



Report to Resources Committee

3 May 2016

Title: Management Accounts – Fourth Quarter 2015/16

Report of: Head of Corporate Services

Purpose of Report

1. To provide the Committee with an update on the management accounts for the fourth quarter of the financial year 2015/16.

Background

2. The Accounts Team produces monthly management accounts which detail the actual charges for the month, the year to date charges and the budget year to date. This shows the variance and the forecasted spend at year end. This report has been included in the Appendix to this report.
3. The Board agreed the budget for 2015/16 at its meeting on 19 March 2015.

Management Accounts

4. The Council agreed to pay the company fees totalling £35,858,691 for the 2015/16 financial year. This consists of £13,484,483 for the Management Fee, £1,000,000 for the Company to manage the capital programme and £21,374,208 for the repairs fee (£19,229,208 from HRA Revenue and £2,145,000 from HRA Capital).
5. The Company has also budgeted to receive £164,060 income in 2015/16 in relation to new build management fees, management fees for managing other properties, rental income for the TGHC owned properties and some miscellaneous income.
6. The total revenue budget for 2015/16 is therefore £14,648,543 and the repairs budget £21,374,208.
7. As detailed in the budget report, the proposed budget, similar to the prior year, includes a review of current vacancies. We have removed costs associated with some of our current vacant posts that we do not expect to fill to enable the budget to balance.

8. The 2015/16 repairs fee has been agreed as an overall increase on the 2014/15 fee. It reflects the increased costs agreed as part of the 2 year extension to the Mears contract and a £800,000 increase in the painting programme to allow a 7 year painting programme to be implemented.
9. The Management Accounts for the fourth quarter of the financial year 2015/16 are included within the Appendix to this report. The Management Accounts include the income and expenditure in relation to both revenue and repairs up to the end of March 2016.
10. The Management Accounts Revenue shows a surplus for the fourth quarter of £122,000.
11. The £202,000 under spend on employee costs is mainly due to slippage on vacant posts. Some of these posts were new posts that the company received additional management fee to fund. As the posts could not be advertised until the funding was agreed, they were not filled until during the second quarter. Some were then filled by internal candidates creating slippage in other services.
12. In addition, a number of posts have also been held vacant in order to contribute towards the savings efficiencies required for 2016/17 and recruitment has been limited to essential posts only.
13. Employee slippage has been partially offset by the costs of the voluntary redundancies. 24 employees chose to take the option of voluntary redundancy. 16 employees left by the end of 2015/16 and a further 8 will leave during 2016/17. The full cost of all 24 employees is £599,000 and this full cost has been included in these accounts in accordance with accountancy regulations as the company is 'demonstrably committed' to the voluntary redundancies in 2015/16.
14. Overhead costs are over budget by £97,000 to the fourth quarter. This is mainly due to one-off costs incurred in relation to balance sheet write offs (£81k), the settlement of the Mitie contract (£230k) and PC replacement costs (£139k). These overspends have been partly offset by an under spend on insurance, mainly due to a drop in the number of settlements paid and a reduction in the provision for outstanding claims.
15. The overall position for repairs at the end of the fourth quarter is an over spend of £13,000. Although the overall budget showed only a small overspend, some areas of the budget were significantly over spent. Mears Responsive Repairs were £942,000 over budget however this was partly offset by insurance income of £205,000 relating to repair works that were caused by storm damage. The overspend was also partly offset by an underspend on repairs carried out by Construction Services, due to low spend in the early months of the contract during contract mobilisation.
16. Both Mears and Construction Services relets were over budget by £400,000 combined. During the year we were invoiced for 1,979 jobs, which is an increase of 214 jobs compared to 2014/15, and is the main reason for the relets overspend.

Link to values

17. This report is in line with the following values of the company:

- Fair
- Customer Focused
- Open and Honest
- Accountable

Impact on tenants

18. Appropriate financial monitoring and control will ensure efficiencies are maximised and redirected to services that directly impact on tenants.

Risk Management Implications

19. Regular and accurate monitoring will ensure that the strategic risk within the business plan (failure to manage the Company's finances) is effectively controlled.

20. Current and proposed changes as part of Welfare Reform have impacted on void expenditure and have been closely monitored throughout the year to maximise income.

Financial Implications

21. The financial implications are contained within the report and appendices.

Health Implications

22. There are no direct health implications arising from this report.

Equality and Diversity Implications

23. There are no equality or diversity implications arising from this report.

Value for Money implications

24. Regular financial monitoring and control will ensure efficiencies are maximised and then utilised in the most appropriate manner.

Environmental Implications

25. Environmental consideration is given during the day to day management of financial resources through the drive to ensure that purchasing methods are sustainable and through the reduction of energy costs through energy efficient measures being introduced in working practices.

Consultation carried out

26. None directly for this report.

Recommendation

27. The Committee's views are sought as to whether it is satisfied with the financial management of the Revenue and Repairs budgets for the fourth quarter of the 2015/16 financial year.

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**The Gateshead Housing Company
Management Accounts – March 2016**

Revenue and Repairs Executive Summary

1. The management accounts for the fourth quarter of the 2015/16 financial year are shown below:

	YTD Actual £'000	YTD Budget £'000	YTD Variance £'000	Annual Budget £'000	Year End Variance Forecast £'000
Management Fee					
Income	14,666	14,649	17	14,649	17
Employee Costs	9,593	9,795	202	9,795	202
Overhead Costs	4,951	4,854	(97)	4,854	(97)
Surplus/(Deficit)	122	0	122	0	122
Repairs Fee					
Repairs Management Fee	19,229	19,229	0	19,229	0
Capitalisation	2,030	2,145	(115)	2,145	(115)
Insurance Funded Repairs	205	0	205	0	205
Repairs Costs	21,477	21,374	(103)	21,374	(103)
Surplus/(Deficit)	(13)	0	(13)	0	(13)
Overall Annual Surplus/(Deficit)	109	0	109	0	109

2. The overall surplus at the end of the fourth quarter is £109,000.
3. The revenue budget to the fourth quarter shows a surplus of £122,000. The surplus is mainly due to slippage on vacant posts, some of which have been held as vacant to contribute to the savings efficiencies required for 2016/17.
4. The repairs budget is overspent at the end of the fourth quarter by £13,000, this is mainly due to Mears Responsive Repairs and Relets and Construction Services Relets. The over spend has been partly offset by the £612,000 contingency budget and the £205,000 insurance income for repairs that were caused by storm damage.

Income

	YTD Actual £'000	YTD Budget £'000	YTD Variance £'000	Annual Budget £'000	Year End Variance Forecast £'000
INCOME					
Management Fee	13,484	13,484	0	13,484	0
Officer Costs	1,000	1,000	0	1,000	0
New Build Management Fee	77	88	(11)	88	(11)
Management Fee from External Bodies	57	25	32	25	32
Gardening Service Income	1	2	(1)	2	(1)
Feed in Tariffs	2	2	0	2	0
TGHC Properties Rent	39	40	(1)	40	(1)
Solicitors Packs	4	4	0	4	0
Laundry Income	2	4	(2)	4	(2)
Total Income	14,666	14,649	17	14,649	17

5. Overall income for the fourth quarter is £17,000 over budget which is mainly due to an increase in management fee received from external bodies.
6. The Management Fee is in relation to the everyday management of Gateshead Council's properties. The fee has increased by 2.1% from the 2014/15 management fee.
7. The Officer Costs are for the work carried out in relation to managing the capital programme on behalf of the Council. This fee covers the staffing and overheads required to manage the programme. This fee equates to 6% of the overall capital programme.
8. The New Build Management Fee relates to the fee paid by Keelman Homes for managing the development of its new build properties throughout Gateshead. The fee has been calculated based on the salary costs of the employees involved in managing the builds. The fee is £11,000 under the budgeted figures due to a vacancy in the team managing the new build and another employee reducing the number of hours they work.
9. The Management Fee from External Bodies relates to the fee received by the company for undertaking the day-to-day management of properties on behalf of Keelman Homes, Thirteen Group and Gateshead Council's Empty Homes. The company has a management agreement with Keelman Homes from which it receives £200 for each of these properties. The fee received has increased due to additional properties being added during the year as the original budget did not include any income for the Thirteen properties and Gateshead Council's Empty Homes properties.
10. The Gardening Service income is an additional income amount agreed with Gateshead Council's Housing Options section. This income is received for the

use of the Handyperson service to undertake grass cutting and other gardening services for the homeless section properties.

11. The Feed In Tariff income relates to income we receive for the electricity generated by the photovoltaic panels on the 3 new build properties at High Lanes.
12. The TGHC Properties Rent income relates to rent and service charge income received for the 8 properties that are owned by The Gateshead Housing Company. The rental income received is slightly under budget for the year due to a void period at one of the properties.
13. The Solicitors Pack income is in relation to information provided to solicitors by our Leasehold Services Team whenever a leasehold property is sold or mortgaged. Due to the increase in Right To Buy applications over the last year, we increased this budget in 2015/16 to a more realistic level.
14. The Laundry income relates to the coin-operated washing machines and dryers based at Warwick Court. The actual income for the year was under what we had budgeted due to the machines not being used as much as in previous years.

Staff Costs

15. Staff Costs are broken down as follows:

	YTD Actual £'000	YTD Budget £'000	YTD Variance £'000	Annual Budget £'000	Year End Variance Forecast £'000
Employee Costs					
Customer Services	2,839	2,903	64	2,903	64
Neighbourhood Services - HQ	1,022	994	(28)	994	(28)
Investment & Development Services	1,194	1,326	132	1,326	132
Neighbourhood Services - areas	2,836	2,870	34	2,870	34
Customers and Communities Sub Total	7,891	8,093	202	8,093	202
Corporate Services	1,702	1,702	0	1,702	0
Total Employee Costs	9,593	9,795	202	9,795	202

16. Salary costs are underspent for the fourth quarter due to salary slippage. The salary budget is based on the current structure and a number of vacant posts have been held at zero budget and will not be appointed to during the year to enable budgets to breakeven. As service areas are reviewed, restructures will be brought to this committee for approval to ensure that any vacant posts which are not required are deleted.

17. In addition, a number of posts have also been held vacant in order to contribute towards the savings efficiencies required for 2016/17 and recruitment has been limited to essential posts only.
18. A Voluntary Redundancy process was ran during the final quarter of the year and 24 employees have taken up the option, with 16 leaving by the end of 2015/16 and a further 8 due to leave during 2016/17. The costs of those employees leaving in 2016/17 have been included in these accounts as we are 'demonstrably committed' to letting the employees leave. The total cost to the company in redundancy and strain of the fund payments to the pension fund was £599,000. These costs are allocated to the individual services of the employees within the management accounts.
19. The Customer Services section is underspent by £64,000. This is partly due to vacant posts within the repairs reporting centre. Previous vacancies have now been filled however there are now further vacancies and high staff turnover. In addition, the council provided us with additional management fee to create new posts within the voids, lettings and rent and income teams to deal with the additional workload caused by welfare reform and universal credit. They also agreed an additional post in the repairs team to assist in the management of the repairs contract extension. As we couldn't begin recruitment to these posts until the management fee was agreed, the posts weren't filled until the second quarter. The posts have now been filled but there is further salary slippage where these posts have been filled by internal candidates.
20. The Customer Services section incurred redundancy costs of £163,000 and without these the underspend for the section would have been £227,000.
21. The Neighbourhood Services section is overspent by £28,000 due to redundancy costs of £43,000. Without the redundancy costs the service would have been underspent by £14,000.
22. There is an under spend of £132,000 in the Investment and Development Services section. This is mainly due to salary slippage. Following the transfer of cyclical activity to the Investment Section, procedures and processes are being reviewed and some vacant posts being held while this review continues. The Investment and Development service incurred redundancy costs of £93,000 without these the underspend would have been £225,000.
23. There is an underspend of £34,000 in Neighbourhood Services – areas due to vacant posts and slippage due to maternity leave across the housing office network. The redundancy costs for this service were £145,000 and without these the underspend would have been £179,000.
24. Corporate Services is on budget for the year, this is after redundancy costs of £156,000. Without the redundancy costs Corporate Services would be underspent by £156,000 which is due to vacant posts within the Health & Safety, Performance, ICT and Tenant Involvement teams. A post in the Health and Safety team is being held vacant to fund the Health and Safety Service Level Agreement (SLA) with the Council.
25. Up to the end of the fourth quarter we incurred agency costs of £79,000. This is an increase on the same period in 2014/15 when spend was £68,000. The

spend on agency staff this year has been offset in the month end figures due to a number of vacant posts being held.

26. The agency staff costs relate to admin posts in the Lettings, Gas Servicing and Sheltered Housing Teams to cover maternity leave and to cover vacant posts in the Rent and Income, South Neighbourhood Office, Investment and HR & Admin Teams.

Overhead Costs

	YTD Actual £'000	YTD Budget £'000	YTD Variance £'000	Annual Budget £'000	Year End Variance Forecast £'000
Overhead Costs					
Customers and Communities HQ Total	272	294	22	294	22
Corporate Services Total	3,800	3,646	(154)	3,646	(154)
Customers and Communities Area Costs	879	914	35	914	35
Total Overhead Costs	4,951	4,854	(97)	4,854	(97)

27. Overhead costs are overspent at the fourth quarter. This is mainly due to one off costs in relation to write offs from the balance sheet, the settlement with Mitie and PC replacement costs.
28. An analysis of overhead spend against budget is included within Appendix 1. A pie chart of areas on which the HQ Overheads have been spent is included within Appendix 2.
29. Budget Holders are accountable for their budgets and receive monthly management accounts. This enables them to review their spend in more detail. The Finance Section monitor all areas of spend and ensure that costs are effectively controlled. It should be noted that not all costs are fully controllable, especially those in relation to utilities and insurance claims. Finance monitors these costs on a monthly basis and highlights to the Management Team any areas causing concern.
30. The overspend within the Corporate Services section is due a number of one off costs. We have paid £230,000 to Mitie to settle a dispute regarding External Wall Insulation works that were completed by Mitie in 2014/15 however the agreed settlement was not reached until February 2016.
31. £139,000 of the overspend relates to the ICT budget. The overspend is due to replacing desktop PC's as part of a rolling programme of replacing PC's every 5 years. The renewals are not spread evenly across the 5 years and this year saw a large number become due for replacement.
32. £81,000 of the overspend is due to write offs from the balance sheet. These write offs relate to outstanding balances for payroll and debtors which need to be

cleared periodically. Following a review at year end some of the balances have been written off resulting in this charge to the accounts.

33. £32,000 of the overspend is due to the Health & Safety SLA which was agreed after budget-setting. The SLA is being funded via a vacant post within the H&S staffing budget and there is therefore a corresponding £32,000 underspend showing within Corporate Services salaries costs.
34. The overspend has been partly offset by the insurance budget being underspent by £195,000. This is due to two reasons, firstly a reduction in the settlement of high value claims resulting in a £110,000 underspend. Secondly, the total value of the reserve on outstanding claims has dropped by around 50% during the year leading to a reduction of £80,000 in the insurance provision we hold on the balance sheet. This has been credited to the insurance budget at the year end.
35. The underspend on Customer and Communities is mainly due to utility costs being under budget. This would be expected at the start of the financial year and during the summer months. Costs are then expected to increase during the winter, however the relatively mild winter has kept costs under budget.

Repairs Summary

36. The repairs budget was set in consideration of the changes to the repairs contract following the agreement of a 2-year extension to the Mears Contract. As part of the extension, responsive repairs to boundary walls, fencing and flat roofs will now be carried out by Construction Services as will Relets in the East and Central Neighbourhoods. The relevant budget to cover these works has now transferred to Construction Services.
37. In addition, a 2% inflationary increase on all Schedule of Rates (SOR's) was agreed and the relevant budgets have therefore been increased by 2% to account for this. No inflationary increases had previously been applied to the rates during the first 3 years of the contract.
38. An analysis of the repairs costs is provided below:

	YTD Actual £000's	YTD Budget £000's	YTD Variance £000's	Annual Budget £000's	Year End Variance Forecast £'000
REPAIRS					
Fixed Costs (Mears Prelim's)	3,810	3,810	0	3,810	0
Fixed Costs (CS Prelim's)	645	606	(39)	606	(39)
Responsive – Mears	5,436	4,494	(942)	4,494	(942)
Responsive – CS	1,243	1,575	332	1,575	332
Responsive - External Specialist	149	102	(47)	102	(47)
Responsive - Others	128	230	102	230	102
Relets – Mears	3,166	3,003	(163)	3,003	(163)
Relets – CS	1,916	1,679	(237)	1,679	(237)
Relets - Other	336	394	58	394	58
Cyclical Repairs - Servicing	644	357	(287)	357	(287)
Cyclical Repairs - Remedial Works	0	102	102	102	102
Water Hygiene Testing	70	153	83	153	83
Painting – Mears	714	714	0	714	0
Painting – CS	806	800	(6)	800	(6)
Gas Servicing	1,851	1,956	105	1,956	105
Electrical Circuit Testing	78	102	24	102	24
Solid Fuel Testing	0	2	2	2	2
Lift Maintenance	121	102	(19)	102	(19)
Security	70	102	32	102	32
Environmental Works	154	230	76	230	76
Energy Performance Certificates	33	46	13	46	13
Aids & Adaptations	107	153	46	153	46
Software Development	0	50	50	50	50
Repairs Contingency	0	612	612	612	612
Expenditure TOTAL	21,477	21,374	(103)	21,374	(103)
Insurance Funded Repairs	205	0	205	0	205
Capitalisation	2,030	2,145	(115)	2,145	(115)
Repair Management Fee Income	19,229	19,229	0	19,229	0
Income Total	21,464	21,374	90	21,374	90
REPAIRS TOTAL	(13)	0	(13)	0	(13)

Overall Summary

39. The repairs budget is overspent at the end of the fourth quarter by £13,000.
40. The spend with Mears on responsive repairs and relets has been high this year, however this was partly due to the completion and invoicing of jobs that were work in progress at the end of 2014/15. The budget for these now sits with Construction Services under the new contract extension.

Fixed Costs

41. Construction Services fixed costs are £39,000 over budget at the end of the fourth quarter. This is due to Construction Services adding an overheads and profit

percentage on to their invoices during the year to match the format of the Mears fixed cost invoices. This was not highlighted as part of budget setting.

Responsive Repairs

42. Responsive repair costs have been split between spend with Mears, spend with Construction Services (CS) and spend with other providers. Mears remain the main repairs contractor and they carry out the majority of the repairs and maintenance works at our properties. Construction Services carry out all drainage works, highways repair works, works to flat roofs and boundary fencing and walls.
43. To reflect operational delivery and to allow for closer monitoring of the budgets, we have split the repairs - other costs budget into smaller budgets:
 - External Specialist Works - for asbestos work and any other subcontractors used to provide specialist work (that Mears/CS do not have the ability to carry out)
 - Responsive Other - for the repairs freephone number, postage for postcards/letters and removal and accommodation costs incurred due to repair works
44. There have been 56,948 repair orders invoiced to the end of the fourth quarter and the average repair cost for the period was £100.24. This compares to 55,425 invoiced repairs, at an average cost of £91.87, for the same period 2014/15.
45. Mears Responsive Repairs are overspent by £942,000 at the end of the fourth quarter. This is partly due to Mears completing and invoicing for works to flat roofs and boundary walls and fences that were started by Mears prior to April 2015. The budget for these works has now transferred to Construction Services who are responsible for any new jobs raised from April 2015. This is partly offset by a corresponding underspend of £332,000 on Construction Services Responsive Repairs due to low spend in the first few months during mobilisation.
46. All of the outstanding works with Mears have been completed and invoiced. Therefore we would have expected Mears responsive repairs to be on budget during the final months of the year, however the budget continued to overspend.
47. Further analysis on the over spend is taking place, looking at some of the high usage SOR's. We have requested that Mears return to us some of the fires and showers that are being replaced and have contacted the relevant manufacturers to investigate why the products are failing and needing to be replaced more quickly than expected.
48. Responsive Repairs - external specialist budget is overspent by £47,000 at the year end due to £80,000 of works to the façade at Regent Court. Investigatory and minor repair works are being carried out to ensure the façade remains safe pending a decision being made on replacing the façade to the entire block.
49. An analysis of the type of responsive repairs carried out is included within Appendix 3 and a comparison of responsive repairs costs and the number of jobs is included in Appendix 4.

Relets

50. The relet budget is split between the cost of the works carried out by Mears, Construction Services and other costs associated with relets. Other costs mainly relate to costs associated with asbestos works, security and decoration vouchers provided to new tenants.
51. Mears relet costs are £163,000 over budget at the fourth quarter, however 69 jobs at a cost of £230,000 were for the Central and East Neighbourhoods, for which the budget now sits with Construction Services. These jobs were raised with Mears during 2014/15 and were in progress at the year end, with completion in 2015/16. There were 2,006 properties let to the end of the fourth quarter compared to 1,901 for the same period in 2014/15.
52. Construction Services relet costs are over budget by £237,000 to the fourth quarter. The level of relets in the East and Central neighbourhoods that Construction Services have needed to manage has been higher than budgeted during the year resulting in the overspend.
53. Weekly operational meetings are held with Mears and Construction Services to discuss the relet works being undertaken and we closely monitor the number of voids being sent through to both contractors in order to manage overall expenditure.
54. The number of relets invoiced to the fourth quarter 2015/16 was 1,979, at an average cost of £2,344.63. At the fourth quarter 2014/15, 1,765 jobs had been invoiced at an average cost of £2,277.62.
55. In some areas of the borough where we have multiple vacant properties, and demand for these properties is low, we have taken the decision to slow down relet works until the properties that are currently ready to let have been let. There are currently 90 void properties being held back which has increased compared to at the same period last year when 19 properties were being held.

Painting

56. An additional £800,000 has been added to the painting budget this year to allow a 7 year painting cycle to be introduced. The budget has been split between Mears and Construction Services.
57. The Mears painting programme is on budget to the fourth quarter. There was a programme in place based on the budgeted figure which Mears completed in full during the year and within the budget.
58. Due to ongoing negotiations over the contract extension, Construction Services didn't start their painting programme until the end of July 2015. However they managed to catch up during the final quarter and complete the full programme with a small overspend of £6,000 for the year.

Gas Servicing

59. Gas servicing is under budget for the fourth quarter by £102,000. The number of gas repairs required is always lower during the summer months, and the relatively mild winter has meant we have not seen the expected increase in gas repairs. This budget line also includes the Gas Care Plan (which is a fixed monthly cost of £150,000), the budget for gas repairs and the no access team and any warrant required to secure access to a property.
60. Gas appliances are required to have a gas service carried out every 12 months. At the end of the fourth quarter, 99.86% of properties had a gas service within the previous 12 months with 26 properties non-compliant. 10 of these properties were serviced shortly after the end of the reporting period and 4 have been visited but are missing compliant paperwork. 4 tenancies have now ended and the service will be carried out while the property is void, the remaining 8 properties are progressing down the warrant route in order to gain access.

Cyclical Maintenance

61. There are a number of budget headings in relation to the cyclical maintenance programmes that have been developed for our properties; this includes cyclical repairs, water hygiene testing, lift maintenance, environmental works, electrical circuit testing and solid fuel testing.
62. The cyclical repairs – servicing budget is £287,000 over budget to the end of the fourth quarter, however this is partly offset by a £102,000 underspend on cyclical repairs – remedial works. The current system does not allow the costs to be easily split between servicing and works, however work is ongoing in relation to the new BARIS interface to make this possible and costs will be correctly allocated to each budget heading once this is in place.
63. The environmental budget is underspent to the end of the fourth quarter by £76,000. The monthly invoices have been reviewed in conjunction with Construction Services and this has managed to reduce the monthly costs and reduce the spend against this budget

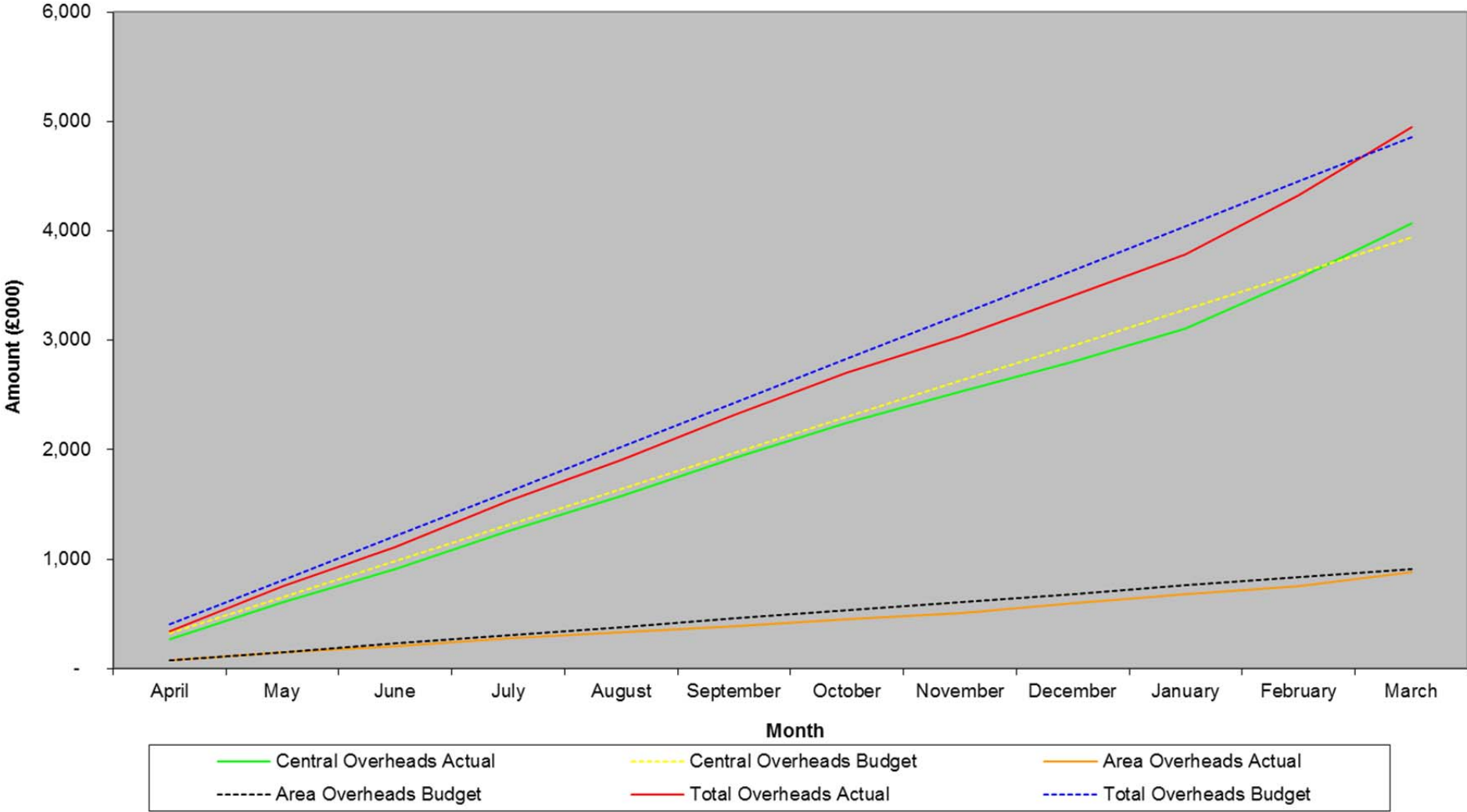
Others

64. The software development budget relates to the contribution from the repairs budget for the purchase of the BARIS interface. The interface will be used to improve the flow of information between Northgate, the Mears Repairs Management System (MCM) and Construction Services Repairs Management System (TOTAL). The costs for the interface have been charged to the company's fixed assets on the balance sheet and will be depreciated over the next 4 years. The BARIS interface went live with Mears in late November 2015.
65. The repairs contingency budget of £612,000 was designed to offset any potential overspends, primarily in relation to repairs and relets, or any unforeseen one-off expenditure items arising in year. It has been used this year to offset the overspend within responsive repairs and relets and the one off costs for Regent Court.

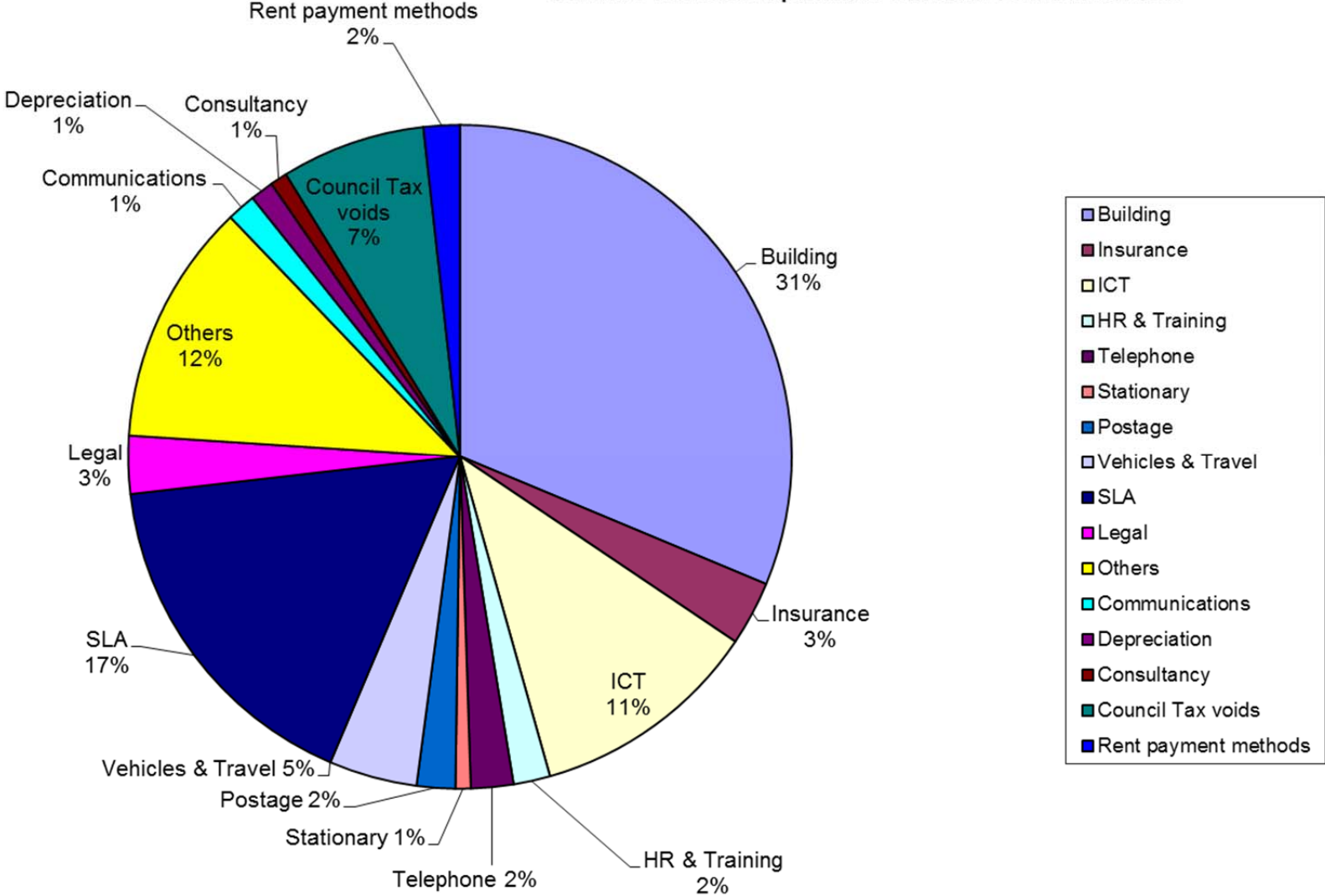
Detailed Management Accounts

	YTD Actual £'000	YTD Budget £'000	YTD Variance £'000	Annual Budget £'000	Y/E Variance Forecast £'000
INCOME					
Management Fee	13,484	13,484	0	13,484	0
Officer Costs	1,000	1,000	0	1,000	0
New Build Management Fee	77	88	(11)	88	(11)
Management Fee from external bodies	57	25	32	25	32
Gardening Service Income	1	2	(1)	2	(1)
Feed in Tariffs	2	2	0	2	0
TGHC Properties Rent	39	40	(1)	40	(1)
Solicitors Packs	4	4	0	4	0
Laundry Income	2	4	(2)	4	(2)
Total Income	14,666	14,649	17	14,649	17
Employee Costs					
Customer Services	2,839	2,903	64	2,903	64
Neighbourhood Services - HQ	1,022	994	(28)	994	(28)
Investment & Development Services	1,194	1,326	132	1,326	132
Neighbourhood Services - areas	2,836	2,870	34	2,870	34
Customers & Communities sub total	7,891	8,093	202	8,093	202
Corporate Services	1,702	1,702	0	1,702	0
Total Employee costs	9,593	9,795	202	9,795	202
Overhead Costs					
Customers and Communities HQ	272	294	22	294	22
Corporate Services	3,800	3,646	(154)	3,646	(154)
Customers and Communities Area	879	914	35	914	35
Total Overhead Costs	4,951	4,854	(97)	4,854	(97)
Surplus/(Deficit)	122	0	122	0	122
Repairs Fee					
Repairs Management Fee	19,229	19,229	0	19,229	0
Capitalisation	2,030	2,145	(115)	2,145	(115)
Insurance funded repairs	205	0	205	0	205
Repairs Costs	21,477	21,374	(103)	21,374	(103)
Surplus/(Deficit)	(13)	0	(13)	0	(13)
Overall Annual Surplus/(Deficit)	109	0	109	0	109

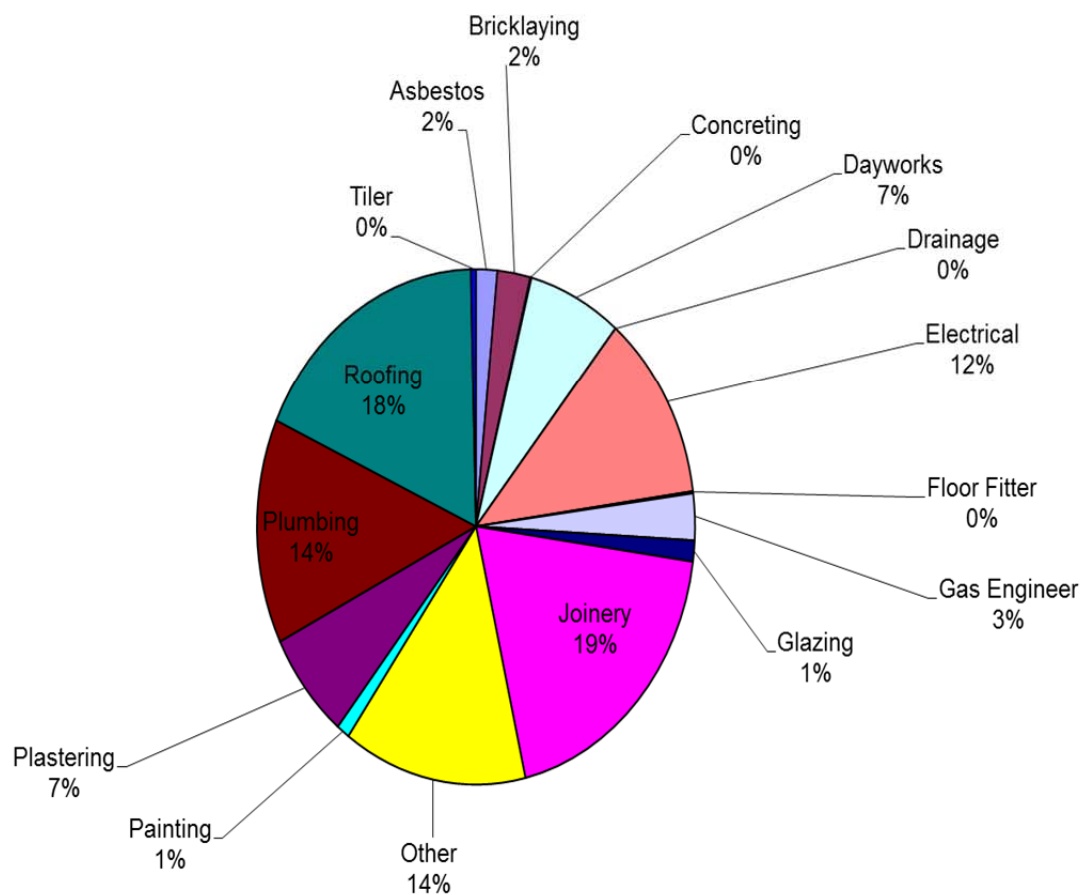
TGHC Overheads Budget 2015/16



Central Overheads expenditure cumulative 31st March 2016



Mears invoiced Repairs by trade for the period April 2015 - March 2016



Trade	2015/16
Asbestos	85,031
Bricklaying	132,069
Concreting	4,613
Dayworks	375,758
Drainage	248
Electrical	642,866
Floor Fitter	6,843
Gas Engineer	158,809
Glazing	71,593
Joinery	1,042,966
Other	735,721
Painting	52,735
Plastering	367,747
Plumbing	766,110
Roofing	972,390
Tiler	20,474
TOTAL	5,435,974

Comparison of Responsive Repairs to Previous Years

