



Alexander Sloan
Accountants and Business Advisers

AYRSHIRE HOUSING

Report and Financial Statements

For the year ended 31 March 2021

Registered Social Landlord No. 304

Company Registration No. SC185652

Scottish Charity No. SC027906

AYRSHIRE HOUSING

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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AYRSHIRE HOUSING

BOARD OF TRUSTEES, EXECUTIVES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

Board of Trustees

| | |
|--------------------|---------------------------|
| S. Leslie | Chairperson |
| R. Leith | |
| M. Nicol | Resigned 2 September 2020 |
| K. George | |
| M. Campbell | Resigned 2 September 2020 |
| F. Maguire | Resigned 2 September 2020 |
| D. Porte | |
| G. Dawson | |
| Professor R. Pyper | |
| M. Tomlinson | |
| G. Collins | |
| A. Bryan | |
| A Craig | Appointed 28 October 2020 |
| T Maugahn | Appointed 28 October 2020 |
| A Wason | Appointed 28 October 2020 |

Executive Officer

| | |
|------------|-------------------|
| J. Whiston | Executive Officer |
|------------|-------------------|

Registered Office

119 Main Street
Ayr
KA8 8BX

External Auditors

Alexander Sloan
Accountants and Business Advisers
180 St Vincent Street
Glasgow
G2 5SG

Bankers

The Royal Bank of Scotland plc
Corporate Banking
139 St Vincent Street
Glasgow
G2 5FJ

Solicitors

Addleshaw Goddard
19 Canning Street
Edinburgh
EH3 8EU

AYRSHIRE HOUSING

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

The Board of Trustees presents its report and the financial statements for the year ended 31 March 2021.

Legal Status

Ayrshire Housing is a company limited by guarantee and is governed by its Memorandum and Articles of Association. Accordingly, the Company has no share capital. The company is registered with the Scottish Housing Regulator as a registered social landlord (No. 304) under the Housing (Scotland) Act 2010 and as is a registered Scottish Charity with the charity number SCO27906.

Principal Activities

The principal activities of the Association are the provision and management of affordable rented accommodation.

Review of Business and Future Developments Background

The Trustees of Ayrshire Housing are pleased to present their review together with the audited financial statements for Ayrshire Housing for the year ended 31 March 2021.

Activities

The Ayrshire Housing Group consists of Ayrshire Housing (parent), a registered social landlord with charitable status, and Ayrshire Homestake Limited, our one subsidiary company retained as a vehicle to pursue potentially non-charitable activities. The subsidiary company has not yet traded.

The Group Head Office is in Ayr and Ayrshire Housing has properties throughout Ayrshire. Ayrshire Housing is now one of Ayrshire's leading housing associations with a stock of over 1,500 houses thanks to an active acquisition and development programme predominantly but not exclusively in South Ayrshire.

Introduction

We believe that Ayrshire Housing makes a real and distinctive contribution to the people we serve. This is underpinned by a focus on maintaining our financial strength to ensure that we can maintain the worth of our stock and the quality of our services over the long-term.

The association's volunteer Board has set out its vision for the next three years in an update to our Business Plan. This commits us to still greater engagement with our communities and tenants by both building much needed new houses and making our services still more responsive to individual and community demands. We are proud that the overwhelming majority of tenants see being with Ayrshire Housing as a positive choice. Maintaining this relationship means that ensuring value for money whilst never losing sight of the personal touch is at the heart of our plans.

The Coronavirus pandemic has been a challenge for us all.

Fortunately, given our small size and excellent IT, we were able to shift to home working with minimum disruption. Even at the height of the first lockdown, we maintained an emergency repairs service and annual gas servicing. After a short interlude, we were able to resume letting activity with a particular focus on assisting South Ayrshire Council with priority groups. All this was done with a careful attention to the health and safety of our tenants, contractors, and staff.

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

There was a real fear last March that housing associations would have serious financial difficulties due to mounting arrears and unlet houses. Due to the commitment of our staff, we saw arrear levels fall slightly in 2020-21. This was achieved by contacting as many tenants as possible in the early months and providing advice where needed. Our ongoing investment in a money advice service has paid dividends.

We have also been able to continue to build with the completion of our Elba Street development in Ayr and work starting on 52 houses in Troon. In the background, design work continued on four other developments.

As a result, we believe that our existing Business Plan remains sound.

Our staff have shown incredible motivation and we intend to build on this with a permanent move to hybrid working as the Coronavirus restrictions ease. We are also taking forward exciting plans to extend our community engagement with a new space alongside our office for advice services and for groups to meet.

Below is a summary of our Business Plan.

Our Values

Our mission is underpinned by these core values:

We listen - *to everyone we work for and with.*

We engage - *as we actively involve our tenants, the community and our people in shaping our work.*

We show respect - *as we strive to provide equal and accessible services to all.*

We seek challenge - *to ensure best value to our tenants and wider community benefits.*

These values shape the work of all Ayrshire Housing's people. They are markers for what all should expect from us.



Our Vision for Ayrshire Housing

Our enduring vision for Ayrshire Housing is to:

- Be valued by all our tenants and other service users.
- Increase the wellbeing of our communities.
- Provide more affordable housing.
- Be seen as a distinctive and effective organisation by the people of Ayrshire.

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

We aim to confirm our vision to all we work for and with over the three years of this Plan.

Our vision underpins the detailed objectives set for our day to day work.



Who We Work For

Our tenants and the neighbourhoods they live in

As a tenant and community run housing association, our tenants and the communities they are part of are central to what we do. We have an excellent relationship with our tenants. This is shown by high recorded satisfaction and the friendly tone of our day to day communication.

Our 2019 independent tenants' survey showed:

- 89% are happy with our services.
- 89% satisfied with our management of their neighbourhood.
- 86% thought their rent was value for money.
- 92% are satisfied with our communication and engagement.

We are committed to build on this excellent relationship for example through our popular digital HousingOnline and My Home services. We are always looking for new ways for our tenants to engage with us and influence the services they receive both individually and for their neighbourhoods.

Our neighbourhoods are not just popular with their residents but make a real contribution to the towns and villages they are part of. We want to build on this with a focus on maintaining the quality of our housing stock and public areas. We are committed to ensuring the social worth of our housing for future generations.

Those seeking new housing opportunities

We work across Ayrshire but with a particular focus on South Ayrshire. It is an area of high demand for affordable rented housing with 3,500 households on our waiting list alone. We are proud of our close working relationship with the South Ayrshire Council. We are working closely with them on a housing first approach to tackling homelessness. With our focus on integrated local solutions, we run joint online application and mutual exchange services with the Council. We also work in partnership with several charities to provide quality housing for the people they support.

Housing associations have always been about creating new solutions for those who benefit from a good quality house at a reasonable rent. To meet the obligation to those on our waiting list, we are committed

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

to acquiring and building new houses to meet their needs. We do this on a financially sustainable basis which does not compromise the quality of service to existing tenants over the long-term.

We will also work with South Ayrshire Council and other councils to ensure that our established housing stock is managed in a way that caters for changing needs within attractive neighbourhoods.

Ayrshire's wider communities



Ayrshire Housing is rooted in Ayrshire's communities. Indeed, our very existence is due to a combination of community and tenant initiative, and political support. Our governance is based on a partnership between our tenants – all of whom are association members – and those who support us from the wider community.

Our developments over the years have made a real contribution to Ayrshire's built environment. This is reflected in numerous awards. We want to maximise the wider social worth of what we do through building relationships, so that our neighbourhoods are firmly rooted in the wider communities in which they lie. As a charity making a real impact on people's lives, we can spend over £10 million a year in the local and wider economy. We want to stretch this investment so that it has the maximum impact. We do this by building links and partnerships with those who share our commitment to voluntary activity and the public good.

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

Our Key Aims Over the Next Three Years

Here are our key aims in working for the benefit of our tenants and communities, and all who can benefit from our work:

- To deliver excellent service which our tenants appreciate;
- To enhance our tenants' quality of life;
- To ensure that our neighbourhoods remain desirable places;
- To build new houses to meet needs across our communities;
- To bring additional value through our projects and services;
- To be always open to new ideas.

How We Will Deliver Our Aims

- **By listening to our tenants and our communities**
The relationship with our tenants is central to who we are. We look for new ways to ensure that not only their views are taken on-board, but they also play a still greater part in influencing the quality of what we do.

As a community-based housing association, we also want to deepen our relationships with other community and voluntary organisations. In strengthening community networks, we can foster new and better ways of delivering services and creating better places to live.
- **A committed team**
Our people – our members, our volunteer Board and our staff – are central to what we are about. They guarantee a committed and friendly service to all our users. They inspire us to create better housing opportunities and to make a real impact across Ayrshire. We see our people as being at the centre of what makes us rather than just a means to an end.
- **Being innovative**
We will constantly look at new ways to enhance our services. We always do this in ways that build on our friendly engagement with our tenants and all who use or need our services. We are recognised by the quality of our houses. We will take this further with a commitment to increase the energy efficiency and liveability of our new developments and our existing stock. We will apply technology to add breadth to our services and to increase the productivity of our processes whilst ensuring user satisfaction.

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

- **Value for money underpinned by financial strength**
We are one of Ayrshire's major charities with assets at their social value almost £70 million. Each year, we inject £10 million or more into the local and wider Scottish economy. We combine long-term financial strength with commitment to ensuring rents that are affordable and value for money. Our financial prudence, due to keeping operating costs at the right levels, means that we have the assets and reserves in place to maintain our stock to meet emerging aspirations and to create new housing opportunities for our communities.
- **Strong governance and management**
We are stewards of substantial assets which are the product of investment by our tenants through the rents they pay and substantial public grants. We have an obligation to ensure that our housing stock continues to be valued in the coming decades. Our Board and all our staff are focused on ensuring that the association is run with both enthusiasm and prudence. We are committed to demonstrating, both to our immediate stakeholders and the wider public, that we are well run, open in our decision making and an organisation which others wish to work in partnership with.

Guaranteeing the quality of life of our tenants underpins all our decisions. We will never take risks which would compromise this. We rigorously stress test our financial plan each year to ensure that we can withstand both known and unexpected risks and still ensure reasonable rents and well-maintained homes. In making decisions, we will never compromise the financial reserves needed to meet this commitment.



The Tasks We Have Set for Ourselves

Here we translate our aims into clear objectives. We will further our mission by delivering on these objectives in each year of the plan. The Board has agreed a detailed delivery plan to ensure that the objectives set are realised. The delivery plan cascades down to everyone in our team – whether they are a volunteer Board member or member of staff.

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

The objectives are grouped around four clear themes all linking back to our mission and our aims.

PROVIDING AN EXCELLENT SERVICE

We will provide a responsive service to tenants and other users that:

Surpasses tenants' expectations

We will deliver a genuine value for money service to our tenants. We will build on our already high service standards by:

- always having agreement that our rents represent value for money;
- increasing the use of our My Home online services, but never as a substitute for our friendly face to face service;
- further extending our appointment service for repairs;
- building on our much appreciated money advice service;
- helping our tenants to access additional services when needed.

Ensures fair access to housing and sustains tenancies

We will work with the councils and other agencies to widen access to housing opportunities through:

- aiming to increase our stock by up to fifty new and acquired houses a year;
- effective nomination arrangements which assist councils to fulfil their statutory responsibilities, for example for homelessness prevention;
- working with the Health and Social Care Partnerships to provide housing solutions for their clients.

Guarantees high levels of satisfaction and active engagement

All our tenants are members of Ayrshire Housing. Our aim is not just to listen but to give our tenants a real say in what we do. We will:

- listen to our independently supported tenant led scrutiny panel when they challenge us on our service standards;
- always ensure that our rents reflect the informed views of our tenants;
- support our new tenants through settling in visits and other measures.

QUALITY HOMES

We will ensure that our existing and future houses are built and maintained to the highest standards, and continue to meet the needs and aspirations of our tenants by:

Maintaining our houses to the highest standard

We will ensure that our fully funded Asset Management Plan:

- adapts to tenants' aspirations and
- meets new energy and quality standards.

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

Creating new homes of quality

We will build new houses:

- efficiently and to the highest standards;
- which can adapt to changing needs;
- that demonstrate innovative practice.

THRIVING COMMUNITIES

We will engage with residents in our neighbourhoods and throughout Ayrshire by:

Ensuring our neighbourhoods remain popular places

Working with our tenants, we will:

- maintain the amenity of their neighbourhoods;
- support tenant initiatives through practical support.

Empowering our communities

We will support community initiatives in our neighbourhoods and beyond through:

- the enthusiasm of our Board and staff;
- our community grants;
- making use of our community and tenant hub as a springboard for new activities.

Equality of access

We will demonstrate our commitment to human rights and equality through open engagement and through the services we provide.

Working with voluntary sector partners

Using our strength as a major local charity, we will enhance further our partnerships with the voluntary sector through:

- practical support and grants;
- developing joint projects.

A FORWARD LOOKING AND SUSTAINABLE ASSOCIATION

We believe that the association makes a distinctive contribution to Ayrshire and the lives of those we serve. To maintain this, we will:

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

Ensure our Board and staff are equipped to respond positively to change

We will do this by ensuring that:

- our Board is representative of our tenants and communities;
- our Board has the right breadth of experience and knowledge;
- we nurture and invest in all our people.

Always be open to feedback and new ideas

We will:

- embrace a “you said, we did” culture;
- further support independent tenant scrutiny;
- always build feedback into processes.

Ensure fairness in our work

We will:

- embed a human rights ethos in our work.

Build on our enthusiasm and skills to deliver ever better projects and services

We will innovate by:

- using technology to increase the depth of our engagement with our tenants and others;
- investing in the skills of our people;
- always evaluating what we do.

ENSURING THAT WE MEET EXPECTATIONS

All our tenants are members of Ayrshire Housing. We will invite comment each year to ensure that this plan remains relevant to their aspirations. We will also engage with the other users of our services and those we work in partnership with.

Each year, we will report on what we have achieved and our ongoing plans for each of the objectives that we have set out above. This will complement our other consultations, for example, around the annual report on our performance in meeting the Scottish Social Housing Charter and our Assurance Statement to the Scottish Housing Regulator.

How We Manage Risk

Both the business planning process and the performance management system are designed to control the association's exposure to risk.

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Review of Business and Future Developments (Contd.)

Our financial plan is designed to provide the financial assurance that we have the financial resources to implement any mitigating actions and cope with general financial shocks.

We have identified four strategic areas of risk:

The inability to sustain planned levels of rental income

The falling incomes, in real terms, of many of our tenants could threaten our current high levels of rental collection and could also lead to higher levels of stock turnover. There is also the risk of regulatory action to control rent levels or at least rent increases in the sector.

Our controls include:

- budgeting on the basis of minimal levels of rental growth;
- rigorous arrears and void controls built into the performance management system;
- investment in money advice services;
- work with credit unions, and housing support and advice partners.

A failure to maintain our stock to the required standards

A poorly developed investment plan could result in a failure to meet statutory requirements and growing tenant aspirations.

Our controls include:

- the regular review of the comprehensive life cycle cost plan for our stock;
- ensuring that there is a sufficient risk envelope built into the overall risk management strategy to cope with greater investment requirements due to construction cost inflation or new standards.

Failure to maintain and enhance current high levels of service delivery and satisfaction

Providing excellent service is at the heart of what we do. Falling standards may result in tenant dissatisfaction and possible regulatory intervention.

Our controls include:

- key performance indicators backed by tenant feedback;
- a focus on regulatory compliance;
- regular independent tenant surveys coupled with continuous tenant feedback;
- membership of benchmarking groups;
- investment in staff training and new skills;
- extending online services.

Poor Budgetary and Cost Control

A lack of effective controls could result in wasted resources and, if not checked over the long-term, financial viability being compromised.

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

Our controls include:

- robust annual budgets linked to the long-term financial plan;
- demanding KPIs for rent collection and void management;
- Management Accounts to the Board each quarter;
- a focus on covenant and regulatory compliance;
- a comprehensive Procurement Strategy;
- effective project management.

Financial Health

Our 30-year financial plan is designed to ensure the management and maintenance of our stock is to the highest standards, the funding of loan obligations and enough reserves for contingencies. It is based on a conservative assumption on rental growth. For example, minimal rent increases been assumed for the next five years. Notwithstanding having 74% of loans at fixed rates, the weighted average cost of capital used in the long-term financial plan is higher than current costs and is likely to remain so even if there is a gradual rise in variable rates.

We are in the fortunate position of having built up significant cash reserves through prudent financial management by the current and previous Boards. Not least, decisions not to immediately fix interest rates on new borrowings have borne fruit with substantial increases in our cash reserves through savings on interest paid. We maintain cash reserves to provide adequate working capital in turbulent or difficult times, for example, the current coronavirus pandemic, the roll-out of Universal Credit together with possible unforeseen additional expenditures such as the enhancement of the Energy Efficiency Standard for Social Housing ("EESH 2"). They allowed us to meet housing need through new provision as improvements in the grant regime began to offer a more attractive financial package for us to re-engage in a development programme of substance. Current and past Boards have taken a very prudent stance in terms of both organisational and specific development risks. They have been selective about any potential development projects. We are therefore financially viable and will remain that way if we continue to manage the business in a prudent manner as we work our way back to full operations after the current emergency is over.

In terms of cash reserves, it is possible to demonstrate how much cash should be set aside to cover the many and various risks associated with a business such as ours. Recently risks have become apparent which have not previously been on the horizon the greatest of which is the current national emergency. We also need to consider the impact of welfare reforms and now the potential impact on our cash flows caused by tenants being furloughed or losing their jobs altogether. Our risk analysis has calculated the potential cost and probability of a comprehensive set of risk factors. Based on this, it is estimated that some £2.8 million of free reserves should be maintained to fully cope if all the financial risks were to emerge at the same time. Obviously, these risk factors did not envisage the current public health situation specifically but if we assume that the probability of the other risks occurring is relatively low then the conclusion is that we should remain financially robust within the current timeframe.

In addition, the financial plan is stress tested as part of a financial health check carried out by the Board each year. A range of scenarios and sensitivities are applied to the base financial plan for the 30 years to assess the impact of risks with which to assess long-term financial and development capacity. All the variables are compared to our base plan which includes the delivery of the current pipeline development programme.

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Review of Business and Future Developments (Contd.)

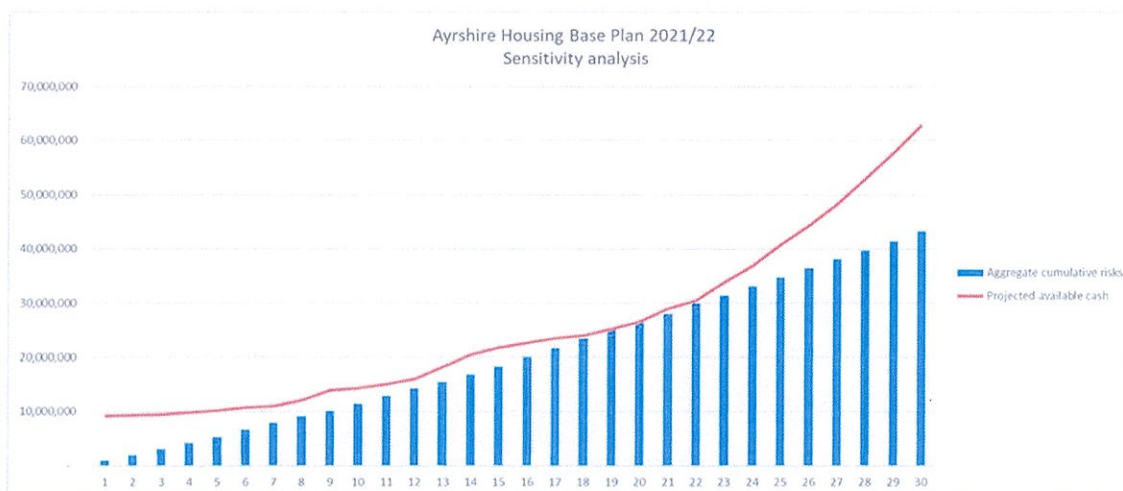
On the basis of a strong opening cash position, it is possible to sensitise the base plan based on certain scenarios by increasing projected costs across maintenance expenditure, pension deficit costs, variable rate interest charges, void loss, bad debts and further unplanned additional expenditure in management costs. It can be demonstrated that in the unlikely event of all these events occurring then the available planned cash surpluses added to our opening position would be able to absorb these additional costs. We can also demonstrate that the key banking covenant of interest cover would not be breached with the sensitised increases.

| Scenario | Sensitivity |
|---|-------------------|
| Management costs increase (including pension deficit contributions) | Plus 15% annually |
| Variable interest rates increase | Plus 50% annually |
| Void and Bad Debt losses increase | Plus 10% annually |
| Reactive repairs costs increase | Plus 20% annually |
| Planned maintenance costs increase | Plus 20% annually |

The strong opening cash position means that the aggregate of all the above sensitivities should they occur would not exceed the base plan cash availability nor would our key banking covenants for interest rate cover be breached.

These can be shown in graphical form as follows:

Cumulative aggregate additional costs from sensitivity analysis compared to base plan cash availability



In conclusion, housing associations like Ayrshire Housing confront a wide array of risks - both internal and external. Ayrshire Housing with its strong Board, short command chain and excellent management systems is well placed to respond timeously to emerging risks. There is the further reassurance though that if negative events do occur, predicted or unpredicted, then the association's finances are sufficiently robust to cope. Ayrshire Housing can demonstrate that it has the capacity to withstand shocks and maintain not just basic functioning but also its overall mission.

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

Delivery Plan for 2021-22

Each year, the Board agrees a delivery plan to deliver on the strategic themes and the following supporting work areas:

- The Asset Management Plan;
- The Design Guide;
- Financial Planning, value for money and risk management;
- Governance compliance and development.

Against each of the themes, specific tasks to deliver each objective are grouped into clear work areas for our Board and staff team.

The delivery plan is at the core of the Director's performance agreement. Internally, the delivery plan is enlarged to include staff responsibilities and linkages between tasks. Performance against this plan is monitored each quarter by the Board. It is fully reviewed each March to ensure its continued relevance.

Key Performance Indicators

Business critical activities are measured against the following key performance indicators (KPIs). Generally, these are consistent with those set out in previous Internal Management and Corporate Plans allowing year on year performance comparisons. In most cases, performance betters both local and national averages. Where applicable, the targets provide comfort about the relevant budget assumptions. In addition, the Board receives reports showing performance against the Scottish Social Housing Charter's indicators.

Key Performance Indicators - Targets and Actual 2020/21

| Housing Management | 2020/21 Target | 2020/21 Actual |
|--------------------------------|-------------------------------------|----------------|
| Current non-technical arrears | 1.75% of total gross rent | 0.8% |
| Void re-let times | 16 days or less | 37.2 days |
| Void rent loss | No more than 1.0% of total rent due | 0.95% |
| Housing application processing | Within 10 days | 7 days |

| Property Management | 2020/21 Target | 2020/21 Actual |
|--|---|----------------|
| Emergency repairs performance | 97% attendance within 4 hours | 77.7% |
| Average emergency completion time | Within 4 hours | 17.9 hours |
| Other repairs | 96% completed on time | 84.6% |
| Average general repair completion time | Within 6 days | 7.7 days |
| Gas safety certificates | 100% compliance aimed for and never below external benchmark of 93% | 86.3% |
| Satisfaction with repairs service | At least 90% satisfied | 72.5% |
| Repairs "right first time" | 90% of all applicable repairs | 82.7% |
| Appointments kept | 95% of all applicable jobs | 80.0% |

AYRSHIRE HOUSING

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

| Projects | 2020/21 Target | 2020/21 Actual |
|---|-----------------------------------|----------------|
| Development pipeline | 50+ plots secured at any time | 45 |
| Acquisitions and completions | 50 a year | 32 |
| Neighbourhood initiatives | Minimum of 2 supported a year | 1 |
| Collaboration with communities and councils | Minimum of 1 joint project a year | 2 |

| Financial Matters | 2020/21 Target | 2020/21 Actual (adjusted to exclude grants received & released from deferred income) |
|---|---|---|
| Staff costs | Less than 24% of turnover | 23.9% |
| Administration cost/tenancy | Less than £1,082 per tenancy | £1,078 |
| Liquidity - current assets:current liabilities | 1.10:1 | 5.87:1 |
| Liquidity - cash:current liabilities | 1:1 | 5.77:1 |
| Interest cover - operating surplus:interest payable (adjusted for depreciation) | 1.1:1 | 3.68:1 |
| Debt per unit | Maximum of £25,000 (as adjusted to reflect new HAG assumptions) | £15,001 |

| General Operational Matters | 2020/21 Target | 2020/21 Actual |
|---|----------------|----------------|
| Board meetings quorate per session (AGM to AGM) | 100% | 100% |
| Board attendance per session | Average of 75% | 90.0% |

Performance in the year ended 31 March 2021

Turnover

Turnover has decreased to £9.7M from £10.4M which includes grants transferred from deferred income and grants received from Scottish Ministers. It also reflects our new development at Elba Street in Ayr plus other stock additions and the annual rent increase.

Operating Costs

Operating costs are slightly lower (0.9%) than the previous year.

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

Interest

Sterling base rates remained low in the year to 31 March 2021 and this had a positive effect on the variable rate loans within our portfolio.

Operating Surplus for the Year

Operating Surplus on ordinary activities for the year was £5.5M compared to £6.2M for 2019/20. This exceeded budgeted projections due largely to the receipt of grants from Scottish Ministers and the lower interest payable on our variable rate based borrowings along with rentals from newly built properties, additional rental receipts from individual acquisitions and our continued involvement in the provision of temporary furnished accommodation.

Reserves

Financial reserves, consisting of revenue reserves set aside to manage the general risks faced by the association, stood at £26.9M. This represents an increase of 5.1% over the same reserves at 31 March 2020.

Cash flow

Positive cash flows of £5.5M were generated from our operating activities. Interest payable was £899k offset slightly by interest receivable of £10k. We spent £2.9M on our development projects, improvement works and acquisitions. We drew £8.2M in new finance to support our development programme and also repaid capital of £1M on our housing loans as per the individual loan agreements.

Capital Structure and Treasury Policy

Borrowings at the year-end were £32.9M. This debt is borrowed wholly from banks and building societies in the UK together with finance through the Scottish Government's Bond finance scheme.

The Board recognises that the association's level of debt makes it important to consider its treasury policy. The treasury function operates within a framework of clearly defined Board approved policies, procedures and delegated authorities. The association borrows on a conventional basis with loans typically repayable over 30 years. These loans are mainly secured over the properties being financed.

Maturity profile: the following table provides an analysis of when the debt falls due for repayment.

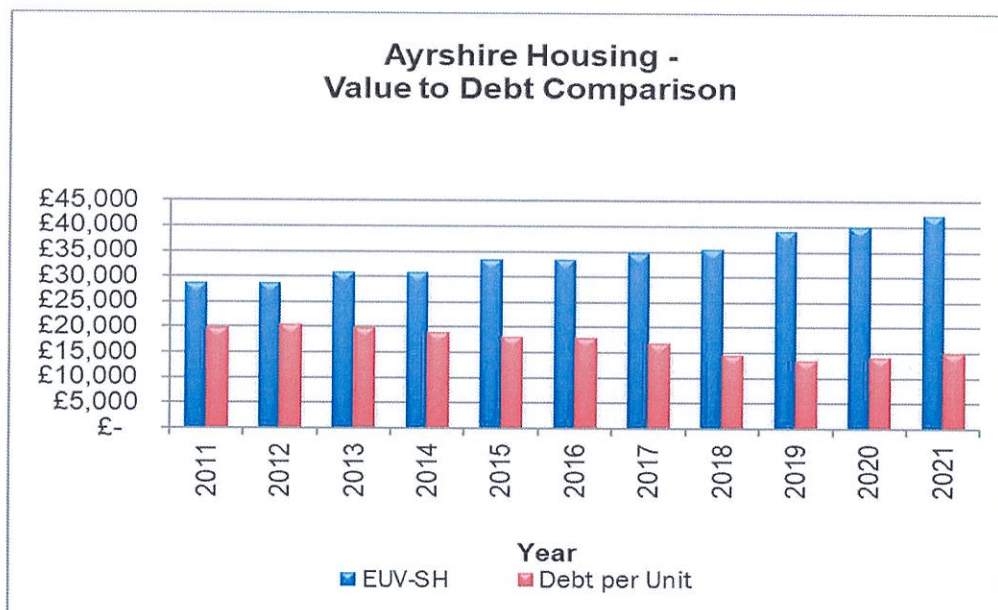
| | |
|------------------------------|---------------|
| Within one year | £ 1.3M |
| Between one and two years | £ 1.3M |
| Between three and five years | £ 4.4M |
| In five years or more | £ 25.9M |
| Total | £32.9M |

A graphical representation of our Loan to Value (EUV-SH) can be found in the graph below:

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REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)



Future Prospects:

The association's financial position is sound and a trend of improvement in its financial and operational performance has been maintained over many years. We comply with all of our lender's covenants which, based on our financial projections, will continue into the future. The introduction of FRS 102 altered how financial information is reported and it is now of crucial importance that any potential impact on our covenant position is fully examined prior to approving any new initiative.

We will continue to manage our finances in a prudent manner and will also deliver value for money to our tenants and private owners.

We will achieve this by:

- Setting rents at levels which are affordable to our tenants.
- Providing a high-quality service and
- Tight cost control.

We have a well-motivated and competent workforce of 31 employees with a relatively low staff turnover. We are full members of the Federation of Employers in Voluntary Housing which provides us with support in managing and developing our staff to foster a culture of continuous improvement.

The association is following a number of strategies which we expect will contribute and inform the above actions.

AYRSHIRE HOUSING

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Review of Business and Future Developments (Contd.)

The Association continues to invest in housing through its development and refurbishment programme. However, new build opportunities are limited due to land availability. We will look towards innovative approaches in generating finance to allow much needed new houses to be delivered where possible.

Our major repair programme remains a key element of our strategy to provide good quality homes for all of our tenants. Our financial projections demonstrate that we will be able to meet our obligations under the Scottish Housing Quality Standards and the current EESSH requirements.

We are aware of the possible impact that a return to an economic recession caused by the coronavirus pandemic may have on our tenants. Our housing and money advice officers work closely with all our tenants identifying issues as early as possible to ensure that the tenant is aware of the different types of assistance available to them. In this way it is hoped to minimise rent arrears and bad debt write off and other costs associated with rent arrears.

Board of Trustees and Executive Officers

The members of the Board of Trustees and the Executive officers are listed on page 1.

The Executive Officers hold no interest in the Association's share capital and, although not having the legal status of directors, they act as executives within the authority delegated by the Board of Trustees.

The members of the Board of Trustees are also trustees of the charity. Members of the Board of Trustees are appointed by the members at the Association's Annual General Meeting.

Statement of Board of Trustees' Responsibilities

The Companies Act 2006 requires the Board of Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Association and of the surplus or deficit of the Association for that period. In preparing those financial statements the Board of Trustees is required to:

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

The Board of Trustees is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association and to enable it to: ensure that the financial statements comply with the Companies Act 2006, the Housing (Scotland) Act 2010 and the Determination of Accounting Requirements 2019. It is also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. It is also responsible for ensuring the Association's suppliers are paid promptly.

AYRSHIRE HOUSING

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Going Concern

Based on its budgetary and forecasting processes the Board of Trustees has a reasonable expectation that the Association has adequate resources to continue in operational existence for the foreseeable future; therefore, it continues to adopt the going concern basis of accounting in preparing the annual financial statements.

Statement on Internal Financial Control

The Board of Trustees acknowledges its ultimate responsibility for ensuring that the Association has in place a system of controls that is appropriate for the business environment in which it operates. These controls are designed to give reasonable assurance with respect to:

- the reliability of financial information used within the Association, or for publication;
- the maintenance of proper accounting records;
- the safeguarding of assets against unauthorised use or disposition.

It is the Board of Trustees's responsibility to establish and maintain systems of internal financial control. Such systems can only provide reasonable and not absolute assurance against material financial misstatement or loss. Key elements of the Association's systems include ensuring that:

- formal policies and procedures are in place, including the ongoing documentation of key systems and rules relating to the delegation of authority, which allow the monitoring of controls and restrict the unauthorised use of Association's assets;
- experienced and suitably qualified staff take responsibility for important business functions and annual appraisal procedures have been established to maintain standards of performance;
- forecasts and budgets are prepared which allow the management team and the Board of Trustees to monitor key business risks, financial objectives and the progress being made towards achieving the financial plans set for the year and for the medium term;
- quarterly financial management reports are prepared promptly, providing relevant, reliable and up to date financial and other information, with significant variances from budget being investigated as appropriate;
- 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 the Board of Trustees;
- the Board of Trustees receives reports from management and from the external and internal auditors to provide reasonable assurance that control procedures are in place and are being followed and that a general review of the major risks facing the Association is undertaken;
- formal procedures have been established for instituting appropriate action to correct any weaknesses identified through internal or external audit reports.

The Board of Trustees has reviewed the effectiveness of the system of internal financial control in existence in the Association for the year ended 31 March 2021. No weaknesses were found in the internal financial controls which resulted in material losses, contingencies or uncertainties which require disclosure in the financial statements or in the auditor's report on the financial statements.

Disclosure of Information to the Auditor

The members of the Board of Trustees at the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant information of which the auditors are unaware. They confirm that they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditors.

AYRSHIRE HOUSING

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Auditor

A resolution to reappoint the Auditors, Alexander Sloan, Accountants and Business Advisers, will be proposed at the Annual General Meeting.

By order of the Board of Trustees

A redacted signature, appearing as a solid black horizontal bar.

A T PARK

Secretary

08 September 2021

AYRSHIRE HOUSING

REPORT BY THE AUDITORS TO THE MEMBERS OF AYRSHIRE HOUSING ON CORPORATE GOVERNANCE MATTERS

In addition to our audit of the financial statements, we have reviewed your statement on page 19 concerning the Association's compliance with the information required by the Regulatory Standards in respect of internal financial controls contained in the publication "Our Regulatory Framework" and associated Regulatory Advice 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 of Internal Financial Control on page 19 has provided the disclosures required by the relevant Regulatory Standards within the publication "Our Regulatory Framework" and associated Regulatory Advice 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 Trustees and Officers of the Company and examination of relevant documents, we have satisfied ourselves that the Board of Trustees's Statement on Internal Financial Control appropriately reflects the Association's compliance with the information required by the relevant Regulatory Standards in respect of internal financial controls contained within the publication "Our Regulatory Framework" and associated Regulatory Advice Notes issued by the Scottish Housing Regulator in respect of internal financial controls.

[Redacted signature]

KEVIN G BOOTH (SENIOR STATUTORY AUDITOR)

ALEXANDER SLOAN

Accountants and Business Advisers

Statutory Auditors

GLASGOW

08 SEPTEMBER 2021



Alexander Sloan

Accountants and Business Advisers

AYRSHIRE HOUSING

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AYRSHIRE HOUSING FOR THE YEAR ENDED 31 MARCH 2021

Opinion

We have audited the financial statements of Ayrshire Housing (the 'Company') for the year ended 31 March 2021 which comprise the Statement of Comprehensive Income, Statement of Financial Position, Statement of Cash Flows, 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 Company'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 Companies Act 2006, the Housing (Scotland) Act 2010 and the Determination of Accounting Requirements 2019.

In our opinion the exemption granted by the Financial Conduct Authority from the requirement to prepare Group Accounts is applicable as the amounts involved are not material.

Basis of Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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 Trustees' 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 Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board of Trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The Board of Trustees 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.

AYRSHIRE HOUSING

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AYRSHIRE HOUSING FOR THE YEAR ENDED 31 MARCH 2021 (continued)

Other Information (Contd.)

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.

Matters on which we are required to report by exception

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

- proper books of account have not been kept by the Company in accordance with the requirements of the legislation;
- a satisfactory system of control over transactions has not been maintained by the Company 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 Company; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board of Trustees

As explained more fully in the statement of Board of Trustees' responsibilities as set out on page 18, the Board of Trustees 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 Trustees 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 Trustees is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Trustees either intends to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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:

AYRSHIRE HOUSING

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AYRSHIRE HOUSING FOR THE YEAR ENDED 31 MARCH 2021 (continued)

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 Company through discussions with 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 Company, including the Companies Act 2006, 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 making enquiries of management and inspecting legal correspondence; 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 Company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management 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 Company's Assurance Statement and associated supporting information; and
- reviewing correspondence with the Scottish Housing Regulator.

AYRSHIRE HOUSING

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AYRSHIRE HOUSING FOR THE YEAR ENDED 31 MARCH 2021 (continued)

The extent to which the audit was considered capable of detecting irregularities including fraud (Contd.)

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.

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 Company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.



KEVIN G BOOTH (SENIOR STATUTORY AUDITOR)
ALEXANDER SLOAN
Accountants and Business Advisers
Statutory Auditors
GLASGOW
08 SEPTEMBER 2021



Alexander Sloan
Accountants and Business Advisers

AYRSHIRE HOUSING

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | 2021 | 2020 |
|--|-------|--------------------|--------------------|
| | | £ | £ |
| Revenue | 2 | 9,659,963 | 10,408,890 |
| Operating costs | 2 | 4,201,877 | 4,241,339 |
| OPERATING SURPLUS | | 5,458,086 | 6,167,551 |
| (Loss)/gain on sale of housing stock | 7 | (90,790) | 34,420 |
| Interest receivable and other income | | 10,091 | 26,608 |
| Interest payable and similar charges | 8 | (899,445) | (929,078) |
| Decrease in valuation of housing properties on initial measurement | 12(a) | (3,150,129) | (4,476,468) |
| Other Finance income/(charges) | 11 | (17,000) | (15,000) |
| | | <u>(4,147,273)</u> | <u>(5,359,518)</u> |
| SURPLUS FOR THE YEAR | | 1,310,813 | 808,033 |
| Other comprehensive income | | | |
| Revaluation movements | | 1,989,653 | 5,677,381 |
| Actuarial gains/(losses) on defined benefit pension plan | 19 | (789,000) | 930,000 |
| TOTAL COMPREHENSIVE INCOME | | 2,511,466 | 7,415,414 |

The results relate wholly to continuing activities.

The notes on pages 30 to 53 form an integral part of these financial statements.

AYRSHIRE HOUSING

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2021

| | Notes | 2021 | | 2020 | |
|--|-------|-------------|--------------------------|--------------------|--------------------------|
| | | £ | £ | £ | £ |
| NON-CURRENT ASSETS | | | | | |
| Housing properties - depreciated cost | 12 | | 69,377,318 | | 68,664,355 |
| Other tangible assets | 12 | | 1,323,559 | | 606,775 |
| | | | <u>70,700,878</u> | | <u>69,271,130</u> |
| CURRENT ASSETS | | | | | |
| Receivables | 13 | 306,071 | | 288,244 | |
| Investments | 14 | 1 | | 1 | |
| Cash and cash equivalents | 15 | 14,716,880 | | 6,525,150 | |
| | | | <u>15,022,952</u> | <u>6,813,395</u> | |
| CREDITORS: Amounts falling due within one year | 16 | (2,616,136) | | (2,330,471) | |
| | | | <u>12,406,816</u> | | <u>4,482,924</u> |
| NET CURRENT ASSETS | | | | | |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | | | |
| | | | <u>83,107,694</u> | | <u>73,754,054</u> |
| CREDITORS: Amounts falling due after more than one year | 17 | | (31,797,627) | | (25,005,243) |
| PENSIONS AND OTHER PROVISIONS FOR LIABILITIES AND CHARGES | | | | | |
| Scottish housing association pension scheme | 19 | (359,000) | | - | |
| Strathclyde pension fund | 19 | (1,011,000) | | (602,000) | |
| | | | <u>(1,370,000)</u> | | <u>(602,000)</u> |
| DEFERRED INCOME | | | | | |
| Social housing grants | 20 | (2,704,216) | | (3,422,426) | |
| | | | <u>(2,704,216)</u> | <u>(3,422,426)</u> | |
| NET ASSETS | | | | | |
| | | | <u><u>47,235,851</u></u> | | <u><u>44,724,385</u></u> |
| EQUITY | | | | | |
| Revenue reserves | | | 26,850,677 | | 25,560,864 |
| Revaluation reserve | | | 21,755,174 | | 19,765,521 |
| Pension reserves | | | (1,370,000) | | (602,000) |
| | | | <u>47,235,851</u> | | <u>44,724,385</u> |

The financial statements were approved by the Board of Trustees and authorised for issue and signed on their behalf on 8 September 2021.


Chairperson


Trustee


Secretary

The notes on pages 30 to 53 form an integral part of these financial statements.

AYRSHIRE HOUSING

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | £ | 2021 £ | £ | 2020 £ |
|---|-------|-------------|--------------------|-------------|--------------------|
| Surplus for the Year | | | 1,310,813 | | 808,033 |
| <i>Adjustments for non-cash items:</i> | | | | | |
| Depreciation of tangible fixed assets | 12 | 970,503 | | 876,865 | |
| Release of Capital grants | 20 | (718,210) | | (2,749,032) | |
| Loss/(gain) on disposal of tangible fixed assets | | 90,790 | | (34,420) | |
| Movement in fair value adjustment | 12(a) | 3,150,129 | | 4,476,468 | |
| Non-cash adjustments to pension provisions | | (21,000) | | 120,000 | |
| | | | <u>3,472,212</u> | | <u>2,689,881</u> |
| Interest receivable | | | (10,091) | | (26,608) |
| Interest payable | 8 | | 899,445 | | 929,078 |
| | | | <u>5,672,379</u> | | <u>4,400,384</u> |
| Operating cash flows before movements in working capital | | | | | |
| Change in debtors | | (17,827) | | 87,495 | |
| Change in creditors | | (127,226) | | 288,933 | |
| | | | <u>(145,053)</u> | | <u>376,428</u> |
| Net cash inflow from operating activities | | | <u>5,527,326</u> | | <u>4,776,812</u> |
| Investing Activities | | | | | |
| Acquisition and construction of properties | | (2,925,175) | | (8,501,312) | |
| Purchase of other fixed assets | | (749,953) | | (25,914) | |
| Social housing grant received | | - | | 3,353,426 | |
| Proceeds on disposal of housing properties | | 23,611 | | 101,870 | |
| | | | <u>(3,651,517)</u> | | <u>(5,071,930)</u> |
| Net cash outflow from investing activities | | | | | |
| Financing Activities | | | | | |
| Loan Advances Received | | 8,212,097 | | 4,443,066 | |
| Interest received on cash and cash equivalents | | 10,091 | | 26,608 | |
| Interest paid on loans | | (899,445) | | (929,078) | |
| Loan principal repayments | | (1,006,822) | | (1,110,864) | |
| | | | <u>6,315,921</u> | | <u>2,429,732</u> |
| Net cash inflow from financing activities | | | | | |
| Increase in cash | 21 | | 8,191,730 | | 2,134,614 |
| Opening cash & cash equivalents | | | 6,525,150 | | 4,390,536 |
| Closing cash & cash equivalents | | | <u>14,716,880</u> | | <u>6,525,150</u> |
| Cash and cash equivalents as at 31 March | | | | | |
| Cash | 21 | | 14,716,880 | | 6,525,150 |
| | | | <u>14,716,880</u> | | <u>6,525,150</u> |

The notes on pages 30 to 53 form an integral part of these financial statements.

AYRSHIRE HOUSING

STATEMENT OF CHANGES IN EQUITY AS AT 31 MARCH 2021

| | Revaluation Reserve | Strathclyde Pension Reserve | Scottish Housing Association Pension reserve | Revenue Reserve | Total |
|------------------------------------|---------------------|-----------------------------|--|-------------------|-------------------|
| | £ | £ | £ | £ | £ |
| Balance as at 1 April 2019 | | | | | |
| Other comprehensive income | 14,072,592 | (811,000) | (601,000) | 24,648,379 | 37,308,971 |
| Revaluation in year | 15,548 | 295,000 | 635,000 | (15,548) | 930,000 |
| Other movements | 5,677,381 | - | - | - | 5,677,381 |
| Surplus for the year | - | (86,000) | (34,000) | 120,000 | - |
| | - | - | - | 808,033 | 808,033 |
| Balance as at 31 March 2020 | 19,765,521 | (602,000) | - | 25,560,864 | 44,724,385 |
| Balance as at 1 April 2020 | | | | | |
| Other comprehensive income | 19,765,521 | (602,000) | - | 25,560,864 | 44,724,385 |
| Revaluation in year | - | (360,000) | (429,000) | - | (789,000) |
| Other movements | 1,989,653 | - | - | - | 1,989,653 |
| Surplus for the year | - | (49,000) | 70,000 | (21,000) | - |
| | - | - | - | 1,310,813 | 1,310,813 |
| Balance as at 31 March 2021 | 21,755,174 | (1,011,000) | (359,000) | 26,850,677 | 47,235,851 |

The notes on pages 30 to 53 form an integral part of these financial statements.

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS

1. PRINCIPAL ACCOUNTING POLICIES

Statement of Compliance and Basis of Accounting

These financial statements were prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Statement of Recommended Practice for social housing providers 2018. The Association is a Public Benefit Entity in terms of its compliance with Financial Reporting Standard 102, applicable for accounting periods beginning on or after 1 January 2019. They comply with the Determination of Accounting Requirements 2019. A summary of the principal accounting policies is set out below.

Revenue

Revenue comprises rental and service charge income receivable in the period, income from shared ownership first tranche sales, sales of properties built for sale, other services provided, revenue grants receivable and government grants released to income in the period.

The Association recognises rent receivable net of losses from voids. Service Charge Income (net of voids) is recognised with expenditure as it is incurred as this is considered to be the point when the service has been performed and the revenue recognition criteria is met.

A grant that imposes specified future performance conditions on the company is recognised only when those conditions are met. A grant received before the revenue recognition criteria is satisfied is recognised as a liability. For Social Housing Grant this means that the grant is recognised as revenue on completion of the property.

Retirement Benefits

The Association participates in the Scottish Housing Association Pension Scheme and the Strathclyde Pension Fund, multi-employer defined benefit schemes. Retirement benefits to employees of the Association are funded by the contributions from all participating employers and employees in the Scheme. Payments are made in accordance with periodic calculations by consulting Actuaries and are based on pension costs applicable across the various participating organisations taken as a whole. The Association accounts for this scheme as a defined benefit pension scheme in accordance with FRS 102.

Going Concern

On the basis that the Board of Trustees has a reasonable expectation that the Association has adequate resources to continue in operational existence for the foreseeable future, the Association has adopted the going concern basis of accounting in preparing these financial statements.

Housing Properties

Housing properties are held for the provision of social housing. Housing properties are stated at cost less accumulated depreciation and impairment losses. Cost includes acquisition of land and buildings and development cost. The Association depreciates housing properties over the useful life of each major component. Housing under construction and land are not depreciated.

| <i>Component</i> | <i>Useful Economic Life</i> |
|------------------|-----------------------------|
| Building | Over 60 years |
| Roof | Over 40 years |
| Windows | Over 30 years |
| Radiators | Over 30 years |
| Boilers | Over 15 years |
| Bathrooms | Over 30 years |
| Kitchens | Over 20 years |
| Wiring | Over 40 years |
| Lift | Over 20 years |
| Smoke detectors | Over 10 years |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

1. PRINCIPAL ACCOUNTING POLICIES (continued.)

Depreciation and Impairment of Other Tangible Assets

Non-current assets are stated at cost less accumulated depreciation. Depreciation is charged over the expected economic useful lives of the assets at the following annual rates:

| <i>Asset Category</i> | <i>Depreciation Rate</i> |
|------------------------|--------------------------|
| Furniture and Fittings | 20% straight line |
| IT Systems | 20% straight line |
| Offices | 2% straight line |
| Let properties | 20% straight line |

The carrying values of non-current assets are reviewed for impairment at the end of each reporting period.

Social Housing Grants and Other Capital Grants

Social housing grants and other capital grants are accounted for using the Performance Method as outlined in Section 24 of Financial Reporting Standard 102. Grants are treated as deferred income and recognised in income on completion of the project to which the grant relates.

Social housing grant attributed to individual components is written off to the statement of comprehensive income when these components are replaced.

Although social housing grant is treated as a grant for accounting purposes, it may nevertheless become repayable in certain circumstances, such as the disposal of certain assets. The amount repayable would be restricted to the net proceeds of sale.

Sales Of Housing Properties

First tranche shared ownership disposals are credited to turnover on completion. The cost of construction of these sales is taken to operating cost. In accordance with the statement of recommended practice, disposals of subsequent tranches are treated as non-current asset disposals with the gain or loss on disposal shown in the statement of comprehensive income.

Disposals under shared equity schemes are accounted for in the statement of comprehensive income. The remaining equity in the property is treated as a non-current asset investment, which is matched with the grant received.

Taxation

The Association is a Registered Scottish Charity and is not liable to taxation on its charitable activities.

Leases

Costs in respect of operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the lease term. Assets held under finance leases and hire purchase contracts are capitalised in the Statement of Financial Position and are depreciated over their useful lives or the term of the lease, whichever is shorter.

Works to Existing Properties

The Association capitalises major repairs expenditure where these works result in an enhancement of economic benefits by increasing the net rental stream over the life of the property, a material reduction in future maintenance costs, or a significant extension of the life of the property.

Capitalisation Of Development Overheads

Directly attributable development administration costs relating to ongoing development activities are capitalised.

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (Continued)

1. PRINCIPAL ACCOUNTING POLICIES (continued.)

Borrowing Costs

Interest incurred on financing a development is capitalised up to the date of practical completion of the scheme. All other borrowing costs are expensed to the statement of comprehensive income using the effective interest rate method.

Property Development Cost

The proportion of the development cost of shared ownership properties expected to be disposed of as a first tranche sale is held in current assets until it is disposed of. The remaining part of the development cost is treated as a non-current asset. Surpluses made on the disposal of first tranche sales are taken to the Statement of Comprehensive Income.

Property developments that are intended for resale are included in current assets until disposal.

Financial Instruments - Basic

The Association classes all of its loans as basic financial instruments including agreements with break clauses. The Association recognises basic financial instruments in accordance with Section 11 of Financial Reporting Standard 102.

The Association's debt instruments are measured at amortised cost using the effective interest rate method.

Cash and Liquid Resources

Cash comprises cash at bank and in hand, deposits repayable on demand less overdrafts. Liquid resources are current asset investments that cannot be disposed of without penalty and are readily convertible into amounts of cash at their carrying value.

Impairment

The Association assesses at the end of each accounting period whether there are indications that a non-current asset may be impaired or that an impairment loss previously recognised has fully or partially reversed.

Where the carrying value of non-current assets is less than their recoverable amounts the shortfall is recognised as an impairment loss in the Statement of Comprehensive Income. The recoverable amount is the higher of the fair value less costs to sell and value-in-use of the asset based on its service potential.

Impairment losses previously recognised are reversed if the reasons for the impairment loss have ceased to apply. Reversals of impairment losses are recognised in the Statement of Comprehensive Income.

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

1. PRINCIPAL ACCOUNTING POLICIES (continued.)

Key Judgements and estimates made in the application of Accounting Policies

The preparation of financial statements requires the use of certain accounting judgements and accounting estimates. It also requires the the Association to exercise judgement in applying the accounting policies. The areas requiring a higher degree of judgement, or complexity, and areas where assumptions or estimates are most significant to the financial statements are disclosed below.

Key Judgements

a) Categorisation of Housing Properties

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

b) Identification of cash generating units

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

c) Valuation of housing properties

As described in note 12 to the financial statements, housing properties are valued by Jones Lang LaSalle, Chartered Surveyors on the following bases where applicable:

- Existing Use Value for Social Housing;
- Market Value subject to existing tenancies where applicable; and
- Market Value assuming Vacant Possession – on a non-reliance basis.

Due to the outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organisation as a "Global Pandemic" on the 11th March 2020, it was not possible to carry out internal inspections of the portfolio.

They did however carry out an external inspection of stock, which combined with the updated information from Ayrshire Housing, they believe was sufficient for the purpose of the valuation.

Inspections of the portfolio were previously carried out in 2015.

In arriving at their valuation, they undertook a comprehensive programme of research to supplement their knowledge and understanding of the properties. This included:

- researching local vacant possession values through conversations with local estate agents together with online research;
- examining local benchmark affordable rents and comparing these with Ayrshire Housing rents; and
- analysing data provided by Ayrshire Housing.

d) Financial instrument break clauses

The Board of Trustees has considered the break clauses attached to the financial instruments that it has in place for its loan funding. In their judgement these break clauses do not cause the financial instrument to be classified as a complex financial instrument and therefore they meet the definition of a basic financial instrument.

e) Pension Liability

The Association participates in a defined benefit pension scheme arrangement with the Scottish Housing Association Pension Scheme. The fund is administered by the Pensions Trust. The Pension Trust have developed a method of calculating each member's share of the assets and liabilities of the scheme. The Association has decided that this method is appropriate and provides a reasonable estimate of the pension assets and liabilities of the Association and has therefore adopted this valuation method.

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (Continued)

1. PRINCIPAL ACCOUNTING POLICIES (Continued.)

Estimation Uncertainty

a) Rent Arrears - Bad Debt Provision

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

b) Life Cycle of Components

The Association estimates the useful lives of major components of its housing property with reference to surveys carried out by external qualified surveyors.

c) Useful life of properties, plant and equipment

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

d) Costs of shared ownership

The Association allocates costs to shared ownership properties on an percentage basis split across the number of properties the Association owns.

e) Defined pension liability

In 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.

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

2. PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS OR DEFICIT

| | Notes | 2021 | | | 2020 | | |
|-------------------------------|-------|------------------|-------------------------|--|-------------------|-------------------------|--|
| | | Turnover £ | Operating costs £ | Operating surplus / (deficit) £ | Turnover £ | Operating costs £ | Operating surplus / (deficit) £ |
| Affordable letting activities | 3 | 9,546,332 | 4,117,695 | 5,428,637 | 10,308,250 | 4,179,579 | 6,128,671 |
| Other Activities | 4 | 113,631 | 84,182 | 29,449 | 100,640 | 61,760 | 38,880 |
| Total | | 9,659,963 | 4,201,877 | 5,458,086 | 10,408,890 | 4,241,339 | 6,167,551 |

3. PARTICULARS OF TURNOVER, OPERATING COSTS AND OPERATING SURPLUS OR DEFICIT FROM AFFORDABLE LETTING ACTIVITIES

| | General Needs Housing £ | Shared Ownership £ | 2021 Total £ | 2020 Total £ |
|---|----------------------------------|--------------------------|--------------------|--------------------|
| Revenue from Lettings | | | | |
| Rent receivable net of service charges | 7,484,562 | 27,102 | 7,511,664 | 7,179,918 |
| Gross income from rent and service charges | 7,484,562 | 27,102 | 7,511,664 | 7,179,918 |
| Less: Rent losses from voids | 71,026 | - | 71,026 | 41,678 |
| Income from rents and service charges | 7,413,536 | 27,102 | 7,440,638 | 7,138,240 |
| Grants released from deferred income | 1,860,408 | - | 1,860,408 | 2,749,032 |
| Revenue grants from Scottish Ministers | 245,286 | - | 245,286 | 411,173 |
| Other revenue grants | - | - | - | 9,805 |
| Total turnover from affordable letting activities | 9,519,230 | 27,102 | 9,546,332 | 10,308,250 |
| Expenditure on affordable letting activities | | | | |
| Management and maintenance administration costs | 1,955,231 | 6,630 | 1,961,861 | 1,787,169 |
| Planned and cyclical maintenance, including major repairs | 206,687 | - | 206,687 | 283,240 |
| Reactive maintenance costs | 950,443 | - | 950,443 | 1,180,445 |
| Bad Debts - rents and service charges | 61,370 | - | 61,370 | 79,964 |
| Depreciation of affordable let properties | 932,334 | 5,000 | 937,334 | 848,761 |
| Operating costs of affordable letting activities | 4,106,065 | 11,630 | 4,117,695 | 4,179,579 |
| Operating surplus on affordable letting activities | 5,413,165 | 15,472 | 5,428,637 | 6,128,671 |
| 2020 | 6,116,566 | 12,105 | | |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
 NOTES TO THE FINANCIAL STATEMENTS (continued)

4. PARTICULARS OF REVENUE, OPERATING COSTS AND OPERATING SURPLUS OR DEFICIT FROM OTHER ACTIVITIES

| | Other revenue grants | Other income | Total Turnover | Other operating costs | Operating surplus / (deficit) | Operating surplus / (deficit) |
|------------------------------------|----------------------------|-----------------|-------------------|-----------------------------|-------------------------------------|-------------------------------------|
| | £ | £ | £ | £ | 2021 | 2020 |
| | | | | | £ | £ |
| Factoring | - | 23,011 | 23,011 | 14,520 | 8,491 | 24,145 |
| Commercial Leases | - | 14,371 | 14,371 | - | 14,371 | 13,966 |
| Other activities | 76,249 | - | 76,249 | 69,662 | 6,587 | (61,760) |
| Total From Other Activities | 76,249 | 37,382 | 113,631 | 84,182 | 29,449 | 38,880 |
| 2020 | 62,529 | 38,111 | 100,640 | 61,760 | 38,880 | |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

5. OFFICERS' EMOLUMENTS

| | 2021 | 2020 |
|---|---------|---------|
| | £ | £ |
| Aggregate emoluments payable to Officers with emoluments greater than £60,000 (excluding pension contributions) | 209,820 | 200,488 |
| Pension contributions made on behalf of Officers with emoluments greater than £60,000 | 41,303 | 24,978 |
| Emoluments payable to Executive Officer (excluding pension contributions) | 79,562 | 76,770 |
| Pension contributions paid on behalf of the Executive Officer | 15,703 | 18,706 |
| Total emoluments payable to the Executive Officer | 95,265 | 95,476 |
| Total emoluments paid to key management personnel | 251,123 | 248,500 |

The number of Officers, including the highest paid Officer, who received emoluments, including pension contributions, over £60,000 was in the following ranges:-

| | Number | Number |
|---------------------|--------|--------|
| £70,001 to £80,000 | 2 | 2 |
| £80,001 to £90,000 | - | 1 |
| £90,001 to £100,000 | 1 | - |

6. EMPLOYEE INFORMATION

| | 2021 | 2020 |
|---|-----------|-----------|
| | No. | No. |
| Average monthly number of full time equivalent persons employed during the year | 27 | 25 |
| Average total number of employees employed during the year | 31 | 31 |
| Staff costs were: | £ | £ |
| Wages and salaries | 1,012,986 | 940,983 |
| National insurance costs | 104,122 | 94,715 |
| Pension costs | 220,508 | 146,336 |
| | 1,337,616 | 1,182,034 |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

7. (LOSS) / GAIN ON SALE OF HOUSING STOCK

| | 2021 | 2020 |
|--|-----------------|---------------|
| | £ | £ |
| Sales proceeds | 25,500 | 104,999 |
| Cost of sales | (116,290) | (70,579) |
| (Loss) / Gain on sale of housing stock | <u>(90,790)</u> | <u>34,420</u> |

8. INTEREST PAYABLE AND SIMILAR CHARGES

| | 2021 | 2020 |
|------------------------------|----------------|----------------|
| | £ | £ |
| On bank loans and overdrafts | 896,245 | 912,958 |
| Non-utilisation fees | <u>3,200</u> | <u>16,120</u> |
| | <u>899,445</u> | <u>929,078</u> |

The capitalisation rate of capitalised development period interest was 1.99% (2020 - 2.46%).

9. SURPLUS FOR THE YEAR

| | 2021 | 2020 |
|--|--------------|--------------|
| | £ | £ |
| Surplus For The Year is stated after charging/(crediting): | | |
| Depreciation - non-current assets | 970,503 | 876,865 |
| Auditors' remuneration - audit services | 9,200 | 8,750 |
| Operating lease rentals - other | <u>8,915</u> | <u>8,987</u> |

10. CORPORATION TAX

The Association is a Registered Scottish Charity and is not liable to United Kingdom Corporation Tax on its charitable activities.

11. OTHER FINANCE INCOME / (CHARGES)

| | 2021 | 2020 |
|-------------------------------------|-----------------|-----------------|
| | £ | £ |
| Net interest on pension obligations | <u>(17,000)</u> | <u>(15,000)</u> |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

12. NON-CURRENT ASSETS

| (a) Housing Properties | Housing Properties Held for Letting | Housing Properties in Course of Construction | Shared Ownership Completed | Total | |
|---|---|---|-----------------------------------|----------------------------------|-----------------------------------|
| | £ | £ | £ | £ | |
| COST / VALUATION | | | | | |
| At 1 April 2020 | 62,714,001 | 5,565,354 | 385,000 | 68,664,355 | |
| Additions | 841,671 | 2,083,504 | - | 2,925,175 | |
| Disposals | (124,725) | - | - | (124,725) | |
| Write down on initial measurement | (3,150,129) | - | - | (3,150,129) | |
| Revaluation | 1,590,000 | - | 5,000 | 1,595,000 | |
| Transfers | 4,036,868 | (4,036,868) | - | - | |
| At 31 March 2021 | <u>65,907,686</u> | <u>3,611,990</u> | <u>390,000</u> | <u>69,909,676</u> | |
| DEPRECIATION | | | | | |
| At 1 April 2020 | - | - | - | - | |
| Charge for Year | 931,681 | - | 5,653 | 937,334 | |
| Transfer to revaluation | (388,999) | - | (5,653) | (394,652) | |
| Disposals | (10,324) | - | - | (10,324) | |
| At 31 March 2021 | <u>532,358</u> | <u>-</u> | <u>-</u> | <u>532,358</u> | |
| NET BOOK VALUE | | | | | |
| At 31 March 2021 | <u>65,375,328</u> | <u>3,611,990</u> | <u>390,000</u> | <u>69,377,318</u> | |
| At 31 March 2020 | <u>62,714,001</u> | <u>5,565,354</u> | <u>385,000</u> | <u>68,664,355</u> | |
| | | 2021 | | 2020 | |
| Expenditure on Existing Properties | | <i>Component replacement</i> | <i>Improvements / Repairs</i> | <i>Component replacement</i> | <i>Improvements / Repairs</i> |
| | | £ | £ | £ | £ |
| Amounts capitalised | | 406,813 | - | 1,491,869 | - |
| Amounts charged to the statement of comprehensive income | | <u>-</u> | <u>1,157,130</u> | <u>-</u> | <u>1,463,685</u> |

All land and housing properties are heritable.

Additions to housing properties include capitalised development administration costs of £97,446 (2020 - £68,224).

The Association's lenders have standard securities over housing property with a carry value of £47,780,000 (2020 - £46,185,000).

All housing properties were fully revalued on the basis of existing value for social housing at 31 March 2020. Housing properties secured by RBS loans were revalued at 12 May 2021 in line with the loan agreement. Both valuations were carried out by Jones Lang LaSalle, Chartered Surveyors. The valuations have been prepared in accordance with the current RICS Valuation - Global Standards.

If housing properties had not been revalued, they would have been included as follows:

| | 2021 £ | 2020 £ |
|---------------------------------------|---------------------|--------------------|
| Cost of properties | 134,488,451 | 131,688,001 |
| Less: Social Housing and Other Grants | <u>73,331,312</u> | <u>71,943,829</u> |
| | 61,157,139 | 59,744,172 |
| Depreciation | <u>(10,681,180)</u> | <u>(9,754,170)</u> |
| | <u>50,475,959</u> | <u>49,990,002</u> |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
 NOTES TO THE FINANCIAL STATEMENTS (continued)

12. NON CURRENT ASSETS (continued)

| (b) Other tangible assets | Office Premises £ | Furniture & Equipment £ | Let Furniture & Fittings £ | Computer Equipment £ | Total £ |
|---------------------------|----------------------|----------------------------|-------------------------------|-------------------------|------------------|
| COST | | | | | |
| At 1 April 2020 | 653,801 | 76,087 | 161,920 | 232,750 | 1,124,558 |
| Additions | 723,463 | - | - | 26,490 | 749,953 |
| At 31 March 2021 | <u>1,377,264</u> | <u>76,087</u> | <u>161,920</u> | <u>259,240</u> | <u>1,874,511</u> |
| DEPRECIATION | | | | | |
| At 1 April 2020 | 114,455 | 75,579 | 161,920 | 165,829 | 517,783 |
| Charge for year | 9,035 | 338 | - | 23,796 | 33,169 |
| Eliminated on disposals | - | - | - | - | - |
| At 31 March 2021 | <u>123,490</u> | <u>75,917</u> | <u>161,920</u> | <u>189,625</u> | <u>550,952</u> |
| NET BOOK VALUE | | | | | |
| At 31 March 2021 | <u>1,253,774</u> | <u>170</u> | <u>-</u> | <u>69,615</u> | <u>1,323,559</u> |
| At 31 March 2020 | <u>539,346</u> | <u>508</u> | <u>-</u> | <u>66,921</u> | <u>606,775</u> |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

13. RECEIVABLES

| | 2021 | 2020 |
|--|----------------|----------------|
| | £ | £ |
| Gross arrears of rent and service charges | 96,047 | 154,998 |
| Less: Provision for doubtful debts | (57,668) | (57,668) |
| <i>Net arrears of rent and service charges</i> | <u>38,379</u> | <u>97,330</u> |
| Social housing grant receivable | 99,108 | 69,001 |
| Other receivables | 168,584 | 121,913 |
| | <u>306,071</u> | <u>288,244</u> |

14. CURRENT ASSET INVESTMENTS

| | 2021 | 2020 |
|-----------------------|----------|----------|
| | £ | £ |
| Subsidiary Investment | 1 | 1 |
| | <u>1</u> | <u>1</u> |

Ayrshire Housing holds the one issued share of Ayrshire Homestake Limited, a company registered in Scotland.

Ayrshire Homestake Limited is currently non trading.

15. CASH AND CASH EQUIVALENTS

| | 2021 | 2020 |
|--------------------------|-------------------|------------------|
| | £ | £ |
| Cash at bank and in hand | 14,716,880 | 6,525,150 |
| | <u>14,716,880</u> | <u>6,525,150</u> |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

16. PAYABLES: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2021 | 2020 |
|------------------------------------|------------------|------------------|
| | £ | £ |
| Bank loans | 1,338,715 | 1,048,343 |
| Other loans | 60,000 | 60,000 |
| Trade payables | 496,497 | 544,056 |
| Rent received in advance | 351,017 | 312,382 |
| Other taxation and social security | 26,074 | 26,246 |
| Other payables | 248,057 | 261,987 |
| Accruals and deferred income | 95,776 | 77,457 |
| | <u>2,616,136</u> | <u>2,330,471</u> |

17. PAYABLES: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

| | 2021 | 2020 |
|----------------|-------------------|-------------------|
| | £ | £ |
| Bank loans | 31,513,430 | 24,598,527 |
| Other creditor | 284,197 | 406,716 |
| | <u>31,797,627</u> | <u>25,005,243</u> |

18. DEBT ANALYSIS - BORROWINGS

| | 2021 | 2020 |
|---|-------------------|-------------------|
| | £ | £ |
| Bank Loans | | |
| Amounts due within one year | 1,338,715 | 1,048,343 |
| Amounts due in one year or more but less than two years | 1,251,109 | 1,332,114 |
| Amounts due in two years or more but less than five years | 4,419,906 | 2,502,830 |
| Amounts due in more than five years | 25,842,415 | 20,763,583 |
| | <u>32,852,145</u> | <u>25,646,870</u> |

The Association has a number of bank loans the principal terms of which are as follows:

| Lender | Number of Properties Secured | Effective Interest Rate | Maturity (Year) | Variable or Fixed |
|------------------------|------------------------------------|-------------------------------|--------------------|----------------------|
| Royal Bank of Scotland | 574 | 1.95% - 5.87% | 2027 - 2040 | Variable & Fixed |
| Nationwide | 257 | 1.4% | 2022 - 2035 | Variable |
| Bank of Scotland | 231 | 3.85% - 5.74% | 2023 - 2035 | Variable & Fixed |
| Allia | - | 1.88% - 3.27% | 2025 - 2035 | Fixed |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

19. RETIREMENT BENEFIT OBLIGATIONS

Scottish Housing Association Pension Scheme

Ayrshire Housing participates in the Scottish Housing Association Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 150 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pensions schemes in the UK.

The last valuation of the Scheme was performed as at 30 September 2018 by a professionally qualified actuary using the Projected Unit Credit method. The market value of the Scheme's assets at the valuation date was £877m. The valuation revealed a shortfall of assets compared with the value of liabilities of £121m (equivalent to a past service funding level of 89%). A recovery plan is in place to eliminate the past service deficit which runs to 28 February 2022.

The Scheme operates on a 'last man standing' basis, meaning that in the event of an employer withdrawing from the Scheme and being unable to pay its share of the debt on withdrawal, then the liability of the withdrawing employer is reapportioned amongst the remaining employer. Therefore in certain circumstances the Association may become liable for the obligations of a third party.

Present values of defined benefit obligation, fair value of assets and defined benefit asset / (liability)

| | 2021 | 2020 | 2019 |
|--|-----------|-----------|-----------|
| | £ | £ | £ |
| Fair value of plan assets | 3,858,000 | 3,155,000 | 2,555,000 |
| Present value of defined benefit obligation | 4,217,000 | 3,105,000 | 3,156,000 |
| Surplus / (deficit) in plan | (359,000) | 50,000 | (601,000) |
| Unrecognised surplus | - | (50,000) | - |
| Defined benefit asset / (liability) to be recognised | (359,000) | - | (601,000) |

Reconciliation of the Impact of the Asset Ceiling

| | Period from 31 March 2020 to 31 March 2021 |
|---|---|
| | £ |
| Impact of asset ceiling at start of period | 50,000 |
| Effect of the asset ceiling included in net interest cost | 2,000 |
| Actuarial losses (gains) on asset ceiling | (52,000) |
| Impact of asset ceiling at end of period | - |
| | - |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

19. RETIREMENT BENEFIT OBLIGATIONS (continued)

Scottish Housing Association Pension Scheme (continued.)

Reconciliation of opening and closing balances of the defined benefit obligation

| | 2021 £ | 2020 £ |
|--|------------------|------------------|
| Defined benefit obligation at the start of period | 3,105,000 | 3,156,000 |
| Current service cost | 129,000 | 148,000 |
| Expenses | 3,000 | 2,000 |
| Interest expense | 75,000 | 77,000 |
| Contributions by plan participants | 74,000 | 71,000 |
| Actuarial losses (gains) due to scheme experience | 51,000 | 82,000 |
| Actuarial losses (gains) due to changes in demographic assumptions | - | (18,000) |
| Actuarial losses (gains) due to changes in financial assumptions | 792,000 | (407,000) |
| Benefits paid and expenses | (12,000) | (6,000) |
| Defined benefit obligation at the end of period | <u>4,217,000</u> | <u>3,105,000</u> |

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

| | 2021 £ | 2020 £ |
|---|------------------|------------------|
| Fair value of plan assets at start of period | 3,155,000 | 2,555,000 |
| Interest income | 77,000 | 62,000 |
| Experience on plan assets (excluding amounts included in interest income) - gain (loss) | 362,000 | 342,000 |
| Contributions by the employer | 202,000 | 131,000 |
| Contributions by plan participants | 74,000 | 71,000 |
| Benefits paid and expenses | (12,000) | (6,000) |
| Fair value of plan assets at the end of period | <u>3,858,000</u> | <u>3,155,000</u> |

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2021 was £439,000 (2020 - £404,000).

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

19. RETIREMENT BENEFIT OBLIGATIONS (continued)

Scottish Housing Association Pension Scheme (continued.)

Defined benefit costs recognised in the statement of comprehensive income

| | 2021 | 2020 |
|---|----------------|----------------|
| | £ | £ |
| Current service cost | 129,000 | 148,000 |
| Expenses | 3,000 | 2,000 |
| Net interest expense | - | 15,000 |
| | <u>132,000</u> | <u>165,000</u> |
| Defined benefit costs recognised in statement of comprehensive income | 132,000 | 165,000 |

Defined benefit costs recognised in the other comprehensive income

| | 2021 | 2020 |
|---|------------------|----------------|
| | £ | £ |
| Experience on plan assets (excluding amounts included in interest income) - gain /(loss) | 362,000 | 342,000 |
| Experience gains and losses arising on plan liabilities - gain /(loss) | (51,000) | (82,000) |
| Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligations - gain /(loss) | - | 18,000 |
| Effects of changes in the financial assumptions underlying the present value of the defined benefit obligations - gain / (loss) | (792,000) | 407,000 |
| | <u>(481,000)</u> | <u>685,000</u> |
| Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain / (loss) | (481,000) | 685,000 |
| Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in interest cost) - gain / (loss) | 52,000 | (50,000) |
| | <u>(429,000)</u> | <u>635,000</u> |
| Total amount recognised in other comprehensive income - gain (loss) | (429,000) | 635,000 |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

19. RETIREMENT BENEFIT OBLIGATIONS (continued)

Scottish Housing Association Pension Scheme (continued.)

Assets

| | 2021 | 2020 | 2019 |
|-------------------------------|------------------|------------------|------------------|
| | £ | £ | £ |
| Absolute Return | 190,000 | 194,000 | 216,000 |
| Alternative Risk Premia | 155,000 | 253,000 | 143,000 |
| Corporate Bond Fund | 291,000 | 230,000 | 179,000 |
| Credit Relative Value | 111,000 | 76,000 | 44,000 |
| Distressed Opportunities | 132,000 | 58,000 | 44,000 |
| Emerging Markets Debt | 155,000 | 112,000 | 82,000 |
| Fund of Hedge Funds | - | - | 7,000 |
| Global Equity | 597,000 | 434,000 | 411,000 |
| Infrastructure | 215,000 | 186,000 | 107,000 |
| Insurance-Linked Securities | 81,000 | 85,000 | 66,000 |
| Liability Driven Investment | 927,000 | 830,000 | 909,000 |
| Long Lease Property | 90,000 | 77,000 | 31,000 |
| Net Current Assets | 29,000 | 24,000 | 3,000 |
| Over 15 Year Gilts | 2,000 | 40,000 | 66,000 |
| Private Debt | 91,000 | 62,000 | 33,000 |
| Property | 69,000 | 59,000 | 51,000 |
| Risk Sharing | 138,000 | 100,000 | 74,000 |
| Secured Income | 212,000 | 175,000 | 89,000 |
| Opportunistic Illiquid Credit | 99,000 | 77,000 | - |
| Liquid Credit | 67,000 | 83,000 | - |
| Opportunistic Credit | 105,000 | - | - |
| Cash | 1,000 | - | - |
| High Yield | 101,000 | - | - |
| Total assets | <u>3,858,000</u> | <u>3,155,000</u> | <u>2,555,000</u> |

None of the fair values of the assets shown above include any direct investment in the Association's own financial instruments or any property occupied by, or other assets used by the Association.

Key Assumptions

| | 2021 | 2020 | 2019 |
|---|------------------|------------------|------------------|
| Discount Rate | 2.2% | 2.4% | 2.4% |
| Inflation (RPI) | 3.2% | 2.6% | 3.3% |
| Inflation (CPI) | 2.9% | 1.6% | 2.3% |
| Salary Growth | 3.9% | 2.6% | 3.3% |
| | 75% of | 75% of | 75% of |
| | maximum | maximum | maximum |
| Allowance for commutation of pension for cash at retirement | <u>allowance</u> | <u>allowance</u> | <u>allowance</u> |

The mortality assumptions adopted at 31 March 2021 imply the following life expectancies:

| | Life expectancy at age 65 years (years) |
|-------------------------|---|
| Male retiring in 2021 | 21.5 |
| Female retiring in 2021 | 23.4 |
| Male retiring in 2041 | 22.8 |
| Female retiring in 2041 | <u>25.0</u> |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

19. RETIREMENT BENEFIT OBLIGATIONS (continued)

Strathclyde Pension Fund Defined Benefit Scheme

The Association operates a defined benefit scheme as an admitted body under the Strathclyde Pension Fund, the assets of which are held in a separate trustee administered fund.

The administering authority has responsibility for the management of the Fund. As most of the Fund's investments are equity based, there is an inherent risk of volatility in the investment market having a significant effect on the value of the fund's assets. In order to mitigate this risk, the Fund holds a diverse investment portfolio with a range of investment managers.

The following figures are prepared by the Actuaries in accordance with their understanding of FRS 102 and Guidance Note 36: Accounting for Retirement Benefits under FRS 102 issued by the Institute and Faculty of Actuaries.

Principal Actuarial Assumptions

| Assumptions as at 31 March | 2021 | 2020 | 2019 |
|-----------------------------|-------|-------|-------|
| | %p.a. | %p.a. | %p.a. |
| Pension Increase Rate (CPI) | 2.85 | 1.90 | 2.50 |
| Salary Increase Rate | 3.55 | 3.00 | 3.70 |
| Discount Rate | 2.00 | 2.30 | 2.40 |

Expected Return on Assets

The expected return on assets is based on the long-term future expected investment return for each asset class as at the beginning of the period as follows:

| Asset Class | 2021 | 2020 |
|-------------|--------|--------|
| | % p.a. | % p.a. |
| Equities | 66% | 59% |
| Bonds | 23% | 26% |
| Property | 9% | 13% |
| Cash | 2% | 2% |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

19. RETIREMENT BENEFIT OBLIGATIONS (continued)

Strathclyde Pension Fund Defined Benefit Scheme (continued)

Mortality Rates

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2016 model with an allowance for smoothing of recent mortality experience and long term rates of 1.5% p.a. for females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

| | Males (Years) | Females (Years) |
|--------------------|------------------|--------------------|
| Current Pensioners | 19.8 | 22.6 |
| Future Pensioners | 21.2 | 24.7 |

| Net Pension Liability | 2021 | 2020 | 2019 |
|-------------------------------------|--------------------|------------------|------------------|
| | £ | £ | £ |
| Fair value of employer's assets | 2,606,000 | 1,767,000 | 1,791,000 |
| Present value of scheme liabilities | (3,617,000) | (2,369,000) | (2,602,000) |
| | <u>(1,011,000)</u> | <u>(602,000)</u> | <u>(811,000)</u> |

Reconciliation of fair value of employer assets

| | 2021 | 2020 | 2019 |
|---|------------------|------------------|------------------|
| | £ | £ | £ |
| Opening fair value of employer assets | 1,767,000 | 1,791,000 | 1,653,000 |
| Expected return on assets | 41,000 | 44,000 | 45,000 |
| Contributions by members | 22,000 | 19,000 | 15,000 |
| Contributions by the employer | 89,000 | 68,000 | 56,000 |
| Other Experience | 312,000 | | |
| Return on assets excluding amounts included in net interest | 411,000 | (121,000) | 55,000 |
| Estimated benefits paid | (36,000) | (34,000) | (33,000) |
| | <u>2,606,000</u> | <u>1,767,000</u> | <u>1,791,000</u> |

Reconciliation of defined benefit obligations

| | 2021 | 2020 | 2019 |
|------------------------------------|------------------|------------------|------------------|
| | £ | £ | £ |
| Opening defined benefit obligation | 2,369,000 | 2,602,000 | 2,238,000 |
| Current service cost | 123,000 | 134,000 | 98,000 |
| Interest cost | 56,000 | 64,000 | 61,000 |
| Contributions by members | 22,000 | 19,000 | 15,000 |
| Changes to financial assumptions | 1,083,000 | (416,000) | 223,000 |
| Estimated benefits paid | (36,000) | (34,000) | (33,000) |
| | <u>3,617,000</u> | <u>2,369,000</u> | <u>2,602,000</u> |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

19. RETIREMENT BENEFIT OBLIGATIONS (continued)

Strathclyde Pension Fund Defined Benefit Scheme (continued)

Analysis of amount charged to the statement of comprehensive income

| | 2021 £ | 2020 £ |
|--|----------------|----------------|
| Charged to operating costs: | | |
| Service cost | 123,000 | 134,000 |
| | <u>123,000</u> | <u>134,000</u> |
| Charged to other finance costs / (income) | | |
| Expected return on employer assets | (41,000) | (44,000) |
| Interest on pension scheme liabilities | 56,000 | 64,000 |
| | <u>15,000</u> | <u>20,000</u> |
| Net charge to the statement of comprehensive income | <u>138,000</u> | <u>154,000</u> |

Actuarial gain / (loss) recognised in other comprehensive income

| | 2021 £ | 2020 £ | 2019 £ |
|---|------------------|----------------|------------------|
| Changes in financial assumptions | (765,000) | 311,000 | (223,000) |
| Changes in demographic assumptions | 65,000 | 96,000 | |
| Other experience | (71,000) | 9,000 | 55,000 |
| Return on assets excluding amounts included in net interest | 411,000 | (121,000) | - |
| Total remeasurement recognised in Other Comprehensive income | <u>(360,000)</u> | <u>295,000</u> | <u>(168,000)</u> |

Analysis of projected amount to be charged to the statement of comprehensive income for the year ended 31 March 2022

| | £ | % of pay |
|--------------------------------|------------------|---------------|
| Projected current service cost | (165,000) | (50.3) |
| Interest on obligation | (74,000) | (22.6) |
| Expected return on plan assets | 54,000 | 16.5 |
| | <u>(185,000)</u> | <u>(56.4)</u> |

Contributions made by the Association for the year ended 31 March 2022 are estimated to be approximately £160,000.

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
 NOTES TO THE FINANCIAL STATEMENTS (continued)

20. DEFERRED INCOME

| | Social Housing Grants £ | Total £ |
|--------------------------------|----------------------------------|------------------|
| Capital grants received | | |
| At 1 April 2020 | 3,422,426 | 3,422,426 |
| Additions in the year | - | - |
| Transferred to income | (718,210) | (718,210) |
| At 31 March 2021 | <u>2,704,216</u> | <u>2,704,216</u> |
| Net book value | | |
| At 31 March 2021 | <u>2,704,216</u> | <u>2,704,216</u> |
| At 31 March 2020 | <u>3,422,426</u> | <u>3,422,426</u> |
| Total at 31 March 2021 | <u>2,704,216</u> | <u>2,704,216</u> |
| Total at 31 March 2020 | <u>3,422,426</u> | <u>3,422,426</u> |

This is expected to be released to the Statement of Comprehensive Income in the following years:

| | 2021 £ | 2020 £ |
|-----------------------------------|------------------|------------------|
| Amounts due within one year | - | 1,860,408 |
| Amounts due in more than one year | 2,704,216 | 1,562,018 |
| | <u>2,704,216</u> | <u>3,422,426</u> |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

21. CASH FLOWS

Reconciliation of net cash flow to movement in net debt

| | £ | 2021 £ | £ | 2020 £ |
|--------------------------------------|-------------|--------------|-------------|--------------|
| Increase in cash | 8,191,730 | | 2,134,614 | |
| Cashflow from change in net debt | (7,205,275) | | (3,094,723) | |
| Movement in net debt during the year | | 986,455 | | (960,109) |
| Net debt at 1 April | | (19,121,720) | | (18,161,611) |
| Net debt at 31 March | | (18,135,265) | | (19,121,720) |

| | At 1 April 2019 £ | Cashflows £ | Other Changes £ | At 31 March 2020 £ |
|------------------------------|-------------------------|----------------|-----------------------|--------------------------|
| Cash and cash equivalents | 6,525,150 | 8,191,730 | - | 14,716,880 |
| Debt: Due within one year | 6,525,150 | 8,191,730 | - | 14,716,880 |
| Due after more than one year | (1,048,343) | (7,205,275) | 6,914,903 | (1,338,715) |
| Net debt | (24,598,527) | - | (6,914,903) | (31,513,430) |
| | (19,121,720) | 986,455 | - | (18,135,265) |

22. CAPITAL COMMITMENTS

| | 2021 £ | 2020 £ |
|--|-----------|-----------|
| Capital Expenditure that has been contracted for but has not been provided for in the financial statements | 7,520,637 | 1,395,793 |

The above commitments will be financed by a mixture of public grant, private finance and the Association's own resources.

23. COMMITMENTS UNDER OPERATING LEASES

| | 2021 £ | 2020 £ |
|---|-----------|-----------|
| At the year end, the total minimum lease payments under non-cancellable operating leases were as follows: | | |
| Other | | |
| Expiring in the next year | 7,669 | 7,669 |
| Expiring later than one year and not later than five years | 15,338 | 15,338 |
| Expiring later than five years | 19,294 | 13,341 |
| | 42,301 | 36,348 |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

24. DETAILS OF ASSOCIATION

The Association is a company registered in Scotland under the Companies Act 2006.

The Association's principal place of business is 119 Main Street, Ayr, KA8 8BX.

The Association is a Registered Social Landlord and Scottish Charity that owns and manages social housing property in Ayrshire.

25. BOARD OF TRUSTEES MEMBER EMOLUMENTS

Board of Trustees members received £49 (2020 - £871) in the year by way of reimbursement of expenses. No remuneration is paid to Board of Trustees members in respect of their duties to the Association.

26. HOUSING STOCK

The number of units of accommodation in management at the year end was:-

| | 2021 No. | 2020 No. |
|------------------|--------------|--------------|
| General needs | 1,600 | 1,569 |
| Shared ownership | 10 | 10 |
| | <u>1,610</u> | <u>1,579</u> |

AYRSHIRE HOUSING

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 NOTES TO THE FINANCIAL STATEMENTS (continued)

27. RELATED PARTY TRANSACTIONS

Members of the Board of Trustees are related parties of the Association as defined by Financial Reporting Standard 102.

Those members who are tenants of the Association have tenancies that are on the Association's normal tenancy terms and they cannot use their positions to their advantage.

Any transactions between the Association and any entity with which a Board of Trustees member has a connection with is made at arm's length and is under normal commercial terms.

Transactions with Board of Trustees members (and their close family) were as follows:

| | 2021 | 2020 |
|--|--------|--------|
| | £ | £ |
| Rent received from tenants on the Board of Trustees and their close family members | 20,308 | 26,657 |
| Members of the Board of Trustees who are tenants | 6 | 6 |

28. GROUP STRUCTURE

Ayrshire Housing is a housing company registered in Scotland and forms part of a group. The other member is Ayrshire Homestake Limited and the company is registered in Scotland. The main activity of Ayrshire Homestake Limited would be the administration of the supply of low cost home ownership. However, the company has been dormant since its incorporation. Ayrshire Housing is considered to be the ultimate parent. Separate group accounts are not prepared as the Trustees are of the opinion that the group is exempt from this requirement.