



**Financial Plan
2022**

1. Review of Financial Performance for 2021/2022

- 1.1. Despite the coronavirus pandemic, the past year continued to be one of steady progress for Waverley Housing due to strong operational performance. Prudent financial management and risk awareness left us well placed to survive the continuing economic uncertainty.
- 1.2. We continued to provide a commercial repairs service to Eildon Housing Association, Scottish Borders Council's Homeless Service and Bridge Homes. Contributions from these contracts were used towards supporting our Social Housing Activities.
- 1.3. A payment of £400,000 was made towards our loan with Barclays Bank, as per our schedule of repayments.
- 1.4. Four more properties were purchased on the open market with financial support from The Scottish Government.
- 1.5. Internal audits were carried out on Covid-19 Working Practices & Safeguarding of Staff, Overall Financial Controls and Upper Langlee Refurbishment Programme. A follow-up review of recommendations raised in 2020/2021 was also undertaken. Assurance was given that key controls are in place and are operating effectively.
- 1.6. Outturn figures for 2021/2022 are forecast to be in line with budget. Rent lost due to void properties is lower than forecast as we continue to take properties in Upper Langlee out of management. Recharges to former tenants are lower than forecast as is income from commercial repairs contracts. The reduction in commercial income has largely been due to the need to cease work at certain periods due to Covid -19. There are savings in salary costs due to vacant posts. Subcontract repair costs are higher than forecast due to the combination of delayed works brought forward from 2020/2021 due to Covid-19 and increasing material costs.
- 1.7. We continue to monitor and review Risk Management in an effort to minimise financial and other risks.
- 1.8. During the year the company progressed its plans in relation to the regeneration of Upper Langlee. The refurbishment project to externally refurbish 68 homes was completed within budget. Further progress was also made with the demolition and new build project. A Building Warrant Stage 3 application was approved by SBC in December 2021. Progress has been made in respect of the disconnections and diversions of utilities. It is anticipated that demolition works will commence in 2022. The existing road alignment in Beech Avenue will be amended and 159 properties on the estate will be demolished to be replaced with a mix of 109 new build 2 & 3 storey terraced houses and flats.
- 1.9. We continued to work with our peers in the Scottish Housing Network to ensure the appropriateness of our performance indicators in relation to "costs" per unit.

2. Financial Objectives for the next Five Years

- 2.1. Over the next five years, Waverley Housing will be facing some exciting prospects and challenges. The demolition and new build project as part of the regeneration of Upper Langlee will be the biggest ever project undertaken by the company and the first time the company has developed new homes.

We will continue to develop partnership and collaborative working, especially within Borders Housing Network (BHN).

With low economic growth along with changes to welfare benefits, it is recognised that household incomes will continue to be under severe pressure and ensuring rent affordability will be essential. As part of our annual rent increase assessment an analysis of the ongoing affordability of any increased rents is carried out.

2.2. The key aims of the Financial Strategy over the next five years is to ensure:

- Securing stewardship:
 - To ensure the successful financing of the Upper Langlee estate regeneration project.
 - To manage surpluses and maintain cash flows at levels, which will allow future planned maintenance programmes to be undertaken and to ensure the company is able to withstand the effects of welfare reforms.
 - To achieve financial security and match resources with the Company's strategic objectives.
 - Fully fund the cost of ensuring our properties meet energy efficiency standards making use of available grant funding opportunities in this connection.
- To minimise financial risk
- Enabling transformation:
 - To provide a consistent basis for evaluating strategic alternatives and developing effective financial planning.
- To be proactive in managing change and risk, be outcome focused and receptive to new ideas.
- Supporting performance
 - To provide a quality affordable housing service through the economic, efficient and effective deployment of resources.

2.3. Short Term Financial Objectives

- To ensure compliance with our funder's covenants which have been established as our key financial performance indicators.
- To fully fund the Upper Langlee regeneration project using our own cash reserves, loan finance and AHSP grants.
- To continue to improve our accounting structure to ensure financial information is available to users within the required timescales and in an easily understood format.
- To allocate resources in line with the Company's asset management strategy.
- To regularly review financial policies and procedures to ensure they support the Financial Plan.

- To provide additional housing through partnership working or purchasing stock on the open market. Any purchases will utilise any grant funding available and be subject to investment appraisal and availability of cash resources.

2.4. Medium Term Financial Objectives

- To ensure compliance with our funder's covenants which have been established as our key financial performance indicators.
- To maintain an adequate level of funds to service debt, maintain and improve properties and to meet future financial challenges.
- To consider opportunities for the development new build stock utilising any available grant funding.
- To provide additional housing through partnership working or purchasing stock on the open market. Any purchases will utilise any grant funding available and be subject to investment appraisal.

2.5. Long Term Financial Objectives

- To ensure compliance with our funder's covenants which have been established as our key financial performance indicators.
- To maintain an adequate level of funds to service debt, maintain and improve properties and to meet future financial challenges.
- To consider stock regeneration projects to ensure our existing stock continues to meet quality and energy efficiency standards utilising any grant funding available.
- To consider opportunities for the development of new build stock utilising any grant available funding.
- To provide additional housing through partnership working or purchasing stock on the open market. Any purchases will utilise any grant funding available and be subject to investment appraisal.

3. Operating in a Competitive Environment

3.1. SWOT Analysis

Summarised below are findings from an analysis carried out of the internal strengths and weaknesses, and external opportunities and threats relating to the financial services of the company.

Strengths

- Good relationship with external funders
- Good relationship with internal/external audit
- Experienced and qualified staff
- Comprehensive financial plan
- Comprehensive budgetary control
- Full use of information technology

Weaknesses

- Limited financial resources
- Rent loss through increasing arrears and bad debts
- Lack of development experience
- Lack of development sites

Opportunities

- Innovation in raising funding for new projects
- Partnership working
- Alternative service delivery initiatives

Threats

- Coronavirus
- Welfare Benefit reforms
- Current economic conditions
- Changes to the funding of social adaptations
- Changes to the funding of the Affordable Housing Supply Framework

4. Financial Performance to Date

- 4.1. Waverley Housing has built up a wealth of experience in managing and delivering an effective housing service which has seen the accumulation of total reserves of £23.9 million.

The company has for many years operated a highly successful in-house repairs & maintenance team covering reactive, void and planned maintenance works to our properties. In 2018 the service was extended to provide a contracted repairs service to third party organisations. Surpluses from these contracts go towards supporting our social housing activities.

- 4.2. Private finance from commercial lenders funded the acquisition of the Large Scale Voluntary Transfer stock, the acquisition of stock through Tenants Choice Transfer and the related planned maintenance programmes.
- 4.3. The management of this debt portfolio plays a pivotal role in the operational financing for the Company and is governed by the Treasury Management Policy. This Policy has been developed with the core objectives of minimising the potential risk to tenants, to minimise risk for the Company and to meet regulatory requirements.
- 4.4. To ensure value for money Waverley Housing utilises Public Contracts Scotland for procurement of goods and services where necessary. We also use the Crown Commercial Service and are members of procurement frameworks such as Procurement for Housing and Scottish Procurement Alliance. By utilising the collective purchasing power of members, procurement frameworks saves money so helping to achieve efficiency and cost effectiveness.
- 4.5. Waverley Housing is working to achieve cost efficiencies, through partnership working.

4.6. The financial management of the company is at the core of the business and will continue to grow as the company grows.

5. Financial Assumptions

5.1. The following summary sets out in brief the reasoning behind the principal financial assumptions the company has adopted. In arriving at the appropriate assumptions, the Company relies on external advice from Chiene + Tait LLP, Savills and utilises economic and fiscal information issued by the Office of Budget Responsibility.

5.2. Stock Numbers

Waverley Housing has not undertaken any new development of housing to date and unless suitable land can be identified does not anticipate a significant increase in stock numbers. The company will explore the possibility of partnership working to purchase new stock. It will also consider acquiring small numbers of housing stock through the open market should there be surplus cash available or Scottish Government grant funding available. Tenants no longer have the right to buy their property.

5.3. Inflation

Forecasts from The Office of Budget Responsibility (OBR) have been used as the basis to determine long-term inflation rates (RPI) in the plan.

Indices	RPI	Rents	PMaint
2023/24	3.20%	3.20%	3.20%
2024/25	2.80%	2.80%	2.80%
2025/26	2.80%	2.80%	2.80%
2026/27 onwards	2.00%	2.00%	2.00%

5.4. Rental Income 2022/2023

Rents are subject to annual review which are subject to tenant consultation. The company collects and evaluates data on rents to ensure that they compare favourably and are competitive with those charged by other RSLs, both locally and with our peer group. The company also conducts an annual review to ensure our rents remain affordable.

Property Type	Weekly Rent
Flat: 0 bed	£68.80
Flat: 1 bed	£77.56
Flat: 2 bed	£86.65
Flat: 3 bed	£97.71
Flat: 4 bed	£108.72
House: 1 bed	£81.14
House: 2 bed	£90.15

House: 3 bed	£101.17
House: 4 bed	£109.17
House: 5 bed	£123.25

As at 31 March 2022 Waverley Housing owned 1,550 units. 159 of these units are due to be demolished as part of the Upper Langlee regeneration project. Where any of these units become vacant, they are taken out of management. For 2022/2023 it is assumed that all 159 units will be out of management.

Rent levels are those approved by the Board in January 2022, when a rent increase of 4.9% was agreed. Rental increases for the remainder of the Plan has been set at RPI.

5.5. Voids and Bad Debts

The rent lost through voids for the past 3 years is shown below:

Year	Void %
2019/20	0.68%
2020/21	0.74%
2021/22 (forecast)	0.68%

Void rates in recent years have reduced due to Upper Langlee demolition units not being relet as they become vacant.

Void levels for future years are as follows:

Void Rent Assumptions	
2022/23	1.00%
2023/24 onwards	1.25%

Bad Debt provision for current tenants' ranges from 25% to 100% depending on the age of the debt. All former tenant debt is provided for at 100%. Bad debt write-off is provided at 1.53% of rents due in 2021/2022. It is assumed they will increase in future years due to welfare reforms.

Bad Debt Assumptions	
2022/23	1.00%
2022/23 onwards	1.50%

5.6. Employee Costs

Workforce levels have been agreed for the 2022/2023 financial year and the budget includes provision for a 5.0% pay award as approved by the Board at their meeting in February 2022. Future staffing levels will be kept under review and costs for subsequent

years have been increased by a cost of living award in line with RPI inflation.

5.7. Maintenance Costs

Planned and cyclical maintenance budgets are increased in line with inflation for subsequent years. A 15% stock condition survey was carried out by Savills with the remainder of the stock being surveyed in-house. The outcomes from this will drive our planned maintenance programme going forward. Planned Maintenance budgets includes provision for achieving The Energy Efficiency Standards for Social Housing (EESH2).

Planned Maintenance provisions (before inflation) are as follows:

Year	General Planned Maintenance	EESH2 (before Grants)	Total Planned Maintenance
2022/23	£898,000	£400,000	£1,298,000
2023/24	£898,000	£500,000	£1,398,000
2024/25	£898,000	£500,000	£1,398,000
2025/26	£898,000	£500,000	£1,398,000
2026/27	£898,000	£500,000	£1,398,000

5.8. Regeneration of Upper Langlee

A provision of £19.6M has been made in the plan for the demolition of 159 units to be replaced with 109 modern homes.

Funding of the demolition and new build project is expected to be as below:

Description	Amount
Scottish Government – Affordable Housing Supply Programme	£11,100,000
Waverley Housing (additional borrowings)	£6,000,000
Waverley Housing (cash reserves)	£2,500,000
Total Funding	£19,600,000

5.9. Overheads

General business overheads are projected to increase in line with RPI.

5.10. Other income

We have the benefit of additional income from the rent of a storeroom at a weekly rent of £10.91 and 191 garages at an average weekly rent of £9.75. As part of our plans for the regeneration of Upper Langlee 120 of these garages have been taken out of management and will be demolished over the next few years.

5.11. Interest Payable

The interest payable reflects our Treasury Management Policy, and the requirements of the facility agreement with Barclays Bank plc. 70% of loan debt is fixed at 4.96% (before margins) for the life of the Facility. The remaining 30% of loan debt is variable interest based on Sterling Overnight Index Average (SONIA). Provision (before margins) is made for SONIA rates as below:

SONIA	
2022/23	2.00%
2023/24	1.00%
2024/25	1.00%
2025/26	1.25%
2026/27	1.25%
2027/28	1.50%
2022/23	1.75%

MARGINS (Current)	
2019-2029	1.20%
2029-2039	1.30%

The plan includes provision for additional borrowings of £6.0M to fund the regeneration of Upper Langlee based on SONIA and a margin of 2.00%.

6. Covenants

6.1. The funder's covenants are:

- Net Operating Surplus to Interest Payable to be a minimum of 1.05:1 on a 3-year rolling basis, with a minimum of 0.90:1 in any one financial year.
- Net Debt per unit to be a maximum of £16,000.
- Security:
 - Value of the charged property, on an Existing Use Value – Social Housing basis (EUV-SH) to be a minimum of 105% of the loan outstanding, or
 - Value of charged properties on a Market Value – subject to tenancies basis (MV-ST) to be a minimum of 130% of the loan outstanding.

(as per the definitions contained within the facility, and whichever valuation gives rise to the higher value)

7. Sensitivity Analysis

7.1. Various sensitivities have been carried out. These include:

- Economic variables, i.e. RPI & SONIA
- Performance variables, i.e. arrears, voids & bad debts
- Underlying risks and cost changes, i.e. real cost of subcontractors

7.2. Having stress tested the model it was found that generally lender covenants and cashflows were met.

In most instances, where there was a potential issue, these can be alleviated by controlling our cash flow through possible postponement of identified expenditure to a future year, without having a detrimental effect upon service delivery.

It is forecast that the additional funding combined with the demolition of 159 units as part of the regeneration of Upper Langlee would cause us to exceed our Net Debt per Encumbered Unit Covenant of £16,000 per unit. We have raised this with Barclays who are amenable to replacing this outdated covenant with a modern gearing covenant. That would allow us to proceed. This will be addressed in the new private loan agreement to be arranged with Barclays.

8. Risk Analysis

Risk Ref	Risk & Potential Implications		Likelihood	Impact	Score	Review of Risk and Controls in Place as at 08/02/2022	Control Assessment	Actions Required to Improve Control Assessment - What can be done now? -v- What should be done if?	Mitigation ▼ Reduce ◀ Accept ◆ New
STRAT	Upper Langlee Demolition and New Build Programme Project 2: 3 Phases	<p>Programme of demolition and new build is not met on time and/or within budget. Specific concern around timescale required for pre-planning application process. Lack of project management capacity and experience within the WH Management Team.</p> <p>Lack of interest from suitably experienced contractors to undertake the demolition/new build phases of work. Failure to identify site constraints. Failure to establish a robust Scheme Appraisal. Lack of clarity in the relationship and sequence of appointment between design consultants and engineer.</p> <p>Failure to achieve a sufficiently progressed scheme design to allow HARP registration.</p> <p>Failure to timeously secure alternative permanent or temporary accommodation for households who need to move as their homes are earmarked for demolition with resultant delay in demolition programme commencing.</p> <p>Concern around delay in progressing utilities work required before the procurement of a demolition contractor can be undertaken</p>	POSSIBLE	CRITICAL	78	<p>Business Plan and Asset Management Strategy</p> <p>Financial Plan</p> <p>Appointment of Camerons Architects</p> <p>Appointment of MB Langmuir Hay as Employers Agent</p> <p>Appointment of Wardell Armstrong as Civil and Structural Engineers</p> <p>Appointment of Thomson Gray as Principal Designers</p> <p>Appointment of David Murray as Mechanical and Engineering Consultants</p> <p>Support from Ark Consultancy</p> <p>SBC Strategic Housing Investment Plan</p> <p>Scottish Government Affordable Housing Supply Programme</p> <p>Upper Langlee Development Programme , Action Plan and Cost Plan</p> <p>Regular reporting on progress to the Board New Development Policy approved by Board Design Guide approved by Board</p> <p>Detailed Planning Application approval obtained</p> <p>Building Warrant Stages 1,2 and 3 obtained</p>	Medium	<p>Continue to consult with the local community when appropriate to do so. Updated cost plan and pre-construction programme to be kept under review.</p> <p>Demolition phasing plan options being reviewed. Ongoing liaison with those households identified as priority for moves to permanent or temporary accommodation.</p> <p>Procurement exercise to appoint a demolition contractor to be progressed.</p> <p>Report on Value Engineering options to be provided to the June Board Meeting.</p> <p>Report on use of consultants to undertake a private loan finance options appraisal to be provided to the June Board Meeting and the August Board Development Session.</p> <p>Quotes for disconnection, diversions and new connection of utilities to be progressed which in turn will allow for the procurement of a demolition contractor to be undertaken.</p> <p>Obtain a report from Ark Consultancy on the private finance options available to the company.</p> <p>Report on utilities and procurement of a demolition contractor to be submitted to the January 2022 Board Meeting.</p> <p>Continue liaison with SBC to meet the 11 conditions attached to the award of detailed planning consent.</p>	▼
OPER	Cyber Crime	<p>Loss of secure data</p> <p>Loss of access to systems</p> <p>Breach of GDPR</p> <p>Financial loss</p> <p>Damage to reputation</p>	VERY LIKELY	SIGNIFICANT	64	<p>Business Recovery & Continuity Plan (Including ICT Disaster Recovery Plan)</p> <p>IT Policy</p> <p>Records Retention and Disposal Policy</p> <p>Use of Mobile Phones and Electronic Communications Policy</p> <p>Openness and Confidentiality Policy</p> <p>Fraud Policy</p> <p>GDPR Policy</p> <p>Severe Disruption Policy and Severe Disruption Procedure</p> <p>Security health checks undertaken</p> <p>Latest security patches in place</p> <p>Virus checkers installed</p> <p>Devices password protected and where possible encrypted</p> <p>GDPR compliance and internal audit</p> <p>IT Backup & Restoration Procedure</p> <p>All data is backed up on a daily basis</p> <p>Upgraded firewall router installed</p> <p>Sentinel One is being used for endpoint protection</p> <p>Remote access restricted to UK locations</p> <p>Kick ICT have reviewed security settings</p> <p>Cybercrime insurance cover in place</p> <p>Cyber Essentials accreditation gained</p>	Medium		▼
STRAT	Effective approach to collection of equalities info and application of human rights approach to our work	<p>Breach of equalities duties and legislation</p> <p>Breach of health and safety duties and legislation</p> <p>Regulatory intervention/oversight (SHR/OSCR/HSE)</p> <p>Reputational damage</p> <p>Loss of funding/partnering support</p> <p>Loss of commercial contracts</p> <p>Low staff morale</p> <p>Tenant dissatisfaction</p>	POSSIBLE	SIGNIFICANT	48	<p>Equal Opportunities and Diversity Policy</p> <p>Equal Opportunities & Diversity Charter</p> <p>Anti-Harassment, Bullying and Victimisation Policy</p> <p>Code of Conduct (For Employees) Policy</p> <p>Health and Safety Policy Statement</p> <p>Domestic Abuse Policy</p> <p>Pay Policy</p> <p>Grievance Policy</p>	Medium	<p>Review of Equal Opportunities and Diversity Charter involving Employee Focus Group</p> <p>Extend this to include cultural change questions</p> <p>Establish Risk Register Action Point Tracker, specifically for Equal Opportunities & Diversity and a Rights Based approach to service delivery</p> <p>Establish an Improvement Action Plan template with baseline and longitudinal data. To be reviewed, quarterly by the AICC</p>	◆

Risk Ref	Risk & Potential Implications		Likelihood	Impact	Score	Review of Risk and Controls in Place as at 08/02/2022	Control Assessment	Actions Required to Improve Control Assessment - What can be done now? -v- What should be done if?	Mitigation ▼ Reduce ◀▶ Accept ◆ New
						Recruitment & Selection Policy Training and Development Policy Staff Appraisal Policy Allocations Policy Tenancy Handbook			
OPER	Coronavirus (COVID-19) Viral Epidemic	Substantial disturbance to normal business	POSSIBLE	SIGNIFICANT	48	Business Recovery & Continuity Plan invoked and CMT monitoring situation	Medium	Continue to follow Government guidance and ensure that as restrictions ease plans are in place to permit a smooth transition to returning to work and relevant control measures are adapted accordingly.	◀▶
STRAT	30 year planned maintenance programme unaffordable	Fall in stock valuation Breach of covenants Cash liquidity problems Compliance with SHQS (potential intervention by SHR) Adverse effect on voids Reputation Compliance with EESSH	POSSIBLE	SIGNIFICANT	48	Scottish Housing Quality Standard Financial Plan Business Plan Asset Management Strategy Stock Condition Survey Ensuring current EPCs for all properties Annual review of Financial Plan Programme of works is monitored on a monthly basis Review of EPC/EESSH data ongoing	Medium	Regular review of SHQS exemptions and abeyances Completion of Asset Management Strategy Stock conditions surveys (sampling to be agreed)	◀▶
OPER	External Contracts	Failure to cover operating costs Negative impact on repairs service provided to Waverley Housing tenants Reputational damage Loss of Contract	POSSIBLE	SIGNIFICANT	48	SBC Homelessness contract to cover responsive repairs, void repairs and out of hours repairs Monthly Performance Reports Financial Plan WH Recruitment and Selection Policy Increased trades team Monthly management accounting information monitored Individual job costs against SOR monitored Trades team productivity monitored Monthly Board reporting Bridge Homes day to day repairs contract	Medium	Expand diversification opportunities Maximise income from current Day to Day Repairs and Void Repairs Contract	▼
OPER	EESSH - Affordability to bring properties up to standard	Non-compliance with EESSH	POSSIBLE	SIGNIFICANT	48	Scottish Housing Quality Standard Energy Efficiency Standard for Social Housing SHR Regulatory Standards Compliance Report	Medium	Stock Condition Surveys (Sampling to be agreed)	▼
OPER	Failure to maintain Customer Satisfaction levels in all areas of our business	Reputational damage Existing tenants leave Difficulty in attracting new tenants Revenue income reduces Surpluses drop SHR intervention and revision of engagement categorization	POSSIBLE	SIGNIFICANT	48	Tenancy Sustainment Strategy Community Engagement Strategy and Action Plan Satisfaction surveys undertaken on repairs and re-let standard throughout the year and dissatisfaction is considered under our Complaints Policy Satisfaction surveys of all tenants on ARC satisfaction indicators undertaken every 2 years Annual benchmarking of customer survey results Complaints monitoring Continue to monitor customer satisfaction levels through ongoing and full satisfaction surveys, and benchmark performance against other housing providers	Medium	Tenant Scrutiny Services - consider ways of increasing membership of Customer Review Panel to allow continuation of scrutiny of services when Covid-19 restrictions are lifted. A new Tenant Satisfaction Survey to be issued to all tenants needs to be completed by March 22 and preparations to undertake this exercise will commence in Autumn 2021 with a review of the existing survey form.	▼
STRAT	Low Demand for Housing Stock	Increased rent loss Increase in refusal rates Increase in properties with a negative NPV Breach of Barclay's facility Ineffective use of planned maintenance expenditure Ineffective use of EESSH expenditure	POSSIBLE	SIGNIFICANT	48	Waverley Housing Business Plan Asset Management Strategy Purchase of Property Policy Property Maintenance Policy Estate Management Policy Depreciation Policy Financial Plan	Medium	Identifying hotspots Explore Development Master planning opportunities for all areas of anticipated low demand Explore joint ventures e.g. Howdenburn Identify open market purchase opportunities Consider disposals where they are resource efficient Consider removing stock from management	▼

Risk Ref	Risk & Potential Implications		Likelihood	Impact	Score	Review of Risk and Controls in Place as at 08/02/2022	Control Assessment	Actions Required to Improve Control Assessment - What can be done now? -v- What should be done if?	Mitigation ▼ Reduce ◀▶ Accept ◆ New
					48			Instruct impairment adjustments where appropriate	
OPER	Increase in Void Properties	Increase in void rent loss Increase in ready to let timescales Increased pressure on Voids Team Reduced customer satisfaction on relet standards	POSSIBLE	SIGNIFICANT	48	Void Management Policy and Procedure Tenancy Sustainment Strategy Allocations Policy Customer Review Panel Rent Policy Rent and Service Charge Setting Policy Arrears Policy Anti-Social Behaviour Policy	Medium	Regular review of KPIs by Management Team and Board Monitoring and management of void properties Consider continued use of a Local Lettings Plan for the Stonefield area of Hawick. The Board have agreed to the continued use of the Local Lettings Plan for the Stonefield area of Hawick.	▼

9. Key Contacts

9.1. Governing Body

David Gordon (Chair)
George Young (Vice Chair)
William Robson
Rita Stenhouse
Kate Christie
Garyth Thomas
Ronnie Dumma
Christine Stewart
Ian Davidson
Julie Watson

9.2. Management Team

Fraser Kelly (Chief Executive)
Carole Yallop (Acting Operations Director)
Reuben Basak (Corporate Services Manager)
Lenore Suddon (Housing Services Manager)
TBC (Property Services Manager)

Company Secretary

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FINANCIAL PLAN 2022

WAVERLEY HOUSING
FINANCIAL PLAN
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**WAVERLEY HOUSING
FINANCIAL PLAN
KEY OUTPUTS**

Plan Year	Year Ended 31 March	Key Outputs			Loan Covenants			
		Net Cashflow	Closing Bank Balance	Surplus/ (Deficit)	Op-Surplus Current Year	Op-Surplus Last 3 Years	Net Debt Per Unit	Asset Cover
		£000	£000	£000	Min: 90%	Min: 105%	Max: £16,000	Min: 110%
1	2023	5,906	11,061	633	245%	N/A	9,382	150%
2	2024	-1,133	9,928	702	276%	N/A	10,375	153%
3	2025	-1,779	8,149	951	312%	277%	11,076	156%
4	2026	-1,053	7,096	1,101	334%	307%	11,177	161%
5	2027	-6,004	1,092	1,407	377%	341%	11,945	201%
6	2028	759	1,851	1,711	450%	384%	10,662	213%
7	2029	174	2,026	1,591	453%	424%	9,782	228%
8	2030	337	2,362	1,781	504%	468%	8,791	245%
9	2031	-395	1,967	1,876	558%	502%	7,752	280%
10	2032	-393	1,575	2,080	665%	569%	6,574	333%
11	2033	1,581	3,155	2,443	833%	672%	4,448	385%
12	2034	1,652	4,807	2,511	1004%	815%	2,272	456%
13	2035	1,904	6,711	2,754	1295%	1013%	No Net Debt	560%
14	2036	2,055	8,766	2,903	1741%	1287%	No Net Debt	724%
15	2037	2,038	10,804	3,067	2689%	1753%	No Net Debt	1086%
16	2038	2,217	13,022	3,245	6078%	2720%	No Net Debt	2172%
17	2039	2,300	15,322	3,321	Facility Repaid	Facility Repaid	No Net Debt	No Debt
18	2040	4,291	19,613	3,590	Facility Repaid	Facility Repaid	No Net Debt	No Debt
19	2041	4,327	23,940	3,624	Facility Repaid	Facility Repaid	No Net Debt	No Debt
20	2042	4,478	28,418	3,754	Facility Repaid	Facility Repaid	No Net Debt	No Debt
21	2043	4,588	33,006	3,864	Facility Repaid	Facility Repaid	No Net Debt	No Debt
22	2044	4,621	37,627	3,891	Facility Repaid	Facility Repaid	No Net Debt	No Debt
23	2045	4,814	42,441	4,079	Facility Repaid	Facility Repaid	No Net Debt	No Debt
24	2046	4,882	47,323	4,150	Facility Repaid	Facility Repaid	No Net Debt	No Debt
25	2047	5,049	52,372	4,296	Facility Repaid	Facility Repaid	No Net Debt	No Debt
26	2048	5,204	57,576	4,455	Facility Repaid	Facility Repaid	No Net Debt	No Debt
27	2049	5,174	62,750	4,421	Facility Repaid	Facility Repaid	No Net Debt	No Debt
28	2050	5,421	68,171	4,660	Facility Repaid	Facility Repaid	No Net Debt	No Debt
29	2051	5,497	73,668	4,730	Facility Repaid	Facility Repaid	No Net Debt	No Debt
30	2052	5,610	79,278	4,791	Facility Repaid	Facility Repaid	No Net Debt	No Debt

**WAVERLEY HOUSING
FINANCIAL PLAN**

STATEMENT OF COMPREHENSIVE INCOME

Plan Year	1	2	3	4	5	6	7	8	9	10
Year ended 31 March	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Turnover										
Net Rental Income	6,729	7,041	7,359	7,691	7,995	8,265	8,408	8,576	8,747	8,947
Grants Released from Deferred Income	19	38	71	104	143	165	165	165	165	165
Grants Received	0	0	0	0	0	0	0	0	0	0
Other Income	238	245	252	259	264	270	275	280	286	292
Total Turnover	6,986	7,324	7,682	8,054	8,402	8,700	8,848	9,022	9,199	9,404
Operating Expenditure										
Management Costs	-2,133	-2,262	-2,259	-2,335	-2,355	-2,397	-2,525	-2,493	-2,573	-2,599
Routine Maintenance	-1,266	-1,307	-1,343	-1,381	-1,408	-1,436	-1,465	-1,495	-1,524	-1,555
Planned Maintenance	-535	-369	-380	-390	-398	-406	-520	-531	-541	-552
Bad Debts	-68	-107	-112	-117	-121	-125	-127	-130	-133	-136
Depreciation of Housing Properties	-1,000	-1,240	-1,325	-1,410	-1,435	-1,460	-1,485	-1,510	-1,535	-1,560
Other Costs	-227	-234	-240	-247	-252	-257	-262	-267	-273	-278
Total Operating Expenditure	-5,228	-5,518	-5,659	-5,879	-5,970	-6,081	-6,385	-6,425	-6,579	-6,680
Operating Surplus / (Deficit)	1,758	1,806	2,023	2,175	2,432	2,619	2,463	2,596	2,620	2,724
Gain/(loss) on Disposal of Fixed Assets	0	0	0	0	0	0	0	0	0	0
Interest Receivable	1	11	18	15	11	4	6	7	7	9
Interest & Financing Costs	-1,126	-1,115	-1,090	-1,089	-1,036	-912	-877	-822	-751	-653
Surplus / (Deficit) for the Period	632	702	951	1,101	1,407	1,711	1,591	1,781	1,876	2,080

WAVERLEY HOUSING

FINANCIAL PLAN

STATEMENT OF COMPREHENSIVE INCOME

Plan Year	11	12	13	14	15	16	17	18	19	20
Year ended 31 March	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Turnover										
Net Rental Income	9,101	9,283	9,468	9,684	9,851	10,048	10,249	10,482	10,663	10,876
Grants Released from Deferred Income	165	165	165	165	165	165	165	165	165	165
Grants Received	0	0	0	0	0	0	0	0	0	0
Other Income	298	304	310	316	322	329	335	342	349	356
Total Turnover	9,564	9,752	9,943	10,165	10,338	10,542	10,749	10,990	11,177	11,397
Operating Expenditure										
Management Costs	-2,645	-2,787	-2,751	-2,839	-2,868	-2,919	-3,076	-3,036	-3,133	-3,166
Routine Maintenance	-1,586	-1,618	-1,650	-1,683	-1,717	-1,751	-1,786	-1,822	-1,858	-1,895
Planned Maintenance	-334	-340	-347	-354	-361	-368	-376	-383	-391	-399
Bad Debts	-138	-141	-143	-147	-149	-152	-155	-159	-162	-165
Depreciation of Housing Properties	-1,585	-1,610	-1,635	-1,660	-1,685	-1,710	-1,735	-1,760	-1,785	-1,810
Other Costs	-284	-289	-295	-301	-307	-313	-320	-326	-333	-339
Total Operating Expenditure	-6,571	-6,785	-6,822	-6,984	-7,087	-7,214	-7,447	-7,486	-7,661	-7,774
Operating Surplus / (Deficit)	2,992	2,967	3,122	3,181	3,251	3,328	3,302	3,504	3,516	3,624
Gain/(loss) on Disposal of Fixed Assets	0	0	0	0	0	0	0	0	0	0
Interest Receivable	12	20	28	38	49	59	70	86	108	130
Interest & Financing Costs	-561	-475	-396	-316	-232	-142	-52	0	0	0
Surplus / (Deficit) for the Period	2,443	2,511	2,754	2,903	3,067	3,245	3,321	3,590	3,624	3,754

**WAVERLEY HOUSING
FINANCIAL PLAN**

STATEMENT OF COMPREHENSIVE INCOME

Plan Year	21	22	23	24	25	26	27	28	29	30
Year ended 31 March	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Turnover										
Net Rental Income	11,094	11,347	11,542	11,773	12,008	12,282	12,493	12,743	12,998	13,294
Grants Released from Deferred Income	165	165	165	165	165	165	165	161	149	149
Grants Received	0	0	0	0	0	0	0	0	0	0
Other Income	363	370	377	385	393	400	408	417	425	433
Total Turnover	11,622	11,882	12,085	12,323	12,566	12,848	13,067	13,321	13,572	13,877
Operating Expenditure										
Management Costs	-3,221	-3,395	-3,351	-3,458	-3,494	-3,555	-3,747	-3,699	-3,817	-4,012
Routine Maintenance	-1,933	-1,972	-2,011	-2,052	-2,093	-2,135	-2,177	-2,221	-2,265	-2,310
Planned Maintenance	-407	-415	-423	-432	-440	-449	-458	-467	-477	-486
Bad Debts	-168	-172	-175	-178	-182	-186	-189	-193	-197	-201
Depreciation of Housing Properties	-1,835	-1,860	-1,885	-1,910	-1,935	-1,960	-1,985	-2,010	-2,035	-2,120
Other Costs	-346	-353	-360	-367	-374	-382	-390	-397	-405	-413
Total Operating Expenditure	-7,910	-8,166	-8,205	-8,397	-8,518	-8,667	-8,946	-8,987	-9,196	-9,543
Operating Surplus / (Deficit)	3,712	3,716	3,879	3,926	4,048	4,181	4,121	4,334	4,376	4,334
Gain/(loss) on Disposal of Fixed Assets	0	0	0	0	0	0	0	0	0	0
Interest Receivable	153	176	199	223	248	274	300	326	354	457
Interest & Financing Costs	0	0	0	0	0	0	0	0	0	0
Surplus / (Deficit) for the Period	3,864	3,891	4,078	4,150	4,296	4,454	4,421	4,660	4,730	4,791

**WAVERLEY HOUSING
FINANCIAL PLAN**

STATEMENT OF FINANCIAL POSITION

Plan Year	1	2	3	4	5	6	7	8	9	10
Year ended 31 March	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Fixed Assets	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Tangible Fixed Assets (NBV)	39,789	43,030	48,391	51,952	58,631	58,340	58,520	58,709	58,913	59,114
Fixed Assets Total (NBV)	39,789	43,030	48,391	51,952	58,631	58,340	58,520	58,709	58,913	59,114
Current Assets										
Trade & Other Debtors	262	272	281	288	292	297	303	309	315	321
Cash & Cash Equivalents	11,061	9,928	8,149	7,096	1,092	1,851	2,026	2,362	1,967	1,575
Current Assets Total	11,323	10,200	8,430	7,384	1,384	2,149	2,329	2,672	2,282	1,896
Creditors - Amounts falling due within 1 year	-991	-978	-992	-1,011	-994	-994	-1,000	-1,007	-1,001	-993
Net Current Assets / (Liabilities)	10,332	9,222	7,439	6,374	390	1,155	1,329	1,665	1,281	904
Total Assets Less Current Liabilities	50,121	52,252	55,829	58,325	59,021	59,495	59,848	60,373	60,194	60,018
Creditors - Amounts due after more than 1 year	-25,540	-26,969	-29,596	-30,991	-30,279	-29,041	-27,804	-26,548	-24,492	-22,236
Net Assets	24,581	25,282	26,233	27,335	28,742	30,453	32,045	33,825	35,702	37,782
Reserves										
Income & Expenditure Reserve	10,188	11,025	12,111	13,348	14,890	16,737	18,463	20,379	22,391	24,606
Revaluation Reserve	14,393	14,257	14,122	13,987	13,852	13,717	13,581	13,446	13,311	13,176
Net Assets	24,581	25,282	26,233	27,335	28,742	30,453	32,045	33,825	35,702	37,782

WAVERLEY HOUSING

FINANCIAL PLAN

STATEMENT OF FINANCIAL POSITION

Plan Year	11	12	13	14	15	16	17	18	19	20
Year ended 31 March	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042
Fixed Assets	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Tangible Fixed Assets (NBV)	58,309	57,496	56,673	55,848	55,002	54,155	53,300	52,438	51,577	50,694
Fixed Assets Total (NBV)	58,309	57,496	56,673	55,848	55,002	54,155	53,300	52,438	51,577	50,694
Current Assets										
Trade & Other Debtors	329	337	346	355	364	373	382	394	406	419
Cash & Cash Equivalents	3,155	4,807	6,711	8,766	10,804	13,022	15,322	19,613	23,940	28,418
Current Assets Total	3,484	5,145	7,057	9,121	11,168	13,395	15,704	20,007	24,346	28,837
Creditors - Amounts falling due within 1 year	-989	-986	-984	-982	-978	-974	-970	-986	-1,006	-1,026
Net Current Assets / (Liabilities)	2,496	4,159	6,073	8,139	10,190	12,421	14,734	19,021	23,340	27,811
Total Assets Less Current Liabilities	60,805	61,654	62,746	63,987	65,193	66,576	68,034	71,459	74,917	78,506
Creditors - Amounts due after more than 1 year	-20,581	-18,918	-17,256	-15,594	-13,732	-11,870	-10,008	-9,843	-9,677	-9,512
Net Assets	40,225	42,736	45,490	48,393	51,460	54,706	58,026	61,616	65,240	68,993
Reserves										
Income & Expenditure Reserve	27,184	29,830	32,720	35,758	38,961	42,341	45,797	49,522	53,281	57,170
Revaluation Reserve	13,041	12,905	12,770	12,635	12,500	12,365	12,229	12,094	11,959	11,824
Net Assets	40,225	42,736	45,490	48,393	51,460	54,706	58,026	61,616	65,240	68,993

**WAVERLEY HOUSING
FINANCIAL PLAN**

STATEMENT OF FINANCIAL POSITION

Plan Year	21	22	23	24	25	26	27	28	29	30
Year ended 31 March	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052
Fixed Assets	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Tangible Fixed Assets (NBV)	49,813	48,926	48,034	47,145	46,235	45,329	44,419	43,506	42,599	41,621
Fixed Assets Total (NBV)	49,813	48,926	48,034	47,145	46,235	45,329	44,419	43,506	42,599	41,621
Current Assets										
Trade & Other Debtors	432	445	458	471	485	499	513	528	543	577
Cash & Cash Equivalents	33,006	37,627	42,441	47,323	52,372	57,576	62,750	68,171	73,668	79,278
Current Assets Total	33,438	38,072	42,899	47,794	52,857	58,075	63,264	68,699	74,211	79,856
Creditors - Amounts falling due within 1 year	-1,046	-1,067	-1,088	-1,110	-1,132	-1,155	-1,178	-1,202	-1,226	-1,250
Net Current Assets / (Liabilities)	32,391	37,005	41,810	46,684	51,725	56,920	62,085	67,498	72,985	78,605
Total Assets Less Current Liabilities	82,205	85,931	89,844	93,828	97,959	102,249	106,505	111,004	115,584	120,227
Creditors - Amounts due after more than 1 year	-9,347	-9,182	-9,016	-8,851	-8,686	-8,520	-8,355	-8,194	-8,045	-7,896
Net Assets	72,858	76,749	80,828	84,977	89,274	93,728	98,149	102,810	107,539	112,330
Reserves										
Income & Expenditure Reserve	61,169	65,196	69,410	73,694	78,126	82,716	87,272	92,067	96,932	101,858
Revaluation Reserve	11,689	11,553	11,418	11,283	11,148	11,013	10,877	10,742	10,607	10,472
Net Assets	72,858	76,749	80,828	84,977	89,274	93,728	98,149	102,810	107,539	112,330

WAVERLEY HOUSING
FINANCIAL PLAN
STATEMENT OF CASH FLOW

Plan Year	1	2	3	4	5	6	7	8	9	10
Year ended 31 March	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Receipts	6,898	7,171	7,492	7,826	8,133	8,404	8,549	8,720	8,895	9,097
Total Payments	-2,103	-2,027	-2,023	-2,080	-2,127	-2,170	-2,400	-2,366	-2,413	-2,461
Cash Paid to Employees	-2,027	-2,092	-2,150	-2,210	-2,255	-2,300	-2,346	-2,392	-2,440	-2,489
Net Cash generated from Operating Activities	2,769	3,052	3,318	3,536	3,751	3,934	3,804	3,962	4,042	4,146
Cash flow from Investing activities										
Purchase of Tangible Fixed Assets	-2,088	-4,511	-6,715	-5,013	-8,131	-1,180	-1,677	-1,710	-1,780	-1,779
Grants Received	665	1,945	3,176	2,177	3,947	0	0	0	0	0
Interest Received (Cash)	1	8	17	16	13	4	6	6	7	8
Total Cash Flow from Investing Activities	-1,423	-2,557	-3,523	-2,820	-4,171	-1,176	-1,671	-1,704	-1,774	-1,771
Cash flow from Financing Activities										
Interest Paid	-1,040	-1,128	-1,075	-1,068	-1,083	-899	-858	-822	-763	-668
New Secured Loans	6,000	0	0	0	2,200	0	0	0	0	0
Repayment of Borrowings	-400	-500	-500	-700	-6,700	-1,100	-1,100	-1,100	-1,900	-2,100
Net Cash from Investing Activities	4,560	-1,628	-1,575	-1,768	-5,583	-1,999	-1,958	-1,922	-2,663	-2,768
Net Change Cash and Cash Equivalents	5,906	-1,133	-1,779	-1,053	-6,004	759	174	337	-395	-393
Cash & Cash Equivalents										
Cash & Cash Equivalents at the Start of the Year	5,155	11,061	9,928	8,149	7,096	1,092	1,851	2,026	2,362	1,967
Net Change Cash & Cash Equivalents	5,906	-1,133	-1,779	-1,053	-6,004	759	174	337	-395	-393
Cash & Cash Equivalents at the End of the Year	11,061	9,928	8,149	7,096	1,092	1,851	2,026	2,362	1,967	1,575

WAVERLEY HOUSING
FINANCIAL PLAN
STATEMENT OF CASH FLOW

Plan Year	11	12	13	14	15	16	17	18	19	20
Year ended 31 March	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Receipts	9,254	9,439	9,628	9,847	10,017	10,218	10,422	10,659	10,843	11,060
Total Payments	-2,281	-2,416	-2,373	-2,421	-2,469	-2,519	-2,668	-2,620	-2,673	-2,726
Cash Paid to Employees	-2,539	-2,590	-2,642	-2,694	-2,748	-2,803	-2,859	-2,916	-2,975	-3,034
Net Cash generated from Operating Activities	4,434	4,433	4,613	4,732	4,800	4,896	4,895	5,122	5,196	5,300
Cash flow from Investing activities										
Purchase of Tangible Fixed Assets	-791	-807	-823	-880	-857	-874	-891	-909	-971	-946
Grants Received	0	0	0	0	0	0	0	0	0	0
Interest Received (Cash)	10	18	26	36	46	56	68	82	103	124
Total Cash Flow from Investing Activities	-781	-790	-797	-844	-811	-817	-824	-827	-869	-821
Cash flow from Financing Activities										
Interest Paid	-572	-492	-413	-333	-251	-161	-71	-4	0	0
New Secured Loans	0	0	0	0	0	0	0	0	0	0
Repayment of Borrowings	-1,500	-1,500	-1,500	-1,500	-1,700	-1,700	-1,700	0	0	0
Net Cash from Investing Activities	-2,072	-1,992	-1,913	-1,833	-1,951	-1,861	-1,771	-4	0	0
Net Change Cash and Cash Equivalents	1,581	1,652	1,904	2,055	2,038	2,217	2,300	4,291	4,327	4,478
Cash & Cash Equivalents										
Cash & Cash Equivalents at the Start of the Year	1,575	3,155	4,807	6,711	8,766	10,804	13,022	15,322	19,613	23,940
Net Change Cash & Cash Equivalents	1,581	1,652	1,904	2,055	2,038	2,217	2,300	4,291	4,327	4,478
Cash & Cash Equivalents at the End of the Year	3,155	4,807	6,711	8,766	10,804	13,022	15,322	19,613	23,940	28,418

WAVERLEY HOUSING
FINANCIAL PLAN
STATEMENT OF CASH FLOW

Plan Year	21	22	23	24	25	26	27	28	29	30
Year ended 31 March	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Receipts	11,281	11,537	11,737	11,972	12,211	12,489	12,705	12,959	13,218	13,518
Total Payments	-2,781	-2,945	-2,893	-2,951	-3,010	-3,070	-3,252	-3,194	-3,258	-3,433
Cash Paid to Employees	-3,095	-3,157	-3,220	-3,284	-3,350	-3,417	-3,485	-3,555	-3,626	-3,699
Net Cash generated from Operating Activities	5,406	5,435	5,624	5,737	5,851	6,001	5,967	6,210	6,334	6,387
Cash flow from Investing activities										
Purchase of Tangible Fixed Assets	-965	-984	-1,004	-1,072	-1,044	-1,065	-1,086	-1,108	-1,184	-1,208
Grants Received	0	0	0	0	0	0	0	0	0	0
Interest Received (Cash)	147	170	193	217	242	267	293	320	347	431
Total Cash Flow from Investing Activities	-818	-814	-810	-855	-802	-798	-793	-788	-837	-777
Cash flow from Financing Activities										
Interest Paid	0	0	0	0	0	0	0	0	0	0
New Secured Loans	0	0	0	0	0	0	0	0	0	0
Repayment of Borrowings	0	0	0	0	0	0	0	0	0	0
Net Cash from Investing Activities	0	0	0	0	0	0	0	0	0	0
Net Change Cash and Cash Equivalents	4,588	4,621	4,814	4,882	5,049	5,204	5,174	5,421	5,497	5,610

Cash & Cash Equivalents

Cash & Cash Equivalents at the Start of the Year	28,418	33,006	37,627	42,441	47,323	52,372	57,576	62,750	68,171	73,668
Net Change Cash & Cash Equivalents	4,588	4,621	4,814	4,882	5,049	5,204	5,174	5,421	5,497	5,610
Cash & Cash Equivalents at the End of the Year	33,006	37,627	42,441	47,323	52,372	57,576	62,750	68,171	73,668	79,278

WAVERLEY HOUSING

FINANCIAL PLAN

SENSITIVITIES

Sensitivity 1: RPI less 2%

Plan Year	Year Ended 31 March	Key Outputs			Loan Covenants			
		Net Cashflow	Closing Bank Balance	Surplus/(Deficit)	Op-Surplus Current Year	Op-Surplus Last 3 Years	Net Debt Per Unit	Asset Cover
		£000	£000	£000	Min: 90%	Min: 105%	Max: £16,000	Min: 110%
1	2023	5,906	11,061	633	245%	N/A	9,382	150%
2	2024	-1,151	9,910	643	270%	N/A	10,388	153%
3	2025	-1,779	8,131	822	300%	272%	11,089	156%
4	2026	-1,102	7,030	899	315%	295%	11,224	161%
5	2027	-5,980	1,050	1,119	349%	321%	11,974	201%
6	2028	492	1,542	1,336	408%	355%	10,875	213%
7	2029	-73	1,469	1,160	403%	385%	10,166	228%
8	2030	36	1,505	1,262	439%	416%	9,383	245%
9	2031	-555	950	1,281	477%	438%	8,580	276%
10	2032	0	950	1,375	539%	482%	7,691	305%
11	2033	0	950	1,614	653%	549%	6,041	381%
12	2034	820	1,770	1,627	790%	646%	4,369	456%
13	2035	1,079	2,849	1,758	982%	786%	2,589	560%
14	2036	1,153	4,002	1,813	1259%	976%	758	724%
15	2037	1,051	5,053	1,878	1799%	1267%	No Net Debt	1086%
16	2038	1,146	6,199	1,954	3310%	1816%	No Net Debt	2172%
17	2039	1,170	7,370	1,953	Facility Repaid	Facility Repaid	No Net Debt	No Debt
18	2040	3,038	10,408	2,082	Facility Repaid	Facility Repaid	No Net Debt	No Debt
19	2041	3,006	13,413	2,026	Facility Repaid	Facility Repaid	No Net Debt	No Debt
20	2042	3,052	16,465	2,037	Facility Repaid	Facility Repaid	No Net Debt	No Debt
21	2043	3,067	19,531	2,032	Facility Repaid	Facility Repaid	No Net Debt	No Debt
22	2044	3,030	22,562	1,971	Facility Repaid	Facility Repaid	No Net Debt	No Debt
23	2045	3,097	25,659	2,013	Facility Repaid	Facility Repaid	No Net Debt	No Debt
24	2046	3,082	28,741	1,978	Facility Repaid	Facility Repaid	No Net Debt	No Debt
25	2047	3,128	31,869	1,989	Facility Repaid	Facility Repaid	No Net Debt	No Debt
26	2048	3,164	35,033	2,005	Facility Repaid	Facility Repaid	No Net Debt	No Debt
27	2049	3,088	38,121	1,903	Facility Repaid	Facility Repaid	No Net Debt	No Debt
28	2050	3,175	41,296	1,961	Facility Repaid	Facility Repaid	No Net Debt	No Debt
29	2051	3,160	44,456	1,914	Facility Repaid	Facility Repaid	No Net Debt	No Debt
30	2052	3,168	47,625	1,844	Facility Repaid	Facility Repaid	No Net Debt	No Debt

WAVERLEY HOUSING
FINANCIAL PLAN

SENSITIVITIES

Sensitivity 2: Interest Rates plus 2%

Plan Year	Year Ended 31 March	Key Outputs			Loan Covenants			
		Net Cashflow	Closing Bank Balance	Surplus/(Deficit)	Op-Surplus Current Year	Op-Surplus Last 3 Years	Net Debt Per Unit	Asset Cover
		£000	£000	£000	Min: 90%	Min: 105%	Max: £16,000	Min: 110%
1	2023	5,848	11,004	546	228%	N/A	9,422	150%
2	2024	-1,335	9,668	471	228%	N/A	10,565	153%
3	2025	-2,007	7,661	723	258%	238%	11,426	156%
4	2026	-1,279	6,382	877	276%	254%	11,682	161%
5	2027	-5,432	950	1,200	314%	282%	12,590	192%
6	2028	0	950	1,546	380%	320%	11,427	211%
7	2029	0	950	1,455	392%	359%	10,644	226%
8	2030	42	992	1,662	440%	402%	9,736	245%
9	2031	-42	950	1,765	486%	436%	8,777	270%
10	2032	0	950	1,958	559%	491%	7,687	306%
11	2033	501	1,451	2,353	716%	576%	5,624	385%
12	2034	1,588	3,038	2,449	884%	699%	3,493	456%
13	2035	1,848	4,886	2,701	1130%	881%	1,183	560%
14	2036	2,008	6,894	2,858	1500%	1124%	No Net Debt	724%
15	2037	2,001	8,895	3,032	2255%	1510%	No Net Debt	1086%
16	2038	2,189	11,084	3,220	4655%	2279%	No Net Debt	2172%
17	2039	2,282	13,367	3,305	Facility Repaid	4633%	No Net Debt	No Debt
18	2040	4,280	17,647	3,580	Facility Repaid	54008%	No Net Debt	No Debt
19	2041	4,317	21,965	3,614	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
20	2042	4,469	26,433	3,744	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
21	2043	4,578	31,011	3,854	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
22	2044	4,611	35,622	3,881	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
23	2045	4,804	40,426	4,069	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
24	2046	4,872	45,298	4,139	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
25	2047	5,039	50,337	4,286	Facility Repaid	Facility Repaid	No Net Debt	No Debt
26	2048	5,194	55,530	4,444	Facility Repaid	Facility Repaid	No Net Debt	No Debt
27	2049	5,164	60,695	4,411	Facility Repaid	Facility Repaid	No Net Debt	No Debt
28	2050	5,411	66,106	4,650	Facility Repaid	Facility Repaid	No Net Debt	No Debt
29	2051	5,486	71,592	4,719	Facility Repaid	Facility Repaid	No Net Debt	No Debt
30	2052	5,598	77,190	4,779	Facility Repaid	Facility Repaid	No Net Debt	No Debt

WAVERLEY HOUSING
FINANCIAL PLAN

SENSITIVITIES

Sensitivity 3: Major Repairs plus 2%

Plan Year	Year Ended 31 March	Key Outputs			Loan Covenants			
		Net Cashflow	Closing Bank Balance	Surplus/(Deficit)	Op-Surplus Current Year	Op-Surplus Last 3 Years	Net Debt Per Unit	Asset Cover
		£000	£000	£000	Min: 90%	Min: 105%	Max: £16,000	Min: 110%
1	2023	5,906	11,061	633	245%	N/A	9,382	150%
2	2024	-1,161	9,900	695	275%	N/A	10,395	153%
3	2025	-1,837	8,063	936	311%	277%	11,138	156%
4	2026	-1,144	6,919	1,078	332%	306%	11,302	161%
5	2027	-5,969	950	1,375	374%	338%	12,153	199%
6	2028	437	1,387	1,668	444%	380%	10,982	213%
7	2029	-97	1,289	1,526	445%	419%	10,290	228%
8	2030	9	1,299	1,701	492%	460%	9,525	245%
9	2031	-349	950	1,779	541%	490%	8,755	271%
10	2032	0	950	1,940	615%	546%	7,907	298%
11	2033	1	951	2,338	773%	633%	5,969	385%
12	2034	1,368	2,319	2,419	962%	762%	3,989	456%
13	2035	1,585	3,904	2,650	1226%	955%	1,861	560%
14	2036	1,698	5,602	2,787	1618%	1218%	No Net Debt	724%
15	2037	1,643	7,245	2,938	2408%	1628%	No Net Debt	1086%
16	2038	1,780	9,025	3,102	4832%	2433%	No Net Debt	2172%
17	2039	1,819	10,844	3,163	Facility Repaid	4805%	No Net Debt	No Debt
18	2040	3,763	14,607	3,417	Facility Repaid	35986%	No Net Debt	No Debt
19	2041	3,751	18,358	3,434	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
20	2042	3,851	22,209	3,547	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
21	2043	3,907	26,116	3,639	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
22	2044	3,883	29,999	3,647	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
23	2045	4,016	34,014	3,813	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
24	2046	4,021	38,035	3,863	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
25	2047	4,122	42,157	3,987	Facility Repaid	Facility Repaid	No Net Debt	No Debt
26	2048	4,207	46,363	4,121	Facility Repaid	Facility Repaid	No Net Debt	No Debt
27	2049	4,104	50,468	4,062	Facility Repaid	Facility Repaid	No Net Debt	No Debt
28	2050	4,274	54,742	4,274	Facility Repaid	Facility Repaid	No Net Debt	No Debt
29	2051	4,269	59,011	4,316	Facility Repaid	Facility Repaid	No Net Debt	No Debt
30	2052	4,286	63,297	4,332	Facility Repaid	Facility Repaid	No Net Debt	No Debt

**WAVERLEY HOUSING
FINANCIAL PLAN**

SENSITIVITIES

Sensitivity 4: Voids plus 3%

Plan Year	Year Ended 31 March	Key Outputs			Loan Covenants			
		Net Cashflow	Closing Bank Balance	Surplus/(Deficit)	Op-Surplus Current Year	Op-Surplus Last 3 Years	Net Debt Per Unit	Asset Cover
		£000	£000	£000	Min: 90%	Min: 105%	Max: £16,000	Min: 110%
1	2023	5,703	10,858	430	227%	N/A	9,523	150%
2	2024	-1,346	9,512	489	257%	N/A	10,679	153%
3	2025	-2,002	7,511	728	291%	258%	11,534	156%
4	2026	-1,286	6,224	868	312%	286%	11,793	161%
5	2027	-5,274	950	1,164	353%	318%	12,714	191%
6	2028	0	950	1,435	410%	356%	11,622	208%
7	2029	0	950	1,315	413%	390%	10,933	220%
8	2030	0	950	1,498	458%	426%	10,137	236%
9	2031	0	950	1,577	499%	455%	9,305	256%
10	2032	0	950	1,748	568%	505%	8,356	283%
11	2033	0	950	2,110	708%	583%	6,459	358%
12	2034	643	1,593	2,209	899%	704%	4,491	456%
13	2035	1,602	3,195	2,452	1164%	889%	2,350	560%
14	2036	1,745	4,940	2,593	1535%	1150%	111	724%
15	2037	1,722	6,661	2,750	2280%	1545%	No Net Debt	1086%
16	2038	1,893	8,555	2,921	4538%	2304%	No Net Debt	2172%
17	2039	1,968	10,523	2,988	Facility Repaid	4514%	No Net Debt	No Debt
18	2040	3,950	14,473	3,249	Facility Repaid	30446%	No Net Debt	No Debt
19	2041	3,980	18,453	3,275	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
20	2042	4,123	22,575	3,397	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
21	2043	4,224	26,799	3,500	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
22	2044	4,248	31,047	3,517	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
23	2045	4,432	35,479	3,697	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
24	2046	4,491	39,971	3,759	Facility Repaid	Net Interest is Receivable	No Net Debt	No Debt
25	2047	4,650	44,621	3,896	Facility Repaid	Facility Repaid	No Net Debt	No Debt
26	2048	4,794	49,415	4,044	Facility Repaid	Facility Repaid	No Net Debt	No Debt
27	2049	4,756	54,171	4,003	Facility Repaid	Facility Repaid	No Net Debt	No Debt
28	2050	4,993	59,165	4,232	Facility Repaid	Facility Repaid	No Net Debt	No Debt
29	2051	5,059	64,224	4,292	Facility Repaid	Facility Repaid	No Net Debt	No Debt
30	2052	5,154	69,378	4,332	Facility Repaid	Facility Repaid	No Net Debt	No Debt

**WAVERLEY HOUSING
FINANCIAL PLAN**

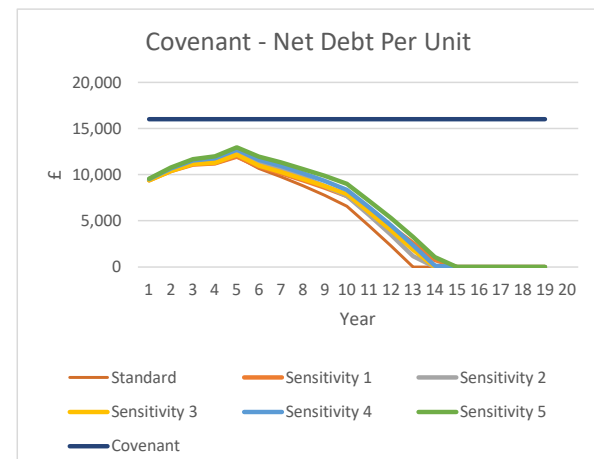
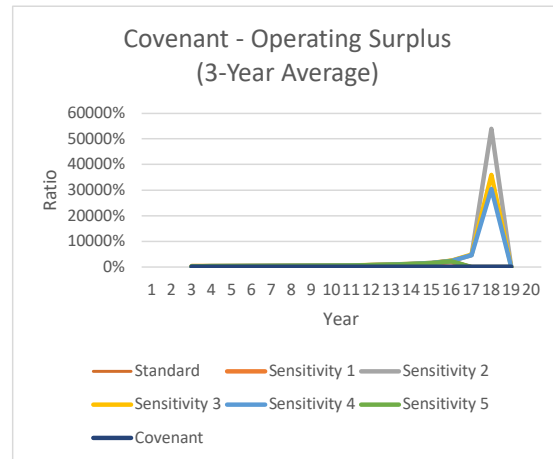
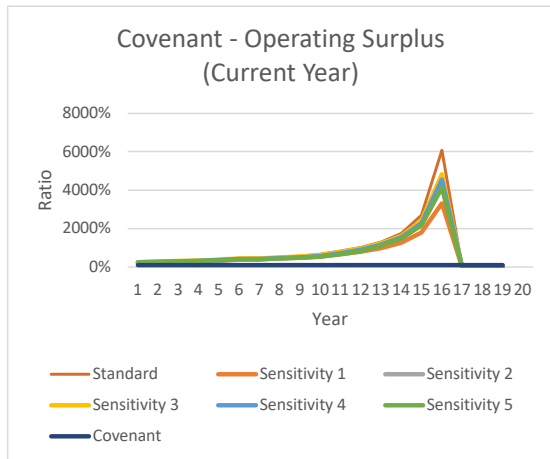
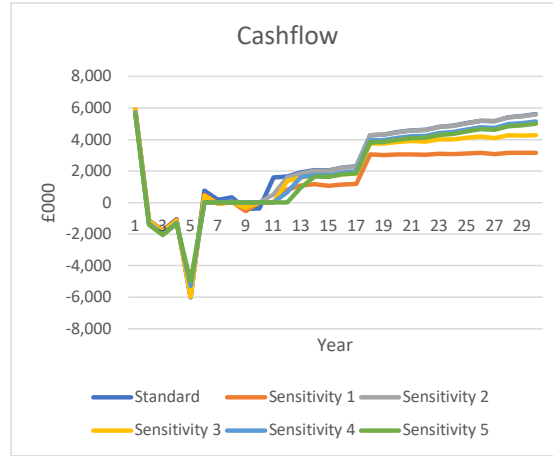
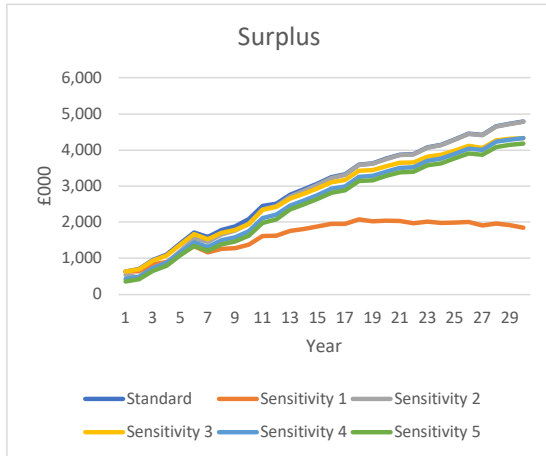
SENSITIVITIES

Sensitivity 5: Bad Debt plus 4%

Plan Year	Year Ended 31 March	Key Outputs			Loan Covenants			
		Net Cashflow	Closing Bank Balance	Surplus/(Deficit)	Op-Surplus Current Year	Op-Surplus Last 3 Years	Net Debt Per Unit	Asset Cover
		£000	£000	£000	Min: 90%	Min: 105%	Max: £16,000	Min: 110%
1	2023	5,635	10,790	362	221%	N/A	9,570	150%
2	2024	-1,417	9,374	418	250%	N/A	10,781	153%
3	2025	-2,076	7,298	654	284%	251%	11,686	156%
4	2026	-1,364	5,934	790	305%	279%	11,999	161%
5	2027	-4,984	950	1,082	344%	311%	12,971	187%
6	2028	0	950	1,337	395%	346%	11,947	202%
7	2029	0	950	1,211	395%	377%	11,329	213%
8	2030	0	950	1,388	436%	408%	10,609	226%
9	2031	0	950	1,462	471%	433%	9,856	242%
10	2032	0	950	1,626	531%	477%	8,992	264%
11	2033	0	950	1,982	653%	545%	7,183	325%
12	2034	0	950	2,078	816%	650%	5,305	428%
13	2035	961	1,911	2,347	1110%	823%	3,236	560%
14	2036	1,641	3,552	2,489	1469%	1075%	1,068	724%
15	2037	1,616	5,168	2,644	2156%	1473%	No Net Debt	1086%
16	2038	1,785	6,952	2,812	4135%	2178%	No Net Debt	2172%
17	2039	1,857	8,810	2,877	Facility Repaid	Facility Repaid	No Net Debt	No Debt
18	2040	3,836	12,646	3,135	Facility Repaid	Facility Repaid	No Net Debt	No Debt
19	2041	3,863	16,509	3,159	Facility Repaid	Facility Repaid	No Net Debt	No Debt
20	2042	4,003	20,512	3,278	Facility Repaid	Facility Repaid	No Net Debt	No Debt
21	2043	4,102	24,614	3,378	Facility Repaid	Facility Repaid	No Net Debt	No Debt
22	2044	4,122	28,737	3,392	Facility Repaid	Facility Repaid	No Net Debt	No Debt
23	2045	4,305	33,041	3,569	Facility Repaid	Facility Repaid	No Net Debt	No Debt
24	2046	4,361	37,402	3,628	Facility Repaid	Facility Repaid	No Net Debt	No Debt
25	2047	4,516	41,919	3,763	Facility Repaid	Facility Repaid	No Net Debt	No Debt
26	2048	4,657	46,576	3,907	Facility Repaid	Facility Repaid	No Net Debt	No Debt
27	2049	4,617	51,192	3,863	Facility Repaid	Facility Repaid	No Net Debt	No Debt
28	2050	4,850	56,042	4,089	Facility Repaid	Facility Repaid	No Net Debt	No Debt
29	2051	4,913	60,955	4,145	Facility Repaid	Facility Repaid	No Net Debt	No Debt
30	2052	5,002	65,957	4,179	Facility Repaid	Facility Repaid	No Net Debt	No Debt

WAVERLEY HOUSING FINANCIAL PLAN

CHARTS



Sensitivity	Description
Standard:	No Changes
Sensitivity 1:	RPI lower by 2%
Sensitivity 2:	Interest Rates higher by 2%

Sensitivity	Description
Sensitivity 3:	Major Repairs higher by 2%
Sensitivity 4:	Voids higher by 3%
Sensitivity 5:	Bad Debts higher by 4%