



# Business Plan 2018 — 2021

# Introduction

This Business Plan sets out the direction and aims of Prospect Community Housing over the three years from April 2018 to March 2021. Central to the document are the organisation's Vision, Values and Strategic Objectives. These have been developed in consultation with tenants and staff and full discussion through our Business Plan Working Group.

In producing this Plan we have taken account of the Business Planning Guidance issued by the Scottish Housing Regulator in December 2015.

This Plan is deliberately concise. Rather than repeating information contained elsewhere, it references it. The aim is to have a concise, readable document that clearly sets out who we are, what we are here to do, and how we will achieve our objectives. It will be accessible for tenants, Committee and staff.



## Vision and Values

### OUR VISION:

**PROVIDING HOMES AND BUILDING COMMUNITIES TOGETHER**

### OUR VALUES:

**PIONEERING  
RELIABILITY  
LISTENING  
FAIRNESS  
PARTNERSHIP**

# Strategic Objectives

Prospect have set the following strategic objectives, to be achieved by the end of this Business Plan in March 2021.

1. **Independence** – maintain this through good governance, strong financial performance and stronger partnerships with other independent housing organisations.
2. **Property and neighbourhood improvements** – invest £3m during the period of this business plan. Invest in improving our neighbourhood areas, co-producing the changes with tenants.
3. **New housing provision** – be intentional about resourcing the work required to secure sites within Wester Hailes, or the areas surrounding Wester Hailes, and to develop these sites.
4. **Affordable rents** – achieve rent increases of no more than inflation (RPI) less 0.5%, whilst maintaining existing services and investment in our houses and neighbourhoods. Incorporate modelling of affordability into rent review process.
5. **Improving services through customer involvement** – building on the work of the Tenant's Forum and the Prospect Scrutiny Group, we want to improve the service we provide to customers through their direct involvement in shaping services. We will use a wide variety of ways to involve tenants.
6. **Community Projects** - working in partnership with local agencies to develop new projects that meet local priorities. This will build on the collaborative approach taken with Tasting Change, developing our approach from the learning coming out of this project.
7. **Supporting tenants** – focus on providing increased support to tenants through ongoing tenancy support including Welfare Rights and Housing First and linking more effectively with health and social care professionals to identify and meet the needs of our vulnerable tenants.



## Delivering our Strategic Objectives

Each year, Prospect will have Corporate objectives that link back to our strategic objectives. The aim will be to have clear, year on year, progress towards meeting our strategic objectives. The Corporate objectives will be approved by Prospect's Management Committee each year, along with a report on progress towards our Strategic Objectives. Departmental objectives (linking to the Corporate objectives) will then be approved by Prospect's Management Team each year. The Corporate objectives will contain the annual operational performance targets.

## Brief History

During the period of this business plan, Prospect will celebrate its 30th anniversary. A lot has been accomplished during this time.

We are a community based Housing Association, set up by local residents in 1988, which provides quality affordable housing and other related services for local communities in Wester Hailes and West Edinburgh.

We are run by a voluntary Management Committee, including a significant number of tenants, and employ staff to deliver and support services to existing and potential tenants.

We have been recognised as, and aim to continue to be, one of the best performing Housing Associations in Scotland.

Since Prospect was founded, we have:

- ✓ completed or purchased **901** new homes for rent;
- ✓ worked with **42** owner occupiers in improving jointly owned stairs;
- ✓ completed, marketed and sold **24** Improvement for Sale properties;
- ✓ pioneered the use of energy efficient design and construction methods;
- ✓ designed and constructed our own award winning office;
- ✓ worked with **other partners** to provide:
  - sports facilities
  - sport and youth clubs
  - employment and training opportunities for local people
  - support, information & training for Voluntary Sector organisations
  - financial, business & governance advice & support to various local organisations
  - digital inclusion projects
  - gardening projects

**30**  
**YEARS**  
*Anniversary*

## Equality and Diversity

Prospect has an Equalities Working Group of senior staff and Management Committee members. This group takes a lead on equalities related issues within Prospect. We signed up to the CIH Equality and Diversity Charter, and the Equalities Working Group regularly work through the self-assessment questions within this framework to identify areas where more work is required.

The aim of all this work is to mainstream equalities within Prospect. We will consider equalities issues whenever we revise a policy or embark on a new project. Staff and Committee Members are involved in ongoing Equalities training and we regularly scrutinise our services to ensure they are delivered in a way that is accessible to all and that no-one is discriminated against by the way that we undertake our work.

# Working with Partners

Prospect work with a wide range of partners, and this focus to our work is key to the successful implementation of this business plan.

The partners that we work with include:

- local voluntary agencies – primarily working with community project related activity
- the City of Edinburgh Council – both locally and centrally including contributing to the outcomes in the Locality Improvement Plan
- Police Scotland
- Suppliers of services
- Other Housing Associations

The community aspect of what we do and who we work with is a focus of much of our partnership working. We have, and will continue to develop, strong links with local agencies. Prospect will, whenever possible, deliver projects through local agencies rather than seeking to deliver community projects directly. This, we believe, allows us to focus on our strengths of directly providing management and maintenance services to our tenants, whilst using the strengths of other local agencies and their specialisms to develop and deliver community projects. This approach encourages partnership working and trust.

Prospect will look to work closely with other Housing Associations. In particular, we will consider providing agency services to others where appropriate, and we will buy in services where there is expertise elsewhere that we do not have internally.



## Strengths, Weaknesses, Opportunities, Threats

Prospect recognises that it is affected by a number of factors, both internal and external. The following Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis highlights these different factors, providing a realistic assessment of where Prospect is placed. This helps us to approach the future with an awareness of the wider issues and how they affect us.

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<ul style="list-style-type: none"> <li>• Long term financial viability</li> <li>• Strong and focused Committee</li> <li>• “Anchor organisation” in Wester Hailes</li> <li>• Respect from peers</li> <li>• Calibre of staff team, staff involvement and ongoing staff development</li> <li>• Low staff turnover, high motivation and commitment to organisation’s goals</li> <li>• Credibility within communities in South West Edinburgh</li> <li>• Credibility amongst voluntary and Third Sector organisations in City</li> <li>• Good working relationships between Committee and staff team</li> <li>• Good working relationship between Chairperson and Director</li> <li>• Size facilitates strength and efficiency</li> <li>• Robust decision making &amp; fast implementation of decisions</li> <li>• Personalised and listening approach to service delivery</li> <li>• Scored better than the Scottish average in most of the Annual Report on the Charter indicators</li> <li>• Continuing commitment to keeping rents affordable</li> <li>• Leading the way with modern technology</li> <li>• Well maintained stock</li> <li>• High demand for properties, evidenced through Edindex</li> <li>• Culture of networking and partnership working and external relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Size – more effort needed to influence</li> <li>• Can’t do everything we’d like to do (e.g. large scale new developments)</li> <li>• Exposure to impact of welfare benefit changes</li> <li>• Lack of specialist staff (e.g. data protection, health and safety, procurement)</li> </ul>
<ul style="list-style-type: none"> <li>• Community activity/wider action and continued growth in this area</li> <li>• Development opportunities (with the right conditions)</li> <li>• Stock transfers</li> <li>• Providing agency services to other organisations</li> <li>• Further improve customer service through investment in information technology</li> <li>• Improving our housing stock</li> <li>• Improving our neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Impact on finances and staff workloads due to changes to Welfare Benefits</li> <li>• Wider economic context and impact on our tenants</li> <li>• Increasing statutory demands on the condition and energy rating of our housing</li> <li>• Liabilities associated with Pension Scheme</li> <li>• Volatility of pension past service deficit</li> <li>• Increased bureaucracy, regulation and requirements in areas such as procurement, Freedom of Information and data protection</li> </ul>

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# Performance

Most of our internal and external reporting of performance is centered on the outcomes and standards of the Scottish Social Housing Charter. The Annual Report on the Charter (ARC) now allows us to measure our performance against other landlords across a range of consistent indicators.

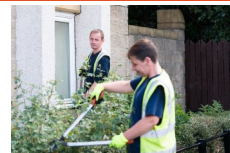
A comprehensive Key Performance Indicator report has been developed for reporting to our Management Team and Management Committee. This pulls together the key indicators for the whole organisation into one document and includes comparisons with other landlords where appropriate.

Each year we publish our 'Prospect's Performance Report'. This report, primarily for the benefit of our tenants, sets out how we have performed against the main Charter indicators. The indicators used, and the landlords that we compare our performance against, were chosen by our tenants.

We are proud of our high level of performance, but are always looking to make further improvements for the benefit of our tenants.

Prospect carried out a tenant survey, involving face to face interviews with half of our tenants, in 2016. This will be repeated at the end of 2019.

# Investment in our Assets



Prospect will continue to put significant investment into improving our properties for the benefit of tenants. During the period of this Business Plan, we intend to invest £3 million in planned maintenance work.

The main focus of this work will be:

- ✓ Gas boiler replacements
- ✓ Kitchen replacements
- ✓ Shower installations
- ✓ Painterwork
- ✓ Electrical testing
- ✓ Neighbourhood improvements

Prospect has a comprehensive plan to invest in our properties. Over a 25 year period we expect to invest a total of £47 million in our properties. This has been included in our 25 year financial projections.

We will continue to invest in maintaining our common areas. We now have dedicated teams dealing with stair cleaning, landscaping and painting. These teams will continue to work at both maintaining and improving the common areas.

Prospect have an Affordable Warmth and Energy Strategy. This sets out our aims in relation to minimising energy usage in our homes through physical improvements and help and advice to tenants. We will be working to meet the aims of this Strategy.

# Financial Plans and Forecasts

(including sensitivity analysis)

Appendix 2 shows our full 25 year cash flow. This included all the expenditure that we would expect to have over the period. More details on our 25 year financial projections, including the assumptions used, can be found in our full budget pack.

We have set a target for our minimum cash holding at any point in time – this increases with inflation throughout the 25 year period. This minimum cash holding is designed to allow us to manage our financial risks without having to seek additional borrowing.

We have carried sensitivity analysis on a range of variables over a 10 year period. These are:

- Increase of 1% in our inflation assumptions in each of the 10 years
- Increase of 1% in our inflation assumptions and an increase in interest rates of 1% in each of the 10 years
- Increase in bad debt assumption from 1.78% to 3% in each of the 10 years

Appendix 3 shows the 10 year cash flow summary for each of these options. It compares the results to our current budget assumption, and our minimum cash holding figure.

Each of the scenarios show that we remain comfortably above our target minimum cash holding position throughout the 10 year period. There are also no projected breaches of loan covenants in this analysis.

This sensitivity analysis indicates that Prospect would be able to cope with each of the scenarios considered.

## Approach to Risk Management



Prospect take a proactive approach to risk management that aims to minimise risk to the organisation and our tenants. We have a comprehensive risk register that is regularly considered and updated by both our Management Team and Management Committee. This looks at both likelihood and impact, resulting in an overall score. Our approach to risk management allows us to focus on the most relevant risks and ensure that our risk management approach is embedded into our day to day activities. We also link this to the Internal Audit plan.

There are a number of economic challenges that all Housing Associations are facing. These include welfare reform, including the rollout of Universal Credit; pension scheme liabilities; Brexit. Where appropriate, provision for key risks are included in our budget, and mitigating actions included in our risk register.





## Appendix 1: Strategic Objectives and Charter Outcomes

Strategic Objective	Charter Outcome Number	Charter Outcome Heading
1. Independence	Outcome 13	Value for money
2. Property and neighbourhood improvements	Outcome 4	Quality of housing
	Outcome 5	Repairs, maintenance and improvements
3. New housing provision	Outcome 4	Quality of housing
	Outcome 10	Access to social housing
4. Affordable rents	Outcome 13	Value for money
	Outcomes 14 and 15	Rents and service charges
5. Improving services through customer involvement	Outcome 1	Equalities
	Outcome 2	Communication
	Outcome 3	Participation
	Outcome 5	Repairs, maintenance and improvements
	Outcome 6	Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes
	Outcomes 7, 8 and 9	Housing Options
	Outcome 11	Tenancy sustainment
6. Community projects	Outcome 1	Equalities
	Outcome 3	Participation
	Outcome 6	Estate Management, anti-social behaviour, neighbour nuisance and tenancy disputes
	Outcome 11	Tenancy sustainment
7. Supporting tenants	Outcome 1	Equalities
	Outcome 7,8 and 9	Housing Options
	Outcome 11	Tenancy sustainment

## Statement of Cash Flow April 2018 - March 2043

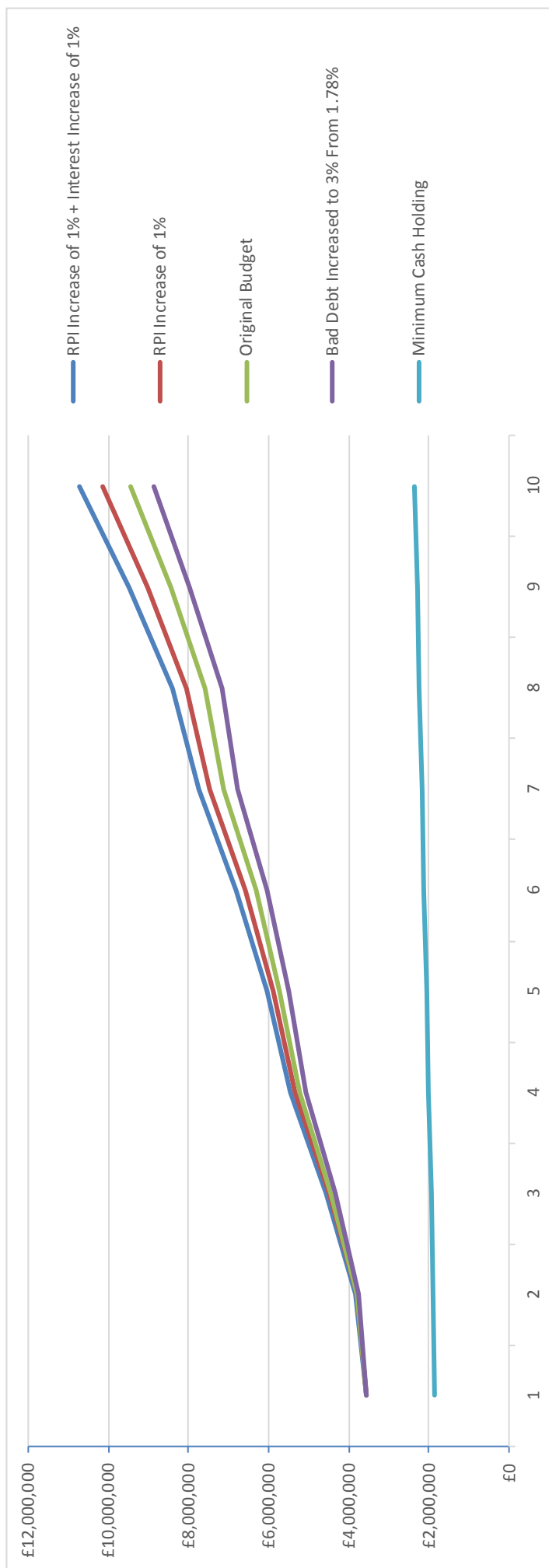
Period: 01 April 2018 - 31 March 2043	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Total Receipts</b>	4,329.60	4,288.80	4,395.50	4,516.30	4,640.50	4,780.40	4,899.30	5,034.00	5,172.40	5,328.40	5,460.80
<b>Total Payments</b>	-2,698.30	-2,696.60	-2,728.10	-2,711.10	-2,857.20	-2,867.40	-2,948.90	-3,610.00	-3,986.80	-3,460.30	-2,904.30
<b>Surplus for the year</b>	<b>1631.3</b>	<b>1592.2</b>	<b>1667.3</b>	<b>1805.2</b>	<b>1783.4</b>	<b>1913</b>	<b>1950.4</b>	<b>1424</b>	<b>1773.7</b>	<b>1868</b>	<b>2556.6</b>
<b>Purchase of tangible fixed assets</b>											
<b>Replacement Components</b>	-439.1	-395.7	-155.7	-148.9	-496.1	-540.3	-555.2	-570.4	-586.1	-602.3	-1,226.00
<b>Other Fixed Assets - Additions</b>	-22.6	-20.6	-21.1	-21.7	-22.3	-22.9	-23.5	-24.2	-24.8	-25.5	-26.2
<b>Purchase of Assets Total</b>	<b>-461.8</b>	<b>-416.2</b>	<b>-176.9</b>	<b>-170.6</b>	<b>-518.4</b>	<b>-563.2</b>	<b>-578.7</b>	<b>-594.6</b>	<b>-611</b>	<b>-627.8</b>	<b>-1,252.20</b>
<b>Interest Received (cash)</b>	34.6	56.6	125.5	148.8	167.5	183.6	202.6	223.1	242.8	270.1	302.9
<b>Total Cash flow from investing activities</b>	<b>-427.2</b>	<b>-359.6</b>	<b>-51.3</b>	<b>-21.8</b>	<b>-350.9</b>	<b>-379.7</b>	<b>-376.1</b>	<b>-371.6</b>	<b>-368.2</b>	<b>-357.7</b>	<b>-949.3</b>
<b>Interest paid</b>	-290.8	-285.7	-270.4	-282.4	-252.3	-224.5	-286.9	-264.1	-243.8	-223.5	-203.2
<b>Capital Repayments</b>	-586.8	-698.8	-699.3	-699.8	-700.3	-700.8	-501.3	-301.8	-302.3	-302.8	-303.3
<b>Total Cash flow from financing activities</b>	<b>-877.6</b>	<b>-984.5</b>	<b>-969.7</b>	<b>-982.2</b>	<b>-952.5</b>	<b>-925.3</b>	<b>-788.2</b>	<b>-565.9</b>	<b>-546.1</b>	<b>-526.3</b>	<b>-506.5</b>
<b>Cash &amp; equivalents at beginning of year</b>	<b>3221.2</b>	<b>3547.7</b>	<b>3795.8</b>	<b>4442.1</b>	<b>5243.3</b>	<b>5723.2</b>	<b>6331.2</b>	<b>7117.3</b>	<b>7603.8</b>	<b>8463.2</b>	<b>9447.2</b>
<b>Net Change in Cash &amp; cash equivalents</b>	<b>326.5</b>	<b>248.1</b>	<b>646.3</b>	<b>801.2</b>	<b>479.9</b>	<b>608</b>	<b>786</b>	<b>486.6</b>	<b>859.3</b>	<b>984</b>	<b>1,100.70</b>
<b>Cash &amp; equivalents at end of year</b>	<b>3547.7</b>	<b>3795.8</b>	<b>4442.1</b>	<b>5243.3</b>	<b>5723.2</b>	<b>6331.2</b>	<b>7117.3</b>	<b>7603.8</b>	<b>8463.2</b>	<b>9447.2</b>	<b>10547.9</b>
<b>Period: 01 April 2018 - 31 March 2043</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>	<b>2038</b>	<b>2039</b>	<b>2040</b>	<b>2041</b>	<b>2042</b>
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Total Receipts</b>	5,939.10	6,086.70	6,254.10	6,426.10	6,619.80	6,784.40	6,971.00	7,162.70	7,378.60	7,562.10	7,770.00
<b>Total Payments</b>	-3,292.90	-3,605.00	-3,337.50	-3,890.80	-3,931.00	-3,945.80	-4,107.70	-3,850.20	-3,976.40	-4,093.90	-4,233.50
<b>Surplus for the year</b>	<b>2646.2</b>	<b>2481.8</b>	<b>2916.6</b>	<b>2535.3</b>	<b>2688.8</b>	<b>2838.7</b>	<b>2863.3</b>	<b>3312.5</b>	<b>3402.3</b>	<b>3468.1</b>	<b>3536.5</b>
<b>Purchase of tangible fixed assets</b>											
<b>Replacement Components</b>	-1,329.90	-1,366.50	-1,404.10	-1,442.70	-1,482.40	-1,523.10	-1,565.00	-1,608.00	-1,652.30	-1,697.70	-1,744.40
<b>Other Fixed Assets - Additions</b>	-28.5	-29.2	-30	-30.9	-31.7	-32.6	-33.5	-34.4	-35.4	-36.3	-37.3
<b>Purchase of Assets Total</b>	<b>-1,358.40</b>	<b>-1,395.70</b>	<b>-1,434.10</b>	<b>-1,473.60</b>	<b>-1,514.10</b>	<b>-1,555.70</b>	<b>-1,598.50</b>	<b>-1,642.50</b>	<b>-1,687.60</b>	<b>-1,734.00</b>	<b>-1,781.70</b>
<b>Interest Received (cash)</b>	405.3	442.7	484.8	529.4	570.3	616.6	666.2	717.5	780.4	854.8	932.9
<b>Total Cash flow from investing activities</b>	<b>-953.1</b>	<b>-953</b>	<b>-949.3</b>	<b>-944.1</b>	<b>-943.8</b>	<b>-939.1</b>	<b>-932.3</b>	<b>-924.9</b>	<b>-907.2</b>	<b>-879.2</b>	<b>-848.8</b>
<b>Interest paid</b>	-143.7	-126.2	-110.2	-94.3	-78.3	-62.3	-46.2	-22.2	-5.9	-2.1	-
<b>Capital Repayments</b>	-263.4	-207.4	-207.9	-208.4	-208.9	-209.4	-209.9	-209.4	-209.9	-209.4	-209.9
<b>Total Cash flow from financing activities</b>	<b>-407.1</b>	<b>-333.6</b>	<b>-318.2</b>	<b>-302.7</b>	<b>-287.2</b>	<b>-271.7</b>	<b>-256.1</b>	<b>-592.4</b>	<b>-44.4</b>	<b>-76.4</b>	<b>-</b>
<b>Cash &amp; equivalents at beginning of year</b>	<b>1,2778.6</b>	<b>14064.7</b>	<b>15259.8</b>	<b>16909</b>	<b>18197.5</b>	<b>19655.3</b>	<b>21283.2</b>	<b>22958</b>	<b>24753.2</b>	<b>27203.8</b>	<b>29716.4</b>
<b>Net Change in Cash &amp; cash equivalents</b>	<b>1,286.10</b>	<b>1,195.20</b>	<b>1,649.20</b>	<b>1,288.50</b>	<b>1,457.80</b>	<b>1,627.90</b>	<b>1,674.80</b>	<b>1,795.20</b>	<b>2,450.70</b>	<b>2,512.50</b>	<b>2,687.70</b>
<b>Cash &amp; equivalents at end of year</b>	<b>1,4064.7</b>	<b>15259.8</b>	<b>16909</b>	<b>18197.5</b>	<b>19655.3</b>	<b>21283.2</b>	<b>22958</b>	<b>24753.2</b>	<b>27203.8</b>	<b>29716.4</b>	<b>32404.1</b>

# Statement of Comprehensive Income April 2018 - March 20243

Period: 01 April 2018 - 31 March 2043	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>TURNOVER</b>													
Rent & Service Charge Income	4,195.10	4,321.70	4,429.00	4,550.80	4,676.00	4,817.10	4,936.70	5,072.40	5,211.90	5,369.20	5,502.50	5,653.80	5,809.30
Less Voids	-16.5	-17	-17.4	-17.9	-18.4	-19	-19.4	-20	-20.5	-21.2	-21.7	-22.3	-22.9
<b>Net Rental Income</b>	4,178.60	4,304.70	4,411.60	4,532.90	4,657.50	4,798.10	4,917.20	5,052.40	5,191.40	5,348.10	5,480.80	5,631.60	5,786.40
<b>Other Income Total</b>	222.3	57.5	59.1	60.7	62.4	64.1	65.9	67.7	69.6	71.5	73.5	75.5	77.5
Grant Amortisation	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4
<b>Total Turnover</b>	4898.3	4859.7	4968.1	5091.1	5217.4	5359.7	5480.6	5617.6	5758.4	5917	6051.7	6204.5	6361.4
<b>OPERATING EXPENDITURE</b>													
Operating Costs Social Housing	-2,418.60	-2,582.30	-2,541.90	-2,496.70	-2,638.90	-2,643.90	-2,717.60	-3,371.30	-3,152.20	-3,301.90	-2,880.50	-2,915.30	-3,333.80
Other Expenditure Total	-293.5	-129.1	-132.7	-136.3	-140.1	-143.8	-147.8	-151.9	-156.1	-160.4	-164.7	-169.3	-174
Depreciation of Housing Properties	-852.3	-904.2	-896.4	-888.3	-900.3	-895	-904	-913.1	-930	-983.2	-1,027.30	-1,091.30	-1,207.80
<b>Operating Expenditure Total</b>	3564.4	3615.6	3570.9	3521.3	3679.4	3682.8	3769.4	4436.2	4238.3	4445.6	4072.4	4176.1	4715.6
<b>Operating Surplus/(deficit)</b>	1334	1244.1	1397.2	1569.7	1538	1676.9	1711.1	1181.3	1520.1	1471.4	1979.3	2028.4	1645.8
Interest Receivable	34.6	56.6	125.5	148.8	167.5	183.6	202.6	223.1	242.8	270.1	302.9	337.8	371.4
Interest Paid	-290.8	-285.7	-270.4	-282.4	-252.3	-224.5	-286.9	-264.1	-243.8	-223.5	-203.2	-182.9	-162.7
Pension Deficit	-16.9	-16.9	-16.9	-16.9	-16.9	-16.9	-16.9	-16.9	-16.9	-16.9	-16.9	-16.9	-16.9
<b>Interest and financing costs Total</b>	-273.1	-246	-161.8	-150.5	-101.7	-57.8	-101.2	-57.9	-17.9	29.7	99.7	154.9	208.7
<b>Comprehensive Income for the year</b>	1060.8	998	1235.4	1419.2	1436.3	1619	1609.9	1123.4	1502.1	1501.1	2078.9	2183.3	1854.5
<b>Comprehensive Income Accumulated</b>	1060.8	2058.8	3294.3	4713.4	6149.7	7768.7	9378.6	10502	12004	13505.1	15584.1	17767.4	19621.9
<b>Period: 01 April 2018 - 31 March 2043</b>													
<b>TURNOVER</b>													
Rent & Service Charge Income	5,984.70	6,133.20	6,301.90	6,475.20	6,670.60	6,836.20	7,024.20	7,217.40	7,435.20	7,619.80	7,829.30	8,044.70	
Less Voids	-23.6	-24.2	-24.8	-25.5	-26.3	-26.9	-27.7	-28.4	-29.3	-30	-30.8	-31.7	
<b>Net Rental Income</b>	5,961.10	6,109.10	6,277.10	6,449.70	6,644.40	6,809.30	6,996.50	7,189.00	7,406.00	7,589.80	7,798.50	8,013.00	
<b>Other Income Total</b>	79.7	81.9	84.1	86.4	88.8	91.3	93.8	96.3	99	101.7	104.5	107.4	
Grant Amortisation	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	497.4	
<b>Total Turnover</b>	6538.2	6688.4	6858.6	7033.6	7230.6	7398	7587.8	7782.7	8002.4	8188.9	8400.5	8617.8	
<b>OPERATING EXPENDITURE</b>													
Operating Costs Social Housing	-3,265.30	-3,575.80	-3,306.90	-3,858.70	-3,897.60	-3,910.40	-4,070.90	-3,811.70	-3,936.60	-4,052.00	-4,189.80	-4,194.20	
Other Expenditure Total	-178.8	-183.6	-188.7	-193.9	-199.2	-204.8	-210.4	-216.1	-221.1	-228.2	-234.5	-240.9	
Depreciation of Housing Properties	-1,288.20	-1,375.80	-1,385.70	-1,397.50	-1,452.40	-1,497.80	-1,552.00	-1,591.60	-1,625.00	-1,665.00	-1,713.30	-1,753.10	
<b>Operating Expenditure Total</b>	4732.3	5135.2	4881.3	5450	5549.3	5613	5833.2	5619.6	5783.7	5945.3	6137.6	6188.3	
<b>Operating Surplus/(deficit)</b>	1805.9	1553.1	1977.3	1583.5	1681.3	1785	1754.5	2163.2	2218.7	2243.6	2262.9	2429.5	
Interest Receivable	405.3	442.7	484.8	529.4	570.3	616.6	666.2	717.5	780.4	854.8	932.9	1,016.90	
Interest Paid	-143.7	-126.2	-110.2	-94.3	-78.3	-62.3	-46.2	-22.2	-5.9	-2.1			
Pension Deficit													
<b>Interest and financing costs Total</b>	261.6	316.5	374.6	435.1	492	554.3	620	695.3	774.5	852.7	932.9	1016.9	
<b>Comprehensive Income for the year</b>	2067.5	1869.7	2351.9	2018.7	2173.3	2339.3	2374.5	2858.5	2993.2	3096.4	3195.7	3446.5	
<b>Comprehensive Income Accumulated</b>	21689.3	23559	25911	27929.7	30103	32442.3	34816.8	37675.2	40668.5	43764.9	46960.6	50407.1	

**PROSPECT COMMUNITY HOUSING CLOSING BANK POSITION**

Period: 01 April 2018 - 31 March 2043	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	£	£	£	£	£	£	£	£	£	£
RPI Increase of 1% + Interest Increase of 1%	3,547,700	3,847,400	4,571,800	5,466,500	6,055,400	6,803,300	7,760,600	8,412,100	9,490,100	10,726,100
RPI Increase of 1%	3,547,700	3,809,200	4,489,200	5,346,500	5,888,200	6,579,600	7,469,400	8,041,300	9,027,400	10,155,800
Bad Debt Increased to 3% From 1.78%	3,547,700	3,745,200	4,337,800	5,082,100	5,502,000	6,046,500	6,765,700	7,181,800	7,966,800	8,872,400
<b>Original Budget</b>	<b>3,547,700</b>	<b>3,795,800</b>	<b>4,442,100</b>	<b>5,243,300</b>	<b>5,723,200</b>	<b>6,331,200</b>	<b>7,117,300</b>	<b>7,603,800</b>	<b>8,463,200</b>	<b>9,447,200</b>



No potential breaches of our Interest Cover and Gearing covenants have been identified in all of the above scenarios.

**April 2018 - March 2019 Monthly Standard Items:**

**BUSINESS**

Policy review

**MONITORING AND REVIEW**

Membership applications and Committee correspondence  
 Register of undertakings  
 Committee training  
 New developments

MONTH	DATE	MATTERS TO BE CONSIDERED
APRIL 18	25	<p><b>BUSINESS</b></p> <p><b>STRATEGY/MAJOR ISSUES</b>                      2017/18 External Audit Plan                      Review of progress towards Strategic Objectives</p> <p><b>MONITORING AND REVIEW</b>                      Annual Report on Welfare Rights Advice Service presented by Welfare Rights Officer                      Quarterly Management Accounts to 31 March 2018                      Draft Committee Report for Inclusion in Financial Statements</p>
MAY 18	30	<p><b>BUSINESS</b>                      Notice of AGM</p> <p><b>STRATEGY/MAJOR ISSUES</b>                      ARC                      Risk Management Quarterly Review</p> <p><b>MONITORING AND REVIEW</b>                      Review of Internal Controls 2017/18                      Quarterly Health &amp; Safety Report to 31 March 2018                      Annual Appraisals Report                      Quarterly Key Performance Indicators to 31 March 2018                      Annual Report on Procurement</p>
JUNE 18	27	<p><b>BUSINESS</b>                      Committee Elections 9 Year Rule (if required)</p> <p><b>STRATEGY/MAJOR ISSUES</b>                      Financial Statements to 31 March 2018 and Draft Auditors Management Letter                      5 Year Financial Projections</p> <p><b>MONITORING AND REVIEW</b>                      Annual Report on business gifts, etc. to Committee &amp; Staff                      Annual Report on borrowing and investment activities</p>
AUG 18	29	<p><b>BUSINESS</b>                      Management Team Report to include information on Office Bearers</p> <p><b>STRATEGY/MAJOR ISSUES</b>                      6 Monthly review of Internal Audit Recommendations</p> <p><b>MONITORING AND REVIEW</b>                      Quarterly Health &amp; Safety Report to 30 June 2018                      Annual Report on Equalities                      Quarterly Management Accounts to 30 June 2018                      Quarterly Key Performance Indicators to 30 June 2018                      Annual Report on Compliance with Rules 62 to 68</p>

MONTH	DATE	MATTERS TO BE CONSIDERED
SEPT 18	26	<p><b>BUSINESS</b> Election of Chairperson and Office Bearers Election to Sub-Committee and Working Groups Annual General Meeting Minutes</p> <p><b>STRATEGY/MAJOR ISSUES</b> Risk Management Quarterly Review</p> <p><b>MONITORING AND REVIEW</b> Review of Remits Annual Report on Committee attendance &amp; training Membership List Review Annual Review of Estate Management Action Plan</p>
OCT 18	31	<p><b>BUSINESS</b> Committee Residential Training Plan</p> <p><b>STRATEGY/MAJOR ISSUES</b></p> <p><b>MONITORING AND REVIEW</b> 6 Monthly Review of Departmental Action Plans 6 Monthly Review of Community Projects presented by Community Projects Officer 6 Monthly Review of Community Action Plan Quarterly Management Accounts to 30 September 2018 Annual Performance Report Corporate Objectives 2019/20</p>
NOV 18	28	<p><b>BUSINESS</b></p> <p><b>STRATEGY/MAJOR ISSUES</b> Draft Budget Draft Rent Consultation Risk Management Quarterly Review</p> <p><b>MONITORING AND REVIEW</b> Quarterly Health &amp; Safety Report to 30 September 2018 Quarterly Key Performance Indicators to 30 September 2018</p>
JAN 19	30	<p><b>BUSINESS</b> Rent Consultation and Budget Confirmation of Annual Cost of Living Award</p> <p><b>STRATEGY/MAJOR ISSUES</b></p> <p><b>MONITORING AND REVIEW</b> Quarterly Management Accounts to 31 December 2018 Annual Review of Tenant &amp; Community Participation Action Plan</p>
FEB 19	27	<p><b>BUSINESS</b> Debt Write-Offs 2018/19 Annual Internal Audit Report presented by Quinn Internal Audit Services including update on progress of internal audit recommendations 2019/20 Internal Audit Strategic Plan presented by Quinn Internal Audit Services</p> <p><b>STRATEGY/MAJOR ISSUES</b> Risk Management Quarterly Review</p> <p><b>MONITORING AND REVIEW</b> Quarterly Health &amp; Safety Report to 31 December 2018 Quarterly Key Performance Indicators to 31 December 2018 Annual Report on Staff Training &amp; Development</p>
MAR 19	27	<p><b>BUSINESS</b> Lettings Plan</p> <p><b>STRATEGY/MAJOR ISSUES</b></p> <p><b>MONITORING AND REVIEW</b> Membership List Review 6 Monthly Review of Community Projects presented by Community Projects Officer 6 Monthly Review of Community Action Plan Annual Update of Tenant Satisfaction Survey Action Plan</p>

## Prospect Community Housing

6 Westburn Avenue

Edinburgh

EH14 2TH

Scottish Charity No. SC029797

Factor Registration No. PF000204



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