

To:
All members of the
Corporate Policy and Resources
Committee

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Date: 24 September 2021

Supplementary Agenda

Corporate Policy and Resources Committee - Monday, 4 October 2021

Dear Councillor

I enclose reports for the following items for the Corporate Policy and Resources Committee meeting being held on Monday, 4 October 2021:

5. Recommendations from the Development Sub-Committee

- c) Acquisition of Registered Providers' Street Properties **3 - 70**
- The report considered by the Community Wellbeing and Housing Committee on 28 September 2021 and its subsequent recommendation are attached.

17. Update on proposed Transactional Financial Service Partnership 71 - 74

An update on the proposed transactional financial service partnership with Mole Valley District Council.

The chair has agreed to this item being added to the agenda in accordance with Section 100B(4)(b) of the Local Government Act 1972 for the following reasons:

This report seeks to progress the proposed agreement with Mole Valley District Council as soon as possible. Delaying the agreement will impact on service resilience, the councils' ability to recruit and retain staff, and limit any efficiencies that can potentially be made.

Spelthorne Borough Council, Council Offices, Knowle Green

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Yours sincerely

Gary Lelliott
Corporate Governance

To the members of the Corporate Policy and Resources Committee

Councillors:

L. E. Nichols (Chairman)	S. Buttar	A. Brar
J.R. Sexton (Vice-Chairman)	J. McIlroy	O. Rybinski
J.R. Boughtflower	R.J. Noble	S.M. Doran
C.F. Barnard	N. Islam	I.J. Beardsmore
V.J. Leighton	S.A. Dunn	V. Siva

Substitute Members: Councillors: C. Bateson, J.T.F. Doran, T. Fidler, H. Harvey,
D. Saliagopoulos, R.A. Smith-Ainsley and J. Vinson

Acquisition of Registered Providers' Street Properties

A Report was presented to the Community Wellbeing and Housing Committee on 28 September 2021 in respect of the proposed adoption of an Acquisition of Registered Providers Street Properties Policy.

The Committee considered the report and resolved to recommend the following to the Corporate Policy and Resources Committee:

1. The Acquisition of Registered Providers Street Properties Policy be approved;
and
2. To make a Capital Programme recommendation for 2022-23 before approval by Council in February 2022.

Councillor S Dunn

Chair, Community Wellbeing and Housing Committee

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28 September 2021

Title	Adoption of Acquisition of Registered Providers Street Properties Policy
Purpose of the report	To make a Key Decision To make a Capital Programme recommendation to Corporate Policy and Resources Committee
Report Author	Marta Imig, Strategic Lead, Housing
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/a
Corporate Priority	Housing
Recommendations	Community Wellbeing and Housing Committee is asked to: Approve the adoption of the Acquisition of Registered Providers Street Properties Policy and to make Capital Programme recommendations to the Corporate Policy and Resources Committee as the Capital Programme process for 2022-23, progress leading up to approval of Capital Programme by Spelthorne Borough Council (the Council) in February 2022
Reason for Recommendation	This policy seeks to enable the Council owned housing company, Knowle Green Estates Limited (KGE), to acquire the specific type of properties to suit local housing needs, and to set up disposal protocols for Registered Providers with stock in Spelthorne, to ensure that affordable housing remains within the borough.

1. Key issues

- 1.1 The Council is dedicated to safeguarding affordable housing within the Borough for the benefit of its residents, and requests that Registered Providers (RPs) and public bodies contact the Council concerning proposals for properties they are seeking to dispose of prior to any decision being made.
- 1.2 At the time of writing, 1 September 2021, the Council has 3,072 households on its Housing Register, 637 of those are seeking transfer to an alternative property due to the existing one not meeting their housing needs, the remaining 2,435 are not currently housed by the Council and need affordable housing.
- 1.3 The Council's Housing Strategy, under priority 1, specifically focuses on delivery of more affordable accommodation, and to set up disposal protocols

for RPs with stock in Spelthorne. This Housing Strategy action indicates that the Council will work with RPs within the borough to ensure that social housing is retained within the borough, as well as to address both current and future needs. The policy is framed around the broad principles of what the Council wants to deliver as part of the property acquisition housing scheme and seeks to deliver on that commitment.

- 1.4 At present the Council has no policy in place to enable the purchase of properties for specific local needs (either from RPs or open market), where there is a shortage of stock, e.g., properties for a larger family, properties for residents not suited to place in standard developments due to anti-social behaviour (ASB) history or other specific needs.
- 1.5 At times, the Council struggles to place individual residents in standard general needs developments, due to various reasons, which can be ASB related or other specific individual needs, where the Council considers them not suitable for general housing community living. In these cases, the policy would enable the Council to identify and acquire a specific type of property for the individual needs, to enable them to settle in the wider community and thrive. The specific property for acquisition can be sourced through RPs seeking to dispose of one, or any other source on the open market.
- 1.6 The Council's acquisitions of specific type of properties as required, would be managed by Council's owned housing company – Knowle Green Estates Limited (KGE), who would require a loan from the Council to make the acquisitions. In turn it is therefore important that any acquisition is viable for KGE to be able to generate a sufficient surplus to be able to make the loan repayments to the Council.
- 1.7 The proposed policy has been drafted based on the input from a cross-section of Officers who are part of the Council's Strategic Housing Group.

2. Options analysis and proposal

Option 1: To reject the policy enclosed in Appendix A

The Council owned housing company, Knowle Green Estates Limited, will not be able to purchase properties for specific local needs where there is a shortage of stock, and the Council will have no influence on the disposal of affordable housing within the Borough.

Option 2: To adopt the proposed Acquisition of Registered Providers Street Properties Policy as enclosed in Appendix A with Option 1 of the 5-year Capital Plan (recommended)

The adoption of the policy will enable the Council owned housing company, Knowle Green Estates Limited, to acquire properties (either sourced through RPs seeking to dispose of, or from the open market) in accordance with specific local needs, as well as to control the disposal of affordable housing within the Borough.

Option 1 of the Capital Plan includes acquisition of properties for disabled clients under Mobility Group 1 and 2, and properties for larger families. Properties for residents with specific housing needs can be sourced and acquired as part of this plan. The approximate Capital Programme provision for the delivery of the plan would be in the region of £35m

Option 3: To adopt the proposed Acquisition of Registered Providers Street Properties Policy as enclosed in Appendix A with Option 2 of the 5-year Capital Plan

The adoption of the policy will enable the Council owned housing company, Knowle Green Estates Limited, to acquire properties (either sourced through RPs seeking to dispose of, or from the open market) in accordance with specific local needs, as well as to control the disposal of affordable housing within the Borough.

Option 2 of the Capital Plan includes acquisition of properties for disabled clients under Mobility Group 1, and properties for larger families.

Properties for residents with specific housing needs can be sourced and acquired as part of this plan. The approximate Capital Programme provision for the delivery of the plan would be in the region of £20m.

Option 4: To adopt an altered version of the proposed Acquisition of Registered Providers Street Properties Policy

To make changes to the proposed policy and adopt a revised version to enable the Council owned housing company, Knowle Green Estates Limited, to acquire properties in accordance with specific local needs, as well as to control the disposal of affordable housing within the Borough.

3. Financial implications

- 3.1 We currently have Capital Programme approval of £1,000,000, for affordable housing opportunities, which can be a starting point to the delivery of the programme.
- 3.2 We have proposed 2 versions of a Capital Expenditure Programme details of which are provided in Appendix D. Current rent and property purchase values are provided in Appendix E and estimated Budget calculations for the acquisitions are covered in Appendix F.
- 3.3 The calculations of the deliverability of the project have been included in Appendix G and H, based on the most expensive acquisition and the cheapest acquisition assumptions. The calculations show that the delivery of the Capital Plan and management of the assets over 50 years will not generate much of a surplus to KGE, but it is capable of covering its own cost. Over the period of 50 years our projections show that the investment may generate from circa £260,000 for the cheapest investment to circa £90,000 for the most expensive investment, per property – appendix G and H. The calculations are based on 70% of market rent affordability charge. This project is proposed with the social aspect in mind, not financial gain (for affordable properties the Council does not earn an interest margin on loans to KGE).

	Sep-21	Aug-76
Appendix G Balance Sheet based on cheapest property		
Fixed Assets		
Tangible NBV	360,000	48,270
Current Assets		

Trade Debtors	280	719
Bank account (over drawn)	7	182,259
	287	182,978
Current liabilities		
Trade Creditors	0	0
PWLB (capital only)	-386,630	29,859
	-386,630	29,859
	-26,342	261,108
Reserves		
B/fwd.	0	260,421
Surplus/(Deficit)	-26,342	687
C/fwd.	-26,342	261,108
Control	0	0

	Sep-21	Aug-76
Appendix I Balance Sheet based on the most expensive property		
Fixed Assets		
Tangible NBV	480,000.00	38,670.30
Current Assets		
Trade Debtors	293.97	754.66
Bank account (over drawn)	-286.34	10,112.86
	7.63	10,867.52
Current liabilities		
Trade Creditors	0.00	0.00
	-	
PWLB (capital only)	515,505.93	39,812.63
	-	
	515,505.93	39,812.63
	-35,498.30	89,350.45
Reserves		
B/fwd.	0.00	88,970.13
Surplus/(Deficit)	-35,498.05	380.57
C/fwd.	-35,498.05	89,350.70
Control	0	0

- 3.4 We investigated the options of acquisition of Houses in Multiple Occupation (HMO) and included calculations of the deliverability of those in Appendix I. While financially, it could provide a good level of income to KGE, at present we do not have a large demand amongst the applicants who could qualify for this type of accommodation. We will keep this under review and bring a detailed report for the Committee's consideration when the situation changes.
- 3.5 Management of HMO's accommodations requires specific set of skills and knowledge that would need to be considered as part of the planning of the project. In addition, the amount of capital investment required to bring these properties up to a required standard and any associated risk would need to be carefully considered.

4. Other considerations

- 4.1 Enclosed, in Appendix C, is an outline of options to access additional funding from Homes England, should KGE become a Register Provider in the future. The details of the funding options have been presented to KGE Board in August 2021. KGE Board is currently reviewing its medium-term strategy and is exploring the pros and cons of working towards becoming a Registered Provider.

5. Equality and Diversity

- 5.1 An Equality and Diversity Impact Assessment has been carried out and is provided in Appendix B.

6. Sustainability/Climate Change Implications

- 6.1 The proposed policy may have an impact on the Council's sustainability / climate change position. Any new property acquisitions would need to be reviewed for their carbon emission totals and potentially upgraded to manage their energy and water efficiency, and potentially options of renewable energy considered depending on location and orientation.
- 6.2 Cost of repair, renovation and upgrades has been considered as part of the budget calculations.

7. Timetable for implementation

- 7.1 Once approved, the policy will be submitted to the Corporate Policy and Resources Committee to consider. Once approved by both committees, Capital Plan will be incorporated into the 2022/23 budget in preparation for the commencement of the programme.
- 7.2 This policy will be comprehensively reviewed every 5 years.

Background papers: There are none.

Appendices:

Appendix A: Acquisition of Registered Providers Street Properties Policy
Appendix B: Equality Impact Assessment for Acquisition of Registered Providers Street Properties
Appendix C: Funding Streams from Homes England
Appendix D - 5-year Capital Plan - options
Appendix E - Rent and purchase average values in Spelthorne (August 2021)
Appendix F - Budget calculations
Appendix G - Street housing v2 final 250821 Staines cheapest
Appendix H - Street housing v5 Final 240821 Sunbury model most expensive
Appendix I - Street housing v3 final 250821 HMO

Acquisition of Registered Providers Street Properties Policy

September 2021

1.Introduction and aim of the Policy

- 1.1 Spelthorne Borough Council is dedicated to providing local affordable housing. This policy seeks to enable Knowle Green Estates Limited (KGE), a housing company owned by Spelthorne Borough Council, to acquire the specific type of properties to suit local housing needs, and to set up disposal protocols for Registered Providers (RP) with stock in Spelthorne to ensure that affordable housing remains within the borough. The property for acquisitions can be sourced either from RP's, if deemed appropriate to local housing needs, or from the open market.
- 1.2 This Policy document is to be followed when considering the acquisition by KGE of an interest in property or disposal of a residential property by Registered Provider (RP), or other public bodies within Spelthorne Borough. For the purpose of this policy, reference to "property" means any residential property including freeholds and leaseholds, and to disposals of all interests in residential property by a RP or other public body within the borough of Spelthorne.
- 1.3 The properties are to be acquired within Spelthorne Borough and allocated in accordance with the Council's Allocation Policy. Property is a corporate resource, and it can be held and acquired in accordance with the Housing Strategy 2020-25. Spelthorne's priorities are:
- Enabling the delivery of more affordable homes
 - Promoting Independence and Wellbeing
 - Preventing Homelessness and Rough Sleeping
- 1.4 This policy has been designed to ensure that affordable housing remains within the borough, and that additional specialised types of properties, can be acquired by, KGE to meet local housing needs.

2. Background

2.1 General powers to acquire land and property under the Local Government Act 1972. (Section 120) enable local authorities to acquire property for any of their functions, or for the benefit, improvement or development of their area. Local Authorities are empowered to acquire land notwithstanding that the land was not immediately required for that purpose.

2.2 In addition, The Local Government Act 2000 introduced additional 'wellbeing' powers, which provide councils with the power to do anything that they consider is likely to achieve the promotion or improvement of the economic, social or environmental wellbeing of their area. This includes the power to incur expenditure, including land acquisition.

2.3 KGE is committed to holding a portfolio of social housing properties within the borough and to setting up an acquisition delivery programme, where specific types of accommodation are identified, e.g. disabled adapted or accommodation for larger families.

2.4 Spelthorne Borough Council is committed to providing affordable housing in the borough including specialised accommodation for residents with particular needs

2.5 This policy sets out the principles by which, KGE, may acquire properties, with Council funding to meet local housing needs.

3. Approach to acquisition

3.1 KGE will only consider taking on the management of acquisitions where it:

- delivers affordable homes, which the market fails to provide, prioritising people who are on the Council's Housing Register,
- delivers much needed housing, including where the acquisition furthers the provision of services for the community by third parties.

* And where it will be viable for KGE to be able to afford to make the loan repayments to SBC

3.2 All such acquisitions by KGE will follow an agreed programme based on the specific housing needs. All acquisitions and funding will be authorised by the Council either by Committee or under the "urgent action process", where

appropriate, and by the Board of KGE. The Council may fund an acquisition through a range of options, for example, borrowing, partnership with the public or private sectors. The Council currently has £1m in Capital Programme approved which potentially could be funded by borrowing, which would be a starting point for the delivery of the programme.

3.3 Where the need for a property is identified, the Council's Property team will establish if any suitable property is available on the market with our partner organisations. Once a property is identified the Council's property team will conduct negotiations on behalf of KGE.

3.2 The following criteria can be used in the decision process to identify a suitable property:

- Price and value
- Availability of the property
- Condition of the property at purchase
- Nature of the interest offered i.e., freehold, leasehold, etc
- Any potential liabilities
- Future rental values and affordability
- Sustainability e.g., the energy performance of the property
- Does the property meet the housing need identified

4. Acquisition Process

4.1 When a property has been identified for acquisition (either an RP property or from the open market), a property valuation and a financial appraisal will be prepared to establish the financial and budgetary implications of acquiring the property at the negotiated price.

4.2 In all cases where the valuation advice suggests that the open market value of the property is below the negotiated price, the report must demonstrate there are overriding or special factors that justify the purchase at over value.

4.3 Following the appraisal process of the possibility of an acquisition, all negotiations will remain "without prejudice", "subject to contract", subject to the required authority and, appropriate surveys.

- 4.4 All appropriate surveys, investigations and searches must be satisfactorily completed or provided, following which the Council's Legal Services team will be instructed to carry out all necessary due diligence and complete the documentation associated with the acquisition.

5. Disposal of properties by Registered Providers (RP) or public bodies within Spelthorne Borough

5.1 The Council has two main concerns regarding the disposal (selling) of RP or public body properties within Spelthorne:

- Which properties are being disposed of;
- The reduction of affordable homes in the borough.

5.2 The Council requests that RPs and public bodies contact Spelthorne Borough Council at the earliest opportunity about which properties they are proposing to dispose of, prior to any decision being made on the disposal, as the Council may wish to:

- Acquire the property through KGE
- Discuss possible alternative options.
- Seek to influence the choice of individual properties to be disposed of.

5.3 In relation to disposals, RPs and public bodies should have regard to the policies relating to affordable housing in the Local Plan published by Spelthorne Borough Council in conjunction with this Policy. The Council wishes to work together with RPs and public bodies to explore opportunities to maximise alternatives to disposal to meet both the Council's and the RPs housing needs.

5.4 The Council requests that RPs and public bodies share details of proceeds from in borough disposals. This is for transparency reasons and to enable the Council, in conjunction with the RP and public bodies, to consider options to recycle and retain monies within the borough.

6. Nomination of acquired properties

- 6.1 KGE will enter into a nomination agreement with Spelthorne Borough Council and Spelthorne Borough Council for all properties acquired by KGE under this policy and Spelthorne Borough Council shall nominate tenants, in accordance with Spelthorne Borough Council's allocations policy.

7. Monitoring and Review

- 7.1 This policy is owned by the Strategic Lead, Housing, who is responsible for its monitoring and review.
- 7.2 This policy will be reviewed regularly to ensure that it addresses local housing needs and not less than every five years.

Equality Analysis

Directorate: Community Wellbeing Service Area: Housing Strategy	Lead Officer: Marta Imig Date completed: 10 May 2021
Service / Function / Policy / Procedure to be assessed: Acquisition of Registered Providers Street Properties Policy	
Is this: New / Proposed <input checked="" type="checkbox"/> Existing/Review <input type="checkbox"/> Changing <input type="checkbox"/>	Review date: Comprehensive review no later than every 5 years from the date of implementation.

Part A – Initial Equality Analysis to determine if a full Equality Analysis is required.

What are the aims and objectives/purpose of this service, function, policy or procedure?

The Housing Strategy 2020-25 sets the strategic direction for the Council in its ambition that local residents have access to suitable and affordable housing options locally.

The final strategy contains three strategic priorities, and an associated Action Plan:

1. Enabling the delivery of more affordable homes across a range of tenures.
2. Promote independence and wellbeing to enable residents to remain living independently.
3. Prevent homelessness and rough sleeping.

Within the Housing Strategy, there is an action under priority 1 that specifically focuses on delivery of more affordable accommodation and to set up disposal protocols for Registered Providers with stock in Spelthorne. This action indicates that Spelthorne Borough Council will work with Registered Providers within the borough to ensure that social housing is retained within the borough, as well as to address both current and future needs. The policy is framed around the broad principles of what Spelthorne Borough Council wants to deliver as part of the property acquisition housing scheme and forms an initial policy that will be reviewed and improved on after 5 years.

Please indicate its relevance to any of the equality duties (below) by selecting Yes or No?

	Yes	No
Eliminating unlawful discrimination, victimisation and harassment	✓	
Advancing equality of opportunity	✓	
Fostering good community relations	✓	

If not relevant to any of the three equality duties and this is agreed by your Head of Service, the Equality Analysis is now complete - please send a copy to **NAMED OFFICER**. **If relevant**, a Full Equality Analysis will need to be undertaken (PART B below).

PART B: Full Equality Analysis.

Step 1 – Identifying outcomes and delivery mechanisms (in relation to what you are assessing)

What outcomes are sought and for whom?	<p>The main outcome of the policy is to ensure social housing within the borough is retained and that specialised housing is acquired for local families with specific property needs.</p> <p>Affected groups will include (not exhaustive):</p> <ul style="list-style-type: none"> • All adults (and associated dependants) who live within Spelthorne Borough; • Those who are unable to access the housing market locally due to specific housing needs; • Partners involved in the delivery of affordable housing, such as Registered Providers, property developers, private landlords, health and social care providers; • Housing Options Staff at Spelthorne Borough Council.
Are there any associated policies, functions, services or procedures?	<p>Corporate Plan Capital Strategy Health & Wellbeing Strategy Local Plan Economic Development Strategy Asset Management Plan Housing Act 1996 (as amended by various) Local Government Act 1972 and 2000 Housing Strategy Homelessness Strategy</p>
If partners (including external partners) are involved in delivering the service, who are they?	<p>n/a</p>

Step 2 – What does the information you have collected, or that you have available, tell you?

What evidence/data already exists about the service and its users? (in terms of its impact on the 'equality strands', i.e. race, disability, gender, gender identity, age, religion or belief, sexual orientation, maternity/pregnancy, marriage/civil partnership and other socially excluded communities or groups) and **what does the data tell you?** e.g. are there any significant gaps?

General Spelthorne context

Almost half of Surrey's 20 most deprived super output areas are in Spelthorne. Three are in the ward of Stanwell North, two in Ashford North and Stanwell South and one in each of Ashford East and Sunbury Common. Spelthorne has the highest number of lone parent families and the highest level of child poverty in Surrey; it also has the highest under-18 conception rate in the county. That said, residents are largely healthy, with life expectancy for both males and females slightly above the national average.

Although the number of VAT and/or PAYE-registered business has fallen slightly over the past four years, Spelthorne has a low rate of unemployment: 1.4% of those economically active aged 16 to 64, compared to the South East (2.2%) and UK as a whole (3.5%). Heathrow Airport is a significant local employer, with 8.3% of Spelthorne's working population employed there. Significantly, 21.5% of those in work in Stanwell North are in low level employment compared to an average of 11.6% in Surrey. Average wages are slightly above regional averages at £630 per week for full-time employees.

Whilst house prices remain well above the national average, most residents are owner-occupiers (73%), followed by private rented (13%) and social rented (12%).

Gender / gender identity

Census data from 2011 shows that 50.5% of residents in Spelthorne were female, with the remaining 49.5% being male. There is no data known to be held in relation of other gender identities.

Source: ONS Census, 2011 - neighbourhood statistics for residents aged 16 to 74

A White Paper published in December 2018 (Help shape our future: the 2021 Census of population and housing in England and Wales) sets out the Office for National Statistics' (ONS) recommendations for what the census should contain and how it should operate. The White Paper recommends that the census in 2021 includes a question about gender identity, asking respondents whether their gender is the same as the sex they were registered as at birth. The question will be separate from the question about sex (i.e., whether the respondent is male or female), which will be phrased in the same way as previous years. There is currently no official data about the size of the transgender population (the word 'transgender' is used here to describe people whose gender identity does not match the sex they were assigned at birth). The Government Equalities Office (GEO) has said that there may be 200,000 to 500,000 transgender people in the UK, but stresses that we don't know the true population because of the lack of robust data. The ONS has identified user need for official estimates in order to support policy-making and monitor equality duties.

Source: <https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-8531>

Age

Spelthorne has a slightly lower population of under-30s (34%) compared to the rest of the country (37%), and a slightly higher population of 30-69 year olds (42%) compared with the UK average of (40%). The number of 70+ is 23%, which is broadly in line with the rest of the UK (24%).

Source: <https://commonslibrary.parliament.uk/local-data/constituency-statistics-population-by-age/>

Ethnicity

The ethnic make-up of Spelthorne is largely in line with the UK average, although we have more residents who identify as Asian and fewer residents who identify as Black than the national average.

Ethnic group	Spelthorne		Region	UK
	Number	%	%	%
White	83,455	87.3%	90.7%	87.2%
Mixed	2,382	2.5%	1.9%	2.0%
Asian	7,295	7.6%	5.2%	6.9%
Black	1,545	1.6%	1.6%	3.0%
Other	921	1.0%	0.6%	0.9%
Total	95,598	100.0%	100.0%	100.0%

Source: <https://commonslibrary.parliament.uk/home-affairs/communities/demography/constituency-statistics-ethnicity/>

Disability

As of July 2019 there were around 2,020 PIP claimants in Spelthorne constituency. In comparison, there was an average of 2,500 claimants per constituency across the South East. Within Spelthorne, psychiatric disorders were the most common reason for claiming PIP. They accounted for 37% of awards, compared to 36% in Great Britain. 'Psychiatric disorders' include anxiety and depression, learning disabilities and autism. The second most common reason for awards was musculoskeletal disease (general), which accounted for 17% of awards within the constituency and 21% in Great Britain. Musculoskeletal disease (general) includes osteoarthritis, inflammatory arthritis and chronic pain syndromes.

Source:

<http://data.parliament.uk/resources/constituencystatistics/personal%20independence%20payment/PIP%20claimants%20in%20Spelthorne.pdf>

Religion

Residents of Spelthorne predominately identify themselves as either Christian or having no religion. There is a smaller Muslim population compared with the national average, but a larger Hindu and Sikh population.

	Constituency		Region	UK
	Number	%	%	%
Has religion	67,392	70.5%	65.0%	66.7%
of which				
Christian	60,954	63.8%	59.8%	58.8%
Muslim	1,808	1.9%	2.3%	4.5%
Hindu	2,332	2.4%	1.1%	1.4%
Buddhist	420	0.4%	0.5%	0.4%

Jewish	206	0.2%	0.2%	0.4%
Sikh	1,325	1.4%	0.6%	0.7%
Other	347	0.4%	0.5%	0.4%
No religion	21,511	22.5%	27.7%	26.1%
Not stated	6,695	7.0%	7.4%	7.2%

Source: <https://commonslibrary.parliament.uk/home-affairs/communities/constituency-data-religion/>

Sexual orientation

There is no accurate dataset which can be used to reflect solely Spelthorne. The White Paper recommends asking a new question about sexual orientation. The ONS has identified a user need for better data on sexual orientation – particularly for small areas – to inform policy-making and service provision, as well as monitoring equality duties. The ONS has previously used the Annual Population Survey (APS) to estimate the size of the lesbian, gay and bisexual (LGB) population in the UK. According to these estimates, just over 1 million people identified as LGB in 2016 (around 2% of the population). However, the sample population used in the APS isn't big enough to provide robust estimates of the LGB population in smaller areas.

Source: <https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-8531>

Marriage / Civil Partnership

More people in Spelthorne are married compared to the rest of England and Wales, and fewer people identify as single.

Marital Status	Spelthorne		England and Wales	
All usual residents aged 16+	78,089		45,496,780	
Single (never married or never registered a same-sex civil partnership)	24,562	31%	15,730,275	35%
Married	38,984	50%	21,196,684	47%
In a registered same-sex civil partnership	153	0%	104,942	0%
Separated (but still legally married or still legally in a same-sex civil partnership)	2,042	3%	1,195,882	3%
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	6,870	9%	4,099,330	9%
Widowed or surviving partner from a same-sex civil partnership	5,478	7%	3,169,667	7%

Has there been any consultation with, or input from, customers / service users or other stakeholders? If so, with whom, how were they consulted and what did they say? If you haven't consulted yet and are intending to do so, please list which specific groups or communities you are going to consult with and when.

A public and stakeholder consultation has not been carried out on the policy. The policy is to be comprehensively reviewed no later than every 5 years.

Are there any complaints, compliments, satisfaction surveys or customer feedback that could help inform this assessment? If yes, what do these tell you?

None

Step 3 – Identifying the negative impact.

a. Is there any negative impact on individuals or groups in the community?

Barriers:

What are the potential or known barriers/impacts for the different 'equality strands' set out below? Consider:

- **Where** you provide your service, e.g. the facilities/premises;
- **Who** provides it, e.g. are staff trained and representative of the local population/users?
- **How** it is provided, e.g. do people come to you or do you go to them? Do any rules or requirements prevent certain people accessing the service?
- **When** it is provided, e.g. opening hours?
- **What** is provided, e.g. does the service meet everyone's needs? How do you know?

* Some barriers are justified, e.g. for health or safety reasons, or might actually be designed to promote equality, e.g. single sex swimming/exercise sessions, or cannot be removed without excessive cost. If you believe any of the barriers identified to be justified then please indicate which they are and why.

Solutions:

What can be done to minimise or remove these barriers to make sure everyone has equal access to the service or to reduce adverse impact? Consider:

- Other arrangements that can be made to ensure people's diverse needs are met;
- How your actions might help to promote good relations between communities;
- How you might prevent any unintentional future discrimination.

Equality Themes	Barriers/Impacts identified	Solutions (ways in which you could mitigate the impact)
Age (including children, young people and older people)	Young people aged 16-17 cannot hold tenancies and so housing options are severely limited. Older people may be less likely to access our	Young people aged 16-17 receive enhanced services via the Surrey Joint Protocol. They have access to specialist young peoples homelessness accommodation. Older people have greater access to social housing

	<p>services when needed. This includes those that are retired from employment and will be excluded from key worker accommodation.</p> <p>Those aged 18-39 may have reduced access to social housing as a result of welfare policies as well as local landlord policies (age restrictions)</p>	via age restrictions across the A2Dominion stock. This includes sheltered and extra care homes.
Disability (including carers)	Anecdotally we know that physically disabled people accessing settled accommodation in Spelthorne have much more limited options available to them due to property adaptation requirements.	This policy enables sourcing specialised housing for specific local housing needs. See action 1.3 of the Homelessness and Rough Sleeping Strategy action plan – we will review the availability of accessible accommodation options for this affected group. Spelthorne Borough Council also offers Disabled Facilities Grants and handy person services to help residents live independently in their current home.
Gender (men and women)	No restrictions on gender are identified	This policy enables equal access to housing for both male and female.
Race (including Gypsies & Travellers and Asylum Seekers)	Accommodation for people seeking asylum is the responsibility of the Home Office. Provision for pitches for gypsies and travelling showpeople are dealt with under the Local Plan.	n/a
Religion or belief (including people of no religion or belief)	No negative impacts have been identified.	n/a
Gender Re-assignment (those that are going through transition: male to female or female to male)	Where individuals are transitioning, they may be impacted if they are placed into accommodation with shared facilities.	As part of standard assessments, we would consider this issue before offering accommodation with shared facilities. This policy enables specialised housing acquisition to meet local need.
Pregnancy and Maternity	Under homelessness legislation, pregnant women are recognised as being in ‘priority need’ and so arguably receive preferential treatment when compared with women who aren’t pregnant, or men.	Those who aren’t in priority need receive a comprehensive housing needs assessment and support to access their own accommodation solutions.
Sexual orientation (including gay, lesbian, bisexual and	No negative impacts have been identified.	n/a

heterosexual)		
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Step 4 – Changes or mitigating actions proposed or adopted

Having undertaken the assessment are there any changes necessary to the existing service, policy, function or procedure? What changes or mitigating actions are proposed?

No changes required.

Step 5 – Monitoring

How are you going to monitor the existing service, function, policy or procedure ?


The Housing Strategy 2020-25 including the action plan and tasks within it will be monitored by the Council's Strategic Housing Group who meet monthly. Any required changes to the policy will be recommended to elected members (where required) as a result.

Part C - Action Plan

Barrier/s or improvement/s identified	Action Required	Lead Officer	Timescale
n/a	n/a	n/a	n/a
n/a	n/a	n/a	n/a
n/a	n/a	n/a	n/a

n/a	n/a	n/a	n/a
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Equality Analysis approved by:

Group Head: 	Date: 28/05/2021
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Please send an electronic copy of the Equality Analysis to the Equality & Diversity Team and ensure the document is uploaded to the EA Register which will be available to the public:

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Funding Streams from Homes England

1. Affordable Homes Programme 2021 to 2026

The provision of affordable housing is a key element of the Government's plan to end the housing crisis, tackle homelessness and provide aspiring homeowners with a step onto the housing ladder.

The Affordable Homes Programme provides grant funding to support the capital costs of developing affordable housing for rent or sale. As the Government's housing accelerator, Homes England will be making available £7.39 billion from April 2021 to deliver up to 130,000 affordable homes - outside of London - by March 2026.

2. Purpose of the funding

The funding is for the supply of new build affordable housing.

This funding supports the development of:

- **Supported Housing (10% of homes delivered)** – any housing scheme where accommodation is provided alongside care, support or supervision to help people live as independently as possible in the community. Supported housing can be developed both through new build and repurposing or improvement of existing homes.
- **Rural Housing (10% of homes delivered)** – housing delivered in settlements with a population fewer than 3,000.
- **Traveller pitches** – funding to develop new sites and to add new pitches onto existing sites, to help meet the accommodation needs of traveller communities
- **Empty homes** – affordable homes can also be created by bringing existing empty homes back into use.

This funding does not provide grants for:

- **Regeneration** – the replacement of homes demolished through regeneration work is not eligible for funding. A grant may be available to support the delivery of net additional affordable homes on those schemes.
- **Section 106** – the purchase of homes built under Section 106 agreements, where the affordable homes are secured through developer contributions, is not funded. However, Homes England will still record information on all nil-grant affordable homes for rent, and reporting requirements will be set out in the contract.
- **Major Repairs** – works to ensure homes are habitable are not eligible for funding as this is the responsibility of the provider. Funding may be provided in exceptional circumstances, for example

in the case of alms houses, where the charity is not in itself able to cover the cost of the works itself.

The funding also supports wider strategic objectives, including:

- Placing significant focus on and investing in Modern Methods of Construction.
- Encouraging uptake of the National Design Guide, which is part of the government's collection of planning practice guidance within the National Planning Policy Framework.
- Improving the energy efficiency and sustainability of new affordable housing supply.
- Encouraging the use of SME contractors.

To receive grant funding, the organisation needs to be a qualified investment partner (IP) of Homes England, or to be working with an organisation that is.

Organisations, which wish to partner with the LA as landlords of homes built with funding for Social or Affordable Rent and Rent to Buy, are required to register with the Regulator of Social Housing as a registered provider (RP). Homes England advises that ideally, to submit both applications (IP & RP) at the same time, as the RP application does take longer to process with the Regulator of Social Housing.

3. Registration as Homes England Investment Partner

All organisations delivering homes through the AHP 2021 to 2026 scheme and associated affordable housing programmes must be a qualified Homes England Investment Partner (IP).

The IP qualification verifies the identity of the applicant and includes financial due diligence. This considers the financial and technical capacity to undertake an agreed programme of new supply and the organisation's good financial standing.

Homes England also assess the organisation's capability to manage capital build projects and associated development risks through the submission of case study evidence. If a third party is used as contractors for developments, evidence of the preferred contractor's capability must be submitted.

Organisations need to either:

- apply for qualification in their own right or
- join with an existing, qualified IP – this does not need to be achieved ahead of bidding, but this does need to be achieved before any grant can be paid.

Applications should be submitted at the same time as bids for funding. All new partners accessing grant funding from the AHP 2021 to 2026 scheme must

qualify as an IP before any payment of grant can be made. The turnaround time is approximately 8 weeks from receipt of a fully completed application.

The Homes England IP Qualification application form consists of the following 4 sections:

- Section 1; Applicant organisation details
- Section 2; Statement of Good Standing
- Section 3: Financial and Commercial Standing
- Section 4: Managing Development

4. Funding for CME

There are 2 routes to access funding:

- Scheme by scheme bidding through continuous market engagement (CME).
- A multi-year strategic partnership to access grants for a longer-term development programme – only applicable to large organisations delivering over 1500 homes

CME provides access to grant throughout the duration of the programme, while funding remains available. This route allows providers to apply for funding for individual schemes. All schemes funded through CME must have started on site by 30 September 2025 and be completed by 31 March 2026.

These applications are assessed on their individual merits.

Information required for an application will cover 2 areas:

- applicant details (for example, type of organisation and location)
- scheme details (for example, geography, tenure, number of homes, costs, land, planning and grant requested)

CME applications will be assessed against the following criteria:

- **Cost minimisation** – the primary assessment metric is grant per home. This is benchmarked against national, local and scheme type averages to ensure bids are competitive on both costs and outputs.
- **Deliverability** – to ensure the scheme can be delivered within the funding timeframe, deliverability will take account of the level of planning, land ownership and progress on contracting at the point of bidding, reviewing past performance for current partners and forecasts from comparable schemes for new partners. Bids will also be tested on how they are supporting local authorities in meeting local housing needs.

CME bids grants will be paid against the achievement of delivery milestones – 40% on site acquisition, 35% on start on site and 25% on practical completion.

Homes England would not support the LA passing funding/completed grant funded homes to a third-party unregistered body, as that would be a relevant event for grant recovery, therefore SBC could not apply for funds to transfer to KGE.

5. Advantages and disadvantages of registering as a Registered Provider

Becoming a registered provider of social housing is a serious undertaking – together with advantages there are obligations that must be met.

Advantages:

- Access to capital funding via grants: Registration will provide access to capital grants making it easier to develop and own new housing. There is no set amount of grant per scheme/project, and this will vary from time to time and possibly between regions: it could be as little as 25% or even in excess of 50%. It will normally be necessary to raise the balance via loans.
- Long term ownership of assets: Ownership of assets, in the form of property, guarantees a long-term revenue stream and opens the possibility of raising loan finance against the asset base.
- Transfer of properties from other RPs: It may be possible to persuade another registered provider to transfer stock without there being any payment.

Disadvantages:

- Regulation by the Regulator of Social Housing: the activities will be subject to regulation by the Regulator of Social Housing and the terms and conditions may change from time to time.
- Rent setting: The rents charged to the tenants may be subject to variations specified by Homes England/RSH in grant agreements or the Regulator's standards.
- Right to buy: If the right to buy is rolled out in the future for the tenants of registered providers, then it may apply to all RPs in relation to Homes England funded properties
- Homes England Information Management System (IMS): This is a challenging system that it used to manage project finance, which all RPs must use.

5-year Capital Plan - options

The following property types have been identified from our Housing Register as property need where we're unable to place residents due to the lack of appropriate stock.

Property size	Number of Applications
Four bedrooms	16
7 people	12
8 people	4
Five bedrooms	9
7 people	2
8 people	6
9 people	1
Six Bedrooms	2
7 people	1
11 people	1
Grand Total	27

We group disabled households based on the level of disability and adaptations required, as follows

Mobility 1	Needs fully adapted property
Mobility 2	Cannot manage any stairs
Mobility 3	Can manage step into property but not stairs

For the purpose of the Capital Programme, those in Mobility Group 3 are not included as those can be delivered by the use of DFG or new developments.

There are 25 households that have very high needs in relation to adaptations and properties with these adaptations

Property size	Mobility 1
One bedroom	16
Two bedroom	5
Three Bedroom	4
Grand Total	25

There are then an additional 59 households that have high needs in relation to adaptations

Property size	Mobility 2
One bedroom	30
Two bedroom	21
Three Bedroom	5
Four bedrooms	3*
Grand Total	59

Option 1

Year 1

Type of property	Quantity	Comments
6-bedroom property	2	Properties for larger families, general needs
5-bedroom property	4	Properties for larger families, general needs
Disability high level	10	Disability adapted (Mobility 1) – 5x one bedroom and 5x two-bedroom accommodations

Year 2

Type of property	Quantity	Comments
5-bedroom property	5	Properties for larger families, general needs
Disability high level	15	Disability adapted (Mobility 1) – 11x one bedroom and 4x three-bedroom accommodations

Year 3

Type of property	Quantity	Comments
4-bedroom property	6	Properties for larger families, general needs
Disability mid-level	20	Disability adapted (Mobility 2) – 20x one bedroom

Year 4

Type of property	Quantity	Comments
4-bedroom property	5	Properties for larger families, general needs
Disability mid-level	20	Disability adapted (Mobility 2) – 10x one bedroom and 10x two-bedroom accommodations

Year 5

Type of property	Quantity	Comments
4-bedroom property	5	Properties for larger families, general needs
Disability mid-level	20	Disability adapted (Mobility 2) – 11x two- bedroom and 5x three-bedrooms and 4x four-bedrooms accommodations

Option 2

To not include mobility level 2 accommodations (in this options we would look to deliver those by new developments and adaptations using DFG)

Year 1

Type of property	Quantity	Comments
6-bedroom property	2	Properties for larger families, general needs
5-bedroom property	3	Properties for larger families, general needs
Disability high level	5	Disability adapted (Mobility 1) – 5x two-bedroom accommodations

Year 2

Type of property	Quantity	Comments
5-bedroom property	6	Properties for larger families, general needs
Disability high level	6	Disability adapted (Mobility 1) – 6x one-bedroom accommodations

Year 3

Type of property	Quantity	Comments
4-bedroom property	6	Properties for larger families, general needs
Disability high-level	5	Disability adapted (Mobility 1) – 5x one bedroom

Year 4

Type of property	Quantity	Comments
4-bedroom property	5	Properties for larger families, general needs
Disability high-level	5	Disability adapted (Mobility 1) – 5x one bedroom

Year 5

Type of property	Quantity	Comments
4-bedroom property	5	Properties for larger families, general needs
Disability high-level	4	Disability adapted (Mobility 1) – 4x three bedrooms accommodations

Under option 1, there are 111 properties to acquire within 5 years.

Under option 2, there are 52 properties to acquire within 5 years

Large properties

Property size	Number of Applications	Monthly Rental value (£)			Sale value (£)		
		Staines	Ashford	Sunbury	Staines	Ashford	Sunbury
Four bedrooms	16	2,000	2,000	2,100	360,000	450,000	480,000
Five bedrooms	9	2,350	2,350	2,800	500,000	600,000	630,000
Six Bedrooms	2	3,000	3,000	3,300	850,000	860,000	950,000
Grand Total	27						

Properties for disabled residents

Property size	Mobility 1	Monthly Rental value (£)			Sale value (£)		
		Staines	Ashford	Sunbury	Staines	Ashford	Sunbury
One bedroom	16	900	900	950	170,000	190,000	200,000
Two bedroom	5	1,200	1,200	1,250	220,000	250,000	250,000
Three Bedroom	4	1,700	1,700	1,700	270,000	300,000	330,000
Grand Total	25						

Properties for disabled residents

Property size	Mobility 2	Monthly Rental value (£)			Sale value (£)		
		Staines	Ashford	Sunbury	Staines	Ashford	Sunbury
One bedroom	30	900	900	950	170,000	190,000	200,000
Two bedroom	21	1,200	1,200	1,250	220,000	250,000	250,000
Three Bedroom	5	1,700	1,700	1,700	270,000	300,000	330,000
Four bedrooms	3*	2,000	2,000	2,100	360,000	450,000	480,000
Grand Total	59						

		Monthly Rental value (£)		
HMO	Number of rooms required	Staines	Ashford	Sunbury
Room	5	550	550	600

HMO purchase cost examples with existing licence

9 bedroom HMO in Staines £750,000
8 bedroom HMO in Sunbury £1,200,000

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Option 1

Type of property	Quantity	Comments
6-bedroom property	2	Properties for larger families, general needs
5-bedroom property	4	Properties for larger families, general needs
Disability high level	10	Disability adapted (Mobility 1) – 5x one bedroom and 5x two-bedroom accommodations

16 TOTAL

Year 2

Type of property	Quantity	Comments
5-bedroom property	5	Properties for larger families, general needs
Disability high level	15	Disability adapted (Mobility 1) – 11x one bedroom and 4x three-bedroom accommodations

20 TOTAL

Year 3

Type of property	Quantity	Comments
4-bedroom property	6	Properties for larger families, general needs
Disability mid-level	20	Disability adapted (Mobility 2) – 20x one bedroom

26 TOTAL

Year 4

Type of property	Quantity	Comments
4-bedroom property	5	Properties for larger families, general needs
Disability mid-level	20	Disability adapted (Mobility 2) – 10x one bedroom and 10x two-bedroom accommodations

25 TOTAL

Year 5

Type of property	Quantity	Comments
4-bedroom property	5	Properties for larger families, general needs
Disability mid-level	20	Disability adapted (Mobility 2) – 11x two-bedroom and 5x three-bedrooms and 4x four-bedrooms accommodations

25 TOTAL

112 TOTAL cost of acquisition

Cost of disability adaptations
Cost of repairs (as required)
Cost of legal, surveys, etc
TOTAL COST OF AQUISION - 5 YEAR PLAN

Purchase Budget required

£1,760,000

£2,200,000

£2,100,000

£6,060,000

£2,750,000

£3,180,000

£5,930,000

£2,520,000

£3,600,000

£6,120,000

£2,100,000

£4,200,000

£6,300,000

£2,100,000

£5,820,000

£7,920,000

£32,330,000

£1,300,000.00
£1,120,000.00
£560,000.00
£35,310,000.00

Average purchase price	
1-bedroom	£180,000
2-bedroom	£240,000
3-bedroom	£300,000
4- bedroom	£420,000
5- bedroom	£550,000
6- bedroom	£880,000

Year 1

Purchase
Budget required

Type of property	Quantity	Comments
6-bedroom property	2	Properties for larger families, general needs
5-bedroom property	3	Properties for larger families, general needs
Disability high level	5	Disability adapted (Mobility 1) – 5x two-bedroom accommodations
10 TOTAL		

£1,760,000

£1,650,000

£1,200,000

£4,610,000

Year 2

Type of property	Quantity	Comments
5-bedroom property	6	Properties for larger families, general needs
Disability high level	6	Disability adapted (Mobility 1) – 6x one-bedroom accommodations
12 TOTAL		

£3,300,000

£1,080,000

£4,380,000

Year 3

Type of property	Quantity	Comments
4-bedroom property	6	Properties for larger families, general needs
Disability high-level	5	Disability adapted (Mobility 1) – 5x one bedroom
11 TOTAL		

£2,520,000

£900,000

£3,420,000

Year 4

Type of property	Quantity	Comments
4-bedroom property	5	Properties for larger families, general needs
Disability high-level	5	Disability adapted (Mobility 1) – 5x one bedroom
10 TOTAL		

£2,100,000

£900,000

£3,000,000

Year 5

Type of property	Quantity	Comments
4-bedroom property	5	Properties for larger families, general needs
Disability high-level	4	Disability adapted (Mobility 1) – 4x three bedrooms accommodations
9 TOTAL		

£2,100,000

£1,200,000

£3,300,000

52 TOTAL cost of acquisition

£18,710,000

Cost of disability adaptations

£500,000.00

Cost of repairs (as required)

£520,000.00

Cost of legal, surveys, etc

£45,000.00

TOTAL COST OF AQUISION - 5 YEAR PLAN

£19,775,000.00

Average purchase price	
1-bedroom	£180,000
2-bedroom	£240,000
3-bedroom	£300,000
4- bedroom	£420,000
5- bedroom	£550,000
6- bedroom	£880,000

Appendix A - Profit and loss account	Total Aug-22	Total Aug-23	Total Aug-24	Total Aug-25	Total Aug-26	Total Aug-27	Total Aug-28	Total Aug-29	Total Aug-30	Total Aug-32	Total Aug-33	Total Aug-34	Total Aug-35	Total Aug-36	Total Aug-37	Total Aug-38	Total Aug-39
Rental income	-16,798	-16,966	-17,136	-17,307	-17,480	-17,655	-17,832	-18,010	-18,190	-18,556	-18,741	-18,929	-19,118	-19,309	-19,502	-19,697	-19,894
Less direct costs	776	784	792	800	808	816	824	832	840	857	866	874	883	892	901	910	919
Savings on homeless budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross margin	-16,022	-16,183	-16,344	-16,508	-16,673	-16,840	-17,008	-17,178	-17,350	-17,699	-17,876	-18,054	-18,235	-18,417	-18,601	-18,787	-18,975
Indirect costs																	
Interest on loans	8,127	8,034	7,938	7,841	7,741	7,640	7,536	7,430	7,322	7,099	6,984	6,867	6,747	6,625	6,500	6,372	6,242
Depreciation	27,000	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051
Net (Surplus)/Deficit for the year.	19,105	2,902	2,644	2,384	2,119	1,851	1,579	1,303	1,023	451	159	-137	-437	-742	-1,051	-1,365	-1,683



Appendix A - Profit and loss account	Total Aug-40	Total Aug-41	Total Aug-42	Total Aug-43	Total Aug-44	Total Aug-45	Total Aug-46	Total Aug-47	Total Aug-48	Total Aug-49	Total Aug-50	Total Aug-51	Total Aug-52	Total Aug-53	Total Aug-54
Rental income	-20,093	-20,294	-20,497	-20,702	-20,909	-21,118	-21,329	-21,543	-21,758	-21,976	-22,195	-22,417	-22,642	-22,868	-23,097
Less direct costs	928	937	947	956	966	976	985	995	1,005	1,015	1,025	1,036	1,046	1,056	1,067
Savings on homeless budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross margin	-19,165	-19,357	-19,550	-19,746	-19,943	-20,143	-20,344	-20,548	-20,753	-20,961	-21,170	-21,382	-21,596	-21,812	-22,030
Indirect costs															
Interest on loans	6,109	5,973	5,834	5,693	5,548	5,401	5,250	5,096	4,939	4,779	4,615	4,448	4,277	4,103	3,925
Depreciation	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051
Net (Surplus)/Deficit for the year.	-2,006	-2,333	-2,666	-3,003	-3,345	-3,692	-4,044	-4,401	-4,764	-5,131	-5,505	-5,884	-6,268	-6,658	-7,055



Appendix A - Profit and loss account	Total Aug-55	Total Aug-56	Total Aug-57	Total Aug-58	Total Aug-59	Total Aug-60	Total Aug-61	Total Aug-62	Total Aug-63	Total Aug-64	Total Aug-65	Total Aug-66	Total Aug-67	Total Aug-68	Total Aug-69	Total Aug-70	Total Aug-71
Rental income	-23,328	-23,561	-23,797	-24,035	-24,275	-24,518	-24,763	-25,010	-25,261	-25,513	-25,768	-26,026	-26,286	-26,549	-26,815	-27,083	-27,354
Less direct costs	1,078	1,088	1,099	1,110	1,121	1,133	1,144	1,155	1,167	1,179	1,190	1,202	1,214	1,226	1,239	1,251	1,264
Savings on homeless budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross margin	-22,250	-22,473	-22,697	-22,924	-23,153	-23,385	-23,619	-23,855	-24,094	-24,335	-24,578	-24,824	-25,072	-25,323	-25,576	-25,832	-26,090
Indirect costs																	
Interest on loans	3,743	3,558	3,368	3,175	2,977	2,776	2,570	2,360	2,145	1,926	1,703	1,474	1,241	1,003	760	512	259
Depreciation	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051	11,051
Net (Surplus)/Deficit for the year.	-7,456	-7,864	-8,279	-8,699	-9,126	-9,559	-9,998	-10,445	-10,898	-11,358	-11,825	-12,299	-12,780	-13,269	-13,765	-14,269	-14,781



Appendix B Balance Sheet

Fixed Assets

Tangible NBV	360,000	348,949	337,899	326,848	315,798	304,747	293,697	282,646	271,596	274,495	263,444	252,393	241,343	230,292	249,242	238,191	227,141
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Current Assets

Trade Debtors	420	424	428	433	437	441	446	450	455	464	469	473	478	483	488	492	497
Bank account (over drawn)	3,026	6,629	10,393	14,321	18,414	22,673	27,101	31,698	36,468	21,529	26,824	32,298	37,952	43,789	19,809	26,016	32,411
	3,446	7,053	10,822	14,754	18,851	23,114	27,546	32,149	36,923	21,993	27,293	32,771	38,430	44,271	20,297	26,508	32,908

Current liabilities

Trade Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB (capital only)	-382,551	-378,009	-373,371	-368,636	-363,802	-358,866	-353,826	-348,680	-343,427	-332,586	-326,995	-321,286	-315,457	-309,505	-303,429	-297,225	-290,891
	-382,551	-378,009	-373,371	-368,636	-363,802	-358,866	-353,826	-348,680	-343,427	-332,586	-326,995	-321,286	-315,457	-309,505	-303,429	-297,225	-290,891
	-19,105	-22,007	-24,651	-27,034	-29,153	-31,004	-32,583	-33,886	-34,909	-36,099	-36,258	-36,121	-35,684	-34,942	-33,891	-32,526	-30,843

Reserves

B/fwd.	-19,763	-21,764	-24,430	-26,835	-28,977	-30,850	-32,451	-33,777	-34,823	-36,061	-36,245	-36,132	-35,720	-35,003	-33,978	-32,639	-30,982
Surplus/(Deficit)	658	-242	-220	-199	-177	-154	-132	-109	-85	-38	-13	11	36	62	88	114	140
C/fwd.	-19,105	-22,006	-24,651	-27,034	-29,153	-31,004	-32,583	-33,885	-34,908	-36,099	-36,258	-36,121	-35,684	-34,941	-33,890	-32,525	-30,842
Control	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix B Balance Sheet

	Total Aug-40	Total Aug-41	Total Aug-42	Total Aug-43	Total Aug-44	Total Aug-45	Total Aug-46	Total Aug-47	Total Aug-48	Total Aug-49	Total Aug-50	Total Aug-51	Total Aug-52	Total Aug-53	Total Aug-54
Fixed Assets															
Tangible NBV	216,090	205,040	223,989	212,938	201,888	190,837	179,787	168,736	157,686	146,635	135,585	124,534	168,483	157,433	146,382
Current Assets															
Trade Debtors	502	507	512	518	523	528	533	539	544	549	555	560	566	572	577
Bank account (over drawn)	38,995	45,771	22,740	29,905	37,267	44,828	52,591	60,558	68,729	77,109	85,697	94,498	48,512	57,742	67,190
	39,497	46,278	23,252	30,422	37,790	45,356	53,125	61,096	69,273	77,658	86,252	95,058	49,078	58,314	67,768
Current liabilities															
Trade Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB (capital only)	-284,424	-277,821	-271,079	-264,196	-257,168	-249,993	-242,667	-235,187	-227,550	-219,752	-211,791	-203,663	-195,364	-186,891	-178,239
	-284,424	-277,821	-271,079	-264,196	-257,168	-249,993	-242,667	-235,187	-227,550	-219,752	-211,791	-203,663	-195,364	-186,891	-178,239
	-28,837	-26,503	-23,838	-20,835	-17,491	-13,799	-9,755	-5,354	-591	4,541	10,046	15,929	22,198	28,856	35,911
Reserves															
B/fwd.	-29,003	-26,697	-24,060	-21,085	-17,769	-14,106	-10,092	-5,721	-987	4,113	9,587	15,439	21,676	28,302	35,323
Surplus/(Deficit)	167	194	222	250	279	308	337	367	397	428	459	490	522	555	588
C/fwd.	-28,836	-26,503	-23,838	-20,835	-17,490	-13,799	-9,755	-5,354	-590	4,541	10,046	15,930	22,198	28,856	35,911
Control	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Appendix B Balance Sheet

	Total Aug-55	Total Aug-56	Total Aug-57	Total Aug-58	Total Aug-59	Total Aug-60	Total Aug-61	Total Aug-62	Total Aug-63	Total Aug-64	Total Aug-65	Total Aug-66	Total Aug-67	Total Aug-68	Total Aug-69	Total Aug-70	Total Aug-71
Fixed Assets																	
Tangible NBV	135,332	124,281	113,231	102,180	91,130	80,079	69,029	147,978	136,927	125,877	114,826	103,776	122,725	111,675	100,624	89,574	78,523
Current Assets																	
Trade Debtors	583	589	595	601	607	613	619	625	632	638	644	651	657	664	670	677	684
Bank account (over drawn)	76,859	86,749	96,865	107,207	117,779	128,582	139,619	60,892	72,403	84,156	96,151	108,393	90,882	103,622	116,616	129,865	143,373
	77,442	87,338	97,460	107,808	118,386	129,195	140,238	61,517	73,035	84,793	96,795	109,043	91,539	104,286	117,286	130,542	144,057
Current liabilities																	
Trade Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB (capital only)	-169,407	-160,388	-151,180	-141,779	-132,181	-122,381	-112,375	-102,159	-91,728	-81,078	-70,205	-59,104	-47,769	-36,196	-24,380	-12,316	0
	-169,407	-160,388	-151,180	-141,779	-132,181	-122,381	-112,375	-102,159	-91,728	-81,078	-70,205	-59,104	-47,769	-36,196	-24,380	-12,316	0
	43,367	51,232	59,510	68,209	77,335	86,893	96,892	107,336	118,234	129,592	141,417	153,715	166,496	179,765	193,530	207,799	222,580
Reserves																	
B/fwd.	42,746	50,576	58,821	67,484	76,575	86,097	96,059	106,466	117,326	128,646	140,432	152,691	165,431	178,659	192,383	206,610	221,348
Surplus/(Deficit)	621	655	690	725	760	797	833	870	908	946	985	1,025	1,065	1,106	1,147	1,189	1,232
C/fwd.	43,367	51,232	59,510	68,209	77,335	86,894	96,892	107,337	118,234	129,592	141,417	153,716	166,496	179,765	193,530	207,799	222,580
Control	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Appendix C Cash Flow Projections

	Total Aug-22	Total Aug-23	Total Aug-24	Total Aug-25	Total Aug-26	Total Aug-27	Total Aug-28	Total Aug-29	Total Aug-30	Total Aug-32	Total Aug-33	Total Aug-34	Total Aug-35	Total Aug-36	Total Aug-37	Total Aug-38	Total Aug-39
Inflows																	
Rents Received	16,378	16,962	17,132	17,303	17,476	17,651	17,827	18,006	18,186	18,551	18,737	18,924	19,113	19,304	19,498	19,692	19,889
PWLB loan received	387,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings on B & B Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	403,378	16,962	17,132	17,303	17,476	17,651	17,827	18,006	18,186	18,551	18,737	18,924	19,113	19,304	19,498	19,692	19,889
Outflows																	
Suppliers	-776	-784	-792	-800	-808	-816	-824	-832	-840	-857	-866	-874	-883	-892	-901	-910	-919
Fixed Assets	-387,000	0	0	0	0	0	0	0	0	-25,000	0	0	0	0	-30,000	0	0
Sundry payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB loans repayments - gross	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	-400,352	-13,360	-13,367	-13,375	-13,383	-13,391	-13,400	-13,408	-13,416	-38,433	-13,442	-13,450	-13,459	-13,468	-43,477	-13,486	-13,495
Net monthly cash inflow/(outflow)	3,026	3,602	3,764	3,928	4,093	4,259	4,428	4,598	4,769	-19,882	5,295	5,474	5,654	5,837	-23,979	6,207	6,394
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B/bfwd	0	3,026	6,629	10,393	14,321	18,414	22,673	27,101	31,698	41,411	21,529	26,824	32,298	37,952	43,789	19,809	26,016
B/cfwd	3,026	6,629	10,393	14,321	18,414	22,673	27,101	31,698	36,468	21,529	26,824	32,298	37,952	43,789	19,809	26,016	32,411



Appendix C Cash Flow Projections

	Total Aug-40	Total Aug-41	Total Aug-42	Total Aug-43	Total Aug-44	Total Aug-45	Total Aug-46	Total Aug-47	Total Aug-48	Total Aug-49	Total Aug-50	Total Aug-51	Total Aug-52	Total Aug-53	Total Aug-54
Inflows															
Rents Received	20,088	20,289	20,492	20,697	20,904	21,113	21,324	21,537	21,753	21,970	22,190	22,412	22,636	22,862	23,091
PWLB loan received	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings on B & B Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	20,088	20,289	20,492	20,697	20,904	21,113	21,324	21,537	21,753	21,970	22,190	22,412	22,636	22,862	23,091
Outflows															
Suppliers	-928	-937	-947	-956	-966	-976	-985	-995	-1,005	-1,015	-1,025	-1,036	-1,046	-1,056	-1,067
Fixed Assets	0	0	-30,000	0	0	0	0	0	0	0	0	0	-55,000	0	0
Sundry payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB loans repayments - gross	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	-13,504	-13,513	-43,523	-13,532	-13,542	-13,551	-13,561	-13,571	-13,581	-13,591	-13,601	-13,611	-68,622	-13,632	-13,643
Net monthly cash inflow/(outflow)	6,584	6,776	-23,031	7,165	7,362	7,562	7,763	7,966	8,172	8,379	8,589	8,800	-45,986	9,230	9,448
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B/bfwd	32,411	38,995	45,771	22,740	29,905	37,267	44,828	52,591	60,558	68,729	77,109	85,697	94,498	48,512	57,742
B/cfwd	38,995	45,771	22,740	29,905	37,267	44,828	52,591	60,558	68,729	77,109	85,697	94,498	48,512	57,742	67,190



Appendix C Cash Flow Projections

	Total Aug-55	Total Aug-56	Total Aug-57	Total Aug-58	Total Aug-59	Total Aug-60	Total Aug-61	Total Aug-62	Total Aug-63	Total Aug-64	Total Aug-65	Total Aug-66	Total Aug-67	Total Aug-68	Total Aug-69	Total Aug-70	Total Aug-71
Inflows																	
Rents Received	23,322	23,555	23,791	24,029	24,269	24,512	24,757	25,004	25,254	25,507	25,762	26,019	26,280	26,542	26,808	27,076	27,347
PWLB loan received	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings on B & B Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	23,322	23,555	23,791	24,029	24,269	24,512	24,757	25,004	25,254	25,507	25,762	26,019	26,280	26,542	26,808	27,076	27,347
Outflows																	
Suppliers	-1,078	-1,088	-1,099	-1,110	-1,121	-1,133	-1,144	-1,155	-1,167	-1,179	-1,190	-1,202	-1,214	-1,226	-1,239	-1,251	-1,264
Fixed Assets	0	0	0	0	0	0	0	-90,000	0	0	0	0	-30,000	0	0	0	0
Sundry payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB loans repayments - gross	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,576	-12,575
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	-13,654	-13,664	-13,675	-13,686	-13,697	-13,708	-13,720	-103,731	-13,743	-13,754	-13,766	-13,778	-43,790	-13,802	-13,815	-13,827	-13,838
Net monthly cash inflow/(outflow)	9,668	9,891	10,115	10,342	10,572	10,803	11,037	-78,727	11,511	11,752	11,996	12,241	-17,510	12,740	12,993	13,249	13,508
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B/bfwd	67,190	76,859	86,749	96,865	107,207	117,779	128,582	139,619	60,892	72,403	84,156	96,151	108,393	90,882	103,622	116,616	129,865
B/cfwd	76,859	86,749	96,865	107,207	117,779	128,582	139,619	60,892	72,403	84,156	96,151	108,393	90,882	103,622	116,616	129,865	143,373



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Appendix A - Profit and loss account

	Total Aug-22	Total Aug-23	Total Aug-24	Total Aug-25	Total Aug-26	Total Aug-27	Total Aug-28	Total Aug-29	Total Aug-30	Total Aug-31	Total Aug-32	Total Aug-33	Total Aug-34	Total Aug-35	Total Aug-36	Total Aug-37
Rental income	-17,638	-17,815	-17,993	-18,173	-18,354	-18,538	-18,723	-18,911	-19,100	-19,291	-19,484	-19,678	-19,875	-20,074	-20,275	-20,477
Less direct costs	779	787	794	802	810	819	827	835	843	852	860	869	878	886	895	904
Savings on homeless budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross margin	-16,859	-17,028	-17,198	-17,370	-17,544	-17,719	-17,897	-18,076	-18,256	-18,439	-18,623	-18,810	-18,998	-19,188	-19,379	-19,573
Indirect costs																
Interest on loans	10,836	10,711	10,584	10,454	10,322	10,186	10,048	9,907	9,763	9,616	9,466	9,312	9,156	8,996	8,833	8,666
Depreciation	36,000	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451
Net (Surplus)/Deficit for the year.	29,977	7,134	6,836	6,535	6,228	5,918	5,602	5,282	4,957	4,628	4,293	3,953	3,609	3,259	2,904	2,543

Appendix A - Profit and loss account	Total Aug-38	Total Aug-39	Total Aug-40	Total Aug-41	Total Aug-42	Total Aug-43	Total Aug-44	Total Aug-45	Total Aug-46	Total Aug-47	Total Aug-48	Total Aug-49	Total Aug-50	Total Aug-51	Total Aug-52	Total Aug-53	Total Aug-54
Rental income	-20,682	-20,889	-21,098	-21,309	-21,522	-21,737	-21,955	-22,174	-22,396	-22,620	-22,846	-23,074	-23,305	-23,538	-23,774	-24,011	-24,252
Less direct costs	913	922	932	941	950	960	969	979	989	999	1,009	1,019	1,029	1,039	1,050	1,060	1,071
Savings on homeless budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross margin	-19,769	-19,967	-20,166	-20,368	-20,572	-20,777	-20,985	-21,195	-21,407	-21,621	-21,837	-22,056	-22,276	-22,499	-22,724	-22,951	-23,181
Indirect costs																	
Interest on loans	8,496	8,322	8,145	7,964	7,779	7,590	7,397	7,201	7,000	6,795	6,585	6,371	6,153	5,930	5,703	5,470	5,233
Depreciation	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451
Net (Surplus)/Deficit for the year.	2,178	1,806	1,429	1,046	658	263	-137	-544	-957	-1,376	-1,802	-2,234	-2,673	-3,118	-3,571	-4,031	-4,497



Appendix A - Profit and loss account	Total Aug-55	Total Aug-56	Total Aug-57	Total Aug-58	Total Aug-59	Total Aug-60	Total Aug-61	Total Aug-62	Total Aug-63	Total Aug-64	Total Aug-65	Total Aug-66	Total Aug-67	Total Aug-68	Total Aug-69	Total Aug-70	Total Aug-71
Rental income	-24,494	-24,739	-24,986	-25,236	-25,489	-25,743	-26,001	-26,261	-26,524	-26,789	-27,057	-27,327	-27,601	-27,877	-28,155	-28,437	-28,721
Less direct costs	1,082	1,092	1,103	1,114	1,125	1,137	1,148	1,160	1,171	1,183	1,195	1,207	1,219	1,231	1,243	1,256	1,268
Savings on homeless budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross margin	-23,413	-23,647	-23,883	-24,122	-24,363	-24,607	-24,853	-25,101	-25,352	-25,606	-25,862	-26,121	-26,382	-26,646	-26,912	-27,181	-27,453
Indirect costs																	
Interest on loans	4,991	4,743	4,491	4,233	3,970	3,701	3,427	3,146	2,860	2,568	2,270	1,966	1,655	1,338	1,013	683	345
Depreciation	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451	13,451
Net (Surplus)/Deficit for the year.	-4,971	-5,453	-5,942	-6,438	-6,943	-7,455	-7,976	-8,504	-9,041	-9,587	-10,141	-10,704	-11,276	-11,858	-12,448	-13,048	-13,658



Appendix B Balance Sheet

Fixed Assets

Tangible NBV	480,000	466,549	453,099	439,648	426,198	412,747	399,297	385,846	372,396	358,945	370,495	357,044	343,593	330,143	316,692	333,242
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Current Assets

Trade Debtors	441	445	450	454	459	463	468	473	477	482	487	492	497	502	507	512
Bank account (over drawn)	-349	-94	332	930	1,702	2,649	3,773	5,076	6,560	8,226	-14,923	-12,886	-10,661	-8,247	-5,640	-32,840
	92	352	782	1,385	2,161	3,112	4,241	5,549	7,037	8,709	-14,436	-12,394	-10,165	-7,745	-5,133	-32,328

Current liabilities

Trade Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB (capital only)	-510,068	-504,012	-497,828	-491,515	-485,069	-478,487	-471,768	-464,907	-457,902	-450,750	-443,448	-435,993	-428,381	-420,609	-412,674	-404,572
	-510,068	-504,012	-497,828	-491,515	-485,069	-478,487	-471,768	-464,907	-457,902	-450,750	-443,448	-435,993	-428,381	-420,609	-412,674	-404,572
	-29,977	-37,111	-43,947	-50,482	-56,710	-62,628	-68,230	-73,512	-78,469	-83,097	-87,390	-91,343	-94,952	-98,211	-101,115	-103,658

Reserves

B/fwd.	-30,479	-36,516	-43,377	-49,937	-56,191	-62,134	-67,763	-73,072	-78,056	-82,711	-87,032	-91,013	-94,651	-97,939	-100,872	-103,446
Surplus/(Deficit)	502	-594	-570	-545	-519	-493	-467	-440	-413	-386	-358	-329	-301	-272	-242	-212
C/fwd.	-29,977	-37,111	-43,947	-50,482	-56,710	-62,628	-68,230	-73,512	-78,469	-83,097	-87,389	-91,343	-94,952	-98,211	-101,114	-103,658

Control

Appendix B Balance Sheet

	Total Aug-38	Total Aug-39	Total Aug-40	Total Aug-41	Total Aug-42	Total Aug-43	Total Aug-44	Total Aug-45	Total Aug-46	Total Aug-47	Total Aug-48	Total Aug-49	Total Aug-50	Total Aug-51	Total Aug-52	Total Aug-53	Total Aug-54
Fixed Assets																	
Tangible NBV	319,791	306,341	292,890	279,440	295,989	282,538	269,088	255,637	242,187	228,736	215,286	480,000	188,385	174,934	216,483	203,033	189,582
Current Assets																	
Trade Debtors	517	522	527	533	538	543	549	554	560	565	571	441	583	588	594	600	606
Bank account (over drawn)	-29,844	-26,650	-23,257	-19,662	-45,863	-41,859	-37,647	-33,225	-28,592	-23,744	-18,680	-349	-7,895	-2,170	-51,220	-45,043	-38,636
	-29,327	-26,128	-22,729	-19,129	-45,325	-41,315	-37,098	-32,671	-28,032	-23,178	-18,109	92	-7,313	-1,582	-50,626	-44,442	-38,029
Current liabilities																	
Trade Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB (capital only)	-396,300	-387,855	-379,232	-370,428	-361,439	-352,261	-342,891	-333,324	-323,555	-313,582	-303,400	-510,068	-282,388	-271,551	-260,485	-249,188	-237,653
	-396,300	-387,855	-379,232	-370,428	-361,439	-352,261	-342,891	-333,324	-323,555	-313,582	-303,400	-510,068	-282,388	-271,551	-260,485	-249,188	-237,653
	-105,835	-107,642	-109,071	-110,117	-110,775	-111,038	-110,901	-110,357	-109,400	-108,024	-106,223	-29,977	-101,317	-98,198	-94,627	-90,597	-86,100
Reserves																	
B/fwd.	-105,654	-107,491	-108,951	-110,030	-110,720	-111,016	-110,912	-110,402	-109,480	-108,139	-106,373	-30,479	-101,539	-98,458	-94,925	-90,932	-86,474
Surplus/(Deficit)	-181	-151	-119	-87	-55	-22	11	45	80	115	150	502	223	260	298	336	375
C/fwd.	-105,835	-107,641	-109,070	-110,117	-110,775	-111,038	-110,901	-110,357	-109,400	-108,024	-106,223	-29,977	-101,316	-98,198	-94,627	-90,597	-86,099
Control																	



Appendix B Balance Sheet

	Total Aug-55	Total Aug-56	Total Aug-57	Total Aug-58	Total Aug-59	Total Aug-60	Total Aug-61	Total Aug-62	Total Aug-63	Total Aug-64	Total Aug-65	Total Aug-66	Total Aug-67	Total Aug-68	Total Aug-69	Total Aug-70	Total Aug-71
Fixed Assets																	
Tangible NBV	176,132	162,681	149,231	135,780	122,330	108,879	95,429	171,978	158,527	145,077	131,626	118,176	134,725	121,275	107,824	94,374	80,923
Current Assets																	
Trade Debtors	612	618	625	631	637	644	650	657	663	670	676	683	690	697	704	711	718
Bank account (over drawn)	-31,997	-25,124	-18,015	-10,667	-3,078	4,754	12,833	-68,840	-60,262	-51,431	-42,343	-32,997	-53,390	-43,519	-33,382	-22,975	-12,296
	-31,385	-24,506	-17,391	-10,036	-2,441	5,398	13,483	-68,184	-59,599	-50,761	-41,667	-32,314	-52,700	-42,822	-32,678	-22,265	-11,578
Current liabilities																	
Trade Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB (capital only)	-225,875	-213,851	-201,574	-189,039	-176,241	-163,174	-149,833	-136,212	-122,304	-108,105	-93,607	-78,805	-63,692	-48,262	-32,507	-16,422	0
	-225,875	-213,851	-201,574	-189,039	-176,241	-163,174	-149,833	-136,212	-122,304	-108,105	-93,607	-78,805	-63,692	-48,262	-32,507	-16,422	0
	-81,128	-75,676	-69,734	-63,295	-56,353	-48,897	-40,922	-32,417	-23,376	-13,789	-3,647	7,057	18,333	30,191	42,639	55,687	69,345
Reserves																	
B/fwd.	-81,542	-76,130	-70,229	-63,832	-56,931	-49,518	-41,586	-33,126	-24,129	-14,587	-4,492	6,165	17,394	29,203	41,602	54,600	68,207
Surplus/(Deficit)	414	454	495	537	579	621	665	709	753	799	845	892	940	988	1,037	1,087	1,138
C/fwd.	-81,128	-75,675	-69,734	-63,295	-56,352	-48,897	-40,921	-32,417	-23,376	-13,788	-3,647	7,057	18,334	30,191	42,639	55,687	69,345
Control																	



Appendix C Cash Flow Projections

	Total Aug-22	Total Aug-23	Total Aug-24	Total Aug-25	Total Aug-26	Total Aug-27	Total Aug-28	Total Aug-29	Total Aug-30	Total Aug-31	Total Aug-32	Total Aug-33	Total Aug-34	Total Aug-35	Total Aug-36	Total Aug-37
Inflows																
Rents Received	17,197	17,810	17,988	18,168	18,350	18,533	18,719	18,906	19,095	19,286	19,479	19,674	19,870	20,069	20,270	20,472
PWLB loan received	516,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings on B & B Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	533,197	17,810	17,988	18,168	18,350	18,533	18,719	18,906	19,095	19,286	19,479	19,674	19,870	20,069	20,270	20,472
Outflows																
Suppliers	-779	-787	-794	-802	-810	-819	-827	-835	-843	-852	-860	-869	-878	-886	-895	-904
Fixed Assets	-516,000	0	0	0	0	0	0	0	0	0	-25,000	0	0	0	0	-30,000
Sundry payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB loans repayments - gross	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	-533,547	-17,554	-17,562	-17,570	-17,578	-17,586	-17,595	-17,603	-17,611	-17,620	-42,628	-17,637	-17,645	-17,654	-17,663	-47,672
Net monthly cash inflow/(outflow)	-349	256	426	598	772	947	1,124	1,303	1,484	1,666	-23,149	2,037	2,225	2,415	2,607	-27,200
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B/bfwd	0	-349	-94	332	930	1,702	2,649	3,773	5,076	6,560	8,226	-14,923	-12,886	-10,661	-8,247	-5,640
B/cfwd	-349	-94	332	930	1,702	2,649	3,773	5,076	6,560	8,226	-14,923	-12,886	-10,661	-8,247	-5,640	-32,840

Appendix C Cash Flow Projections

	Total Aug-38	Total Aug-39	Total Aug-40	Total Aug-41	Total Aug-42	Total Aug-43	Total Aug-44	Total Aug-45	Total Aug-46	Total Aug-47	Total Aug-48	Total Aug-49	Total Aug-50	Total Aug-51	Total Aug-52	Total Aug-53	Total Aug-54
Inflows																	
Rents Received	20,677	20,884	21,093	21,304	21,517	21,732	21,949	22,169	22,390	22,614	22,840	23,069	23,299	23,532	23,768	24,005	24,246
PWLB loan received	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings on B & B Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	20,677	20,884	21,093	21,304	21,517	21,732	21,949	22,169	22,390	22,614	22,840	23,069	23,299	23,532	23,768	24,005	24,246
Outflows																	
Suppliers	-913	-922	-932	-941	-950	-960	-969	-979	-989	-999	-1,009	-1,019	-1,029	-1,039	-1,050	-1,060	-1,071
Fixed Assets	0	0	0	0	-30,000	0	0	0	0	0	0	0	0	0	-55,000	0	0
Sundry payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB loans repayments - gross	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	-17,681	-17,690	-17,699	-17,709	-47,718	-17,728	-17,737	-17,747	-17,757	-17,767	-17,777	-17,787	-17,797	-17,807	-72,818	-17,828	-17,839
Net monthly cash inflow/(outflow)	2,996	3,194	3,393	3,595	-26,201	4,004	4,212	4,422	4,634	4,848	5,064	5,282	5,503	5,725	-49,050	6,177	6,407
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B/bfwd	-32,840	-29,844	-26,650	-23,257	-19,662	-45,863	-41,859	-37,647	-33,225	-28,592	-23,744	-18,680	-13,398	-7,895	-2,170	-51,220	-45,043
B/cfwd	-29,844	-26,650	-23,257	-19,662	-45,863	-41,859	-37,647	-33,225	-28,592	-23,744	-18,680	-13,398	-7,895	-2,170	-51,220	-45,043	-38,636



Appendix C Cash Flow Projections

	Total Aug-55	Total Aug-56	Total Aug-57	Total Aug-58	Total Aug-59	Total Aug-60	Total Aug-61	Total Aug-62	Total Aug-63	Total Aug-64	Total Aug-65	Total Aug-66	Total Aug-67	Total Aug-68	Total Aug-69	Total Aug-70	Total Aug-71
Inflows																	
Rents Received	24,488	24,733	24,980	25,230	25,482	25,737	25,994	26,254	26,517	26,782	27,050	27,320	27,594	27,870	28,148	28,430	28,714
PWLB loan received	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings on B & B Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	24,488	24,733	24,980	25,230	25,482	25,737	25,994	26,254	26,517	26,782	27,050	27,320	27,594	27,870	28,148	28,430	28,714
Outflows																	
Suppliers	-1,082	-1,092	-1,103	-1,114	-1,125	-1,137	-1,148	-1,160	-1,171	-1,183	-1,195	-1,207	-1,219	-1,231	-1,243	-1,256	-1,268
Fixed Assets	0	0	0	0	0	0	0	-90,000	0	0	0	0	-30,000	0	0	0	0
Sundry payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB loans repayments - gross	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,768	-16,767
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	-17,849	-17,860	-17,871	-17,882	-17,893	-17,905	-17,916	-107,927	-17,939	-17,951	-17,963	-17,974	-47,987	-17,999	-18,011	-18,023	-18,035
Net monthly cash inflow/(outflow)	6,639	6,873	7,109	7,348	7,589	7,833	8,079	-81,673	8,578	8,831	9,087	9,346	-20,393	9,871	10,137	10,406	10,679
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B/bfwd	-38,636	-31,997	-25,124	-18,015	-10,667	-3,078	4,754	12,833	-68,840	-60,262	-51,431	-42,343	-32,997	-53,390	-43,519	-33,382	-22,975
B/cfwd	-31,997	-25,124	-18,015	-10,667	-3,078	4,754	12,833	-68,840	-60,262	-51,431	-42,343	-32,997	-53,390	-43,519	-33,382	-22,975	-12,296

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Appendix A - Profit and loss account

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/24	2034/35	2035/36	2036/37	2037/38
Rental income	-41,576	-41,992	-42,412	-42,836	-43,264	-43,697	-44,134	-44,575	-45,021	-45,471	-45,926	-46,385	-46,849	-47,317	-47,790	-48,268	-48,751
Less direct costs	859	867	876	885	893	902	911	921	930	939	948	958	967	977	987	997	1,007
Savings on homeless budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross margin	-40,717	-41,124	-41,536	-41,951	-42,371	-42,794	-43,222	-43,654	-44,091	-44,532	-44,977	-45,427	-45,881	-46,340	-46,803	-47,271	-47,744
Indirect costs																	
Interest on loans	16,931	16,737	16,538	16,335	16,128	15,916	15,700	15,480	15,255	15,025	14,790	14,551	14,306	14,056	13,801	13,541	13,275
Depreciation	56,250	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851
Net (Surplus)/Deficit for the year.	32,464	-5,537	-6,147	-6,765	-7,392	-8,027	-8,671	-9,324	-9,986	-10,656	-11,336	-12,026	-12,725	-13,433	-14,152	-14,880	-15,619

Appendix A - Profit and loss account

	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54
Rental income	-49,238	-49,731	-50,228	-50,730	-51,238	-51,750	-52,268	-52,790	-53,318	-53,851	-54,390	-54,934	-55,483	-56,038	-56,598	-57,164
Less direct costs	1,017	1,027	1,037	1,048	1,058	1,069	1,079	1,090	1,101	1,112	1,123	1,134	1,146	1,157	1,169	1,181
Savings on homeless budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross margin	-48,222	-48,704	-49,191	-49,683	-50,180	-50,681	-51,188	-51,700	-52,217	-52,739	-53,267	-53,799	-54,337	-54,881	-55,430	-55,984
Indirect costs																
Interest on loans	13,004	12,726	12,444	12,155	11,860	11,559	11,251	10,937	10,617	10,289	9,955	9,614	9,266	8,910	8,547	8,176
Depreciation	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851
Net (Surplus)/Deficit for the year.	-16,368	-17,127	-17,897	-18,678	-19,469	-20,272	-21,087	-21,912	-22,750	-23,599	-24,461	-25,335	-26,221	-27,120	-28,032	-28,957



Appendix A - Profit and loss account

	2054/55	2055/56	2056/57	2057/58	2058/59	2059/60	2060/61	2061/62	2062/63	2063/64	2064/65	2065/66	2066/67	2067/68	2068/69	2069/70	2070/71
Rental income	-57,736	-58,313	-58,896	-59,485	-60,080	-60,681	-61,288	-61,901	-62,520	-63,145	-63,776	-64,414	-65,058	-65,709	-66,366	-67,030	-67,700
Less direct costs	1,192	1,204	1,216	1,228	1,241	1,253	1,266	1,278	1,291	1,304	1,317	1,330	1,344	1,357	1,371	1,384	1,398
Savings on homeless budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross margin	-56,544	-57,109	-57,680	-58,257	-58,840	-59,428	-60,022	-60,622	-61,229	-61,841	-62,459	-63,084	-63,715	-64,352	-64,995	-65,645	-66,302
Indirect costs																	
Interest on loans	7,798	7,412	7,017	6,614	6,203	5,783	5,354	4,916	4,469	4,013	3,547	3,071	2,586	2,090	1,584	1,067	539
Depreciation	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851	18,851
Net (Surplus)/Deficit for the year.	-29,895	-30,847	-31,813	-32,792	-33,786	-34,795	-35,818	-36,856	-37,909	-38,977	-40,062	-41,162	-42,278	-43,412	-44,561	-45,728	-46,912



Appendix B Balance Sheet

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/24	2034/35	2035/36	2036/37	2037/38
Fixed Assets																	
Tangible NBV	750,000	731,149	712,299	693,448	674,598	655,747	636,897	618,046	599,196	580,345	586,495	567,644	548,793	529,943	511,092	522,242	503,391
Current Assets																	
Trade Debtors	1,039	1,050	1,060	1,071	1,082	1,092	1,103	1,114	1,126	1,137	1,148	1,160	1,171	1,183	1,195	1,207	1,219
Bank account (over drawn)	13,478	28,392	43,718	59,458	75,618	92,202	109,214	126,657	144,537	162,858	156,624	175,840	195,510	215,638	236,230	227,290	248,822
	14,517	29,442	44,778	60,529	76,700	93,295	110,317	127,772	145,663	163,995	157,772	176,999	196,681	216,821	237,425	228,497	250,041
Current liabilities																	
Trade Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB (capital only)	-796,982	-787,519	-777,857	-767,992	-757,920	-747,637	-737,137	-726,417	-715,472	-704,297	-692,888	-681,239	-669,345	-657,201	-644,803	-632,144	-619,219
	-796,982	-787,519	-777,857	-767,992	-757,920	-747,637	-737,137	-726,417	-715,472	-704,297	-692,888	-681,239	-669,345	-657,201	-644,803	-632,144	-619,219
	-32,464	-26,927	-20,780	-14,014	-6,622	1,405	10,077	19,401	29,386	40,043	51,379	63,405	76,129	89,563	103,714	118,594	134,213
Reserves																	
B/fwd.	-34,446	-27,388	-21,292	-14,578	-7,238	737	9,354	18,624	28,554	39,155	50,435	62,403	75,069	88,444	102,535	117,355	132,912
Surplus/(Deficit)	1,982	461	512	564	616	669	723	777	832	888	945	1,002	1,060	1,119	1,179	1,240	1,302
C/fwd.	-32,464	-26,927	-20,779	-14,014	-6,622	1,406	10,077	19,401	29,386	40,043	51,379	63,405	76,130	89,563	103,715	118,595	134,213
Control	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix B Balance Sheet

	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54
Fixed Assets																
Tangible NBV	484,541	465,690	446,840	457,989	439,138	420,288	401,437	382,587	363,736	344,886	326,035	307,185	288,334	324,484	305,633	286,782
Current Assets																
Trade Debtors	1,231	1,243	1,256	1,268	1,281	1,294	1,307	1,320	1,333	1,346	1,360	1,373	1,387	1,401	1,415	1,429
Bank account (over drawn)	270,832	293,324	316,302	309,773	333,740	358,209	383,184	408,672	434,676	461,202	488,255	515,841	543,965	517,632	546,848	576,618
	272,063	294,567	317,558	311,041	335,021	359,503	384,491	409,991	436,009	462,548	489,615	517,215	545,352	519,033	548,263	578,047
Current liabilities																
Trade Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB (capital only)	-606,023	-592,550	-578,793	-564,748	-550,408	-535,767	-520,818	-505,556	-489,972	-474,062	-457,818	-441,232	-424,298	-407,008	-389,356	-371,332
	-606,023	-592,550	-578,793	-564,748	-550,408	-535,767	-520,818	-505,556	-489,972	-474,062	-457,818	-441,232	-424,298	-407,008	-389,356	-371,332
	150,581	167,707	185,604	204,282	223,751	244,024	265,110	287,023	309,773	333,372	357,833	383,167	409,388	436,508	464,540	493,497
Reserves																
B/fwd.	149,217	166,281	184,113	202,726	222,129	242,335	263,353	285,197	307,877	331,406	355,795	381,057	407,204	434,249	462,204	491,084
Surplus/(Deficit)	1,364	1,427	1,491	1,556	1,622	1,689	1,757	1,826	1,896	1,967	2,038	2,111	2,185	2,260	2,336	2,413
C/fwd.	150,581	167,708	185,605	204,282	223,752	244,024	265,111	287,023	309,773	333,372	357,833	383,168	409,389	436,509	464,540	493,497
Control	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Appendix B Balance Sheet

	2054/55	2055/56	2056/57	2057/58	2058/59	2059/60	2060/61	2061/62	2062/63	2063/64	2064/65	2065/66	2066/67	2067/68	2068/69	2069/70	2070/71
Fixed Assets																	
Tangible NBV	267,932	249,081	230,231	211,380	192,530	173,679	154,829	225,978	207,127	188,277	169,426	150,576	161,725	142,875	124,024	105,174	86,323
Current Assets																	
Trade Debtors	1,443	1,458	1,472	1,487	1,502	1,517	1,532	1,548	1,563	1,579	1,594	1,610	1,626	1,643	1,659	1,676	1,692
Bank account (over drawn)	606,947	637,842	669,308	701,351	733,976	767,189	800,996	745,403	780,417	816,042	852,286	889,154	896,653	934,789	973,569	1,012,998	1,053,084
	608,391	639,300	670,781	702,838	735,478	768,706	802,528	746,951	781,980	817,621	853,881	890,765	898,280	936,432	975,228	1,014,673	1,054,776
Current liabilities																	
Trade Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB (capital only)	-352,931	-334,142	-314,960	-295,374	-275,377	-254,960	-234,114	-212,831	-191,101	-168,914	-146,261	-123,133	-99,519	-75,409	-50,793	-25,660	0
	-352,931	-334,142	-314,960	-295,374	-275,377	-254,960	-234,114	-212,831	-191,101	-168,914	-146,261	-123,133	-99,519	-75,409	-50,793	-25,660	0
	523,392	554,239	586,052	618,844	652,630	687,425	723,242	760,098	798,006	836,984	877,045	918,207	960,486	1,003,897	1,048,459	1,094,187	1,141,099
Reserves																	
B/fwd.	520,901	551,669	583,401	616,112	649,815	684,526	720,258	757,027	794,848	833,736	873,707	914,778	956,963	1,000,280	1,044,746	1,090,377	1,137,190
Surplus/(Deficit)	2,491	2,571	2,651	2,733	2,816	2,900	2,985	3,071	3,159	3,248	3,338	3,430	3,523	3,618	3,713	3,811	3,909
C/fwd.	523,392	554,239	586,052	618,844	652,631	687,425	723,243	760,098	798,007	836,984	877,046	918,208	960,486	1,003,898	1,048,459	1,094,187	1,141,100
Control	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix C Cash Flow Projections

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/24	2034/35	2035/36	2036/37	2037/38
Inflows																	
Rents Received	40,536	41,981	42,401	42,825	43,253	43,686	44,123	44,564	45,010	45,460	45,914	46,373	46,837	47,305	47,779	48,256	48,739
PWLB loan received	806,250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings on B & B Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	846,786	41,981	42,401	42,825	43,253	43,686	44,123	44,564	45,010	45,460	45,914	46,373	46,837	47,305	47,779	48,256	48,739
Outflows																	
Suppliers	-859	-867	-876	-885	-893	-902	-911	-921	-930	-939	-948	-958	-967	-977	-987	-997	-1,007
Fixed Assets	-806,250	0	0	0	0	0	0	0	0	0	-25,000	0	0	0	0	-30,000	0
Sundry payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB loans repayments - gross	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	-833,308	-27,067	-27,076	-27,084	-27,093	-27,102	-27,111	-27,120	-27,129	-27,139	-52,148	-27,158	-27,167	-27,177	-27,187	-57,197	-27,207
Net monthly cash inflow/(outflow)	13,478	14,914	15,325	15,741	16,160	16,584	17,011	17,444	17,880	18,321	-6,234	19,216	19,670	20,129	20,592	-8,940	21,532
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B/bfwd	0	13,478	28,392	43,718	59,458	75,618	92,202	109,214	126,657	144,537	162,858	156,624	175,840	195,510	215,638	236,230	227,290
B/cfwd	13,478	28,392	43,718	59,458	75,618	92,202	109,214	126,657	144,537	162,858	156,624	175,840	195,510	215,638	236,230	227,290	248,822

Appendix C Cash Flow Projections

	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54
Inflows																
Rents Received	49,226	49,719	50,216	50,718	51,225	51,737	52,255	52,777	53,305	53,838	54,376	54,920	55,469	56,024	56,584	57,150
PWLB loan received	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings on B & B Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	49,226	49,719	50,216	50,718	51,225	51,737	52,255	52,777	53,305	53,838	54,376	54,920	55,469	56,024	56,584	57,150
Outflows																
Suppliers	-1,017	-1,027	-1,037	-1,048	-1,058	-1,069	-1,079	-1,090	-1,101	-1,112	-1,123	-1,134	-1,146	-1,157	-1,169	-1,181
Fixed Assets	0	0	0	-30,000	0	0	0	0	0	0	0	0	0	-55,000	0	0
Sundry payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB loans repayments - gross	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	-27,217	-27,227	-27,237	-57,247	-27,258	-27,268	-27,279	-27,290	-27,301	-27,312	-27,323	-27,334	-27,346	-82,357	-27,369	-27,380
Net monthly cash inflow/(outflow)	22,010	22,492	22,979	-6,530	23,967	24,469	24,976	25,487	26,004	26,526	27,053	27,586	28,124	-26,333	29,216	29,770
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B/bfwd	248,822	270,832	293,324	316,302	309,773	333,740	358,209	383,184	408,672	434,676	461,202	488,255	515,841	543,965	517,632	546,848
B/cfwd	270,832	293,324	316,302	309,773	333,740	358,209	383,184	408,672	434,676	461,202	488,255	515,841	543,965	517,632	546,848	576,618

Appendix C Cash Flow Projections

	2054/55	2055/56	2056/57	2057/58	2058/59	2059/60	2060/61	2061/62	2062/63	2063/64	2064/65	2065/66	2066/67	2067/68	2068/69	2069/70	2070/71
Inflows																	
Rents Received	57,722	58,299	58,882	59,471	60,065	60,666	61,273	61,885	62,504	63,129	63,761	64,398	65,042	65,693	66,350	67,013	67,683
PWLB loan received	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Savings on B & B Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	57,722	58,299	58,882	59,471	60,065	60,666	61,273	61,885	62,504	63,129	63,761	64,398	65,042	65,693	66,350	67,013	67,683
Outflows																	
Suppliers	-1,192	-1,204	-1,216	-1,228	-1,241	-1,253	-1,266	-1,278	-1,291	-1,304	-1,317	-1,330	-1,344	-1,357	-1,371	-1,384	-1,398
Fixed Assets	0	0	0	0	0	0	0	-90,000	0	0	0	0	-30,000	0	0	0	0
Sundry payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB loans repayments - gross	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,200	-26,199
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	-27,392	-27,404	-27,416	-27,428	-27,440	-27,453	-27,465	-117,478	-27,491	-27,504	-27,517	-27,530	-57,543	-27,557	-27,570	-27,584	-27,597
Net monthly cash inflow/(outflow)	30,330	30,895	31,466	32,042	32,625	33,213	33,807	-55,593	35,013	35,626	36,244	36,868	7,499	38,136	38,779	39,429	40,086
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B/bfwd	576,618	606,947	637,842	669,308	701,351	733,976	767,189	800,996	745,403	780,417	816,042	852,286	889,154	896,653	934,789	973,569	1,012,998
B/cfwd	606,947	637,842	669,308	701,351	733,976	767,189	800,996	745,403	780,417	816,042	852,286	889,154	896,653	934,789	973,569	1,012,998	1,053,084

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Corporate Policy & Resources Committee

4 October 2021



Title	Update on proposed Transactional Financial Service Partnership
Purpose of the report	To note
Report Author	Paul Taylor Chief Accountant
Ward(s) Affected	All Wards
Exempt	No
Corporate Priority	Financial Sustainability
Recommendations	<p>Committee is asked to note and endorse the progress made by both Mole Valley District Council and Spelthorne Borough Council in progressing the proposed partnership, which is being established with the aims of achieving:</p> <ul style="list-style-type: none"> • Greater resilience • Aiding recruitment & retention • Generating efficiencies and savings <p>in the transactional finance service to meet the needs of both Spelthorne Borough Council (SBC) and Mole Valley District Council (MVDC).</p>
Reason for Recommendation	<p>We are currently finalising the Memorandum of Understanding, organisation chart, budgets and key areas where savings can be achieved over the medium term and will forward a detailed report to this Committee once the S151 Officer at Mole Valley District Council (who has just returned from holiday after being away for September) has reviewed the documentation and agreed the suggested proposals. Then the final report will be presented to the respective Councils for approval, which we anticipate will be towards the end of October.</p>

1. The Partnership

1.1 Partnerships can bring a number of potential benefits including efficiencies/savings, resilience, service improvement, and the potential to improve recruitment and retention. In the view of the two Chief Finance Officers, the intended benefits of this Partnership between the finance functions of Mole Valley District Council, (MVDC) and Spelthorne Borough Council (SBC) in priority order are:

- **Resilience** – like virtually all district and borough councils, Mole Valley and Spelthorne operate small finance teams in order to deliver value for money for their Councils. They carry no ‘surplus’ resource, and are constructed to deliver just what is needed by the Council and no more.

However, this does create a vulnerability in relation to resilience, whenever one or more posts becomes vacant. This can be particularly challenging in relation to certain functions, (such as Systems Accountant or Treasury Management Accountant), which are generally undertaken by a single member of staff. It is proposed that in a larger combined Team it will be both easier to cover for vacancies generally, and to spread skills across a number of people, reducing reliance on a single person.

- **Recruitment and Retention** – The above issues of resilience are made more challenging by difficulties in relation to recruitment and retention. Despite the broader economic impact of the COVID-19 pandemic, recruitment and retention of local government professionals is challenging. As teams have become smaller in the drive for efficiencies, it has become ever harder to recruit and retain appropriately skilled staff, as opportunities for career development are by definition more limited in small teams. People who put the effort and time into gaining accountancy skills and qualifications are generally very career focused and willing to move employers in order to progress their careers.

This issue is further compounded by a significant reduction in the training of CIPFA qualified public sector accountants nationally, over the past decade, as public sector budgets have been squeezed. As a result, it has become increasingly difficult to attract accountants with the appropriate skills, qualifications and experience. (In a number of areas, local government accounting requirements are materially different from the private sector). It is proposed that in a larger Partnership environment, greater career development opportunities can be built into the design of the staffing structure, and that by its very nature, a multi-authority service will be more attractive to some individuals in terms of experience and career development.

- **Efficiencies/savings** – While the primary drivers of this proposal are those identified above, the financial environment currently facing all authorities is such that generating efficiencies, and associated savings, must be a material consideration in all service developments, and it is believed that this proposed Partnership should be able to deliver such efficiencies over the medium term.

1.2 This proposal has come from discussions between a number of the Finance Directors of local authorities across Surrey. The ultimate proposal for a Partnership between Mole Valley and Spelthorne arises from two key factors:

- **Strategic Goals** – Most ‘strategic partnerships’ that fail, do so because the partners go into the partnership wanting to get different things out of it. The Finance Directors of Mole Valley and Spelthorne are in agreement that the objectives of the Partnership should be those set out in paragraph 1.1 above, and in that order.

- Efficiencies – the achievement of efficiencies in this service will be largely dependent on the integration of ICT systems. Each ‘specialist’ ICT system in local government is generally provided by only a small number of suppliers nationally, (eg in relation to Council Tax Collection, an authority is either a ‘Capita authority’ or a ‘Northgate authority’). However, the significant number of such specialist systems means that authorities often have an almost unique combination of ICT systems. In this instance, Mole Valley and Spelthorne share the same suppliers for their financial ledgers, exchequer systems, revenues, benefits and HR/payroll. This assists with both the sharing of knowledge and skills across any combined Partnership, and also provides a far greater potential for achievement of efficiencies, in terms of, scale, speed and cost, as the automation of routine, ‘non-value-added activities’ will not require the replacement of existing systems.
- 1.3 While not a direct driver of this proposal, it is also helpful that two of Spelthorne BC’s senior Finance staff, (Director of Finance and Chief Accountant), have previously worked for Mole Valley DC.
- 1.4 While the above criteria have led to a proposal to form a partnership between Mole Valley and Spelthorne, one other authority has indicated that they are very interested in joining such a partnership, (they share common objectives and similar commonality of financial systems), but timing is not right for them in terms of other current issues in that authority. Similarly, a couple of others have indicated that they are interested in seeing how the Partnership develops, with a view to potentially joining at a later date.
- 2.**
- 2.1 It is proposed that the Partnership initially covers ‘transactional’ activity only. This would include the following items:
- (a) Financial accounting, including production of annual Statement of Accounts;
 - (b) Supporting the external audit and presenting the outcome to Audit Committee;
 - (c) Maintenance and development of the ledger and associated financial systems;
 - (d) Production of standard financial reports including factual monitoring information and budget planning information;
 - (e) Production of financial and statistical returns to/for government;
 - (f) Operational treasury management;
 - (g) Exchequer services, (banking, payments and receipts);
 - (h) Liaising with Internal Audit in relation to transactional activities.
- 2.2 Whilst we are exploring a number of options, our current thinking is that MVDC will transfer their transactional staff into the Partnership team, via secondment, as part of stage 1, which will assist with providing resilience and assist with recruitment and retention.

- 2.3 Each Authority would retain their own dedicated Section 151 Officer, and sufficient resource to deliver financial advice to Council, Members and Managers. This would include activities such as: forecasting and budget monitoring; modelling and production of Medium Term Financial Strategy /budget; financial analysis and production of business cases. In effect this is all activity which supports policy development and organisational decision making.
- 2.4 After the initial review period, approximately eighteen months from inception, both parties will evaluate the benefits of the partnership as part of stage 2, when the substantive savings in systems and processes can be delivered.
- 2.5 A Memorandum of Understanding is currently being prepared for review by the two S151 Officers, before it is presented to both Councils for approval.

3. Options analysis and proposal

- 3.1 A number of options are being reviewed and discussed, including and not limited to those shown below.
 - (a) transferring both financial team into the partnership and extending it beyond just transactional activities.
 - (b) Having the two Chief Accountants currently in situ manage the process to stage 2 and then handover to a Partnership Manager.
 - (c) Recruiting a Partnership Manager immediately to take responsibility from stage 1.

4. Financial implications

- 4.1 The budgets are currently being prepared so that each partner knows what their commitment is to the new venture.
- 4.2 Significant savings can be made through amalgamating software licenses, particularly Integra.

5. Other considerations

- 5.1 The staff in both Council's team are being kept fully informed of the proposed partnership. Both Council's legal teams are assisting in drafting the Memorandum of Understanding.

6. Equality and Diversity

- 6.1 No change for either Council.

7. Sustainability/Climate Change Implications

- 7.1 No change for either Council

8. Timetable for implementation

- 8.1 Stage 1 implementation in November 2021
- 8.2 Stage 2 implementation in quarter 1 2022, April to June 2023/24.

Background papers: There are none.

Appendices: There are none.