Public Housing Business Plan

Bridgefield Housing | Manchester

DOCUMENT GUIDE

Contents

Proposed social housing provider Manchester 3 October 2026

Decision document for prospective sponsors and the proposed board. All homes registration rents contracts and funding remain unconfirmed. January 2027 to December 2029 in GBP gross with VAT exempt rent and irrecoverable purchase VAT. Integrated model version 1.0. Default grants and debt zero.

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01 / OVERVIEW

Executive summary

Bridgefield Housing is a proposed Manchester community benefit society providing general needs social housing through a lease of 30 existing homes. It is a proposed independent non-profit provider serving a public housing purpose, not a council department. No homes, registration, nomination contract, investors or tenants have been secured. The decision for prospective sponsors and the proposed board is whether this small portfolio can fund competent housing management without relying on grants that have not been awarded.

The model tests January 2027 to December 2029 in GBP. A paid promoter chief executive and a paid housing officer deliver tenancy management, with paid contractors responsible for repairs and emergency response. Social rent, headlease payments and occupancy are assumptions requiring property-level and council evidence. Public grant is zero in all three default cases. The proposal should not launch until registration, homes, lawful rents, repair cover and sufficient committed permanent capital are demonstrated.

Base 2027 rent income is GBP 145,574 and operating EBITDA is GBP (98,529). Minimum unrestricted cash including opening is GBP (1,067), with GBP 51,067 additional funding required to preserve the GBP 50,000 target reserve. Default grant and debt remain zero. Mature rent cannot cover the proposed service cost, so the launch is a no-go without a redesigned headlease or credible recurring operating support.

02 / OVERVIEW

Business identity and purpose

The working name Bridgefield Housing has not been checked for availability. The proposed legal form is a community benefit society whose governing rules prohibit distributions of surplus and dedicate assets to community benefit. Sponsor capital is proposed as permanent non-redeemable capital with no interest or distributions during the forecast. Legal and accounting advisers must approve its classification. FCA society registration and Regulator of Social Housing registration are distinct processes [S2 S10].

The plan concerns 30 leased general needs homes in Manchester. It excludes new construction, shared ownership, supported accommodation, care services, property sales and speculative capital appreciation. The landlord responsibilities and repair allocation must be agreed in the headlease before any home is offered.

03 / OVERVIEW

Mission objectives and milestones

Provide safe affordable homes with accessible tenancy support and timely repairs. The first milestones are an independent board, a viable funded plan, registration assessment and a verified compliant property schedule. Only then execute leases and nomination arrangements.

Operational targets are monthly rent reconciliation, documented safety certificates, resident complaints tracked to resolution, and all urgent hazards escalated immediately. These are proposed controls rather than achieved service results. Occupancy targets are conditional on matching suitable households and ready homes.

Planning area	Decision and status
Before lease	Board registration finance and property due diligence
Before first tenancy	Lawful rent safety evidence allocation process and repair contract
First quarter	Resident access income collection and quality controls
Before expansion	Demonstrated service standards and funded operating deficits

04 / OFFER

Products and services

The service is a general needs social tenancy, not a housing-benefit investment product. Residents receive a safe home, tenancy administration, repair reporting and access to complaints procedures. The chief executive coordinates the council and board; the housing officer manages routine resident contact and allocations administration. Specialist repair and safety services are purchased.

Rent excludes tenant domestic utility bills, personal council tax and care. No separate service charge or ancillary revenue is forecast. Housing benefit or Universal Credit can pay part of a resident rent bill but is not a second revenue stream. Eligibility and payment arrangements need individual verification.

05 / OFFER

Resident journey and tenancy scope

The proposed journey starts with a qualified nomination, then property suitability and affordability checks, a clear tenancy agreement and an accessible handover. Residents receive safety information, reporting channels and a written explanation of rent and any tenancy rights. No offer should bypass the local allocations process [S4].

During the tenancy, the officer checks rent accounts and arranges repairs with the contracted provider. A move out triggers an inspection, fair assessment of damage and a safe relet. The occupancy assumption includes voids; there is no double booking of homes or rent charged to an imaginary replacement tenant.

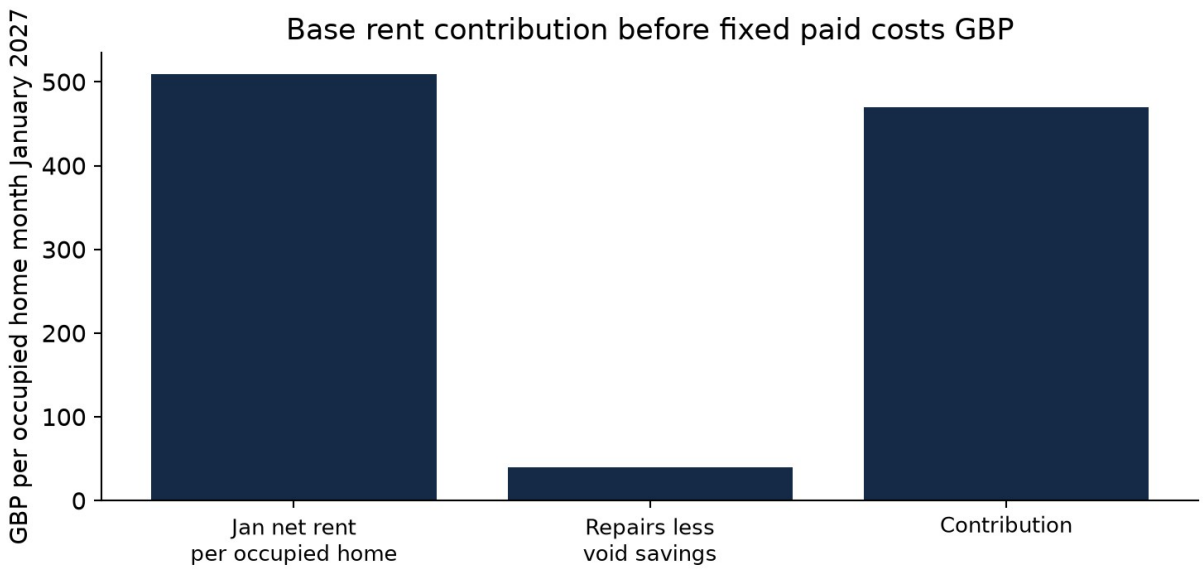
06 / OFFER

Pricing and rent economics

The starting weekly rent is a planning placeholder. It is not a verified formula rent, local average or legal entitlement. Every property needs its existing rent history, valuation inputs, bedroom weighting, applicable formula and rent cap checked under the Rent Standard [S1]. Base proposes GBP 120 a week, Downside 115 and Upside 125, conditional on lawful rent setting.

The forecast uses 52 weeks divided by 12 for monthly conversion. It assumes 2 percent CPI and a 1 percentage point maximum allowance for future April increases, with no convergence supplement. Existing tenants are not treated as new lettings for rent resets. Forecast rent increases apply in April, not January. Actual September CPI and each home rent limit must replace these assumptions.

Planning area	Decision and status
Rent type	General needs social rent subject to formula and cap
Supplemental welfare income	None rent is counted once
Service charges	None forecast
Property evidence	Existing rent history formula inputs and applicable cap
Increase assumption	April reviews conditional on then-current lawful ceiling



Base rent contribution GBP per occupied home month 2027. Verified model 1.0.

07 / OPERATIONS

Sustainability and records

Use a modest housing management system for rent accounts, repairs, tenancy dates, complaints and safety documents. A resident can still report a problem by telephone or in person. The software and setup budgets are unquoted gross assumptions, including irrecoverable VAT.

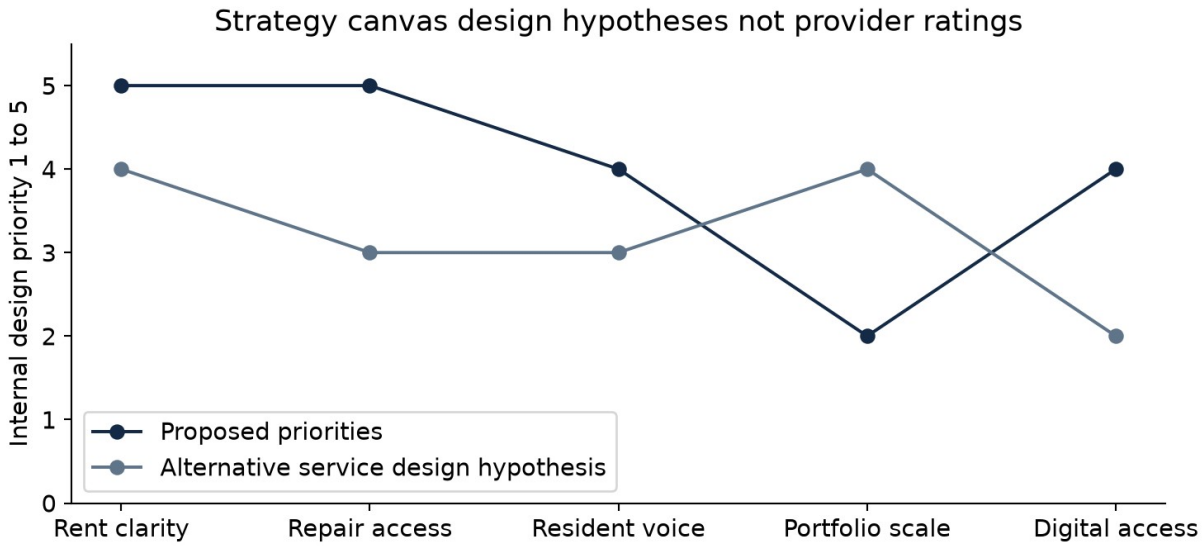
Survey energy performance and repair rather than discard usable equipment. No quantified carbon reduction or environmental certification is claimed. Limit access by role, protect resident identifiers, encrypt backups and test recovery. Keep a dated audit trail of reported hazards and contractor actions. Do not promise automated allocations, predictive tenant scoring or benefits advice beyond staff competence. Data sharing with the council requires an agreed lawful purpose and retention schedule.

08 / STRATEGY

Strategy and service choices

Keep the launch portfolio small enough for two paid staff to administer, while recognising that this scale may not cover its fixed costs. The design prioritises rent clarity, accessible repair reporting and auditable safety checks. Resident service cannot be reduced below regulatory duties to fit a financial target.

Compare the proposed service design with other local housing options using interviews and published processes. Strategy scores are internal design priorities only. They are not measured competitor performance or resident ratings.



Strategy and service choices. Qualitative proposal and stated evidence.

09 / STRATEGY

Business model canvas

Bridgefield leases homes and collects regulated rent. Paid employees manage resident support and governance reporting; external contractors supply repair and safety services. Permanent sponsor capital funds launch and forecast deficits. The model contains no grant award, capital gain or owner dividend.

The key relationship is the resident tenancy, while the council is a proposed nomination and property partner. These relationships must be separately contracted; neither a waiting list nor a public programme announcement supplies a lease or funding commitment.

Proposed community benefit housing model

Partners	Activities	Value
Council nominations pending Property owner pending Paid repair contractors	Tenancy support and accounts Safety and repair coordination Regulatory reporting	Suitable safe homes Clear rent and repair access Resident voice
Relationships	**Residents**	**Resources**
Social tenancy agreements Accessible resident contact Complaints procedure	Eligible Manchester households Property fit to be verified No nominated tenants yet	30 proposed leased homes Two fully paid employees Permanent sponsor capital
Channels	**Costs**	**Income**
Agreed nominations route Telephone and housing system Resident meetings	Headlease staff and repairs Gross VAT-inclusive services Safety and compliance	Regulated social rent No duplicate welfare subsidy Default public grant zero

Business model canvas. Qualitative proposal and stated evidence.

10 / STRATEGY

SWOT and longer term goals

S1 is a clearly bounded portfolio and S2 is an explicit resident repair process. Both are design intentions. W1 is the absence of secured homes and W2 is the fixed cost of a competent small team. O1 is unmet local housing need and T1 is an unfunded safety or lease obligation.

The long term goal is financially sustainable safe housing, not rapid unit growth. No additional acquisition is included. Expansion needs a revised operating plan, funded staff capacity, property due diligence and regulator engagement.

Planning area	Decision and status
S1 S2	Use a named property register and recorded safety response
W1 W2	Test headlease economics and operating subsidy before commitment
O1	Negotiate suitable nominations after homes are verified
T1	Fund emergency cover and avoid unbounded repair covenants

11 / STRATEGY

TOWS strategy matrix

Use the bounded portfolio to test whether a partner can supply compliant homes on terms consistent with social rent. Address the unproven entity and cost base before assuming the waiting list translates into occupancy. Regulatory compliance remains a fixed obligation even when revenue falls.

Planning area	Decision and status
S1 O1	Match verified property suitability to eligible households
W1 O1	Require executed property and nomination agreements
S2 T1	Contract emergency repairs with clear escalation
W2 T1	Secure permanent capital for deficits and major repair exposure



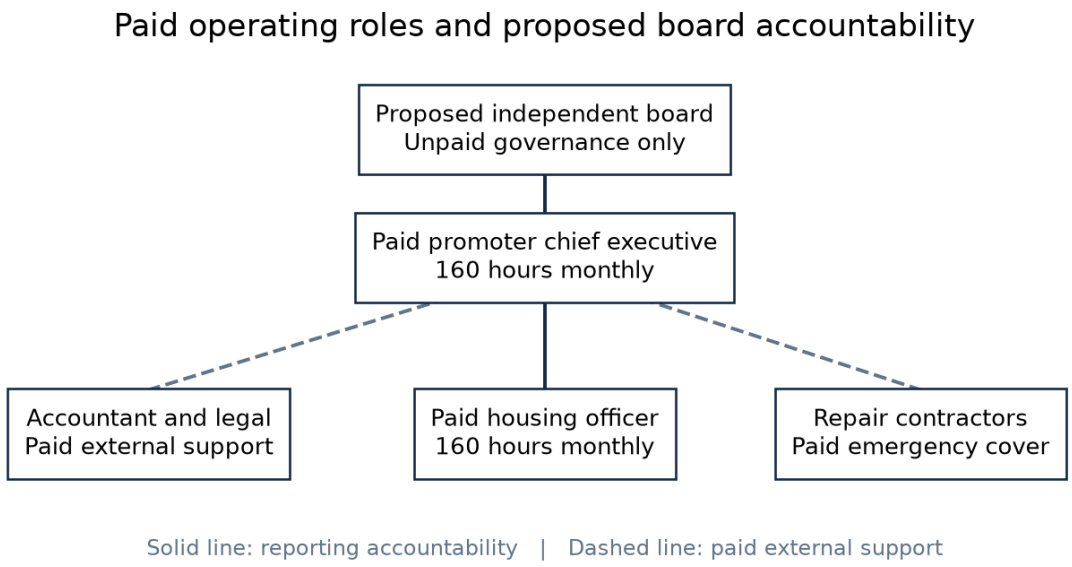
TOWS strategy matrix. Qualitative proposal and stated evidence.

12 / PEOPLE

Owner and management

The paid promoter chief executive reports to a proposed independent non-executive board. This role leads finance, council relationships, compliance and contractor procurement. The paid housing officer reports to the chief executive and manages resident contact, rent accounts and routine tenancy administration. Board members are proposed unpaid governors, not unpaid operating staff.

Both employees are budgeted for 160 paid hours each month, including leave, training and administration. Only the officer productive hours supply the recurring tenancy service capacity; chief executive time is reserved for governance and management. External accountant and emergency repair contractors are paid from operating budgets.



Owner and management. Qualitative proposal and stated evidence.

13 / PEOPLE

Owner and key personnel profiles

No founder identity, qualifications, former income, housing management record or personal assets have been supplied. The promoter role specification requires evidenced social housing compliance knowledge, procurement experience and financial management. The officer specification requires tenancy administration, safeguarding awareness, conflict resolution and accessible communication.

Appointments require references, lawful employment checks and paid induction. There are no fictional biographies. The proposed board must include independent housing, finance and resident perspectives; no person is represented as having accepted an appointment.

Planning area	Decision and status
Promoter chief executive	Paid operational role and board accountability
Housing officer	Paid tenancy and resident service role
Independent governors	Recruitment and skills evidence pending
External advisers	Paid appointments not yet contracted
Personal income	Actual history and resources undisclosed

14 / MARKET

Target residents and partners

Residents are eligible households nominated through an agreed Manchester allocations route. The proposed portfolio is general needs housing; it is not accommodation for care recipients or an assumed benefit-funded niche. Property sizes and accessibility have not been selected, so the plan cannot identify a verified tenant mix.

The council and other housing partners are potential counterparties for properties and nominations. Sponsors and lenders are separate potential funders. No organisation named in research is represented as agreeing to supply homes, residents or money.

15 / MARKET

Segmentation targeting and positioning

Segment resident requirements by bedroom need, accessibility, location and allocations priority. Target only households who qualify for the actual homes under the agreed process. The plan does not select residents by imagined income or welfare entitlement.

Position the proposed service around rent transparency and responsive tenancy support. The first validation task is a council and resident consultation on suitable homes and service needs. There is no advertising promise to bypass the waiting list.

Planning area	Decision and status
Geography	Manchester council area proposed homes unselected
Resident fit	Bedroom need accessibility and lawful qualification
Partner fit	Property owner able to agree compliant headlease
Target	Eligible households matched to verified homes
Position	Clear rent reporting channels and tenancy support

16 / MARKET

Value proposition canvas

Residents need a suitable safe home and an understandable landlord relationship. Potential difficulties include long waits, inaccessible reporting and uncertainty about repair progress. These are service hypotheses to test with resident consultation, not measured Bridgefield survey findings.

The proposed response is clear handover information, a named housing officer, accessible reporting and a repairs log. Financially, these services require paid staff and contractor budgets; they cannot be delivered through free founder labour.

Resident service hypotheses to validate

Resident jobs	Likely difficulties	Desired outcomes
Secure suitable safe housing Manage household costs	Long waits and unsuitable homes Unclear repair progress	Clear rent and safe repairs Accessible landlord contact
Proposed offer	**Responses**	**Evidence needed**
General needs social tenancy Named housing officer	Documented repair reporting Written rent explanations	Resident consultation Property matching and service tests

Value proposition canvas. Qualitative proposal and stated evidence.

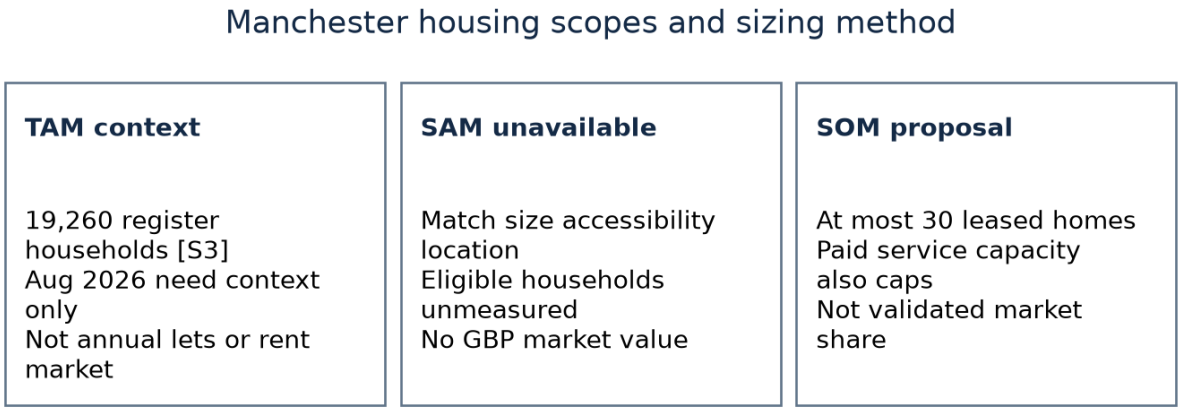
17 / MARKET

Market size and trends

Manchester Move publishes a table totalling 19,260 registered households dated August 2026 [S3]. The same page introduction says more than 20,000, so the dated table and discrepancy are disclosed. This is a register stock, not an annual number of lets or a list of households eligible for these unselected homes.

TAM is the local eligible need for the defined housing offer and is not valued in GBP because matching eligibility and annual rents are not established. SAM is the subset matching actual location size and accessibility; it remains unavailable. SOM is at most 30 proposed homes constrained by paid service capacity, not validated market share.

Planning area	Decision and status
TAM context	19,260 register households August 2026 table discrepancy noted
SAM	Suitable qualified households for unselected homes unavailable
SOM	30 proposed homes before staffing constraints
Method	Obtain matched household and property data without duplicate counting



Market size and trends. Qualitative proposal and stated evidence.

18 / MARKET

PESTLE analysis

Public policy governs rent and landlord duties. Economic risk arises when headlease and repair costs exceed controlled rent. Social requirements include accessibility and fair allocations. Technology supports safety and rent records but cannot replace competent staff. Legal duties depend on registration, leases and consumer standards. Environmental work starts with verified building condition and safe repairs, not unsupported carbon claims.

PESTLE Manchester social housing proposal

Political	Economic	Social
Rent and housing policy [S1] No public award secured	Controlled rent and lease costs Operating deficits need funding	Suitable accessible homes Fair allocations [S4]
Technological	**Legal**	**Environmental**
Rent and safety audit trails Phone access remains available	Provider registration [S2] Repair duties [S12]	Survey existing buildings No carbon savings invented

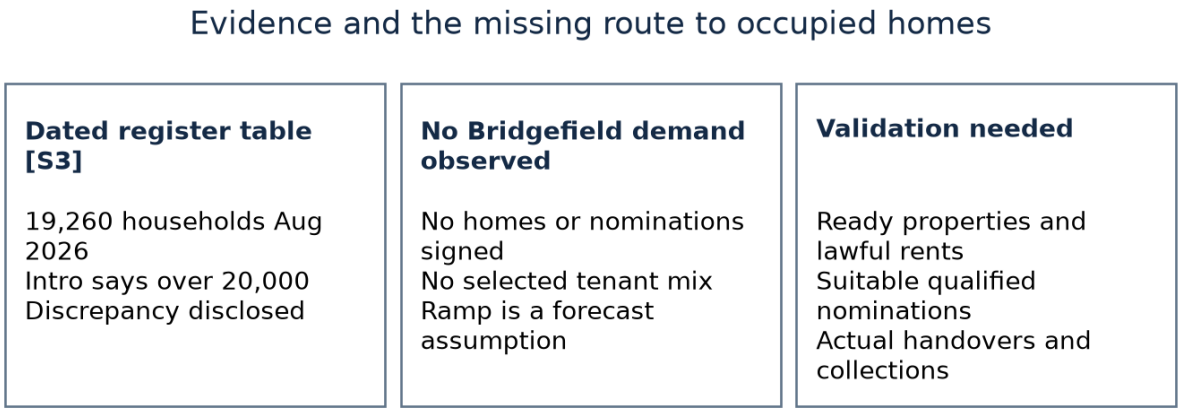
PESTLE analysis. Qualitative proposal and stated evidence.

19 / MARKET

Local demand and evidence

The register is evidence of local housing need, but no nominations or occupied Bridgefield homes have been observed. Property readiness, household suitability and the agreed allocations route determine actual occupancy. No website enquiry, interview or waiting list has been converted into a signed tenancy [S3 S4].

Before launch, obtain a property schedule and partner assessment of suitable nominations. Record void reasons, household acceptance, handover dates and rent collection. The model occupancy ramp is a hypothesis requiring this evidence.



Local demand and evidence. Qualitative proposal and stated evidence.

20 / MARKET

Other housing providers

Existing council and registered housing associations operate within the same public allocations and regulatory environment. Manchester Move advertises council and housing association homes and checks qualification [S4]. The proposal should seek coordination, not promise preferential access.

Provider names or public scale do not establish their service quality, rent comparability or willingness to partner. A comparison should use current property-level rent and service documents, not invented ratings. The model makes no competitor price comparison because its rents must be set by the applicable formula.

21 / MARKET

Rent and housing option comparison

Compare a prospective social tenancy with other social offers, private renting and remaining in temporary accommodation only after obtaining a specific property and household circumstances. Different tenure rights, deposits and eligibility prevent a single price ranking.

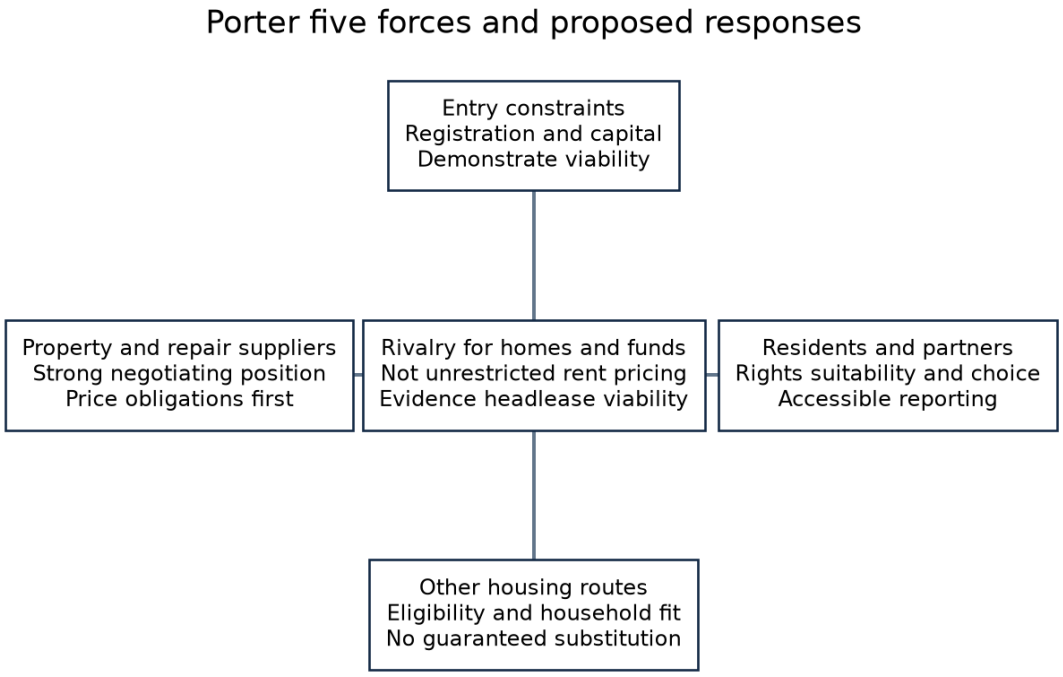
The GBP 120 weekly Base rent is an unverified input, not a local competitor quotation. Domestic bills and personal council tax are paid separately by tenants and excluded from landlord revenue. The landlord must provide an accurate rent notice and explain any lawful future increase.

Planning area	Decision and status
Social tenancy	Formula rent and allocations rules apply
Private tenancy	Different rent eligibility and tenure evidence needed
Temporary accommodation	Excluded from proposed operating model
Comparison limitation	No matched properties or household budgets supplied

22 / MARKET

Porter five forces

Competition is for suitable homes, competent contractors and funding rather than for unrestricted market rent. Property suppliers may have strong bargaining power because low headlease cost is central to viability. Residents have statutory rights and may decline unsuitable offers. Registration and capital requirements constrain entry. Other housing routes remain substitutes for a particular household, subject to eligibility.



Porter five forces. Qualitative proposal and stated evidence.

23 / COMMERCIAL

Communication and referral strategy

Engage the council and resident representatives before promoting tenancies. Communications should explain eligibility, property availability and the complaints route in plain language. Outreach expenditure is budgeted; it is not assumed to buy occupied units.

Never imply council ownership, regulator approval or an awarded grant. Public materials can be prepared only after evidence is checked. Any public communication requires board review of the verified position.

24 / COMMERCIAL

Resident channels and engagement

Use council nominations for allocation and direct accessible channels for current resident service. Provide telephone reporting, a written repairs acknowledgment and help for residents who cannot use a portal. Maintain a clear distinction between applying for housing and reporting a repair.

Consult residents on service accessibility and report complaints outcomes to the board. No interviews or satisfaction scores have been collected. Feedback must inform service planning without changing lawful allocation priorities.

25 / COMMERCIAL

Allocation and rent collection process

An offer requires eligibility confirmation, suitability checks and a ready property. Rent income starts at the modelled occupancy assumption, not when a name enters the register. Fractional occupied homes in the forecast represent expected averages across a small portfolio and are not literal split tenancies.

Rent due is recognised separately from bad debt and collections. The model writes off an assumed share and carries a remaining one-period receivable. Any benefit payment is counted once against the rent account. The arrears process must be fair, documented and agreed with qualified advisers.

26 / OPERATIONS

Premises and property requirements

No address, landlord offer or property inspection has been provided. The proposal requires 30 existing compliant self-contained homes with a headlease long enough to support the planned minor works. Before signing, obtain title, permitted residential use, safety records, condition surveys and clear repair allocation.

The hypothetical 120-month headlease starts January 2027, after three paid preparation months in Base; no headlease rent is assumed payable during preparation. Capital lives and replacement lives cannot exceed the remaining hypothetical lease term. The model treats lease payments as operating costs and does not capitalise a right of use asset. It is a simplified planning forecast, not statutory accounts. The accountant must assess the applicable housing accounting framework and lease terms. Major structural repairs remain a contractual gate, not an unlimited obligation hidden in the forecast.

27 / OPERATIONS

Operating routine and service capacity

The officer reserves 60 of 160 paid monthly hours for leave, training, administration and unplanned work, leaving 100 productive hours. Base assumes 2.5 recurring tenancy hours per occupied home and 3 additional hours for each new occupancy during lease-up. Capacity therefore limits the modelled occupied homes and cannot exceed 30.

The chief executive has 160 paid monthly hours for governance, finance and supplier management; these hours are not reused as free officer capacity. Repair trades are purchased separately. A severe incident can exceed routine service hours and requires funded emergency cover.



Paid officer capacity hours monthly Jan 2027 to Dec 2029. Verified model 1.0.

28 / OPERATIONS

Equipment and suppliers

Startup includes GBP 60,000 gross minor works and GBP 6,000 gross office and housing-system equipment in Base. These are unquoted planning allowances. Minor works must be within landlord consent and a lease that protects the investment. Essential safety work identified by surveys can be more expensive and must be priced before commitment.

Replacement equipment is assumed at a defined forecast month and depreciated from use. There is no property purchase or resale proceeds. All capital and operating costs include irrecoverable VAT because only exempt residential letting is forecast [S5].

29 / PEOPLE

Staffing and paid induction

Base budgets the promoter chief executive at GBP 3,000 gross a month and the housing officer at GBP 2,667. Both salaries are planning assumptions rather than accepted offers. The forecast includes 15 percent employer NI above GBP 417 monthly per employee and 3 percent employer pension on all gross pay, a conservative allowance compared with qualifying earnings [S6 S7].

Salaries inflate annually and are fully paid even when occupancy falls. Employment contracts, working time, leave, equal treatment and paid safety training must be documented. Preopening months pay both roles and the office cost. No employer NI employment allowance or charity relief is assumed. NI is calculated separately each month for two employed staff. The chief executive is not assumed a statutory director; any director appointment requires the correct annual director NI basis rather than this employee approximation. Current NI thresholds are carried into future years as planning proxies pending updates.

30 / OPERATIONS

Legal safety insurance and complaints

Create a property safety register before handover and assign a accountable lead for every open hazard. Awaab duties include emergency action within 24 hours; the exact hazard-specific timescales must be checked against current guidance and the actual case [S12]. A two-person office is not an emergency repair workforce.

Contract a paid emergency repair service and arrange safe alternative accommodation when required. Planned inspections, complaints and resident communication must meet applicable consumer standards [S13]. Obtain landlord liability, employer liability, property responsibility and officer insurance advice; no policy is claimed as bound. Budgeted repairs cannot limit legal obligations. An unfunded hazard or unsafe home stops occupancy.

31 / OPERATIONS

Milestones and implementation

The model begins January 2027 only as a conditional planning period. It is not a promised opening date. Work proceeds through governance and registration evidence, funded property due diligence, lease and nomination negotiation, paid induction, then tenancy handover.

The board should stop the launch if any safety gate, lawful rent calculation or funding commitment fails. Delaying homes does not justify assuming unpaid staff or a secured operating grant. Refresh the entire financial model and plan when a real launch date is selected.

Planning area	Decision and status
Gate 1	Independent board legal structure and financial viability
Gate 2	Property schedule lawful rents leases and safety
Gate 3	Nomination terms committed capital and contractors
Gate 4	Paid induction systems and resident handover
Review	Monthly service capacity arrears repair obligations and cash

32 / RISK

Risk register

The principal risk is a cost base that regulated rent cannot support. Other risks are registration refusal, unfavourable headlease covenants, unsuitable or unsafe homes, slow nominations, arrears, contractor failure and restricted grant conditions. Risks are not cured by the existence of local housing need.

The board should monitor forecast deficits and minimum unrestricted cash, together with safety failures and overdue complaints. Proposed sponsor capital remains uncommitted. A negative cash forecast identifies a funding gap; the model never inserts a balancing overdraft.

Planning area	Decision and status
Viability	Reprice headlease reduce verified costs or fund sustainable subsidy
Safety	Survey homes and contract funded emergency response
Registration	Demonstrate governance and long term viability before launch
Grant	Default zero test eligible capital award separately
Liquidity	Maintain reserve and obtain binding funding commitments

33 / RISK

Contingency and stop decisions

Stop before executing a lease if it creates obligations beyond funded resources or transfers unquantified structural liability. If registration or nominations are delayed, reforecast paid preopening costs and retain cash for orderly withdrawal.

After launch, protect residents through lawful continuity arrangements and regulator engagement. A transfer to another provider needs legal and regulatory review. The plan includes no forced sale, eviction strategy or guaranteed rescue by a council.

34 / EVIDENCE

Research and evidence

Primary sources were reviewed on 3 October 2026 and archived with access dates and SHA256 hashes. Rent and regulation are sourced facts; homes, costs, occupancy, staffing productivity and finance are planning assumptions. The Manchester register table is dated August 2026 and inconsistent with its page introduction, so the precise dated table is used only as need context [S3].

The forecast follows leased homes, expected occupancy, lawful rent verification, paid staff, gross service costs and unrestricted reserves. Linked statements track assets, financing, operating deficits and cash. Each planning driver remains subject to property diligence, professional tax advice and executed agreements.

ID and primary source	Primary URL
S1 Rent Standard 2026	https://www.gov.uk/government/publications/rent-standard-2026
S2 New provider registration	https://www.gov.uk/guidance/guidance-for-new-entrants-on-applying-for-registration-as-a-provider-of-social-housing
S3 Manchester Move demand August 2026	https://homes.manchestermove.co.uk/choice/content.aspx?pageid=13
S4 Manchester Move eligibility	https://homes.manchestermove.co.uk/choice/help.aspx
S5 Land and property VAT	https://www.gov.uk/guidance/vat-on-land-and-property-notice-742
S6 Employer rates 2026 to 2027	https://www.gov.uk/guidance/rates-and-thresholds-for-employers-2026-to-2027
S7 Pension contributions	https://www.thepensionsregulator.gov.uk/employers/new-employers/im-an-employer-who-has-to-provide-a-pension/choose-a-pension-scheme/understanding-your-costs/making-contributions-to-your-pension-scheme
S8 Corporation tax	https://www.gov.uk/government/publications/rates-and-allowances-corporation-tax/rates-and-allowances-corporation-tax
S9 Corporation tax payment	https://www.gov.uk/pay-corporation-tax
S10 FCA community benefit capital	https://handbook.fca.org.uk/handbook/rfccbs6
S11 Housing funding programmes	https://www.gov.uk/guidance/apply-for-affordable-housing-funding
S12 Awaab repair duties	https://www.gov.uk/government/publications/awaabs-law-guidance-for-social-landlords/awaabs-law-guidance-for-social-landlords-timeframes-for-repairs-in-the-social-rented-sector
S13 Consumer regulatory standards	https://www.gov.uk/government/collections/regulatory-standards-for-landlords

35 / EVIDENCE

Professional validation and quotations

No professional has signed off this plan. Obtain advice on the society constitution, permanent capital classification, registration, rent rules, lease accounting, tax treatment, employment and data handling. Obtain binding property and repair quotes before any commitment.

The minor works grant sensitivity is a hypothetical restricted capital award. Homes England programme guidance concerns delivery of homes; eligibility for an existing-home lease and minor works has not been established [S11]. It is not labelled as a secured Homes England grant.

Planning area	Decision and status
Legal	Society capital terms leases tenancy and governance
Housing	Registration rent calculations allocations and safety duties
Tax and accounting	Noncharitable tax conservative capital allowances and grant treatment
Procurement	Gross works lease repair system and emergency quotes
Evidence still needed	Property schedule nominees and sponsor commitments

36 / DECISION

Review before commitment

The proposed board should judge service safety, long term rent economics and funding together. Occupancy growth alone cannot cure a fixed deficit when the lawful rent and lease spread are too small. Public grant is excluded from default cases and no owner distribution is allowed.

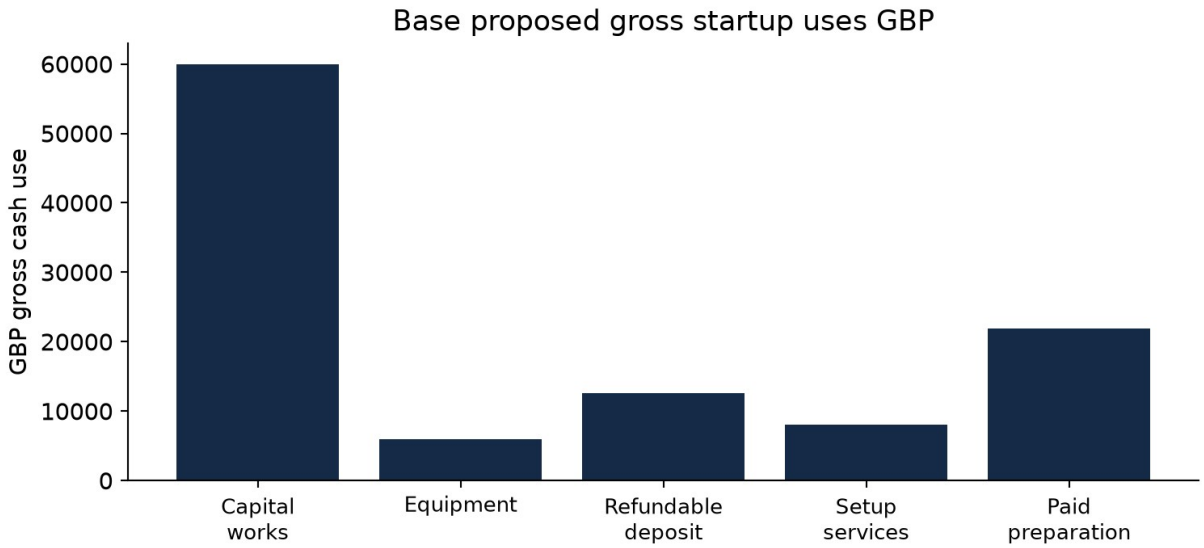
Commit only when compliant homes, independently checked rents, a competent funded service team and sufficient permanent capital have been demonstrated. If the final forecast shows an operating deficit at mature occupancy, require a credible ongoing subsidy or a redesigned arrangement before registration and launch.

Base month 12 requires 40.0 occupied homes to cover cash operating costs, against 28.5 forecast occupied homes and 30 leased homes. Initial capital delays the cash shortfall; it does not create an operating surplus.

37 / FINANCE

Startup costs and funding

Startup uses include gross minor works, gross equipment, a refundable headlease deposit, professional setup and fully paid preparation. Permanent sponsor capital and any explicit debt are proposed uncommitted sources. Default public grant is zero. Opening cash is sources less actual cash uses; the target reserve is a liquidity requirement, not a cost or balancing entry.



Base gross startup cash uses GBP before January 2027. Verified model 1.0.

Itemized startup costs

The startup schedule separates capital assets, refundable deposit and expenses. All purchase amounts are gross with no VAT refund. Preopening wages include employer NI and pension. Capital works are depreciated over the assumed supported useful life; lease consent and remaining term must justify it. The model shows the paid preparation loss in opening accumulated results.

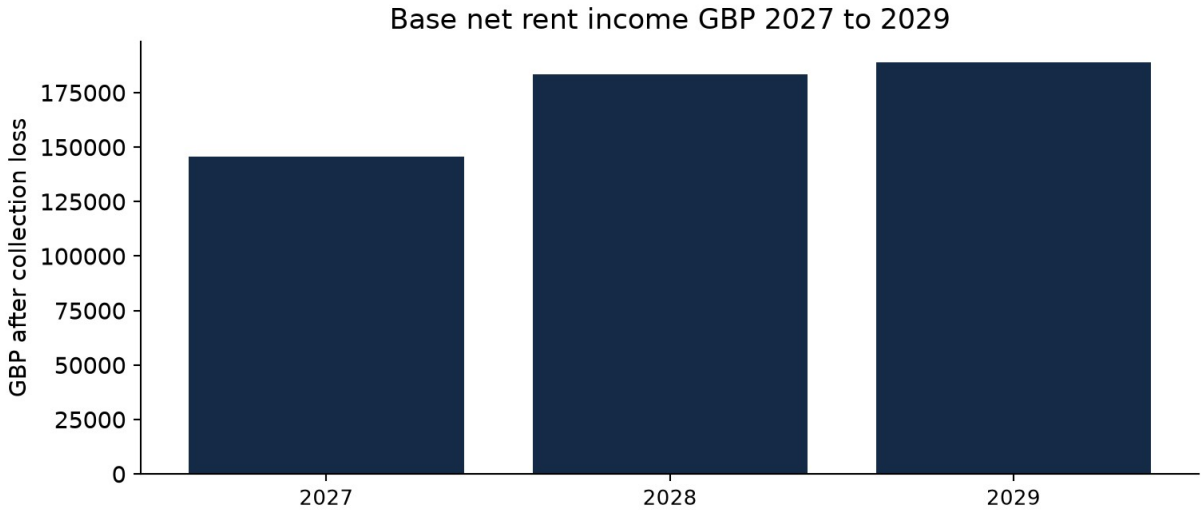
Base startup GBP gross	Amount
Gross minor works capital	60,000
Gross systems and office equipment	6,000
Refundable headlease deposit	12,600
Setup legal registration training services gross	8,000
Paid preparation chief executive and officer	19,686
Paid preparation office and systems	2,250
Paid preparation loan interest	–
Total cash uses	**108,536**
Permanent sponsor capital proposed	350,000
Proposed loan	–
Restricted capital grant hypothetical	–
Total proposed sources	**350,000**
Opening unrestricted cash	**241,464**
Minimum cash reserve target	50,000
Initial funding need including reserve	**158,536**
Initial uncommitted funding shortfall	–

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Revenue forecast and capacity

Rental income equals capacity-constrained occupied homes times lawful assumed weekly rent times 52 divided by 12. Monthly occupancy is an expected portfolio average. Collection loss reduces recognised income and receivables separately capture timing. Rent reviewed in April uses the forecast increase assumption; no separate welfare subsidy or ancillary revenue is included.

Base forecast	2027	2028	2029
Net rent income	**145,574**	**183,551**	**189,057**
December occupied homes	28.5	28.5	28.5



Base annual rent GBP 2027 to 2029. Verified model 1.0.

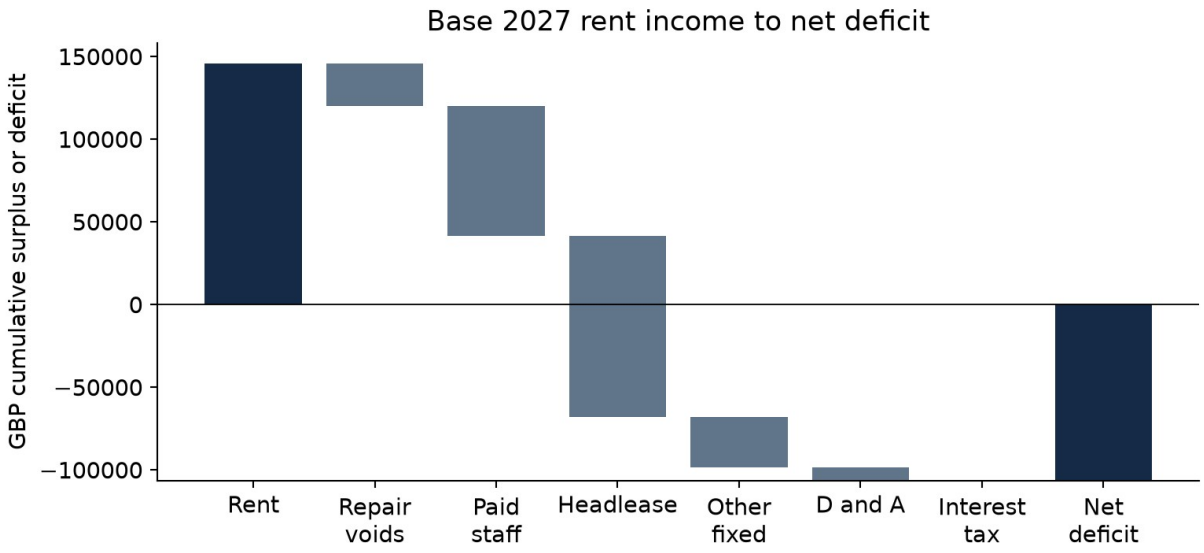
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Costs and projected surplus

Gross repair and void budgets vary with occupied and empty homes. Headlease payments apply to all leased homes, including voids. Fully paid staff, office, insurance, compliance and emergency contractor retainers continue at low occupancy. These are costs of the proposed service rather than arbitrary revenue percentages. No fixed-cost savings are assumed without an input change.

Base GBP gross	2027	2028	2029
Net rent income	**145,574**	**183,551**	**189,057**
Occupied home repair costs gross	22,320	28,181	29,026
Empty home void costs gross	3,240	742	764
Contribution after variable costs	**120,014**	**154,628**	**159,267**
Paid chief executive cost	41,729	43,004	44,316
Paid housing officer cost	37,014	38,147	39,314
Headlease cost all leased homes	109,200	111,384	113,612
Office and systems gross	9,000	9,270	9,548
Insurance gross	4,800	4,944	5,092
Compliance and professional fees gross	9,000	9,270	9,548
Emergency repair retainer gross	6,000	6,180	6,365
Resident outreach gross	1,800	1,854	1,910
EBITDA excluding grant release	**(98,529)**	**(69,425)**	**(70,438)**
Depreciation	8,000	8,000	9,000
Capital grant release income	–	–	–
Operating surplus or deficit	**(106,529)**	**(77,425)**	**(79,438)**
Loan interest	–	–	–
Surplus before corporate tax	**(106,529)**	**(77,425)**	**(79,438)**
Corporate tax provision	–	–	–
Net surplus or deficit	**(106,529)**	**(77,425)**	**(79,438)**

Revenue to net deficit



Base 2027 rent to net deficit GBP. Verified model 1.0.

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Personal income and expenses

The promoter is a paid chief executive, not an owner receiving dividends. The model estimates personal take-home using a planning ratio against gross pay, not an individual tax calculation. Household spending inputs are illustrative; actual circumstances and former income are unknown. Personal savings are not silently used to finance the society.

Illustrative monthly net pay is GBP 2,340, household spending GBP 2,200 and personal surplus GBP 140. These are planning estimates and no personal financing commitment is assumed.

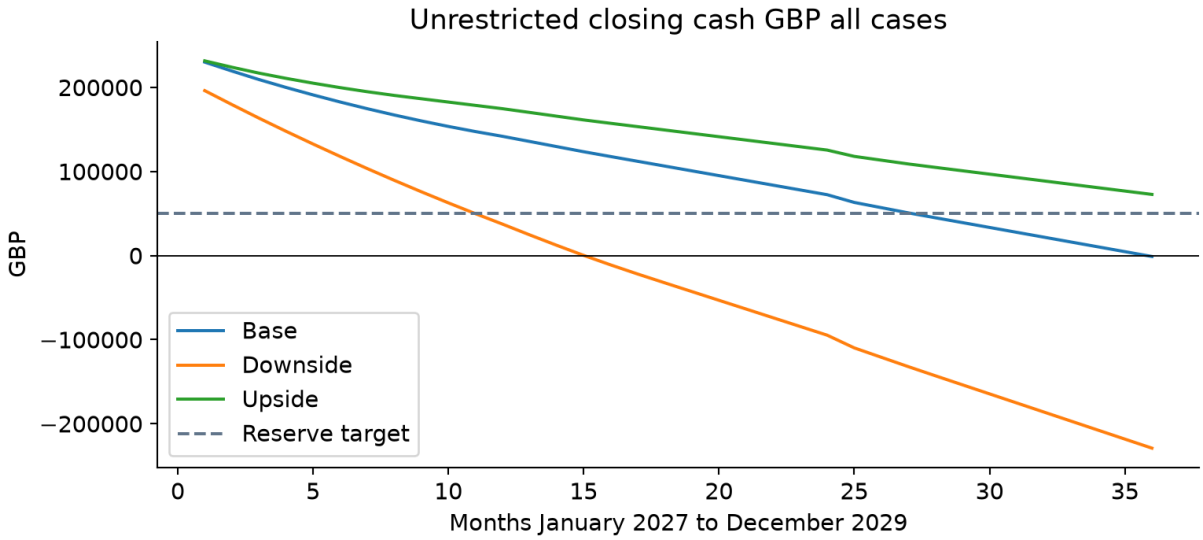
Illustrative GBP monthly	Amount
Household rent monthly illustrative	900
Household food monthly illustrative	400
Household transport monthly illustrative	200
Household utilities monthly illustrative	200
Household health monthly illustrative	100
Household debt payments monthly illustrative	150
Household other spending monthly illustrative	250
Promoter estimated take home monthly	2,340
Illustrative personal monthly spending	2,200
Illustrative personal monthly surplus	140

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Cash flow and financial position

Cash collections, supplier payment timing, depreciation, debt principal and deferred grant release are separated from operating surplus. Any restricted capital grant is received only in an explicit sensitivity, fully spent on eligible startup works, and released to income over the works life. It is not free operating revenue. Negative cash remains visible as a funding gap.

Base GBP	2027	2028	2029
Operating cash flow	**(99,603)**	**(69,457)**	**(70,472)**
Gross capital purchases	–	–	3,000
Loan principal repaid	–	–	–
Net cash change	(99,603)	(69,457)	(73,472)
Closing unrestricted cash	**141,861**	**72,404**	**(1,067)**



Unrestricted closing cash GBP monthly January 2027 to December 2029. Verified model 1.0.

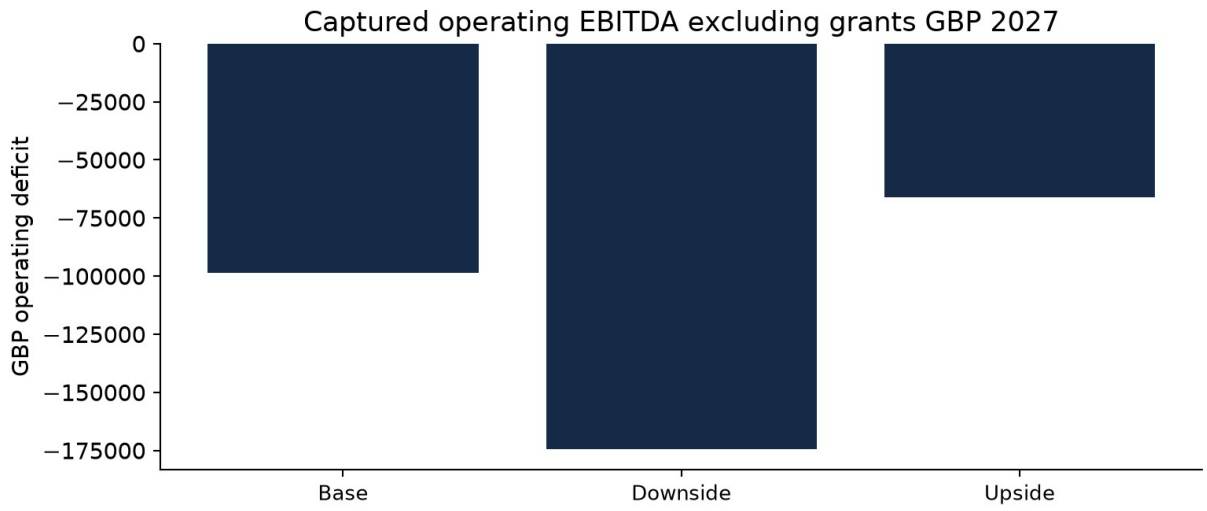
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Break even and scenarios

Operating break-even compares paid fixed costs with per-occupied-home contribution after repair expense and collection loss. It is an occupancy threshold within a fixed leased portfolio, not evidence of lawful higher rent. If the threshold exceeds homes or paid officer capacity, break-even is not attainable under that case. The capital grant release is excluded from operating break-even because it is noncash and cannot pay staff.

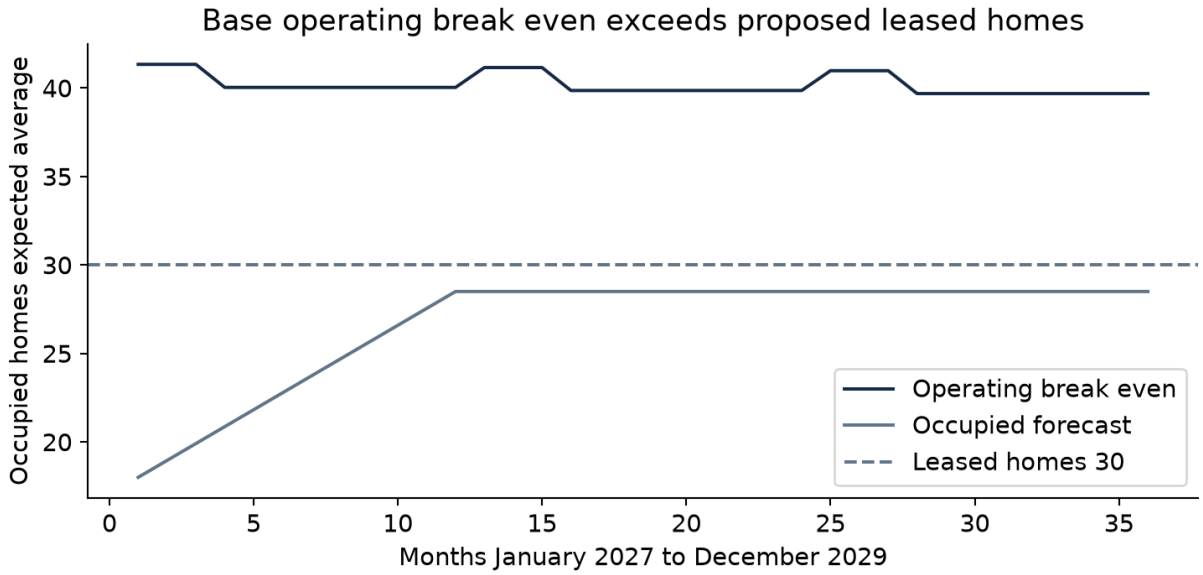
Base month 12 operating break-even requires 40.0 occupied homes. The model only leases 30 and actually forecasts 28.5; the threshold is not attainable. All three cases remain subject to funding and lawful rent verification.

Captured model 1.0 GBP	Base	Downside	Upside
Year 1 net rent income	145,574	99,097	174,834
Year 1 EBITDA excluding grants	(98,529)	(174,558)	(65,964)
Year 1 net surplus or deficit	(106,529)	(184,558)	(73,964)
Minimum unrestricted cash including opening	(1,067)	(229,010)	72,756
Additional funding to avoid negative cash	1,067	229,010	–
Gap against reserve target	51,067	279,010	–



Captured annual operating EBITDA GBP 2027 all cases. Verified model 1.0.

Break even within proposed homes



Base occupied homes and EBITDA break even homes monthly January 2027 to December 2029. Verified model 1.0.

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Profit and loss forecast

The projected statement reports rental income, gross variable costs, fixed paid services, depreciation, grant release, interest and corporate tax. It makes no charitable exemption assumption. Tax thresholds assume a single standalone society without associated companies. A hypothetical capital grant release is conservatively included in taxable income; actual award tax treatment needs advice. Taxable income conservatively adds back book depreciation and assumes no capital allowances pending classification. The tax forecast claims no deduction for opening precommencement expenses, including registration and legal services. Book opening loss remains recorded. Any property-business relief needs adviser confirmation. Losses offset future taxable surplus; annual cumulative provisions can reverse within the year. No tax refund is assumed.

Base GBP gross	2027	2028	2029
Net rent income	**145,574**	**183,551**	**189,057**
Occupied home repair costs gross	22,320	28,181	29,026
Empty home void costs gross	3,240	742	764
Contribution after variable costs	**120,014**	**154,628**	**159,267**
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Emergency repair retainer gross	6,000	6,180	6,365
Resident outreach gross	1,800	1,854	1,910
EBITDA excluding grant release	**(98,529)**	**(69,425)**	**(70,438)**
Depreciation	8,000	8,000	9,000
Capital grant release income	–	–	–
Operating surplus or deficit	**(106,529)**	**(77,425)**	**(79,438)**
Loan interest	–	–	–
Surplus before corporate tax	**(106,529)**	**(77,425)**	**(79,438)**
Corporate tax provision	–	–	–
Net surplus or deficit	**(106,529)**	**(77,425)**	**(79,438)**

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Cash flow forecast months one to six

The first six months show collections and supplier timing as part of the indirect cash reconciliation. Sponsor capital appears at startup only. Loan repayments are financing outflows and asset additions are capital cash uses. Routine safety duties and paid personnel remain budgeted through the occupancy ramp.

Base GBP	2027-01	2027-02	2027-03	2027-04	2027-05	2027-06
Opening cash	241,464	230,089	219,524	209,408	200,011	191,122
Net surplus cash start	(11,626)	(11,178)	(10,729)	(9,962)	(9,499)	(9,036)
Depreciation addback	667	667	667	667	667	667
Deduct noncash grant release	–	–	–	–	–	–
Rent receivables cash change	(1,376)	(73)	(73)	(121)	(75)	(75)
Supplier payable cash change	960	19	19	19	19	19
Corporate tax liability cash change	–	–	–	–	–	–
Operating cash flow	**(11,375)**	**(10,565)**	**(10,117)**	**(9,397)**	**(8,889)**	**(8,426)**
Gross capital purchases	–	–	–	–	–	–
Loan principal repaid	–	–	–	–	–	–
Net cash change	(11,375)	(10,565)	(10,117)	(9,397)	(8,889)	(8,426)
Closing unrestricted cash	**230,089**	**219,524**	**209,408**	**200,011**	**191,122**	**182,696**

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Cash flow forecast months seven to twelve

The second six months extend the same formula build. October corporate tax payments settle the previous December year end when a payable exists. The first operating year has no invented prior-year tax. A genuine later cost or rent change must update linked operating cash and balance sheets rather than only the presentation table.

Base GBP	2027-07	2027-08	2027-09	2027-10	2027-11	2027-12
Opening cash	182,696	174,733	167,233	160,196	153,621	147,510
Net surplus cash start	(8,574)	(8,111)	(7,648)	(7,185)	(6,722)	(6,259)
Depreciation addback	667	667	667	667	667	667
Deduct noncash grant release	–	–	–	–	–	–
Rent receivables cash change	(75)	(75)	(75)	(75)	(75)	(75)
Supplier payable cash change	19	19	19	19	19	19
Corporate tax liability cash change	–	–	–	–	–	–
Operating cash flow	**(7,963)**	**(7,500)**	**(7,037)**	**(6,574)**	**(6,112)**	**(5,649)**
Gross capital purchases	–	–	–	–	–	–
Loan principal repaid	–	–	–	–	–	–
Net cash change	(7,963)	(7,500)	(7,037)	(6,574)	(6,112)	(5,649)
Closing unrestricted cash	**174,733**	**167,233**	**160,196**	**153,621**	**147,510**	**141,861**

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Financial position summary

The balance sheet includes cash, rent receivables, refundable headlease deposit and finite-depreciated gross assets, with supplier and tax liabilities, loan principal and any deferred capital grant. Permanent sponsor capital and accumulated results comprise equity for this simplified planning model. Each monthly balance sheet and cash rollforward reconcile without a plug. Statutory lease and grant accounting need adviser assessment before use as accounts.

Closing Base GBP	2027	2028	2029
Cash	141,861	72,404	(1,067)
Rent receivables	2,244	2,311	2,381
Refundable headlease deposit	12,600	12,600	12,600
Net capital assets	58,000	50,000	44,000
Recoverable corporate tax	–	–	–
Total assets	**214,705**	**137,316**	**57,913**
Loan principal outstanding	–	–	–
Supplier payables	1,170	1,205	1,241
Corporate tax payable	–	–	–
Deferred capital grant	–	–	–
Total liabilities	**1,170**	**1,205**	**1,241**
Permanent sponsor capital	350,000	350,000	350,000
Accumulated surplus or deficit	(136,465)	(213,890)	(293,328)
Total equity	**213,535**	**136,110**	**56,672**
Liabilities and equity	**214,705**	**137,316**	**57,913**

Financing terms and security

Permanent sponsor capital is proposed as legally available unrestricted operating finance without withdrawal, interest or dividends during the horizon. This classification and any future redemption require legal and accounting approval. Default debt is zero; an explicit loan sensitivity uses a stated interest rate, principal grace and installment period. No lender has offered terms and no council guarantee is assumed.

Any security over lease rights or grant-funded works requires the property owner and funder consent. Do not present a positive cash forecast as a funding commitment. The target cash reserve protects continuity but does not cure a structurally loss-making operation.