

Draft SPADESBOURNE HOMES LIMITED BUSINESS PLAN 2025



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1. INTRODUCTION

Welcome to the first Business Plan for Spadesbourne Homes Limited.

1.1 About this Business Plan

This Business Plan sets out our vision, objectives and the activities we intend to engage in to implement the objectives, along with funding arrangements, forecast budgets and the relationship between Spadesbourne Homes Ltd and its shareholder, Bromsgrove District Council.

The Business Plan covers the operating period from April 2025 to March 2030, and provides an insight to objectives, priorities and financial projections beyond that date.

This Business Plan identifies a financially viable position based on the assumptions used to deliver homes in the District of Bromsgrove.

1.2 Our Vision

Spadesbourne Homes' vision is to acquire and manage a portfolio of high quality properties for private rent predominately to provide accommodation for those with a local connection to the District.

Our overarching objective is to contribute to Bromsgrove Council's aspirations to affect the local housing market specifically by providing private rented housing. In this way Spadesbourne Homes will complement the provision of social rented homes by bdht.

Spadesbourne Homes will work with the Council and registered providers, and other housing specialists to help create communities that will thrive for many years to come.

1.3 Strategic Objects and Aims

The objects of Spadesbourne Homes, as set out in the Articles of Association are to:

Undertake housing activities for commercial purposes and to carry on business as a general commercial company.

Spadesbourne Homes aims to:

- Provide good quality, well managed, private rented homes;
- Support the growing demand for a mix of housing tenures for residents in the District by providing additional private rented accommodation in an area where there is an undersupply of this tenure.
- Be a financially robust company, generating a profit to be used for the purpose of providing more housing and delivering financial returns to the shareholder.
- Stimulate local housing regeneration and partnership working

Our aim is to double stock size over the business plan period and seek to continue beyond the life of this business plan, providing innovative solutions to support the council's housing objectives. This could include acquisitions from local developments, forward transactions of housing from other developers, purchases from existing homeowners and any future joint venture partnerships.

The company will be financially robust, aiming to generate a small profit to be used for the purpose of providing more housing and where possible deliver financial returns to the shareholder.

1.4 Housing need in Bromsgrove District

The Housing and Economic Development Needs Assessment (HEDNA) was commissioned as part of the evidence base supporting the review of the District Councils Local Plan. Its purpose was to assess future need for, and supply of, housing and employment land in the district, over the plan period to 2040 and beyond. Analysis and the emerging plan had indicated a need for 383 per annum, new homes as a minimum over the local plan period (2023 - 2040). Following the introduction of mandatory housing targets by the Government this annual figure has increased to 713.

Therefore, to complement the work that the council is doing to increase the supply of housing, Spadesbourne Homes Limited will seek to address those with housing needs that can be met through additional private rented accommodation in Bromsgrove District.

1.5 Key Activities

Spadesbourne Homes undertakes the following activities:

- Actively exploring the market for acquisition opportunities from both the open sales market but also new housing developments within the area;
- Acquiring homes and land through purchase from the council.
- Exploring and securing grants, resources and wider opportunities to increase the quantum of homes that are delivered, thereby enabling it to make a positive impact upon Bromsgrove District's housing supply.
- Effectively managing its housing asset, ensuring a comprehensive schedule of planned maintenance
- Delivering management and repairs services to its tenants, to the highest possible standards and acting as an exemplar to other landlords in Bromsgrove, inspiring improved standards across rented homes of all types within the District.

- Promoting and raising the brand profile of Spadesbourne Homes to promote the benefits of quality and innovation in the delivery of homes to meet current and future housing need.

2. THE COMPANY STRUCTURE

Spadesbourne Homes will be operated through a Board of Directors. The Board will be responsible for ensuring effective delivery of the company objectives in accordance with this Business Plan. Day to day operations will be contracted to a Management Company. A Chair will be selected for the Board and the Chair will be the principal point of contact for the Board.

The council will have interests in the company through two roles:

- As sole shareholder
- As secured lender

The Company's board of Directors will be responsible for the delivery of the Company's business plan; the Council as shareholder will require performance and financial reporting in line with the usual expectations of a shareholder.

2.1 Governance arrangements

Spadesbourne Homes will have a board will be made up of a minimum of three members and strive to have at least one additional independent member who will bring relevant knowledge and experience in housing and other related disciplines.

Spadesbourne Homes will ensure that it has access to the appropriate advice and expertise, in financial management, contract management and housing development.

A range of supporting strategies and policies will be developed, so that the Company can comply with all of its legal obligations and to ensure clear frameworks for service delivery in line with its business plan, and its aims and objectives. The board will maintain and review all policies to ensure they remain up to date, legally compliant and relevant.

In terms of corporate infrastructure, the board will ensure that:

- Suitable office premises are made available for business activities
- ICT systems for data management and email (which will be fully compliant with all prevailing data protection legislation and statutory guidance).
- Appropriate insurance provision is made for:
 - Day to day operations of Spadesbourne Homes, including indemnity cover for staff and Directors
 - The protection of company assets, including its properties
 - Appropriate financial management systems are in place
 - Appropriate development management tools are available.

In terms of professional registrations, the board will be responsible for ensuring Spadesbourne Homes is registered appropriately with all statutory and trade bodies required to support the effective functioning of the company.

2.2 Decision Making

The Company's decision making will be overseen by the Board of Directors with day to day operations being delegated to a single Director. The board will establish systems of control (including functions that are reserved to the board) alongside performance and financial reporting arrangements which will operate on a regular basis, and in conjunction with advisers and officers, devise a comprehensive system of internal reporting at scheme, programme and company level.

The council's interests will be operated through two principal routes.

1. As **shareholder**, through a Shareholder Agreement, which sets out the basis for the investment into the company and the mechanism by which Spadesbourne Homes will report back to the council's appointed representative. The council will approve Spadesbourne Homes's Business Plan and changes to funding arrangements on an annual basis, as part of its own budget setting processes. Performance against the business plan will be reported to the council on a quarterly basis.
2. As **lender**, the council will agree the basis for loans to be made to the company, and the terms upon which those loans are made. A drawdown trajectory will be established and agreed annually in advance via the business plan and budget setting process. A mechanism to ensure flexibility in drawing funds whilst protecting the interests of the council will be established.

2.3 Auditing

The Board of Spadesbourne Homes will appoint an external auditor for the sign-off of annual accounts and to provide ad-hoc advice. The auditors will be agreed in consultation with the council.

As part of its due diligence the council and Board of Spadesbourne Homes will commission internal audits from time to time.

The Board will introduce a risk register, to support it in monitoring and managing the risks associated with all business activities proposed within this Business Plan.

Spadesbourne Homes will have a risk management approach that aims to promote a 'risk aware' culture which encourages the identification and assessment of risks on a programme level and then assigning ownership for mitigation. Regular risk reporting will operate, to include operational and strategic risk review meetings, aimed at setting out and monitoring the level of exposure on a programme level.

The risk register will reflect the main risks identified by the Board; these are risks which could hinder delivery of the proposed development programme or represent future financial or reputational risks to the council as funder and guarantor of any

funding of the development programme (and thereafter the new housing stock under management). The risk register will later form part of this Business Plan and as such will be approved by the shareholder committee. As such, monitoring and progress reports to the shareholder committee will include an update on the risk register as part of its monitoring and review process.

3. HOUSING DELIVERY

This Business Plan is based on an aim to double the stock to 74 homes in its first five years.

There will be various routes to achieving this target, including developing and acquiring homes. All potential acquisitions and developments will have gone through the council's Land and Building Assets Group where all options would have been considered for the sites

The growth programme is planned to commence in 2025/26.

4. OPERATIONS

4.1 Management of Properties

Principle Estate Management has been contracted to provide estate management and tenancy management services on behalf of Spadesbourne Homes. This contract was awarded for a two year period and future delivery of management services will be reviewed in line with stock increases.

4.2 Operational Support

The council will provide operational support for financial matters and ICT.

4.3 Development

Initial viability of potential developments will be assessed by the Board of Directors and subject to satisfactory viability appointment of external support will be required to deliver any development.

4.4 Rent Policy

The initial rent for a property will be assessed in conjunction with our letting agents to ensure the level is appropriate for the type and size of the property to ensure it reflects current market conditions. Rents will be reviewed on an annual basis in line with the current market conditions and rent increases will be capped at the October CPI level.

4.5 Allocations Policy

The following Initial Preference Criteria should be applied for the first Two weeks of advertising:

A Preferential Applicant is:

a person that is at least 18 years old and who is either:-

- (a) a key worker within the Bromsgrove District Council boundary e.g. nurse, police officer; (including any employed at the Worcestershire Hospital Trusts) or
- (b) is an ordinary resident within Bromsgrove District Council boundary; or
- (c) has a strong local connection with the administrative area of Bromsgrove District Council having regard to periods of residence in and family associations or a genuine need accepted by Spadesbourne Homes to reside in the administrative area of Bromsgrove District Council to obtain or retain employment in the locality or such other reason as Spadesbourne Homes considers appropriate; or
- (d) any other applicant including those who do not reside within the administrative area of Bromsgrove District Council, with preference to those have are, or have been serving, in His Majesty's Armed Forces, should no applicant who meets a, b or c above have an offer accepted within **a two week** period from the date of marketing the property.

Local Connection Criteria

In determining whether the household has a local connection the District, Spadesbourne Homes will agree a connection exists in the following circumstances;

- Where the local connection arises due to residency - applicant(s) must have lived in Bromsgrove District for a minimum period of two years or have resided in the District for three out of the last five years at the point of application.
- Where the local connection arises due to employment and the applicant(s) has been in permanent, paid employment in the District immediately prior to the application or the applicant(s) has a certified offer of employment in the District. *
- Where the applicant(s) has a close family member living in the District for a minimum period of three years, immediately prior to the application.**

*In determining permanent employment, we will give consideration to the Local Government Association guidelines which state that this is employment other than that of a casual nature and will include zero hours contracts.

**In determining close family member this applies to mean mother, father, sister, brother or adult child (aged 18 and over). Spadesbourne Homes have discretion to consider relationships outside of this definition in exceptional circumstances.

5. FINANCIAL STRATEGY

5.1 Financial Regulations

Awaiting Board Approval

5.2 Procurement Strategy

Awaiting Board Approval

5.3 Budgets

Spadesbourne Homes Ltd current financial accounting period is 1 October 2024 to 30 September 2025. The Board will make an application to alter the financial year to coincide with Bromsgrove District Council's financial year.

The budget below is for the financial year April 2025 to March 2026.

Spadesbourne Homes Ltd Budget 25/26

Income

Dwelling Rents	£400,200.00
Service Charges	£ 17,197.29
Total Income	£417,397.29

Expenditure

Principle Tenancy (6% rental income)	£ 24,012.00
Service Charges	£ 60,839.00
Bad Debt (1.7%)	£ 6,803.40
Void Loss (1%)	£ 4,002.00
Repairs (10%)	£ 40,020.00
Taxes, Rates & other charges	
Total Expenditure	£135,676.40
Gross Income	£281,720.89

The current rents are in the table below.

Postal Address		Property Type	Floor	Balcony	Rent
9	Burcot Close	3Bed Semi Detached Hse (Ensuite)		N/A	£1,350
10	Burcot Close	3Bed Semi Detached Hse (Ensuite)		N/A	£1,350
11	Burcot Close	3Bed Semi Detached Hse		N/A	£1,200
12	Burcot Close	3Bed Semi Detached Hse		N/A	£1,200
15	Burcot Close	3Bed Semi Detached Hse		N/A	£1,200
16	Burcot Close	3Bed Semi Detached Hse		N/A	£1,200
17	Burcot Close	2Bed Maisonette	GF	N/A	£995
18	Burcot Close	2Bed Maisonette	FF	N/A	£995
19	Burcot Close	2Bed Maisonette	GF	N/A	£995
20	Burcot Close	2Bed Maisonette	FF	N/A	£995
1	Allen Court	1Bed Apartment	GF	Juliette	£775
2	Allen Court	1Bed Apartment	GF	Balcony (large)	£850
3	Allen Court	1Bed Apartment	GF	Juliette	£775
4	Allen Court	1Bed Apartment	GF	Balcony	£800
5	Allen Court	1Bed Apartment	GF	Balcony	£800
10	Allen Court	1Bed Apartment	FF	Juliette	£775
11	Allen Court	1Bed Apartment	FF	Balcony (large)	£850
12	Allen Court	1Bed Apartment	FF	Juliette	£775
13	Allen Court	1Bed Apartment	FF	Balcony	£800
14	Allen Court	1Bed Apartment	FF	Juliette	£775
15	Allen Court	1Bed Apartment	FF	Balcony	£800
20	Allen Court	1Bed Apartment	SF	Juliette	£775
21	Allen Court	1Bed Apartment	SF	Balcony (large)	£850
22	Allen Court	1Bed Apartment	SF	Juliette	£775
23	Allen Court	1Bed Apartment	SF	Balcony	£800

24	Allen Court	1Bed Apartment	SF	Juliette	£775
25	Allen Court	1Bed Apartment	SF	Balcony	£800
30	Allen Court	1Bed Apartment	TF	Juliette	£800
31	Allen Court	1Bed Apartment	TF	Balcony (large)	£885
32	Allen Court	1Bed Apartment	TF	Juliette	£800
33	Allen Court	1Bed Apartment	TF	Balcony	£850
34	Allen Court	1Bed Apartment	TF	Juliette	£800
35	Allen Court	1Bed Apartment	TF	Balcony	£850
36	Allen Court	1Bed Apartment	TF	Juliette	£800
37	Allen Court	1Bed Apartment	TF	Balcony	£850
38	Allen Court	1Bed Apartment	TF	Juliette	£800
39	Allen Court	1Bed Apartment	TF	Balcony (large)	£885