

Пути повышения финансовых результатов предприятий сферы ЖКХ

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Аннотация. Жилищно-коммунальное хозяйство является неотъемлемой частью социальной сферы любого населенного пункта. В настоящее время его техническое состояние характеризуется высокой степенью износа, низким коэффициентом полезного действия и потерей ресурсов и теплоносителей. Из-за этого жилищно-коммунальное хозяйство является непривлекательным для инвесторов. Проведен подробный анализ финансовых результатов МУП Каменно-Степного сельского поселения «Оазис», выявлены причины снижения эффективности по видам деятельности: теплоснабжению, водооснащению, водоотведению и обращению с твердыми бытовыми отходами. Проведен анализ проблем работы МУП «Оазис» за 2016–2018 гг. В 2017 г. по теплосети из 7,3 км уже 2,1 км нуждались в замене, а в 2018 г. – 2,3 км или 31,5%. Число аварий за 2017–2018 гг. на источниках теплоснабжения (на паровых и тепловых сетях) – 4. Среди потребителей воды менее 50 % имеют приборы индивидуального учета. За 2017–2018 гг. случилось 7 аварий на водопроводе, потери воды составили примерно 13 % от ее общего объема. Из-за прорывов тепловых сетей потери тепловой энергии в 2017 г. составили 1116 гигакалорий, а в 2018 г. – 1235 гигакалорий. Анализируемое предприятие имеет неустойчивое финансовое состояние, оно неплатежеспособно. С целью повышения устойчивости функционирования МУП «Оазис» предлагается осуществить ряд мероприятий: развитие предприятия на основе государственно-частного партнерства, укрепление платежной дисциплины, снижение затрат и укрепление трудовой дисциплины.

Ключевые слова: финансовые результаты, предприятия ЖКХ, выручка, прибыль, рентабельность, государственно-частное партнерство

The ways to improve the financial results of the housing and utility sector companies

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Abstract. Housing and communal services is an integral part of the social sphere of any settlement. Currently, its technical condition is characterized by a high degree of wear, low efficiency and loss of resources and coolants. Because of this, housing and communal services is unattractive to investors. A detailed analysis of the financial results of the municipal unitary enterprise of the Kamenny-Stepnoy rural settlement "Oasis" was carried out, the reasons for the decrease in efficiency by types of activities: heat supply, water supply, sanitation and solid waste management were identified. The analysis of the problems of the work of the MUE "Oasis" for 2016–2018. In 2017, from the 7.3 km heating network, 2.1 km already needed to be replaced, and in 2018 – 2.3 km or 31.5%. The number of accidents for 2017–2018 on heat supply sources (on steam and heat networks) – 4. Among water consumers, less than 50% have individual meters. For 2017–2018 7 accidents occurred on the water supply system, water losses amounted to approximately 13% of its total volume. Due to breakthroughs of heating networks, the loss of thermal energy in 2017 amounted to 1116 gigacalories, and in 2018 – 1235 gigacalories. The analyzed company has an unstable financial condition, it is insolvent. In order to increase the stability of the functioning of the Municipal Unitary Enterprise "Oasis", it is proposed to carry out a number of measures: development of the enterprise on the basis of public-private partnerships, strengthening payment discipline, reducing costs and strengthening labor discipline.

Keywords: financial results, housing and communal services enterprises, revenue, profit, profitability, public-private partnership

Introduction

The insufficiency of budget financing of the housing and utility complex in order to implement targeted full repair and development programs led to a sharp increase in depreciation of fixed assets. The technical condition of the communal infrastructure is characterized, firstly, by high level of wear, secondly, by high accident rate, thirdly, by low efficiency of capacities and, finally, by large losses of energy carriers.

The existing unattractiveness of the urban economy complex for private investment is due to non-fulfillment of budgetary obligations and the lack of effective and transparent procedures for the formation and change of tariffs. Meanwhile, most of the projects to modernize the housing stock and communal infrastructure, transport sector are potentially commercially viable. Creating conditions for the influx of private investment could dramatically change the financial situation of this sector.

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Discussion

In the course of our research, we came to the conclusion that the most important economic category that describes the financial result of a company is profit. The owners of companies, their business partners, government bodies are mostly interested in profit. Corporations, whose financial result is profit, generate income not only to their owners, but also make significant contribution to the development of the economy, social sphere, and the state as a whole.

The use of profit indicators depends on the purpose of the study. So, for example, to assess the level of production profitability, the indicator of profit from the sale of products can be used; to assess the level of return on total assets (total capital) of a company, the indicator of profit before taxation and interest on loans; to assess the level of return on equity, net profit indicator; for calculating break-even sales volume - margin profit indicator, etc.

The profit remaining at the disposal of a company is used by it independently and is directed for the further development of entrepreneurial activity.

We studied the financial results of the municipal unitary company (MUC) "Oasis" of the Kamenno-Stepnoy rural settlement. It is a small company that specializes in the providing heat supply, water supply, sanitation, and solid household waste management services. In the dynamics for 2016-2018, the analyzed company remained in unstable financial situation, with marked decrease in its solvency and financial stability.

We found that during the analyzed period, revenue increased by 1747 thousand rubles, or 8%, and the cost of services provided - by 3559 thousand rubles, or 16%. As a result, gross profit in 2016 and 2018 was negative, while in 2017 amounted to 258 thousand rubles.

Profit before tax fluctuated over the years and in 2018 amounted to 310 thousand rubles, which is 38 thousand rubles higher than in 2016. Analyzing the amount of tax paid under the simplified taxation system, it should be noted that in 2018 it amounted to 236 thousand rubles, which is 7 thousand rubles more than in 2016; at the same time in 2017 its maximum value was observed - 369 thousand rubles.

During the period of 2016–2018, total revenue for MUC "Oasis" increased by almost 8% from 22.4 million rubles up to 24.1 million rubles. At the same time, revenue from solid household waste (SHW) management during the analyzed period increased by 20%, from water disposal - by 17%, from water supply - by 6.23%, and from

heat supply - by 6.20%. In general, this trend is stable and is observed for all types of activities, except for heat supply, for which in 2018, revenue slightly decreased compared to 2017.

During the period of 2016-2018, the increase in gross profit of MUC "Oasis" is noticeable. In 2016, its activities were unprofitable (–354 thousand rubles), and in 2017 and 2018 - profitable (258 thousand rubles and 2165 thousand rubles, respectively). The most unprofitable activities were water supply and heat supply, the losses for which in 2018 amounted to 1334 thousand rubles and 1487 thousand rubles respectively. At the same time, SHW management is a profitable activity.

We performed a factor analysis of revenue in terms of activity types. According to our estimates, revenue for the provision of water supply services in 2018 compared to 2017 increased by 81 thousand rubles, including due to a slight increase in the amount of water supplied, it increased by 1 thousand rubles, and due to an increase in the price of 1 m³ of water, it increased by 80 thousand rubles. In the dynamics for 2017–2018, there is a noticeable increase in revenue for provided wastewater services by 158 thousand rubles, including due to price growth by 158 thousand rubles, and due to slight increase in the volume of water, revenue did not change significantly.

There is a decrease in revenue for heat supply services rendered by 130 thousand rubles compared with 2017, including due to certain decrease in the number of gigacalories, revenue decreased by 141 thousand rubles, but it increased by 11 thousand rubles due to the price increase. In 2018, compared with 2017, there was a noticeable increase in revenue for provided solid household waste management services by 125 thousand rubles, including due to price growth for 1 m³ of waste, revenue increased by 127 thousand rubles, and due to some decrease in the volume of provided services, it decreased by 2 thousand rubles.

We have identified a steady growth trend in the cost of services in dynamics over 2016-2018. Thus, the cost price of 1 m³ of water for water supply increased by 18.5%, for water disposal - by 8.85%, the cost price of 1 gigacalorie increased by 1.8%, the cost price of 1 m³ of garbage collection - by 10.6%. The management of MUC "Oasis" is recommended to develop and implement a system of measures aimed at reducing the cost of services and thereby increase profits.

According to our calculations, all types of activities are profitable except for water supply, for which the loss for 2017 amounted to 274 thousand rubles, and for 2018 - 734 thousand rubles. Profit for the provided water supply services in

2018 compared to 2017 decreased by 460 thousand rubles, including due to the change in the amount of water supplied, it decreased, due to the sharp increase in the unit cost of the services, it decreased by 539 thousand rubles. At the same time, due to some growth in price, it increased by 80 thousand rubles.

We found that the heat supply profit during the analyzed period increased by 663 thousand rubles, including due to slight increase in the amount of gigacalories it increased by 1 thousand rubles, due to increase in the service cost it decreased by 184 thousand rubles, and due to the growth in the price of gigacalories it increased by 845 thousand rubles. In 2017–2018, there was a noticeable increase in profit from the provision of SHW management services by 1 thousand rubles, including due to a slight decrease in the volume of SHW the profit decreased by 1 thousand rubles, due to the cost growth per 1 m³ of SHW it decreased by 125 thousand rubles, and due to the increase in the price of SHW management services it increased by 127 thousand rubles.

Thus, the key factors that had significant impact on the change in profit for certain types of services are the price and prime cost of services. For all types of services, there is a noticeable increase in the cost per unit, which affects the amount of profit, and the price growth which slightly increases the profit from the provision of a particular type of service.

In the dynamics during the analyzed period, we have identified the growth of individual indicators of profitability. Thus, the profitability of services provided in 2018 compared to 2016 increased by 0.06 percentage points, the profitability of the company in 2017 compared to 2016 increased by 0.04 percentage points, and then in 2018 it decreased by 0.03 percentage points, the profitability of production activities had a steady growth trend and in 2018 increased by 0.08 percentage points compared to 2016.

At the same time, in 2017, compared with 2016, sales profitability increased sharply and became positive, and in 2018 it sharply decreased and became negative again, due to sharp fluctuations in gross profit in MUC “Oasis”. The return on equity in 2017 compared to 2016 increased from 0.60% to 0.96%, and in 2018 it fell sharply and amounted to 0.45%.

Among the key types of activities, water supply is the most unprofitable, the level of loss in 2016 is 4.12%, and in 2017 - 78.93%, in 2018 - 31.02%. Water disposal in 2016 was low-profitable (1.21%), and in 2017–2018 it was unprofitable (–3.94% and 11%, respectively).

Heat supply was profitable only in 2017, while in 2016 and 2018 it was unprofitable. The most profitable activity is the handling of SHW, and in the dynamics for 2016–2018, the level of profitability of this type of activity is growing from 12% to 61%.

We performed analysis of the problems of the work of MUC “Oasis” during 2016–2018. In 2017, out of 7.3 km of heating network, 2.1 km already needed to be replaced, and in 2018 - 2.3 km or 31.5%. The number of accidents for 2017–2018 at heat sources (on steam and heating networks) was 4.

Losses of thermal energy in 2017 were 1116 gigacalories, including 861 gigacalories on heat and steam networks, in 2018 - 1128 gigacalories and 885 gigacalories, respectively.

No injuries have happened, expenses for labour protection measures amounted 31.6 thousand rubles in 2017 and 34.5 thousand rubles in 2018. There were 7 accidents on the water supply network during 2017–2018, leakage and unaccounted consumption in 2017 was 18.6 m³ (20% of the volume of raised water), and in 2018 - 19.1 m³ (22.5% of the volume of raised water).

We analyzed the provision of individual metering devices for apartment buildings and private houses.

Table 1
Provision of individual metering devices (cold water meters) for the clients of MUC “Oasis”

Indicators	The number of apartments in the apartment buildings	The number of private houses
The need for installation in 2018	736	405
Actually installed in 2018	703	327
2017	626	265
2016	47	193
Actually provided, % of the total, in 2018	48.9	44.7
2017	43.5	36.2
2016	3.3	26.4

In 2018, provision of individual metering of cold water is less than 50% in apartment buildings and about 45% in private houses. In dynamics over the analyzed period, this situation has significantly improved. So, the provision of cold water meters in apartment buildings in 2016 was 3.3%, while in 2018 it became 48.9%, and in private houses in 2016 it was 26.4%, and in 2018 it became 44.7%.

The need for installation of cold water meters during the analyzed period was decreasing, as at the beginning of 2018, it amounted to 736 meters for apartments from apartment buildings, and 405 meters for private houses.

We also analyzed the provision of individual heating meters, which are installed one for a whole apartment building or private house.

Table 2
Provision of individual heating metering devices for apartment buildings of the clients of MUC “Oasis”

Indicators	Years		
	2018	2017	2016
The need for installation	27	30	33
Actually provided	7	4	1

According to our data, there is a great need to equip apartment buildings with individual heating meters. In the dynamics for 2016-2018, there is a slight increase in the number of the houses

actually equipped with individual heating meters from 1 house in 2016 to 7 houses in 2018. However, urgent measures should be taken to expedite this process.

The undertaken analysis of the state of housing and utility services revealed the following key points:

1) the impossibility of fail safe operation of heat supply systems due to the high degree of moral and physical deterioration of heat supply networks and heat sources (more than 30% of which require urgent replacement);

2) aging of the equipment at heat supply facilities requires urgent measures to modernize it in order to extend its service life or replace with new ones;

3) high degree of deterioration of heating networks does not allow to switch to higher water temperatures, therefore, it is urgent to increase the heat transmission capacity of heat supply facilities.

Depreciation of the fixed assets by type of activity is shown in the following table 3.

Table 3
Dynamics of fixed asset depreciation by type of activity in MUC “Oasis”

Activity type	Years								
	2016			2017			2018		
	Asset acquisition value, ths.RUR	Accumulated amortization, ths.RUR	Depreciation rate	Asset acquisition value, ths.RUR	Accumulated amortization, ths.RUR	Depreciation rate	Asset acquisition value, ths.RUR	Accumulated amortization, ths.RUR	Depreciation rate
Water supply	25679	12886	50.18	25978	12995	50.02	35178	16589	47.16
Water disposal	18228	11023	60.47	14429	7234	50.14	24048	11459	47.65
Heating supply	30760	15966	51.91	28529	15284	53.57	42593	18698	43.90
SHW management	9024	3997	44.29	15834	11076	69.95	15130	8236	54.43
Total:	83691	43872	52.42	84770	46589	54.96	116949	54982	47.01

According to our data, the depreciation of fixed assets of MUC “Oasis” in 2016–2017 amounted to 52.4% and 55%, respectively, in 2017, this indicator decreased to 47%, as new equipment was purchased for all types of activities. The urgency of the problem of the fixed asset deterioration of the analyzed company was somewhat weakened, although the depreciation of fixed assets for SHW management is higher than 54% in 2018.

At the same time, the implementation of these measures faces the problem of the lack of sufficient funding even for the reproduction of fixed assets, which are extremely worn out physically and are significantly out of date.

Measures aimed at increase of the financial results of the housing and utility services company are recommended to be planned based of their priority and importance. It is necessary to immediately put things in order to recover utility services unpaid on time (in 2018, the amount of overdue receivables amounted to 210 thousand rubles, which is slightly lower than in 2017 and 2016). Moreover, the financial mechanisms for influencing the consumer (financial sanctions) ensure timely and full payment of housing services. At the same time, this method is antisocial.

We analyzed the payment discipline of the company (Table 4).

Table 4
Indicators of turnover of receivables and payables
of MUC "Oasis"

Indicators	2016	2017	2018	Reference growth rate, %
Receivables, ths RUR	2301	3002	3459	150.33
including overdue, ths RUR	284	257	210	73.94
Receivables turnover, rev.	9.72	7.95	6.96	71.6
Payables, ths RUR	736	670	1779	241.71
Payables turnover, rev.	30.9	35.2	14.8	47.9

According to our calculations for the analyzed period, the increase in the value of receivables and payables is 1.5 times and 2.4 times, respectively. Moreover, the receivables are characterized by a steady growth trend, while the accounts payable are characterized by a decrease in 2017 compared to 2016, and then in 2018 its sharp growth is noticeable. During 2016-2018, we see noticeable decrease in the value of accounts receivable turnover by 28.4%, and accounts payable turnover - more than 2 times, which is a negative trend.

It should be borne in mind that the development and implementation of business solutions to acute social problems lie at the junction of business and charity, the key purpose of which is not to make profit. Thus, in the Russian Federation it is necessary to fix in legislation that economic entities of the housing and utility services do not have the right to make profit at all or to limit it to a level not higher than the inflation rate.

Investing in the housing and utility sector should necessarily be done competently, relying on the register of objects, which can indicate the degree of their "problematic nature", deterioration and social significance. Modernization, repair, and replacement of these facilities should be carried out in a certain order, starting with the most significant and problematic ones, which will allow balancing interests of population, investors, and housing and utility sector organization.

The design of penalties for employees of housing and utility service companies should include their full justification by the improper performance of their duties and the negative consequences that take place or could happen.

Achieving a long-term increase in financial results through raising the tariffs faster than it is prescribed by the legislation is not a way out of this situation.

Based on the experts' opinions, we can say that the main reason for the current negative situation in the housing and utility services is its insufficient funding, when about 20% of the needed

funds have not been received. This situation is seriously worsened by the presence of accumulated debt for the payment of housing and utility services. As a result, a chain of non-payments arises, covering many areas of the economy of municipalities. At the same time, this poses a clear threat to the process of the socio-economic development of the region.

The apparent shortage of budgetary funds for housing and utility services and the implementation of only targeted development programs have resulted in sharp increase in the level of the fixed asset depreciation, which has led to more frequent accidents. This all directly and proportionally leads to the decrease in the efficiency of capacities and has an effect on the growth of losses of water, heat, and energy.

Housing and utilities, being an unattractive sector of the national economy, is practically devoid of private investment and is described by nontransparent and ineffective situation with tariff setting.

To improve the financial results of housing and utility service companies, it is necessary to ensure conditions for the inflow of financial resources in the form of private investments. At the same time, there are a number of reasons why this sector is not attractive to entrepreneurs. Firstly, it is a large and diverse sector requiring large amounts of material, monetary, and labour expenses for maintenance, repair, and construction with long payback periods.

Housing and utility complex is one of the largest suppliers of the country. The maintenance and development of this sector requires significant amounts of financial investment. The fundamental improvement in the functioning in this sector can be achieved through the introduction of public-private partnership that takes into account the interests of the authorities, private investors, and end-users of public utilities.

Public-private partnership (PPP) is a statutory form of interaction between the state and private business in relation to state or municipal property, services provided by public authorities at various levels, state or municipal institutions and corporations, in order to implement socially significant projects in all types of economic activities.

At the same time, in order to make a decision concerning public-private partnership, analysis of the advantages and disadvantages of such projects is required. Moreover, they can be especially effective, since they combine the advantages of private company and the state. It should be noted that the business is more mobile than the government, is characterized by the speed and efficiency of decisions and the ability to develop in the innovative mode in order to keep up its competitiveness.

At the same time, authorities can ensure more successful implementation of public-private partnership projects by creating stable regulatory framework, organizing events, including meetings with the representatives of the population. The authorities are often able to apply various methods of economic incentives, such as subsidies, guarantees, and other types of assistance.

It should be noted that PPP is to some extent a profitable association for each partner. It is beneficial for public authorities to share risks between partners. This is especially true for expensive projects with large volumes of risk. The government gets its benefit from reducing the amount of budgetary funds as some part of it is covered by attracting private investment. Moreover, there is always the possibility of choosing a private investor, planning and monitoring the results of its production and financial activities. At the same time, the size of budget allocations increases and the gross regional product grows.

It is beneficial for a private investor to make a long-term contract within an unchanged market and obligations to the state regarding the established minimum level of profitability. At the same time, there is a decrease in the level of risks of the state's impact on the business of its private partner. Since the state pursues certain goals in cooperation and does not have conflicting intentions to create obstacles to the activities of the company. All this obviously leads to the increase in the business reputation of the company, since it is trusted by public authorities.

At the same time, like any other type of activity, PPP is associated with risks, the magnitude of which is directly proportional to the scale and complexity of the implementation of large infrastructure projects. In this situation, one-sidedness and asymmetry of information often take place due to the fact that private partners know the market better and have the opportunity to invest. Moreover, this is a big drawback of the state.

At the same time, there is a risk of hidden intentions on the part of the private partner, since no one can guarantee that he will act within the framework and according to the strategy described in the contract. This risk is especially great in a situation where the government gives a significant part of project management to the private partner.

The risk of transferring all uncertainties to the state is also clearly expressed. In this situation, the public sector will not be able to transfer its financial obligations to a private partner and this burden will fall on the taxpayers.

The private partner is exposed to various risks, the main of which is the technical risk associated with the implementation of the construction.

It arises because of the increase in costs compared to the forecast, change in the work schedule, and malfunction in service. There are also political and legal risks associated with the inability of the state to comply with the terms of the contract or with changes in tax laws that entail negative consequences for private partners.

Private business is exposed to economic and financial risks that arise as a result of changes in the economy, such as inflation, exchange rates, oil and precious metal prices. There is a risk of force majeure in the event of an emergency of a natural, social, or political nature.

Currently, the development of PPP in the housing sector has a serious barrier associated with undeveloped legislative framework, the absence of the long-term financing system, and the lack of clear and transparent mechanism for setting tariffs for housing and utility services.

It is recommended that authorities create a strategy for developing public-private partnership. The scope of work should cover the following aspects: improving federal and regional legislation in this area, modernizing the financial system, creating full-fledged market conditions in the housing and utilities sector, improving the system of tariff regulation for utilities, providing the sector with qualified specialists in the area of PPP and changing the image of the public authorities. Since the image of public authorities as unreliable, and sometimes even as unscrupulous partner, is currently pronounced, which sharply inhibits the development of PPP.

At present, forecasting and planning the financial results of utility companies is hampered by the unstable tariff policy, and the non-transparency of financial flows to housing and utility companies. Immediate adoption of the following measures will contribute to stabilization of the financial condition and improvement of the financial results of the company in question:

1. Financial recovery of the company.
2. Strict legal regulation of the tariff setting procedure.
3. Transfer of certain types of activities to self-sufficiency (for MUC "Oasis" it is recommended to transfer SHW management to self-sufficiency, since this particular type of activity was profitable during 2016-2018).
4. Performing a comprehensive economic analysis of the utility management system.
5. Creating a clear list of responsibilities prescribed in the regulatory framework for all departments of the housing and utility sector, which will eliminate duplication.
6. Expanding the list of opportunities for attracting budget funds and their direction for reforming the housing and utility service system.

Continuous implementation of the planned activities will improve the attractiveness of housing and utility service companies for private investors.

In the nearest future, it is necessary to outline a plan for the assessment and technical examination of the assets of housing and utility service companies, undertake measures to improve the management system, and improve the mechanism for planning, distribution, and control over the use of financial resources. [12-15]

Improving the education level of personnel, their timely retraining and advanced training will contribute to improving labour discipline, increasing labour productivity and, as a result, improving financial results.

In order to optimize the financial resource flow of a utility company, it is necessary to immediately take measures to reduce receivables and payables, and to prevent the development of a non-payment crisis. For this purpose, it is recommended to use the restructuring procedure for these types of debt.

The increase in receivables and payables of the utility company indicates that control with suppliers and consumers of services is not given enough attention. It is necessary to take all measures to comply with the rules of payment discipline, which will optimize financial flows, the stability of which is necessary to avoid penalties and the uninterrupted supply of fuel and auxiliary materials to the company. Recovery of the amounts of overdue and debt unpaid on time through the court is recommended to be used only as a last resort.

We recommend that, in order to monitor the status of the payments, stage-by-stage analysis of them is carried out using the following control methods: organoleptic, calculation-analytical, and documentary. These methods should be used comprehensively and crossly, which will allow taking into account all the specifics of the activity of MUC "Oasis".

A serious problem in utility companies is that utility tariffs are not divided into the constant part, independent of the quantity of services consumed, and the variable one that is directly dependent on this part. With the traditional "single" tariff ("cost + profitability"), reduction in the consumption of the tangible carrier of the service leads to the decrease in both variable and constant part of expenses, and as a result, to reduction in funding for the replacement of worn-out fixed assets, and for ongoing repairs and overhauls, reconstruction, and modernization. [9]

In this case, to solve local problems of utility companies, such as fuel economy, preserving the contingent of consumers, it is advisable to use

double-rate tariffs with the allocation of constant and variable parts. The introduction of double-rate tariffs will reduce seasonal fluctuations in payments, reduce the working capital of these companies, and increase their financial stability. Besides, the introduction of double-rate tariffs in water supply stimulates consumers to install metering devices for consumed water and save it, since it allows reducing payments with a reasonably high unsubsidized tariff per unit for rational consumption of services and correct functioning of the supply devices.

Conclusion

Among the disadvantages of the existing tariff setting for the services of corporations-monopolists in the communal sphere, it should also be noted:

- its costly mechanism,
- lack of sufficient, objective, and truthful information on the costs of manufacturers and instruments of influence on these costs,
- lack of transparency in economic and financial activities,
- insufficient efficiency the existing procedure for the preparation, verification, and approval of tariffs,
- lack of coordination in tariff setting for various regulation levels,
- excessive influence of the social factors to establish the tariffs, etc. [7]

To alter the existing situation it is necessary:

- to provide procedural and organizational support for the formed system of effective tariff regulation of public utilities organizations;
- to keep on technological and financial audit of tariffs for housing and utility services with the analysis of generalized audit results;
- to develop a procedure for approving tariffs with regulation of actions and responsibilities of each of the parties;
- to pursue the tariff policy in direct conjunction with a policy to establish the volumes of these services actually received by consumers;
- to carry out operational monitoring of compliance with federal and regional standards for payment of utilities;
- to introduce the system of coefficients that take into account the territorial features of the utility provision when setting tariffs;
- to enact a single document defining the procedure of tariff calculation;
- to set deadlines for tariff revisions; [5]
- to introduce double-rate tariffs for consumers into the pricing process, which will allow eliminating the existing imbalance between the revenues and expenses of utility service companies and, ultimately, eliminating cross-subsidization.

The improvement of the financial resources management system of the public utilities sector, which is the most important branch of life support, can be achieved only if the systemic reform of the housing and utility services financial mechanism is performed through the development of conceptual approaches to improving tariff setting, improving cash flow control, and searching for non-traditional sources of financing through institutional reforms and harmonization of the taxation for the companies in this sector. Besides, the elimination of those shortcomings in the organization of financial and economic activities of utility companies that was initiated in the pre-reform period, should increase the efficiency of the use of financial resources of the sector and improve the financial condition of utility companies. [3]

We have developed a scheme of priority measures aimed at improving financial results and financial condition of MUC “Oasis” as a typical company in the housing and utility sector (Fig. 1).

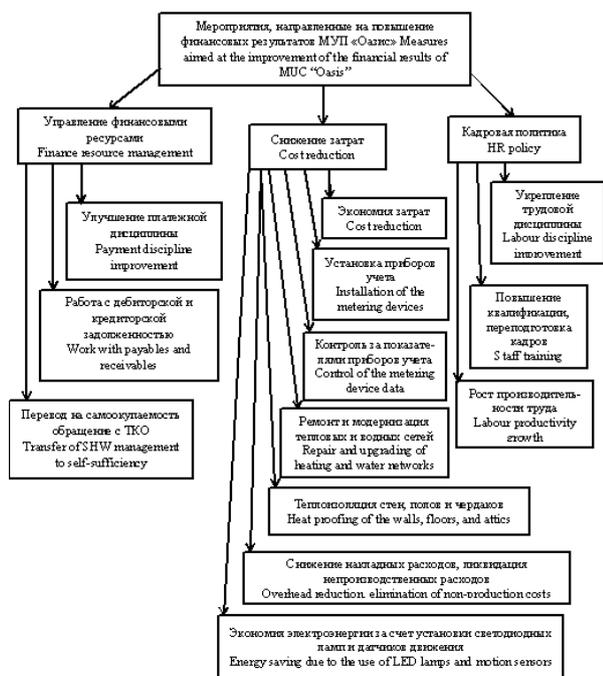


Fig. 1. Scheme of the priority measures aimed at improving financial results of MUC “Oasis”

It is necessary by all measures to achieve increased discipline of the population when paying for utilities. The company should stimulate control over the reasons for cost increases by type of service. IT also requires carrying out the measures to increase the resource use efficiency, reduce the overhead costs to the planned level, eliminate non-production costs of working time and resources.

The growth of labour productivity is not a prerequisite for the growth of financial results of the company. [1] Consider its dynamics in Table 5.

Table 5
Labour productivity dynamics in MUC “Oasis”

Labour productivity type	2016	2017	2018	Reference growth rate, %
Annual, ths RUR	908	875	973	107.16
Daily, RUR	463.5	472.3	495.7	106.95
Shift, RUR	450.1	460.8	468.3	104.04

During the analyzed period, an increase in all types of labour productivity is noticeable. Thus, annual labour productivity increased by 7.16%, daily - by 6.95%, shift - by 4.04%. At the same time, labour productivity growth is lower than the growth rate of the service cost for the whole company, which increased by 15.7% over the analyzed period.

Urgent measures must be taken to improve the thermal insulation of walls, floors, and attics, to reduce transmission losses of thermal energy through window openings.

The establishment of the single date for fixing the indicators of meters of electricity, heat and water is necessary, as well as monitoring the correctness of entering the indicators of metering devices in receipts for payment of the delivered services (at least once every 3 months). It is recommended to carry out timely verification of metering devices. In order to save electricity, the installation of LED lamps and motion sensors in public places (at entrances) is recommended.

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