



ng homes

Business Plan

2025 – 2028

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Introduction

At ng homes, our commitment to customer service excellence and promoting the importance of people is resolute. We continue to champion equality and diversity, ensuring our communities are places where people are treated fairly, with opportunities to realise their full potential. We are delighted that the Association successfully retained our Customer Service Excellence (CSE) accreditation. Our most recent assessment was extremely positive with excellent feedback, and this is testimony to the dedication of all involved.

Investment in our homes remains a key priority. Dampness and mould are a health and safety issue as important as ensuring the gas and electrical elements in our homes are safe and secure. Upgrades to our multi-storey flats helped improve energy efficiency, reduce fuel bills, and ensure fire safety.

The Regulator is currently engaging with the Association in relation to health and safety matters and specifically in relation to lift safety. Our regulatory status is currently non-compliant - working towards compliance. A Governance and Improvement Plan has been created and is in progress. All efforts are being focussed on improving governance arrangements to the required standard and rectifying our regulatory status. We are working constructively with the Scottish Housing Regulator to achieve this.

I want to recognise the efforts and commitment of our Board, staff, and volunteers. Their contributions are invaluable, ensuring we can continue to deliver projects and key initiatives serving North Glasgow and our communities.

We have developed this Business Plan with care, reviewing our performance and progress and identifying challenges and opportunities. Unforeseen demands will no doubt appear; however, we have built in resilience to ensure we remain committed to the future of North Glasgow. Our vision is a community where people can flourish and prosper and we will continue to work with our partners to promote North Glasgow as a place to be, with talent and a strong tenant voice at the centre of our plans.

Catherine Rossine
ng homes Chair

Context

ng homes was established in 1976 as a community-controlled housing association, originally formed to protect and improve sub-standard Victorian sandstone tenements in Springburn. The Association has built a strong reputation for serving people and its communities for over 40 years. During this time, it has grown and developed into a well-respected organisation that makes a positive difference to the lives of people in North Glasgow and now provides over 5,400 units for social rent. The Association also provides factoring services to almost 1,300 owner-occupied homes.

Today ng homes is a registered social landlord (RSL), a community benefit society and a registered charity. The Association is regulated by the Scottish Housing Regulator, Office of the Scottish Charity Regulator (OSCR) and the Financial Conduct Authority (FCA).

Strategic Direction 2025 - 2028

The strategic direction for ng homes across the next three years is:

- Consolidation and continued improvement of our role as a provider of rented housing
- Continued development of our role as a community anchor organisation and as a provider and enabler of services that address wider needs in our community
- Safeguarding our financial viability, organisational wellbeing and the community-controlled values and traditions that underpin our ethos and governance

The community support services have increased as the effects of Brexit and global conflicts put further strain on our communities with the costs of living increases not having been matched by increases in wages or benefits.

The Business Plan sets out actions for service delivery, community support and safeguarding ng homes' financial resilience. However, the many uncertainties apparent with the challenging economic environment will require us to be flexible and adaptable in how we take our proposals forward and with a continuing need to develop further plans.

Objectives

These are as follows:

1. To do what matters most for our tenants, other customers, and the community
2. To provide housing and property management services that are of a high standard, affordable and good value for money for tenants and other customers
3. To manage our assets and resources well and invest in tenants' homes
4. To be a strong community anchor, bringing positive changes that benefit our community
5. To protect and future-proof the organisation, ensuring that is well-governed, well-managed and continues to be fit for purpose
6. To maximise the contribution that ng homes and our subsidiaries make to the well-being of our community.

Strategic Analysis

ng homes Operating Environment: External Issues

This chapter provides a **PESTLE analysis** that reviews Political, Economic, Social, Technological, Legislative/Regulatory and Environmental factors that are relevant to ng homes' business and future plans.

The analysis describes factors that could represent a significant risk to ng homes or the achievement of our objectives, with the key risks then feeding through to the Business Plan chapter on Risk Management.

At ng homes we view these issues in the following way: will they help or hinder us in achieving our purpose of serving and achieving positive changes for our local community. We will comply with essential external requirements while ensuring we augment our activities to meet ng homes' own objectives and priorities.

PESTLE Analysis 2025

Political Factors

Scottish Government Policy and Priorities

- Devolved functions include housing, regeneration, local government, the Scottish budget and some aspects of taxation and welfare policy.
- SNP remain a minority government following the Scottish parliamentary elections in May 2021.
- The Scottish Government's main housing priorities at present are affordable housing investment and climate change standards.
- SG has mitigated the impact of the Bedroom Tax in Scotland over a lengthy period, but its plans to abolish this tax in Scotland have not been agreed by Westminster.

UK Government Policy and Priorities

- Elected with a majority in July 2024 and responsible for many major areas of policy that have a high impact on ng homes, including welfare, macro-economic policy, public spending through the Barnett Formula and Brexit. The government has a solid majority but has faced criticism for policy decisions in its first year of government.

Economic and Financial Factors

Universal Credit (UC)

- Presents increasing challenges for maintaining rent collection and managing arrears and bad debts. UC is also causing significant hardship for claimants.
- Impacts are likely to increase rather than reduce, as more ng homes' tenants move to UC to get help with housing costs. Full rollout of UC is now planned for completion by March 2026.
- ng homes have taken a comprehensive approach to mitigating UC risks, but the actions needed are resource intensive.

Other Welfare Changes and In Work Poverty

- Both factors affect ng homes' tenants' ability to pay rent. The Association's welfare rights service has been extremely successful in maximising tenants' incomes and must be sustained.

Inflation

- Due to global economic factors and conflict, inflation rates rose to high levels and was higher than the target level of 2%. The Bank of England substantially increased interest rates to reduce inflation. This has had the desired effect but at great cost to those with variable rate loans and increased pressure on many businesses.

Interest Rates

- Base rates were cut to 0.1% in March 2020, due to the Covid-19 pandemic. Higher inflation brought about a reversal with interest rates increased to 5.25% by August 2023. This has subsequently dropped back to 4.5% by February 2025. Further decline in rates is expected to be at a slow rate.

Availability of External Funding

- Policy on Housing Benefit/Universal Credit will have the greatest impact on ng homes.
- ng homes refinanced and secured funding for its future needs in 2020. The facility agreed with GB Social Housing PLC (GBSH) provided £19m to meet the costs of planned investment in the stock. With recent interest rate increases funding is still available but at a much higher cost than previously.

Social and Technological Factors

Deprivation

- Scottish Index of Multiple Deprivation
- The Scottish Government and Glasgow City Council (GCC) both aim to promote policies of “inclusive growth.” The purpose of these policies is to help poorer citizens and communities to share more equally in prosperity.
- Opportunities for co-operation was evident throughout the pandemic by the strengthening of existing partnerships and formation of new partnerships.

Technology

- Opportunities: could include supporting smarter working and delivering customer services differently.
- Risks: cybercrime

Legislative and Regulatory Factors

Freedom of Information and General Data Protection Regulation (GDPR)

- ng has taken the necessary actions to meet its obligations for both FOI and GDPR.

Building Standards

- The Scottish Government published a revised Building Standards Technical Handbook in 2019.
- Following the Grenfell Tower fire, social landlords in Scotland were required to meet the standards for smoke and heat detection by February 2022.
- Social landlords must maintain their properties in a way that ensures continued compliance with the Scottish Housing Quality Standard (SHQS).
- Other than where external funding has been obtained (as is sometimes the case for energy efficiency works), social landlords are required to meet the full cost of compliance.

Scottish Housing Regulator (SHR)

- ng homes must comply with the SHR Regulatory Framework, which emphasises the need for self-assurance about compliance with regulatory standards.
- SHR also required social landlords to expand their monitoring systems, to align with the nine 'protected characteristics' in the Equality Act 2010.
- SHR has expectations on a range of topics. These include business planning, asset management, governance, financial performance, and risk management, rent affordability and rent increases and value for money.

Environmental Factors

Scottish Government targets to support climate change objectives and mandatory raising of standards for social housing

- Social landlords had to comply with the Energy Efficiency Standard for Social Housing (ESSH) by the end of 2020. Scottish Government set a further target that homes in the social housing sector should meet EPC Band B+ (81-91 SAP Rating) with exemptions on grounds of cost and technical reasons, with a further goal for all social housing in Scotland, as far as reasonably practical, to be carbon neutral by 2040/45.
- The availability of finance for landlords and whether the market can provide the technological solutions needed are both matters of considerable uncertainty at the present time. These questions are particularly important for organisations like ng homes that have a high proportion of Victorian sandstone tenements.

Stakeholder Relationships

The final part of the Strategic Analysis describes ng homes' key stakeholders, shown in the following table:

Specific to ng homes	Strategic & Regulatory
<ul style="list-style-type: none"> • ng homes' tenants • Residents and factored owners • Housing applicants • Local groups and volunteers • ng homes' employees • Local businesses • Local partners with whom we work to benefit our tenants and the local area • Our lenders, auditors, and insurers • Funders 	<ul style="list-style-type: none"> • Glasgow City Council (GCC) • The Scottish and UK Governments • Department of Work & Pensions (DWP) • The Scottish Housing Regulator (SHR) • The Office of the Scottish Charity Regulator (OSCR) • The Financial Conduct Authority (FCA)

Tenants and Residents

This is the Association's most important stakeholder group, since our core purpose is to provide tenants with quality homes and services and serve our community.

ng homes encourage tenants and residents to be involved in our decision-making, most commonly through area-based residents' groups and specific working groups.

We gather feedback about tenants' views through a quarterly comprehensive programme of surveys. The results of the surveys confirm that ng homes are achieving overall high levels of satisfaction.

The Wider Community

Consistent with our purpose, ng homes have a high level of engagement and maintains productive relationships with many community organisations and volunteers, as follows:

- Our in-house team's role in property management and estate management and the support it gives to many groups in the area
- Our Social Regeneration activities across various projects
- The community services that are delivered through our subsidiary ng2.

These include income maximisation support, support for vulnerable residents, sports activities, community events and community furniture recycling. In addition, local people volunteer to facilitate clubs and activities.

As a result, ng homes have a higher profile and a more active role in the community. Key to our approach is staying close to our community by involving local people.

Housing Benefit/Department of Work and Pensions (DWP)

ng homes maintain good working relationships with both GCC (Housing Benefit) and the Department of Work and Pensions (Universal Credit). As more tenants switch to UC, we are encouraging tenants to have their housing costs payments made directly to us.

Funders

The Association's total borrowing is £36 million, and our principal funders are Nationwide, THFC, Energy Savings Trust and GB Social Housing.

Glasgow City Council

GCC is the strategic housing authority. Its Local Housing Strategy has six objectives, which ng homes must address when seeking financial or other support from the Council.

GCC plays the lead role in the city on homelessness and the funding of revenue costs for supported accommodation.

Scottish Government/Parliament and UK Government/Parliament

The UK Government's Welfare Reform legislation has affected ng homes and our residents significantly. The range of matters reserved to Westminster means we must be mindful of events and pipeline changes from both Westminster and Holyrood.

Regulatory Bodies

The Association's regulators are:

- The Scottish Housing Regulator
- The Office of the Scottish Charity Regulator
- The Financial Conduct Authority

GCC Local Housing Strategy Objectives
1) Promote area regeneration and enable investment in new build housing
2) Manage, maintain, and improve the existing housing stock
3) Raise standards in the private rented sector
4) Tackle fuel poverty, energy inefficiency and climate change
5) Improve access to housing across all tenures
6) Promote health and wellbeing.

The SHR has the greatest impact on what we do. Its most significant powers include:

- Assessing compliance with the Scottish Social Housing Charter
- Setting and then assessing compliance with Regulatory Standards
- Intervening in the governance or management of RSLs, where it considers this is necessary to secure improvement and protect the interests of tenants and others.

We submit our annual return and accounts to OSCR, but otherwise we have few direct dealings with them or the FCA. We are aware of the importance of their roles and the effect of breaching their regulations.

ng homes' Staff

We aim to create a positive, supportive working environment for our staff team. We want all staff members to be clear about ng homes' purpose and priorities and how they contribute to achieving these.

Our Response to the Climate Emergency

A key business objective for all organisations must be a response to the Climate Emergency. A Sustainability Strategy will be developed which will aim to reduce our impact on climate change through embedding a green impact assessment approach to every aspect of our business.

The Sustainability Strategy will:

- Promote sustainable ways to deliver services to reduce the environmental impact and carbon footprint of the organisation's activity
- Invest in green infrastructure and green technology to help tackle the climate emergency and in turn, achieve efficiencies for the organisation and better services and homes for our tenants
- Become more adaptable with the way we deliver services and the homes we provide which will increase our resilience to the potential impacts of climate change

The purpose of this Strategy will be to set out our aims and objectives in respect of investment in future green infrastructure, services, and technology so we are innovative and well placed to take advantage of new opportunities and to be clear about our direction and priorities. This can be achieved by:

- Reducing waste, energy consumption and harmful emissions by improving the efficiency of service delivery and office management
- Improving/enhancing the environment of our communities through investment in green infrastructure
- Reducing our carbon footprint and ensuring that our properties are resilient to the potential impact of climate change, through our approach to the improvement of existing homes

- Improving the health and wellbeing of our staff and communities by raising awareness and changing behaviours in respect of the climate emergency and by offering opportunities to positively contribute to the environment
- Working with partners who are environmentally aligned with us and are committed to delivering 'green' benefits to our assets, customers, and communities

2040 Vision for Housing

The Scottish Government has produced a 2040 vision for housing. To meet the challenges identified in the vision we will undertake the following:

- Provide affordable housing and reduce their running costs to help tackle fuel poverty
- Play our part in reducing homelessness in the city
- Address the needs of an ageing population and higher life expectancy
- Respond to the growing number of households and the increase in people living alone
- Seek to mitigate the impact of climate change and reduce our carbon footprint

We are also part of a wider network of local and city partners and work closely with them to try through collaboration to meet the challenges above.

Partnership Working

We work closely with our tenants to create vibrant, diverse neighbourhoods, places where people choose to live and want to raise their families.

Our communities offer activities for young people and support for older generations and people with poor health – and a welcome to the new citizens of Glasgow. We want North Glasgow to be a place where everyone feels at home.

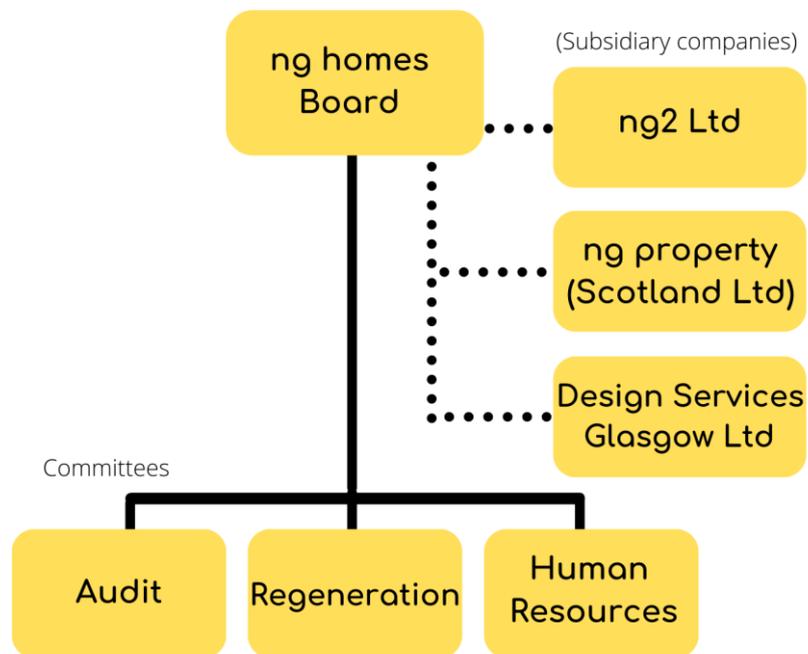
Underpinning our delivery is a commitment to partnership working. Over future years we will build on the good relationships we already have, continuing to work closely with the Scottish Government, Glasgow City Council, Scotland's Towns Partnership, Scottish Fire and Rescue Services, University of Glasgow, Glasgow's Health and Social Care Partnership and our fellow housing associations.

Organisational Structure

Board and Committee Structure

The Board is the governing body that controls ng homes. It is responsible for the strategic direction, setting standards, monitoring performance and the effective running and financial management of ng homes.

Some business areas with a more operational focus are delegated to Committees and activities of a more commercial nature are delivered via wholly owned subsidiary companies within ng homes' group structure:



ng2

A wholly owned subsidiary company, ng2 is a social enterprise delivering services direct to the community. Since its establishment in 2010, ng2 has grown and diversified to provide a wide range of environmental and facilities management services. ng2 has grown to employ over 80 people which includes seasonal staff and has an annual turnover of approximately £4 million.

ng2 is an important part of ng homes strategic delivery plans; we anticipate continued growth for ng2 aligned to ng homes planned investment programme. ng2 has a significant role to play in helping ng homes to sustain tenancies, deliver value for money and reduce the pressure on rents through cost/VAT savings for the Association.

ng property (Scotland) Ltd

ng property provides property factoring services to owners. This factoring role increased dramatically with the GHA stock transfer in 2011, and the subsidiary now provides services to almost 1,300 owners. There is no direct employment in this subsidiary; rather ng homes provide staff support services. ng property has now taken on letting of our twenty-one mid-market rent properties.

Design Services Glasgow Ltd

This subsidiary company acts as agent for design and build housing, enabling VAT reclaim on consultants' fees.

Audit Committee - reviews the financial affairs of the organisation, effectiveness of risk management and internal and external audit.

Regeneration Committee - oversees the implementation of the Asset Management Strategy and investment programme, approving and monitoring individual projects and reviewing progress against target outcomes.

Human Resources Committee - considers staffing and organisational development, training and health and safety matters.

Staffing Structure

ng homes have one Deputy CEO reporting directly to the CEO. They are supported by Directors, Depute Directors and Managers who have day-to-day responsibility for Finance, Factoring, Property Services, Housing Services including Regeneration and Corporate Services.

Governance

ng homes is run by a voluntary Board. It has a maximum of 15 places; 9 designated for local community members, up to 5 places for independent members and 1 place for a nominated Glasgow City Council elected member.

Board and Committee Members have the requisite skills, knowledge, and awareness to carry out their role in a confident and effective manner. Any skills gaps identified are addressed through a combination of training and development of individuals plus review of the Board and Committee composition, with scope via our Rules to co-opt up to 5 independent members.

Good governance is a cornerstone of our approach to business and all our Board and staff members are responsible for maintaining our performance. We have an effective governance framework in place with high standards on audit, risk, probity, governance and health and safety. Governance

self-assessment is a key feature in this respect. We are committed to continuous improvement in this area and the Association has commissioned an independent governance consultant to review our governance arrangements during 2025 with a view to assessing the effectiveness of our governance framework, systems, and processes and to identify any improvements going forward.

Board Appraisal and Board Member Reviews

The annual Board appraisal and individual Board member review exercise is led by ng homes' Chairperson and supported by an independent consultant. This process covers assessment of individual board members contribution, plus evaluation of how the Board functions collectively. An overall report is produced as part of this exercise which informs the individual and collective Board training and development priorities for the year ahead. We aim to extend the appraisal process to all Committee members during the lifetime of this Business Plan.

Board Training and Development

Board Training remains a principal element to support good governance and therefore it is important that members continue to have access to a wide range of learning and development resources to ensure that Board members are equipped with the skills and knowledge to perform their role effectively. All Board and Committee members receive thorough and detailed training on governance and other related matters on a regular basis and they sign-up to the ng homes Board members Code of Conduct annually. Board members also benefit from specialised training and development sessions on other topics identified the Board Appraisal and Individual Board Member Reviews. Training sessions are held out with Board meetings and often involve external experts. During 2025/26 core training sessions will be delivered on Health & Safety and Equality, Diversity, and Inclusion and on topics identified as priorities during most recent Board Appraisal process.

In addition to ng homes training and awareness sessions, Board members take part in an annual Board Strategy Day and participate in relevant external training and attend external conferences and seminars e.g., events organised by Scottish Federation of Housing Associations (SFHA), Glasgow and West of Scotland Forum (GWSF), Employers in Voluntary Housing (EVH) and SHARE. Furthermore, in addition to in-person events, there is a raft of on-line webinars, training and awareness seminars now on offer through SHARE, SFHA, EVH, CIH and other organisations that continue to offer training remotely by utilising technology and ng homes' Board members have embraced the new opportunities for remote training and development.

Business Priorities 2025 - 2028

These business priorities along with operational priorities have been developed in a consultative manner across the organisation, engaging the Board, senior managers and staff whilst also taking account of tenant and customer' views from earlier consultation. Each staff team is directly engaged in shaping and defining specific action and work plans to ensure we deliver on our priorities for the benefit of our customers and the community. We will monitor departmental work plans and will ensure these are reviewed and updated half yearly and reported to the Board.

	2025/26	2026/27	2027/28
Robust Governance			
Governance Framework and Governance Self-Assessment	X	X	X
Risk Strategy	X		
Succession Planning for Board and staff	X		X
Know our tenants and other customers' needs		X	
Prudent Financial Management			
Rents and Affordability	X	X	X
Creating a Positive Culture			
Invest in the community – building capacity	X	X	X
Health, safety, and wellbeing of staff	X	X	X
Continuous Improvement			
New core system	X		
Tenants Health and Safety	X	X	X
Resident Engagement	X	X	X
EESSH 2032 and fuel poverty	X	X	X
Growing our Business			
Explore growth potential of ng2	X	X	X
New grant funding for regeneration projects	X	X	X
Regeneration – Physical, Social and Economic	X	X	X

Managing Finance and Scenario Planning

Financial Headroom

To survive in the economic environment, we must have appropriate and sustainable headroom in our financial projections. This should demonstrate that loans are repaid timeously, demonstrate covenant compliance and that we can handle any risks that arise.

The Board will ensure that it is able to detect any serious risk to the financial viability of the Association in a timely manner and take quick and appropriate corrective action. We need to be candid about our finances and the challenges faced by our tenants.

We need to be realistic about the implications of rent affordability, welfare reform, pension deficits, increases in repair costs well in excess of inflation, interest rate increases, energy cost increases, covenant compliance, tenant safety, trade tariffs and the war in Ukraine. These are significant challenges for any business to deal with, and ng homes will have to continue to manage our resources to ensure our financial wellbeing.

The Board will consider the risks in the Business Plan, model the effects of changes to key assumptions and have contingency plans in place as appropriate. It is anticipated that the operating environment will remain challenging for the near future.

The cost-of-living crisis has stretched family finances meaning there is little headroom for cutbacks to spending. Our tenants are unable to fall back on savings, and they are more likely to fall behind on bills. The scale and the nature of the disruption has been significant and has led to disproportionate social impacts across poorer communities such as ours, which are already affected by substantial social, economic and health inequalities.

5 year and 30-year financial plans

Our 5-year financial projections show ng homes generating the following projected net surplus for years 1-5 (2025/26 to 2029/30). The projections show that ng homes are covenant compliant and viable, whilst it delivers a major investment programme. Underlying the projections are significant increases in all maintenance which has led to an increase in longer term borrowing from 2038, now £15.0m when previously it was assumed that ng homes could pay back the majority of the GBSH loan from surplus cash reserves.

Year End March	2026	2027	2028	2029	2030
Net surplus	£1,247,400	£858,000	£3,287,800	£3,197,800	£3,128,800
Cash balances	£8,639,900	£7,581,600	£7,167,500	£6,039,200	£6,377,500
Loan Balances	£33,319,600	£30,348,200	£27,217,700	£24,144,600	£22,173,200

The full key financial assumptions are set out in Appendix 2.

Summary of Financial Assumptions for Business Plan

Opening rental income is projected to rise by inflation + 2% for the next two years. Then inflation plus 1% for the next six years and then by inflation only for the remainder of the plan.

The Bank Base Rate of 4.50% Libor is projected to fall to 4% by 2028. Opening cash balance is projected to be £11m and loans at £36m. We have built in contingencies such as rises above inflation for all maintenance and salary costs. We recognise the importance of financial headroom to meet challenges associated with the uncertain economic environment. The void and bad debts are assumed to be 3% (1.5% for Bad Debts and 1.5% voids)

The average Cash at Bank projected over the next 3 years is £7.8m. Our current cost of loan interest is just below 4% so our 4.5% short term assumption (variable lending) plus margin provides additional headroom. 75% of our debt is currently fixed.

The main focus of our investment programme will be a programme of bathroom/kitchen renewals and continuing energy efficiency works.

We will continue to seek operational efficiencies and review our operating costs to ensure we deliver best value for our customers. It is appreciated that we must have a strong focus on cost control in this high inflationary environment. We understand that we cannot look to our tenants to continually face above inflation rent increases and we must ensure that value for money, spending well, spending wisely. We have undertaken sensitivity analysis on our plan, the outcome of this is highlighted in the table below. This demonstrates the impact of different assumptions on annual surplus/deficit and borrowing. Risks modelled include increased bad debts/voids; rent increases below inflation; increased management and maintenance costs; SONIA 6% and decreased inflation:

Sensitivity	Year 30 Cash	Peak Debt	Y/E	Year 30 Debt	Min Cash
Base	£49.1m	£36.2m	2025/26 (OB)	£1.2m	£6.0m (2028/29)
Base Voids 4% Bad debts 4% (5 years)	£34.7m	£36.2m	2025/26 (OB)	£1.2m	-£4.7m (2038/39)
Major Repairs + 10%	£18.8m	£36.2m	2025/26 (OB)	£1.2m	-£9.4m (2050/51)

Cyclical & Reactive repairs + 5%	£27.7m	£36.2m	2025/26 (OB)	£1.2m	£0.9m (2038/39)
BBR 6% Inflation 2.5%	£46.7m	£36.2m	2025/26 (OB)	£1.2m	£3.3m (2038/39)
Cyclical reactive & Salaries + 5%	£11.7m	£36.2m	2025/26 (OB)	£1.2m	-'£13.0m (2050/51)
Inflation +1% rent increase to Y10	£28.7m	£36.2m	2025/26 (OB)	£1.2m	-'£2.3m (2038/39)
Inflation + 1% rent till y10 BBR 6% inflation 2.5% VBD 4% 5 Y	£13.6m	£36.2m	2025/26 (OB)	£1.2m	-'£17.2m (2050/51)

Some of the scenarios above would cause significant stress to the Association No lender would accept continuing outflow of funds without remedial action being taken. At the time of preparing the Business Plan, few of these scenarios are anticipated. However, the situation will be continually monitored closely and in the event of one or more changes in the assumptions made, appropriate action will be taken to ensure the Association remains viable and fully compliant with the terms within their loan documents.

Loan portfolio covenant structures

We have current loan facilities with three mainstream lenders to the RSL sector, Nationwide Building Society (NBS), The Housing Finance Corporation (THFC) and GB Social Housing (GBSH). The Nationwide BS has waived our covenant structures. The other lenders set covenants over their lending, and we must satisfy these conditions of lending on an ongoing basis. Lenders apply their own definitions and covenants. We have fully considered the implications of their different covenant structures over the lifetime of these loans. Full compliance is evidenced throughout. Other loans secured from the Energy Savings Trust do not include corporate covenants.

Financial Accounts and Treasury Management

Our financial position going into 2025/26 continues to be healthy. The table below provides a comparison of the position over the next five years. The Association remains profitable in the short and medium term. The Association is viable, profitable and of greater importance has sufficient cash resources to deliver for their customers, as shown in the tables below, however we do not underestimate the scale of the challenges we face.

Period: 1 April 2025 - 31 March 2030	2026	2027	2028	2029	2030
	£000's	£000's	£000's	£000's	£000's
Total Turnover	32,954.6	34,680.0	36,072.9	37,118.0	38,195.2
Operating Expenditure	-30,174.9	-32,424.4	-31,508.4	-32,745.9	-33,982.6
Operating Surplus/(deficit)	2,779.7	2,255.6	4,564.5	4,372.1	4,212.6
Interest Receivable	196.7	161.4	146.3	131.2	122.1
Interest and financing costs	-1,729.0	-1,559.0	-1,423.1	-1,305.5	-1,205.9
Surplus before tax	1,247.4	858.0	3,287.8	3,197.8	3,128.8
Surplus after tax	1,247.4	858.0	3,287.8	3,197.8	3,128.8
Comprehensive Income for the year	1,247.4	858.0	3,287.8	3,197.8	3,128.8

Statement of Financial Position

The net assets of the Association at 31st March 2025 are projected at £72.5m. A copy of the updated Statement of Financial Position for the period to 31 March 2055 is attached at Appendix 3.

Consolidated Statement of Financial Position	£ 000's				
Period: 01 April 2025 - 31 March 2030	2026	2027	2028	2029	2030
Fixed Assets					
Tangible fixed assets	119,687.2	117,754.8	117,446.7	117,824.5	117,766.3
Investments FA	0.3	0.3	0.3	0.3	0.3
Fixed Assets Total	119,687.5	117,755.1	117,447.0	117,824.8	117,766.6
Current Assets					
Stock	14.5	14.5	14.5	14.5	14.5
Trade and other debtors	2,267.4	2,267.4	2,267.4	2,267.4	2,267.4
Cash and cash equivalents	8,639.9	7,581.6	7,167.5	6,039.2	6,377.5
Current Assets Total	10,921.8	9,863.5	9,449.4	8,321.1	8,659.4
Less - Creditors - amounts due within 1 year	5,402.2	5,402.2	5,402.2	5,402.2	5,402.2
Net current assets/liabilities	5,519.7	4,461.4	4,047.3	2,918.9	3,257.2
Assets less current liabilities Total	125,207.1	122,216.4	121,494.3	120,743.7	121,023.8
Creditors - amounts due after more than 1 year	51,478.0	47,629.3	43,619.4	39,671.0	36,822.2
Net assets Total	73,729.1	74,587.2	77,874.9	81,072.8	84,201.6
Reserves					
Income and Expenditure Reserve	73,729.0	74,587.1	77,874.8	81,072.7	84,201.5
Share capital	0.1	0.1	0.1	0.1	0.1
Total reserves	73,729.1	74,587.2	77,874.9	81,072.8	84,201.6

A full copy of the 30-year projections are included at Appendix 3.

Stakeholders

Customers

Our customers are at the heart of our business. They are our most important stakeholder group and include tenants, residents, and other service users. We are committed to achieving customer service excellence in all that we do. The Association is accredited with the Customer Service Excellence (CSE) Standard, and we have held the CSE accreditation for many years. The CSE Standard is recognised across the UK, and it lies at the heart of an overarching strategy to provide public services for all customers which are efficient, effective, excellent, equitable and empowering and it is totally aligned with the five key drivers of customer satisfaction; delivery, timeliness, information, professionalism and staff attitude.

In October 2024, the Association achieved another successful review, completing the 3-yearly recertification assessment and we now have the certification in place until December 2027. As part of the process, the external Assessor conducted a comprehensive review of the Association's approach to customer service to establish whether the organisation continues to meet the Standard. The assessment was conducted over two days and included a review of our written submission and a thorough assessment of our back-up evidence. During the review, the Assessor met with staff, tenants, and representatives from external partner organisations, this highlighted the great work being done by the Association and our partner organisations and how this is supporting our tenants and other customers.

It was a positive review, with the Association continuing to meet the CSE Standard and adding to our existing areas of 'Compliance Plus.' The Assessor spoke very highly of everyone that took part in the process and noted the value of the partnership work that is taking place in North Glasgow with other local organisations, which continues to deliver a vital joined-up approach. This excellent result is testimony to the great work that our staff do, with the support and commitment of the Board, to make a positive difference in North Glasgow. It built on the outcomes from previous reviews which were positive finding that the Association has always focussed very clearly on developing and delivering services that meet the needs and expectations of our customers. The Assessor's report highlighted areas of good practice whilst also identifying areas for focus to support our drive for continuous improvement. It was shared with the Association's Board and staff members and has been posted on our website for the wider community to access.

We always strive to treat our customers with respect and to be responsive to their needs and we will continue to focus on delivering excellent customer service. We value the views of our customers and actively seek ways in which to engage with and work with them to develop and deliver the services that they require. We acknowledge that our customers have different communication preferences, and we are committed to developing a range of communication methods to ensure a blended approach to meet their varying needs.

We always strive to treat our customers with respect and be responsive to their needs and we will continue to focus on achieving customer service excellence. We value the views of our customers and actively seek ways in which to engage with and listen to our customers, involving them and working with them to develop and deliver the services that they want and need. We acknowledge that our customers have different communication preferences, and we ensure that we adopt a blended approach to meet their varying needs. The ng homes App continues to be a success, and we continue to develop the ng group website and our social media channels. In addition, during 2024, we commenced a comprehensive tenant survey "Getting to know you" as well as focussing on more traditional forms of communication, and we continue to publish, summer and winter editions of our North News tenants' newsletter. This included a range of information from local news features to safety messages and support and advice on the cost-of-living crisis. We will continue to develop a range of communication methods including our social media channels to further maximise the potential for effective two-way communication with our customers.

Value: We are customer focused and put the customer first

Staff

At ng homes we understand that our people are our greatest resource. Our staff are committed to delivering an excellent level of service to our communities and we value and support all our people and encourage them to achieve their maximum potential. We are committed to ensuring that we are a good, fair, and supportive employer and strive to create an organisation where people are proud to work. Our staff are motivated, supported and developed to ensure that the organisation provides excellent services to tenants and other customers and achieves our ambitious objectives. The Association is recognised with the Investors in People Gold Award and the We Invest in Wellbeing Award. A renewed focus on staff health and wellbeing has led to number of innovative initiatives being underway and has contributed to the creation of a positive work environment where everyone can contribute to achieving high performance. We work together to make the organisation the best it can be. We aim to create a workplace where we can harness the skills and talents of all our people, where everyone is personally involved and understands how their role contributes to the success of the organisation.

Succession planning at all levels is a priority, and we continue to provide opportunities for staff to grow and develop with the organisation. We identify clear development routes for staff and recognise the importance of informal types of development, such as mentoring and coaching as well as more formal methods of training and development.

The Association currently has Investors in People (IIP) Gold accreditation and the We Invest in Wellbeing Gold accreditation in place until March 2027. In addition to this, the Association is also recognised with Investors in Young People (IIYP) Gold accreditation which is due to be reviewed in 2025.

The Association remains committed to ensuring that the housing sector is seen as a place where young people can have a fulfilling job and build a rewarding and meaningful career. We are passionate about playing our part in ensuring that there is a constant supply of talent coming into the housing sector in Scotland. The Association's Employability Strategy is evolving, and this includes further strengthening partnerships with local schools and colleges to create awareness of the careers available within the housing sector and providing training and job opportunities to support succession planning. Previous trainees have gone on to permanent positions in ng homes and other organisations. Trainees are provided with comprehensive training which includes guidance and support to ensure that they are equipped with the skills and ability to work in a wide range of important roles within the housing sector. Training can also include studying towards a recognised qualification from the Chartered Institute of Housing.

We fully embrace the principles of equality and diversity; the Association is recognised as a Disability Confident Employer. Our current accreditation is in place until January 2028. The Association continues to play a key role in supporting under-represented groups in the community in several ways including providing support to obtain work experience and employment opportunities. This includes people from the black and minority ethnic communities. In this regard we continue to support Positive Action in Housing (PAiH) and we are committed to working with PATH (Scotland) to provide training opportunities within the Association. We have previously also worked with local groups such as African Challenge Scotland and Glasgow Afghan United to achieve this.

Value: We are friendly and treat people with respect

Regulators

ng homes are registered with and regulated by the Scottish Housing Regulator. The SHR published a new Regulatory Framework which became effective from 1 April 2024, and the Association is committed to ensuring that we are compliant with all the seven Regulatory Standards contained within the Framework. We are classified by the SHR as 'systemically important.' The SHR will be reviewing our Business Plan and financial projections as part of our engagement. The Association provides the Regulator with an Annual Assurance Statement by 31 October each year, and we will work closely with the Regulator through our Engagement Plan to provide assurance that we meet the regulatory standards of governance and financial management. Governance self-assessment will continue to be a key feature of our approach. The Association is also a registered charity regulated by OSCR and, as a Community Benefit Society, is overseen by the Financial Conduct Authority.

Value: We are accountable

Scottish Government

The Scottish Government has supported several of our key programmes and initiatives with funding, and this has enabled us to deliver innovative programmes within our communities. We take account

of the Scottish Government's national policy priorities when developing and delivering our services. We are committed to excellent customer service and meeting customer expectations in line with the Scottish Social Housing Charter ensuring quality and standards of service and supporting the Scottish Government's long-term vision for a safer, stronger Scotland. Where appropriate, we will work with others to influence government policy on housing, community and health and social care for the benefit of our customers. This was reflected in previous funding support direct from the Scottish Government and from other public grant programmes including Climate Challenge Fund, People and Communities Fund, BIG Lottery Fund, and others. The level of funding support over the last decade shows a high degree of confidence in us by various national funders.

Value: We act with integrity

Partners

ng homes is an established 'community anchor' and we work with local partners to deliver community events and develop community assets, build capacity, develop local people, and improve access to support and services. Our aim is to work with a range of partners to deliver lasting benefits to local communities and to have a positive influence on the housing sector in general. Our partners include small local organisations or groups, or they can be large national organisations. Key partners include SFHA, CIH, SHARE, Employers in Voluntary Housing, Glasgow and West of Scotland Forum, Glasgow City Council and the Scottish Government as well as local community based voluntary groups and local businesses / organisations. We also have a strong partnership with Scottish Fire and Rescue Service and Police Scotland.

Value: We are trusted and trusting

Lenders

We understand the importance of loans and treasury management to our business and maintain a strong professional relationship with our lenders. Finance is important to allow us to build new homes and refurbish our existing stock.

We recognise the necessity of compliance with the terms set out in its loans with current lenders, the Nationwide Building Society (NBS) and The Housing Finance Corporation (THFC). We communicate with our lenders in an open, professional, and timely manner to ensure that our lenders are aware of our plans and that we are meeting all our obligations within the terms of our loan agreements and covenants.

Suppliers / Contractors

We have strong working relationships with a variety of suppliers and contractors. Our relationships are built on mutual respect and integrity. We engage with professional, ethical companies that deliver value for money products and services. We will ensure that we continue to develop and maintain sound positive relationships in line with good practice in procurement, contract management and professional services.

Value: We are a quality organisation delivering excellence

Housing Provision

Stock in Ownership

ng homes at 31 March 2025 owned a total of 5,452 self-contained properties for social rent as shown in the table below:

Stock Type	1 apt	2 apt	3 apt	4 apt	5 apt+	Total	% of total
Multi-storey flats	0	358	578	0	0	936	17.2%
Deck access/other flats	51	147	99	79	18	394	7.2%
Tenement flats	27	776	1290	319	5	2417	44.3%
4-in-a block cottage	0	59	746	160	1	966	17.7%
Houses	0	3	342	326	68	739	13.6%
Total	78	1343	3055	884	92	5452	
% of total	1.4%	24.6%	56.0%	16.2%	1.7%		

The stock figure of 5,452 includes 21 MMR properties. 55 properties are currently excluded from the letting pool, these are decant properties, properties being held for structural repairs and properties held for Ukrainian families. In addition to the 5452 properties, we also have 32 shared ownership properties and 3 offices.

Our housing is geographically concentrated in 4 adjoining neighbourhoods across North Glasgow, approximately 2 miles from Glasgow city centre. The Springburn area has the largest share of stock (40%), most of which are flats including multi storey and deck access properties. This contrasts with Parkhouse, our smallest neighbourhood (9% of stock), has mostly houses and 4-in-a-blocks. Balornock accounts for 25% of the stock with an even split between flats, houses, and 4-in-a blocks. Possilpark accounts for 26% of stock, with most being flats but with a sizeable proportion of houses.

General Needs

Most of our housing stock is general needs which is let to single people, couples, and families. These properties are let in line with our Allocations Policy.

Housing for Older People

We have housing for older people at:

- Hawthorn Street
- Carron Crescent
- Kemp Street
- Gourlay Street
- Barloch Street

Our retirement housing is available to applicants over 50 years of age and allows our tenants to live independently. Retirement Housing Officers work from a hub at Hawthorn Street and provide regular

visits to each complex. In addition to this, staff can be on site to assist tenants with social activities. Concierge carry out security patrols at each of the complexes out of hours and at weekends.

Particular Needs

We have 44 elderly amenity flats, and 22 wheelchair properties spread across our areas. A sizeable proportion of our stock has been physically adapted to meet medical needs, supporting tenants to remain in their own homes. As at 31 March 2025, we had completed 79 medical adaptations, which were part funded by a Glasgow City Council grant of £251k.

Supported Housing / Special Lets

We provide housing which is leased to a variety of agencies to allow tenants with a range of diverse needs to live in our communities. At 31 March 2025 these agencies include but are not limited to:

Agency	Springburn	Possilpark
Glasgow City Council	75	26
Mears	53	38
Phoenix Futures	_____	11
Key Housing	3	_____
Penumbra	_____	1 x 8-bedroom unit
Mungo Foundation	_____	1 close with 10 flats
Richmond Fellowship	_____	2
Quarriers	1	_____

Housing Initiatives

We support the Government’s mortgage-to-rent scheme and other initiatives to prevent people losing their home and will continue to pursue Mortgage to Rent purchase and shared ownership buy-backs where these make business sense. Over the past few years, we have undertaken a modest programme of one-off open market purchases, where this meets our financial and other criteria (e.g., to help consolidate common factoring and houses suitable for tenants with medical support requirements).

Services

Housing Advice

Our staff provide housing advice to applicants and tenants. For applicants, they will provide advice using the Housing Options model to ensure all viable options for housing are discussed and in 2023/24, 1,367 applicants were given advice on their housing options. For tenants, staff will provide general advice and assistance on housing and for more complex cases we will signpost to GCC, Citizens Advice, Shelter, and others for specialist advice.

Factoring Service

We provide a factoring service to almost 1,300 owners, managing properties and supporting owners. We consult owners in terms of future investment and have a quarterly owners' forum to discuss topics of interest. We benchmark our management fees against other local housing associations and our fees are competitive within the sector and less than private factors. Our mid-market rent development at Keppochhill Road is run alongside the factoring service through our subsidiary company, ng property (Scotland) Ltd.

Repairs Service

We carry out emergency, routine and complex repairs and are constantly reviewing how we deliver our service to ensure value for money, as well as a more positive experience for our customers.

Concierge Service

We currently have a 24-hour a day, 365 days a year Concierge service that covers our multi-storey flats, providing the following services:

- Cleaning the multi-storey flats and deck access communal areas
- Clearing out empty houses in the multi-storey flat area
- Assisting tenants
- Maintaining and preparing the bin area for cleansing uplift
- Safety patrols around our areas and offices
- Monitoring our CCTV
- Assistance at weekends for our elderly tenants
- Regular cleaning of common touch points

Our Concierge provide emergency support out with office hours and tenants and staff provide positive feedback on this service.

Welfare Benefits and Budgeting Advice Service

We want to ensure that our tenants receive advice and assistance about benefits. We use Greater Easterhouse Money Advice Project (GEMAP) to provide a welfare benefits service to our tenants. This service is available to all tenants through a telephone appointment system. Referrals can be made from the tenants themselves or a third party. In 2024/25, GEMAP secured over £2,862,737 in additional income for over 1937 of our tenants. £711K was Housing Benefit/Discretionary Housing Payment. GEMAP also secured over £635K in Universal Credit for our tenants. This was money which would otherwise have been unclaimed. We will continue to monitor this service, to ensure the services provided by GEMAP have a direct impact on our rent arrears. This is an excellent service for our tenants, particularly when we are operating in areas of deprivation.

Operating Environment

Our tenant profile encompasses a wide range of ages and ethnic origins as detailed in the tables below:

Age	Percentage of Stock
Under 25	3%
25 – 54	49%
55 – 74	38%
75 and over	11%
Total	100%

Gender	Percentage of Stock
Male	52%
Female	48%
Total	100%

	Percentage of Stock
White	66%
Black	6%
Chinese / Indian / Asian	4%
Other	24%
Total	100%

Our operating environment is challenging, the North Glasgow area includes areas of multiple deprivation with 69% of our tenants either in receipt of Housing Benefit or Universal Credit. It is important to us that we use this information to shape our services to tenants and to deliver services that encourage tenancy sustainment and community cohesion.

Tenant Engagement

Engaging with our tenants is particularly important for us. Housing Officers are responsible for tenant participation and work closely with our Regeneration Team to engage our tenants in local activities. In line with the Scottish Social Housing Charter's significant emphasis on tenant participation, we worked to develop a more comprehensive Tenant Participation Strategy. We are keen to support

any group of tenants, particularly in the initial stages and will use TPAS or Tenants Information Service (TIS) to set up new groups.

Health & Safety

The health, safety and wellbeing of our tenants, customers and staff is our main priority. We view this as critically important regarding our responsibilities as both an employer and a landlord and we have full access to both the Employers in Voluntary Housing/ACS Employer and Landlord Control Manuals to support us in this vital area of our work. Furthermore, in February 2024, we commissioned industry experts to produce a new, more robust suite of policies covering all areas of regulatory compliance.

We are committed to operating in line with health and safety legislation and good practice across the whole of North Glasgow. This approach will help ensure that we maintain an effective, and sustainable health and safety culture into the future. This includes all Board and staff members understanding the role they must play.

Demand

Maintaining demand for our stock is essential for the financial viability of the organisation. Consequently, we will closely monitor other Housing Association's new build plans to minimise risk of any displacement and to ensure this does not adversely affect demand on our stock. Much of our stock is in the Springburn ward where the population reduced significantly due to extensive demolition. That process is now being reversed with substantial development in the area.

The findings of an independent demand analysis that was carried out by NorthStar Consulting Services in 2022 confirmed that there is a demand for most of our homes with our highest demand areas being Springburn and Balornock. We have a healthy waiting list of 6397 applicants at 31 March 2025.

At the end of 2024/25, the turnover across our three neighbourhoods was 7% on average. Over the last five years turnover has been highest in our multi-storey flats at 9%, Possilpark/Parkhouse was 8% and our lowest turnover was in Springburn at 7%.

SWOT Demand Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • High Demand Areas • Low Turnover • Low Maintenance Costs • Healthy Waiting List • High Acceptance Rate 	<ul style="list-style-type: none"> • High Turnover • High Maintenance Costs • High Refusals • Poor Retail Facilities
Opportunities	Threats
<ul style="list-style-type: none"> • Increase existing levels of owner occupation including alternative use for low demand stock • Analyse areas, streets and closes to ascertain reasons for low demand • Achieve informed investment based on information from Stock Condition Survey and Asset Management Strategy • Extend Retirement Housing into multi-storey blocks 	<ul style="list-style-type: none"> • Complacency /Do Nothing • New Build by other Housing Associations • Investment in low demand housing

Since 2018 there was a substantial increase in private and mid-market developments in the area. The North Bridge development is bringing 824 owned units and private rented. The redevelopment of the distillery site is resulting in 84 social housing and 500 private units. The Hamiltonhill redevelopment by Queens Cross HA will result in 350 units for sale and 320 for social housing. The redevelopment of the Ruchill Hospital site will result in 403 private units.

Taken together with other developments there has been a notable change in the area with private ownership over 50%. The development of the Keppochhill Park site (bounded by Keppochhill Road, Carlisle Street and Hawthorn Street) which will follow on from North Bridge will further augment the area.

Homelessness

We are continuing to work closely with Glasgow City Council to house homeless people. In 2024/25, we let 47.9% of our lettable properties to homeless applicants.

Health and Social Care Integration

We recognise that health and social care integration and related proposals to switch care from acute hospital services to support in the community presents a challenge. Almost 50% of our tenants are over the age of 55 and we can make a positive contribution to delivering the Government's integration aims in Glasgow.

Welfare Reform

We monitor the UK and Scottish Government's policy on this key issue. We will take action to mitigate impacts on tenants and our business. On 31 March 2025, we had 2226 tenants in receipt of Universal Credit. Our Housing Services Team have Housing Officers specifically dealing with arrears to ensure intense management of rent accounts. They will take all necessary steps to keep any arrears increases to a minimum and to maximise income for our tenants as they migrate onto Universal Credit.

Performance

The Association is a member of an established benchmarking group – Scottish Housing Network (SHN) which looks at Housing Management performance information and value for money. This, along with the information provided by each landlord to the Scottish Housing Regulator in the annual return, allows us to compare our performance against our peer group. The following was reported for 2024/25

- Re-Let Timescales – Houses were let within an average of 26.4 days, compared to 26.3 days in 23/24.
- Void Rent Loss was 0.7% compared to 0.6% for 23/24.
- Arrears - Total gross arrears performance (current and former tenant arrears combined) is 5.1% compared to 5.1% for 23/24.
- Tenancy Sustainment was 94%, compared to 92% in 23/24.
- Emergency Repairs - The average length of time taken to complete emergency repairs is 4.2 hours compared to 4.1 hours in 23/24.
- Non-Emergency Repairs - Average length of time taken to complete non-emergency repairs was 5.8 days compared to 6.1 days in 23/24.
- Medical Adaptions - a total of 79 adaptations were completed during the year in an average timescale of 9.9 days from referral date compared with 30.7 days in 23/24.
- Gas – All of our properties in 24/25 had a gas certificate renewed within 12 months, this is the same as 23/24.
- Anti-Social Cases – 92% of our cases were resolved within the timescale, compared to 84% in 23/24.
- Customer Satisfaction – 73% of our tenants surveyed were satisfied with the overall service provided by ng homes in comparison to 81% in 23/24.

We will continue to work with the Scottish Housing Network this year and will use the SHR's data to benchmark our performance against equivalent size landlords to determine how we are performing in relation to others within the sector.

Regeneration

Key Themes

Our Regeneration Strategy is aligned with National, and Local Government Housing and Regeneration objectives, these will be reviewed in line with Business Plan priorities. Our 3 Strategic themes of Physical, Economic and Social regeneration are designed to improve housing quality and tenure, place making, health and wellbeing, social isolation, community cohesion and capacity building, digital inclusion, challenging poverty and fuel poverty, recycling and environmental impacts, employability, health, education, and physical participation. Housing Services continue to provide a range of activities for our residents and the wider community.

Our Strategy will be developed upon the success of existing regeneration initiatives and emerging themes designed to improve the lives of our tenants, residents, local people and help to support the most vulnerable and marginalised members of our community.

Glasgow North Strategic Development Framework

The document identifies 4 main outcomes; **Working North** which would include digital infrastructure and inclusive economic growth; **Liveable North** with housing as a key element; **Connected North** which would include issues related to local travel and town centre shopping; **Green North** to consider access to good quality open spaces and development proposals for vacant and derelict land.

ng homes provided a response to the document in 2021. Given the developments in Possilpark we intend to review and update the response during 2025/26. ng homes will continue to develop discussions with partners in Glasgow City Council to play a lead role in the transformation of North Glasgow. We look forward to working for residents and businesses, both existing and new, on creating a thriving, inclusive, prosperous, green, and healthy North Glasgow.

Physical

ng homes are committed to providing high quality, sustainable, energy efficient homes for all our tenants. We will continue to progress a Net Zero Strategy in relation to Heat Networks to alleviate fuel poverty.

A feasibility study and options appraisal has been undertaken to consider the future use of void tenemental properties at Stonyhurst Street. We also plan to undertake a small-scale new build development on its gap site at Ashfield Street / Crowhill Street, subject to funding availability. This will assist with Glasgow City Council's Affordable Housing Supply Programme.

The Association wishes to preserve the heritage of North Glasgow and is keen to be involved in initiatives that will support the preservation of historic buildings within the area. To do this, the Association intends to liaise with GCC, Historic Scotland, Heritage Trust Network Scotland, Glasgow Life, and other relevant parties to secure funding to undertake feasibility studies and options appraisals to determine the future use of the following buildings:

- Mosesfield House - a Category B listed country house situated in Springburn Park that is currently vacant.
- Rennie MacIntosh Villas - Two properties designed by the famous architect that we are in discussion with the Council about taking over and upgrading.

Economic

Our economic regeneration is channelled through our social enterprise company ng2, which supports the delivery and outcomes of our employability and personal development initiatives. ng2 also provides a significant financial and value for money benefit for ng homes residents, as no vat is payable on the labour costs. This equates to a vat saving of 20% on an average salary bill of £1.7 million per annum.

As a social enterprise, ng2 is committed to delivering a social as well as financial return. We continue to engage with a range of third sector organisations including Scottish Council for Voluntary Services (SCVO), We are now part of the armed forces covenant, re-engaging ex British Army veterans back into employment and Scottish Government Community Jobs Scotland (CJS) programme for young people, which also prioritises those from vulnerable groups.

Private Sector – Business Improvement District Possilpark

The concept of a Business Improvement District (BID) is for local business leaders to form a group that could help revitalise the Possilpark area. The Council agrees a baseline service agreement to ensure the BID does not replace statutory council services as it is for additional activity. ng homes will continue to support the BID in the Possilpark area.

Social

Our social regeneration focuses on community development, capacity building and community cohesion. These themes are supported by a range of community charities, local volunteers, schools, colleges, and universities vital to the delivery of local projects and initiatives. To build upon this work, we have submitted a Regeneration Capital Grant Fund application to open a social entrepreneur centre in Possilpark.

Climate Challenge

As a socially responsible and ethical Registered Social Landlord, we are committed to undertake our business activities in a sustainable and ethical manner.

A key priority within our climate challenge actions is to address issues around energy efficiency, energy awareness and fuel poverty. Our future investment programme aims to deliver significant reductions in greenhouse gas emissions and energy consumption. By using the latest technology and working with tenants, we will support them in adopting energy-saving behaviours and educate them on how best to use their new systems.

Asset Management Strategy

The Asset Management Strategy is a comprehensive document that tackles the following key objectives:

- Strategic Aims
- Stock Condition Survey Plan
- Investment Plan
- Risk Management
- NPV Model Update
- Tenemental Strategy
- Energy Efficiency Plan
- Housing Sustainability Plan
- Road Map to Net Zero 2040
- Tackling Fuel Poverty
- Funding Opportunities
- Budget
- Action Plans

Planned Maintenance

The anticipated planned maintenance spend-over the Business Plan period is as follows:

- 2025/26 - £8.4 million
- 2026/27 - £7.6 million
- 2027/28 - £7.6 million

All future investment priorities will be determined by the following key strategic drivers:

- Legislative Requirements
- Regulatory Requirements
- Health and Safety
- Stock condition

EESSH

The Scottish Government requirements for EESSH 2032 has provided targets for social housing to be EPC Band B by 2032 (within the limits of cost, technology, and consent). As a result of this and due to the large leap required for some of the properties to move their current EPC rating to a higher level, investment has been undertaken and planned for future years. Additionally, no social housing EPC Band D and below is to be re-let from December 2025. The business case for doing this is dependent upon the savings made by the tenants to ensure that the investment required is not disproportionate to the benefits for the tenants. To achieve this, we need more data on the positive effects that this will have on fuel poverty and the health and wellbeing of our tenants. We also identified, based on the budgets which had been set within our 30-year Business Plan, that we would need to access financing/grant funding to achieve our aspirations.

The Association will continue to actively pursue all funding opportunities.

Risk Management

The operational and strategic risks are monitored on an ongoing basis and the Strategic Risk Register was approved by ng homes' Board.

Our Audit Committee has specific responsibility for overseeing the work of external and internal auditors, conducting reviews, and implementing procedures necessary to maintain internal control. This is done to ensure that the internal control arrangements are systematically reviewed and that any weaknesses in control are identified, reported, and corrected. As part of this the Audit Committee produces annual reports for the Board, commenting on the internal control system, the external auditor's Audit Findings Report and the internal audit annual report.

The role of the auditors is only part of the internal control process and management of risk. The Board, staff and external consultants contribute to the process of risk management through a variety of different reports and reviews that are presented to the Board. When significant decisions are being made these are always accompanied by appropriate reports outlining the options relating to that decision and what effect this will have on ng homes.

We proactively work to contain and limit the risks to which our organisation is exposed. Each activity we undertake will bring its own area of risk. We will regularly identify and appraise risks, taking a prudent approach to managing them.

In our management of risk, we:

- Recognise that ultimate responsibility rests with the Board, with high quality advice and support from the management team and auditors
- Recognise that everyone in the organisation has a role to play in identifying, managing, and mitigating risk

- Comply with all statutory, regulatory, and good practice requirements
- Adopt structures which delegates authority to the appropriate level for risk management of various activities
- Adopt, implement, and regularly review key policies
- Support Board members and staff with risk and business continuity training
- Employ a programme of internal audit to assist in risk identification
- Obtain verification from external auditors of the statements of internal control

To enable risk management reporting, identified risks need to be assessed and evaluated in terms of the likelihood or probability of the risk occurring and the impact that such an occurrence would have.

We have developed a high-level Strategic Risk Register that identifies the risks to our Business Plan and the achievement of our strategic goals. This includes the actions that we undertake to mitigate these risks. The operational risk registers are reviewed on a regular basis by all Boards and Committees to assess whether any new risks should be added, evaluate existing risks, and agree on any action required.

Progress Monitoring and Reporting

The ongoing monitoring, review, and reporting of performance against the Business Plan are key components of the business planning process at ng homes. This approach reinforces the importance of the Business Plan as a strategic planning tool and will ensure that we respond quickly to any changes in the internal and external environment and are able to take the appropriate action in line with our strategic plan.

We assess our performance in a variety of ways to ensure that progress is measured and evaluated as follows:

- Managers work with and support teams and individuals to achieve their objectives through regular team and departmental progress review meetings, individual discussions and via the performance review process.
- Regular reviews to assess progress/status reports and financial information.
- Business Plan review and update sessions held with the Board and staff to report and examine performance against the business objectives, discuss any issues that have impacted on the plan and explore any new opportunities that have emerged.

Appendix 1

Key Performance Indicators

The table below provides a detailed breakdown of our performance for 24/25

Key Performance Indicators (KPIs):				
Indicator	Out turn 23/24	Target 24/25	Year to Date April 24 – March 25	Risk
Voids				
Vacancies in lettable stock	413 (8%)	10%	383 (7.1)	
Lets	409	No Target	506	
Section 5 Homeless Lets	40%	45%	41.1%	
Average re-let timescale	26.3 days	25 days	26.4 days	
Offers Refused	21.2%	30%	16.9%	
Rent & Arrears				
Void rent loss	0.6%	0.7%	0.7%	
Gross rent arrears (Current, Former & W/Off)	5.1%	5.5%	5.1%	
Non-Technical Arrears	3.2%	4.0%	2.9%	
% of tenants with arrangements.	77% (£646,087)	No Target	74% (602,988) are on an arrangement and 68% are	

			maintaining their arrangement	
Indicator	Out turn 23/24	Target 24/25	Year to Date April 24 – March 25	Risk
Tenancy Sustainment				
Tenancies Sustained for more than 12 months	92%	85%	94%	
Anti-Social Behaviour				
No of Anti-Social Cases received in the year	57	No Target	75	
No of Anti-Social Cases resolved	48 Resolved 84%	90%	69 92%	
Court Action & Evictions				
New Court Actions	53	No Target	26	
Court Actions that resulted in Evictions	6 Rent Arrears 1 – Housing Issue	No target	14 Rent Arrears 2 Housing Issue	
Repairs				
Average timescale to complete emergency repairs	4 hrs (9444)	24 hrs	4.23 hours (9764)	
Average timescale to complete non-emergency repairs	6.14days (9808)	10 days	5.85days (10605)	

Reactive Repairs completed right first time.	84.22%	90%	90.08%	
Indicator	Out turn 23/24	Target 24/25	Year to Date April 24 – March 25	Risk
Gas Safety Certificate Compliance				
% with current gas safety certificate	100%	100%	100%	
Properties with gas cert' renewed within 12 months	100%	100%	100%	
Adaptations				
Application brought forward from 23/24	10	No Target	20 (8 cancelled)	
Applications approved YTD	127	No Target	174	
Number of medical adaptations completed.	121	No Target	79	
Average days taken to complete adaptations	30.7 days	30 days	9.96 days	
Customer Satisfaction				
Overall Service Level	81.4%	90%	73.01%	

Appendix 2

Detailed Financial Plans

Introduction

ng homes operates in a complex and uncertain economic environment. The Bank of England cut rates from 5.25% to 5% in August 2024, then to 4.75% in November, and to 4.5% in February 2025, their lowest in 18 months, with a "cautious" approach to future cuts as demonstrated by the Bank with holding rates at their recent March 25 meeting.

Inflation has dropped significantly from 11.1% in October 2022, the highest in 40 years. However, prices are still rising, just more slowly. Inflation for ng homes is much higher than that reported by the UK's annual inflation rate, and this is part of reason for the decline in cash resources, as ng homes' rent increases have not kept up with the increases in costs. At some point the goal of keeping rents as low as possible while meeting all the obligations to deliver on tenant and resident safety, the quality of the homes and funding the decarbonisation of homes will not work.

The Association has assumed that rents will rise by inflation + 2% in the next 2 years and there is a real possibility that the assumption of inflation only rent increases from 2034/35 may not be possible due to business cost increases and/or new maintenance standards. Supply chain disruptions, higher costs and labour shortages continue to contribute to volatility, leading the Association to adopt a holding position in relation to any future net zero standard investment which realistically is out with the reach of the Association without significant Scottish Government support.

Following engagement from the SHR about tenant and resident safety ng homes has faced unanticipated costs to assess and remediate safety issues in their homes. While for some these unexpected costs can represent a significant risk to the financial stability of their Association, ng homes are in the fortunate position to be reasonably financially secure. However, the scale of the recent spend cannot continue without check.

The Association has accumulated deficits over the last few years as it continued to invest significant sums in their homes, as highlighted in the graph below.



The cash position of the Association unsurprisingly continues to weaken with cash in hand reducing by 28% over the last 3 years to 31 March 2024. The current projections assume that this trend will continue until March 2029 when the cash position is projected to be £6m.

While the gearing and EBITDA outturns from the projections are more than acceptable, 8 consecutive years of cash flow deficits should be of concern to the Board. Cash flow is the most important measure of the business' health and eventual success in delivering for the tenants than recording an operating profit. Without a positive inflow of cash, the business cannot be sustained.

A strategy that demonstrates VFM is being delivered for the tenants should be one of the priorities for ng homes. An efficiency drive should form part of the business approach. A zero-based budgeting strategy is an option that ng homes could adopt to show that all expenditure is justified and future investment is focused on the Association’s core properties

Asset Management

The business plan assumes that the Association will invest £479m in maintenance costs (at today’s prices) over 30 years. This is the equivalent of £86,700 per house or an average maintenance spend of approximately £2,900 per house per year, as noted below.

PU per year	2025-2055
Cap Repairs	£23,819
Non-Cap	£16,545
Reactive	£24,762
Cyclical	£13,844
Net Zero	£5,319
Cladding	£2,365
Total	£86,653
Ave PU per year	£2,888

ng homes must understand the performance of their houses to allow them to make informed decisions about future investment. The Association cannot realistically make future decisions regarding the long-term viability and sustainability of their asset base unless they fully know how they perform.

SHR’s recent recommended practice guidance on Integrated Asset Management highlighted the level of data that could be considered to properly understand the performance of housing assets. This level of intelligence detailed below would require a considerable commitment from the Association.

<p>General property indicators</p> <ul style="list-style-type: none"> Property size/Property Type Construction Type Property Location Property Age 	<p>Investment performance</p> <ul style="list-style-type: none"> Internal component costs External component costs Non-traditional investment costs Mixed tenure costs 10-30 capital costs 	<p>Tenant and resident safety performance</p> <ul style="list-style-type: none"> Health & safety risk rating Health & safety compliance costs
<p>Mixed tenure performance</p> <ul style="list-style-type: none"> Funding availability (HEEPs ABS) Minority ownership Front funding requirement to meet property targets Impact of owner cost recovery 	<p>Service performance</p> <ul style="list-style-type: none"> Void rent loss Management costs Response repair costs Void repair costs Cyclical investment 	<p>Financial performance</p> <ul style="list-style-type: none"> Net present value (return on investment)
<p>Customer performance</p> <ul style="list-style-type: none"> Turnover Refusals Demand – Waiting List : Turnover ratios Accessibility Quality/satisfaction rating 	<p>Place performance</p> <ul style="list-style-type: none"> SIMD indices Environmental costs Place scores (PLACE standard) Digital connectivity 	<p>Energy performance</p> <ul style="list-style-type: none"> EPC rating Heating System Energy investment costs Net zero/decarbonisation costs

ng homes should aim to ensure that the stock condition data on both the internal and external condition of their properties are translated into a fully and accurately costed 30-year financial investment programme that will be the foundation of their financial projections and will underpin the Association’s future rental policy.

Establishing the NPV (Net Present Value) of housing assets could also be a key component of ng homes assessing the long-term viability of assets. Eliminating or reducing the impact of homes with a negative NPV on the business plan could make a significant contribution to improving the long-term financial position and provide much needed financial headroom to invest in their core stock.

Budget and Assumptions for 2025/26 and Beyond

The financial forecasts consider the potential effect of the current economic environment.

Multipliers

The business plan model employs multipliers to provide 'real' increases in costs for reactive, cyclical, major repair, and reactive costs, as noted below.

Year	Cyclical	Major Repair	Reactive
2-30	0.50%	0.50%	0.50%

Salary costs are assumed to increase by inflation + 1% in year 2 and 3 of the plan and then increase by inflation + 0.50%.

Inflation and Interest Rate assumptions

2% Inflation per the Bank of England target has been assumed from 2027/28. We have assumed that variable interest rates will be 4% from 2027/28.

Year	2025/26	2026/27	2027/28
Inflation	3.50%	2.75%	2.00%
BBR	4.75%	4.25%	4.00%

Starting Number of Houses

The financial projections assume that NGHA own 5,452 properties as at 31 March 2025.

Opening Rents

The average rent as at 1 April 2025 is assumed to be £5,755.

Rent Increase Assumptions

Rent affordability is a concern to tenants and we will continue to address this issue going forward. The pandemic, Brexit and the cost-of-living crisis have had an adverse effect on our tenants' lives, many of whom are struggling financially. The future rent policy is noted below.

The unfortunate fact is that rents must increase to ensure viability and secure the future investment in their homes.

	Rental Policy
All houses	Inflation +2 % Yrs. 2 and 3
All houses	Inflation + 1% Yrs. 4-9
All houses	Inflation only Yrs. 10 -30

Bad debts and voids

These take account of our current performance of (Voids 0.5% and bad debts 0.1%) but reflect the potential downside of the economy. Additional headroom has been built into these assumptions as shown below.

	2025/26	2026/27	2027/28
Bad Debts	1.50%	1.50%	1.50%
Voids	1.50%	1.50%	1.50%

Other Income

Amortised Grant is fixed, and all other income are assumed to increase each year by inflation.

	2025/26	2026/27	2027/28
Service Charge Income	£55,487	£55,487	£55,487
Other income	£192,000	£192,000	£22,000
Factoring Income	£906,232	£906,232	£906,232
Amortised Grant	£877,352	£877,352	£877,352
Total Other Income	£2,031,071	£2,031,071	£1,861,071

Maintenance

The projected investment of £40,400 per home over 30 years is reasonable and aligns with other RSLs' projections. NGHA has experienced significant increases in repair costs, far exceeding inflation. NGHA should keep monitoring these costs and update projections as needed.

There is an additional £1m provision within the maintenance costs (Yr 2 to 30) to deliver some improvements in energy efficiency targets. The ability of the Association to reduce energy consumption, fuel poverty and the emission of greenhouse gases for their tenants will inevitably require grant support from the Scottish Government

Planned Maintenance (Capitalised and Uncapitalised)

Planned Maintenance	2025/26	2026/27	2027/28
Capitalised	£5,154,618	£3,528,867	£5,148,301
Non-Capital	£3,200,000	£4,031,706	£2,453,946
Total*	£8,354,618	£7,560,572	£7,602,247

- Excludes £1m provision for Net Zero

Cyclical Maintenance

The cyclical budget (Gas safety, painter work, water management etc) is £2,515,926 per annum.

Cyclical Maintenance	2025/26	2026/27	2027/28
Uninflated costs	£2,515,926	£2,515,926	£2,515,926

Reactive and Void Maintenance

We have budgeted an annual spend of £4,500,000 per annum.

Reactive Maintenance	2025/26	2026/27	2027/28
Uninflated costs	£4,500,000	£4,500,000	£4,500,000

NGHA have provided, a total of £79,000 per house for repairs (cyclical, planned and reactive) for each home over the life of the plan, which equates to an average maintenance spend of £2,600 per house per year. An Independent assessment of the budgeted level of spend is recommended to ensure its adequacy.

In addition to the above NGHA has made provisions for: -

- Net Zero £1m per annum from year 2
- Replacement Cladding £4.3m 2033 to 2035

Service Costs

ng homes anticipate that we will spend £2.7m each year on service costs.

	2025/26	2026/27	2027/28
Estate Management Costs			
Uninflated costs	£2,723,976	£2,723,976	£2,723,976

Salary and Overheads

Salary costs are noted below.

	2025/26	2026/27	2027/28
Staffing Uninflated	£6,115,518	£6,115,518	£6,115,518

In addition to the salary costs, a provision of £200,000 for any future pension deficits has been made from year 2 to 6 of the plan. Total overhead costs are assumed to be £2,858,000 in 2025/26.

	2025/26	2026/27	2027/28
Overhead Costs uninflated	£2,858,000	£2,858,000	£2,858,000

Other Costs

Other costs are noted below.

	2025/26	2026/27	2027/28
Factoring Expenditure	£632,482	£632,482	£632,482
Other Property Costs	£1,295,000	£1,295,000	£1,145,000
Wider Action	£275,000	£275,000	£150,000
Total	£2,202,482	£2,202,482	£1,927,482

Projections

Statement of Comprehensive Income

A copy of the Statement of Comprehensive Income for the period to 31 March 2054 is attached at Appendix 3. It is predicted that the Association will make operating surpluses for the next 10 years.

Period: 1 April 2025 - 31 March 2030	2026	2027	2028	2029	2030
	£000's	£000's	£000's	£000's	£000's
Total Turnover	32,954.6	34,680.0	36,072.9	37,118.0	38,195.2
Operating Expenditure	-30,174.9	-32,424.4	-31,508.4	-32,745.9	-33,982.6
Operating Surplus/(deficit)	2,779.7	2,255.6	4,564.5	4,372.1	4,212.6
Interest Receivable	196.7	161.4	146.3	131.2	122.1
Interest and financing costs	-1,729.0	-1,559.0	-1,423.1	-1,305.5	-1,205.9
Surplus before tax	1,247.4	858.0	3,287.8	3,197.8	3,128.8
Surplus after tax	1,247.4	858.0	3,287.8	3,197.8	3,128.8
Comprehensive Income for the year	1,247.4	858.0	3,287.8	3,197.8	3,128.8

Statement of Financial Position

The net assets of the Association at 31st March 2025 are projected at £72.5m. A copy of the updated Statement of Financial Position for the period to 31 March 2055 is attached at Appendix 2.

Consolidated Statement of Financial Position	£ 000's				
	2026	2027	2028	2029	2030
Period: 01 April 2025 - 31 March 2030					
Fixed Assets					
Tangible fixed assets	119,687.2	117,754.8	117,446.7	117,824.5	117,766.3
Investments FA	0.3	0.3	0.3	0.3	0.3
Fixed Assets Total	119,687.5	117,755.1	117,447.0	117,824.8	117,766.6
Current Assets					
Stock	14.5	14.5	14.5	14.5	14.5
Trade and other debtors	2,267.4	2,267.4	2,267.4	2,267.4	2,267.4
Cash and cash equivalents	8,639.9	7,581.6	7,167.5	6,039.2	6,377.5
Current Assets Total	10,921.8	9,863.5	9,449.4	8,321.1	8,659.4
Less - Creditors - amounts due within 1 year	5,402.2	5,402.2	5,402.2	5,402.2	5,402.2
Net current assets/liabilities	5,519.7	4,461.4	4,047.3	2,918.9	3,257.2
Assets less current liabilities Total	125,207.1	122,216.4	121,494.3	120,743.7	121,023.8
Creditors - amounts due after more than 1 year	51,478.0	47,629.3	43,619.4	39,671.0	36,822.2
Net assets Total	73,729.1	74,587.2	77,874.9	81,072.8	84,201.6
Reserves					
Income and Expenditure Reserve	73,729.0	74,587.1	77,874.8	81,072.7	84,201.5
Restricted [and/or Endowment] Reserve	0.1	0.1	0.1	0.1	0.1
Total reserves	73,729.1	74,587.2	77,874.9	81,072.8	84,201.6

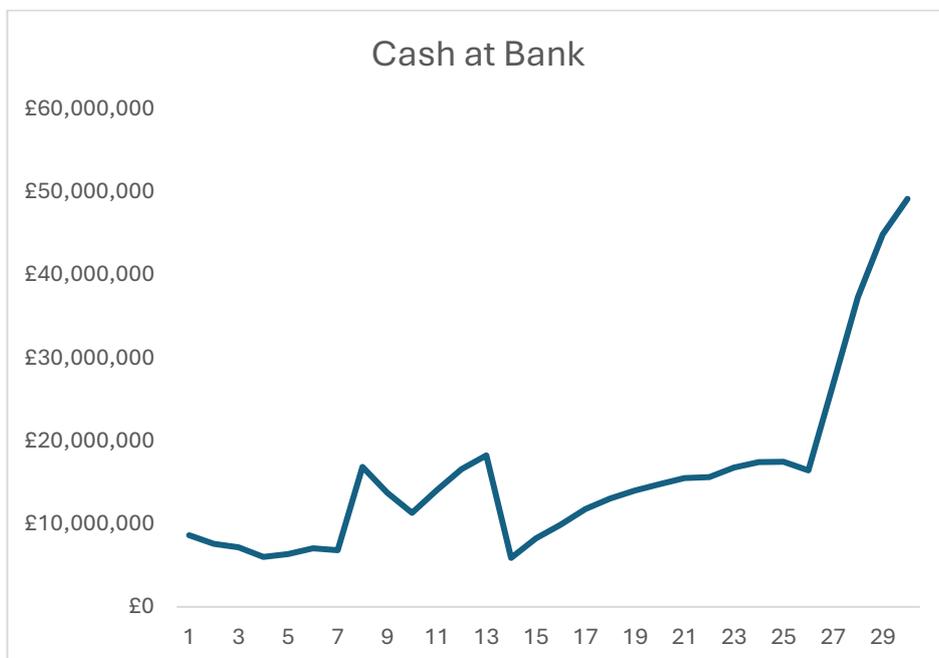
Cash at Bank

The cost-of-living crisis has rightly brought back into focus the importance of cash for all businesses. Cash at the bank will always remain vital for the financial health of any housing association and determines what services can be provided for customers. Cash is estimated to start the year at £11m.

It is easy to become complacent about the sustainability of cash flowing through the business when cash at bank sits at healthy levels. However, the Association is experiencing considerable increases in maintenance, overheads, and staff costs as decreases in cash reserves are shown in the table below.

	2025/26	2026/27	2027/28
Cash at Bank	£8,639,900	£7,581,600	£7,167,500

A copy of the updated cashflow for the period to 31 March 2055 is attached at appendix 3. The lowest cash at Bank is recorded as £5.9m in 2038/39 coinciding with the repayment of the GBSH loan of £13.9m. Cash at bank averages £7.8m in first 3 years of the plan.



ng homes will establish and develop a series of "Golden Rules" to protect viability, and this will include a defined minimum of cash at bank. For example, cash levels will never fall below £5m.

Additional borrowing of £15m is assumed in 2033.

Sensitivity Analysis

NGHA must continue to seek operational efficiencies and review the operating costs to ensure they deliver best value for customers. This appreciates that there must be a strong focus on cost control in this high inflationary environment. We cannot look to the tenants to continually face above inflation rent increases. NGHA must deliver value for money, spend well, and spend wisely. Sensitivity analysis on the plan and the outcomes of this are highlighted in the table below.

Sensitivity	Year 30 Cash	Peak Debt	Y/E	Year 30 Debt	Min Cash
Base	£49.1m	£36.2m	2025/26 (OB)	£1.2m	£6.0m (2028/29)
Base Voids 4% Bad debts 4% (5 years)	£34.7m	£36.2m	2025/26 (OB)	£1.2m	-£4.7m (2038/39)
Major Repairs + 10%	£18.8m	£36.2m	2025/26 (OB)	£1.2m	-£9.4m (2050/51)
Cyclical & Reactive repairs + 5%	£27.7m	£36.2m	2025/26 (OB)	£1.2m	£0.9m (2038/39)
BBR 6% Inflation 2.5%	£46.7m	£36.2m	2025/26 (OB)	£1.2m	£3.3 m (2038/39)
Cyclical reactive & Salaries + 5%	£11.7m	£36.2m	2025/26 (OB)	£1.2m	-£13.0m (2050/51)
Inflation +1% rent increase to Y10	£28.7m	£36.2m	2025/26 (OB)	£1.2m	-£2.3m (2038/39)
Inflation + 1% rent till y10 BBR 6% inflation 2.5% VBD 4% 5 Y	£13.6m	£36.2m	2025/26 (OB)	£1.2m	-£17.2m (2050/51)

Some of the scenarios above would cause significant stress to the Association No lender would accept continuing outflow of funds without remedial action being taken. At the time of preparing the Business Plan, few of these scenarios are anticipated to affect the business over the term of the plan. However, the situation will be continually monitored closely and in the event of one or more

changes in the assumptions made, appropriate action will be taken to ensure the Association remains viable and fully compliant with the terms within their loan documents.

The planned response to any of the changes identified above could include:

- Increased rents
- New lending
- Significant costs savings (reducing investment and/or staff costs)
- Disposal of unencumbered, higher value void stock, on the open market, subject to any required consents and repayment of HAG.

These could be a realistic means of generating significant additional resources to deal with long-term financial problems. However, decisions must be taken that are in the best interests of tenants.

A further option could be exploring a partnership with another RSL (transfer of engagements or constitutional partnership). While this option may not be immediately attractive to ng homes it is a possibility that all RSLs may need to bear in mind if economic circumstances seriously threaten their future financial viability.

Loans

ng homes's loan facilities are with three mainstream lenders to the sector, Nationwide Building Society (NBS), The Housing Finance Corporation (THFC) and GB Social Housing (GBSH). The Nationwide BS has waived our covenant structures. There are no corporate covenants attached to any of the loans.

Borrowing secured from the Energy Savings Trust do not include corporate covenants.

Opening loan balances are assumed to be £36.3m as shown below

DBS Variable	£11,277,596
DBS Fix	£1,202,882
THFC	£4,000,000
Loan - EST1	£441,566
Loan - EST2	£3,735,965
Loan - EST3	£1,710,680
GBSH Loan	£13,900,000
Treasury Total	£36,268,689

- 75% of the loans are fixed
- GBSH loan of £13.9m will be repaid in one bullet in 2038/39
- A new loan of £15m is assumed to be drawn in 2032/33
 - Loan of margin of 1.8%
 - 25-year term
 - Loan arrangement fee of 1%
 - As of 31 March 2055, it is projected that ng homes will still owe £1.2 million to lenders.

Conclusion

As a property business with approximately 5,500 houses to maintain over the long term and long-term borrowing. ng homes needs a robust business plan underpinned by a 30-year financial model. This provides reassurance to the Board, SHR and lenders that they can meet their long-term maintenance and debt repayment obligations.

The economic challenges facing ng homes are set to continue. Market volatility including high interest rates, rising costs, resource and labour challenges are not going to simply disappear in the short term. Increasing demands relating to housing quality, tenant and resident safety are a factor of business.

Given these uncertain times, there is a clear need for constant reviewing and updating of business plan assumptions taking account of wider economic factors that are likely to impact on the Association. Also to review and update the asset management strategy (e.g. assessing stock condition and performance), taking account of the Recommended Practice from the SHR.

Developing a framework that focuses on efficiency and budgetary control are the keys to the success of ng homes. The mission going forward is to simply work to budget, protect future cash flow and deliver for current and future tenants.

A full copy of the 30-year projections is included at Appendix 3.

Appendix 3

30 Year financial projections

This is contained in a separate document (attached)

Consolidated Statement of Cash Flow | NG Homes 2025 26 | Plan

Period: 01 April 2025 - 31 March 2055	2026	2027	2028	2029	2030	2031	2032	2033	2034
	£000's	£000's							
Total Receipts	31,603.80	33,303.40	34,672.60	35,702.10	36,763.10	37,854.80	38,979.10	40,136.90	41,329.20
Total Payments	-18,002.40	-19,755.50	-18,369.60	-19,131.30	-19,896.80	-20,524.80	-21,885.20	-20,192.00	-21,046.30
Cash Paid To Employees	-6,115.50	-6,360.10	-6,566.80	-6,731.00	-6,899.30	-7,071.80	-7,248.60	-7,429.80	-7,615.50
Cash flow from Operating Activities	7,485.90	7,187.70	9,736.20	9,839.80	9,967.00	10,258.30	9,845.40	12,515.10	12,667.30
Provisions for tax									
Surplus for the year	7,485.90	7,187.70	9,736.20	9,839.80	9,967.00	10,258.30	9,845.40	12,515.10	12,667.30
Adjustment for investing or financing activities									
Proceeds from sale of tangible assets									
Government grants utilised in the year									
Interest payable (investments)									
Interest received (investments)									
Corporation Tax									
Total Adjustments for invest or financing activities									
Net cash generated from operating activities	7,485.90	7,187.70	9,736.20	9,839.80	9,967.00	10,258.30	9,845.40	12,515.10	12,667.30
Cash flow from investing activities									
Purchase of tangible fixed assets	-5,364.60	-3,877.00	-5,740.90	-6,722.90	-6,573.50	-6,563.00	-7,171.70	-13,200.90	-13,087.50
Proceeds from sale of tangible fixed assets									
Grants received									
Interest Received (cash)	196.7	161.4	146.3	131.2	122.1	132.2	137.4	362.6	307.1
Total Cash flow from investing activities	-5,167.90	-3,715.60	-5,594.70	-6,591.70	-6,451.40	-6,430.80	-7,034.40	-12,838.30	-12,780.40
Cash flow from financing activities									
Interest paid	-1,729.00	-1,559.00	-1,423.10	-1,305.50	-1,205.90	-1,132.20	-1,057.60	-1,986.30	-1,749.40
Interest element of finance lease rental payment									
New secured loans								15,000.00	
Capital Repayments	-2,949.10	-2,971.40	-3,132.60	-3,071.00	-1,971.40	-1,992.60	-2,014.60	-2,637.40	-1,251.40
Loan Working Capital Movements									
Loan Working Capital Drawdowns									
Loan Working Capital Repayments									
Capital element of finance lease rental payments									
Withdrawal from deposits									
Total Cash flow from financing activities	-4,678.10	-4,530.30	-4,555.60	-4,376.50	-3,177.30	-3,124.80	-3,072.20	10,376.20	-3,000.80
Cash & cash equivalents at the beginning of year	11,000.00	8,639.90	7,581.60	7,167.50	6,039.20	6,377.50	7,080.20	6,819.00	16,872.10
Net Change in Cash & cash equivalents	-2,360.10	-1,058.30	-414.1	-1,128.40	338.3	702.7	-261.2	10,053.10	-3,113.90
Cash & cash equivalents at the end of year	8,639.90	7,581.60	7,167.50	6,039.20	6,377.50	7,080.20	6,819.00	16,872.10	13,758.20
Cash at Bank	£8,639,900	£7,581,600	£7,167,500	£6,039,200	£6,377,500	£7,080,200	£6,819,000	£16,872,100	£13,758,200

	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
	42,156.30	42,999.10	43,858.70	44,735.50	45,629.80	46,543.00	47,473.40	48,422.50	49,390.50	50,377.90	51,386.10	52,413.40	53,461.20
	-20,196.20	-20,707.70	-22,139.60	-23,026.80	-23,661.10	-23,625.30	-25,458.60	-29,047.10	-30,243.30	-31,146.90	-29,950.30	-30,486.90	-29,170.50
	-7,805.90	-8,001.10	-8,201.10	-8,406.10	-8,616.30	-8,831.70	-9,052.50	-9,278.80	-9,510.70	-9,748.50	-9,992.20	-10,242.00	-10,498.10
	14,154.20	14,290.30	13,518.00	13,302.50	13,352.50	14,086.00	12,962.30	10,096.50	9,636.50	9,482.50	11,443.60	11,684.50	13,792.60
	14,154.20	14,290.30	13,518.00	13,302.50	13,352.50	14,086.00	12,962.30	10,096.50	9,636.50	9,482.50	11,443.60	11,684.50	13,792.60
	14,154.20	14,290.30	13,518.00	13,302.50	13,352.50	14,086.00	12,962.30	10,096.50	9,636.50	9,482.50	11,443.60	11,684.50	13,792.60
	-14,039.10	-8,765.70	-8,830.90	-9,837.80	-10,158.20	-10,666.40	-10,316.40	-7,272.70	-7,502.40	-7,709.90	-9,951.10	-10,246.60	-13,031.10
251	248.1	248.1	301.5	345.3	376.7	137.5	178	213.2	245.3	268	285.3	300	308.9
	-13,788.10	-8,517.60	-8,529.40	-9,492.60	-9,781.40	-10,528.90	-10,138.40	-7,059.60	-7,257.10	-7,441.90	-9,665.80	-9,946.60	-12,722.20
	-1,693.30	-1,633.60	-1,580.10	-1,541.90	-1,435.20	-610.5	-575.7	-540.9	-506.1	-471.3	-436.5	-401.7	-366.9
	-1,110.00	-1,404.70	-862.4	-600	-14,500.00	-600	-600	-600	-600	-600	-600	-600	-600
	-2,803.20	-3,038.30	-2,442.50	-2,141.90	-15,935.20	-1,210.50	-1,175.70	-1,140.90	-1,106.10	-1,071.30	-1,036.50	-1,001.70	-966.9
13,758.20	11,321.10	14,055.40	14,055.40	16,601.60	18,269.70	5,905.50	8,252.10	9,900.30	11,796.40	13,069.80	14,039.20	14,780.50	15,516.70
-2,437.10	2,734.40	2,546.10	1,668.10	1,668.10	-12,364.20	2,346.60	1,648.30	1,896.10	1,273.40	969.3	741.3	736.2	103.6
11,321.10	14,055.40	16,601.60	18,269.70	18,269.70	5,905.50	8,252.10	9,900.30	11,796.40	13,069.80	14,039.20	14,780.50	15,516.70	15,620.30
£11,321,100	£14,055,400	£16,601,600	£18,269,700	£18,269,700	£5,905,500	£8,252,100	£9,900,300	£11,796,400	£13,069,800	£14,039,200	£14,780,500	£15,516,700	£15,620,300

2048	2049	2050	2051	2052	2053	2054	2055	Total
£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
54,530.00	55,620.20	56,733.20	57,867.40	59,025.50	60,205.50	61,409.10	62,636.90	1,417,220.20
-28,594.20	-29,557.70	-32,686.40	-39,486.30	-31,071.80	-31,053.80	-35,816.50	-40,953.90	-786,885.00
-10,760.50	-11,029.60	-11,305.30	-11,587.90	-11,877.60	-12,174.60	-12,478.90	-12,790.90	-274,228.70
15,175.30	15,032.90	12,741.50	6,793.20	16,076.00	16,977.10	13,113.70	8,892.10	356,106.50
15,175.30	15,032.90	12,741.50	6,793.20	16,076.00	16,977.10	13,113.70	8,892.10	356,106.50
15,175.30	15,032.90	12,741.50	6,793.20	16,076.00	16,977.10	13,113.70	8,892.10	356,106.50
-13,403.00	-13,801.90	-12,207.90	-7,345.90	-5,310.20	-6,354.20	-5,651.10	-4,852.90	-265,557.50
320.6	339.3	346.7	337.3	420.9	629.6	812.6	933.8	9,296.40
-13,082.40	-13,462.60	-11,861.20	-7,008.60	-4,889.30	-5,724.60	-4,838.50	-3,919.10	-256,261.10
-332.1	-297.3	-262.5	-227.7	-192.9	-158.1	-123.3	-80.8	-26,615.40
-600	-600	-600	-600	-600	-600	-600	-600	15,000.00
								-50,068.70
-932.1	-897.3	-862.5	-827.7	-792.9	-758.1	-723.3	-680.8	-61,684.10
15,620.30	16,781.10	17,454.10	17,471.90	16,428.90	26,822.70	37,317.30	44,869.20	11,000.00
1,160.80	673	17.8	-1,043.10	10,393.80	10,494.50	7,551.90	4,292.10	38,161.20
16,781.10	17,454.10	17,471.90	16,428.90	26,822.70	37,317.30	44,869.20	49,161.20	49,161.20
£16,781,100	£17,454,100	£17,471,900	£16,428,900	£26,822,700	£37,317,300	£44,869,200	£49,161,200	

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
	£000's												
	50,877.0	51,508.40	52,538.10	53,886.30	54,659.50	55,752.20	56,889.00	58,004.80	59,165.80	60,348.50	61,554.90	62,785.40	1,419,848.50
	80.8	82.5	84.1	85.8	87.5	89.2	91	92.9	94.7	96.6	98.5	100.5	2,236.00
	50,978.50	51,590.90	52,622.20	53,874.10	54,747.00	55,841.40	56,959.10	58,097.70	59,260.50	60,445.10	61,653.40	62,885.90	1,422,144.50
	-760.4	-75.7	-79.2	-80.7	-82.3	-83.4	-85.3	-87.4	-89.9	-92.7	-95.6	-98.3	-21,385.30
	43,818.10	50,815.20	51,833.00	52,867.10	53,924.00	55,002.00	56,102.70	57,224.30	58,369.50	59,536.40	60,726.60	61,940.60	1,407,759.20
	1,320.20	1,346.60	1,375.90	1,401.00	1,429.00	1,457.60	1,486.80	1,516.50	1,546.80	1,577.80	1,609.30	1,641.50	37,845.30
	51,138.30	52,161.80	53,204.50	54,268.10	55,353.00	56,459.60	57,589.50	58,740.80	59,916.40	61,114.20	62,335.90	63,582.10	1,438,604.60
	877.4	884.2											17,473.90
	52,015.70	52,966.00	53,204.50	54,268.10	55,353.00	56,459.60	57,589.50	58,740.80	59,916.40	61,114.20	62,335.90	63,582.10	1,456,078.50
	-14,251.00	-14,501.20	-14,931.90	-15,272.30	-15,629.10	-15,993.20	-16,367.30	-16,754.10	-17,153.40	-17,558.10	-17,968.90	-21,124.40	-465,547.80
	-3,976.70	-4,096.30	-4,137.40	-4,220.20	-4,304.60	-4,390.70	-4,478.50	-4,568.00	-4,659.40	-4,752.60	-4,847.60	-4,944.60	-112,875.00
	-7,894.40	-7,789.30	-7,950.80	-8,189.40	-8,435.00	-8,688.10	-8,946.70	-9,217.20	-9,493.70	-9,778.50	-10,071.90	-10,374.00	-210,363.30
	-4,190.10	-4,315.80	-4,445.30	-4,576.60	-4,716.00	-4,875.50	-5,003.20	-5,153.30	-5,307.90	-5,467.10	-5,631.10	-5,800.10	-117,613.00
	-8,964.40	-8,799.90	-8,681.70	-8,518.30	-8,364.80	-8,219.30	-8,082.00	-7,951.90	-7,828.80	-7,709.20	-7,594.00	-7,482.90	-165,645.70
	-760.4	-75.7	-79.2	-80.7	-82.3	-83.4	-85.3	-87.4	-89.9	-92.7	-95.6	-98.3	-2,138.40
	-11,610.00	-11,955.20	-12,347.60	-10,228.30	-7,921.70	-8,453.60	-8,958.10	-9,215.40	-9,275.70	-9,308.90	-9,291.40	-9,229.40	-264,963.10
	-2,816.50	-2,832.20	-2,938.70	-2,989.30	-3,049.10	-3,110.00	-3,172.20	-3,233.70	-3,300.40	-3,366.40	-3,433.70	-3,502.40	-80,512.70
	-53,986.00	-53,006.50	-52,065.00	-51,050.20	-50,297.30	-49,451.70	-48,536.30	-47,563.00	-46,536.20	-45,453.00	-44,317.50	-43,132.00	-1,358,904.90
	53,996.00	53,006.50	52,065.00	51,050.20	50,297.30	49,451.70	48,536.30	47,563.00	46,536.20	45,453.00	44,317.50	43,132.00	1,358,904.90
	-1,580.30	-40.5	-1,002.00	3,218.00	6,901.40	6,222.30	3,420.10	-2,795.50	6,413.20	7,271.10	3,418.40	-3,119.90	97,173.60
	268	285.3	300	308.9	320.6	337.3	346.7	337.3	420.9	629.6	812.6	933.8	9,296.40
	-477.3	-442.5	-407.7	-372.9	-338.1	-303.3	-268.5	-233.7	-198.9	-164.1	-129.3	-86.8	-26,603.40
	-1,789.50	-197.7	-1,109.70	3,154.00	6,883.90	6,258.30	3,498.40	-2,091.80	6,635.20	7,736.70	4,101.80	-2,272.90	79,866.50
	-1,789.50	-197.7	-1,109.70	3,154.00	6,883.90	6,258.30	3,498.40	-2,091.80	6,635.20	7,736.70	4,101.80	-2,272.90	79,866.50
	-1560.3	-40.5	-1002	3218	6901.4	6222.3	3420.1	-2795.5	6413.2	7271.1	3418.4	-3119.9	97173.6
	11996.30	11996.30	12347.60	10228.30	7921.70	8453.60	8958.10	9215.40	9275.70	9308.90	9291.40	9229.40	264963.10
	877.4	884.2											17473.90
	9,152.30	11,105.00	11,345.60	13,446.30	14,823.10	14,675.90	12,379.20	16,688.90	16,688.90	16,560.00	12,709.80	6,109.50	61,095.00
	477.3	442.5	407.7	338.1	303.3	268.5	233.7	198.9	159.9	129.3	86.8		86.8
	1918%	2511%	2783%	3606%	4394%	4839%	4610%	2747%	7889%	10104%	9830%		7039%

Consolidated Statement of Financial Position | NG Homes 2025 26 | Plan

Period: 01 April 2025 - 31 March 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
	£ 000's											
Fixed Assets												
Intangible assets and goodwill												
Land & Buildings Total	164,593.90	168,265.90	173,792.10	180,298.10	186,627.10	192,964.30	199,905.80	212,872.00	225,708.00	239,502.80	248,019.20	256,595.90
Depreciation Land & Buildings Total	-48,727.80	-54,413.50	-60,286.30	-66,401.40	-72,727.90	-79,397.70	-86,201.40	-93,588.70	-101,404.10	-109,753.70	-118,540.90	-127,669.80
Housing Properties NBV	115,866.10	113,850.40	113,505.80	113,896.70	113,854.20	113,505.80	113,616.80	119,283.30	124,303.90	129,749.00	129,478.40	128,926.10
Other Fixed Assets Tangible	3,821.10	3,904.40	3,940.80	3,927.80	3,912.00	3,871.50	3,831.80	3,792.30	3,763.70	3,724.70	3,688.00	3,651.50
Tangible fixed assets	119,687.20	117,754.80	117,446.70	117,824.50	117,766.30	117,438.10	117,448.60	123,075.60	128,067.60	133,473.70	133,166.40	132,277.60
Investments in joint ventures	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Investments in associates												
Fixed Assets Total	119,687.50	117,755.10	117,447.00	117,824.80	117,766.60	117,438.40	117,448.90	123,075.90	128,067.90	133,474.00	133,166.70	132,277.90
Current Assets												
Stock	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5
Trade and other debtors	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40
Investments CA	8,639.90	7,581.60	7,167.50	6,039.20	6,377.50	7,080.20	6,819.00	16,872.10	13,758.20	11,321.10	14,055.40	16,601.60
Cash and cash equivalents	10,921.80	9,863.50	9,449.40	8,321.10	8,659.40	9,362.10	9,100.90	19,154.00	16,040.10	13,603.00	16,337.40	18,883.50
Current Assets Total	5,402.20	5,402.20	5,402.20	5,402.20	5,402.20	5,402.20	5,402.20	5,402.20	5,402.20	5,402.20	5,402.20	5,402.20
Less - Creditors - amounts due within 1 year	5,519.70	4,461.40	4,047.30	2,918.90	3,257.20	3,959.90	3,698.70	13,751.80	10,637.90	8,200.80	10,935.20	13,481.30
Net current assets/liabilities	125,207.10	122,216.40	121,494.30	120,743.70	121,023.80	121,398.40	121,147.60	136,827.70	138,705.80	141,674.90	144,101.90	146,059.20
Assets less current liabilities Total												
Creditors - amounts due after more than 1 year												
Outstanding Loan Balance	-33,319.60	-30,348.20	-27,215.70	-24,144.60	-22,173.20	-20,180.60	-18,166.00	-30,528.60	-29,277.10	-28,167.20	-26,762.40	-25,900.00
Loan Fees								144	138	132	126	120
Fair Value Provision Total	-16,535.00	-15,657.60	-14,780.30	-13,902.90	-13,025.60	-12,148.20	-11,270.90	-10,393.50	-9,516.20	-8,638.80	-7,761.50	-6,884.10
Deferred Income	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40
Long Term Creditors Balance												
Deferred Premium												
Creditors - amounts due after more than 1 year	-51,478.00	-47,629.30	-43,619.40	-39,671.00	-36,822.20	-33,952.20	-31,060.30	-42,401.50	-40,278.70	-38,297.40	-36,021.30	-34,287.50
Provisions for liabilities												
Pension provisions												
Other provisions												
Net assets Total	73,729.10	74,587.20	77,874.90	81,072.80	84,201.60	87,446.10	90,087.30	94,426.20	98,427.10	103,377.50	108,080.60	111,771.70
Reserves												
Income and Expenditure Reserve												
Cash Flow Hedge Reserve												
Revaluation Reserve												
Restricted Reserves Total												
Stockholders Equity Total												
Designated Reserves Total												
Pension Reserve Total												
Goodwill Reserve												
Restricted [and/or Endowment] Reserve												
Total reserves	0.1											
Balance Sheet Check	73,729.10	74,587.20	77,874.90	81,072.80	84,201.60	87,446.10	90,087.30	94,426.20	98,427.10	103,377.50	108,080.60	111,771.70
Gearing												
	20%	18%	16%	13%	12%	10%	9%	14%	13%	12%	11%	10%
Debt												
	£33,319,600	£30,348,200	£27,215,700	£24,144,600	£22,173,200	£20,180,600	£18,166,000	£30,528,600	£29,277,100	£28,167,200	£26,762,400	£25,900,000

	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052
	£ 000's														
	266,174.50	276,040.40	286,437.00	296,478.30	303,470.40	310,672.20	318,090.10	327,743.30	337,686.20	350,391.90	363,478.80	376,958.30	388,837.50	395,812.80	400,727.90
	-137,163.60	-147,046.80	-157,336.10	-168,033.60	-179,066.60	-190,383.90	-201,994.00	-213,949.10	-226,296.70	-238,525.00	-244,446.70	-252,900.30	-261,858.40	-271,073.80	-280,349.60
	129,010.80	128,993.60	129,100.90	128,444.70	124,403.70	116,096.10	110,986.10	113,794.20	111,389.40	113,866.90	119,032.20	124,058.00	126,979.00	124,739.00	120,378.30
	3,615.20	3,605.10	3,566.10	3,527.20	3,488.50	3,462.80	3,424.80	3,389.40	3,354.30	3,333.30	3,297.10	3,262.50	3,228.10	3,223.40	3,233.40
	132,626.00	132,598.70	132,667.00	131,971.90	127,892.30	123,751.10	119,520.90	117,183.60	114,743.80	117,200.20	122,329.30	127,320.50	130,207.10	127,964.30	123,611.70
	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
	132,626.30	132,599.00	132,667.30	131,972.20	127,892.60	123,751.40	119,521.20	117,183.90	114,744.10	117,200.50	122,329.60	127,320.80	130,207.40	127,964.60	123,612.00
	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5
	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40	2,267.40
	18,269.70	5,905.50	8,252.10	9,900.30	11,796.40	13,069.80	14,039.20	14,780.50	15,516.70	15,620.30	16,781.10	17,454.10	17,471.90	16,428.90	26,822.70
	20,551.60	8,187.40	10,534.00	12,182.20	14,078.40	15,351.70	16,321.10	17,062.40	17,798.60	17,902.20	19,063.00	19,736.00	19,753.80	18,710.80	29,104.60
	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20	-5,402.20
	15,149.40	2,785.20	5,131.80	6,780.10	8,676.20	9,949.60	10,918.90	11,660.20	12,396.40	12,500.00	13,660.80	14,333.90	14,351.70	13,308.60	23,702.50
	147,775.80	135,384.20	137,799.10	138,752.30	136,568.80	133,701.00	130,440.10	128,844.20	127,140.50	129,700.50	135,990.40	141,654.70	144,559.10	141,273.20	147,314.50
	-25,300.00	-10,800.00	-10,200.00	-9,600.00	-9,000.00	-8,400.00	-7,800.00	-7,200.00	-6,600.00	-6,000.00	-5,400.00	-4,800.00	-4,200.00	-3,600.00	-3,000.00
	114	108	102	96	90	84	78	72	66	60	54	48	42	36	30
	-6,006.80	-5,129.40	-4,252.10	-3,374.70	-2,497.40	-1,620.00	-742.7	61.6	61.6	61.6	61.6	61.6	61.6	61.6	61.6
	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40	-1,623.40
	-32,816.20	-17,444.80	-15,973.50	-14,502.10	-13,030.80	-11,559.40	-10,088.10	-8,689.80	-8,095.80	-7,501.80	-6,907.80	-6,313.80	-5,719.80	-5,125.80	-4,531.80
	114,959.60	117,939.40	121,825.60	124,250.20	123,538.00	122,141.60	120,352.10	120,154.40	119,044.70	122,198.70	129,082.60	135,340.90	138,839.30	136,147.40	142,782.60
	114,959.50	117,939.40	121,825.60	124,250.10	123,537.90	122,141.50	120,352.00	120,154.30	119,044.60	122,198.60	129,082.50	135,340.80	138,839.20	136,147.40	142,782.60
	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
	114,959.60	117,939.40	121,825.60	124,250.20	123,538.00	122,141.60	120,352.10	120,154.40	119,044.70	122,198.70	129,082.60	135,340.90	138,839.30	136,147.40	142,782.60
	Balanced														
	10%	4%	4%	3%	3%	3%	2%	2%	2%	2%	1%	1%	1%	1%	1%
	£25,300,000	£10,800,000	£10,200,000	£9,600,000	£9,000,000	£8,400,000	£7,800,000	£7,200,000	£6,600,000	£6,000,000	£5,400,000	£4,800,000	£4,200,000	£3,600,000	£3,000,000

	2053	2054	2055
	£ 000's	£ 000's	£ 000's

	406,733.10	412,028.30	416,518.50
	-289,658.40	-298,949.90	-308,179.20
	117,074.70	113,078.40	108,339.30
	3,185.20	3,137.30	717.7
	120,259.90	116,215.70	109,057.00
	0.3	0.3	

	120,260.20	116,216.00	109,057.00
	14.5	14.5	14.5
	2,267.40	2,267.40	2,267.40
	37,317.30	44,869.20	49,161.20
	39,599.20	47,151.10	51,443.10
	-5,402.20	-5,402.20	-5,402.20
	34,197.00	41,748.90	46,041.00
	154,457.20	157,964.90	155,098.00

	-2,400.00	-1,800.00	-1,200.00
	24	18	12
	61.6	61.6	61.6
	-1,623.40	-1,623.40	-1,623.40
	-3,937.80	-3,343.80	-2,749.80

	150,519.40	154,621.10	152,348.20
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150,519.30 154,621.10 152,348.10

0.1 0.1 0.1

0.1 **0.1** **0.1**

150,519.40 **154,621.10** **152,348.20**

Balanced **Balanced** **Balanced**

1% 0% 0%

£2,400,000 £1,800,000 £1,200,000