

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

Registered Housing Association No. HCB 187

Financial Conduct Authority No. 1865R(S)

Charity No. SC 030635

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

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Registration Particulars:

Financial Conduct Authority	Co-operative and Community Benefit Societies Act 2014 Registered Number 1865R(S)
Scottish Housing Regulator	Housing (Scotland) Act 2014 Registered Number HCB 187
Scottish Charities	Charities and Trustee Investment (Scotland) Act 2005 Scottish Charity Number SC 030635

Auditors

Wylie & Bisset (Audit) Limited
168 Bath Street
Glasgow
G2 4TP

Solicitors

T C Young
7 West George Street
Glasgow
G2 1BA

Bankers

Clydesdale Bank
30 St Vincent Place
Glasgow
G1 2HL

Funders

Nationwide Building Society	THFC	GBSH	Energy Savings Trust
Kings Park Road	3rd Floor	Future Business Centre	6 th Floor
Moulton Park	17 St Swithins Lane	Kings Hedges Road	30 North Colonnade
Northampton	London	Cambridge	London
NN3 6NW	EC4N 8AL	CB24 2HY	E14 5GP

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD AND STRATEGIC REPORT

31 MARCH 2021

The Board presents their report and audited financial statements for the year ended 31 March 2021.

Principal activity

The principal activity of the Association is the provision of housing for let at rents affordable to the client group for whom it intends to provide.

The Association is registered with the Financial Conduct Authority as a Community Benefit Society, The Office of the Scottish Charities Regulator (OSCR) as a charity and the Scottish Housing Regulator as a Registered Social Landlord. The Association is primarily regulated by the Scottish Housing Regulator.

STRATEGIC REPORT

Our Strategic Aims

The Association has within its Strategic Aims:

- Dedication to offering housing solutions and routes into social inclusion by building, managing, and maintaining a range of affordable housing, and providing support for varying needs,
- Contributing to community sustainability and regeneration, through innovation and relationships built on trust with our customers and partners,
- Ensure we are an employer of choice, and that we deliver quality service and standards throughout our activities including customer involvement,
- Ensure that the Association is financially and operationally viable; and
- Respect for diversity, and ensuring accountability, openness, integrity, and compliance in the governance of our activities.

Our vision is a community where people can flourish and prosper. Our mission is to provide quality homes and on-going community regeneration and empowerment. Our values are that:

- We are a quality organization delivering excellence
- We act with integrity
- We are friendly and treat people with respect
- We are customer focused and put the customer first
- We are trusted and trusting
- We are accountable

To help achieve this, we want to help to drive innovation and quality in accessible housing and support in Scotland. Some of the main objectives which we think can help achieve this include:

- demonstrating innovation in housing design and helping to raise standards generally
- achieving continuous improvement in all the services we deliver, and achieving and maintaining high standards of business efficiency and effectiveness
- creating opportunities for significant levels of user involvement in what we do
- being recognised by regulators and strategic partners as delivering excellent performance

We see these as significant objectives, which challenge the way we deliver our core services of housing, housing support, advice, and consultancy. We seek to challenge what we currently do and look to improve, rather than simply carry on with existing patterns of work.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD AND STRATEGIC REPORT

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(Continued)

Corporate Governance

The Association has a Board who are elected by the members of the Association (as listed on page 12). It is the responsibility of the Board to undertake the strategy, setting of policy and overall direction for the Association. They also monitor the operational activities of the Association. The members of the Board are unpaid.

The Executive Team of the Association (as listed on page 12) are responsible for achieving the strategy set and undertaking the operational activities in line with the policies set.

Our governing body is our Board, which is responsible to the wider membership. Board members serve in a voluntary capacity, and we recognise that this puts even more onus on us to ensure that we set and achieve high standards of professionalism in our work. We take governance very seriously, and in the last year we continued to build on work from previous years which strengthened our governance arrangements.

Achievements and performance

Since its formation in 1976 to save a block of condemned tenements in Springburn from demolition, the Association has evolved to become a major economic player in the north of the city. Serving the Springburn and Possilpark areas of Glasgow, the Association is now responsible for the management of over 5,400 homes. The success of the business has been based on two key factors, planned growth and continuous improvement. This has been another eventful year for the Association during which progress has been made on many fronts.

The Association believes that we will only make our communities better by working in partnership with others. As we also believe in improving the whole community and not just the housing in it, we are very active in wider action work as can be seen throughout this report. We are continually looking at new initiatives to improve our communities. We have a strong staff and Board and we look forward to continuing to work with them and all our customers to ensure that we carry on improving as an organisation. If you have access to the internet we would encourage you to look at our website www.nghomes.net, which is regularly updated with Association news.

Above all people remain at the heart of what we do – our tenants and customers, our staff, and our board. We have listened to tenants and customers views during rent consultations, tenant conferences and our tenant scrutiny panel as well as during our daily contact with the people who live in our properties.

Our financial position is strong, and we will continue to ensure that robust financial planning underpins all our decision-making. Especially with regard to new build proposals and investments. This is complemented by our asset management strategy which has been reshaped for the future using intelligence from our stock condition survey of all our stock.

We are continuously striving to improve our performance and provide the best possible customer service. If you have any comments on our work, please contact our offices or email: info@nghomes.net

This report details issues that have arisen during the year relating to the activities undertaken by the Association.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD AND STRATEGIC REPORT

31 MARCH 2021

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Chairperson's comments

This is an opportunity to review the performance during the year and to take stock of the progress we have made and identify the challenges that lie ahead.

The future will be challenging particularly with the effects of the coronavirus and the yet to measured long term effects of the lock down and effect on the overall economy. The unforeseen pandemic has affected many and we offer our sympathy and support to all who have been affected.

At ng homes the importance of people and community remains as strong as ever. Our first priority is the health, safety and wellbeing of our tenants, customers, and staff. We operate in line with current legislation and good practice and are fully committed to ensuring that we have a strong and sustainable health and safety culture in place across the ng group. We have emphasised the importance of listening to and involving our tenants in achieving this and we remain committed to this consultative approach.

Good governance is at the heart of the organisation. We have a comprehensive governance framework in place with an emphasis on robust financial and risk management and rigorous processes including self-assessment and internal audit. This approach will support us in maintaining our high standards to ensure compliance with the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management.

We are committed to ensuring that we deliver customer service excellence in all that we do this includes providing a wide range of services to individuals and groups within North Glasgow. Our housing and regeneration teams continue to find ways to make a real difference for people within North Glasgow.

The Association will continue to champion equality and value diversity to ensure that North Glasgow is recognised as a place where people are treated fairly and given an equal chance in life. We aim to provide good quality, comfortable homes within a safe integrated community where people are proud to live and can realise their aspirations and we will be working in partnership with others to achieve this.

Investing in the quality of our homes is a key priority for the Association to ensure we meet all statutory and regulatory standards and requirements and provide our tenants with good quality houses that they are proud to call home.

Last but not least I want to recognise the hard work and commitment of our people. Our Board, staff and volunteers are central to the success of the organisation. We value their contribution and we appreciate how fortunate we are to have skilled knowledgeable people who care about North Glasgow and are dedicated to serving our community. I want to particularly comment on our efforts of our staff that continued to provide services to our tenants and kept the Associations fully functioning through the height of the pandemic. Back room staff to front line staff all played their part in supporting tenants, owners, contractors, and all we assisted.

It is impossible to definitively predict what lies ahead for the organisation particularly with the effects of the pandemic. There will be challenges along the way whilst we work tirelessly to improve and develop North Glasgow, however what is absolutely sure is that the Association remains committed to giving our tenants a voice in creating the future. We continue to champion North Glasgow as a vibrant place with talented people and we look forward to working together with you to create a community where people can flourish and prosper.

John Thorburn - ng homes Chair

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD AND STRATEGIC REPORT

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Investment Activities

Development and maintenance review

The Association's development and planned maintenance programme has continued to deliver for tenants and communities in the north of the city. This year the Association spent £13.4m million on acquisition of houses and capitalised investment in upgrading properties. In addition, a further £7.4m was spent on planned and cyclical maintenance programmes. During the year a new build development continued on site in Keppochhill Road, Springburn. This will provide forty-nine new units when completed.

The Association is committed to ensuring all its homes are maintained to a good standard and as such operates a rolling programme to improve properties through, for example, the installation of central heating and kitchens in tenants' homes. Major investment in the year was to have included programmes of work in smoke door replacement, boiler upgrades, kitchen bathroom and rewire programmes, door entry and environmental upgrades across the stock. Due to Covid the programme was severely curtailed. Health and safety of the tenants and staff has always been the primary aim of the Association. Work will be ongoing across our stock over the short to medium term to ensure this continues to happen.

A major project continued in six of the multi storey blocks in the year. With the support of the Scottish Government and the Energy Savings Trust work was done to replace electric storage heating with heating and hot water being supplied from central air source heat pumps. In addition, work will be done to upgrade all the bathrooms, improve fire stopping, upgrade fire control systems and improve the water supply in the blocks that have not already been improved. Due to Covid delays this work will continue into 2022/23.

There were two open market purchases in the year.

Best use of resources

We have continued with the programme of major investment in our housing stock, which is by far our most asset. This includes both carrying out major repairs and considering whether any of our housing should be remodelled to meet the changing requirements of tenants in the future. We are updating our stock condition information through specific asset management models for each area of our stock to ensure that our long-term financial planning reflects our future investment requirements. We continue to look for efficiencies and economies in the way that we carry out business processes.

Housing review

Rent collection, allocations, and voids

The overall rent collection rate was 98.0% (2020 – 98.2%). Gross rent arrears were 6.1% compared to 5.72% in the previous year. Housing services teams are working together with welfare rights advisers (GEMAP) and Scotcash to aim to reduce the total arrears and ensure our tenants are in receipt of the maximum benefits due.

The number of evictions decreased from fifteen in 2019/20 to one in the current year. The eviction was due to anti-social behavior.

With welfare changes and delays in benefit administration, it is a challenging environment in which to keep arrears low. Future welfare changes and the difficult economic environment add to the problems in the area. To assist our tenants with these changes we have increased the availability of GEMAP welfare rights advisers. This has been partly organized through the Join the Dots project funded by Glasgow City Council.

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The Association let 437 (2020 - 435) properties during the year. We continue to allocate relets and new lets as quickly as possible, to ensure that we maximise our effectiveness in housing people in need and minimise our costs. The average time taken to re-let or let a new property was 36 days (2020 – 25 days). The performance was affected by a higher level of properties being held back to undergo full renovation before reletting and the effects of Covid. If Covid is discounted it would have been 27 days. The rent loss due to empty properties was £440k (2020 - £307k).

During the year the Association allocated 114 lets (2020 - 130 lets) to Section 5 homelessness referrals, representing 26% (2020 – 30%) of the lets made in the year. In addition to the homeless there is still significant unmet demand with 3,043 (2020 – 3,004) on the waiting list with 957 (2020 – 1,080) new applications added in the year.

Customer Services

The Association is committed to a high standard of customer service in all its activities. The principal point of contact for customer enquiries is with the housing management and maintenance staff. The quality and customer satisfaction of these services is closely monitored, and steps are taken to improve them further on an ongoing basis.

Accreditation

The Association continues to enjoy the benefits of both Investors in People and Customer Service Excellence accreditation. The Association is recognised at Gold level for both Investors in People and Investors in Young People and also holds, the Investors in People Health and Wellbeing Award and the Customer Service Excellence Standard.

There is a clear connection between these awards which recognise the Association's commitment to developing and supporting our staff to gain the skills, knowledge, and experience to be able to provide an excellent level of service to its tenants and customers.

The Association has been accredited as an IIP organisation since 2002 and has been recognised with Gold status and the Health & Wellbeing award since 2014, the most recent reaccreditation was achieved in February 2020 and is valid for 3 years. The Customer Service Excellence (CSE) Standard replaced the Charter Mark Award and the Association has been recognised with the CSE Standard since its inception in 2008.

The Association is recognised as a Disability Confident Employer having attained this accreditation in 2019. This award was introduced by DWP to replace the Two Ticks Disability Positive Action scheme award which ng homes held previously. The Disability Confident Employer award recognises the Association's commitment to ensuring that people with disabilities and long-term health conditions are provided with equal opportunities to obtain employment and that they feel supported, engaged, and able to fulfil their potential in the workplace.

ng homes is an award winning organisation, recent external accreditations include: Customer Service Excellence Standard (held since 2002), Investors in People Gold Award, Investors in People Health and Wellbeing Award and Investors in Young People Gold Award, Herald and GenAnalytics - Diversity Awards – 2016 (for work with Chinese and African Communities), Police Scotland Youth Volunteer Award – 'Outstanding Support to PSYV Volunteer programme' (2017) and Local Environmental Quality Award – 'Outstanding Team' in Local Environmental Quality (2017). In 2018/19 the awards included Alarm UK Alarm Risk Award 2018, Climate Challenge Fund Award; Youth Engagement Category 2018 and Scottish National Standard for Information and Advice Providers, TPAS Scotland National Good Practice Award; Best Practice in Reporting Performance - ng homes Area Committee.

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Tenant Consultation/Communications

Tenant consultation is vital to the continued success of the Association. The Association's desire to ensure that we communicate effectively with as many tenants as possible has resulted in the Association producing information in a variety of formats including quarterly newspaper, patch newsletters, the website, social media and on plasma screens in reception areas. Regular customer surveys on service performance were also carried out. We have continued to encourage tenants to get involved in the formulation of our policies and procedures through consultations. Examples of this are the use of focus groups to discuss and prioritise issues and action areas of concern.

Diversity

The Association is firmly committed to providing flexible services to our increasingly diverse society. Equality and fairness underpin our whole business philosophy. We take a positive approach to promoting our services to all communities. The Association has in place resources through interpreters and the Happy to Translate multi language resource to aid communication to all our tenants.

We have made significant headway in cultural integration through our Regeneration Department with the development of robust partnerships with organisations such as Confederation of Chinese Association, Confederation of Fujian Association, African Challenge Scotland and Glasgow Afghan United.

Other areas

Other areas of note within housing management during the year included:

- Continuation of the Welfare Reform Action Plan, including tenant surveys.
- Work continued on upgrading the IT systems within housing management and ensuring that the systems were used more efficiently and effectively.
- Continuing offer of free cover of £15,000 of contents insurance for tenants who are over sixty. This is helping promote financial social inclusion and ensures that there is cover in the event of a serious incident for those who generally don't have any cover in place.

Homelessness

We have just completed a partnership project with Glasgow City Council which was a pilot tackling tenancy sustainment for applicants coming through the homeless route. Four Housing Associations took part and worked in conjunction with GCC and GHeat. The aim of the pilot was to mitigate arrears at the start of a tenancy for Homeless Applicants and to provide intensive support to ensure the tenancy was sustained. ng homes were fully committed to the pilot and gave new tenants, who were previously homeless, a rent credit for the first two weeks of their tenancy. In addition to this, we worked with support workers, Scottish Welfare Fund, Housing Benefit and DWP to intensively support these tenants. The objective of the pilot was to end the repeated cycle of homelessness. The pilot project is currently being evaluated by Arneil Johnson and we will work with GCC on next steps following the evaluation.

Health and Social Care Integration

Health and social care integration and related proposals to switch care from acute hospital services to support in the community. A significant proportion of our tenants are elderly, and ng homes, if properly resourced, can make a positive contribution to delivering the Government's integration aims in Glasgow.eg in our multi storey flats where we have a 24/7 Concierge service.

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Welfare Reform

We monitor UK/Scottish Government Policy on this key issue. The Association will take action to mitigate impacts on tenants and our business. We have already experienced the complexities of Universal Credit and the direct payments of Housing Benefit to tenants. We currently have over one thousand tenants in receipt of Universal Credit. We are assessing the situation closely, along with potential implications in changes to other welfare benefits. With full-service implementation this is expected to have a continuing effect on rent collection and arrears in the longer term.

Regeneration Activities

Partnerships with other agencies

Effective partnerships with agencies, which provide a range of services and support to tenants were developed. These agencies include among others the Scottish Government, The Big Lottery Fund, Glasgow Life, Inspiring Scotland, and Glasgow City Council.

Community Regeneration

The Association has continued to impact on the wider regeneration of the north of the city through a variety of different projects. With the effects of the pandemic not all projects could function. There was however a substantial level of activities to support communities and provide food and other assistance.

- The Association set up in 2010 a social economy company NG 2 Limited to encourage local employment and training opportunities. This has resulted in direct employment within the company of over eighty staff all of whom are paid at the Glasgow minimum wage and above. The company now carries out among other activities close cleaning, bulk uplift, close maintenance, void electrical and joinery work, and general environmental improvement activities. A significant number of trainees have progressed on to continuing employment.
- In conjunction with Inspiring Scotland an initiative to improve community involvement continued in the year under the Link Up banner. This was to develop existing and facilitate new 'links' that bring people in the community together to undertake mutually beneficial activities, using this experience to increase the number of social connections and therefore social capital in the community as well as the confidence and capacity of the individuals involved.
- Thriving Places has been developing relationships with residents and partners in Possilpark and Ruchill to further identify areas for action. As the host organisation and in partnership with Glasgow Community Planning Partnerships we have delivered many events and community consultations that bring together local people and partners to discuss local issues, identify needs and priorities that support community-led solutions.
- The Active Early Years health and wellbeing programme is a project that supported and complemented Physical Education in three nursery and seven primary schools in North Glasgow. The project encouraged more children to get active including increasing and improving their physical and mental health, confidence, and skills. Through the provision of physical activities, education and training of nursery and primary school teachers and staff, volunteers (parents/carers) and providing supporting resources have supported the sustainability of this project.
- Our sport, health and education programmes continues to work in partnership with many local and national organisations, governing bodies, clubs, and associations. Our approach supported and complemented local and national strategies, existing provision, as well as introducing many innovative programmes.

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Community Regeneration (cont.)

- A Business Improvement District programme continued in the year for the Saracen Street area. A steering group aided by a consultant is working alongside Scotland's Towns Partnership (STP) to develop this work. In addition, funding of circa £350,000 has been granted from Glasgow Town Centre Action Plan fund to the BID for a shop front improvement programme. Further funds have been granted for environmental improvements in the form of planters and hanging baskets for Saracen Street. Scotland's Town's Partnership Resilience and Recovery Fund awarded £10,000 to support shopper services and a community directory.
- Glasgow City Council once again provided funds for the Holiday Food Programme during the year and an award has been for 2021/22.
- A range of funding for Covid mitigation projects was awarded in the year. These included £30,000 from Scottish Government Funding round 1 and £17,900 from round 2. The National Lottery Fund provided £81,198. The Scottish Government Supporting Communities Fund awarded £39,100 in round 1 and £16,750 in round 2. The Social Housing Fuel Support Fund provided £17,645 for the purchase of white goods, energy saving light bulbs and fuel top ups.
- Barclays Charitable Trust awarded £100,000 through their Barclays 100 x 100 programme. This was to be used to provide community support in the area.
- Glasgow Communities Fund has awarded an amount of £237,000 over a three-year period for financial inclusion posts as part of the funding for the Joining the Dots project.

Financial Review

The results for the year are shown in the statement of comprehensive income.

For 2020/21 Covid delayed getting major repairs contracts on site. Major investment in the year should have included programmes of work in smoke alarm installation, boiler upgrades, kitchen bathroom and rewire programmes, door entry and environmental upgrades across the stock. In the year the largest project was the work to improve six of the multi storey blocks as mentioned on page 4. This is the largest single project the Association has ever undertaken. Grant from the Scottish Government and additional loan finance from the Energy Savings Trust has assisted with this. To provide additional funding for the project and to repay existing loans a bond issue was completed in June 2020.

The result for the year was a £629k deficit before pension adjustments. The movements in the valuations of the pension schemes resulted in a £2.82m charge compared with a £2.62m credit in the previous year. That left a £3.54m deficit for the year compared to a £2.69m surplus in the previous year. The pension changes together with the safety work being done in the stock was the main changes between the years.

The effect that the coronavirus pandemic will have on the Associations long term income is unknown at this time. With the increase in unemployment and the reduction in businesses it can only be viewed as detrimental. Short term effects were voids that could not be let, increase in rental arrears and increased costs for protective equipment and changes to working practices. Longer term effects of increase in material prices and maintenance costs are starting to be felt.

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The Association is in an acceptable financial position with over £36m deposited as cash funds, at the year end. The Association continues to have a significant major repair investment programme due to our commitments to keep the properties to a good standard and the long term promises for improvements to the stock. Cash surpluses will continue to be made, subject to our planned maintenance programme over the next few years.

Treasury Management

The Association has an active treasury management function, which operates in accordance with the Treasury Management Policy approved by the Board. In this way the Association manages its borrowing arrangements to ensure that it is always able 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 transactions of a speculative nature. At 31 March 2021 the Association has a mix of fixed and variable rate finance which it considers appropriate at this time.

The Association constantly keeps its loan portfolio under review and seeks to manage its loans at the historically low rates that are currently available. The average interest rate on the loans in the year was 3.14% (2020 – 3.24%).

Under the terms of the loan agreements, there are several financial and operational covenants that limit the Association's operating and financial flexibility. A failure to comply with any of these covenants could result in default under the agreement and an acceleration of repayment of the debt outstanding. As far as the Board are aware the terms of all covenants were met during the year.

Payment to creditors

The Association's policy concerning the payment of its trade creditors complies with the Confederation of British Industry guidelines. The Association aims to pay its creditors within their credit terms and prioritises payments to its smaller suppliers.

Pensions

The Association has staff in both the Scottish Housing Association Pension Scheme (SHAPS) and Strathclyde Pension Fund (SPF). An active review of both existing pension schemes continued in the year together with consideration of other pension issues such as auto enrolment.

The Scottish Housing Regulator has urged registered social landlords (RSLs) to adopt a candid and realistic approach to resolving the issues arising from the historic under-funding of pension liabilities. The Association closed off entry to the final salary element of the SHAPS scheme back in 2011.

The membership in the SPF scheme arose because of staff that came into the Association as part of the stock transfer in 2011. The membership in the scheme is on a closed basis and only those staff that came across have the right to join the SPF. As a result, active membership is declining as staff leave the Association. While the Association's element of the SPF is at a better funding level compared to the SHAPS scheme, an active review of both schemes continues to be undertaken.

The Association has in place pension arrangements that satisfy the requirements under auto enrolment legislation.

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Policies and procedures

Risk Management Policy

The Board have a formal risk management process to assess business risks and implement risk management strategies. This involves identifying the types of risks the Association faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks. As part of this process the Board have reviewed the adequacy of the Association's current internal controls.

The Board have set policies on internal controls which cover the following:

- Consideration of the type of risks the Association faces;
- The level of risks which they regard as acceptable;
- The likelihood of the risks concerned materialising;
- The Association's ability to reduce the incidence and impact on the business of risks that do materialise; and the costs of operating controls relative to the benefit obtained;
- Clarified the responsibility of management to implement the Board's policies and identify and to evaluate risks for their consideration;
- Communicated that employees have responsibility for internal control as part of their accountability for achieving objectives;
- Embedded the control system so that it becomes part of the culture of the Association;
- Developed systems to respond quickly to evolving risks arising from factors within the Association and to changes in the external environment; and
- Included procedures for reporting failings immediately to appropriate levels of management and the Board together with details of corrective action being undertaken.

General Reserves Policy

The Board members have previously reviewed the reserves of the Association in conjunction with the long-term maintenance plans. 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 review concluded that to allow the Association to be managed efficiently and to provide a buffer for uninterrupted services, reserves equivalent to at least one year's operating costs should be maintained. The Association's revenue reserves currently amount to £15m. The planned maintenance reserves are separate from these totals.

While this is welcome in future years there will be significant expenditure required to upgrade the stock. The Association has multi storey stock and the ongoing review of this part of the stock has indicated expenditure will be accelerated in the near term. The Association's maintenance life cycle plan had resulted in the Association running through a period of years where there had been lower planned maintenance expenditure. The years ahead will require significant expenditure and further increases in reserves may be delayed. Also, future building of new stock will be done with considerably lower grant levels than in the past. The Association will need to generate higher levels of internal reserves to fund future stock replacement.

Maintenance policies

The Association seeks to maintain its properties to the highest standard. To this end programmes of cyclical repairs are carried out in the medium term to deal with the gradual and predictable deterioration of building components. It is expected that the cost of all these repairs would be charged to the Income and Expenditure account.

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In addition, the Association has a long-term programme of major repairs to cover for works which have become necessary since the original development was completed, including works required by subsequent legislative changes. This includes replacement or repairs to features of the properties, which have come to the end of their economic lives. The cost of the repairs would be charged to the Income and Expenditure account, unless it was agreed they could be capitalised within the terms outlined in the SORP. The Association applies component accounting and the cost of replacement of major components will be capitalised and any remaining net book value of the original component will be written off to the Income and Expenditure account.

Rental Income

The Association's general Rent Policy is based on the size, type, and facilities of the accommodation. The policy ensures that the rent structure is easy to administer and covers the wide variations of properties. This policy follows the generally accepted practice/principles of the Housing Association Sector. Some elements of the stock are covered by pre-existing agreements. The Association is re-structuring its rents as re-let's arise to bring all properties onto a standard basis.

Employees with disabilities

Applications for employment by people with disabilities are given full and fair consideration for all vacancies in accordance with their aptitudes and abilities. In the event of employees becoming disabled, every effort is made to retrain them in order that their employment with the Association may continue. The Association's policy is that training, career development and promotion opportunities should be available to all employees.

Employee Engagement and Health & Safety

The Association 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 considered in making decisions likely to affect their interests. The approach to employee engagement includes a joint management and staff engagement focus/steering group and various employee engagement subgroups.

Staff enjoy the benefits of membership of the Company Health Plan which supports employee health and wellbeing. The Association has an Attendance Management Policy and procedures in place with a strong focus on support. The Association benchmarks staff turnover levels, sickness absence, ethnic mix, gender, and age profile against available statistics on a regular basis. Health and safety has a high profile at the Association, detailed health and safety policies and procedures are in place across the business. All staff and Board members receive regular training on health and safety matters and regular reports on health and safety are provided to the Staffing Sub-Committee.

Equality

The Association takes a positive approach to promoting its services to Black and Minority Ethnic (BME) communities and has employed a succession of trainees through its partnership with PATH (Scotland). The Association has provided a series of work placement opportunities for local young people through its partnership work with African Challenge Scotland. The Association also supports the work of Positive Action in Housing (PAiH) and will continue to work with all its partners to support equality and diversity throughout North Glasgow.

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During 2020/21 25% (2019/20 27%) of the Association lets were to households of ethnic minority background and 25% (2019/20 25%) of the waiting list applicants at the year end were of ethnic minority background.

Staff training

The Association provides staff with access to training on courses relevant to their employment. The training calendar was impacted by the Covid-19 pandemic with much of the training that was planned being postponed or delivered in a reduced capacity. During the year there was a total of 87 days staff training (2020 – 618) which equated to an average of 5 hours or 0.7 days (2020 – 5.5 days) for each member of the core staff.

Board and Executive team

Members of the Board

The Members of the Board of the Association during the year to 31 March 2021 were as follows:

C Rossine	T Dow (resigned 17/08/20)
J Berrington (Secretary)	I Cross
J Thorburn (Chairperson)	M Thomson
R Porter (Vice- chair, resigned 3/3/21)	R Maguire (resigned 28/03/21)
G Satti	A Gow
J MacLeod	P Nelson (joined 30/3/21)
M Bradley (joined 30/3/21, resigned 5/5/21)	

Each member of the Board holds one fully paid share of £1 in the Association. The executive officers of the Association hold no interest in the Association's share capital and although not having the legal status of "director" they act as executives within the authority delegated by the Board.

Executive Team – key management personnel

R Tamburrini – Chief Executive Officer
A Devlin – Senior Depute Chief Executive Officer (resigned 30th April 2020)
R Hartness – Deputy Chief Executive Officer (Finance)
J Devine – Deputy Chief Executive Officer (Regeneration)
T Sweeney – Director of Corporate Services
L Cooper – Director of Housing Services

The remuneration of all staff in the Association is calculated in relation to the salary scales set by Employers in Voluntary Housing.

Recruitment and training of Board members

Vacancies on the Board are filled from members of the community who have a commitment to the furtherance of social housing and the aims and objectives of the Association. Members are drawn from a wide range of backgrounds and experience to maintain the necessary mix of skills required to govern and control a complex organisation.

All Board and Sub-Committee members receive thorough and detailed training on governance and other related matters on a regular basis and they sign-up to the ng homes Board members Code of Conduct annually. Board training during 2020 – 2021 was affected by the Covid-19 pandemic however Board members have embraced new technology and attended virtual conferences, webinars and remote training sessions on zoom and Microsoft teams. Training and awareness sessions attended by Board members during this period included corporate governance, health & safety, equalities and human rights, housing to 2040, general data protection regulation (GDPR), cyber security and finance.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD AND STRATEGIC REPORT

31 MARCH 2021

(Continued)

The Association complies with the SHR'S regulatory standards of governance and financial management. In addition to governance training, the Board has also benefitted from specialised training and development sessions on other priority issues identified from training needs assessments, Board appraisal and business priorities. Training sessions are held out with Board meetings and frequently involve external expert facilitators. Annual core training includes sessions on health and safety and equality and diversity and the plan for 2021/22 will include other priorities identified from the 2020 Board appraisal process.

In addition to ng homes training and awareness sessions, Board members participate in relevant external training and attend external conferences and seminars e.g. events organised by Scottish Federation of Housing Associations (SFHA), Glasgow and West of Scotland Forum (GWSF), Employers in Voluntary Housing (EVH) and SHARE.

Related parties

Various members of the Board and area committees are tenants, sharing owners or Councillors. The tenancies are on the Association's normal tenancy terms and they could not use their position to their advantage. Sharing owners have lease agreements and these are also on the Housing Associations normal terms. City Councillors who are members of the Board declare their interests relating to relevant decisions taken by the Association or the City Council.

Other issues

Group Structure

The Association has four wholly owned subsidiaries. NG Property (Scotland) Limited whose objective is to provide factoring services and other activities that the Association cannot due to its charitable status. Design Services Glasgow Limited (DSGL) handles the development activities of the Association and acts as its main contractor. This arrangement ensures that the development activities are carried out in the most VAT efficient manner.

ng2 Limited carries out social economy activities. As noted earlier in the report ng2 continues to have a significant impact in providing employment and training. The Association has a dormant subsidiary ng3 Limited.

The Association will continue to review whether the group structure is appropriate.

Future developments

The Association intends to continue with its policy of improving the quality of housing working with its existing and new partners. The Association in conjunction with Glasgow City Council and the Scottish Government has a programme of agreed and proposed regeneration activities. The Association will continue to explore opportunities for the provision of new housing with both public and private sector bodies. Specific projects include:

- Planned maintenance investment of £20.8 million in 2021/22.
- Community and regeneration development in Possilpark.
- Continuation of a new build housing development in the Springburn area.

Throughout all the Association's and its partner's activities we will strive to make North Glasgow a community where people can flourish and prosper.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

REPORT OF THE BOARD AND STRATEGIC REPORT

31 MARCH 2021

(Continued)

Legislation and branding

Under the Co-operative and Community Benefit Societies Act 2014 the Association is a Community Benefit Society.

The Association will remain formally titled as North Glasgow Housing Association Limited, but a shorter description of NG Homes has been adopted to reflect the range of its activities in most of its communications.

Post Balance Sheet Events

There have been no important events since the financial year end that have had an impact on the financial position of the Association.

Going Concern

The Board has reviewed the results for this year and has also reviewed the projections for the next five years. It, therefore, has a reasonable expectation that the Association has adequate resources to continue in operational existence for the foreseeable future. For this reason, the going concern basis has been adopted in these financial statements. The long-term effect that the coronavirus pandemic may have on the Associations income and costs is unknown at this time.

Information for auditors

As far as the Board members are aware there is no relevant audit information of which the auditors are unaware and the Board members have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to ensure that the auditors are aware of any such information.

Auditors

Wylie & Bisset (Audit) Limited has indicated its willingness to continue in office. Wylie & Bisset (Audit) Limited replaced Wylie & Bisset LLP as auditors on 1 April 2020 following a transfer of the audit registration licence.

On behalf of the Board

J Berrington
Secretary

50 Reidhouse Street
Glasgow
G21 4LS

Date:

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

STATEMENT OF BOARD RESPONSIBILITIES

The Board is responsible for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards.

Under the legislation relating to Co-operative and Community Benefit Societies the Board are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Association and of the surplus or deficit of the Association of that period. In preparing those financial statements the Board are required to:

- select suitable accounting policies and apply them consistently.
- observe the methods and principles in the RSL SORP and FRS 102;
- make reasonable and prudent judgements and estimates;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Association will continue in business.

The Board is also responsible for:

- keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the RSL and enable them to ensure that the financial statements comply with the the Co-operative and Community Benefit Societies Act 2014, the Housing (Scotland) Act 2014 and the Determination of Accounting Requirements – 2019;
- safeguarding the Association's assets; and
- taking reasonable steps for the prevention and detection of fraud and other irregularities.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

Board's Statement on Internal Financial Control

The Board acknowledge their 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; and
- the safeguarding of assets (against unauthorised use or disposition).

It is the Board's responsibility to establish and maintain systems of internal financial control. Such systems can only provide reasonable and not absolute assurance against material financial misstatement 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 take responsibility for important business functions; annual appraisal procedures have been established to maintain standards of performance.
- forecasts and budgets are prepared regularly which allow the Board and staff to monitor the key business risks and financial objectives, and progress towards financial plans set for the year and the medium term; regular management accounts are prepared promptly, providing relevant, reliable and up-to-date financial and other information and significant variances from budgets are investigated as appropriate.
- all significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through relevant sub-committees comprising Board members and others.
- the Board reviews reports from management, from the Chief Executive Officer, staff and from the external and internal 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 Board have reviewed the effectiveness of the system of internal financial control in existence in the Association for the year ended 31 March 2021 and until the below date. 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.

On behalf of the Board

J Berrington
Secretary

Date:

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF NORTH GLASGOW HOUSING ASSOCIATION LIMITED ON INTERNAL FINANCIAL CONTROLS

In addition to our audit of the Financial Statements, we have reviewed your statement on page 16 concerning the Association's compliance with the information required by the Regulatory Standards for systemically important RSLs in respect of internal financial controls contained within the publication "Our Regulatory Framework" and associated Regulatory Advisory Notes which are issued by the Scottish Housing Regulator.

Basis of Opinion

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

Opinion

In our opinion the Statement on Internal Financial Control on page 16 has provided the disclosures required by the relevant Regulatory Standards for systemically important RSLs within the publication "Our Regulatory Framework" and associated Regulatory Advisory Notes issued by the Scottish Housing Regulator in respect of internal financial controls and is consistent with the information which came to our attention as a result of our audit work on the Financial Statements.

Wylie & Bisset (Audit) Limited, Statutory Auditor
Chartered Accountants
168 Bath Street
Glasgow
G2 4TP

Date:

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

Independent auditors' report to the members of North Glasgow Housing Association Limited

Opinion

We have audited the financial statements of North Glasgow Housing Association (the 'Association') for the year ended 31 March 2021 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Equity and Notes to the financial statements, 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 FRS 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 Association's affairs as at 31 March 2021 and of its income and expenditure 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 Co-operative and Communities Benefit Societies Act 2014, the Housing (Scotland) Act 2010, the Determination of Accounting Requirements 2019.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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 opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Board of Managements' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Board of Management have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Association's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

Independent auditors' report to the members of North Glasgow Housing Association Limited

(Continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Association and its environment obtained in the course of the audit, we have not identified material misstatements in the Board of Managements' Report.

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

- The information given in the Report of the Board of Management is inconsistent with the Financial Statements;
- Proper books of accounts 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 requirement of the legislation;
- The financial statements are not in agreement with the books of accounts; or
- 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.

Responsibilities of the Board of Management

As explained more fully in the Boards' Responsibilities Statement set out on page 15, the Board of Management are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board of Management determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Management are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Management either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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>. This description forms part of our auditor's report.

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

Wylie & Bisset (Audit) Limited, Statutory Auditor
Chartered Accountants
168 Bath Street, Glasgow G2 4TP

Date:

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021	2020
		£	£
Revenue	2	25,725,819	24,467,869
Operating costs	2	(25,343,615)	(23,516,753)
Operating surplus		<u>382,204</u>	<u>951,116</u>
Gain on sale of housing stock	4	46,769	8,535
Interest receivable and other income		98,552	120,857
Interest payable and other charges	5	(1,207,444)	(908,340)
Other Finance Charges		<u>(41,296)</u>	<u>(104,203)</u>
Surplus for year		(721,215)	67,965
Gift aid		50,000	-
Actuarial gain/(loss) in respect of pension schemes		(2,866,381)	2,618,358
Total Comprehensive Income		<u><u>(3,537,596)</u></u>	<u><u>2,686,323</u></u>

All amounts relate to continuing operations. The notes on pages 24 – 48 form part of these financial statements.

These financial statements were approved and authorised for issue by the Board on 28 July 2021 and signed on their behalf by:

Secretary: J Berrington

Board member: C Rossine

Board member: J Thorburn

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2021

	Notes	£	2021 £	£	2020 £
Tangible Fixed Assets					
Housing properties					
Depreciated cost	8		106,255,927		96,872,903
Other non current assets	10		1,394,695		1,265,798
			<u>107,650,622</u>		<u>98,138,701</u>
Investments – subsidiaries			1,300		1,300
			<u>107,651,922</u>		<u>98,140,001</u>
Current Assets					
Stock		287,768		273,344	
Debtors	11	2,022,466		1,641,992	
Cash at hand and in bank		36,166,311		18,602,167	
		<u>38,476,545</u>		<u>20,517,503</u>	
Current Liabilities					
Creditors due within one year	12	<u>(6,907,116)</u>		<u>(5,341,318)</u>	
Net Current Assets			<u>31,569,429</u>		<u>15,176,185</u>
Total Assets less Current Liabilities			<u>139,221,351</u>		<u>113,316,186</u>
Creditors due after more than one year	13		<u>(45,657,828)</u>		<u>(24,953,875)</u>
			93,563,523		88,362,311
Deferred income	16		(11,718,900)		(5,510,078)
Provision for pension liability	26		(4,473,000)		(1,943,000)
			<u>77,371,623</u>		<u>80,909,233</u>
Capital and Reserves					
Share Capital	17		128		142
Revenue Reserves			35,096,685		37,514,358
Revaluation Reserve			42,274,810		43,394,733
			<u>77,371,623</u>		<u>80,909,233</u>

These financial statements were approved and authorised for issue by the Board on 28 July 2021 and signed on their behalf by:

Secretary: J Berrington

Member: C Rossine

Member: J Thorburn

The notes on pages 24 – 48 form part of these financial statements.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

STATEMENT OF CASH FLOWS

YEAR TO 31 MARCH 2021

		2021	2020
	Note	£	£
Net cash inflow from operating activities	18	9,250,066	<u>4,855,859</u>
Investing activities			
Cash paid for construction and purchases		(13,436,093)	(5,722,687)
Housing association grant received		6,611,103	2,164,611
Housing association grant repaid		-	-
Sales of housing properties		65,459	8,535
Purchase of other fixed assets		(359,995)	(49,242)
Net cash inflow/(outflow) from investing activities		<u>(7,119,526)</u>	<u>(3,598,783)</u>
Financing			
Interest received on cash and cash equivalents		98,552	120,857
Interest paid		(1,207,444)	(908,340)
Loan principal repayments		(1,857,508)	(811,979)
Loans received		18,400,000	1,000,000
Share capital issued		4	6
Net cash outflow from financing		<u>15,433,604</u>	<u>(599,456)</u>
Increase/(decrease) in cash		<u>17,564,144</u>	<u>657,620</u>
Opening cash and cash equivalents		<u>18,602,167</u>	<u>17,944,547</u>
Closing cash and cash equivalents		<u>36,166,311</u>	<u>18,602,167</u>
Reconciliation of net cashflow to movement in debt			
Increase/(decrease) in cash in year		17,564,144	657,620
Loan principal repayments		1,857,508	811,979
Loans received		<u>(18,400,000)</u>	<u>(1,000,000)</u>
Change in net debt		1,021,652	469,599
Net debt at 1 April 2020		<u>(7,961,759)</u>	<u>(8,431,358)</u>
Net debt at 31 March 2021		<u>(6,940,107)</u>	<u>(7,961,759)</u>

The notes on pages 24 – 48 form part of these financial statements.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED**STATEMENT OF CHANGES IN EQUITY****AS AT 31 MARCH 2021**

	Share Capital	Revenue Reserves	Revaluation Reserve	Total
	£	£	£	£
Balance at 1 April 2020	142	37,514,358	43,394,733	80,909,233
Issue of shares	4	-	-	4
Cancellation of shares	(18)	-	-	(18)
Deficit for year	-	(721,215)	-	(721,215)
Actuarial gain/(loss) in respect of pension schemes	-	(2,816,381)	-	(2,816,381)
Transfer between reserves	-	1,119,923	(1,119,923)	-
Balance as at 31 st March 2021	<u>128</u>	<u>35,096,685</u>	<u>42,274,810</u>	<u>77,371,623</u>

The notes on pages 24 – 48 form part of these financial statements.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

1. Accounting Policies

(a) Introduction and accounting basis

The principal accounting policies of the Association are set out in the paragraphs (b) to (r) below. These financial statements were prepared in accordance with Financial Reporting Standard 102 – ‘The Financial Standard applicable in the UK and the Republic of Ireland’ and the Statement of Recommended Practice for Social Housing Providers 2014. The Association is a Public Benefit Entity in terms of its compliance with Financial Reporting Standard 102. The Association is registered under the Co-operative and Community Benefit Societies Act 2014.

(b) Finance

The financial statements have been prepared on the basis that the capital expenditure referred to in note 8 will be grant aided, funded by loans, or met out of reserves, or from proceeds of sales.

(c) Mortgages

Mortgage loans are advanced by private lenders under the terms of the individual mortgage deeds in respect of each property or housing scheme. Advances are available only in respect of those developments, which have been given approval for Housing Association Grant by Glasgow City Council.

(d) Housing Association Grants

Housing Association Grants (HAG) are made by Glasgow City Council and are utilised to reduce the amount of mortgage loan in respect of an approved scheme to the amount which it is estimated can be serviced by the net annual income of the scheme. The amount of HAG is calculated on the qualifying cost (note 1(f)) of the scheme in accordance with instructions issued from time to time by the grant awarding body. HAG and other grants are repayable under certain circumstances. These include the disposal of the properties to which the grants relate.

(e) Housing Association Grant - Acquisition and Development Allowances receivable

Acquisition and Development Allowances are determined by the grant awarding body and are advanced as grants by Glasgow City Council. They are intended to finance certain internal administrative costs relating to the acquisition and development of housing land and buildings for approved schemes.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

(f) **Non current assets - Housing land and buildings** (note 8)

Properties included in housing properties are stated at cost. The cost of such properties includes the following:

- (i) Cost of acquiring land and buildings
- (ii) Development expenditure including attributable overheads
- (iii) Interest charged on the loans raised to finance the scheme to date of 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 asset in excess of the previously assessed standard performance. Such enhancement can occur if 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 fail to meet the above criteria are charged to the Income and Expenditure account.

The major components of the Associations housing properties are deemed to be land, structure, kitchens, central heating and boiler systems, bathrooms, and windows. Each component has a substantially different economic life and is depreciated over this individual life. Depreciation rates are shown in note (h).

Shared ownership properties are included in housing properties at cost, less any provisions needed for depreciation or impairment.

The amount of grants received is shown separately on the statement of financial position. Housing Association Grant received in respect of revenue expenditure is credited to the statement of comprehensive income in the same period as the expenditure to which it relates.

Housing Association Grant may become repayable in certain circumstances, such as the disposal of certain assets. The amount repayable would be restricted to the net proceeds of sale.

Interest on the loan financing the development is capitalised up to the relevant date of completion.

(g) **Low Cost Initiatives for First Time buyers (LIFT)**

LIFT transactions are grants received from the grant awarding body and passed onto an eligible beneficiary. The grant awarding body has a benefit of a fixed charge on the property. This entitles the grant awarding body to a share of the proceeds on the sale of the property by the beneficiary. These are classified as investments and are carried at historical cost with the linked finance cost (the grant received) being deducted from the gross amount of the asset. As from 1 April 2008 the Scottish Government has taken security over completed sales and North Glasgow no longer includes the grants and related loans to the owner on the balance sheet.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

(h) **Depreciation**

Housing Properties

Housing Properties are stated at cost, less social housing and other public grants and less accumulated depreciation. Housing properties have been split between their land and structure costs and a specific set of major components which require periodic replacement. Depreciation is charged on a straight-line basis over the expected economic useful lives of the properties structure of between 30 years and 50 years. No depreciation is charged on the cost of land. Other components are depreciated as follows:

Kitchens	over 15 years
Central heating system and boilers	over 20 years
Bathroom	over 30 years
Windows	over 30 years

Other non current assets

The Association's assets are written off evenly over their expected useful lives as follows:

Office premises	-	over 25 years
Furniture & equipment	-	over 5 years
Computer hardware	-	over 5 years
Sheltered fixtures & fittings	-	over 8 years

Depreciation is charged on these assets in the year of purchase, but no charge is made in the year of disposal.

(i) **Sale of housing properties**

Properties are disposed of under the appropriate legislation and guidance. All costs and grants relating to the share of property sold are removed from the financial statements at the date of sale. Any grants received that cannot be repaid from the proceeds of sale are abated and the grants removed from the financial statements.

(j) **Apportionment of management expenses**

Direct employee administration and operating costs have been apportioned to the statement of comprehensive income on the basis of costs of the staff to the extent that they are directly engaged in each of the operations dealt with in those accounts.

(k) **Value added tax**

The Association is VAT registered and has a Group VAT structure. However, a large proportion of NGHAs income, namely rents, is exempt for VAT purposes and therefore gives rise to a partial exemption calculation. Expenditure as a result is shown inclusive of VAT.

Turnover

(l) Turnover represents rental and service charge income receivable from tenants, development administration, properties developed for sale and other income. Income is recognised on an accruals basis and when the Association is entitled to that income.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

(m) **Pensions**

The Association participates in the Scottish Housing Association 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.

Up until March 2019 there was insufficient information to split the assets and liabilities between the participating employers. Sufficient information has now been made available and North Glasgow Housing Association now accounts for its participation in the Scheme in accordance with FRS 102 which requires disclosures presented for both the current and comparative period. FRS 102 also requires that quoted securities are valued at their current bid price rather than their mid-market value. Details of this are shown in note 23.

The Association accounts for amounts that it has agreed to pay towards the Growth Fund deficit in accordance with paragraph 28.11A of FRS102. The present value of this liability has been recognised in the Statement of Financial Position. The discount rate applied to this obligation is that of a yield rate for a high-quality corporate bond.

The Association, as a result of staff transferring during the GHA stock transfer, is an admitted member of Strathclyde Pension Fund (SPF). The basis of admittance is that of a closed scheme and only transferred employees who already are or wish to join can be a member of this scheme. Retirement benefits to these employees are funded by the contributions from all participating employers and employees in the Fund. Payments are made to the independently administered Fund in accordance with periodic calculations by consulting actuaries and are based on pension costs applicable across the various participating member employers. As a closed scheme a slightly higher calculated rate is payable by the Association to reflect the limited future membership of the scheme.

North Glasgow Housing Association accounts for its participation in the Fund in accordance with FRS 102 which requires disclosures presented for both the current and comparative period. FRS 102 also requires that quoted securities are valued at their current bid price rather than their mid-market value.

The Fund liabilities are measured using a projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability. Glasgow Housing Association's share of the Fund surplus (to the extent that it is recoverable) or deficit is recognised in full. The movement in the Fund surplus / deficit is split between operating charges, finance items and in the statement of comprehensive income under actuarial gain or loss on pension schemes.

(n) **Consolidation**

The Association and its subsidiary undertakings comprise a group. The FCA has granted exemption from preparing group financial statements. The financial statements represent the results of the Association and not of the group. The Board is of the opinion that it would be of no real value to the members of the Association to consolidate or include the accounts of the Association's subsidiaries in the group accounts, because the business of the Association and that of the subsidiaries are so different they cannot be treated as a single undertaking.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

(o) **Impairment of fixed assets**

Reviews for impairment of housing properties are carried out on an annual basis and any impairment in an income-generating unit is recognised by a charge to the Income and Expenditure account. Impairment is recognised where the carrying value of an income-generating unit exceeds the higher of its net realisable value or its value in use. Value in use represents the net present value of expected future cash flows from these units.

Impairment of assets would be recognised in the Income and Expenditure account.

(p) **Work in progress**

Completed properties and property under construction for outright sale are valued at the lower of costs and net realisable value. Cost comprises materials, direct labour and direct development overheads. Net realisable value is based on estimated sale price after allowing for all further costs of completion and disposal.

(q) **Financial Instruments**

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, or financial liabilities.

(r) **Lease obligations**

Rentals paid under operating leases are charged to the income and expenditure account on the accrual's basis.

(s) **Stocks**

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to sell.

(t) **Judgements in applying policy and key sources of estimation uncertainty**

Useful lives of property, plant, and equipment	The useful lives of property, plant and equipment are based on the knowledge of senior management with reference to expected asset life cycles.
The main components of housing properties and their useful lives	The cost of housing properties is split into separately identifiable components. These components were identified by knowledgeable and experienced staff members and based on costing models.
Recoverable amount of rental and other trade receivables	Rental arrears and other trade receivables are reviewed by appropriately experienced senior management team members on a case by case basis with the balance outstanding together with the payment history of the individual tenant being considered.
The obligations under the SHAPs pension scheme and the Strathclyde Pension Fund	This has relied on the actuarial assumptions of a qualified actuary which have been reviewed and are considered reasonable and appropriate.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

2. Particulars of revenue, operating costs, operating surplus or deficit

		2021			2020		
	Note	Turnover £	Operating Costs £	Operating Surplus/ (deficit) £	Turnover £	Operating Costs £	Operating Surplus/ (deficit) £
Social lettings	3a	24,988,224	(24,592,774)	395,450	24,025,279	(22,691,480)	1,333,799
Other activities	3b	737,595	(750,841)	(13,246)	442,590	(825,273)	(382,683)
Total		<u>25,725,819</u>	<u>(25,343,615)</u>	<u>382,204</u>	<u>24,467,869</u>	<u>(23,516,753)</u>	<u>951,116</u>

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS AS AT 31 MARCH 2021 (Continued)

3a - Particulars of turnover, operating costs, and operating surplus/(deficit) from social letting activities

	General Needs Housing	Shared Ownership Housing	Total 2021	2020
Income from lettings				
Rent receivable net of service charges	24,745,391	89,775	24,835,166	23,995,172
Service charges	38,381	-	38,381	37,038
Gross income from rents and service charges	24,783,772	89,775	24,873,547	24,032,210
Less: Voids	440,408	-	440,408	307,419
Net Income from rents and service charges	24,343,364	89,775	24,433,139	23,724,791
Amortisation of Social Housing and other grants	299,357	52,028	351,385	300,488
Grants from the Scottish Ministers	203,700	-	203,700	-
Grants from local authorities and other agencies	-	-	-	-
Total turnover from social letting activities	24,846,421	141,803	24,988,224	24,025,279
Management and maintenance administration costs	7,767,954	51,012	7,818,966	7,699,644
Service costs	1,876,167	-	1,876,167	1,924,046
Planned and Cyclical maintenance	7,431,407	-	7,431,407	5,999,294
Reactive maintenance costs	3,037,307	-	3,037,307	2,966,997
Bad debts – rents and service charges	394,547	-	394,547	308,980
Depreciation of social housing	3,971,339	63,041	4,034,380	3,792,519
Operating costs for social letting activities	24,478,721	114,053	24,592,774	22,691,480
Operating surplus for social lettings	367,700	27,750	395,450	1,333,799
2020	1,302,288	31,511	1,333,799	

The total amount of major repairs expenditure incurred in the year was £13,833,086 (2020 - £8,608,799). Component expenditure of £7,290,648 (2020 - £3,901,397) was capitalised in the year. Of this total £7,290,648 (2020 £3,901,397) was for component replacement and £nil (2020 £nil) was for improvements.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 March 2021

(Continued)

3b – Particulars of turnover, operating costs and operating surplus or deficit from other activities

	Grants from Scottish Ministers	Other revenue grants	Supporting people income	Other income	Total Turnover	Operating costs – bad debts	Other operating costs	Operating surplus/ (deficit)	Operating surplus/(deficit) for previous period of account
	£	£	£	£	£	£	£	£	£
Wider Action/wider role	163,975	279,666	-	1,571	445,212	-	(610,725)	(165,513)	(457,828)
Care and repair of property	-	-	-	-	-	-	-	-	-
Factoring	-	-	-	-	-	-	-	-	-
Development activities	-	-	-	-	-	-	-	-	-
Support activities	-	-	-	-	-	-	-	-	-
Care activities	-	-	-	-	-	-	-	-	-
Agency services for RSL's	-	-	-	-	-	-	-	-	-
Other agency/management services	-	-	-	-	-	-	-	-	-
Developments for sale to RSL's	-	-	-	-	-	-	-	-	-
Developments and improvements for sale to non registered social landlords, (including first tranche shared ownership sales)	-	-	-	-	-	-	-	-	-
Other activities	-	-	-	292,383	292,383	-	(140,116)	152,267	75,145
Total from other activities	163,975	279,666	-	293,954	737,595	-	(750,841)	(13,246)	(382,683)
2020	36,321	161,644	-	232,331	442,590	-	(825,273)	(382,683)	

The total for other activities includes £42,450 (2020 - £60,136) for rental of radio masts.

Further details on projects and funding from partners are given in note 27. Particular thanks for their support and assistance across various projects is given to the Big Lottery Fund.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

8. Non Current Assets – Housing properties

	Housing properties held for letting £	Housing properties in course of construction £	Completed shared ownership properties £	Total £
Cost				
At 1 April 2020	113,972,273	1,550,693	2,416,998	117,939,964
Additions	9,199,912	4,208,592	27,589	13,436,093
Disposals	-	-	(25,242)	(25,242)
Transfers	-	-	-	-
At 31 March 2021	<u>123,172,185</u>	<u>5,759,285</u>	<u>2,419,345</u>	<u>131,350,815</u>
Depreciation and impairment				
At 1 April 2020	20,428,158	-	638,903	21,067,061
Charge in year	3,971,339	-	63,041	4,034,380
Disposals	-	-	(6,553)	(6,553)
Transfers	-	-	-	-
At 31 March 2021	<u>24,399,497</u>	<u>-</u>	<u>695,391</u>	<u>25,094,888</u>
Net book value				
As at 31 March 2021	<u>98,772,688</u>	<u>5,759,285</u>	<u>1,723,954</u>	<u>106,255,927</u>
As at 1 April 2020	<u>93,544,115</u>	<u>1,550,693</u>	<u>1,778,095</u>	<u>96,872,903</u>

Development administration costs capitalised amounted to £Nil (2020 - £Nil) for which development allowances amounting to £Nil (2020 - £Nil) were recorded in the year. Interest capitalised or added to WIP during the year amounted to £Nil (2020 - £Nil). None of the Associations land or property is held under a lease.

Housing properties held for letting are stated at deemed cost at 1 April 2014, as amended by subsequent additions and disposals, as part of the transitional changes allowed under FRS 102. The deemed cost was calculated from the Existing Use Value – Social Housing (EUV- SH) of the housing letting stock at 1 April 2014 by Jones Lang Lasalle in line with the RICS Valuation Professional Standards required by the RICS “Red Book”.

9. Investments

	2021 £	2020 £
LIFT Loans made to owners	490,382	490,382
LIFT Grants	<u>(490,382)</u>	<u>(490,382)</u>
	<u>-</u>	<u>-</u>

These amounts represent the amount granted to the LIFT owner up to 1 April 2008 and the corresponding grant North Glasgow has received from Glasgow City Council. North Glasgow is responsible for the administration of these grants. As from 1 April 2008 the Scottish Government has taken security over completed sales and North Glasgow no longer includes the grants and related loans to the owner on the balance sheet.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

10. Non Current Assets – Other Tangible Assets

	Office Accommodation	Furniture & Equipment	Computer Hardware	Sheltered Fixtures & Fittings	Total
	£	£	£	£	£
Cost					
At 1 April 2020	1,753,410	1,434,232	1,131,896	47,944	4,367,482
Additions during year	-	135,568	224,427	-	359,995
At 31 March 2021	<u>1,753,410</u>	<u>1,569,800</u>	<u>1,356,323</u>	<u>47,944</u>	<u>4,727,477</u>
Depreciation					
At 1 April 2020	749,488	1,338,341	967,173	46,682	3,101,684
Charge for the year	54,679	66,389	109,344	686	231,098
At 31 March 2021	<u>804,167</u>	<u>1,404,730</u>	<u>1,076,517</u>	<u>47,368</u>	<u>3,332,782</u>
Net Book Value					
As at 31 March 2021	<u>949,243</u>	<u>165,070</u>	<u>279,806</u>	<u>576</u>	<u>1,394,695</u>
As at 1 April 2020	<u>1,003,922</u>	<u>95,891</u>	<u>164,723</u>	<u>1,262</u>	<u>1,265,798</u>

11. Debtors: Amounts falling due within one year

	2021	2020
	£	£
Rents in arrears	1,560,233	1,407,872
Less: bad debt provision	<u>(1,046,993)</u>	<u>(905,390)</u>
	513,240	502,482
Trade debtors	138,202	3,867
Amounts due from group companies	61,948	76,365
Prepayments and accrued income	840,516	632,290
Other debtors	<u>468,560</u>	<u>426,988</u>
	<u>2,022,466</u>	<u>1,641,992</u>

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021
(Continued)

12. Creditors due within one year

	2021	2020
	£	£
Loans (note 15)	2,154,506	1,620,502
Trade creditors	1,822,622	389,187
Other Taxation and Social Security	251	128,436
Other Creditors	642,356	1,272,804
Balance due to group companies	600,857	476,453
Accruals	506,936	399,939
Deferred income (note 16)	351,385	300,489
Liability for past service contributions (note 14)	2,816	2,734
Rents in advance	<u>825,387</u>	<u>750,774</u>
	<u>6,907,116</u>	<u>5,341,318</u>

13. Creditors due after more than one year

	2021	2020
	£	£
Liability for past service contributions (note 14)	8,312	10,451
Other creditors	4,697,603	-
Loans (note 15)	<u>40,951,913</u>	<u>24,943,424</u>
	<u>45,657,828</u>	<u>24,953,875</u>

14. Liability for past service contributions

The Association has staff in three pension schemes that are defined as a defined benefit scheme. Strathclyde Pension Fund (SPF) has been reported as a liability on the statement of financial position in previous years. The Scottish Housing Association Pension Scheme and the Pension Trust Growth Plan were reported as defined contribution schemes with inclusion of agreed deficit repayment plans included on the statement of financial position. Last year due to sufficient information becoming available the SHAP scheme is now treated as a defined benefit scheme and only the Growth Plan continues to be treated as a defined contribution scheme with deficit liabilities provided for.

Growth Plan

	2021	2020
	£	£
At 1 April 2020	13,185	15,994
Unwinding of discount factor	296	203
Deficit contribution paid	(2,734)	(2,654)
Remeasurements in assumptions	381	(358)
At 31 March 2021	<u>11,128</u>	<u>13,185</u>
Due in under one year	2,834	2,734
Due in over one year	<u>8,294</u>	<u>10,451</u>
	<u>11,128</u>	<u>13,185</u>

The liability for past service contributions for the Growth Plan has been accounted for in accordance with FRS 102 Para 28.13A and represents the present value of the contributions payable. The cash out flows have been discounted for the Growth Plan at a rate of 0.66% (2020 – 2.53%).

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021
(Continued)

15. Loans

Loans are secured by specific charges on the Association's properties. Loans are repayable at varying rates of interest of 0.4% to 5.27% (2020 – 0.74% to 5.27%) in instalments due as follows:

	2021	2020
	£	£
In one year or less (note 12)	2,154,506	1,620,502
Between one and two years	2,567,753	1,834,909
Between two and five years	6,040,131	5,629,404
In five years or more	<u>32,344,029</u>	<u>17,479,111</u>
	<u>43,106,419</u>	<u>26,563,926</u>

The Association has a number of long-term housing loans the terms and conditions of which are as follows:

Lender	Security	Effective Interest rate	Maturity	Variable/ Fixed
Nationwide	Standard security	5.03%	2034	Fixed
Nationwide	Standard security	5.27%	2034	Fixed
Nationwide	Standard security	5.51%	2034	Fixed
Nationwide	Standard security	Libor + 0.37%	2034	Variable
Nationwide	Standard security 195 properties	Libor + 0.75%	2034	Variable
THFC	Standard security 185 properties	4.395%	2030	Fixed
GBSH	Standard security 1,068 properties	5.193%	2038	Fixed

The Nationwide Building Society holds a standard security over 1,173 properties for its first facility. These properties secure the loans in the first four lines above. The fixes end at dates before the final loan maturity date.

16. Deferred income

	2021	2020
	£	£
Social Housing and other Grant		
Balance at 1 April 2020	5,810,567	3,946,444
Additions in year	6,611,103	2,164,611
Released/repaid as a result of property disposal	-	-
Amortisation in year	<u>(351,385)</u>	<u>(300,488)</u>
	<u>12,070,285</u>	<u>5,810,567</u>
Due in under one year	351,385	300,489
Due in over one year	<u>11,718,900</u>	<u>5,510,078</u>
	<u>12,070,285</u>	<u>5,810,567</u>

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021
(Continued)

17. Share Capital	2021	2020
	£	£
Shares of £1 fully paid and issued at 1 April	142	144
Shares issued during year	4	6
Shares cancelled in year	<u>(18)</u>	<u>(8)</u>
Shares issued at 31 March	<u>128</u>	<u>142</u>

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.

18. Statement of Cash Flow	2021	2020
	£	£
Reconciliation of operating surplus to balance as at 1 April 2020		
Operating surplus for year	382,204	951,116
Depreciation – housing properties	4,034,380	3,792,518
Depreciation – other assets	231,098	170,955
Amortisation of capital grants	(351,385)	(300,488)
Change in stock	(144,929)	(273,344)
Change in debtors	(380,474)	282,567
Change in creditors	8,007,133	(1,622,602)
Change in pension provision	(2,527,943)	1,855,145
Share capital cancelled	<u>(18)</u>	<u>(8)</u>
	<u>9,250,066</u>	<u>4,855,859</u>

19. Housing Stock	2021	2020
	No.	No.
The number of units in management at 31 March was as follows:		
General needs housing	5,396	5,394
Shared ownership accommodation	<u>38</u>	<u>39</u>
	<u>5,434</u>	<u>5,433</u>

No units are under management by other bodies.

20. Employees	2021	2020
	£	£
Wages and salaries	4,177,342	3,839,419
Social security costs	373,101	343,486
Other pension costs	<u>821,645</u>	<u>1,127,546</u>
	<u>5,372,088</u>	<u>5,310,451</u>

The total above includes payments totalling £107,765 (2020 - £nil) for two members of staff (2020 – nil) who left during the year under a voluntary severance scheme. This total includes £nil (2020 - nil) due to Strathclyde Pension Fund for strain payments on the fund.

The number of persons employed by the Association during the year were as follows:	No	No
- full time equivalent	<u>123</u>	<u>121</u>

Full time equivalent is based on a thirty-five-hour week as staff are employed on varying contracts ranging up to 42 hours per week.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

The definition of key management personnel in the 2019 Determination includes those persons having authority and responsibility for planning, directing, and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity. This includes governing body members. The aggregate amount of emoluments payable to or receivable by, the key management personnel and former key management personnel of the Association landlord whose total emoluments are £60,000 or more, excluding employer's pension contributions, during the reporting period is disclosed below.

	£	£
Emoluments payable to key management personnel earning over £60k	<u>507,379</u>	<u>434,993</u>
Emoluments payable to all key management personnel (without pension contributions)	<u>507,379</u>	<u>488,442</u>
Emoluments payable to the CEO, (based on a forty-hour week)	108,750	114,166
Pension contributions for the CEO	<u>42,036</u>	<u>32,055</u>
	<u>150,786</u>	<u>146,221</u>

Emoluments over £60,000 including pension contributions paid to key management personnel can be analysed as follows:

	No	No
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-
£80,001 - £90,000	1	2
£90,001 - £100,000	1	-
£100,001 - £110,000	-	2
£110,001 - £120,001	2	-
£130,001 - £140,000	-	-
£140,001 - £150,000	-	-
£150,001 - £160,000	<u>1</u>	<u>1</u>

No member of the Board received any emoluments in respect of their services to the Association.

Expenses paid to the Board	<u>4,706</u>	<u>9,106</u>
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The Association's contributions to the pension scheme for key management personnel earning over £60k in the year amounted to £124,596 (2020 - £103,793).

21. Related Parties

Members of the Board are related parties of the Association as defined by Financial Reporting Standard 102. Tenants, sharing owners and owners who are members of the Board are not treated differently to any other tenants or owners. City Councilors who are members of the Board declare their interests relating to relevant decisions taken by the Association or the City Council. Governing Board members cannot use their position to any advantage. Any transaction between the Association and any entity with which a Governing Body Member has a connection with is made at arms length and is under normal commercial terms.

The related party relationships of the members of the Board is that six members were tenants of the Association, two members were factored owners and three members were neither tenants nor factored owners.

Transactions with Governing Board Members in the year were £17,484 (2020 - £23,079) of rent was charged and £676 (2020 £810) of factoring charges. At the year end there were arrears of rent of £78 (2020 - £230) and factoring charges of £74 (2020 - £68).

The Association has taken advantage of the exemptions conferred by FRS102 in not disclosing transactions with wholly owned subsidiaries of the Association.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021
(Continued)

22. Subsidiary Companies

The Association has four subsidiary companies NG Property (Scotland) Limited (NGPS), Design Services Glasgow Limited (DSGL), ng2 Limited and ng3 Limited. All companies are companies limited by shares and are registered in Scotland

	% Holding	Class of shares	Country of Incorporation	Cost £
NGPS	100	Ordinary	Scotland	1,000
DSGL	100	Ordinary	Scotland	100
ng2	100	Ordinary	Scotland	100
ng3	100	Ordinary	Scotland	100

NGPS handles the factoring and other activities that the Association cannot undertake due to its charitable status. NGPS had capital and reserves of £194,823 (2020 capital and reserves of £182,713) and profits of £12,111 (2020 profit of £8,328) for the year ended 31 March 2021. The principal activity of the company is that of property management. Balance due to NGPS at year end was £201,370 (2020 – balance due to NGPS £177,396).

DSGL handles the development contracts for the group. DSGL has capital and reserves of £43,102 (2020 – £34,465) and profit of £8,637 for the year (2020 – profit £8,639). The principal activity of the company is that of design services and contracting. Balance of £61,948 was owed from DSGL at the year end (2020 – owed by DSGL £76,365).

ng2 was formed to handle the Associations social economy activities and to encourage local employment and training opportunities. The result for the year was a profit of £93,757 (2020 £65,490) and capital and reserves of £779,530 (2020 - £685,773). Balance due by the Association at 31 March 2021 was £399,486 (2020 – due by the Association £299,057).

ng3 Limited was formed in 2010 and is a dormant company.

The Board is of the opinion that it would be of no real value to the members of the Association to consolidate or include the accounts of the Association's subsidiaries in the group accounts, required to be prepared under Section 98 of the Co-operative and Community Benefit Societies Act 2014 for the year ended 31 March 2021, because the business of the Association and that of the subsidiaries are so different they cannot be treated as a single undertaking and there is no value to the members in preparing group accounts.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

23. Pension Fund – Scottish Housing Associations Pension Scheme

The company participates in the Scottish Housing Associations' 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 pension schemes in the UK.

The Scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

The assumptions that have the most significant effect on the results of the valuation are those relating to the rate of return on investments and the rates of increases in salaries and pensions. The principal actuarial assumptions at the year end were as follows:

	2021	2020
Discount rate	2.15%	2.39%
Future salary increases	3.86%	2.65%
Inflation RPI	3.29%	2.65%
Inflation CPI	2.86%	1.65%
Allowance for commutation of pension for cash at retirement	75% of max allowance	75% of max allowance

The mortality assumptions adopted at 31 March 2021 imply the following life expectancies for a 65-year old to live for a number of years as follows:

	2021	2020
Male retiring in 2021	21.5	21.5
Female retiring in 2021	23.4	23.2
Male retiring in 2041	22.8	22.8
Female retiring in 2041	25.0	24.5

The assumptions used by the actuary are chosen from a range of possible actuarial assumptions which, due to the timescale covered, may not necessarily be borne out in practice.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

23. Pension Fund – Scottish Housing Associations Pension Scheme (contd)

The present value of the defined benefit obligation is as follows:

	2021	2020
	£000's	£000's
Opening defined benefit obligation	16,381	17,947
Current service cost	316	419
Expenses	16	16
Interest expense	391	413
Contributions by plan participants	158	116
Actuarial losses/(gains) due to scheme experience	1,302	(218)
Actuarial losses/(gains) due to changes in demographic assumptions	-	(109)
Actuarial losses/(gains) due to changes in financial assumptions	3,350	(1,751)
Liabilities extinguished on settlements	-	-
Liabilities assumed in a business combination	-	-
Benefits paid and expenses	(505)	(452)
Closing defined benefit obligation	21,409	16,381

Movements in fair value of plan assets

Opening fair value of plan assets	15,937	15,949
Interest income	386	372
Experience on plan assets (excluding amount in interest)	2,689	(874)
Contributions by the employer	834	826
Contributions by plan participants	158	116
Benefits paid and expenses	(505)	(452)
Closing fair value of plan assets	19,499	15,937

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2021 was £3,075,000

Defined benefit costs recognised in statement of comprehensive income

Current service cost	316	419
Expenses	16	16
Net interest expense	5	41
Defined benefit costs recognized in SOCI	337	476

Defined benefit costs recognised in other comprehensive income

Experience on plan assets (excluding amount in interest)	2,689	(874)
Experience gains and losses arising on the plan liabilities	(1,302)	218
Effect of changes in the demographic assumptions underlying the present value of the defined benefit obligation	-	109
Effect of changes in the financial assumptions underlying the present value of the defined benefit obligation	(3,350)	1,751
Defined benefit costs recognized in OCI	(1,963)	1,204

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

23. Pension Fund – Scottish Housing Associations Pension Scheme (contd)

Movement in deficit during the year

(Deficit) at beginning of year	(444)	(1,998)
Current service cost	(332)	(435)
Losses on settlements or curtailments	-	-
Employer contributions	834	826
Past service costs	-	-
Net interest expense	(5)	(41)
Actuarial gain/(losses)	(1,963)	1,204
(Deficit) at end of the year	<u>(1,910)</u>	<u>(444)</u>

The value of the plan assets were as follows

	2021	2020
	£000's	£000's
Global Equity	3,016	2,192
Absolute Return	961	978
Distressed Opportunities	666	291
Credit Relative Value	562	383
Alternative Risk Premia	782	1,277
Fund of Hedge Funds	-	-
Emerging Markets Debt	786	567
Risk Sharing	697	505
Insurance-Linked Securities	407	427
Property	350	297
Infrastructure	1,089	940
Private Debt	460	316
Opportunistic Illiquid Credit	499	388
High Yield	511	-
Opportunistic credit	533	-
Cash	7	-
Corporate Bond Fund	1,471	1,165
Liquid Credit	337	418
Long Lease Property	452	389
Secured Income	1,071	884
Over 15 Year Gilts	9	202
Liability Driven Investment	4,688	4,197
Net Current Assets	<u>145</u>	<u>121</u>
Total assets	<u>19,499</u>	<u>15,937</u>

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

The amounts recognised in the balance sheet are as follows:

Present value of scheme liabilities	(21,409)	(16,381)
Fair value of scheme assets	<u>19,499</u>	<u>15,937</u>
(Deficit)	<u>(1,910)</u>	<u>(444)</u>

North Glasgow Housing Association Limited expects to contribute £848k to the Scottish Housing Associations Pension Scheme in the coming year.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

24. Pension Fund – Pensions Trust Growth Plan

North Glasgow Housing Association participates in the scheme, a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the Association to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

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 pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2021 to 31 January 2025:	£11,243,000 per annum	(payable monthly and increasing by 3% each on 1st April)
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Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2016 to 30 September 2025:	£12,945,440 per annum	(payable monthly and increasing by 3% each on 1st April)
From 1 April 2016 to 30 September 2028:	£54,560 per annum	(payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

24. Pension Fund – Pensions Trust Growth Plan (continued)

PRESENT VALUES OF PROVISION

	31 March 2021 £	31 March 2020 £	31 March 2019 £
Present value of provision	11,128	13,185	15,994

RECONCILIATION OF OPENING AND CLOSING PROVISIONS

	Year Ending 31 March 2021 £	Year Ending 31 March 2020 £
Provision at start of period	13,185	15,994
Unwinding of the discount factor (interest expense)	296	203
Deficit contribution paid	(2,734)	(2,654)
Remeasurements - impact of any change in assumptions	381	(358)
Remeasurements - amendments to the contribution schedule	-	-
Provision at end of period	11,128	13,185

INCOME AND EXPENDITURE IMPACT

	Year Ending 31 March 2021 £	Year Ending 31 March 2020 £
Interest expense	296	203
Remeasurements – impact of any change in assumptions	381	(358)
Remeasurements – amendments to the contribution schedule	-	-
Contributions paid in respect of future service*	-	-
Costs recognised in income and expenditure account	-	-

ASSUMPTIONS

	31 March 2021 % per annum	31 March 2020 % per annum	31 March 2019 % per annum
Rate of discount	0.66	2.53	1.39

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

The Association made payments totalling £2,734 (2020: £2,654) to the pension scheme during the year.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

25. Pensions Fund – Strathclyde Pension Fund

Some of the Associations employees belong to the Strathclyde Pension Fund which is administered by Glasgow City Council and is a defined benefit scheme. The assets of the scheme are held separately from those of the Association in investments under the overall supervision of the Fund Trustees. The last full actuarial valuation was carried out at 31 March 2017. The next full actuarial valuation is due as at 31 March 2021. The following information was updated for FRS 102 purposes to 31 March 2021 by a qualified independent actuary

The assumptions that have the most significant effect on the results of the valuation are those relating to the rate of return on investments and the rates of increases in salaries and pensions. The principal actuarial assumptions (expressed as weighted averages) at the year end were as follows:

	2021	2020	2017	2016	2015
Discount rate	2.0%	2.3%	2.4%	2.4%	2.6%
Future salary increases	3.55%	3.0%	3.7%	3.6%	4.4%
Pension increase rate	2.85%	1.9%	2.5%	2.7%	2.4%

In valuing the liabilities of the pension fund at 31 March 2021, mortality assumptions have been made as indicated below. The assumptions relating to longevity underlying the pension liabilities at the balance sheet date are based on standard mortality tables and include an allowance for future improvements in longevity. The assumptions are equivalent to expecting a 65-year old to live for a number of years as follows:

- Current pensioner aged 65: 19.8 years (male), 22.6 years (female)
- Future retiree upon reaching 65: 21.2 years (male), 24.7 years (female).

The assumptions used by the actuary are chosen from a range of possible actuarial assumptions which, due to the timescale covered, may not necessarily be borne out in practice.

The present value of the defined benefit obligation is as follows:

	2021	2020
	£000's	£000's
Defined Benefit Plans		
Opening defined benefit obligation	12,192	13,426
Current service cost	411	509
Past service cost	-	136
Interest cost	283	328
Loss on curtailment	-	-
Actuarial losses/(gains)	3,097	(2,148)
Contributions by members	74	73
Liabilities extinguished on settlements	-	-
Liabilities assumed in a business combination	-	-
Estimated benefits paid	(213)	(132)
Closing defined benefit obligation	15,844	12,192

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

25. Pensions Fund – Strathclyde Pension Fund (continued)

Movements in fair value of plan assets

	2021 £000's	2020 £000's
Opening fair value of plan assets	10,693	10,946
Expected return on plan assets	247	265
Return on assets	2,194	(734)
Contributions by the employer	286	275
Contributions by the members	74	73
Estimated benefits paid	(213)	(132)
Closing fair value of plan assets	<u>13,281</u>	<u>10,693</u>

Defined benefit costs recognised in statement of comprehensive income

Current service cost	411	509
Past service cost	-	136
Interest on defined benefit pension plan obligation	283	328
Expected return on defined benefit pension plan asset	(247)	(265)
	<u>447</u>	<u>708</u>

The fair value of the plan assets were as follows

	£000	%	£000	%
Equities	8,765	66	6,309	59
Corporate bonds	3,055	23	2,780	26
Property	1,195	9	1,390	13
Cash	266	2	214	2
	<u>13,281</u>		<u>10,693</u>	

Movement in deficit during the year

(Deficit) at beginning of year	(1,499)	(2,480)
Current service cost	(411)	(509)
Losses on settlements or curtailments	-	-
Employer contributions	286	275
Past service costs	-	(136)
Unwinding of discount	(36)	(63)
Actuarial gain/(losses)	(903)	1,414
(Deficit) at end of the year	<u>(2,563)</u>	<u>(1,499)</u>

The amounts recognised in the balance sheet are as follows:

Present value of scheme liabilities	(15,844)	(12,192)
Fair value of scheme assets	<u>13,281</u>	<u>10,693</u>
(Deficit)	<u>(2,563)</u>	<u>(1,499)</u>

North Glasgow Housing Association Limited expects to contribute £315,000 (2020 - £313,000) to the Strathclyde Pension Fund in the coming year.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

26. Provision for Pension liability

The Association has staff in two pension schemes that are defined as both defined benefit schemes and where there is sufficient information to be reported as a liability on the statement of financial position. Strathclyde Pension Fund has been reported as such in previous years.

	SHAPS £000	SPF £000	2021 £000	2020 £000
At 1 April 2020	(444)	(1,499)	(1,943)	(4,478)
Transfer from other comprehensive income	-	-	-	-
Current service cost	(332)	(411)	(743)	(944)
Employer contributions	834	286	1,120	1,101
Past service costs	-	-	-	(136)
Net interest expense	(5)	(36)	(41)	(104)
Actuarial gain/(losses)	(1,963)	(903)	(2,866)	2,618
At 31 March 2021	<u>(1,910)</u>	<u>(2,563)</u>	<u>(4,473)</u>	<u>(1,943)</u>

27. Contingent liabilities

The Association is potentially liable to repay amounts on property sales on stock that originated from the stock transfer from Glasgow Housing Association. At 31 March 2021 the Association had no other contingent liabilities (2020 -£Nil).

28. Funding from partners

In conjunction with Inspiring Scotland an initiative to improve community involvement continued in the year under the Link Up banner, to develop existing and facilitate new 'links' that bring people in the community together to undertake mutually beneficial activities.

The Association would like to acknowledge and thank Glasgow Community Planning Partners for supporting the Thriving Places initiative. The support provided is greatly appreciated and has enabled the Association and partners to engage with the wider community, including providing a variety of events, activities and community consultations that has supported local people to discuss local issues and priorities.

Ng homes received funding from DTAS (Development Trust Association Scotland) Resilience Fund to provide practical interventions to support those in hardship as a result of Welfare Reform. Interventions have included Family Breakfast Clubs within Springburn and Possilpark.

A Business Improvement District programme was approved in the year for the Saracen Street area. A steering group aided by a consultant is working alongside Scotland's Towns Partnership (STP) to develop this work. In addition, funding of circa £350,000 has been granted from Glasgow Town Centre Action Plan fund for a shop front improvement programme. Scotland's Town's Partnership Resilience and Recovery Fund awarded £10,000 to support shopper services and a community directory. Thanks to all of the partners involved with this.

Funds were awarded from a Social Housing Fund grant from Cycle Scotland to assist plans to increase Active Travel and cycling in the local communities, there have been several meetings with local and regional organisations to support the project.

Glasgow City Council once again provided funds for the Holiday Food Programme during the year and an award has been approved for 2021/22.

NORTH GLASGOW HOUSING ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2021

(Continued)

28. Funding from partners (contd)

A range of funding for Covid mitigation projects was awarded in the year. These included £30,000 from Scottish Government Funding round 1 and £17,900 from round 2. The National Lottery Fund provided £81,198. The Scottish Government Supporting Communities Fund awarded £39,100 in round 1 and £16,750 in round 2. The Social Housing Fuel Support Fund provided £17,645 for the purchase of white goods, energy saving light bulbs and fuel top ups.

Barclays Charitable Trust awarded £100,000 through their Barclays 100 x 100 programme. This was to be used to provide community support in the area.

Glasgow Communities Fund has awarded an amount of £237,000 over a three-year period for financial inclusion posts as part of the funding for the Joining the Dots project.

The Association is grateful for the support given from all its funders and collaborative partners.

29. Commitments under operating leases

At 31 March 2021 the Association had commitments under non-cancellable operating leases as set out below:

	2021		2020	
	Land & Buildings	Other Items	Land & Buildings	Other Items
	£	£	£	£
Within 1 year	93,431	-	90,733	-
Within 2- 5 years	373,725	-	362,930	-
Over 5 years	252,602	-	327,367	-
	<u>719,758</u>	<u>-</u>	<u>781,030</u>	<u>-</u>

30. Capital Commitments

	2021	2020
	£	£
Capital expenditure that has been contracted for but has not been provided for in the financial statements	<u>12,567,218</u>	<u>29,957,718</u>
This is to be funded by:		
SHG	457,055	7,207,626
Private finance	<u>12,110,163</u>	<u>22,750,092</u>
	<u>12,567,218</u>	<u>29,957,718</u>

The commitments include the development of forty-nine units at Keppochill Road and the investment in six of the multi storey blocks.

31. Details of Association

The Association is a Registered Society registered with the Financial Conduct Authority under reference 1865 R(S) and is domiciled in Scotland. The Associations principal place of business is 50 Reidhouse Street, Glasgow, G21 4LS.

The Association is a Registered Social Landlord with reference HCB 187 and a Scottish Charity with reference SC030635 that owns and manages social housing property in Glasgow.