



# SUMMARY

## FINANCIAL STATEMENTS

---

For the year ended 31 March 2011

A photograph of a family of four—a father, a mother, and two young children—all smiling warmly and wearing white shirts. They are posed closely together, with the father at the top right, the mother in the center, and the two children in the foreground. The background is plain white.

building brighter futures...  
for people and communities

## OBJECTIVES

We have set out the outcomes we believe will enable us to deliver great customer service, create great places and be a great organisation by 2013. Our journey from Good to Great by 2013 focuses on these outcomes:

- **Customer**  
Creating great customer services by becoming a top quartile performer in key indicators, being passionate about understanding our customers' needs, treating every customer as an individual and exceeding our customers' expectation.
- **Place**  
Creating great places where people want to live through supporting successful neighbourhoods, offering a wide range of choice, and providing an innovative approach to the development of new neighbourhoods.
- **Organisation**  
Being a great organisation where we run things well, provide a great place to work, have sound finances, deliver value for money, and have a strong external reputation.

Since 2003 Orbit has progressively improved its position by being more focussed, better structured and increasingly more effective. We believe that we have created an excellent platform for the future.

# CONTENTS

Structure, Board Members and Executives

Our ambition

Operating and financial review

12

Income and expenditure account

Balance sheet

Cash flow statement

Notes to the financial statements

- Accounting policies extract
- Turnover, cost of sales and operating surplus by class of business
- Income and expenditure from social housing lettings
- Staff costs
- Directors' emoluments
- Capital Commitments
- Number of units under development at the end of year
- Property portfolio

The following comprise the subsidiary organisations included in the consolidated financial statements

Organisation	Status	Principal Activity	Basis of Control by Parent Undertaking
Registered under the Industrial and Provident Societies Acts 1965 - 1978			
Orbit South Housing Association Limited	Registered Housing Association and Industrial and Provident Act Society	Provision of rented housing	Control of membership of the Board plus nominal shareholding.
Heart of England Housing Association Limited (trading as Orbit Heart of England)	Registered Housing Association and Industrial and Provident Act Society	Provision of rented and special needs housing	
Registered under the Companies Act 1985			
Orbit Treasury Limited	Private Limited Company	Group Treasury Vehicle	Ownership of all issued share capital.
Orbit Homes (2020) Limited	Private Limited Company	Design and build company and development of housing for sale	
Orbit New Homes Limited (non trading)	Private Limited Company	Development of housing for sale	

The Group financial statements will be approved by the Orbit Board on 6 September 2011

---

## Board Members as of 31 March 2011

Chair Orbit Group Limited Elizabeth Potter



Organisation: Orbit Group Limited  
Other Responsibilities: Member - Group Services Committee  
Employment History: Consultant,  
Former Director of Policy at the National Housing Federation

Deputy Chair Orbit Homes (2020) Limited Michael Marron



Organisation: Orbit Group Limited, Orbit Homes (2020) Limited  
Employment History: Consultant/Advisor to various Government  
and Financial bodies

Chair Group Services Committee Kim Massey



Organisation: Orbit Group Limited  
Committees: Group Services Committee (Chair)  
Employment History: Management Consultant

---

## Board Members as of 31 March 2011

### Chair Orbit Treasury Limited Jackie Matthews



Organisation: Orbit Group Limited, Orbit Treasury Limited  
Employment History: Independent Consultant, previously Financial Services Director with 30 years' experience with HSBC Group

### Orbit Group Limited Tony Crook



Organisation: Orbit Group Limited, Orbit Homes (2020) Limited  
Other Responsibilities: Health and Safety Champion for Orbit Board  
Employment History: Emeritus Professor of Town and Regional Planning at the University of Sheffield, Former Pro-Vice-Chancellor, University of Sheffield 1999-2008  
Other Current and Recent Non-Executive Director/Public Appointments: Chair, Royal Town Planning Institute Accreditation Board Trustee and Chair of Shelter, Independent Board Member, National Tenant Voice, Chair of Sheffield Homes 2004-2009

### Chair Orbit East and South Ron Foster



Organisation: Orbit Group Limited, Orbit South Housing Association Limited  
Committees: Group Services Committee  
Employment History: Ron was previously an Estate Agent in the south-east and was a Fellow of the National Association of Estate Agents, representing East Kent on the National Committee. Prior to his retirement in 1999, Ron worked in Housing with Canterbury City Council. Before serving on the Board of Orbit Group Limited, Ron was Chair of Thanet Community Housing Association.

---

## Board Members as of 31 March 2011

### Chair Orbit Heart of England Roy Brooks



Organisation: Orbit Group Limited,  
Orbit Heart of England Housing Association

Committees: Group Services Committee

Employment History: Roy has had 30 years' experience in Social Services in various local authorities in the Midlands. Following retirement, he freelances in Health and Social Care and has held a number of Non-Executive appointments in the Housing and National Health Service sectors. Roy has been a member of the Mental Health Review Tribunals Service for a number of years.

### Chair Orbit Homes (2020) Limited Richard Reynolds



Organisation: Orbit Group Limited, Orbit Homes (2020) Limited

Employment History: Richard retired in 2006 following a very successful career in house building and contracting and now holds a number of both public and private sector non-executive appointments. He was Managing Director of Barratt East London for nearly 25 years having set up the division.

---

## Executive Members as of 31 March 2011

### Chief Executive Paul Tennant



Organisation: Orbit Group Limited

Reporting to: Group Chair

Responsibilities: Overall responsibility for the direction and operations of the Group

---

## Executive Members as of 31 March 2011

Finance and Corporate Resources  
Director and Deputy Chief Executive

Anne Turner



Organisation: Orbit Group Ltd

Reporting to: Chief Executive

Responsibilities: Financial, Procurement and Information  
Technology services for the Orbit Group,  
Customer Services Centre

Managing Director Orbit Heart of England

Stewart Fergusson



Organisation: Orbit Heart of England

Reporting to: Chief Executive

Responsibilities: Strategic and operational management of the  
Association, ensuring we are running an effective  
social business with a customer first ethos

Managing Director Orbit Homes (2020) Limited

Paul High



Organisation: Orbit Homes

Reporting to: Chief Executive

Responsibilities: Leading the delivery of the growth  
aspirations of the group as a whole and the  
individual operating associations



---

## Executive Members as of 31 March 2011

### Managing Director Orbit Services Afzal Ismail



Organisation: Orbit Group Ltd

Reporting to: Chief Executive

Responsibilities: Risk, Audit, Insurance, Governance (including company secretarial), Health and Safety, Data Protection

### Managing Director Orbit South Vivien Knibbs



Organisation: Orbit East and South

Reporting to: Chief Executive

Responsibilities: Strategic and operational management of the Association, ensuring we are running an effective social business with a customer first ethos

### Organisation Development Director Tony Williams



Organisation: Orbit Group Ltd

Reporting to: Chief Executive

Responsibilities: Human Resources, Training, PR and Communications, Facilities, Strategic Organisational Development

---

## Our ambition

Orbit is a housing organisation building brighter futures for people and communities by investing in great services for over 70,000 people and providing great places to live in.



---

## Purpose

1. We are values-based organisations with the shared ambition of Building Brighter Futures for People and Communities.
2. We meet our ambition by providing great places to live, great services and investing in communities.
3. We make surpluses which we invest in achieving our ambition and we seek to grow to do more.

---

## Principles

1. We provide a range of housing and services to meet peoples' aspirations and needs.
2. We focus our resources in the areas where we will have most impact in achieving our ambition.
3. We run an efficient and effective organisation which enables us to generate surpluses to meet our ambition.

---

## Partnership

1. Our business is based on partnership to deliver strategic strength, local delivery and a collaborative culture.
2. Our objectives are shaped, delivered and scrutinised in partnership with our customers.
3. We collaborate with councils, civil society, Government and other agencies to do more to help people and communities.

## Operating and financial review

Orbit has responded well to the difficult economic climate and our strong financial position means we have continued to build homes, to invest in our existing stock and communities, to develop our staff and to improve our infrastructure.

Our drive to improve delivery and efficiency has continued throughout the last year. Orbit's ambition is to run a highly efficient and effective organisation; an organisation which is cost effective and which strives to drive down costs whilst improving the quality of service provision to our residents. We have embraced the Government's efficiency agenda, and are continuing to review and refine the way in which we procure maintenance and other major areas of expenditure.

Orbit Homes, our development company, has completed its first full year of trading, and has started work on large mixed tenure schemes (including homes for outright sale) in both Bedford and Suffolk. Their achievements have been publicly acknowledged by the award of the 'Development Team of the Year' award at the national Chartered Institute of Housing 'Housing Heroes Awards' for 2011. Our recent decision to set up our own Build team also means that we can deliver more efficiencies in our development expenditure through better phasing of work and framework agreements.

Orbit Treasury Limited was set-up in September 2007 to provide cost-effective treasury management to the Group. Loan agreements are in place with a number of banks and building societies funds and these are drawn down to on-lend to the business. Significant efficiencies continue to be achieved each year through our ability to rationalize our loans and security, put in place interest strategies which take advantage of the economic climate and arrange cost effective finance.

**Our sound finances and available funding place us in a strong position to rise to the challenges of our new operating environment in 2011 and to continue to Build Brighter Futures for current and future residents.**



## Operating and financial review

### Building Brighter futures for our residents

The Orbit Sustainability Strategy was introduced in the year, with a vision of embedding sustainable living into the heart of our communities and our business. The 3 cross cutting drivers of the strategy are improving the energy efficiency of our stock, reducing our carbon footprint as a business and improving the financial circumstances of our customers.

Investment in local communities is a key objective of the Group and last year was no exception. With much public funding being cut, we are committed to increase our work in this area, most of which is carried out at a local level by housing teams. We spent £1.4 million in 2010/11 and an increased budget of £2 million has been made available in 2011/12.

Expenditure on acquiring and developing new homes was £125 million during the year. This enabled us to bring in to management 559 new rented and shared ownership homes, increasing our portfolio to over 36,000 by 31 March. In addition to our popular Rent to HomeBuy and intermediate market rent products, having recognised that the current economic climate makes it difficult for some first time buyers to get mortgages, during the year we started to provide a limited number of Orbit-funded mortgages. We have continued to lead the Government's Mortgage Rescue Scheme, and assisted 324 families to stay in their homes. By participating in this Government initiative, we have helped to tackle hardship and helped those experiencing it.

### Building Brighter futures for our staff

Orbit is committed to being an employer of choice and continues to implement improvements in its terms and conditions to raise staff satisfaction. We have also been able to establish apprenticeships

in asset management and HR, and have a planned programme of pilots expanding across other key areas for 2011/12. Orbit Services and Orbit Homes both achieved Investors in People accreditation during the year, and the other members of the group are well advanced in their progress towards achieving accreditation, which is planned for 2011/12.

### Our finances

Our operating surplus rose during 2010/11 and this coupled with continuing low interest rates, resulted in an overall surplus of £12.7 million for the year.

Orbit charged rents and service charges of £136 million in the year ended 31 March 2011, and spent 43% of this (£59 million) on property repairs and maintenance. Interest payable on loan funding cost a further £24 million during the year.

At 31 March 2011 loan borrowings amounted to £625 million for the Orbit Group. A further £100 million was available through fully secured loan facilities which, together with government grants, will finance the next two years of our development programme. During 2010/11 we met all our internal financial targets and comfortably complied with loan covenants.

We face an era of unprecedented change and opportunity. It is imperative that, we understand and adapt to the external environment and transform our business to make the best possible use of our resources. Our sound finances and available funding place us in a strong position to rise to the challenges of our new operating environment in 2011 and to continue to Build Brighter Futures for current and future residents.



Anne Turner  
Finance and Corporate Resources Director  
September 2011

## Operating and financial review

The key operating and financial highlights for Orbit as a whole for the years ended 31 March 2011 and 31 March 2010 are summarised below.

	2010/11	2009/10
<b>Financial Highlights</b>		
Turnover	£165.4m	£164.2m
Operating Surplus	£35.7m	£29.5m
Operating Margin	21.6%	18.0%
Surplus for the Year	£12.7m	£5.5m

<b>Balance Sheet</b>		
Housing Property Cost	£1,504m	£1,424m
Loans Outstanding	£625m	£604m
Gearing (loans / grants & reserves)	72%	76%

<b>Operational Indicators</b>		
No. of new rented homes into management	559	602
Routine repairs completed on time	92%	94.4%
Customer satisfaction with repairs	77.6%	79.6%
Gas servicing	99.3%	99.1%
Decent Homes	99.2%	92.8%
Average SAP rating (range)	68.1%	66.0%

<b>Financial Indicators</b>		
Management costs as % of rent	27.8%	26.1%
Current Tenant Arrears	5.4%	5.9%
Average interest rates at year end	4.21%	4.37%
Interest cover	1.83	1.42

<b>Staffing</b>		
Full time equivalent no. of staff employed at 31 March	1,373	1,581

<b>Housing Stock</b>		
General Needs	25,491	24,845
Supported	3,291	3,256
Shared Ownership	2,864	2,771
Other	441	854
Management on behalf of others	4,058	4,048
<b>Total stock</b>	<b>36,145</b>	<b>35,774</b>

# Consolidated income and expenditure account

For the year ended 31 March 2011

	2011	2010
	£'000	£'000
Turnover	165,408	164,215
Operating Costs	(129,461)	(134,487)
Cost of Sale of Properties	(207)	(222)
Operating Surplus	35,740	29,506
Surplus on Sale of Housing Properties	1,161	2,556
(Loss)/Surplus on Sale of Other Fixed Assets	352	(26)
Interest Receivable and Similar Income	271	209
Other Finance Costs	(310)	(579)
Interest Payable and Similar Charges	(24,448)	(26,154)
Surplus on Ordinary Activities Before Gift Aid and Taxation	12,766	5,512
Donations Paid	(50)	-
Surplus on Ordinary Activities Before Taxation	12,716	5,512
Tax on Surplus on Ordinary Activities	(6)	2
Surplus for the Financial Year	12,710	5,514
Transfer (to) Designated Reserves	(558)	(683)
Surplus for the Year after Transfer to Reserves	12,152	4,831
General Reserves at 1 April 2010	115,377	113,967
Actuarial Gain / (Loss) taken to reserves	2,287	(3,421)
Release of reserves arising on disposal of subsidiary undertaking	183	-
General Reserves at 31 March 2011	129,999	115,377

# Consolidated balance sheet

At 31 March 2011

	2011	2010
	£'000	£'000
<b>Tangible Fixed Assets</b>		
Housing Properties - Depreciated Cost	1,450,971	1,377,100
Less: Social Housing Grant	(641,711)	(578,206)
Other Public Grants	(16,561)	(14,689)
	<b>792,699</b>	<b>784,205</b>
Other Tangible Fixed Assets	14,392	13,506
Fixed Investments	800	800
	<b>807,891</b>	<b>798,511</b>
<b>Current Assets</b>		
Properties for Sale	22,229	18,006
Stocks	21,439	16,160
Debtors	24,238	18,783
Investments/Short Term Deposits	4,811	7,820
Cash at Bank	9,463	18,175
	<b>82,180</b>	<b>78,944</b>
<b>Creditors: Amounts falling due within one year</b>	<b>(50,299)</b>	<b>(54,009)</b>
<b>NET CURRENT ASSETS</b>	<b>31,881</b>	<b>24,935</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>839,772</b>	<b>823,446</b>
<b>Creditors: Amounts falling due after more than one year</b>		
Disposal Proceeds and Recycled Capital Grant Funds	3,606	3,341
Other Creditors	624,439	610,671
	<b>628,045</b>	<b>614,012</b>
<b>Pension Liability</b>	<b>4,711</b>	<b>10,416</b>
<b>Capital and Reserves</b>		
Called Up Share Capital	-	-
Designated Reserves	6,947	6,456
Negative Goodwill	70,070	77,185
Revaluation Reserve	-	-
General Reserves	129,999	115,377
	<b>839,772</b>	<b>823,446</b>

The financial statements will be approved by the Orbit Board in September 2011.



# Consolidated cash flow statement

For the year ended 31 March 2011

	2011		2010	
	£'000	£'000	£'000	£'000
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES</b>		49,979		39,239
<b>Returns on Investments and Servicing of Finance</b>				
Interest Received	271		220	
Interest Paid (includes Loan Refinancing Costs)	(25,816)		(26,507)	
<b>NET CASH OUTFLOW FROM RETURNS ON INVESTMENTS AND SERVICING OF FINANCE</b>		(25,545)		(26,287)
Taxation Paid	-		(2)	
<b>NET CASH (OUTFLOW) FROM TAXATION</b>		-		(2)
<b>Capital Expenditure and Financial Investment</b>				
Acquisition and Construction of Housing Properties	(126,690)		(152,138)	
Acquisition of Land	(835)		(613)	
Sale of Housing Properties	9,257		14,573	
Grants Received	53,916		80,839	
Purchase of Other Fixed Assets	(3,203)		(1,445)	
Sale of Other Fixed Assets	1,250		52	
<b>NET CASH (OUTFLOW) FROM CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT ACTIVITIES</b>		(66,305)		(58,732)
<b>NET CASH (OUTFLOW) BEFORE MANAGEMENT OF LIQUID RESOURCES AND FINANCING</b>		(41,871)		(45,782)
<b>Management of Liquid Resources and Financing</b>				
<b>(i) Liquid Resources</b>				
Increase in Bank Deposits (with a maturity in excess of 24 hours)	3,009		2,901	
<b>(ii) Financing</b>				
Housing Loans Received	43,951		55,700	
Housing Loans Repaid	(7,375)		(440)	
Loan Arrangement Fees Paid	(6,426)		(500)	
	30,150		54,760	
<b>NET CASH INFLOW FROM MANAGEMENT OF LIQUID RESOURCES AND FINANCING</b>		33,159		57,661
<b>(DECREASE) / INCREASE IN CASH</b>		<b>(8,712)</b>		<b>11,879</b>

# Notes to the consolidated financial statements

For the year ended 31 March 2011

## Accounting policies extract

### Fixed Assets and Depreciation

Tangible fixed assets are stated at cost, less accumulated depreciation and capital grants. Freehold land is not depreciated. The useful economic lives of all tangible fixed assets are reviewed annually. Depreciation is charged on a straight line basis over the expected economic useful lives of the assets at the following annual rates:

Housing properties: existing stock	1.26%
Housing properties: new stock from 2001 onwards	1.00%
Housing properties rehabilitated	1.67%
Residential care homes	3.33%
Freehold offices and commercial premises	2% - 4%
Leasehold offices	Over the life of the lease
Fixtures, fittings and other equipment	15% - 25%
Computer equipment	17% - 33%

### Capitalisation of Interest and Administration Costs

Interest on loans financing development has been capitalised since 1 April 2004. Administration costs relating to development activities are capitalised only to the extent that they are incremental to the development process and directly attributable to bringing the property into their intended use.

### Works to Existing Housing Properties

Expenditure on housing properties which increases the net rental stream over the life of the property is capitalised. An increase in the net rental stream may arise through an increase in the rental income, a reduction in future maintenance costs, or a significant extension of the life of the property. All other costs are classified as maintenance and are charged to the Income and Expenditure Account in the year in which the work is undertaken.

### Loan Finance Issue Costs

These are written off evenly over the life of the related loan. Loans are stated in the Balance Sheet at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts written off.

### Property Managed by Agents

Where an Association carries the majority of the financial risk on property managed by agents, all the income and expenditure arising from the property is included in the Income and Expenditure Account. Where the agency carries the majority of the financial risk, the Income and Expenditure Account includes only that income and expenditure which relates solely to the risk carried by the Association. In both cases, where revenue grants are claimed by the Association, these are included in the Income and Expenditure Account.

### Supporting People Income and Costs

Supporting People charges are levied as a separate charge and not as part of rent. The income and related costs are therefore shown within other social housing activities.

# Notes to the consolidated financial statements

For the year ended 31 March 2011

## Turnover, cost of sales and operating surplus by class of business

	2011				2010			
	Turnover £'000	Operating Costs £'000	Cost of Sales £'000	Operating Surplus/ (Deficit) £'000	Turnover £'000	Operating Costs £'000	Cost of Sales £'000	Operating Surplus/ (Deficit) £'000
Social Housing Lettings	135,066	(96,143)	-	38,923	130,336	(97,575)	-	32,761
<b>Other Social Housing Activities</b>								
Managed Associations	74	-	-	74	221	(109)	-	112
Developments for Sale	-	-	(207)	(207)	-	-	(222)	(222)
Home Ownership Services	3,565	(3,780)	-	(215)	3,422	(4,294)	-	(872)
LCHO First Tranche Sales	8,903	(9,043)	-	(140)	5,109	(6,086)	-	(977)
Other	9,917	(11,372)	-	(1,455)	17,017	(15,028)	-	1,989
Impairment on land banking	-	(550)	-	(550)	-	(1,734)	-	(1,734)
Supporting People - Contract Income	643	(654)	-	(11)	539	(664)	-	(125)
Supporting People - Contract Income (Block Gross)	1,181	(1,341)	-	(160)	1,298	(1,342)	-	(44)
Supporting People - Contract Income (Block Subsidy)	816	(922)	-	(106)	793	(890)	-	(97)
	<b>25,099</b>	<b>(27,662)</b>	<b>(207)</b>	<b>(2,770)</b>	<b>28,399</b>	<b>(30,147)</b>	<b>(222)</b>	<b>(1,970)</b>
<b>Non-Social Housing Activities</b>								
Lettings	2,395	(2,076)	-	319	2,539	(2,032)	-	507
Other	2,848	(3,580)	-	(732)	2,941	(4,733)	-	(1,792)
	5,243	(5,656)	-	(413)	5,480	(6,765)	-	(1,285)
	<b>165,408</b>	<b>(129,461)</b>	<b>(207)</b>	<b>35,740</b>	<b>164,215</b>	<b>(134,487)</b>	<b>(222)</b>	<b>29,506</b>

# Notes to the consolidated financial statements

For the year ended 31 March 2011

## Income and expenditure from social housing lettings

	General Needs Housing £'000	Keyworker Accomm £'000	Supported Housing and Housing for Older People £'000	Low Cost Home Ownership £'000	Total 2011 £'000	Total 2010 £'000
Rents Receivable net of identifiable service charges	107,943	437	9,451	6,628	124,459	120,889
Service Income	7,214	252	3,474	698	11,638	11,021
<b>Gross Rental income</b>	<b>115,157</b>	<b>689</b>	<b>12,925</b>	<b>7,326</b>	<b>136,097</b>	<b>131,910</b>
Voids	(1,180)	(59)	(407)	(82)	(1,728)	(2,200)
Net Rental income	113,977	630	12,518	7,244	134,369	129,710
Other Income from Lettings	398	-	42	257	697	626
<b>Turnover from Social Housing Lettings</b>	<b>114,375</b>	<b>630</b>	<b>12,560</b>	<b>7,501</b>	<b>135,066</b>	<b>130,336</b>
Services	(7,663)	(196)	(3,443)	(819)	(12,121)	(11,723)
Management	(14,166)	(5)	(2,755)	(926)	(17,852)	(21,010)
Routine Maintenance	(26,554)	(36)	(3,262)	-	(29,852)	(27,968)
Planned Maintenance	(26,884)	(9)	(2,510)	-	(29,403)	(25,766)
Major Repairs Expenditure	-	-	-	-	-	(4,676)
Rent Losses from Bad Debts	(973)	-	(108)	(4)	(1,085)	(1,240)
Lease Charges	(122)	-	-	-	(122)	(84)
Depreciation of Housing Properties	(5,676)	-	(251)	(665)	(6,592)	(6,145)
Provision for Impairment – Housing Properties	-	-	-	113	113	(69)
Amortisation of Negative Goodwill	840	-	-	-	840	1,080
Other Costs	(69)	-	-	-	(69)	26
<b>Operating Costs on Social Housing Lettings</b>	<b>(81,267)</b>	<b>(246)</b>	<b>(12,329)</b>	<b>(2,301)</b>	<b>(94,143)</b>	<b>(97,575)</b>
<b>Operating Surplus on Social Housing Lettings</b>	<b>33,108</b>	<b>384</b>	<b>231</b>	<b>5,200</b>	<b>38,923</b>	<b>32,761</b>

# Notes to the consolidated financial statements

For the year ended 31 March 2011

## Staff costs

	2011	2010
Average Number Employed	Number	Number
Office Staff	827	803
Scheme Staff	708	1,051
Operatives	71	59
	<b>1,606</b>	<b>1,913</b>
Full-time	987	1,352
Part-time	619	561
	<b>1,606</b>	<b>1,913</b>
<b>Full time Equivalents</b>	<b>1,373</b>	<b>1,581</b>

	2011	2010
Staff Costs for the Above	£'000	£'000
Wages and Salaries	32,325	34,284
Social Security Costs	2,784	2,831
Other Pension Costs	2,869	2,873
	<b>37,978</b>	<b>39,988</b>

	2011	2010
Number Employed at 31 March	Number	Number
Office Staff	776	837
Scheme Staff	333	927
Operatives	76	57
	<b>1,185</b>	<b>1,821</b>

# Notes to the consolidated financial statements

For the year ended 31 March 2011

## Directors' emoluments

The Directors of the Association are its Board Members and the Chief Executive. Board Members payments were introduced for the Group Chair, Operating Association Chair and Group Board Members from September 2004 and for all other Board Members from April 2009.

	2011	2010
	£'000	£'000
Aggregate emoluments paid to or received by Directors who are not executive staff members including salaries, honoraria and other benefits	235	277
Aggregate emoluments paid to or received by Directors who are executive staff members including salaries, honoraria and other benefits	825	1,007
Emoluments of the highest paid Director excluding Pension Contributions included in aggregate emoluments of Directors who are executive staff members	159	159

The Chief Executive is a member of the Social Housing Pension Scheme on the same terms as all other staff who are also members; no enhanced or special terms apply. Expenses paid during the year to Board Members amounted to £101k (2010: £120k).

## Capital Commitments

	2011	2010
	£'000	£'000
Capital Expenditure which has been contracted for but has not been provided for in the financial statements	172,705	98,396
Capital Expenditure which has been authorised under authority from the Group Board but has yet to be contracted for	34,929	104,273
	<b>207,634</b>	<b>202,669</b>
The RSL expects these commitments to be financed with:		
Social Housing Grant	56,950	66,333
Committed loan facilities	95,643	104,393
Proceeds from sale of properties	55,041	31,943
	<b>207,634</b>	<b>202,669</b>

# Notes to the consolidated financial statements

For the year ended 31 March 2011

## Number of units under development at the end of year

	2011				TOTAL
	OHL	OGL	OHE	OSHA	
General Needs	-	103	425	700	1,228
Low Cost Home Ownership	-	467	-	-	467
Intermediate Rent	-	70	-	-	70
Properties for Market Sale	228	-	-	-	228
<b>Total Social Housing Units 2011</b>	<b>228</b>	<b>640</b>	<b>425</b>	<b>700</b>	<b>1,993</b>
<b>Total Social Housing Units 2010</b>	<b>-</b>	<b>276</b>	<b>217</b>	<b>410</b>	<b>903</b>

## Property portfolio

	HoE Care	OGL	OHE	OSHA	TOTAL
General Needs	-	2,743	12,498	10,250	25,491
Intermediate Rent	-	258	-	-	258
Supported Housing	-	754	1,635	902	3,291
Key Worker	-	-	-	156	156
<b>Total Owned by Orbit</b>	<b>-</b>	<b>3,755</b>	<b>14,133</b>	<b>11,308</b>	<b>29,196</b>
<b>Low Cost Home Ownership</b>	<b>-</b>	<b>2,864</b>	<b>-</b>	<b>-</b>	<b>2,864</b>
Leasehold	-	892	403	822	2,117
Private Retirement Schemes	-	1,114	-	-	1,114
Managed on behalf of others	-	241	359	227	827
<b>Leasehold and Other Managed</b>	<b>-</b>	<b>2,247</b>	<b>762</b>	<b>1,049</b>	<b>4,058</b>
<b>Total Social Housing Units</b>	<b>-</b>	<b>8,866</b>	<b>14,895</b>	<b>12,357</b>	<b>36,118</b>
Market Rent	-	-	10	-	10
Commercial Units	-	-	14	3	17
<b>Total Non Social Housing Units</b>	<b>-</b>	<b>-</b>	<b>24</b>	<b>3</b>	<b>27</b>
<b>Total Units 31 March 2011</b>	<b>-</b>	<b>8,866</b>	<b>14,919</b>	<b>12,360</b>	<b>36,145</b>
<b>Total Units 31 March 2010</b>	<b>459</b>	<b>8,497</b>	<b>14,677</b>	<b>12,141</b>	<b>35,774</b>



Orbit Group Ltd

Tel: 024 7643 8000

Garden Court,

Harry Weston Road,

Binley Business Park, Binley,

Coventry, CV3 2SU

If you require this leaflet in larger print, audio or any other format, please contact us on 024 7643 8000

**[www.orbit.org.uk](http://www.orbit.org.uk)**

Follow us on Twitter: [www.twitter.com/orbitgroup](https://www.twitter.com/orbitgroup)



**business for neighbourhoods**