



2023-2026

# Prospect Community Housing

Business Plan



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## OUR VISION:

PROVIDING  
HOMES AND  
BUILDING  
COMMUNITIES  
TOGETHER

## OUR VALUES:

PIONEERING  
RELIABILITY  
LISTENING  
FAIRNESS  
PARTNERSHIP



# Introduction



This Business Plan sets out the direction and aims of Prospect Community Housing over the three years from April 2023 to March 2026.

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.

# Strategic Objectives

## Independence

Maintain this through good governance, strong financial performance, and stronger partnerships with other independent housing organisations.

## Affordable rents

Achieve rent increases of no more than inflation (CPI) plus 0.5% (with a cap of 4%), whilst maintaining existing services and investment in our houses and neighbourhoods.

## Supporting tenants

In the context of rising inflation and cost of living pressures, assist our tenants through a range of measures around fuel poverty, digital skills, and income maximization. Expand the range of support available to our vulnerable or elderly tenants.

## New housing provision

Develop new housing at Kingknowe, Clovenstone gap sites and the Woods Centre sites. Investigate other possible sites for development. Take account of the Place Plan contents when planning for new homes, including provision of homes suitable for the elderly.

## Improve energy efficiency of our properties

Following completion of the baseline assessment, development staging points and investment plan that will allow us to work towards Energy Efficiency Standard for Social Housing (EESHS2) compliance requirements.

## Property and neighbourhood improvements

Invest £4.8m during the period of this business plan. Take account of the Place Plan contents when planning for improvements.

## Community Projects

Working in partnership with local agencies to develop new projects that meet local priorities. These will help to give opportunities to all in our community.



# Brief History

Prospect celebrates its 35th anniversary in 2023. A lot has been accomplished since we began in 1988.

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

# Equality and Diversity

Prospect is committed to ensuring we deliver our services in a way that every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to our housing and services.

Our Equalities Working Group of senior staff and Management Committee members drives this work forward. Our Equality and Diversity Strategy summarises the work we do in this area, and our Equality and Diversity Charter and Action Plan frameworks allow us 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.

Any projects that come out of this Business Plan will undergo Equality Impact Screening, and if appropriate a full Equality Impact Assessment will be carried out.



# 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 are part of the ARCHIE group—the Alliance of Registered Co-operatives and Housing Associations, Independent in Edinburgh. ARCHIE aims to mutually benefit each member through working together in a variety of ways.



# Strengths, Weaknesses, Opportunities and 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.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Long term financial viability</li> <li>• Strong and focused Committee</li> <li>• Calibre of staff team, staff involvement and ongoing staff development</li> <li>• Low staff turnover for office based staff, 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>• Size means we can implement decisions quickly and adapt well to changing circumstances</li> <li>• Personalised and listening approach to service delivery</li> <li>• Continuing commitment to keeping rents affordable</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> <li>• Providing agency services to another organisation</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>• Lack of specialist staff (e.g. data protection, health and safety, procurement)</li> <li>• Recent high staff turnover amongst our estates based staff</li> </ul>
Opportunities	Threats
<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>• 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>• Wider economic context and impact on our tenants</li> <li>• Increasing statutory demands on the condition and energy rating of our housing</li> <li>• Increased bureaucracy, regulation and requirements in areas such as procurement, Freedom of Information and data</li> <li>• Protection, and potential of rent controls</li> <li>• Labour market changes</li> </ul>



# 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 2022. An action plan will be developed from this survey.



# 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 £4.8m in planned maintenance work.



The main focus of this work will be:

- Gas boiler replacements
- Kitchen replacements
- Shower installations
- Painterwork
- Electrical testing
- Neighbourhood improvements
- Renew flooring in stairs

Prospect has a comprehensive plan to invest 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.

Throughout the period of this Business Plan we will be considering how we can improve the energy efficiency of our homes, and as a minimum meet the requirements of the new energy efficiency targets set out in EESSH2.



# Financial Plans and Forecasts

## Including sensitivity analysis

Appendix 3 shows our full 25 year cash flow. This included all the normal expenditure that we would expect to have over the period, as well as including our Kingsknowe and Morvenside new developments. 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. This minimum cash holding is designed to allow us to manage our financial risks without having to seek additional borrowing.

We have carried out sensitivity analysis on a range of variables over a 25 year period. These have been carried out as part of our budget process and are considered annually as part of our budget setting process.





# 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 potential Government rent controls, the current volatile economic situation including high cost inflation, and real pressure on living costs for our tenants. 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	Charter Outcome Heading
1. Independence	Outcome 13	Value for money
2. Affordable Rents	Outcome 13 Outcomes 14 and 15	Value for money Rents and service charges
3. Supporting Tenants	Outcome 1 Outcome 11	Equalities Tenancy sustainment
4. New Housing Provision	Outcome 4 Outcome 10	Quality of housing Access to social housing
5. Improve Energy Efficiency of our Properties	Outcome 4 Outcome 5	Quality of housing Repairs, maintenance and improvements
6. Property and Neighbourhood Improvements	Outcome 4 Outcome 5	Quality of housing Repairs, maintenance and improvements
7. Community Projects	Outcome 1 Outcome 3 Outcome 6 Outcome 11	Equalities Participation Estate Management, anti-social behaviour, neighbour nuisance and tenancy disputes Tenancy sustainment

# Appendix 2

## Financial Projections: Cash Flow 2023-2024

Statement of Cash Flow April 2023 - March 2024													
Period: 01 April 2023 - 31 March 2024	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Total
	£s	£s	£s	£s	£s	£s	£s	£s	£s	£s	£s	£s	£s
Receipts													
Service Charges	18,277	18,277	18,277	18,277	18,277	18,277	18,277	18,277	18,277	18,277	18,277	18,277	219,324
Rental Income	363,371	363,371	363,371	363,371	363,371	363,371	363,371	363,371	363,371	363,371	363,371	363,371	4,360,452
General Needs Total	381,647	381,647	381,647	381,647	381,647	381,647	381,647	381,647	381,647	381,647	381,647	381,647	4,579,764
Other Income													
Factoring	1,352	1,352	1,352	1,352	1,352	1,352	1,352	1,352	1,352	1,352	1,352	1,352	16,224
Stage 3 Allowances	533	533	533	533	533	533	533	533	533	533	533	533	6,396
Grants	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	63,996
Rechargeables	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	16,308
Agency Services	457	457	457	457	457	457	457	457	457	457	457	457	5,484
Miscellaneous - Factoring Management Fee	757	757	757	757	757	757	757	757	757	757	757	757	9,084
Other Income Total	9,791	9,791	9,791	9,791	9,791	9,791	9,791	9,791	9,791	9,791	9,791	9,791	117,492
Total Receipts	391,438	391,438	391,438	391,438	391,438	391,438	391,438	391,438	391,438	391,438	391,438	391,438	4,697,260
Payments													
Service Charges	-18,742	-18,742	-18,742	-18,742	-18,742	-18,742	-18,742	-18,742	-18,742	-18,742	-18,742	-18,742	-224,904
Management Costs	-118,033	-118,033	-118,033	-118,033	-118,033	-118,033	-118,033	-118,033	-118,033	-118,033	-118,033	-118,033	-1,416,396
Routine Maintenance	-42,551	-42,551	-42,551	-42,551	-42,551	-42,551	-42,551	-42,551	-42,551	-42,551	-42,551	-42,551	-510,612
Planned Maintenance	-35,250	-35,250	-35,250	-35,250	-35,250	-35,250	-35,250	-35,250	-35,250	-35,250	-35,250	-35,250	-423,000
Neighbourhood Management	-1,667	-1,667	-1,667	-1,667	-1,667	-1,667	-1,667	-1,667	-1,667	-1,667	-1,667	-1,667	-20,004
Pension Deficit - Administration Fee	-860	-860	-860	-860	-860	-860	-860	-860	-860	-860	-860	-860	-10,320
Rent Consultation	-775	-775	-775	-775	-775	-775	-775	-775	-775	-775	-775	-775	-9,300
Total Payments General Needs	-217,879	-217,879	-217,879	-217,879	-217,879	-217,879	-217,879	-217,879	-217,879	-217,879	-217,879	-217,879	-2,614,548
Other Expenditure													
Factoring	-1,352	-1,352	-1,352	-1,352	-1,352	-1,352	-1,352	-1,352	-1,352	-1,352	-1,352	-1,352	-16,224
Grants	-5,333	-5,333	-5,333	-5,333	-5,333	-5,333	-5,333	-5,333	-5,333	-5,333	-5,333	-5,333	-63,996
Rechargeables	-1,359	-1,359	-1,359	-1,359	-1,359	-1,359	-1,359	-1,359	-1,359	-1,359	-1,359	-1,359	-16,308
Agency Services	-378	-378	-378	-378	-378	-378	-378	-378	-378	-378	-378	-378	-4,536
Community Benefits	-689	-689	-689	-689	-689	-689	-689	-689	-689	-689	-689	-689	-8,268
CP PCH	-3,913	-3,913	-3,913	-3,913	-3,913	-3,913	-3,913	-3,913	-3,913	-3,913	-3,913	-3,913	-46,956
Debt Collection	-75	-75	-75	-75	-75	-75	-75	-75	-75	-75	-75	-75	-900
Write Offs	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-15,000
Compensation	-29	-29	-29	-29	-29	-29	-29	-29	-29	-29	-29	-29	-348
Other Expenditure Total	-14,378	-14,378	-14,378	-14,378	-14,378	-14,378	-14,378	-14,378	-14,378	-14,378	-14,378	-14,378	-172,536
Total Payments	-232,258	-232,258	-232,258	-232,258	-232,258	-232,258	-232,258	-232,258	-232,258	-232,258	-232,258	-232,258	-2,787,096
Surplus for the year	159,181	159,181	159,181	159,181	159,181	159,181	159,181	159,181	159,181	159,181	159,181	159,181	1,910,164
Purchase of tangible fixed assets													
Replacement Components													
Other Fixed Assets - Additions	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-26,496
Development													
Purchase of Assets Total	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-2,208	-26,496
Grants received													
Interest Received (cash)	2,498	2,564	2,630	2,515	2,582	2,648	2,534	2,601	2,667	2,554	2,620	2,687	31,100
Total Cash flow from investing activities	289	356	373	307	373	373	326	392	412	345	412	412	4,002,600
Interest paid													
Capital Repayments													
Total Cash flow from financing activities													
Cash & cash equivalents at the beginning of month	5,994,000	6,153,470	6,313,006	6,036,893	6,196,381	6,355,936	6,081,789	6,241,296	6,400,869	6,128,691	6,288,217	6,447,810	5,994,000
Net Change in Cash & cash equivalents	159,470	159,536	-276,113	159,488	159,554	-274,146	159,507	159,573	-272,178	159,526	159,593	-2,445,209	-1,991,400
Cash & cash equivalents at the end of month	6,153,470	6,313,006	6,036,893	6,196,381	6,355,936	6,081,789	6,241,296	6,400,869	6,128,691	6,288,217	6,447,810	4,002,600	4,002,600



# Appendix 3

## Financial Projections: Cash Flow 2023-2036

Statement of Cash Flow April 2023 - March 2048												
Period: 01 April 2023 - 31 March 2048												
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	£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>Receipts</b>												
Service Charges	219.3	228.3	236.3	243.4	250.7	258.2	266	274	282.2	290.6	299.4	308.3
Rental Income	4,360.40	4,539.50	4,698.40	4,839.30	4,984.50	5,134.10	5,288.10	5,446.70	5,610.10	5,778.40	5,951.80	6,130.30
General Needs Total	4,579.80	4,767.80	4,934.70	5,082.80	5,235.20	5,392.30	5,554.10	5,720.70	5,892.30	6,069.10	6,251.10	6,438.70
<b>Other Income</b>												
Factoring	16.2	16.9	17.5	18	18.5	19.1	19.7	20.2	20.9	21.5	22.1	22.8
Stage 3 Allowances	6.4	6.7	6.9	7.1	7.3	7.5	7.8	8	8.2	8.5	8.7	9
Grants	64	66.6	68.9	71	73.1	75.3	77.5	79.9	82.3	84.7	87.3	89.9
Rechargeables	16.3	17	17.5	18.1	18.6	19.2	19.8	20.3	21	21.6	22.2	22.9
Agency Services	5.5	5.9	6.1	6.3	6.5	6.8	7	7.5	7.7	7.9	8.1	8.3
Miscellaneous - Factoring Management Fee	9.1	9.4	9.8	10.1	10.4	10.7	11	11.3	11.7	12	12.4	12.8
Other Income Total	117.5	122.2	126.5	130.3	134.2	138.2	142.3	146.6	151	155.5	160.2	165
<b>Pension Deficit Allowance</b>												
Development		-111.2		-206	-212.2	-109.3						
Total Receipts	4,697.30	4,916.00	5,144.70	5,297.70	5,457.40	5,729.60	6,014.00	6,194.50	6,381.20	6,571.70	6,768.80	6,971.90
<b>Payments</b>												
Service Charges	-224.9	-233.9	-242.1	-249.4	-256.8	-264.5	-272.5	-280.7	-289.1	-297.7	-306.7	-315.9
Management Costs	-1,416.40	-1,473.10	-1,524.60	-1,570.40	-1,617.50	-1,666.00	-1,716.00	-1,767.40	-1,820.50	-1,875.10	-1,931.30	-1,989.50
Routine Maintenance	-510.6	-531	-549.6	-566.1	-583.1	-600.6	-618.6	-637.2	-656.3	-676	-696.2	-717.1
Planned Maintenance	-423	-910.7	-1,308.10	-671	-1,448.20	-1,099.90	-1,105.00	-1,185.80	-1,504.00	-996.8	-556.9	-588.9
Neighbourhood Management	-20											
Pension Deficit - Administration Fee	-10.3	-10.3	-10.3	-10.3	-10.3	-10.3	-9.3	-9.3	-9.3	-9.3	-9.3	-9.3
Rent Consultation	-9.3											
Total Payments General Needs	-2,614.60	-3,159.00	-3,634.80	-3,076.40	-3,915.90	-3,641.30	-3,721.40	-3,871.10	-4,269.80	-3,854.90	-3,491.10	-3,611.20
<b>Other Expenditure</b>												
Factoring	-16.2	-16.9	-17.5	-18	-18.5	-19.1	-19.7	-20.2	-20.9	-21.5	-22.1	-22.8
Grants	-64	-66.6	-68.9	-71	-73.1	-75.3	-77.5	-79.9	-82.3	-84.7	-87.3	-89.9
Rechargeables	-16.3	-17	-17.5	-18.1	-18.6	-19.2	-19.8	-20.3	-21	-21.6	-22.2	-22.9
Agency Services	-4.5	-4.7	-4.9	-5	-5.2	-5.3	-5.5	-5.7	-5.8	-6	-6.2	-6.4
Community Benefits	-8.3	-8.6	-9	-9.2	-9.4	-9.7	-10	-10.3	-10.6	-10.9	-11.3	-11.6
CP PCH	-47	-48.8	-50.5	-52.1	-53.6	-55.2	-56.9	-58.6	-60.3	-62.2	-64	-65.9
Debt Collection	-0.9	-0.9	-1	-1	-1	-1.1	-1.1	-1.2	-1.2	-1.2	-1.3	-1.3
Write Offs	-15	-15.6	-16.1	-16.6	-17.1	-17.6	-18.2	-18.7	-19.3	-19.9	-20.5	-21.1
Compensation	-0.4	-0.4	-0.4	-0.4	-0.4	-0.4	-0.4	-0.4	-0.4	-0.5	-0.5	-0.5
Other Expenditure Total	-172.5	-179.4	-185.7	-191.3	-197	-202.9	-209	-215.3	-221.8	-228.4	-235.3	-242.3
<b>Development</b>												
Total Payments	-2,787.10	-3,346.50	-3,865.00	-3,333.60	-4,180.80	-3,914.10	-4,002.30	-4,160.50	-4,567.90	-4,162.00	-3,807.40	-3,936.90
<b>Surplus for the year</b>	1,910.20	1,569.50	1,279.80	1,964.10	1,276.60	1,815.50	2,011.70	2,034.00	1,813.30	2,409.70	2,961.50	3,035.00
<b>Surplus of tangible fixed assets</b>												
Replacement Components	-700.6	-719.3	-736.1	-1,592.20	-968.8	-1,425.00	-1,641.30	-1,441.00	-1,343.10	-1,667.20	-1,380.10	-1,904.70
Other Fixed Assets - Additions	-26.5	-29.6	-30.7	-31.6	-32.5	-33.5	-34.5	-35.6	-36.6	-37.7	-38.9	-40
Development	-422	-8,999.10	-1,203.30	-16	-16.4	-16.9	-17.4	-18	-18.5	-19.1	-19.6	-20.2
Purchase of Assets Total	-1,149.10	-9,748.10	-1,970.10	-1,639.80	-1,017.80	-1,475.40	-1,693.30	-1,494.50	-1,398.30	-1,724.00	-1,438.50	-1,965.00
<b>Grants received</b>	422	4,483.50										
Interest Received (cash)	31.1	15.1	7.5	9.2	8.7	8.7	8.7	32.5	12.8	11.6	13	16.3
Total Cash flow from investing activities	-696	-5,249.50	-1,962.60	-1,630.60	-1,009.10	-1,466.80	-1,684.60	-1,462.00	-1,385.50	-1,712.50	-1,425.60	-1,948.70
<b>Interest paid</b>												
New secured loans	-260.4	-132.1	-336.4	-217.9	-188.6	-182.6	-226.6	-363.4	-198.1	-174.3	-151.3	-128.3
Capital Repayments				3,500.00			5,000.00					
Loan Working Capital Drawdowns	-2,945.10	-620.3	-299.6	-173.8	-173.9	-174	-171.7	-4,150.10	-650.1	-631.1	-574.2	-574.2
Loan Working Capital Repayments		1,929.80	1,807.30									
Total Cash flow from financing activities	-3,205.60	1,177.40	682.8	-485.5	-3,245.60	-356.6	4,601.80	-4,513.50	-848.2	-805.4	-725.5	-702.5
<b>Cash &amp; cash equivalents at the beginning of year</b>	5,994.00	4,002.60	1,500.00	1,500.00	1,603.20	1,598.30	1,590.40	6,519.20	2,577.70	2,157.40	2,049.30	2,859.80
<b>Net Change in Cash &amp; cash equivalents</b>	-1,991.40	-2,902.60	0	193.2	-94.9	-7.9	4,928.80	-3,941.50	-420.3	-106.1	810.5	383.9
<b>Cash &amp; cash equivalents at the end of year</b>	4,002.60	1,500.00	1,500.00	1,693.20	1,598.30	1,590.40	6,519.20	2,577.70	2,157.40	2,049.30	2,859.80	3,243.60
												4,697.60

# Appendix 4

## Financial Projections: Cash Flow 2037-2048

### Statement of Cash Flow April 2023 - March 2048

Period: 01 April 2023 - 31 March 2048	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	Total
	£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>Receipts</b>													
Service Charges	327.1	336.9	347	357.5	368.2	379.2	390.6	402.3	414.4	426.8	439.6	452.8	8,116.90
Rental Income	6,503.70	6,698.80	6,899.70	7,106.70	7,319.90	7,539.50	7,765.70	7,998.70	8,238.70	8,485.80	8,740.40	9,002.60	161,376.30
General Needs Total	6,830.80	7,035.70	7,246.50	7,464.20	7,688.10	7,918.80	8,156.30	8,401.00	8,653.00	8,912.60	9,180.00	9,455.40	169,493.20
<b>Other Income</b>													
Factoring	24.2	24.9	25.6	26.4	27.2	28	28.9	29.7	30.6	31.5	32.5	33.5	599.8
Stage 3 Allowances	9.5	9.8	10.1	10.4	10.7	11.1	11.4	11.7	12.1	12.4	12.8	13.2	236.6
Grants	95.4	98.2	101.2	104.2	107.3	110.5	113.9	117.3	120.8	124.4	128.2	132	2,366.20
Rechargeables	24.3	25	25.8	26.5	27.3	28.2	29	29.8	30.8	31.7	32.6	33.6	602.8
Agency Services	8.2	8.7	9.2	9.9	10.4	10.9	11.4	11.9	12.4	12.9	13.4	13.9	202.8
Miscellaneous - Factoring Management Fee	13.5	13.9	14.4	14.8	15.2	15.7	16.2	16.6	17.1	17.7	18.2	18.7	335.7
Other Income Total	175.1	180.3	185.7	191.3	197	202.9	209	215.3	221.8	228.4	235.3	242.3	4,343.90
<b>Pension Deficit Allowance</b>													
Development	390.6	402.4	414.4	428	439.7	452.9	466.4	481.8	494.9	509.7	525	542.2	7,727.9
Total Receipts	7,396.50	7,618.40	7,846.90	8,083.50	8,324.80	8,574.60	8,831.80	9,098.10	9,369.70	9,621.00	9,910.50	10,210.20	182,213.00
<b>Payments</b>													
Service Charges	-335.1	-345.2	-355.5	-366.2	-377.2	-388.5	-400.1	-412.1	-424.5	-437.2	-450.4	-463.9	-8,315.40
Management Costs	-2,110.40	-2,173.70	-2,238.90	-2,306.10	-2,375.30	-2,446.60	-2,520.00	-2,595.60	-2,673.40	-2,753.60	-2,836.20	-2,921.30	-52,387.50
Routine Maintenance	-760.8	-783.6	-807.1	-831.4	-856.3	-882	-908.4	-935.7	-963.8	-992.7	-1,022.50	-1,053.10	-18,878.50
Planned Maintenance	-728.9	-783.5	-1,345.00	-738.8	-797	-550	-589.6	-787.6	-765.9	-606.4	-792.8	-783.4	-21,821.60
Neighbourhood Management													-20
Pension Deficit - Administration Fee													-61.9
Rent Consultation													-83.7
Total Payments General Needs	-3,935.20	-4,086.10	-4,756.00	-4,242.50	-4,405.80	-4,276.30	-4,418.10	-4,730.90	-4,836.90	-4,789.90	-5,101.80	-5,231.00	-101,548.70
<b>Other Expenditure</b>													
Factoring	-24.2	-24.9	-25.6	-26.4	-27.2	-28	-28.9	-29.7	-30.6	-31.5	-32.5	-33.5	-599.8
Grants	-95.4	-98.2	-101.2	-104.2	-107.3	-110.5	-113.9	-117.3	-120.8	-124.4	-128.2	-132	-2,366.20
Rechargeables	-24.3	-25	-25.8	-26.5	-27.3	-28.2	-29	-29.8	-30.8	-31.7	-32.6	-33.6	-602.8
Agency Services	-8.2	-8.7	-9.2	-9.9	-10.4	-10.9	-11.4	-11.9	-12.4	-12.9	-13.4	-13.9	-202.8
Community Benefits	-12.3	-12.7	-13.1	-13.5	-13.9	-14.3	-14.7	-15.2	-15.6	-16.1	-16.6	-17.1	-305.8
CP PCH	-70	-72.1	-74.2	-76.4	-78.7	-81.1	-83.5	-86	-88.6	-91.3	-94	-96.8	-1,735.90
Debt Collection	-1.3	-1.4	-1.4	-1.5	-1.5	-1.6	-1.6	-1.7	-1.7	-1.7	-1.8	-1.9	-33.3
Write Offs	-22.3	-23	-23.7	-24.4	-25.2	-25.9	-26.7	-27.5	-28.3	-29.2	-30	-30.9	-554.6
Compensation	-0.5	-0.5	-0.6	-0.6	-0.6	-0.6	-0.6	-0.6	-0.7	-0.7	-0.7	-0.7	-12.9
Other Expenditure Total	-257.1	-264.8	-272.7	-280.9	-289.4	-298	-307	-316.2	-325.7	-335.4	-345.5	-355.9	-6,379.20
Development	-88.5	-91.1	-93.9	-96.7	-99.6	-102.6	-105.6	-108.8	-112.1	-115.4	-118.9	-122.5	-2,062.70
Total Payments	-4,380.80	-4,442.00	-5,122.60	-4,620.10	-4,794.70	-4,616.90	-4,830.70	-5,155.90	-5,274.60	-5,340.80	-5,566.20	-5,709.40	-109,990.60
<b>Surplus for the year</b>	3,115.70	3,176.40	2,724.40	3,463.40	3,530.10	3,897.70	4,001.10	3,942.10	4,095.00	4,380.20	4,344.30	4,500.90	72,222.30
<b>Purchase of tangible fixed assets</b>													
Replacement Components	-1,731.80	-1,877.40	-1,729.60	-1,670.60	-2,276.20	-2,446.70	-1,643.20	-1,777.90	-1,588.90	-1,686.70	-1,685.60	-1,770.70	-38,300.00
Other Fixed Assets - Additions	-42.5	-43.7	-45.1	-46.4	-47.8	-49.2	-50.7	-52.2	-53.8	-55.4	-57.1	-58.8	-1,051.70
Development	-21.5	-22.1	-22.8	-23.4	-24.1	-24.9	-25.6	-26.4	-27.2	-28	-29	-29.7	-1,111.90
Purchase of Assets Total	-1,795.70	-1,943.20	-1,797.40	-1,740.50	-2,348.60	-2,620.80	-1,719.50	-1,856.50	-1,669.80	-1,770.10	-1,771.50	-1,859.10	-50,463.60
<b>Grants received</b>													
Interest Received (Cash)	26.1	29.4	31.8	35.5	41.5	47.8	56.4	67.7	79.2	92.2	105.7	119.3	4,905.50
Total Cash flow from investing activities	-1,769.60	-1,913.80	-1,765.60	-1,705.00	-2,307.10	-2,573.00	-1,663.20	-1,788.80	-1,590.70	-1,677.90	-1,665.90	-1,739.90	-44,630.40
<b>Interest paid</b>													
New secured loans	-82.3	-59.3	-36.3	-12.7	-0.2	0.4							-2,855.70
Capital Repayments													8,500.00
Loan Working Capital Drawdowns	-574.2	-574.2	-574.2	-549.5	-34.6	-8.7							-14,027.50
Loan Working Capital Repayments													3,737.10
Total Cash flow from financing activities	-656.5	-633.5	-610.5	-562.2	-34.8	-8.2							-8,383.20
<b>Cash &amp; cash equivalents at the beginning of year</b>	4,697.60	5,387.20	6,016.30	6,364.60	7,560.80	8,749.80	10,065.40	12,403.30	14,556.60	17,061.80	19,763.30	22,441.80	5,994.00
<b>Net Change in Cash &amp; cash equivalents</b>	689.6	629.1	348.3	1,196.20	1,188.10	1,316.40	2,337.50	2,153.30	2,504.40	2,702.30	2,878.50	2,761.00	19,208.80
<b>Cash &amp; cash equivalents at the end of year</b>	5,387.20	6,016.30	6,364.60	7,560.80	8,749.80	10,065.40	12,403.30	14,556.60	17,061.80	19,763.30	22,441.80	25,202.80	25,202.80



# Appendix 5

## Financial Projections: Comprehensive Income 2023-48

Statement of Comprehensive Income April 2023 - March 2048

Period: 01 April 2023 - 31 March 2048	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
£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	£000's
<b>TURNOVER</b>													
Rent Receivable	4,463.10	4,668.20	5,003.20	5,245.40	5,403.60	5,564.90	5,731.80	5,903.80	6,081.80	6,263.30	6,451.20	6,644.70	6,845.10
Service Charge Income	224.5	223.5	241.6	248.9	256.4	264	272	280.1	288.5	297.2	306.1	315.3	324.7
Gross Rental Income	4,687.60	4,901.60	5,244.90	5,494.30	5,660.00	5,828.90	6,003.80	6,183.90	6,370.30	6,560.50	6,757.30	6,960.00	7,169.90
Less Voids	-15	-19.6	-21	-22	-22.6	-23.3	-24	-24.7	-25.5	-26.2	-27	-27.8	-28.7
Net Rental Income	4,672.60	4,882.00	5,223.90	5,472.30	5,637.30	5,805.60	5,979.80	6,159.10	6,344.90	6,534.20	6,730.30	6,932.20	7,141.20
<b>Turnover - Other Social Housing Activities</b>	117.5	122.2	126.5	130.3	134.2	138.2	142.3	146.6	151	155.5	160.2	165	170
Grant Amortisation Accrual Method Total	501.4	502.3	538.2	541.3	541.3	541.3	541.3	541.3	541.3	541.3	541.3	541.3	541.3
<b>Total Turnover</b>	<b>5,291.50</b>	<b>5,506.60</b>	<b>5,888.50</b>	<b>6,143.90</b>	<b>6,312.80</b>	<b>6,485.10</b>	<b>6,663.40</b>	<b>6,847.10</b>	<b>7,037.20</b>	<b>7,231.10</b>	<b>7,431.80</b>	<b>7,638.50</b>	<b>7,852.50</b>
<b>OPERATING EXPENDITURE</b>													
<b>Management Costs Total</b>													
Service Costs	-1,476.60	-1,528.10	-1,577.80	-1,641.60	-1,683.40	-1,733.20	-1,783.20	-1,826.50	-1,880.60	-1,945.70	-1,993.80	-2,052.90	-2,123.20
Routine Maintenance	-224.9	-233.9	-242.1	-249.4	-256.8	-264.5	-272.5	-280.7	-289.1	-297.7	-306.7	-315.9	-325.4
Planned Maintenance	-510.6	-535	-572.6	-600.7	-618.7	-637.2	-656.4	-676	-696.3	-717.2	-738.7	-763.9	-783.7
Major Repairs	-423	-914.4	-1,327.50	-699.3	-1,477.40	-1,129.90	-1,135.90	-1,217.70	-1,536.90	-1,030.60	-591.7	-624.7	-791.2
Bad Debts	-92.8	-88.2	-94.4	-98.9	-101.9	-104.9	-108.1	-111.3	-114.7	-118.1	-121.6	-125.3	-129.1
Depreciation of Housing Properties	-938.6	-1,085.00	-1,135.50	-1,201.70	-1,252.80	-1,331.40	-1,429.00	-1,524.80	-1,609.00	-1,709.00	-1,782.10	-1,864.00	-1,911.20
Operating Costs Social Housing	-3,686.60	-4,384.60	-4,950.00	-4,491.50	-5,391.00	-5,201.20	-5,385.00	-5,637.00	-6,126.40	-5,818.40	-5,534.60	-5,743.70	-6,063.80
<b>Other Social Housing Expenditure</b>													
Other Social Housing Expenditure	-172.5	-179.4	-185.7	-191.3	-197	-202.9	-209	-215.3	-221.8	-228.4	-235.3	-242.3	-249.6
<b>Operating Expenditure Total</b>	<b>3,859.10</b>	<b>4,564.10</b>	<b>5,135.70</b>	<b>4,682.80</b>	<b>5,588.10</b>	<b>5,404.10</b>	<b>5,594.10</b>	<b>5,852.30</b>	<b>6,344.20</b>	<b>6,046.80</b>	<b>5,769.90</b>	<b>5,986.10</b>	<b>6,311.40</b>
<b>Operating Surplus/(deficit)</b>	<b>1,432.40</b>	<b>942.5</b>	<b>752.8</b>	<b>1,461.10</b>	<b>724.8</b>	<b>1,081.00</b>	<b>1,069.30</b>	<b>994.8</b>	<b>689</b>	<b>1,184.30</b>	<b>1,661.90</b>	<b>1,652.40</b>	<b>1,539.10</b>
<b>Interest Receivable</b>	<b>31.1</b>	<b>15.1</b>	<b>7.5</b>	<b>9.2</b>	<b>8.7</b>	<b>8.7</b>	<b>8.7</b>	<b>32.5</b>	<b>12.8</b>	<b>11.6</b>	<b>13</b>	<b>16.3</b>	<b>20.2</b>
<b>Interest and financing costs</b>	<b>-260.4</b>	<b>-132.1</b>	<b>-336.4</b>	<b>-217.9</b>	<b>-19.6</b>	<b>-182.6</b>	<b>-177.8</b>	<b>-368.4</b>	<b>-203.1</b>	<b>-178.1</b>	<b>-154</b>	<b>-133.3</b>	<b>-110.3</b>
<b>Surplus</b>	<b>1,203.00</b>	<b>825.4</b>	<b>421.9</b>	<b>1,252.40</b>	<b>544.9</b>	<b>907.1</b>	<b>900.2</b>	<b>659</b>	<b>494.7</b>	<b>1,017.80</b>	<b>1,520.90</b>	<b>1,535.40</b>	<b>1,449.00</b>

Statement of Comprehensive Income April 2023 - March 2048

Period: 01 April 2023 - 31 March 2048	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	Total
£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	£000's
<b>TURNOVER</b>													
Rent Receivable	7,049.40	7,260.90	7,478.70	7,704.30	7,934.20	8,172.20	8,417.40	8,671.20	8,930.00	9,197.90	9,473.80	9,759.50	174,319.60
Service Charge Income	334.5	344.5	354.8	365.5	376.5	387.8	399.4	411.4	423.7	436.4	449.5	463	8,299.70
Gross Rental Income	7,383.90	7,605.40	7,833.60	8,069.80	8,310.60	8,559.90	8,816.70	9,082.60	9,353.70	9,634.30	9,923.30	10,222.50	182,619.30
Less Voids	-29.5	-30.4	-31.3	-32.3	-33.2	-34.2	-35.3	-36.3	-37.4	-38.5	-39.7	-40.9	-726.7
Net Rental Income	7,354.30	7,575.00	7,802.20	8,037.50	8,277.40	8,525.70	8,781.50	9,046.30	9,316.30	9,595.80	9,883.60	10,181.60	181,892.50
<b>Turnover - Other Social Housing Activities</b>	175.1	180.3	185.7	191.3	197	202.9	209	215.3	221.8	228.4	235.3	242.3	4,343.90
Grant Amortisation Accrual Method Total	541.3	541.3	541.3	541.3	541.3	541.3	541.3	541.3	541.3	541.3	541.3	541.3	13,450.90
<b>Total Turnover</b>	<b>8,070.70</b>	<b>8,296.60</b>	<b>8,529.30</b>	<b>8,770.10</b>	<b>9,015.70</b>	<b>9,270.00</b>	<b>9,531.80</b>	<b>9,802.90</b>	<b>10,079.30</b>	<b>10,365.50</b>	<b>10,660.20</b>	<b>10,965.30</b>	<b>199,687.40</b>
<b>OPERATING EXPENDITURE</b>													
<b>Management Costs Total</b>													
Service Costs	-2,176.60	-2,241.30	-2,317.10	-2,376.40	-2,447.00	-2,529.10	-2,594.70	-2,671.90	-2,760.70	-2,833.30	-2,917.60	-3,008.30	-54,200.60
Routine Maintenance	-335.1	-345.2	-355.5	-366.2	-377.2	-388.5	-400.1	-412.1	-424.5	-437.2	-450.4	-463.9	-8,315.40
Planned Maintenance	-807.2	-831.5	-856.4	-882.1	-908.5	-935.8	-963.9	-992.8	-1,022.60	-1,053.30	-1,084.90	-1,117.40	-19,960.40
Major Repairs	-766.9	-822.7	-1,385.40	-780.4	-839.9	-594.1	-635	-834.3	-814.1	-656	-843.9	-836.1	-22,708.90
Bad Debts	-132.9	-136.9	-141	-145.3	-149.6	-154.1	-158.7	-163.5	-168.4	-173.4	-178.6	-184	-3,295.60
Depreciation of Housing Properties	-1,082.90	-2,072.70	-2,111.10	-2,179.10	-2,277.10	-2,383.00	-2,421.80	-2,465.70	-2,507.80	-2,668.90	-2,713.50	-2,741.20	-47,269.00
Operating Costs Social Housing	-6,201.70	-6,450.20	-7,166.60	-6,729.40	-6,999.30	-6,954.50	-7,174.20	-7,540.30	-7,698.10	-7,822.00	-8,188.90	-8,430.90	*****
<b>Other Social Housing Expenditure</b>													
Other Social Housing Expenditure	-257.1	-264.8	-272.7	-280.9	-289.4	-298	-307	-316.2	-325.7	-335.4	-345.5	-355.9	-6,379.20
<b>Operating Expenditure Total</b>	<b>6,458.80</b>	<b>6,715.00</b>	<b>7,439.30</b>	<b>7,010.40</b>	<b>7,288.60</b>	<b>7,252.50</b>	<b>7,481.20</b>	<b>7,856.50</b>	<b>8,023.70</b>	<b>8,157.50</b>	<b>8,534.30</b>	<b>8,786.70</b>	<b>162,149.10</b>
<b>Operating Surplus/(deficit)</b>	<b>1,612.00</b>	<b>1,581.60</b>	<b>1,090.00</b>	<b>1,759.70</b>	<b>1,727.10</b>	<b>2,017.50</b>	<b>2,050.60</b>	<b>1,946.40</b>	<b>2,055.60</b>	<b>2,208.00</b>	<b>2,125.90</b>	<b>2,178.50</b>	<b>37,538.30</b>
<b>Interest Receivable</b>	<b>26.1</b>	<b>29.4</b>	<b>31.8</b>	<b>35.5</b>	<b>41.5</b>	<b>47.8</b>	<b>56.4</b>	<b>67.7</b>	<b>79.2</b>	<b>92.2</b>	<b>105.7</b>	<b>119.3</b>	<b>927.7</b>
<b>Interest and financing costs</b>	<b>-87.3</b>	<b>-64.3</b>	<b>-41.3</b>	<b>-16.5</b>	<b>-0.2</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>-2,852.20</b>
<b>Surplus</b>	<b>1,550.70</b>	<b>1,546.70</b>	<b>1,080.50</b>	<b>1,778.70</b>	<b>1,768.40</b>	<b>2,065.70</b>	<b>2,107.00</b>	<b>2,014.10</b>	<b>2,134.60</b>	<b>2,300.20</b>	<b>2,231.50</b>	<b>2,297.80</b>	<b>35,613.80</b>



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