. Sundry debt provided for during 2020/21 reduced by £0.35 million on the previous year.

Grant Income

During 2020/21 ACHA received Housing Association Grant (HAG) of £0.646 million and Strategic Housing Fund (SHF) grant of £0.01 million to support new build development. A further £0.96 million of Warm Homes Fund grant was received in relation to installation of Air Source Heat Pump systems. Home Energy Efficiency Programme for Scotland Area Based Scheme grant (HEEPS ABS) of £1.21 million was received to fully offset expenditure on private owner properties within mixed tenure blocks. A grant of £0.31 million was received relating to expenditure on Aids and Adaptions and £0.07 million as

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part of the Supporting Communities Fund (with £0.05 million being spent within 2020/21 and the remaining £0.02 million being carried forward as a designated reserve).

Expenditure

Expenditure on management and administration costs during 2020/21 decreased to £6.77 million from £7.32 million in the previous year, in part due to the reduction in service cost relating to the defined benefit pension scheme liabilities and smaller reductions across a number of other headings as a result of Covid-19 restrictions. Planned and cyclical maintenance (including major repairs) expenditure in 2020/21 was £3.59 million compared to £2.76 million in 2019/20, with increased spend across a number of planned maintenance contracts contributing to this increase. Reactive maintenance expenditure, for the Association, was £3.74 million, a small increase from £3.72 million in 2019/20. Additional costs of providing the reactive repairs contract due to Covid-19 restrictions account for this increase. Depreciation on social housing charged during 2020/21 was £6.42 million compared to £6.10 million in the previous year. This increase will relate to the investment and regeneration expenditure capitalised during the financial year.

Creditor Payment Policy

The payment policy, which ACHA follows, is to pay for all purchases within 28 days, although some payments are settled in 14 days, and/or in accordance with creditor terms of business. For ACHA, the average creditor payment period for 2020/21 was 25 days against 24 days for the prior year, with 4,506 invoices being processed for payment compared to 6,037 in the prior year. For AHFA the average creditor payment period for 2020/21 was 23 days against 42 for the prior year, with 10,795 invoices processed against 13,923 in the prior year.

Assets

Housing properties, net of depreciation, increased from £176.67 million in 2019/20 to £178.02 million in 2020/21, an increase of £1.35 million. This increase includes £1.19 million of new build expenditure and £7.65 million of investment expenditure, with disposals of £1.65 million, impairment of £0.02 million and a depreciation charge (for housing assets) of £5.81 million (after adjustment for disposals and impairment) during the year. Debtors have reduced by £0.25 million to £1.80 million in 2020/21, Cash held at the 31st March 2021 was £9.14 million compared to £8.61 million at the previous year-end. Disruption to major repairs contracts as a result of Covid-19 restrictions reduced the cash requirements during the year and led to a higher balance at the year end than forecast initially.

Liabilities

The position on creditors due within one year decreased from £6.37 million in 2019/20 to £6.05 million in 2020/21, due to small reductions across a number of different creditor headings, including trade creditors. Creditors due in more than a year reduced from £143.21 million to £141.56 million which was due to the release to income of amortised grant.

Borrowing

ACHA has a loan facility of £59.6 million with Lloyds Banking Group. This includes a £0.750 million development loan for its office premises in Oban which has a capital and interest repayment profile that is fixed throughout its 15-year life at 5.955% inclusive of lenders' margin and capitalisation charges. The outstanding balance of this loan as at 31st March 2021 is £0.268 million.

ACHA also have an agreed loan facility of up to £6.0 million for new build development out with Lloyds Banking Group, of which £3 million has been drawn with Argyll and Bute Council (through their Strategic Housing Fund) for 3 specific developments. These loans, drawn at separate points during 2014 and 2015 are 25-year amortising loans, with £2.50 million outstanding at the end of March 2021.

No additional loan funding was drawn down during the 2020/21 financial year. During the financial year ACHA paid a total of £1.83 million in relation to loan interest.

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A requirement of the loan agreement with Lloyds Banking Group is to ensure that sufficient asset cover is in place to meet Covenant compliance. The asset cover required is equal to 105% of the current drawn loans in addition to projected borrowing for the next financial year. Based on the latest stock valuation and with all loan funding fully drawn, there is asset cover in place of 203% which is in excess of the cover required.

A further requirement of the loan agreement with Lloyds Banking Group is to annually agree the net operating cash flow through the business plan, with a +/- 5% tolerance in place on this value. For 2020/21 the approved cashflow was an outflow of £5.67 million (excluding the 5% tolerance) and the actual cash position at the end of March 2021 was an inflow of £0.68 million. This means the approved cashflow covenant has been complied with.

Pensions

The actuarial report for the Strathclyde Pension Fund showed an increase in the pension liability for the ACHA group of £3.40 million, with the net liability at £7.33million compared to £3.93 million in the previous year.

Reserves

At the year-end 31st March 2021 the revenue reserves balance had moved from a £35.59 million surplus to a surplus of £35.87 million including the pension liability movement of £3.40 million noted above.

Designated reserves include resources internally generated from operations, which have been set aside to provide for planned cyclical repairs and / or any specific grant award that has been approved for carry forward between financial years. At the end of March 2021 ACHA has a designated reserve of £19k relating to Supporting Communities grant unspent at 31st March 2021, where the awarding body has approved carry forward into 2021/22 to spend the remaining balance. ACHA's business plan incorporates planned costs for cyclical repairs across the thirty-year business plan. The borrowing profile therefore incorporates costs without relying upon a specific designated reserve.

GOING CONCERN

The Audit Committee on behalf of the Board has considered ACHA's going concern status and is satisfied the ACHA has sufficient borrowing facilities in place to support the business plan which demonstrates full repayment within the 30-year viability profile. In the view of the organisation therefore the test of being considered a going concern has been met.

FUTURE OUTLOOK

Despite the impact of Covid-19, ACHA ends the 2020/21 financial year and looks to the future in a strong financial position with a business plan approved by our bankers in June 2021 and loan facilities in place to support both our ongoing programme of investment in upgrading our existing stock of houses to meet the Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing, and also to continue with our new build programme to meet housing need throughout Argyll and Bute. Our success in securing external grant funding from the Warm Homes Fund, Renewable Heat Incentive Income, Social Housing Decarbonisation Fund and HEEPSABS /Scottish Government will allow us to supplement our own funding and make significant strides in improving the quality of our tenants' homes.

Over the next 5 years we expect to spend around £90m repairing, maintaining and investing in our existing houses. This will be driven by the investment needs identified from our stock conditions survey and the new repairs and maintenance contract we are currently establishing with our subsidiary AHFA, to drive even better performance, quality and satisfaction in the repairs and maintenance of our houses. Our new build programme will see us target the development of a further 109 new build homes over the next 5 years.

The ACHA Board is committed to improving service performance and customer satisfaction and has set out the following corporate objectives:

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

STRATEGIC REPORT OF THE BOARD OF MANAGEMENT

For the year ended 31st March 2021

- Achieving the Scottish Government housing standards and addressing housing need in Argyll and Bute, through development and upgrading
- Providing quality customer care, communication and equality across all our services
- Developing the financial strength and capacity to meet current and future objectives
- Delivering progressive and sustainable business performance and service delivery
- Addressing challenges in relation to climate change
- Improving strategic relationships and partnerships
- Improvement of Scottish Social Housing Charter indicators
- Delivering the Group`s objectives through a resourced trained and developed staff team

The uncertainty of the Covid-19 pandemic has not escaped ACHA, impacting on rental income through increasing rent arrears and higher levels of void rent loss on empty houses. We have now turned a corner on these and rent arrears, which remained under control, are now consistent with pre pandemic levels whilst void rent loss is now being brought much closer to our approved business plan levels. The challenge for 2021/22 will be to ensure these remain within business plan parameters. We consider the affordability of rents to our tenants as a significant factor and remain committed to balancing that against investment and service objectives.

We look forward to achieving and delivering our objectives. We recognise the challenges arising from the economic and financial environment and available resources. Balancing competing demands of performance, customer satisfaction, investment requirements and rent affordability within ACHAs financial strength and capacity will be key issues over the coming years.

AUDITORS

ACHA tendered for the external audit service during 2016 and appointed Alexander Sloan at the 2016 Annual General Meeting. Alexander Sloan have been contracted for a period of three years with an option to extend for a further two years. This option to extend was approved at the Annual General Meeting in September 2019. The 2020/21 financial year is the final year of that original contract award.

By order of the Board of Management

Roddy McCuish
Chairman

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

BOARD OF MANAGEMENT'S RESPONSIBILITIES

For the year ended 31st March 2021

Statute requires the Board to prepare financial statements for each financial year which give a true and fair view of the affairs of ACHA and of the surplus or deficit for that period. In preparing those financial statements, the Board is required to fulfil the following obligations:

- select suitable accounting policies and apply them consistently;
- make reasonable and prudent judgements and estimates;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Board confirms that the financial statements comply with these requirements.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of ACHA and to enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing (Scotland) Act 2010 as revised, and the Determination of Accounting Requirements 2019. They are also responsible for safeguarding the assets of ACHA and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board members have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the Board members has confirmed that they have taken all the steps that they ought to have taken as Board members in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

By order of the Board of Management

Roddy McCuish
Chairman

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

BOARD OF MANAGEMENT'S STATEMENT ON INTERNAL FINANCIAL CONTROLS

For the year ended 31st March 2021

The Board acknowledge their ultimate responsibility for ensuring that ACHA has in place a system of controls that is appropriate to the various business environments in which it operates. These controls are designed to give reasonable assurance with respect to:

- the reliability of financial information used within ACHA or for publication;
- the maintenance of proper accounting records; and
- the safeguarding of assets (against unauthorised use or disposition).

It is the Board's responsibility to establish and maintain systems of internal financial control. The Board can only provide reasonable assurance and not absolute assurance against material financial mis-statement or loss. Key elements of controls include ensuring that:

- formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of ACHA's assets. Core policies have been established and others continue to be developed as ACHA becomes more established;
- experienced and suitably qualified staff take responsibility for important business functions. Annual appraisal procedures have been established to maintain standards of performance;
- forecasts and budgets are prepared regularly which allow the Board and staff to monitor the key business risks and financial objectives, and progress towards financial plans set for the year and the medium term; regular management accounts are prepared promptly, providing relevant, reliable and up-to-date financial and other information, and significant variances from budgets are investigated as appropriate;
- ACHA's performance against the business plan is reviewed regularly;
- regulatory returns are prepared, authorised and submitted promptly to the relevant regulatory bodies;
- all significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through relevant sub-committees comprising Board members and Co-optees;
- the Board reviews reports from their SMT, staff and from the internal and external auditors, and from specialised consultants to provide reasonable assurance that control procedures are in place and are being followed. This includes a general review of the major risks facing ACHA;
- formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports;
- an Internal Audit Needs Assessment has been developed by ACHA in accordance with established audit practice and internal audit has been in operation this year.

The Board has reviewed the system of internal financial control in ACHA for the year ended 31st March 2021 and until the below date. To the best of its knowledge no weaknesses were found in internal financial controls which could result in material losses, contingencies or uncertainties which require disclosure in the financial statements or in the auditors' report on the financial statements.

These arrangements comply with the requirements contained in the Scottish Housing Regulator's regulatory standards.

By order of the Board of Management

Roddy McCuish
Chairman

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

INDEPENDENT AUDITORS REPORT

For the year ended 31st March 2021

Corporate Governance

In addition to our audit of the financial statements, we have reviewed the Board of Management's statement on page 19 concerning the Association's compliance with the information required by the Regulatory Standards for systemically important RSL's in respect of internal financial controls contained within the publication "Our Regulatory Framework" and associated Regulatory Advisory Notes which are issued by the Scottish Housing Regulator.

Basis of Opinion

We carried out our review having regard to the requirements to corporate governance matters within Bulletin 2006/5 issued by the Financial Reporting Council. The Bulletin does not require us to review the effectiveness of the Association's procedures for ensuring compliance with the guidance notes, nor to investigate the appropriateness of the reason given for non-compliance.

Opinion

In our opinion the statement on internal financial control on page 19 has provided the disclosures required by the relevant Regulatory Standards for systemically important RSLs within the publication "Our Regulatory Framework" and associated Regulatory Advisory Notes, issued by the Scottish Housing Regulator in respect of internal financial controls and is consistent with the information which came to our attention as a result of our audit work on the Financial Statements.

Through enquiry of certain members of the Board of Management and Officers of the Association and examination of relevant documents, we have satisfied ourselves that the Board of Management's Statement on Internal Financial Control appropriately reflects the Association's compliance with the information required by the relevant Regulatory Standards for systemically important RSLs in respect of internal financial controls contained within the publication "Our Regulatory Framework" and associated Regulatory Advisory Notes issued by the Scottish Housing Regulator in respect of internal financial controls.

ALEXANDER SLOAN

Accountants and Business Advisers
Statutory Auditors
GLASGOW



Alexander Sloan
Accountants and Business Advisers

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

INDEPENDENT AUDITORS REPORT

For the year ended 31st March 2021

Opinion

We have audited the financial statements of Argyll Community Housing Association Limited (the 'parent Association') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the group and parent Statement of Comprehensive Income, the group and parent Statement of Financial Position, the group and parent Statement of Cash Flows, the group and parent Statement of Changes in Equity and related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and parent Association's affairs as at 31 March 2021 and of the surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing (Scotland) Act 2010 and the Determination of Accounting Requirements 2019.

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 Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 audit opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board of Management's 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 parent Association'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 Board of Management with respect to going concern are described in the relevant sections of this report.

Other information

The Board of Management is responsible for the other information. The other information comprises the information contained in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

INDEPENDENT AUDITORS REPORT

For the year ended 31st March 2021

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies Act 2014 require us to report to you if, in our opinion:

- proper books of account have not been kept by the parent Association in accordance with the requirements of the legislation;
- a satisfactory system of control over transactions has not been maintained by the parent Association in accordance with the requirements of the legislation;
- the Statement of Comprehensive Income and Statement of Financial Position are not in agreement with the books of account of the parent Association or group; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board of Management

As explained more fully in the statement of Board of Management's responsibilities as set out on page 18, the Board of Management is responsible for the preparation of the financial statements and for being satisfied that they give true and fair view, and for such internal control as the Board of Management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Management is responsible for assessing the group and parent Association'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 Board of Management either intend to liquidate the group or the parent Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we gained an understanding of the legal and regulatory framework applicable to the group and parent Association through discussions with the Board of Management and other management, and from our wider knowledge and experience of the RSL sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and parent Association, including the Co-operative and Community Benefit Societies Act 2014 (and related regulations), the Housing (Scotland) Act 2010 and other laws and regulations applicable to a registered social housing provider in Scotland. We also considered the risks of non-compliance with the other requirements imposed by the Scottish Housing Regulator and we considered the extent to which non-compliance might have a material effect on the financial statements.
- we assessed the extent of compliance with the laws and regulations identified above through

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

INDEPENDENT AUDITORS REPORT

For the year ended 31st March 2021

making enquiries of management; and

- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and parent Association's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing the parent Association's Assurance Statement and associated supporting information; and
- requesting correspondence with the Scottish Housing Regulator, HMRC and the group and parent Association's legal advisors.

The extent to which the audit was considered capable of detecting irregularities including fraud

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Description of the 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 the users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. The description forms part of our audit report.

Use of our Report

This report is made solely to the Association's members as a body, in accordance with Part 7 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

INDEPENDENT AUDITORS REPORT

For the year ended 31st March 2021

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 Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

ALEXANDER SLOAN
Accountants and Business Advisers
Statutory Auditors
GLASGOW



ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

GROUP STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31st March 2021

	<i>Note</i>	2021	2020
		£000	£000
Turnover	2	28,725	26,757
Operating costs	2	<u>(22,933)</u>	<u>(21,422)</u>
Operating Surplus		5,792	5,335
(Deficit)/surplus on disposal of housing fixed assets		(1,230)	(164)
Finance income	9	15	21
Finance charges	10	<u>(1,934)</u>	<u>(2,064)</u>
Surplus on ordinary activities before Taxation		2,643	3,128
Taxation	11	<u>-</u>	<u>-</u>
Surplus for the year		<u>2,643</u>	<u>3,128</u>
Actuarial gain/(loss) on pension scheme	27	(2,381)	3,781
Total comprehensive income / (expenditure) for the year		<u>262</u>	<u>6,909</u>

All figures relate to continuing operations.

The notes on pages 32 to 56 form part of these financial statements

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

COMPANY STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31st March 2021

	<i>Note</i>	2021 £000	2020 £000
Turnover	2	28,861	26,893
Operating costs	2	<u>(23,213)</u>	<u>(21,557)</u>
Operating Surplus		5,648	5,336
(Deficit)/surplus on disposal of housing fixed assets		(1,230)	(164)
Finance income	9	16	26
Finance charges	10	<u>(1,929)</u>	<u>(2,055)</u>
Surplus on ordinary activities before Taxation		2,505	3,143
Taxation	11	<u>-</u>	<u>-</u>
Surplus for the year		<u>2,505</u>	<u>3,143</u>
Actuarial gain/(loss) on pension scheme		(2,412)	3,609
Total comprehensive income for the year		<u>93</u>	<u>6,752</u>

All figures relate to continuing operations.

The notes on pages 32 to 56 form part of these financial statements

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

GROUP STATEMENT OF FINANCIAL POSITION

As at 31st March 2021

	<i>Note</i>	2021	2020
		£000	£000
Property, plant & equipment			
Housing properties	12	178,020	176,670
Other Fixed Assets	13	1,639	1,730
		<u>179,659</u>	<u>178,400</u>
Current assets			
Stock and work in progress	15	119	41
Debtors	16	1,804	2,054
Cash at bank and in hand	17	9,139	8,607
		<u>11,062</u>	<u>10,702</u>
Creditors: amounts falling due within one year	18	<u>(6,046)</u>	<u>(6,369)</u>
Net current assets / (liabilities)		<u>5,016</u>	<u>4,333</u>
Total assets less current liabilities		184,675	182,733
Creditors: amounts falling due after one year	19	(141,564)	(143,214)
Provisions for liabilities and charges: Deferred tax	11	<u>-</u>	<u>-</u>
Net assets before pension deficit		43,111	39,519
Pension deficit	27	(7,238)	(3,927)
Net assets after pension deficit		<u><u>35,873</u></u>	<u><u>35,592</u></u>
Capital and reserves			
Share capital	21	-	-
Revenue Reserves		35,854	35,592
Designated Reserve		19	-
Shareholders' funds		<u><u>35,873</u></u>	<u><u>35,592</u></u>

The notes on pages 32 to 56 form part of these financial statements

These financial statements were approved by the Board of Management, authorised for issue and signed on their behalf by:

Chairman of the Board of Management

Roddy McCuish

Board member

James Milne

Secretary

Catherine Grant

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

COMPANY STATEMENT OF FINANCIAL POSITION

As at 31st March 2021

	<i>Note</i>	2021	2020
		£000	£000
Property, plant & equipment			
Housing properties	12	178,020	176,670
Other Fixed Assets	13	1,635	1,710
		<u>179,655</u>	<u>178,380</u>
Current assets			
Stock and work in progress	15	-	-
Debtors	16	1,946	2,542
Cash at bank and in hand	17	8,714	8,663
		<u>10,660</u>	<u>11,205</u>
Creditors: amounts falling due within one year	18	<u>(5,797)</u>	<u>(6,839)</u>
Net current assets / (liabilities)		<u>4,863</u>	<u>4,366</u>
Total assets less current liabilities		184,518	182,746
Creditors: amounts falling due after one year	19	(141,564)	(143,214)
Provisions for liabilities and charges: Deferred tax	11	<u>-</u>	<u>-</u>
Net assets before pension deficit		42,954	39,532
Pension deficit		(7,014)	(3,704)
Net Surplus after pension deficit		<u><u>35,940</u></u>	<u><u>35,828</u></u>
Capital and reserves			
Share capital	21	-	-
Revenue Reserves		35,921	35,828
Designated Reserve		19	-
Shareholders' funds		<u><u>35,940</u></u>	<u><u>35,828</u></u>

The notes on pages 32 to 56 form part of these financial statements

These financial statements were approved by the Board of Management, authorised for issue and signed on their behalf by:

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ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

GROUP STATEMENT OF CHANGES IN EQUITY
As at 31st March 2021

	Called up share capital £000	Revenue reserve £000	Total equity £000
Balance at 31 March 2020	-	35,592	35,592
Changes in equity			
Total comprehensive income	-	262	262
Designated Reserve	-	19	19
Balance at 31 March 2021	-	35,873	35,873

	Called up share capital £000	Revenue reserve £000	Total equity £000
Balance at 31 March 2019	-	28,683	28,683
Changes in equity			
Total comprehensive income	-	6,909	6,909
Balance at 31 March 2020	-	35,592	35,592

COMPANY STATEMENT OF CHANGES IN EQUITY
As at 31st March 2021

	Called up share capital £000	Revenue reserve £000	Total equity £000
Balance at 31 March 2020	-	35,828	35,828
Changes in equity			
Total comprehensive income	-	93	93
Designated Reserve	-	19	19
Balance at 31 March 2021	-	35,940	35,940

	Called up share capital £000	Revenue reserve £000	Total equity £000
Balance at 31 March 2019	-	29,076	29,076
Changes in equity			
Total comprehensive income	-	6,752	6,752
Balance at 31 March 2020	-	35,828	35,828

The notes on pages 32 to 56 form part of these financial statements

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED

STATEMENT OF CASH FLOWS

For the year ended 31st March 2021

GROUP STATEMENT OF CASH FLOWS	<i>Notes</i>	2021 £000	£000	2020 £000	£000
Cash flows from operating activities					
Cash generated from operations	23	9,826		8,036	
Net cash from operating activities			9,826		8,036
Cash flow from investing activities					
Improvement of properties	12	(7,651)		(9,804)	
Construction of new properties net of disposals	12	(1,187)		(3,366)	
Purchase of other fixed assets	13	(106)		(107)	
Right-to-buy proceeds				-	
Government grants received	20	1,616		2,174	
Net cash flow from investing activities			(7,328)		(11,100)
Cash flow from financing activities					
Finance income	9	15		21	
Finance charges	10	(1,835)		(1,897)	
Bank loans drawn down		-		10,000	
Bank loans repaid	25	(146)		(138)	
Net cash flow from financing activities			(1,966)		7,986
Increase / (decrease) in cash and cash equivalents			532		4,919
Cash and cash equivalents at the start of the year			8,607		3,688
Cash and cash equivalents at the end of the year			9,139		8,607

The notes on pages 32 to 56 form part of these financial statements

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED

STATEMENT OF CASH FLOWS

For the year ended 31st March 2021

COMPANY STATEMENT OF CASH FLOWS	<i>Notes</i>	2021 £000	£000	2020 £000	£000
Cash flows from operating activities					
Cash generated from operations	23	9,340		8,355	
Net cash from operating activities			9,340		8,355
Cash flow from investing activities					
Improvement of properties	12	(7,651)		(9,804)	
Construction of new properties net of disposals	12	(1,187)		(3,365)	
Purchase of other fixed assets	13	(102)		(101)	
Right-to-buy proceeds		-		-	
Government grants received	20	1,616		2,177	
Net cash flow from investing activities			(7,324)		(11,093)
Cash flow from financing activities					
Finance income	9	16		26	
Finance charges	10	(1,835)		(1,897)	
Bank loans drawn down		-		10,000	
Bank loans repaid	25	(146)		(138)	
Net cash flow from financing activities			(1,965)		7,991
Increase / (decrease) in cash and cash equivalents			51		5,253
Cash and cash equivalents at the start of the year			8,663		3,410
Cash and cash equivalents at the end of the year			8,714		8,663

The notes on pages 32 to 56 form part of these financial statements

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

ACHA is incorporated under the Co-operative and Community Benefit Societies Act 2014 and is registered by the Financial Conduct Authority.

1. ACCOUNTING POLICIES

Going Concern

During the year ACHA made an operating surplus of £5.79 million which when adjusted for disposals, interest receivable and payable resulted in a surplus of £2.64 million prior to the adjustment of the actuarial loss on the pension scheme giving total comprehensive income for the year of £0.26 million. At the financial year-end ACHA had net assets of £35.87 million. The going concern basis of accounting is considered appropriate because ACHA has an agreed banking facility with Lloyds Banking Group of £59.6 million under the business plan to meet future requirements. Peak debt is £64.31 million in 2023/24, comprising £59.1 million Lloyds Banking Group within the banking facility, £2.2 million from Argyll and Bute Council and the option for a further £3.0 million from external sources. Repayment is projected by 2035/36 for Lloyds Banking Group, 2038/39 for Argyll and Bute Council and 2036/37 for any other borrowing.

ACHA's loan asset security ratio requirement is 105%. The most recent security valuation as at March 2020 values ACHA's housing assets secured to Lloyds Banking Group at £134.2 million based on Existing Use Valuation – Social Housing by year 50, ACHA therefore has more than sufficient assets to support the current peak borrowing and for its future needs at this time based on the asset cover covenant.

Basis of preparation

The financial statements have been prepared in accordance with Financial Reporting Standard 102 (FRS 102) "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and under the historical cost accounting rules. They comply with the Determination of Accounting Requirements 2019 and with the SORP 2018 - Statement of Recommended Practice for social housing providers.

Basis of consolidation

In accordance with FRS 102, the group financial statements consolidate the financial statements of the parent company and its one subsidiary, Argyll Homes For All Limited, for the year ended 31st March 2021. The subsidiary is accounted for using acquisition accounting.

Turnover

Turnover represents rental and service charge income receivable from tenants and owner occupiers, fees and revenue based grants receivable from local authorities and The Scottish Government's Housing Directorate relating to housing and fees from the provision of management services. Tenant service charges are levied on a basis intended to cover appropriate service costs each year. Income is recognised only when it is earned.

Cash Flow Statement

The cash flow statement represents the cash transactions of the Association for the period from 1st April 2020 to 31st March 2021. Cash and cash equivalents comprise cash on hand and in deposit and are subject to an insignificant risk of change in value.

Tangible fixed assets - housing properties

The Association operates a full component accounting policy in relation to the capitalisation and depreciation of its completed housing stock. Housing properties are stated at cost; all properties acquired under the stock transfer agreement were acquired at nil value.

Housing properties

Housing properties are split between land, structure and major components which require periodic replacement. Replacement or refurbishment of such major components is capitalised and depreciated over the estimated useful life which has been set taking into account professional advice, the association's asset management strategy and the requirement of SHQS and EESSH. In determining the remaining useful lives for the housing stock, the Association has taken account of views provided by both internal and external professional sources, and these are reflected in the assumptions in the current

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

approved Business Plan. Components with a de minimis value of £1,000 are written off in the year in which they are incurred.

Depreciation and Impairment

Land is not subject to depreciation. Depreciation is charged so as to write down the cost of the housing properties and major components on a straight line basis over their expected useful economic lives.

Major components are treated as separable assets and depreciated over their expected useful economic lives or the lives of the structure to which they relate, if shorter, at the following annual rates:

	Depreciation Rate	Economic Life
Land	Nil	Nil
Structure	2.0%	50 years
Wall finishes	2.0%	50 years
Insulation (IWI/CWI)	2.0%	50 years
Kitchen	4.0%	25 years
Roofs	2.0%	50 years
Bathroom	4.0%	25 years
Windows and doors	3.3%	30 years
Heating System	3.3%	30 years
Electrics	3.3%	30 years
Plumbing	2.5%	40 years
Solar Panels	4.0%	25 years

The SORP and FRS 102 outline a number of indicators for impairment which the Association must consider on an annual basis. Where an indicator for impairment is identified then the Association must carry out a full impairment review. Where there is evidence of impairment, the fixed assets are written down to the recoverable amount and any write down charged to the Statement of Comprehensive Income within cumulative depreciation. Depreciation will be charged for a full year in the year of acquisition and none in the year of disposal.

New Build

Housing properties in the course of construction are held at cost and are not depreciated. They are transferred to completed properties when ready for letting or sale. The Association's policy is to capitalise the cost of acquiring land and buildings and all development expenditure including direct development staff costs. Expenditure on schemes which are subsequently aborted will be written off in the year in which it is recognised that the schemes will not be developed to completion. Land is not depreciated.

Non-Housing properties

ACHA owns a number of non-housing properties. ACHA applies the same capitalisation and component life approach as stated under housing properties unless otherwise stated below.

Garages

Garages are stated at cost; all garages acquired under the stock transfer agreement were acquired at nil value. The estimated useful economic life of related assets built after transfer will be 15 years.

Gypsy / Traveller sites

Gypsy / traveller sites are stated at cost: all sites acquired under the stock transfer agreement were acquired at nil value. The estimated useful economic life of the structures built after transfer will be 20 years.

Related Assets

Related assets, such as private water supplies, play parks, sewage systems and septic tanks, are stated at cost: all related assets acquired under the stock transfer agreement were acquired at nil value. The estimated useful economic life of related assets built after transfer will be 15 years. All expenditure in relation to related assets which is Related Assets or Early Action Funding (EAF) Grant supported will be treated as revenue expenditure in the period in which the expenditure occurred.

Component replacements which are not grant funded will be capitalised.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

Housing Association Grant

Housing Association Grant (HAG) is received from central government agencies and local authorities and is utilised to reduce the capital costs of housing properties. Grants received in respect of capital expenditure are credited to the comprehensive statement of income under the accruals method in line with the depreciation rates adopted for the underlying asset to which the expenditure relates. HAG due or received in advance is included as a current asset or liability. HAG received in respect of revenue expenditure is credited to the Statement of Comprehensive Income in the same period as the expenditure to which it relates, in line with the performance model. Properties are disposed of under the appropriate legislation and guidance. All HAG relating to the share of property sold are removed from the financial statements at the date of sale. Any HAG received that cannot be repaid from the proceeds of sale is abated and the grant removed from the financial statements. Where a disposal is deemed to have taken place for accounting purposes, but the repayment conditions have not been met in relation to the grant funding, the potential future obligation to repay is disclosed as a contingent liability.

Business Plan Support Grant

Business Plan Support Grant (BPSG) relates to the £68 million grant provided by Scottish Government in respect of improvements required to the transferring properties to achieve the Scottish Housing Quality Standard. BPSG received in respect of capital expenditure was credited to the comprehensive statement of income under the accruals method in line with the depreciation rates adopted for the underlying asset to which the expenditure relates. Unamortised BPSG is held within creditors due after one year.

Properties are disposed of under the appropriate legislation and guidance. All business plan support grants relating to the share of property sold are removed from the financial statements at the date of sale and written off. Any residual business plan support grant held at the point of component replacement is written off in the year of replacement.

Other Grants

These include grants from Scottish Government and/or local authorities and/or other organisations. Grants received in respect of capital expenditure are credited to the comprehensive statement of income under the accruals method in line with the depreciation rates adopted for the underlying asset to which the expenditure relates. Grants due or received in advance are included as a current asset or liability. Grants received in respect of revenue expenditure are credited to the income and expenditure account in the same period as the expenditure to which it relates, in line with the performance model.

Other Fixed Assets

Other fixed assets are stated at cost less accumulated depreciation. Depreciation is calculated to write down the cost of other fixed assets on a straight line basis over their expected useful lives as follows:

	Depreciation Rate	Economic Life
IT hardware and software	33.3%	3 years
Furniture and fittings	10%	10 years

A full year's depreciation is charged in the year of acquisition with none charged in the year of disposal.

Offices are stated at cost; all offices acquired under the stock transfer agreement were acquired at nil value. Depreciation on offices is calculated on a component basis using the same components and economic useful lives as the housing properties. Bute store is depreciated over a 50-year economic useful life, consistent with the economic useful life for structure under housing assets.

Employee Benefits

Short term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred. The financial cost of annual leave and time off in lieu earned but not taken by employees at the year-end date is accrued as a liability.

Pensions

ACHA participates in one multi-employer pension scheme and accounts for this in accordance with the requirements of FRS 102. Strathclyde Pension Fund (SPF) is a defined benefit scheme as defined by the Local Government Pension Scheme (Scotland) regulations 1998. Contributions are charged to Statement

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

of Comprehensive Income so as to spread the cost of pensions over the employees' working lives within ACHA. The SPF made an actuarial loss for the year ended 31st March 2021 of £2.381 million. ACHA has taken account of this loss in the Statement of Comprehensive Income.

Taxation

The charge or credit for taxation is based on the surplus or deficit for the year and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting purposes. Deferred tax is recognised without discounting, in respect of all timing differences between the treatment of certain items for taxation and accounting purposes which have arisen but not reversed by the balance sheet date, except as otherwise required by FRS 102. As ACHA is a registered charity it has obtained consent to relief from Corporation Tax from HMRC on its charitable activities.

VAT

ACHA was registered for VAT on 24th March 2010. A large proportion of ACHA's income, namely rents, is exempt for VAT purposes and therefore gives rise to the partial exemption calculation. All expenditure is shown inclusive of VAT. ACHA created a VAT Group with its subsidiary for trading during 2013/14.

Loans and Grants

Loans are advanced by private or public lenders under the terms of individual mortgage deeds in respect of each development or under a global facility secured on existing developments. Grants from the Scottish Government's Housing & Social Justice Directorate or local authorities are payable to subsidise the capital cost of housing developments. Grants from Scottish Government's Housing & Social Justice Directorate take the form of Housing Association Grant (HAG) funding. Advances are generally available only in respect of those developments which have been given approval by the Scottish Government's Housing & Social Justice Directorate. Under certain circumstances HAG is repayable. Business Plan Support Grant and Related Assets or EAF grant is not normally repayable under the terms of the stock transfer agreement. Grants in respect of revenue expenditure are credited to the Statement of Comprehensive Income in the same period as the expenditure to which they relate.

Financial Instruments

ACHA has given consideration under FRS 102 in relation to accounting for Financial Instruments. Having reviewed all relevant financial assets and liabilities ACHA have agreed with our external auditors that all financial instruments and transactions are defined as 'basic'. Loans provided to ACHA are classed as basic under FRS 102 and are measured at amortised cost. A loan provided by ACHA to its subsidiary AHFA is classed and measured in the same manner.

Payables and receivables due within one year are measured at transaction price less settlements. Where receivables are deemed to be longer term and constitute a financing transaction they are measured at the present value of future payments discounted at a market rate of interest applicable to similar debt instruments.

Operating Leases

Operating lease rentals are charged to the Statement of Comprehensive Income on a straight line basis over the period of the lease.

Inventories

Inventories and work in progress is stated at the lower of cost and net realisable value.

Bad and Doubtful Debts

Provision is made against rent arrears for current tenants and former tenants as well as other sundry debts to the extent that they are classed as potentially irrecoverable. The current policy for rent arrears is to provide for all former tenant debt and also for current tenant debt where this is in excess of £1,000. For sundry debt all debt over 3 months old is fully provided for as well as any debt between 0-3 months which is greater than £1,000. Debt is passed for approval to write off where a debtor is deceased with no estate, has been sequestrated or where the debt is prescribed.

Estimation and Uncertainty

The preparation of financial statements requires the use of certain accounting estimates. It also requires the Board to exercise judgement in applying the Group's Accounting Policies. The areas requiring a

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

higher degree of judgement, or complexity, and areas where assumptions or estimates are most significant to the financial statements, are disclosed below:

Rent Arrears - Bad Debt Provision

The Group assesses the recoverability of rent arrears through a detailed assessment process which considers: tenant payment history, payment arrangements in place, and court action.

Life Cycle of Components

The Group estimates the useful lives of major components of its housing property with reference to surveys carried out by qualified surveyors and specialist advice.

Useful life of properties, plant and equipment

The Group assesses the useful life of its properties, plant and equipment and estimates the annual charge to be depreciated based on this.

Key Judgements made in the application of Accounting Policies

The Categorisation of Housing Properties

In the judgement of the Board the entirety of the Group's housing stock is held for social benefit and is therefore classified as Property, Plant and Equipment in accordance with FRS 102.

Identification of cash generating units

The Group considers its cash-generating units to be the schemes in which it manages its housing property for asset management purposes.

Financial Instruments

Following guidance from the Financial Reporting Council, the Group and its Board of Management are of the view that the clauses held within the loan agreements do not require these financial instruments, other than the 'non-cancellable call option', to be classified as 'non-basic' financial instruments.

Pensions

Determining the value of the Association's share of defined benefit pension scheme assets and obligations, the valuation prepared by the Scheme actuary includes estimates of life expectancy, salary growth, inflation and the discount rate on corporate bonds. For further information on the pension estimates please see Note 27 of the accounts.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

2. Particulars of turnover, operating costs and operating deficit

GROUP

	Turnover	Operating Costs	Other income and gains	Operating Surplus / (Deficit) to 31st March 2021	Operating Surplus / (Deficit) to 31st March 2020
	£000	£000	£000	£000	£000
Social Lettings <i>(Note 3)</i>	26,368	(20,579)	-	5,789	5,322
Other Activities <i>(Note 4)</i>	2,357	(2,354)	-	3	13
	<u>28,725</u>	<u>(22,933)</u>	-	<u>5,792</u>	
Total for year to 31 st March 2020	<u>26,757</u>	<u>(21,422)</u>	-	<u>5,335</u>	

COMPANY

	Turnover	Operating Costs	Other income and gains	Operating Surplus / (Deficit) to 31st March 2021	Operating Surplus / (Deficit) to 31st March 2020
	£000	£000	£000	£000	£000
Social Lettings <i>(Note 3)</i>	26,368	(20,723)	-	5,645	5,323
Other Activities <i>(Note 4)</i>	2,493	(2,490)	-	3	13
	<u>28,861</u>	<u>(23,213)</u>	-	<u>5,648</u>	
Total for year to 31 st March 2020	<u>26,893</u>	<u>(21,557)</u>	-	<u>5,336</u>	

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

3. Particulars of turnover, operating costs and operating surplus or deficit from social letting activities – Group

	General Needs Housing	Supported Housing	Total	Total For Previous Period of Account
	£000	£000	£000	£000
Rents receivable net of service charges	22,596	927	23,523	22,806
Rent from garages	19	-	19	21
Rent from travelling people sites	77	-	77	80
Service charges	69	304	373	396
Gross income from rents and service charges	22,761	1,231	23,992	23,303
Less voids	(823)	(15)	(838)	(865)
Net income from rents and service charges	21,938	1,216	23,154	22,438
Grants from the Scottish Ministers	-	-	-	-
Other revenue grants	173	-	173	47
Deferred grant amortisation	3,041	-	3,041	2,981
Total turnover from social letting activities	25,152	1,216	26,368	25,466
Management and maintenance administration costs	6,415	356	6,771	7,318
Planned and cyclical maintenance including major repairs costs	3,591	-	3,591	2,761
Reactive maintenance costs	3,594	-	3,594	3,718
Bad debts – rents and service charges	196	-	196	208
Depreciation of social housing	6,422	-	6,422	6,103
Impairment of social housing	5	-	5	36
Operating costs for social letting activities	20,223	356	20,579	20,144
Other income and gains	-	-	-	-
Operating surplus for social lettings	4,929	860	5,789	5,322
Operating surplus for social lettings for previous period of account	4,453	869	5,322	

As a result of component accounting being applied all major repairs expenditure relating to identified components has been capitalised during the period.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

Particulars of turnover, operating costs and operating surplus or deficit from social letting activities – Company

	General Needs Housing	Supported Housing	Total	Total For Previous Period of Account
	£000	£000	£000	£000
Rents receivable net of service charges	22,596	927	22,523	22,806
Rent from garages	19	-	19	21
Rent from travelling people sites	77	-	77	80
Service charges	69	304	373	396
Gross income from rents and service charges	22,761	1,231	23,992	23,303
Less voids	(823)	(15)	(838)	(865)
Net income from rents and service charges	21,938	1,216	23,154	22,438
Grants from the Scottish Ministers	-	-	-	-
Other revenue grants	173	-	173	47
Deferred grant amortisation	3,041	-	3,041	2,981
Total turnover from social letting activities	25,152	1,216	26,368	25,466
Management and maintenance administration costs	6,415	356	6,771	7,318
Planned and cyclical maintenance including major repairs costs	3,591	-	3,591	2,761
Reactive maintenance costs	3,738	-	3,738	3,717
Bad debts – rents and service charges	196	-	196	208
Depreciation of social housing	6,422	-	6,422	6,103
Impairment on social housing	5	-	5	36
Operating costs for social letting activities	20,367	356	20,723	20,143
Other income and gains	-	-	-	-
Operating surplus for social lettings	4,785	860	5,645	5,323
Operating surplus for social lettings for previous period of account	4,454	869	5,323	

As a result of component accounting being applied all major repairs expenditure relating to identified components has been capitalised during the period.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

4. Particulars of turnover, operating costs and operating surplus/(deficit) from other activities - Group

	Grants from Scottish Ministers	Other Revenue Grants	Other Income	Total Turnover	Operating Costs Bad Debts	Other Operating Costs	Operating Surplus / (Deficit)	Operating Surplus / (Deficit) for previous period of account £000
	£000	£000	£000	£000	£000	£000	£000	£000
Wider role activities undertaken to support the community, other than the provision, construction, improvement and management of housing	32	-	66	98	-	(253)	(155)	(129)
Related Assets	-	-	-	-	-	-	-	-
Aids and Adaptations	315	-	-	315	-	(302)	13	42
Tenant and Owner Recharges	-	1,224	218	1,442	(109)	(1,502)	(169)	30
Insurance	-	-	100	100	-	(141)	(41)	(26)
Other activities	-	-	402	402	-	(47)	355	96
Total from other activities	347	1,224	786	2,357	(109)	(2,245)	3	13
Total from other activities for previous period of account	451	13	827	1,291	(124)	(1,154)	13	

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

4. Particulars of turnover, operating costs and operating surplus/(deficit) from other activities - Company

	Grants from Scottish Ministers	Other Revenue Grants	Other Income	Total Turnover	Operating Costs Bad Debts	Other Operating Costs	Operating Surplus / (Deficit)	Operating Surplus / (Deficit) for previous period of account £000
	£000	£000	£000	£000	£000	£000	£000	£000
Wider role activities undertaken to support the community, other than the provision, construction, improvement and management of housing	32	-	66	98	-	(253)	(155)	(129)
Related Assets	-	-	-	-	-	-	-	-
Aids and Adaptations	315	-	-	315	-	(302)	13	42
Tenant and Owner Recharges	-	1,224	218	1,442	(109)	(1,502)	(169)	30
AHFA support service income	-	-	136	136	-	(136)	-	-
Insurance	-	-	100	100	-	(141)	(41)	(26)
Other activities	-	-	402	402	-	(47)	355	96
Total from other activities	347	1,224	922	2,493	(109)	(2,381)	3	13
Total from other activities for previous period of account	451	13	963	1,427	(124)	(1,290)	13	

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

5. Housing stock

	Units under development		Units under management	
	2021	2020	2021	2020
Housing accommodation for letting:				
General Needs	24	27	4,977	4,997
Sheltered Housing	-	-	200	201
	<u>24</u>	<u>27</u>	<u>5,177</u>	<u>5,198</u>

6. Remuneration of members of Board of Management and Key Management Personnel

No members of the Board of Management received any remuneration from ACHA or AHFA.

Key management personnel are defined to include the Chief Executive, Strategic Directors and any other officer whose total annual emoluments, excluding pension contributions, exceed £60k during the reporting year.

	2021 £000	2020 £000
Total emoluments payable to directors / key management personnel and benefits in kind	610	538
Pension contributions	<u>88</u>	<u>73</u>
	<u>698</u>	<u>611</u>
Emoluments payable to the highest paid director (excluding pension contributions)	100	101
Pension contributions	<u>16</u>	<u>15</u>
	<u>116</u>	<u>116</u>

The Chief Executive is a member of the Strathclyde Pension Fund defined benefit pension scheme as disclosed in note 27. No enhanced or special terms apply to memberships. ACHA's contributions to the Chief Executive's pension in the year amounted to £16k (2020: £15k).

ACHA's key management emoluments (excluding pension contributions) fell within the following band distributions:

	2021	2020
More than £60,000 but not more than £70,000	2	1
More than £70,000 but not more than £80,000	5	3
More than £80,000 but not more than £90,000	-	1
More than £90,000 but not more than £100,000	-	-
More than £100,000 but not more than £110,000	1	1

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

7. Staff numbers and costs

The full time equivalent number of persons employed and seconded to ACHA (excluding board members) in the year, analysed by category, was as follows:

	Number of employees	
	2021	2020
Housing & Neighbourhood Services	72	75
Finance & IT	16	16
Human Resources & Corporate Services	13	13
Investment & Regeneration	38	36
Argyll Homes For All	90	81
	<u>229</u>	<u>221</u>

The aggregate payroll costs of these persons were as follows:

	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Wages and salaries	6,680	5,915	3,917	3,405
Social security costs	671	586	397	334
Other pension costs	707	588	616	506
	<u>8,058</u>	<u>7,089</u>	<u>4,930</u>	<u>4,245</u>

During the year the value of Investment & Regeneration staff costs that were capitalised amounted to £617k (2020 - £942k).

8. Operating surplus on ordinary activities - Group

	2021	2020
	£000	£000
<i>Operating surplus on ordinary activities before taxation is stated after charging:</i>		
Auditors' remuneration:		
Audit (including expenses and excluding VAT for the year)	23	22
Other services from bodies related to external audit	1	1
Operating lease rentals:		
Buildings	148	159
Other	391	279
Depreciation	<u>6,441</u>	<u>6,123</u>

Operating surplus on ordinary activities - Company

	2021	2020
	£000	£000
<i>Operating surplus on ordinary activities before taxation is stated after charging:</i>		
Auditors' remuneration:		
Audit (including expenses and excluding VAT for the year)	20	19
Other services from bodies related to external audit	-	-
Operating lease rentals:		
Buildings	148	159
Other	-	-
Depreciation	<u>6,422</u>	<u>6,104</u>

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

9.	Finance income - Group		
		2021	2020
		£000	£000
	Bank interest receivable	15	21
	Interest on pension fund (<i>Note 27</i>)	-	-
		<u>15</u>	<u>21</u>
	Finance income - Company		
		2021	2020
		£000	£000
	Bank interest receivable	16	26
	Interest on pension fund (<i>Note 27</i>)	-	-
		<u>16</u>	<u>26</u>
10.	Finance charges - Group		
		2021	2020
		£000	£000
	On bank loans	1,835	1,897
	Interest on pension fund (<i>Note 27</i>)	99	167
		<u>1,934</u>	<u>2,064</u>
	Finance charges - Company		
		2021	2020
		£000	£000
	On bank loans	1,835	1,897
	Interest on pension fund (<i>Note 27</i>)	94	158
		<u>1,929</u>	<u>2,055</u>

11. Taxation

Due to ACHA's charitable status, no tax liability arose in the year to 31st March 2021 (2020: £ Nil).

AHFA is liable for UK Corporation Tax on its trading profits which amounted to £ Nil in the year (2020: £ Nil).

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

12. Property, plant & equipment – Group and Company – Social Housing Properties

	Housing properties held for letting £000	Housing properties in course of construction £000	Total 2021 £000	Total 2020 £000
Cost				
At start of year	214,742	4,308	219,050	206,255
Additions during year new build	113	1,074	1,187	3,366
Additions during year existing	7,651	-	7,651	9,804
Transfers	2,845	(2,845)	-	-
Disposals	(1,654)	-	(1,654)	(256)
Impairment	(22)	-	(22)	(119)
At end of year	<u>223,675</u>	<u>2,537</u>	<u>226,212</u>	<u>219,050</u>
Depreciation				
At start of year	(42,380)	-	(42,380)	(36,559)
Charge during year	(6,244)	-	(6,244)	(5,947)
Disposals	424	-	424	92
Impairment	8	-	8	34
At end of year	<u>(48,192)</u>	<u>-</u>	<u>(48,192)</u>	<u>(42,380)</u>
Net book value				
At 31 March 2021	<u>175,483</u>	<u>2,537</u>	<u>178,020</u>	<u>176,670</u>
At 31 March 2020	<u>172,362</u>	<u>4,308</u>	<u>176,670</u>	

All properties transferred to ACHA at 21st November 2006 were transferred at nil value as part of the Large Scale Voluntary Stock Transfer.

Additions to housing properties include capitalised development administration costs of £0.617 million, (2020 – £0.942 million), and capitalised major repair costs to existing properties of £7.03 million (2020 - £8.86 million). All land and properties are heritable.

Total expenditure on existing properties in the year amounted to £14.98 million (2020 – £16.28 million). The amount capitalised is £7.65 million (2020 - £9.80 million) with the balance being charged to the statement of comprehensive income.

During the year a number of components were replaced, resulting in a loss £1.23 million (2020 – loss of £0.16 million). This value increased in 2020/21 due to the number of heating systems being replaced, with Air Source Heat Pump systems being fitted as part of the Warm Homes Fund project. Previous heating components fitted since stock transfer in 2006 have an economic useful life of 30 years so this results in a higher value being written off as a disposal.

ACHA has included in housing properties held for letting £3.51 million (2020 – £3.53 million) of cost relating to the fourth quarter of the year however as this is work in progress and not yet completed it has not been componentised nor depreciated in the current year. The componentisation and depreciation of these works will be completed in the following financial period.

Security has been granted to lenders in respect of housing properties at stock transfer and specific loans granted for new build development. As at the end of the financial year there were also 329 properties which were unencumbered.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

13. Property, plant & equipment (other) - Group

	IT	Offices / Store	Furniture	Total Other non housing
	£000	£000	£000	£000
Cost				
At start of year	2,315	1,906	33	4,254
Additions during year	106	-	-	106
Disposals	(33)	-	-	(33)
At end of year	<u>2,388</u>	<u>1,906</u>	<u>33</u>	<u>4,327</u>
Depreciation				
At start of year	(2,177)	(320)	(27)	(2,524)
Provided during year	(151)	(44)	(2)	(197)
Disposals	33	-	-	33
At end of year	<u>(2,295)</u>	<u>(364)</u>	<u>(29)</u>	<u>(2,688)</u>
Net book value				
At 31 March 2021	<u>93</u>	<u>1,542</u>	<u>4</u>	<u>1,639</u>
At 31 March 2020	<u>138</u>	<u>1,586</u>	<u>6</u>	<u>1,730</u>

Property, plant & equipment (other) - Company

	IT	Offices	Furniture	Total Other non housing
	£000	£000	£000	£000
Cost				
At start of year	2,045	1,906	33	3,984
Additions during year	102	-	-	102
Disposals	(21)	-	-	(21)
At end of year	<u>2,126</u>	<u>1,906</u>	<u>33</u>	<u>4,065</u>
Depreciation				
At start of year	(1,926)	(320)	(27)	(2,273)
Provided during year	(132)	(44)	(2)	(178)
Disposals	21	-	-	21
At end of year	<u>(2,037)</u>	<u>(364)</u>	<u>(29)</u>	<u>(2,430)</u>
Net book value				
At 31 March 2021	<u>89</u>	<u>1,542</u>	<u>4</u>	<u>1,635</u>
At 31 March 2020	<u>118</u>	<u>1,585</u>	<u>7</u>	<u>1,710</u>

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

14. Investments	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Investment in Subsidiary Companies	-	-	-	-
	-	-	-	-
	-	-	-	-

ACHA owns one share in Argyll Homes For All Limited (AHFA), which is a wholly owned subsidiary company. The principal activity of AHFA, registered company number SC415603, for the year ended 31st March 2021 was that of property maintenance. As at 31st March 2021 the capital and reserves of AHFA were (£0.064million) (2020: (£0.233 million)) with a profit for the year of £0.138 million (2020: £0.015 million loss)

Subsidiary: Argyll Homes For All Limited
Nature of business: Property maintenance and repairs

Class of shares:	% holding
Ordinary	100.00

	2021	2020
	£000	£000
Aggregate capital and reserves	(64)	(233)
Profit/ (loss) for the year	138	(15)

15. Stocks and work in progress	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Stock	119	41	-	-
	119	41	-	-
	119	41	-	-

A full stock count took place as at 31st March 2021, due to Covid-19 restrictions no year-end stock take took place as at 31st March 2020.

16. Debtors	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Rental debtors	1,193	1,280	1,193	1,280
Less bad debt provision	(571)	(465)	(571)	(465)
	622	815	622	815
Prepayments and accrued income	1,136	1,193	1,070	1,137
Other debtors	1,669	2,022	1,877	2,461
Less bad debt provision	(1,623)	(1,976)	(1,623)	(1,976)
Subsidiary Loan	-	-	-	105
	1,804	2,054	1,946	2,542
	1,804	2,054	1,946	2,542

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

The above figure for rental debtors is made up as follows:

	Debtor £000	Provided £000	2021 Net Debtor £000
Due from current tenants	866	(244)	622
Due from former tenants	327	(327)	-
	<u>1,193</u>	<u>(571)</u>	<u>622</u>

Rental Bad debts of £0.089 million were written off during the period (2020 £0.146 million). The provision for Rental Bad debts increased by £0.106 million during the year (2020 £0.061 million increase).

Sundry debts of £0.462 million were written off during the period (2020 £0.144 million). The provision for Sundry debtors reduced by £0.353 million during the year (2020 £0.020 million decrease).

AHFA had no debts written off during the year.

17. Cash at bank and in hand

	Group		Company	
	2021 £000	2020 £000	2021 £000	2020 £000
Bank	9,138	8,606	8,713	8,662
Cash	1	1	1	1
	<u>9,139</u>	<u>8,607</u>	<u>8,714</u>	<u>8,663</u>

18. Creditors: amounts falling due within one year

	Group		Company	
	2021 £000	2020 £000	2021 £000	2020 £000
Loans (secured)	153	145	153	145
Trade creditors	890	961	723	934
Other creditors	802	1,049	745	1,005
Accruals and deferred income	1,160	1,236	1,135	1,777
Deferred grant income	3,041	2,978	3,041	2,978
	<u>6,046</u>	<u>6,369</u>	<u>5,797</u>	<u>6,839</u>

19. Creditors: amounts falling due after one year

	Group		Company	
	2021 £000	2020 £000	2021 £000	2020 £000
Loan (secured)	61,617	61,771	61,617	61,771
Deferred Grant (Note 20)	79,947	81,443	79,947	81,443
	<u>141,564</u>	<u>143,214</u>	<u>141,564</u>	<u>143,214</u>

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

The loans with Lloyds Banking Group reduced by £0.059 million during 2020/21 due to capital repayments to the Oban office development loan. This is the only Lloyds Banking Group loan that is repayable on an amortising basis, with the loan to be repaid in full by March 2025. The repayment profile for the office loan is shown below.

	£000
Due within one year	61
Due between 1 and 2 years	65
Due between 2 and 5 years	142
Over 5 years	-
	<u>268</u>

A loan with Argyll and Bute Council through the Strategic Housing Fund for £3 million was agreed and drawn down during 2013/14 and 2014/15. This is a capital and interest repayment loan and is repayable by 2040. The repayment profile is shown below:

	Glenshellach £000	Bonawe £000	Helensburgh £000	Total £000
Due within one year	70	4	18	92
Due between 1 and 2 years	73	4	19	96
Due between 2 and 5 years	241	12	61	314
Over 5 years	1,507	83	410	2,000
	<u>1,891</u>	<u>103</u>	<u>508</u>	<u>2,502</u>

The Glenshellach loan is fixed at 4.45% and the Bonawe and Helensburgh loans are fixed at 4.43%, all for a 25 year term from drawdown. The remainder of loans drawn, amounting to £59.0 million with Lloyds Banking Group, are repayable by bullet repayment. A summary of all fixed rate loans with Lloyds Banking Group as at 31st March 2021 is as follows:

Fixed Rate Hedging	Value (£000's)	End date	Rate %
Tranche A	£6,000	28/06/2021	1.181
Tranche A	£3,000	28/06/2022	1.209
Tranche A	£3,000	19/06/2023	2.952
Tranche A	£4,750	18/12/2023	1.620
Tranche A	£7,000	18/11/2024	1.535
Tranche A	£3,950	30/12/2024	1.515
Tranche A	£7,000	30/06/2025	2.636
Tranche B	£2,000	31/03/2023	5.740
Tranche B	£5,000	28/03/2024	0.927
Tranche B	£10,000	30/03/2029	5.430
Tranche C	£268	11/03/2025	5.955
Tranche D	£5,000	30/09/2021	5.490
Tranche D	£2,300	31/03/2023	4.350
Total	£59,268		

Rates quoted are all inclusive of the rate, margin and capitalisation charges.

Loans are secured by a specific charge against ACHA's properties with the office loan secured against the office development at Menzies House, Glenshellach Business Park, Oban. At the year-end there were 4,794 housing properties secured to Lloyds Banking Group in addition to 54 housing properties secured to Argyll and Bute Council.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

20. Deferred Grant Income – Group and Company

	2021	2020
	£000	£000
Housing Association Grant (HAG)		
At 1 st April	30,375	29,743
Received during year	646	1,470
Released to income during year	<u>(867)</u>	<u>(838)</u>
At 31 st March	<u>30,154</u>	<u>30,375</u>
Other grants		
At 1 st April	54,046	55,532
Received during year	970	704
Released to income during year	<u>(2,174)</u>	<u>(2,142)</u>
Released to income during year - disposals	-	-
Released to income during year - Impairment	<u>(8)</u>	<u>(48)</u>
At 31 st March	<u>52,834</u>	<u>54,046</u>
	2021	2020
	£000	£000
Amount to be released within one year	3,041	2,978
Amount to be released in more than one year	<u>79,947</u>	<u>81,443</u>
	<u>82,988</u>	<u>84,421</u>

21. Share capital

	2021	2020
	£	£
Shares of £1 each fully paid		
At 1 st April	257	263
Issued in year	1	8
Cancelled in year	<u>(8)</u>	<u>(14)</u>
At 31 st March	<u>250</u>	<u>257</u>

Shares issued were in respect of new members of ACHA.

Each member of ACHA holds one share of £1 in ACHA. These shares carry no rights to dividend or distributions on winding up. When a shareholder ceases to be a member the person's share is cancelled and the amount thereon becomes the property of ACHA. Each member has a right to vote in accordance with ACHA's rules at Members meetings.

ACHA holds one share in its subsidiary company Argyll Homes For All Limited (SC415603) which is a wholly owned subsidiary trading company.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

22. Commitments – Group and Company

(a) Capital commitments authorised and contracted for at 31st March amounted to:

	2021	2020
	£000	£000
Within one year		
Investment programme	7,031	2,785
Regeneration	<u>261</u>	<u>1,588</u>
	<u>7,292</u>	<u>4,373</u>
Within two to five years		
Investment programme	50	100
Regeneration	20	281
IT	<u>243</u>	<u>243</u>
	<u>313</u>	<u>624</u>

The investment programme is financed by a combination of operating cash flow and private finance.

(b) At the 31st March, the total future minimum lease payments under non-cancellable operating leases were as follows:

	2021	2020
	£000	£000
Land and Buildings		
Due within 1 year	22	22
Due between 1 and 5 years	-	-
Over 5 years	<u>-</u>	<u>-</u>
	<u>22</u>	<u>22</u>
Other		
Due within 1 year	303	277
Due between 1 and 5 years	738	755
Over 5 years	<u>-</u>	<u>-</u>
	<u>1,041</u>	<u>1,032</u>

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

23. Reconciliation of operating surplus to net cash inflow from operating activities - Group

	2021	2020
	£000	£000
Operating surplus/deficit	5,792	5,335
Adjustments:		
Depreciation on non-housing fixed assets	197	176
Depreciation on housing fixed assets	6,244	5,947
Impairment on housing fixed assets	5	34
Deferred Grant Amortisation	(3,041)	(2,978)
Movement in working capital:		
Non cash adjustment in pension fund	831	1,173
(Increase)/Decrease in stock	(78)	-
Decrease/(Increase) in debtors	250	(666)
(Decrease)/Increase in creditors	(393)	(985)
Designated Reserve Carry Forward	19	
Cash inflow from operating activities	<u>9,826</u>	<u>8,036</u>

Reconciliation of operating surplus to net cash inflow from operating activities - Company

	2021	2020
	£000	£000
Operating surplus/deficit	5,648	5,336
Adjustments:		
Depreciation on non-housing fixed assets	178	157
Depreciation on housing fixed assets	6,244	5,947
Impairment on housing fixed assets	5	34
Deferred Grant Amortisation	(3,041)	(2,981)
Movement in working capital:		
Non cash adjustment in pension fund	805	1,104
(Increase)/Decrease in stock	-	-
Decrease/(Increase) in debtors	595	(554)
(Decrease)/Increase in creditors	(1,113)	(688)
Designated Reserve Carry Forward	19	-
Cash inflow from operating activities	<u>9,340</u>	<u>8,355</u>

24. Analysis of changes in net debt - Group

	At 31st March	Cash flows	At 31st March
	2020		2021
	£000	£000	£000
Cash in hand, at bank	8,607	532	9,139
Debt due within one year	(146)	(7)	(153)
Debt due in more than one year	(61,770)	153	(61,617)
Total	<u>(53,309)</u>	678	<u>(52,631)</u>

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For the year ended 31st March 2021

25. Reconciliation of net cash flow to movement in net debt - Group

	2021 £000	2020 £000
Increase / (Decrease) in cash in the period	532	4,919
Cash (inflow) from debt financing	-	(10,000)
Cash outflow from debt financing	146	138
	<hr/>	<hr/>
Change in debt resulting from cash flows	678	(4,943)
Net debt at beginning of period	(53,309)	(48,366)
Net debt at end of period	<u>(52,631)</u>	<u>(53,309)</u>

26. Group structure

ACHA is a registered social landlord, incorporated in Scotland. ACHA owns one share in Argyll Homes for All Limited (AHFA) which is a wholly owned subsidiary company. The principal activity of AHFA, registered company number SC415603, in the year ended 31st March 2021 was that of property maintenance.

27. Strathclyde Pension Scheme

The majority of ACHA group employees belong to the Strathclyde Pension Fund which is part of the Local Government Pension Scheme (LGPS). The total pensionable payroll at the balance sheet date was £4.16 million. This is a defined benefit scheme which provides benefits based on the final pensionable salary, the assets of which are held in a separate trustee administered fund. The best estimate of total employer contributions for 2021/22 is £0.803 million.

As noted in note 1, Argyll and Bute Council have guaranteed to accept liability for any unfunded costs which may arise with regard to ACHA relating to its membership of the Local Government Pension Scheme (LGPS) administered by Glasgow City Council should it cease to exist, withdraw from the LGPS or otherwise become unable to continue covering any unfunded liabilities with regard to the Local Government Pension Scheme (Scotland) Regulations 1998, as amended, or the Local Government (Discretionary Payments and Injury Benefits) (Scotland) Regulations 1998. If applicable, the assumptions and other data that have the most significant effect on the determination of the contribution levels of the scheme are as follows:

Assumptions as at	31 st March 2021 % p.a.	31 st March 2020 % p.a.	31 st March 2019 % p.a.
Pension Increase Rate	2.8%	1.9%	2.5%
Salary Increase Rate	3.5%	3.0%	3.7%
Discount Rate	2.0%	2.3%	2.4%

Under the requirements of FRS 102, ACHA is required to disclose further information on its share of assets and liabilities of the LGPS on a market value basis at the end of the financial year.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31st March 2021

ACHA's share of assets in the scheme and expected rate of return were:

	% Split of Assets 31st March 2021	Assets at 31st March 2021 £000	% Split of Assets 31st March 2020	Assets at 31st March 2020 £000
Equities	66%	23,422	59%	16,730
Bonds	23%	8,162	26%	7,373
Property	9%	3,194	13%	3,686
Cash	2%	710	2%	567
Total		35,488		28,356

Analysis of the amount charged in arriving at the operating surplus

	Period to 31st March 2021 £000	Period to 31st March 2020 £000
Service cost	1,531	1,801
Past service costs	-	-
Amounts charged to finance charge	1,531	1,801

	Period to 31st March 2021 £000	Period to 31st March 2020 £000
Net interest	99	167
Amounts charged to finance charge	99	167

Analysis of the amount recognised in the statement of comprehensive income

	Period to 31st March 2021 £000	Period to 31st March 2020 £000
Actual return	6,513	(1,951)
Changes in financial assumptions	(9,625)	4,276
Other experience gains and losses	(102)	147
Changes in demographic assumptions	833	1,309
Amounts charged to finance charge	(2,381)	3,781

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For the year ended 31st March 2021

Reconciliation of opening and closing balances of the present value of scheme liabilities

	2021
	£000
Opening scheme liabilities	(32,283)
Current service cost	(1,531)
Past service cost	-
Interest cost	(757)
Re-measurements	(8,349)
Benefits paid	468
Contributions	(274)
Closing scheme liabilities	<u>(42,726)</u>

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

	2021
	£000
Opening fair value of plan assets	28,356
Interest income	658
Return on plan assets (in excess of interest income)	6,513
Contributions by employer	700
Plan participants contributions	274
Benefits paid	(468)
Other experience	(545)
Closing scheme assets	<u>35,488</u>

	2021	2020
	£000	£000
Pension deficit at end of year	<u>(7,238)</u>	<u>(3,927)</u>

28. Related party disclosures

During the year there were a number of payments made and received between ACHA and its wholly owned subsidiary Argyll Homes for All Limited (AHFA). At the balance sheet date, the inter-company debtor / creditor was a debit of £0.208 million (2019/20 £0.439 million) which related to a balance of support service charges and assigned staff costs due to ACHA. At the year-end, income accrued by AHFA but not yet paid by ACHA amounted to £0.303 million (2019/20 £0.985 million). The inter-company loan was repaid in full during 2020/21 as per the loan agreement and at the balance sheet date the loan outstanding was now nil (2019/20 £0.105 million), with £0.105 million being repaid within the year.

Seven members of the Board of Management were also tenants during the year (2019/20: six). Three members of the Board of Management were Argyll and Bute Council Councillors during the year (2019/20: three). Members rent arrears were treated in a similar manner to that of other tenants in arrears with ACHA. The total value of rent received from tenant board members was £35k (2019/20 £27k) with total non-technical rent arrears at the year-end of nil (2019/20: nil)

Payments made to members of the Board of Management during 2020/21 amounted to £47 (2019/20: £8k). This relates to reimbursement of travel expenses and subsistence, with the significant reduction due to Covid-19 restrictions and no Board member travel or subsistence incurred during 2020/21.

All transactions with local authorities were made at arm's length, on normal commercial terms and no Board members used their position to their advantage.

ARGYLL COMMUNITY HOUSING ASSOCIATION LIMITED AND SUBSIDIARIES

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For the year ended 31st March 2021

The tenancy agreements and rents charged for those members of the Board of Management were on standard terms applicable to any other tenant of ACHA.

ACHA has entered premise leases with Argyll and Bute Council and has contractual arrangements for the provision of information technology support services in relation to Capita Housing, print services and environmental services provision. ACHA also lets houses to Argyll and Bute Council under a special letting agreement relating to homelessness and also for additional support needs.

ACHA paid £0.38 million (2019/20: £0.65 million) to the Council for services relating to service level agreements, premises leases, council tax, IT, loan repayments, building warrants, environmental and other services received during the period.

Included in the above amount ACHA paid to the Council £0.20 million in relation to the three Strategic Housing Fund (SHF) loans (2019/20: £0.20 million).

During the period ACHA received from the Council £7.9 million in housing benefit payments (2019/20: £8.5 million), rental income for homeless and additional support needs tenancies of £0.07 million (2019/20: £0.07 million). ACHA also received £0.01 million of SHF grant income during the period (2019/20: £0.26 million).

At the period end there was a creditor totalling £4k outstanding to the Council (2019/20: £3k).

29. Financial Instruments

The carrying amounts of the Group's financial instruments are as follows:

	2021	2020
	£000	£000
<i>Financial assets</i>		
Debt instruments measured at amortised cost:		
- Trade debtors (note 16)	622	815
- Accrued income (note 16)	803	946
- Other debtors (note 16)	46	46
- Cash and cash equivalents (note 17)	9,139	8,607
	10,610	10,414
<i>Financial liabilities</i>		
Measured at amortised cost:		
- Bank loans and overdraft (notes 18-19)	61,771	61,916
- Trade creditors (note 18)	890	961
- Accrued expenses (note 18)	1,003	1,232
- Other creditors (note 18)	802	1,049
	64,466	65,158

The income, expenses, net gains and net losses attributable the Group's financial instruments are summarised as follows:

	2021	2020
	£000	£000
<i>Income and expense</i>		
Financial assets measured at amortised cost	16	27
Financial liabilities measured at amortised cost	(1,836)	(1,903)

The total interest income and interest expense for financial assets and financial liabilities that are not measured at fair value through profit or loss was £16k (2019/20 - £27k) and £1.84 million (2019/20 - £1.90 million) respectively.