

	General factory overhead (£)	Service cost centre		Production cost centre	
		1 (£)	2 (£)	A (£)	B (£)
Primary allocation	210 000	93 800	38 600	182 800	124 800
Apportionment of general factory overhead	<u>(210 000)</u>	10 500	21 000	31 500	147 000
	<u>—</u>	104 300	59 600	214 300	271 800
Charges by service cost centre 1 ^a		(107 000)	21 400	74 900	10 700
Charges by service cost centre 2 ^b		<u>2 700</u>	<u>(81 000)</u>	10 800	67 500
		<u>—</u>	<u>—</u>	<u>£300 000</u>	<u>£350 000</u>
Budgeted direct labour hours				120 000	20 000
Absorption rates				<u>£2.50</u>	<u>£17.50</u>

Notes

^a $18/90 \times £107\ 000 = £21\ 400$ to service cost centre 2 (18% out of 90%)

$63/90 \times £107\ 000 = £74\ 900$ to production cost centre A

$9/90 \times £107\ 000 = £10\ 700$ to production cost centre B

^b $1000/30\ 000 \times £81\ 000 = £2700$ to service cost centre 1

$4000/30\ 000 \times £81\ 000 = £10\ 800$ to production cost centre A

$25\ 000/30\ 000 \times £81\ 000 = £67\ 500$ to production cost centre B

(d) The answer should include the following points:

- The overhead rate calculations do not distinguish between fixed and variable elements. Such an analysis is necessary for decision-making purposes.
- The majority of service cost centre 1 costs are variable. It is preferable to determine an activity measure which exerts most influence on the variable costs and apportion the costs on the basis of this measure. The present method of apportionment appears to be inappropriate.
- Service cost centre 2 is the maintenance department and the majority of costs are fixed, thus suggesting preventive maintenance be undertaken. The question does not make it clear which hourly base is used for allocating overheads (direct labour hours or machine hours). Machine hours should be used for allocating variable costs, since these costs are likely to vary with this activity base. Preventive maintenance should be apportioned on the basis of the planned hours which the maintenance staff intend to allocate to each department.
- Production cost centre B is highly mechanized, thus suggesting that a machine hour rate might be preferable to the present direct labour hour rate.

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Ray Lester



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