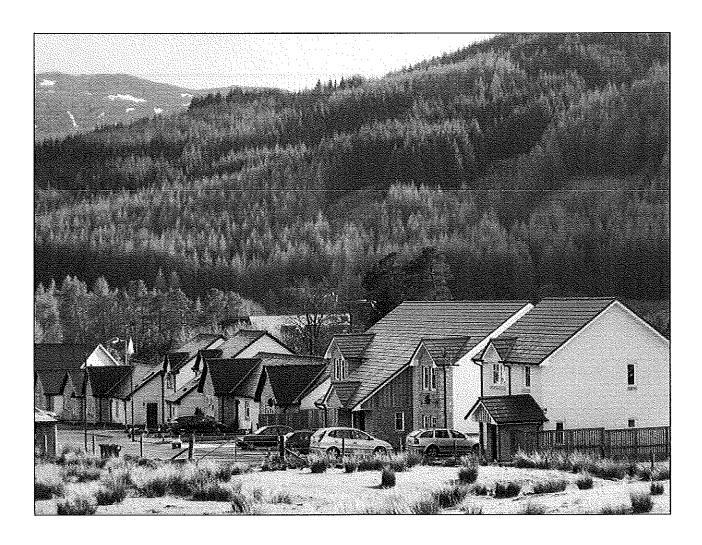


# **RURAL STIRLING HOUSING ASSOCIATION LTD**



# FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2012

Register of Friendly Society No 2376(S)
Communities Scotland Registration No HAL232
Company Number SP00878R
Scottish Charities No: SCO37849

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# Committee of Management, Executive Officers and Appointees

# **Committee of Management**

Owen McKee David Frood Margaret Beaton David Wilson

Rosemary Williams Linda Anderson

Irene Bell Rob Hughes

Councillor Grahame Lambie (Council Representative)
Councillor Tony Ffinch (Council Representative)

Fiona Boath
Peter Pearson
Fiona Russell
Colin O'Brien
Elaine Stevenson

Margaret Vass

Chairman Vice Chairman Secretary Treasurer

(Resigned Jan 2012)

(Resigned Jun 2011)

(Appointed in Jun 2011, stood down Apr 2012)

(Resigned Apr 2012)

# **Executive Officers**

Tony Teasdale - Director

Registered Office Stirling Road Doune Perthshire FK16 6AA

## Registered Numbers

Financial Services Authority 2376 (S)
The Scottish Housing Regulator HAL232
Company Number SP00878R
Scottish Charity NO. SC037849 Scotland

# **Appointed Banker, Solicitor and Auditors**

#### Rankore

Royal Bank of Scotland 55 Main Street Callander FK17 8DY

# **External Auditors**

Alexander Sloan Chartered Accountants 38 Cadogan Street Glasgow G2 7HF

# Solicitors Hill & Robb 3 Pitt Terrace Stirling FK8 2EY

# Internal Auditors

Findlay & Co Chartered Accountants 11 Dudhope Terrace Dundee DD3 6TS



# REPORT OF THE COMMITTEE OF MANAGEMENT FOR THE YEAR ENDED 31 MARCH 2012

# A - CONTEXT - STRUCTURE, ACTIVITIES, GOVERNANCE AND MANAGEMENT

#### 1. Structure

Rural Stirling Housing Association (RSHA) is a Registered Social Landlord and is registered under the Industrial and Provident Societies Act 1965 and is a Scottish Charity, with a Committee of Management (hereinafter referred to as the Committee) as governing body.

# 2. Principal Activities

The principal activities of RSHA are the:

- Development of new housing projects at affordable rents and low cost home ownership initiatives, for people in need.
- Management and maintenance of its housing property.

# 3. Statement of The Committee's Responsibilities

Housing Association legislation requires the Committee to prepare financial statements for each financial year which give a true and fair view of the state of the affairs and the income and expenditure of the Association for the year ended on that date. In preparing those financial statements the Committee are 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 them on a 'going concern' basis unless it is inappropriate to presume that the Association will continue in business.

The Committee is also responsible for:

- Keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the Association.
- Ensuring that the financial statements comply with the requirements of the Industrial and Provident Societies Acts 1965 to 2002, Section 24 (1) of the Housing Association Act 1985 and the Registered Social Landlords Accounting Requirements (Scotland) Order 2007.
- Maintaining a satisfactory system of control over accounting records and transactions, and for safeguarding all assets
  of the Association and, hence, take reasonable steps to prevent and detect fraud and other irregularities.

# 4. Compliance and Status of this Report

Accounting for the Association's financial affairs is governed by the Statement of Recommended Accounting Practice (SORP), Accounting by Registered Social Landlords (update 2008).

Under the SORP the Association is not required to publish a Board Report that includes a full Operating and Financial Review (OFR) as it has fewer than 5,000 houses in management. However the exemption means that as a registered Scottish Charity the Association must publish an Annual Report as outlined in the SORP entitled Accounting for Charities. Given the differences in accounting methods dictated by the two SORP's, the Annual Report can only be followed where it is relevant and practicable.



#### Statement as to Disclosure of Information to Auditors

So far as the Committee is aware, there is no relevant audit information of which the Association's auditors are unaware, and each member of the Committee has taken all the steps that they ought to have taken, as a member of that body, in order to make themselves aware of any relevant audit information and to establish that auditors are aware of this information.

# 6. Corporate Rules and the Regulator

The governing document of the Association is the Rules, which are based on the SFHA standard set of Charitable Rules and adapted through time by properly constituted meetings of the members of the Association. The Rules are the equivalent of a company's Articles and Memorandum of Association. A copy of the Rules can be obtained on request to the Registered Office.

As part of its monitoring process the Association's regulating body, The Scottish Housing Regulator, audits the activities of the Association, to ensure that they are in line with the Rules. The Association has never been found to be in breach of its rules.

# 7. Membership of the Association

Paragraphs 7 to 14 in the Rules lay out in detail the criteria for being a member of the Association.

The Committee may at their discretion admit to membership any individual persons (including the nominees of unincorporated bodies), Societies, Companies and Local Authorities (being bodies incorporated). Every Member on the register holds one share in the Association.

Shares cost £1 but do not entitle the holder to any interest, dividend or bonus. In the event of the withdrawal, death or expulsion of the Member the £1 becomes the property of the Association.

There are currently 218 tenant, 2 corporate members and 103 ordinary members

#### 8. Membership of the Committee

Paragraphs 38 to 46 in the Rules lay out in detail eligibility, recruitment and appointment of Committee Members.

The pertinent points are:

- There has to be a minimum of seven Committee Members and a maximum of fifteen.
- One place on Committee is reserved for a representative of Stirling Council.
- Otherwise only Members of the Association can be elected Committee Members.
- Committee Members are voted on at General Meetings where one third of the membership has to stand for reelection.

The Committee are drawn from a wide background bringing together professional, commercial and local experience, are unpaid and are tenants and non-tenants of the Association.

The principal executive officer is the Director, who:

- Is an employee of the Association
- . Is employed under the same terms and pension arrangements as all other employees
- · Holds no interest in the Association's shares
- · Acts as an executive within the authority delegated by the Committee.

The present Committee Members and the Executive Officers of the Association are set out in page 2.



#### 9. Committee Training

On joining the Committee, new members are provided with an induction training programme, involving in-house and external training on essential background information, Regulatory requirements etc and familiarisation with the Association's activities.

The process is ongoing whereby internal and external training is provided to Committee Members in accordance with a regularly reviewed assessment of priorities. The Association is a member of training agency S.H.A.R.E, through which it is able to access tailored training for Committee and staff specific to the housing association sector.

# 10. Delegation, Meetings and Performance Monitoring

Through their election by the Members at a General Meeting the Committee is delegated via Standing Orders to:

- Appoint a Chairperson and other Office Bearers.
- · Appoint Sub-Committees and Working Groups.
- · Formulate and implement policies and strategies.
- · Delegate to the Executive Officers.
- Make decisions based on the information received from the Director.

The Standing Orders also detail the level of delegated powers that can be given to the Director and senior staff.

The Committee gives delegated authority to the Audit and Personnel (A&P) Sub-Committee which meets to monitor all audit and personnel issues of the Association. Internal Audit Reports which provide an independent view on the organisation's efficiency, effectiveness and performance are received by this Sub-Committee.

The Committee gives delegated authority to the Development Committee which meets to give detailed consideration to matters relating to property development.

The Committee has the authority to set up single task Working Parties to address specific issues that are usually time limited and make specific recommendations back to the Committee for consideration.

The Committee meets 10 times a year and the A&P shall meet as often as they see fit but this is not likely to be less than 4 times a year. At these meetings the Director presents papers, from which decisions are made by the Committee.

The Committee accounts for its actions and decisions in the year by presenting to the members the Annual Financial Statements and the Annual Report at the AGM.

#### 11. Strategic Management

The Committee is responsible for agreeing the Strategic Objectives of the organisation, the policies required to achieve those objectives and the monitoring mechanisms required to ensure targets and programmes are being met.

Each year Committee Members and senior staff members hold a planning day to review the Strategic Objectives of the Association and to consider what events and objectives are likely to affect overall business performance.

# 12. Accounting Policies

The Associations principal accounting policies are set out in pages 20 to 22 of the financial statements. The policies that are most critical to the financial results relate to accounting for housing properties and include capitalisation of costs; deduction of capital grant from the cost of assets; housing property depreciation and the treatment of shared ownership properties.

# 13. Going Concern

The Annual Financial Statements are prepared under the basis of a going concern. The use of the going concern basis of accounting is appropriate because there are no material uncertainties related to events or conditions that may cast significant doubt about the ability of the company to continue as a going concern. See section C, Statement of Going Concern.

#### 14. Credit Payment Policy

RSHA's policy concerning the payment of its trade creditors complies with the Confederation of British Industry guidelines. The average payment period is within thirty days.



# 15. Employment involvement and Health and Safety

RSHA takes seriously its responsibilities to employees and as a policy, provides employees with information on matters of concern to them. It is also the policy of the Association to consult, where practical, employees or their representatives so that their views may be taken into account in making decisions likely to affect their interests.

# 16. Disabled Employees

Applications for employment by disabled persons are given full and fair consideration for all vacancies in accordance with their particular aptitudes and abilities. In the event of employees becoming disabled, every effort would be made to retrain them in order that their employment with the Association may continue.

It is RSHA's policy that training, career development and promotion opportunities should be available to all employees.

#### 17. Committee and Executive Officers' Insurance

RSHA has purchased and maintains insurance to cover its Committee and Officers against liabilities in relation to their duties on behalf of the Association as authorised by the Association's rules.

# 18. AGM

The annual general meeting will be held on Wednesday 19 September in Callander.



# REPORT OF THE COMMITTEE OF MANAGEMENT FOR THE YEAR ENDED 31 MARCH 2012 B - YEAR'S BUSINESS AND PERFORMANCE REVIEW

#### 1. Key Principles

Clauses 2, 3 and 4 of the Rules set out the charitable objects, as follows:

- Provide for the relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantages through the provision, construction, improvement of land and accommodation.
- Undertake any activity allowed under Section 58 of the Housing (Scotland) Act 2001 (as amended by the Housing (Scotland) Act 2006) which is charitable.
- The permitted activities and powers include anything which is necessary or expedient to help us achieve these
  objectives.

As a landlord we have regard for the requirement of public accountability, use any money we receive carefully and properly and consider the welfare of the people who live in the properties we manage.

# 2. Objectives and Strategy

RSHA's overall aim is to provide and manage high quality, affordable homes achieved through the following objectives, to:

- · Provide housing and associated services for people with a wide range of needs.
- · Provide the highest quality housing and related services to our customers.
- Develop to the highest standards in an innovative, sympathetic and sustainable manner.
- Seek to take account of the views of our customers and the rural communities where we work and to work in partnership with them and other agencies to achieve our objectives.
- Prudently manage the affairs of the Association and protect our assets over the longer term.
- · Provide equal opportunities in all of our activities.

From the Committee's annual strategic meeting a revised 3 Year Internal Management Plan is prepared with an Action Plan against which performance can be measured against agreed targets. The Committee of Management receives regular reports on progress in achieving these objectives.

# 3. Risks and Uncertainties

Risks that may prevent the Association achieving its objectives are considered and reviewed annually by the Committee as part of the corporate planning processes. The risks are recorded and assessed in terms of their impact and probability. The major risks to successful achievement of the Association's objectives going forward are considered below.

Business Area	Summarised Risk	Action to Mitigate Risk
Development	Affordable Housing Investment Reform Project, and/or increased competition from others, resulting in restricted future growth and the ability to influence new supply.	Track record as developer and existing relationship with HIDE and Council. Development policies and procedures. Ability to fund programme.
Development	Development restricted due to amount of HAG available or the basis upon which it is calculated.	Joint working around the SHIP and pressured area designation. Review feasibility of all existing and proposed schemes and factor into forward financial projections
Finance	Changes in economy and banking system impact on availability of loan finance.	Environment scanning and continued relationships with multiple lenders.
Corporate	Major Incident resulting in loss of office.	Insurance; Business Continuity Plan; Fire, Security and Health & Safety checks and arrangements; Reciprocal agreement with another RSL.
Development & Corporate	Sudden or unplanned loss of Agency Services.	Agency Services Agreement; Liaison with Senior Agency staff when issues arise; Responsibility of agent to ensure continuity of service.



#### 4. Finance

The Association reported a surplus of £49k during the year, transferred £66k to the retained reserves and the Net Assets base rose to £2,204k.

#### Rent loss from voids

The target for the year was to keep voids below 0.50% of rental income receivable, and the actual is 0.45%.

#### Rent loss from bad debts

The target for the year was to keep bad debts below 0.75% of rental income receivable, and the actual is 0.675%.

#### Overall rent collection

Net arrears (arrears less prepayments) have decreased as at 31 March 2012 and when combined with the positive variances from the above, produces a rent collected in the year of 99.35% which is higher than the target of 98.04%. Outstanding net arrears at the year end represents 0.94% of the total rent roll (2011 – 1.62%).

# 5. Housing Properties

At 31 March 2012, the Association owned 518 housing units. The properties are carried at the historic cost of £43m (2011 - £42m) which nets off to £9.2m (2011 - £9.0m) after depreciation and capital grants. Housing units are funded by Social Housing Grant, loans and working capital.

In 2009/2010, a valuation for 127 units was carried out for the purpose of securing loan finance. When this professional valuation was extrapolated across the whole stock a value in use of £12.1m was indicated.

# 6. Capital Structure and Treasury Policy

The Association has £1.5m of a £3m facility available to draw from the Royal Bank of Scotland to develop social housing, which will be drawn in 12/13. The Associations borrowings at the yearend was £7.4m.

The Association borrows from banks and building societies in accordance with the Treasury Policy approved by the Committee. MURJA Structured Finance & Risk Management is used to ensure that all the products in the market are considered and to assist in the administration process of securing loans. In this way RSHA manages its borrowing arrangements to ensure that it is always in a position to meet its financial obligations as they fall due, whilst minimising excess cash and liquid resources held.

The Association, as a matter of policy, does not enter into transactions of a speculative nature and fixes rates of interest through embedded rates within loans. At 31 March 2012, the mix of variable and fixed ratio was 49%:51% (including forward fixes).

#### 7. Cash Flows

Cash inflows and outflows during the year are shown in the Cash Flow Statement (page 17).

The cash inflow from operating activities decreased slightly this year to £671k (2011 - £686k), a net £382k (2011 - £2,386) was spent acquiring assets which was funded by the Associations cash reserves. The net cost of financing was £171k (2011 - £150k) and the Net debt moved from £6,971k in 2011, to £6853.



## 8. General Reserves Policy

The Committee has reviewed the reserves of the Association. This review encompassed the nature of the income and expenditure streams, the need to match variable income with fixed commitments, and the nature of the reserves.

The reserves, of £2.2m, are made up of three different types:

- Designated Reserves, which represent a commitment to expenditure in the future.
- Ordinary Risk Reserves, which represents the extent to which the Association can carry the effect of an adverse event and not impact on the Revenue Reserve Surplus.
- The Revenue Reserves, which represent the amount of the Net Asset Base which is not encumbered by either future commitments or the likelihood of an adverse event.

The Committee are satisfied that the level of all the various reserves are commensurate with the purposes for which they exist.

Details of the actual reserves and the associated amounts are in Notes 1 and 22.

#### 9. Donations

RSHA donated £2k (2011 - £3k) to charitable organisations and made no political donations.

# 10. Development and Sale of Properties

During the reporting year the Association spent £0.6m (2011 - £4.9m), of which £0.5m (2011 - £2.8m) is funded by grants received from the Housing and Investment Division of the Scottish Government, creating 14 new social housing units.

The Association sold a 50% tranche of a Shared Ownership property in the year, thereby allowing tenants to move closer to their aspiration of becoming home owners.

# 11. Asset Management (Property Maintenance)

RSHA seeks to maintain its properties to the highest standard. To this end it carries out repairs in three distinct time frames:

- Routine Maintenance, which is carried out within days of notification, expenditure in the year was £174k (2011 -£149k)
- A programme of cyclical repairs carried out in the medium term to deal with the gradual and predictable deterioration
  of building components. Expenditure in the year was £55k (2011 £31k)
- A long-term programme of Major Repairs for the replacement or repair to components which have come to the end of their economic lives or are required by legislative changes. Expenditure in the year was £255k (2011 - £123k).

The Committee is confident that the necessary funds will be available in the future to cover the Association's commitments under the Scottish Housing Quality Standards.



#### 12. Customer Services

The Association's Rent Policy is a points system based on the size, type and facilities of the accommodation which ensures that the rent structure is easy to administer and covers the wide variations within the properties. This policy follows the generally accepted practice/principles of the Voluntary Housing Movement.

Work continues on reducing the period of time taken to re-let or let new properties to ensure that we maximise our effectiveness in housing people in need and reduce our costs. However, the average time taken to re-let or let a new property has decreased to 9 days (2011 – 12 days).

Every 5 years, an independent Tenant Satisfaction Survey is carried out. All tenants receive a regular newsletter.

# 13. Staff Performance Management

High quality personnel are seen as an essential part of the control environment and, the ethical standards expected are communicated through the Director. Service delivery is underpinned by staff performance and continues to be a high priority.

The staff attendance for the year is 98% (2011 - 95%).



#### REPORT OF THE COMMITTEE OF MANAGEMENT FOR THE YEAR ENDED 31 MARCH 2012

#### C - STATEMENT OF GOING CONCERN

Through the Executive Officers the Committee has reviewed and discussed the various aspects of the Association as a Going Concern and its liquidity. The review covered the following items:

- The Annual Budget including Cashflow to 31 March 2012
- The 5 Year Viability Plan including Cashflow to 31 March 2016 that is required by the regulator
- The 30 Year Plan including Cashflow to 2041

Based on these documents and the following facts;

- There is no sign of impairment of the housing stock through increased voids,
- 93.1% of the turnover is rent related.
- 6.8% of the turnover is Grants from the Scottish Ministers.
- There is a development programme backed by the Scottish Government,
- The Association does not trade abroad,
- The Association has negotiated £3m loan facility with the RBS,
- The Reserves of Association are over £2m.

The Committee has no reason to believe that Association will not still be a Going Concern well beyond 12 months from the signing date of these Annual Financial Statements.

#### D- STATEMENT OF INTERNAL FINANCIAL CONTROLS

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

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

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

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the
  delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Association's
  assets.
- Experienced and suitably qualified staff to take responsibility for important business functions. Annual appraisal procedures have been established to maintain standards of performance.
- Forecasts and budgets are prepared which allow the Committee and management to monitor the key business risks
  and financial objectives and progress towards financial plans set for the year and the medium term; regular
  management accounts are prepared promptly, providing relevant, reliable and up-to-date financial and other
  information and significant variances from budgets are investigated as appropriate.
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through relevant sub-committees.
- The Committee reviews reports from management, from the internal auditors and from the external auditors to provide reasonable assurance that control procedures are in place and are being followed. This includes a general review of the major risks facing the Association.

Formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports.



The Committee has reviewed the effectiveness of the system of internal financial controls that exist in the Association for the year ended 31 March 2012 and until the date of signing of the financial statements. No weaknesses were found in internal financial controls which resulted in material losses, contingencies, or uncertainties which require disclosure in the financial statements or in the auditors' report on the financial statements.

# D - AUDITOR

A resolution to appoint the auditors, Alexander Sloan, will be proposed at the Annual General Meeting.

By order of the Committee

Date, 8 August 2012

Margasel Dealen Secretary



# REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF RURAL STIRLING HOUSING ASSOCIATION LIMITED FOR THE YEAR ENDED 31 MARCH 2012

We have audited the financial statements of Rural Stirling Housing Association Limited for the year ended 31st March 2012 which comprise an income and expenditure account, balance sheet, cash flow statement and related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the Association's members, as a body, in accordance with Section 9 of the Friendly and Industrial and Provident Societies Act 1968. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

# Respective Responsibilities of Board and Auditors

As explained more fully in the Statement of Board's Responsibilities the Association's Board, are responsible for the preparation of the Financial Statements that give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

# Scope of the audit on the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Association's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Management Committee; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Management Committee's report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications of our report.

# Opinion on the financial statements

In our opinion the Financial Statements:

- give a true and fair view of the state of the Association's affairs as at 31st March 2012 and of its profit
  for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice:
   and
- have been properly prepared in accordance with the Industrial and Provident Societies Acts 1965 to 2002, the Housing (Scotland) Act 2001 and the Registered Social Landlords Accounting Requirements (Scotland) Order 2007.



# REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF RURAL STIRLING HOUSING ASSOCIATION LIMITED FOR THE YEAR ENDED 31 MARCH 2012

# Matters on which we are required to report by exception

We are required to report to you if, in our opinion:

- the information given in the Management Committee's Report is inconsistent with the financial statements.
- proper books of account have not been kept by the Association in accordance with the requirements of the legislation.
- a satisfactory system of control over transactions has not been maintained by the Association in accordance with the requirements of the legislation.
- the Income and Expenditure Account to which our report relates, and the Balance Sheet are not in agreement with the books of the Association.
- we have not received all the information and explanations necessary for the purposes of our audit.

We have nothing to report in respect of these matters.

# Corporate Governance Matters

In addition to our audit of the Financial Statements, we have reviewed your statement on Page 11 concerning the Association's compliance with the information required by the section on Internal Financial Control within SFHA's publication "Raising Standards in Housing".

# Basis of Opinion

We carried out our review having regard to the requirements relating to corporate governance matters within Bulletin 2006/5 issued by the Auditing Practices Board. 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 reasons given for non-compliance.

# Opinion

In our opinion the Statement on Internal Financial Control on page 11 has provided the disclosures required by the section on Internal Financial Control within SFHA's publication "Raising Standards in Housing" 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 Management Committee and Officers of the Association, and examination of relevant documents, we have satisfied ourselves that the Management Committee's Statement on Internal Financial Control appropriately reflects the Association's compliance with the information required by the section on Internal Financial Control within SFHA's "Raising Standards in Housing".

ALEXANDER SLOAN Chartered Accountants Statutory Auditors GLASGOW

8 August 2012



# INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2012

	Notes	2012	(Restated) 2011
		£'000	£,000
Turnover	3	1,767	1,583
Less: Operating costs	3	<u>1,100</u>	<u>1,239</u>
Operating surplus – continuing activities	3	667	344
Gain on sale of fixed assets	15	7	12
Exceptional Item	13	(454)	_
Interest receivable	8	1	1
Interest payable	9	<u>(172)</u>	<u>(151)</u>
		<u>49</u>	<u>206</u>

There is no difference between the surplus on ordinary activities for the year and the retained surplus for the year stated above and their historical cost equivalents.

The notes on pages 19 to 33 form part of these financial statements.

# Statement of Total Recognised Gains and Losses

	2012	2011
	£'000	£,000
Surplus for Year Prior Period Adjustment (Note 2)	49 (108)	206
Total Gains and Losses Recognised since Last Financial Statements	59	205



# **BALANCE SHEET AS AT 31 MARCH 2012**

Tangible Fixed Assets	Notes	2012 £'000	(Restated) 2011 £'000
Housing properties – depreciated cost Less: Grants  Other Fixed Assets	14 14 16	40,571 31,383 9,188 235 9,423	39,893 (30,950) 8,943 227 9,170
Current Assets Debtors Investments Cash at bank and in hand	17 18	356 715 <u>67</u> 1,138	377 654 50 1,081
Creditors: amounts falling due within one year Net Current Assets/ (Liabilities)	19	<u>(1,034)</u> <u>104</u>	<u>(587)</u> <u>494</u>
Total Assets less Current Liabilities  Creditors: amounts falling due more than one year	20	9,527 (7,323) 2,204	9,664 <u>(7,508)</u> <u>2,156</u>
Capital and Reserves			
Share Capital	21	0	0
Designated Reserves	22	258	192
Risk Reserves	22	133	133
Revenue Reserves	22	<u>1,813</u> <u>2,204</u>	1,831 2,156

The financial statements on pages 15 to 33 were approved and authorised for issue by the Committee on 8<sup>th</sup> August 2012 and were signed on its behalf by:

O McKee (Chairman)

D Frood (Vice Chairman)

M Beaton (Secretary)

Date: 8 August 2012



# CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

	Notes	2012 £'000	(Restated) 2011 £'000
Net Cash Flow from operating activities	Α	671	686
Returns on investment and servicing of finance: Interest received Interest paid		1 <u>(172)</u>	1 <u>(151)</u>
Net Cash (Outflow) from returns of investment and service finance	cing of	<u>(171)</u>	(150)
Taxation: Tax paid Grant received		-	
Net Cash Inflow/(Outflow) from taxation		<del>-</del>	
Capital Expenditure: Acquisition and construction of properties Purchase of other fixed assets Capital grants received Sales of properties		(947) (18) 539 <u>44</u>	(4,889) (69) 2,545 <u>27</u>
Net Cash Outflow from capital expenditure		(382)	(2,386)
Net Cash (Outflow)/Inflow before use of liquid resource financing	es and	118	<u>(1,852)</u>
Management of liquid resources: Money market account movement		(62)	584
Financing: Loans received Loans repaid Shares issued Shares cancelled		(172) -	2,000 (279) -
Net Cash Inflow from financing		(172)	1,721
Increase/(Decrease) in cash	В	(116)	<u>453</u>



# NOTES TO STATEMENTS OF CASH FLOW FOR THE YEAR ENDED 31 MARCH 2012

# A Reconciliation of Operating Surplus to Net Cash Inflow from Operating Activities

	2012 £'000	(Restated) 2011 £'000
Operating Surplus for the Year less exceptional item	213	363
Depreciation Impairment charge Decrease/(Increase) in debtors Increase/(Decrease) in creditors Net Cash Inflow from operating activities	242 (206) 8 <u>416</u> <u>-671</u>	223 28 72 686

# B Reconciliation of Net Cashflow to Movement in Net Debt

	2012 £'000	2011 £'000
Decrease/(Increase) in bank overdraft in the year Increase in cash in year	(132) 16	450 3
Cash flow from (decrease)/increase in liquid resources Cash (Inflow) from debt finance	62 0	(584) (2,000)
Cash Outflow from debt finance	172	279
Change in net debt Net debt at 1 April 2011 Net debt at 31 March 2012	118 <u>(6,971)</u> <u>(6,853)</u>	(1,852) <u>(5,119)</u> <u>(6,971)</u>

# C Analysis of Changes in Net Debt

	At 01.04.11 £'000	Cash Flows £'000	At 31.03.12 £'000
Cash in hand and at bank	50	16	66
Overdrafts	(38)	(131)	(169)
Liquid resources	654	` 61	715
Debts due within 1 year	(168)	26	(142)
Debts due after 1 year	<u>(7,468)</u>	<u>145</u>	(7,323)
Total	<u>(6,971)</u>	118	(6,853)



# 1. Principal Accounting Policies

# **Basis of Accounting**

The Financial Statements have been prepared in accordance with applicable Accounting Standards, the Statement of Recommended Practice - Accounting by Registered Social Landlords 2008, and on the historical cost basis. They also comply with the Registered Social Landlords Accounting Requirements (Scotland) Order 2007. A summary of the more important accounting policies is set out below.

#### Turnover

Turnover represents rental and service charge income, income from the sale of properties, fees and revenue based grants receivable from local authorities and from The Scottish Housing Regulator. Tenant service charges are levied on a basis intended to cover appropriate service costs each year.

#### Liquid Resources

Liquid resources include cash at bank and short term deposits.

#### **Retirement Benefits**

The Association participates in the Scottish Housing Associations' Defined Benefits Pension Scheme and 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 Associations taken as a whole.

#### **Private Finance**

Private Finance loans are advanced by private lenders under the terms of individual mortgage deeds in respect of each property. Advances are available only in respect of those developments, which have been given approval for Social Housing Grant (SHG) by Scottish Ministers.

# Tangible Fixed Assets - Housing Properties (Note 14)

Housing properties for let are stated at cost, less social housing and other grants and less accumulated depreciation. The cost of Shared Ownership properties is shown net of the income from the sales of first tranches. The development costs of housing properties funded with traditional SHG or under earlier funding arrangements include the following:

- Cost of Acquiring Land and Buildings.
- Development Expenditure.
- Interest and Other Costs Charged on the Mortgage Loans Raised to Finance the Scheme.

Development expenditure includes development administration costs incurred directly in relation to construction or acquisition of the property up to the value of the revenue grant received. Costs in excess of this grant are included in the operational costs of the Association.

From 31 March 2001, development expenditure on completed properties also includes accruals for retentions, fees and other appropriate costs.

Expenditure on schemes which are subsequently aborted is written off in the year in which it is recognised that the schemes will not be developed to completion.

Works to existing properties will generally be capitalised under the following circumstances:

- (i) Where a component of the housing property that has been treated separately for depreciation purposes and depreciated over its useful economic life is replaced or restored; or
- (ii) Where the subsequent expenditure provides an enhancement of the economic benefits of the tangible fixed assets in excess of the previously assessed standard of performance. Such enhancement can occur if the improvements result in an increase in rental income, a material reduction in future maintenance costs or a significant extension of the life of the property.



Works to existing properties which fall to meet the above criteria are charged to the Income and Expenditure account.

The adoption of component accounting represents a change in accounting policy. Previously the major components of the Association's housing properties were deemed to be land and buildings. The major components are now deemed to be land, buildings, roofs, windows, wiring, bathrooms, heating systems, external doors, kitchens and heating boilers/electric heating systems.

Each component has a substantially different economic life and is depreciated over this individual life. Depreciation rates are shown below in the depreciation section. The new accounting policy is compliant with the SORP 2010.

# Social Housing Grant (Note 14)

For schemes developed under the terms of the 1988 Housing Act, SHG is paid directly to the Association as required, to meet its liabilities during the development process. SHG is repayable under certain circumstances primarily following the sale of property, but will normally be restricted to net proceeds of sale. SHG received is deducted from the cost of Housing Properties in the balance sheet. Where SHG has been received in respect of revenue expenditure, it is credited to the Income & Expenditure Account in the same period as the expenditure to which it relates.



#### Other Grants (Note 14)

Grants received from other bodies are included in the total of grants deducted from the cost of Housing Properties on the Balance Sheet.

#### Depreciation (Notes 14 & 16)

Housing properties are deemed to consist of several components each with different life spans and therefore different rates of depreciation. Depreciation is charged so as to write down the cost to net realisable value (net of social housing and other grants) residual value on a straight line basis over their expected useful economic lives. Freehold land is not depreciated. The life spans and rates per component are:

Housing Property Assets (Components)	Life in Years	Rate as a %
Building	50	2.00%
Roofs	50	2.00%
Windows	40	2.50%
Wiring	40	2.50%
Bathrooms	30	3.33%
Heating Systems	30	3.33%
External Doors	30	3.33%
Kitchens	18	5.56%
Heating Boilers / Electric Heating	15	6.67%

Other fixed assets are depreciated over their estimated useful lives, using the following rates and methods:

Furniture and fittings
Office equipment
Information technology
Motor vehicle

10% Straight Line 20% Straight Line 33 1/3 % Straight Line 25% Straight Line

# 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. Disposals of subsequent tranches are treated as fixed asset disposals with the gain or loss on disposal shown in the income and expenditure account, in accordance with the Statement of Recommended Practice.

Disposals of housing property under the Right to Buy scheme is treated as a fixed asset disposal and any gain and loss on disposal accounted for in the income and expenditure account.

Disposals under shared equity schemes are accounted for in the income and expenditure account. The remaining equity in the property is treated as a fixed asset investment, which is matched with the grant received.

## **Property Development Cost**

The proportion of the development cost of shared ownership properties expected to be disposed as a first tranche sale is held in current assets until it is disposed off. The remaining part of the development cost is treated as a fixed asset. Surpluses made on the disposal of first tranche sales are taken to the income and expenditure account in accordance with the Statement of Recommended Practice.

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

# Operating Leases (Notes 24)

Costs in respect of operating leases are charged to the Income and Expenditure Account on a straight line basis over the lease term.



## **Designated Reserves (Note 22)**

Designated reserves will be transferred back in future periods to match expenditure charged to the income and expenditure account.

# • Future Cyclical Repairs and Maintenance

Transfers are made to this fund in recognition of its future liabilities in relation to expected future cyclical repairs. Actual expenditure will be charged to the Income and Expenditure account as it occurs and transfers to this reserve made as and when necessary.

#### Equipment Replacement Fund

This fund represents the Association's commitment to replace furniture and equipment funded through yearly income streams in periods in the future. In years where the expenditure is greater than the income a transfer will be made from this fund.

# Ordinary Risk Reserves (Note 22)

These reserves represent potential calls on the Association's resources.

# • Office Accommodation Reserve

The Association had set aside funds to provide for sufficient funds to increase the capacity of the Association's office in Doune.

# Interest Fluctuation Reserve

Some loans borrowed to finance properties constructed are at variable interest rates. The Association considers that a reserve is required to cover the increase in interest repayments resulting from a rise of two per cent per annum. This reserve could be used to meet the costs which would be incurred if the Association decided to convert some of its existing variable loans to fixed interest.



# 2. Prior Period Adjustment

The principle of component accounting is to account separately for each major component of a property asset with substantially different useful economic lives, and to depreciate them over their individual useful economic life. This change in accounting policy has resulted in major works expenditure written off in prior years being capitalised, and an additional depreciation charge now being recognised.

The effect of this change in accounting policy on the 31 March 2011 financial statements is shown below. 31 March 2011 opening reserves have been decreased by £108k of which £470k relates to increased depreciation and £229 relates to major repairs previously written off to the Income and Expenditure Account now capitalised as components. Full details of the Prior Period Adjustment are listed below.

The effect of this change on the comparative year's figures of 2011 has been to:

	£'000
Increase depreciation charge Decrease major works charged against income Net loss on Component Replaced	(83) 65 (3)
Change in surplus for Year	(21)
In addition the effect upon the balance sheet has been to:	£'000
Increase fixed asset cost Increase fixed asset depreciation Decrease in HAG	229 (470) 133
Net movement in the balance sheet	(108)

Therefore, the overall effect of prior period adjustment is £108k.

# 3. Particulars of Turnover, Operating Costs and Operating Surplus or Deficit

	2012		(Restated) 2011	
	Turnover	Operating Costs	Operating Surplus/ (Deficit)	Operating Surplus/ (Deficit)
	£'000	£'000	£'000	£'000
Social lettings	1,742	1,107	635	492
Other activities	25	(7)	32	<u>(148)</u>
Total 2012	<u> 1,767</u>	<u> 1,100</u>	<u>667</u>	344
Total 2011	<u>_ 1,583</u>	<u>1,239</u>	<u>344</u>	



# 4. Particulars of Turnover, Operating Costs and Operating Surplus or Deficit from Social Letting Activities

_		2012		(Restated) 2011
	General Needs	Shared Ownership		
	Housing £'000	Housing £'000	Total £'000	Total £'000
Rent receivable net of service charges Service charges	1,656 33	56 1	1,712 34	1,487 31
Gross income from rents and service charges Less voids	1,689	57	1,746	1,518
Net income from rents and service charges	1,681	<del></del>	1,738	1,514
Grants from the Scottish Ministers Other	3 1	-	3 1	2
Subtotal – Non-rental income	4		4	3
Total turnover from social letting activities	<u>1,685</u>	<u>57</u>	<u>1,742</u>	<u>_1,517</u>
Management and maintenance admin costs Service costs	469 44	24	493 44	478 58
Planned & cyclical maintenance including major repairs	153	-	153	102
Reactive maintenance costs	174	-	174	149
Bad debts – rents and service charges	12		12 231	7
Depreciation of social housing  Total operating costs for social letting activities	<u>228</u> <u>1,080</u>	<u>3</u>	<u>1,107</u>	<u>231</u> <u>1,025</u>
Operating Surplus /(Deficit) for social lettings	605	30	<u>635</u>	<u>492</u>
Comparative Figures for 2011	<u>464</u>	28	<u>492</u>	

There is no other accommodation except for General Needs and Shared Ownership.



5. Particulars of Turnover, Operating Costs and Operating Surplus or Deficit from Other Activities

(Restated) 2011	Total	£,000	(18)	1	(130)	(148)	
	Operating Surplus/ (Deficit)	€.000	(30)	206	(144)	32	(148)
	Other Operating Costs	£,000	40	(206)	159	8	214
	Operating Costs Bad Debts	£,000	ı			Ϊ	*
2012	Total Turnover	£,000	10		15	25	99
	Other	£,000	1		11		•
	Supporting People Income	€,000			11	'	*
	Other Revenue Grants	£,000	1				*
	Grants from Scottish	£,000	10	ı	15	25	99
			Wider role activities undertaken to support the	contributify Impairment charge – housing properties under	Development and construction of property activities	Total from other activities	Total from other activities from 2011



151

<u>172</u>

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2012

# 6. Housing Stock

Interest payable

	2011 (Units)	Additions (Units)	Disposals (Units)	2012 (Units)
The number of units of accommodation in management at the year end was:	, ,			
General Needs - New Build	464	14	-	478
- Rehabilitation	11	_		11
Shared Ownership	30	=	<u>1</u>	<u>29</u>
	505	<u>14</u>	1	<u>518</u>
7. Surplus for Year				
Surplus for year is stated			2012 £'000	(Restated) 2011 £'000
After charging:			240	242
Depreciation			240	242
Operating lease rental – Plant and machinery			5	5
External auditors' remuneration			8	6
Impairment charge			(206)	-
And including: Gain on disposal of fixed assets			<u>7</u>	12
8. Interest receivable and Similar Income				
			2012 £'000	2011 £'000
Bank deposit interest			1	1
9. Interest Payable and Similar Charges				
			2012 £'000	2011 £'000



# 10. Taxation

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

# 11. Officers' Emoluments

The Officers are defined in s74 of the Industrial & Provident Societies Act 1965 as the members of the Management Committee, managers or servants of the Association.

No officer of the Association received emoluments greater than £60,000.

	2012 £'000	2011 £'000
Emoluments payable to Chief Executive (excluding pension contributions)	48	<u>48</u>
12. Employees		
	2012 £'000	2011 £'000
Salaries Social Security costs Pension costs	304 23 505 832	292 21 <u>43</u> <u>356</u>
		No.
Average monthly number of employees (Full Time Equivalent)	<u> 13.2</u>	<u>13.3</u>



#### 13. Pensions

# Scottish Housing Associations' Pension Scheme

Rural Stirling Housing Association Limited participated in the Scottish Housing Associations' Pension Scheme ('the Scheme').

The Scheme is a multi-employer defined benefit scheme. The Scheme is funded and is contracted-out of the State Pension scheme.

During the year the Association decided to leave the scheme and a one off cost of £454k is included as an exceptional item in the Income & Expenditure statement and is also included as an Accrual. The amount was subsequently paid in August 2012. The Association is now part of a defined contribution scheme with Scottish Life.

During the accounting period, Rural Stirling Housing Association Ltd paid contributions at the rate of 9.6% of pensionable salaries and also contributed a further £28k as a contribution to reduce the deficit on the scheme. Member contributions were 9.6%.

As at the balance sheet date, prior to leaving the scheme, there were 9 active members employed by the Association. The annual pensionable payroll in respect of these members was £258k.



# 14. Tangible Fixed Assets - Housing Properties

	Completed Properties		Under Construction		
	Held for Let	Shared Ownership	Held for Let	Total	
	£'000	£'000	£'000	£'000	
COST At 1 April 2011 Prior Year Adjustment	37,683 229	1,268	2,463	41,414 229	
At 1 April 2011 (Restated) Additions - Adjustments Additions - Component Replacement	37, 912 72 157	1,268 - -	2,463 575	41,643 647 157	
Transfers Disposal Disposal - Component Replacement	1,880 - - - - - - - - - - - - - - - - - -	(39)	(1,880)	(39) (78)	
At 31 March 2012	39,943	<u>1,229</u>	<u>1,158</u>	<u>42,330</u>	
DEPRECIATION					
At 1 April 2011 Prior Year Adjustment	1,022 470	52	206	1,280 470	
At 1 April 2011 (Restated) Charge Impairment charge	1,492 227	52 3	206 (206)	1,750 230 (206)	
Disposals At 31 March 2012	(14) 1,705	(1) 54	<u>-</u>	(15) 	
Depreciated Cost 31 March 2012	<u>38,238</u>	<u>1,175</u>	1,158	<u>40,571</u>	
SHG At 1 April 2011 Prior Year Adjustment At 1 April 2011 (Restated) Received in year Transfers	27,818 (133) 27,685 - 1,058	907 - 907 -	1,637 - 1,637 290 (1,058)	30,362 (133) 30,229 290	
Repaid in year Disposal - Component Replacement At 31 March 2012	(62) 28,681	(29) - 878	869	(29) (62) 30,428	
OTHER GRANTS At 1 April 2011	671	20	30	721	
Received in year Transfers	34 30	0	200 (30)	234 0 0	
Repaid in year At 31 March 2012	<u>0</u> 	<u>0</u> 0	<u>0</u> 0	955	
Total Grants 31 March 2012	29,416	<u>. 898</u>	1,069	<u>31,383</u>	
Net Book Value at 31 March 2012	8,822	277	89	9,188	
Net Book Value at 31 March 2011	8,064	289	590	8,943	



# 15. Properties Sales

Total £'000

Net proceeds
Less asset cost
Accumulated depreciation
Net gain on sale

Total
£'000

(2)

# 16. Tangible Fixed Assets - Other Fixed Assets

	Furniture and Fittings	Office Equipment	Information Technology	Motor Vehicles	Heritable Property	Let Property Furnishings	Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Cost At 1.4.11 Additions Disposals At 31.3.12	14 1 	6 3 - 9	59 9 	9 -	258 6 <b>264</b>	5 - - 5	351 19 
Grants At 1.4.11 Received					***************************************	5 5	5 5
Depreciation At 1.4.11 Charge for Year Disposals At 31.3.12	11 1 1 12	6 1 	59 3 	9 -	35 5 ——————————————————————————————————		120 10 —————————————————————————————————
NBV at 31.3.12	3	2	6	1	<u>224</u>		<u>235</u>
NBV at 31.3.11	3	<u>-</u> _		1	223	<u>-</u>	227



MOTES TO THE HIMMISTANCE STATEMENTO FOR THE TERM ENDED STAME	(01) 2012	
17. Debtors		
	2012	2011 £'000
Amounts falling due within one year:	£'000	£ 000
Rental debtors	70 (30)	73 (33)
Less: Provision for bad debts	<u>(30)</u> 40	40
SHG receivable	294	328
Other debtors	21	9
Prepayments and accrued income	<u>1</u> 356	<del></del>
	<del></del>	
18. Cash on Deposit	2042	0044
	2012 £'000	2011 £'000
Chart tarry damagite	745	654
Short term deposits	<u>_715</u>	<u>. 034</u>
40. O. Hit America Falling Day Within One Very		
19. Creditors – Amounts Falling Due Within One Year		
	2012	2011
	£'000	£'000
Housing loans (see Note 19)	142	168
Bank overdraft Accruals and deferred income	170 464	38 24
Rent in advance	53 77	47 175
Trade creditors Development retentions	48	85
Other creditors	80	50
	<u>1,034</u>	<u> 587</u>
20. Creditors – Amounts Falling Due After More Than One Yea	r	
•	2012	2011
	£'000	£'000
Development retentions	<u>7,323</u>	40 <u>7,468</u>
Housing loans		
	<u>7,323</u>	<u>7,508</u>
Loans are secured by specific charges on the Association's properties and repayable a 2.4%) in instalments due as follows, with the final instalment being due in March 2033:	it varying rates o	of interest (average
	2012	2011
	£'000	£'000
Due within 1 year:	142	168
Due within 1 to 2 years Due within 2 to 5 years	205 770	160 702
Due after 5 years	<u>6,348</u>	<u>6,606</u>
Total	<u>7,465</u>	<u>7,636</u>



# 21. Called Up Share Capital

Allotted, issued and fully paid: ordinary shares of £1 each	2012 £	2011 £
At 1 April 2011 previously stated Prior period adjustment – Net Effect (Note 2) Prior period adjustment – Designated Reserves (Note 22)		
At 1 April Issued in year at par	230 93	287 13
Cancelled in year at par At 31 March	323	<u>70</u> 230

The shares were allotted to individuals wishing to become members.

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

# 22. Reserves

	At 1 April 2011	Prior Period Adjustment	At 1 April (Restated) 2011	Transfer to/(from) Revenue Reserves	At 31 March 2012
Designated Reserves	£'000	£,000	£'000	£'000	£'000
Future cyclical repairs Major repairs reserve Equipment replacement fund	134 1,577 <u>58</u> 1,769	(1,577) (1,577)	134 	56 10 66	190 - 68 258
Risk Reserves Office accommodation upgrade reserve Interest fluctuation reserve  Total	50 <u>83</u> <u>133</u> <u>1,902</u>		50 <u>83</u> <u>133</u> <u>325</u>	66	50 83 133 391
Revenue Reserve					£'000
At 1 April – Published Restatement Transfer from Major Repairs Reserve At 1 April – Restated Surplus for the year Transfer to Designated Reserves At 31 March					362 (108) 1,577 1,831 49 (66) 1,813



# 23. Capital Commitments

The amount contracted for at 31 March 2012 will be funded from grants approved by Scottish Ministers, financed from private loans or met from the Association's Reserves

# 24. Operating Lease Commitment

The payment, which the company is committed to make in the next year, under operating leases, are as follows:

2012 2011 £,000 £'000

# 25. Legislative Provisions

Expiry date: between one and five years

The Association is incorporated under the Industrial and Provident Societies Act 1965.

# 26. Payments to Members and Committee Members

No member of the association received any fee or remuneration during the year.

I.Bell, M Beaton and E Stevenson were members of the Committee and tenants of Rural Stirling Housing Association Limited. Each were issued with standard tenancy agreements and were awarded tenancies in line with the Association's Allocation Policy. Under the Committee Code of Conduct, no tenant members can use their position on the Committee to their own advantage.

One member is a local councillor. Transactions with this local authority are made at arm's length on normal commercial terms and they cannot use their position to their advantage.

