# 20/20 Housing Co-operative Limited Financial Statements Year ended 30 September 2023

# Report of the Management Committee for the year ended 30 September 2023

The Management Committee presents its report and audited Financial Statements for the year ended 30 September 2023.

## Legal & administrative details

#### Status

The Co-operative is registered as a housing co-operative in England, under the Co-operative and Community Benefit Societies Act 2014, registered number 24566R. It is registered with the Regulator of Social Housing as a Registered Housing Provider, registered Number C3489.

## **Members of the Management Committee**

Aderra Holt

(Chair)

Pete Doherty

Pete Walsh

Michael Holt

Dr Lucy Bastin

Mahan Afzal Sara Paul Christopher Keogh Matthew Holt

Cate Shanks

Amy Henderson (Secretary)

# Secretary

Amy Henderson

### Registered office

249a Ladypool Road Balsall Heath Birmingham B12 8LF

#### Auditor

Slade & Cooper Limited Beehive Mill Jersey Street Manchester M4 6JG

#### **Bankers**

Co-operative Bank plc 118 - 120 Colmore Row Lloyds Bank PO Box 1000 Andover

Birmingham B3 3BA

BX1 1LT

### Nature of operations and principal activities

The co-operative rents and maintains accommodation for general needs social housing.

# Report of the Management Committee (continued) for the year ended 30 September 2023

#### Value for money

In line with the Regulator of Social Housing and the Financial Regulations and Standard Orders the Cooperative seeks to achieve value for money on all expenditure. In line with the national directives, we have calculated the metrics as follows:

Metric 1	Reinvestment %	1.1%	The co-op continues to operate its long term asset management programme.
Metric 2	New supply delivered %	0.0%	Circumstances have not enabled the development of co-operative housing until recently, but the co-op has submitted planning permission for a new development.
Metric 3	Gearing %	14.5%	The co-op is in a position to use assets to develop new homes.
Metric 4	EBITDA MRI Interest Cover %	685.9%	The co-op is in a position to use assets to develop new homes.
Metric 5	Headline social housing cost per unit	£ 4,686	The co-op's cost per unit is commensurate with housing co-ops of a similar nature.
Metric 6	Operating Margin (social housing lettings) % and Operating Margin (overall) %	8.6%	The co-op has a comparatively low operating margin that reflects member's desire for affordable rents and efficiency in delivering
Metric 7	Return on capital employed (ROCE) %	0.9%	services.  The co-op is in the lower range of housing organisations on this metric which reflects member control, efficient service delivery and member desire for affordable rents.

# Assessment of compliance with the Governance and Financial Viability standard

The Management Committee has reviewed the Governance and Financial Viability Standard published by the Homes & Communities Agency. We confirm that we comply with the standard.

#### Code of governance

The Management Committee has reviewed the code of governance for housing co-operatives issued jointly by the Confederation of Co-operative Housing and the National Housing Federation and confirms that the co-operative is in compliance with it.

#### The Management Committee's responsibilities

The Co-operative and Community Benefit Society Act 2014 requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Co-operative and of the Income and Expenditure of the Co-operative for that period. In preparing the financial statements, the Management Committee is required to:

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

# Report of the Management Committee (continued) for the year ended 30 September 2023

The Management Committee is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Co-operative and to enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Society Act 2014. They are also responsible for safeguarding the assets of the Co-operative and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

By order of the Management Committee

Signature

Ottenderson

Amy Henderson Secretary

Date

13/12/2023

# **Independent Auditor's Report**

# To the members of 20/20 Housing Co-operative Limited for the year ended 30 September 2023

### Opinion

We have audited the financial statements of 20/20 Housing Co-operative Limited for the year ended 30 September 2023 which comprise the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity, the Statement of Cash Flows, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the co-operative's members, as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the co-operative'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 co-operative and the co-operative's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the co-operative's affairs as at 30 September 2023, and of its income and expenditure for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been properly prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 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 cooperative 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

In auditing the financial statements, we have concluded that the board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the co-operative's ability to Our responsibilities and the responsibilities of the board with respect to going concern are described in the relevant sections of this report.

#### Other information

The other information comprises the information included in the Financial Statements, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and 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 fiancial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Matters on which we are required to report by exception

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

- the co-operative has not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation; or
- the statement of comprehensive income account, any other accounts to which our report relates, and the balance sheet are not in agreement with the co-operative's books of account; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

## Responsibilities of the management committee

As explained more fully in the Management Committee's Responsibilities Statement set out on page 2, the management committe is 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 it determines 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 management committee is responsible for assessing the cooperative'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 management committee either intends to liquidate the co-operative or to cease operations, or has no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

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

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

- enquiry of management and those charged with governance around actual and potential litigation and claims.
- enquiry the co-operative's staff, management and those charged with governance to identify any instances of non-compliance with laws and regulations.
- reviewing minutes of meetings of those charged with governance.
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx This description forms part of our auditor's report.

Slade & Cooper

Slade & Cooper Limited Statutory Auditor Beehive Mill Jersey Street Manchester M4 6JG

# 20/20 Housing Co-operative Limited Statement of comprehensive income Year ended 30 September 2023

		<b>2023</b> £	<b>2022</b> £
Turnover	2	251,257	237,294
Administrative expenditure		(229,621)	(185,710)
Operating surplus / (deficit)		21,636	51,584
Income from fixed asset investments Interest receivable and similar income Interest payable and similar charges		600 237 (7,601)	470 235 (15,834)
Surplus on ordinary activities for the year before tax	5	14,872	36,455
Tax on surplus on ordinary activities	8	(139)	(134)
Surplus for the year after tax		14,733	36,321
Total comprehensive income for the	year	14,733	36,321

# 20/20 Housing Co-operative Limited Balance sheet Year ended 30 September 2023

		20	23	202	22
		£	£	£	£
Fixed assets					
Tangible fixed assets - housing properties	9		2,073,256		2,122,727
Tangible fixed assets - other	10		18,517		19,443
Investments	11		22,306		22,200
			2,114,079		2,164,370
Current assets			2,114,075		2,101,570
Debtors	12	15,356		17,106	
Cash at bank and in hand		428,706		375,057	
	1/	444,062		392,163	
		,,,,,,		,	
<b>Creditors:</b> amounts falling due within one year	13	(46,180)		(38,530)	
	_				
Net current assets			397,882		353,633
Total assets less current liabilities			2,511,961		2,518,003
Creditors: amounts falling due after					
more than one year	14		(1,494,060)		(1,514,837)
Total and accept			1,017,901		1,003,166
Total net assets			1,017,901		1,005,100
Reserves					
Share capital	15		59		<i>57</i>
Revenue reserve	16		954,731		977,473
Designated major repairs reserve	16		63,111		25,636
2 Salgitated major repairs reserve					
Total Reserves			1,017,901		1,003,166

The financial statements were approved and authorised for issue by the management committee:

Aderra Holt (Chair) OHOO Amy Henderson (Secretary)

Peter Doherty (Committee member) 13/12/2023 Date

# 20/20 Housing Co-operative Limited Statement of changes in equity Year ended 30 September 2023

	Share capital	Income and expenditure reserve	<b>Total</b>
	2	L	2
At 1 October 2021	57	966,788	966,845
Total comprehensive income for the year	=	36,321	36,321
Share capital issued	2		2
Share capital cancelled	(2)	11 <u>-</u> 0	(2)
		-	. :
At 30 September 2022	57	1,003,109	1,003,166
Surplus for the year	-	14,733	14,733
Total comprehensive income	57	1,017,842	1,017,899
Share capital issued	4	.=	4
Share capital cancelled	(2)	-	(2)
At 30 September 2023	59	1,017,842	1,017,901

# 20/20 Housing Co-operative Limited Statement of Cash Flows Year ended 30 September 2023

	2023 £	2022 £
Net income/(expenditure) for the year Adjustments for:	14,733	36,321
Cash flows from operating activities:		
Depreciation charge Loss/(profit) on sale of fixed assets	73,528 -	72,760 3,618
(Gains)/losses on investments Dividends, interest and rents from investments	(103) (737)	(100) (605)
Decrease/(increase) in debtors Increase/(decrease) in creditors	1,750 (13,127)	(3,919) (28,838)
continues and analysis and a large payor makes a		
Cash provided by/(used in) operating activities —	76,044	79,237
Cash flows from investing activities:		
Dividends, interest, and rents from investments Purchase of tangible fixed assets Purchase of investments Share Capital Movement	737 (23,132) - -	605 (8,095) (5,000) -
Cash provided by/(used in) investing activities	(22,395)	(12,490)
Increase/(decrease) in cash and cash equivalents in the year	53,649	66,747
Cash and cash equivalents at the beginning of the year	375,057	308,310
Cash and cash equivalents at the end of the year	428,706	375,057
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### 1 Summary of significant accounting policies

### a General information and basis of preparation

20/20 Housing Co-operative Limited is a registered society, and a private registered provider of social housing in the United Kingdom. The address of the registered office is given in the information on page 1 of these financial statements.

20/20 Housing Co-operative Limited constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared in accordance with applicable accounting standards including Financial Reporting Standard 102 *The Financial Reporting Standard Applicable in the UK and Republic of Ireland* (FRS 102), the Statement of Recommended Practice for Social Housing Providers 2018, and with the Accounting Direction for private registered providers of social housing in England 2019. The financial statements are also prepared under the requirements of the Housing and Regeneration Act 2008 and the Cooperative and Community Benefit Societies Act 2014. The financial statements have been prepared on a going concern basis under the historical cost convention.

# b Tangible fixed assets

Tangible fixed assets (including social housing properties) are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended such as the cost of acquiring land and buildings, development costs, interest charges on loans during the development period and expenditure on improvements. Expenditure on improvements will only be capitalised when it results in incremental future benefits such as increasing rental income, reducing maintenance costs or resulting in a significant extension of the useful economic life of the property.

Depreciation is reviewed annually and is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Land		Indefinite	
Housing pr	operties - structure	100 years	straight line
Housing pr	operties - other components		
	Roof	60 years	straight line
	Windows	22 years	straight line
	Boilers	20 years	straight line
	Kitchens	15 years	straight line
	Bathrooms	25 years	straight line
	Heating & Plumbing	30 years	straight line
	Electrics	45 years	straight line
Other prop	erty, plant and equipment		
	Office Equipment	4 years	straight line
	Solar Panels	30 years	straight line
	Website	5 years	straight line

## c Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the statement of comprehensive income in other administrative expenses.

#### d Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value through the statement of comprehensive income if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

### e Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a financing transaction it is measured at present value.

#### f Tax

The co-operative is approved as fully mutual under Section 644 of the Corporation Taxes Act 2010 and so is not subject to corporation tax on its housing income. Tax is provided on investment income at the appropriate rate.

#### g Turnover and other income

Turnover represents rental and service charges income receivable in the year net of rent and service charge losses from voids, revenue grants from the government (local authorities) and Homes England, and the amortisation of social housing grants.

#### h Government grants

Social housing grants can be claimed towards the cost of major works and have been received to finance the development of housing properties. These grants are recognised at the fair value of the asset received or receivable. As the assets are accounted for using the cost model then the government grant is accounted for using the accruals model. The difference between the fair value of the asset and the consideration is recognised as a liability and amortised over the useful economic life of the asset. This amortisation is recognised within turnover.

Government grants received as a contribution to revenue expenditure are recognised in the statement of comprehensive income on a systematic basis over the period in which the landlord recognises the related costs for which the grant is intended to compensate. The related expenditure is included under administrative expenses. Grants are recognised in the same period as the related expenditure provided the conditions for receipt have been satisfied and there is reasonable assurance that the grant will be received.

# i Judgements and key sources of estimation uncertainty

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies which have a significant effect on amounts recognised in the financial statements.

There were no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

# 2 Social housing turnover and costs

	2023	2022
	£	£
Rents receivable excluding service charges	224,728	215,555
Service charges receivable	6,152	6,152
Void losses	(2,379)	(8,913)
Other Income	2,620	4,364
	231,121	217,158
Revenue grants receivable	-	_
Capital grants receivable	20,136	20,136
Total turnover	251,257	237,294
Social housing activity expenditure	(229,621)	(185,710)
Operating surplus from social housing activities	21,636	51,584
Net surplus from social housing activities	21,636	51,584
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# 3 Financial assistance and other grant receivable

The total accumulated amount of financial assistance and other grant received or receivable at the date of the statement of financial position, based upon properties owned at that date, was as follows:

		<b>2023</b> £	<b>2022</b> £
	Recognised in the Statement of Comprehensive		
	Income	627,074	606,938
	Held as deferred income	1,386,532	1,406,668
		2,013,606	2,013,606
		-	
4	Accommodation owned and in management		
		Number of units at 30 September	Number of units at 1
		2023	October 2022
	Completed units:		
	General needs housing:		
	Let at social rent	49	49
		-	
		49	49
5	Surplus / (deficit) on ordinary activities		

## 5 Surplus / (deficit) on ordinary activities

Surplus / (deficit) on ordinary activities is stated after charging / (crediting):

	2023	2022
	£	£
Auditor's remuneration (audit)	2,000	1,900
Auditor's remuneration (non-audit work)	1,440	1,380
Depreciation of tangible fixed assets	73,528	72,760

# 6 Payments to members, Management Committee members, and officers

There were no fees, remuneration or expenses paid to members, Management Committee members and officers, except as listed below.

	2023	2022
	£	£
Expenses payable to members of the Management Committee who were not employees of the co-		
operative	75	180

All members of the Management Committee are tenants of the co-operative. Their tenancies are on normal commercial terms and Management Committee members cannot use this position to their advantage.

# 7 Government grants

The government grants recognised in the accounts were as follows:

	2023	2022
	£	£
Homes England grant		14,732

The Homes England grant funding was revenue funding to examine feasibility in relation to a potential new development and to progress the development.

There is no unfulfilled conditions and contingencies attaching to the grants.

#### 8 Tax

		2023	2022
	U	£	£
Tax on the surplus on ordinary activities		139	134

# 9 Tangible fixed assets - housing properties

	Housing properties for letting $_{\pounds}$
Cost:	
At 1 October 2022 Additions	3,290,833 23,132
Disposals	· · · · · · · · · · · · · · · · · · ·
	1 (
At 30 September 2023	3,313,965
Depreciation:	
At 1 October 2022 Charge for year	1,168,106 72,603
Disposals	
At 30 September 2023	1,240,709
Net book value: At 30 September 2023	2,073,256
At 30 September 2022	2,122,727

The total net book value comprised completely of freehold land and buildings.

# 10 Tangible fixed assets - other

		<b>Equipment</b> £	Website £	Total £
	Cost:			
	At 1 October 2022	28,349	<u> </u>	28,349
	Additions	2200 (100 ) 5 (20 ) -	-	8
	Disposals	, , ,		*
	At 30 September 2023	28,349	-	28,349
	Depreciation:			
	At 1 October 2022	8,906	-	8,906
	Charge for the year	926		926
	Disposals		<del>-</del>	<del>-</del>
	At 30 September 2023	9,832	-	9,832
	Net book value:	·		
	At 30 September 2023	18,517		18,517
	At 30 September 2022	19,443	-	19,443
	I CTL			
11	Fixed asset investments			
			2023	2022
			£	£
	Lyvennet Community Pub Ltd	t)	7,000	7,000
	Leeds Community Homes		5,306	5,200
	Ty Brethyn Housing Co-op		5,000	5,000
	Bunker Housing Co-op		5,000	5,000
		-	22,306	22,200
		=		

The co-operative owns 7,000  $\pounds 1$  shares in Lyvenet Community Pub Ltd, which is a registered society. The shares are non-transferable and can be redeemed at par. They pay a rate of interest fixed at their AGM.

12	Debtors			
	Debtors	2023	2022	
		£	£	
	Trade debtors (gross social housing rent arrears)	7,002	10,396	
	Other debtors	· · · · · · · · · · · · · · · · · · ·	=	
	Prepayments and accrued income	8,354	6,710	
		15,356	17,106	
13	Creditors: amounts falling due within one year			
		2023	2022	
		£	£	
	Bank loans and overdrafts	640	572	
		640 4,425	572 3,226	
	Rents paid in advance			
	Rents paid in advance Corporation tax	4,425	3,226	
	Rents paid in advance	4,425 139	3,226 134	
	Rents paid in advance Corporation tax Government grants	4,425 139 20,136 20,840	3,226 134 20,136 14,462	
	Rents paid in advance Corporation tax Government grants	4,425 139 20,136	3,226 134 20,136	

Bank loans and overdrafts totalling £128,305 (2022: £128,877) are secured by specific charges on the co-operative's housing properties and are repayable at varying rates of interest.

# 14 Creditors: amounts falling due after more than one year

2	<b>2022</b> £
	128,305 386,532
60 1,5	514,837
4,0	4,060 1,

# 15 Share capital

Days . ITM	<b>2023</b> £	<b>2022</b> £
Shares of £1 each brought forward	57	<i>57</i>
Shares issued during the year	4	2
Share capital cancelled		(2)
Shares of £1 each carried forward	59	57

Each share carries one vote in a general meeting of the Co-operative. The shares do not carry any rights to dividend, redemption, or distribution in a winding-up.

### 16 Reserves

	Revenue Reserve	Designated major repairs reserve	Total
	£	£	£
Reserves accounts brought forward	977,473	25,636	1,003,109
Surplus for the year	14,733	=	14,733
Transfer between funds	(37,475)	37,475	=x
Reserves accounts carried forward	954,731	63,111	1,017,842

The major repairs reserve was set up to designate funds for the following year's planned and cyclical maintenance costs.

# 17 Financial Instruments

The carrying amount of the society's financial instruments are as follows:

	2023	2022
	£	£
Financial Assets		
Equity instruments measured at cost less impairment		
Fixed asset unlisted investments	22,306	22,200
	-	
	22,306	22,200

# Detailed revenue account for the year ended 30 September 2023

	202	23	202	2
	£	£	£	£
Turnover	_			
Rental income				
Rent receivable	224,728		215,555	
Service charge receivable	6,152		6,152	
Voids	(2,379)		(8,913)	
Other Income	2,620		4,364	
		231,121	(======================================	217,158
Other income				
Homes England grants	: <del>-</del>		=	
Gain	-		-	
Capital grants amortisation	20,136		20,136	
AL .		20,136		20,136
		251,257		237,294
Expenditure				
Estate costs				
Repairs and maintenance	59,880		33,454	
Landlords supply	1,554		2,493	
Insurance	12,665		10,578	
Void Works	21,562		9,151	
Depreciation	72,602		71,834	
Council Tax	(1,410)		2,023	
Gardening	5,405		7,780	
Service Contracts	4,915		4,171	
		177,173		141,484
Office overheads				
Depreciation of equipment	926		926	
		926		926
Other management expenses			ev or orena	
Agents' fees	26,706		24,068	
Office costs	1,499		4,836	
Legal and professional Fees	10,940		6,667	
Audit and accountancy	4,134		4,014	
Bank charges	1,577		1,452	
Affiliation fees	626		1,303	
Other costs	6,040	E4 E22	960	42 200
		51,522	· C	43,300
		Y <del></del>		
Tabel approximations		(220 621)		(185,710)
Total operating costs		(229,621)		(105,710)
Operating surplus		21,636		51,584
Operating surplus		21,030		31,304
Investment income		600		470
Interest receivable on bank deposits		237		235
Interest payable		(7,601)		(15,834)
interest payable		(7,001)		(15,05 1)
Surplus before tax		14,872		36,455
carpiae earcie sun		_ ,,,,,_		/
Tax		(139)		(134)
		(/		·/
		4		
Surplus after tax		14,733		36,321
versione ■ Paleitat tati ture presidenti i inggiffatiki		: 오늘 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		