



# MARA'S HOUSING CO-OPERATIVE LIMITED

## BUSINESS PLAN OUTLINE

### ABSTRACT

A fully-mutual Housing Co-operative with the goal of providing affordable housing for individuals, and event spaces and resources for local community groups.

Revision 1.0 – May, 2025.

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# 1. ABOUT US

Mara's Housing Co-operative unofficially began in 2023 as a community gardening project in Aberdeen, Scotland. This evolved over time into the fully-mutual housing co-operative that we are today.

With a diverse group of passionate and knowledgeable members who are well-integrated into the grassroots of Aberdeen, we plan to fund the purchase of a residential property within the city. This property will be used to provide housing to members and resources to community groups, and the property will be managed by its members and non-members who would like to volunteer to support us.

Some of the resources we intend to provide for our communities include:

- **Education.** Such as books, workshops, talks, and discussions.
- **Event spaces.** Communal spaces within the property to allow for events organised by the community to take place, free of charge.
- **Gardening facilities.** This could be performed by individuals and/or community groups who are interested in being involved.
- **Affordable accommodation.** The bedrooms within our property will be let out to members at an affordable rate.
- **Temporary accommodation.** Any rooms that aren't permanently occupied could be available for short-term use to those who need it.
- As the co-operative grows, we will use our surplus to improve our facilities and provide more support to our communities wherever possible.

## 1.1. BUSINESS STRUCTURE

We are a **not-for-profit fully-mutual housing co-operative**. This means that our co-op is collectively managed by its' members. Mara Co-operative's capital will not be the property of any individual member and will not be accessible by any member in the event that Mara Co-op ceases to exist. There is no way for members or non-members to buy decision-making power within the co-op, unless they become a member and purchase one share. Each member has one share of the co-op, and only one vote on decisions that require the agreement of the collective. For more details, see our FCA Rules.

In the event that we have a surplus of funds, it will be used to provide support to our community. This could be through the expansion of the co-operative (such as creating a tool-library or other facilities), or through providing financial assistance to other community groups, non-profits, or co-operatives who need it.

Anyone can become a member, and eventually tenant, at Mara's Housing Co-operative, insofar as they agree with our statement of values and abide by our safe spaces policies. Any community or activist group that also abides by our principles will also be welcome to utilise the space. There will be no mandatory costs associated with this.

We intend to receive community input on any actions we take that may impact those that utilise our facilities, and are developing an inclusive process to facilitate that.

## 1.2. AIMS & VALUES

Mara's Housing Co-operative is committed to the idea that people should be able to take part in shaping the world around them in ways that are meaningful to them. We recognise the strength that comes from diversity, and seek to empower those who are most vulnerable in society. We will prioritise accessibility into our spaces, and will fight to ensure inequality has no place within the community we are building. We want to bring people from all backgrounds together, as we understand that the struggles that each of us face are interconnected, and we benefit from understanding and empowering one another.

## 1.3. OUR MEMBERS

Mara's Housing Co-operative is constituted of extremely talented members who are professionals in several industries – such as conservation, sustainability, compliance, health & safety, and planning. Each member brings a unique skillset and their own connections to the grassroots and communities across Aberdeen and Shire. Our co-operative's members have years of collective experience in managing community organisations and projects, such as the Aberdeen Social Centre, which is a not-for-profit organisation which offers support and resources to community groups in Aberdeen and has been active since 2018. Some of our members have experience with worker's co-operatives, such as Krakatoa, a very successful tiki-inspired dive-bar in the city.

Our collective experience and connections make us the ideal group of individuals to organise and push forward the Mara's housing Co-operative project, and our skills as professionals allows us to support the development of the co-operative in a variety of ways which has already proven to be invaluable.

# 2. EXPENSES

Below is an outline of what costs we expect to encounter during the launch and maintenance of Mara Co-op. These are general figures, and the limitations of these estimates are laid out as clearly as possible.

## 2.1. DAY ONE COSTS

As we are based in Aberdeen, our expected costs here are in-line with the housing market today within the city. The housing market is currently in decline in Aberdeen, having dropped by around 4% since last year. Relatively speaking, the housing market in Aberdeen is much cheaper than most other cities in Scotland, with the average house price in 2025 being £134,000. However, as we require a larger property that will meet our needs, our property will likely cost more than this.

Having viewed a host of properties that meet our requirements over the past year, we can estimate that an ideal property for Mara Co-op will cost around £300,000. See below some examples of suitable property listings that we have viewed.

(£330,000) <https://www.aspc.co.uk/search/property/429971/129-Wellington-Road/Aberdeen/>

(£305,000) <https://www.aspc.co.uk/search/property/427340/The-Skala-Guest-House--2-Springbank-Place/Aberdeen/>

(£245,000) [https://www.rightmove.co.uk/properties/153439334#/?channel=RES\\_BUY](https://www.rightmove.co.uk/properties/153439334#/?channel=RES_BUY)

At the moment there appears to be a glut of ex-guest houses and care homes for sale in Aberdeen, at an affordable price range. These types of properties are an excellent foundation to build Mara Co-op from, as they are pre-equipped with much of the facilities that we would require to operate our housing co-operative. This would lead to a reduction in our day one costs. Many of these properties have had modifications in order to make them more accessible too, which is something we will be prioritising regardless.

For the purposes of this outline business plan, we will be using one of the for-sale properties, 2 Springbank Place (£305,000, see above) for calculating our expected costs, as it is a typical example property at our expected price range.

## DAY 1 EXPENDITURES

<b>Property purchase costs:</b>		<b>Amount (£)</b>
Purchase price of new property	Actual	£305,000
Land tax	Scotland	£23,150
<b>Total Day 1 costs for property purchase &gt;&gt;</b>		<b>£328,150</b>
<b>Start-up costs:</b>		
Legal fees (including legal charge)	Estimated	£5,000.00
Survey	Estimated	£1,500.00
Mortgage fees	Actual	£1,601.25
RR Loan fees	Actual	£350.00
Other Loan fees	Estimated	
Day 1 work	Estimated	£6,100.00
Initial purchases	Estimated	£2,000.00
Moving costs	Actual	£0.00
<b>Total Day 1 start-up cost &gt;&gt;</b>		<b>£16,551</b>
<b>Other purchases:</b>		
<b>Description</b>	<b>Cost (£)</b>	
	Estimated	
	Estimated	
	Estimated	
<b>Total other purchases &gt;&gt;</b>		<b>£0</b>
<b>Total day 1 costs &gt;&gt;</b>		<b>£344,701</b>

Table 1. Estimate of day 1 costs on the day that Mara Co-op purchase a property. For the purposes of this business plan, we are assuming that we were purchasing 2 Springbank Place at the asking price. Costs labelled "Actual" on this table are definitive values given this assumption, those labelled "Estimate" are estimated conservatively, taking values near the high-end of the expected costs.

As can be seen above (Table 1), our expected costs would total £344,701 on day one. Where precise values aren't available, we have estimated based on our research & communications. The estimates are consistently conservative, tending towards the high-end of the expected cost range. Some values, such as moving costs, are lower as we already have access to resources that will allow us to cut costs here. Where the exact numbers lie in this calculation will be different depending on the property (e.g. If we purchase a cheaper property that may require more day 1 work). However, this cost estimate is a benchmark that we can use to work out our ongoing costs, affordability, and required capital.

## 2.2. RUNNING COSTS

NEW house expenses					
1 rooms unoccupied for 6 months every year			Yearly	Monthly	Weekly
	Void	5%	£2,853.25	£237.77	£54.66
	House insurance	Estimated	£1,000.00	£83.33	£19.16
	Maintenance	Estimated	£3,050.00	£254.17	£58.43
	Council Tax	Estimated	£4,000.00	£333.33	£76.63
House expenses per period >>			£10,903.25	£908.60	£208.87
Admin expenses					
			Yearly	Monthly	Weekly
	Bank charges	Estimated	£0.00	£0.00	£0.00
	RR member payments	Skint	£613.40	£51.12	£11.75
	Accountant	Estimated	£300.00	£25.00	£5.75
Admin expenses per period >>			£913.40	£76.12	£17.50
Other expenses					
	Description		Yearly	Monthly	Weekly
	Utilities		£4,000.00	£333.33	£76.63
				£0.00	£0.00
				£0.00	£0.00
Other expenses per period >>			£4,000.00	£333.33	£76.63
TOTAL OUT per period >>			£15,816.65	£1,318.05	£303.00

Table 2. Estimate of ongoing running costs of the property. This includes maintenance of the property, tax, insurance, utilities, voids, and memberships. This does not include debt repayment.

As can be seen in table 2, our expected running costs would total about £15,816.65 annually, minus debt/loanstock repayments. These numbers are estimates based again on our research of the specific property and situation outlined in this business plan. Costs here are high-end estimates, and a further ~10% has been added onto these values to account for inaccuracies. The total cost also includes a void value of 5%. That extra 5% is to account for any period of time in which rooms in our property are unoccupied. A void of 5% equates to 1 of the 10 available rooms in the property being unoccupied for 6 months of each year. We feel that this is a reasonable estimate, as we are aware of many people who have expressed interest in staying at the property in future, and are currently collecting names of interested individuals into a petition as a proof of interest. Accountant fees are based on paying for accounting services from Catalyst Collective, A co-operative which specialises in supporting housing co-operatives. £300 is a typical high-end cost for their annual accounting services.

## 2.3. DEBT REPAYMENT

NEW Loans			
	Yearly	Monthly	Weekly
Mortgage	£20,630	£1,719	£395
Radical Routes loan	£1,832	£153	£35
Co-op and Communities Loan	£2,083	£174	£40
	£0	£0	£0
	£0	£0	£0
	£0	£0	£0
	£0	£0	£0
	£0	£0	£0
Loan repayments per period >>	£24,545	£2,045	£470

Table 3. Example of mortgage-type loan structure for Mara Co-op on day one of purchasing the property.

New Loanstock (day1)								
Estimated	Length [yrs]	Lender	Amount	Interest rate	Type	Monthly Cost	Yearly Cost	Total Cost
Estimated	5	Generic	£50,000	2.00%	compound	£920	£11,041	£55,204

Table 4. Example of loanstock accrued by Mara Co-op at the time of purchasing the property.

In order to accrue the required capital to purchase a property, we expect that Mara Co-op will need to borrow a portion of the funds in order to make the purchase, in the form of a mortgage, loanstocks, and loans from other co-operatives. Table 3 is an example of what our mortgage-type loan costs may look like, and Table 4 is an example of what our loanstock costs may look like. It is likely that these values will not be exactly what we end up with, however this is useful for the purposes of determining Mara Co-op's feasibility. For more details on this, see Startup Capital (Section 3.1.).

The largest regular expense Mara Co-operative will face is the Mortgage at ~£20,630 per year. In total, Mara Co-op's debt repayment cost is expected to cost ~£35,586 annually. This value does not directly relate to how much money we will be regularly repaying in reality, however, as loanstock is typically repaid in a lump sum once it matures. There is also the option to repay the interest on the loanstock annually, before repaying the initial sum once it matures. The strength of loanstock options is that it allows the co-op greater cashflow in the early years when it is most needed, and we are able to repay our loanstock once we are in a more secure position.



## 3. INCOME

Below is an outline of how we expect to accrue the funds required to launch and maintain Mara Co-op.

### 3.1. STARTUP CAPITAL

We will be utilising a variety of options in accruing the required funds in order to purchase a property and start up our housing co-operative. These include:

- **Membership Contributions.** Our members are in the process of agreeing on how much we are each able to contribute (donate) to this project financially. We estimate that approximately 10% of the startup costs will be covered by member contributions.
- **Donations.** Thanks to our connections within the grassroots community in Aberdeen, we understand that several individuals, organisations, and community groups have expressed an interest in supporting us financially through donations.
- **Grants.** There are several options, both locally and nationally, to receive grant funding for startup co-operatives which provide a community benefit. These include;
  - o Project Viability Grants (PVG) – up to £10,000
  - o William Grant Foundation – Up to £10,000
  - o Community Ownership Fund – Up to £2,000,000
- **Loanstock.** For people and organisations who may want to support us with more money than a donation, but would like to see the money returned to them in the future. We have been in contact with individuals and organisations across Aberdeen who have expressed an interest in supporting us in this way.
- **Mortgage.** That which will likely make up the bulk of our debt, depending on how much money we accrue before applying for a mortgage. There are several banks and building societies that are happy to provide mortgages for housing co-operatives. One of which includes Ecology Building Society, who we intend to get in touch with in due course.

- **Loans.** Organisations that we have been in communication with regarding long-term loans include Radical Routes and Co-operative and Community finance, both of which specialise in providing long-term loans to startup housing co-operatives.

The exact makeup of our startup capital will depend mostly on availability. For the purposes of our business plan, we have excluded any potential funding from grants or donations. This is to provide as conservative a business plan as possible, and to ensure that even in the worst case our co-operative remains feasible.

New Mortgage type loans										
Loan n°.	Agreed length [yrs]	Lender	Amount	Interest rate	fixed or variable rate?	Year 1 capital repayment holiday	Monthly repayment	Yearly repayment	Total repaid	Cumulative loan-to-value (LTV)
1	25	Mortgage	£213,500	8.50%	variable		£1,719	£20,630	£515,748	70%
2	25	Radical Routes loan	£30,500	3.50%	fixed		£153	£1,832	£45,807	80%
3	20	Co-op and Communities Loan	£20,000	8.50%	variable		£174	£2,083	£41,656	87%
4							£0	£0	£0	87%
5							£0	£0	£0	87%
6							£0	£0	£0	87%
7							£0	£0	£0	87%
8							£0	£0	£0	87%
Sub total			£264,000				£2,045	£24,545	£603,211	

Table 5. Examples of potential mortgage-type loans Mara Co-operative will utilise as startup capital.

The interest on loanstocks has been set to a 2% average (Table 4). An agreed length of 5 years repayment for loanstock is a minimum timeframe. We are interested in pursuing agreements that mature in closer to 10 years. While we believe that we will agree to many loanstocks at a lower rate and over longer timelines, again this is a reasonably conservative estimate for the purposes of feasibility.

Table 5 shows the mortgage-type loans we expect to utilise as startup capital. The interest rates on the Radical Routes & Co-op and Communities loans are based on conversations we have had with those organisations, and this is their typical rates as of May, 2025. The mortgage rate is a relatively high estimate of what we expect to be receiving.

## 3.2. OPERATING CAPITAL

ONGOING INCOMES					
NEW rental income					
House postcode		AB11 6LW			
LHA		£109.32			
Web address of property advert		<a href="https://www.mortgageandproperty.co.uk/property/2-springbank-place-F">https://www.mortgageandproperty.co.uk/property/2-springbank-place-F</a>			
	Rent per week (£)	# of rooms	Yearly	Monthly	Weekly
Rent level 1	£109.32	10	£57,065	£4,755	£1,093
Rent level 2			£0	£0	£0
Rent level 3			£0	£0	£0
Rent level 4			£0	£0	£0
Total # rent incomes >>		10			
Total new rental income per period >>			£57,065	£4,755	£1,093
Other income					
Description			Yearly	Monthly	Weekly
				£0	£0
				£0	£0
				£0	£0
Total other income per period >>			£0	£0	£0
TOTAL IN per period >>			£57,065	£4,755	£1,093

Table 6. Expected rental income from the property once purchased.

Table 6 shows the rental income that we expect to receive from the purchased property from day 1. The rental price of £109.32 per week includes all utilities and council tax. This value was chosen so that it was in line with Aberdeen City Council's Local Housing Allowance. This is to ensure that our property is accessible to people who are disabled or unable to work due to long-term health conditions. This price also happens to be notably cheaper than the average rental price for a one-bedroom flat in Aberdeen as of April 2025 (£587pcm, not including utilities), while also being affordable for the co-operative. This also allows us to meet our aims and values of offering affordable housing to people living in Aberdeen.

Rental prices are rising in Aberdeen at the moment, with one-bedroom property rentals increasing in cost by 5.7% last year. However, the cost of purchasing a property is decreasing as mentioned previous. This puts us in a position where we can offer highly competitive rates to members while remaining feasible financially.

Other potential income sources have been left empty in this section. This is because, while we expect to receive donations from community groups and individuals who utilise our space, we want to ensure that the co-operative is financially feasible and not dependant upon unreliable sources of income such as donations, that will likely fluctuate massively week-to-week

## 4. SURPLUS & FORECAST

### Year 1 Breakdown

	MONTH	1	2	3	4	5	6	7	8	9	10	11	12	Total
<b>MONEY IN</b>														
Day 1 income														
New mortgage type loans		£264,000												£264,000
New loan stock		£50,000												£50,000
Cash in the bank		£40,000												£40,000
Other (e.g. fund-raising)		£0												£0
<b>New property</b>														
Rent level 1	10	£4,755	10	£4,755	10	£4,755	10	£4,755	10	£4,755	10	£4,755	10	£4,755
Rent level 2		£0		£0		£0		£0		£0		£0		£0
Rent level 3		£0		£0		£0		£0		£0		£0		£0
Rent level 4		£0		£0		£0		£0		£0		£0		£0
Total rent		£4,755		£4,755		£4,755		£4,755		£4,755		£4,755		£4,755
<b>Other</b>														
Other		£0		£0		£0		£0		£0		£0		£0
<b>TOTAL IN</b>	<b>MONTH</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Total</b>
<b>MONEY OUT</b>														
Day 1 cost		£344,701												£344,701
Property purchase		£328,150												£328,150
Start-up cost		£16,551												£16,551
Other purchase		£0												£0
<b>House expenses</b>														
House insurance		£1,388	£588	£588	£588	£588	£588	£588	£588	£588	£588	£588	£588	£7,890
Maintenance		£800												£800
Council Tax		£254	£254	£254	£254	£254	£254	£254	£254	£254	£254	£254	£254	£3,050
		£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£4,000
<b>Admin expenses</b>														
Bank charges		£0	£0	£153	£0	£0	£153	£0	£0	£153	£0	£0	£453	£913
RR member payments				£153			£153			£153			£153	£613
Accountant												£300		£300
Other		£333	£333	£333	£333	£333	£333	£333	£333	£333	£333	£333		£3,667
Loan repayments		£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£24,545
Mortgage repayments		£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£2,045	£24,545
Loanstock repayments													£0	£0
<b>TOTAL OUT</b>	<b>MONTH</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Total</b>
<b>SURPLUS</b>		<b>£10,288</b>	<b>£1,789</b>	<b>£1,636</b>	<b>£1,789</b>	<b>£1,789</b>	<b>£1,636</b>	<b>£1,789</b>	<b>£1,789</b>	<b>£1,636</b>	<b>£1,789</b>	<b>£1,789</b>	<b>£1,669</b>	<b>£29,389</b>
<b>BALANCE</b>		<b>£10,288</b>	<b>£12,077</b>	<b>£13,713</b>	<b>£15,502</b>	<b>£17,291</b>	<b>£18,927</b>	<b>£20,716</b>	<b>£22,505</b>	<b>£24,141</b>	<b>£25,930</b>	<b>£27,720</b>	<b>£29,389</b>	

Table 7. Year 1 breakdown of all income and expenses.

	YEAR	1	2	3	4	5	6	7	8	9	10
<b>MONEY IN</b>											
Cash in bank		£40,000									
Mortgage type loans		£264,000	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loanstock in		£50,000	£0	£0	£0	£0	£0	£0	£0	£0	£0
Rental income		£57,065	£58,777	£60,540	£62,357	£64,227	£66,154	£68,139	£70,183	£72,288	£74,457
Other ongoing income		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Bank interest			£0	£0	£0	£0	£0	£0	£0	£0	£0
Any other money in											
<b>TOTAL IN</b>		<b>£411,065</b>	<b>£58,777</b>	<b>£60,540</b>	<b>£62,357</b>	<b>£64,227</b>	<b>£66,154</b>	<b>£68,139</b>	<b>£70,183</b>	<b>£72,288</b>	<b>£74,457</b>
	YEAR	1	2	3	4	5	6	7	8	9	10
<b>MONEY OUT</b>											
<b>Day 1 expenses</b>		<b>£344,701</b>									
Property purchase		£328,150									
Start-up cost		£16,551									
Other purchase		£0									
<b>House expenses</b>		<b>£7,850</b>	<b>£11,024</b>	<b>£11,355</b>	<b>£11,696</b>	<b>£12,047</b>	<b>£12,408</b>	<b>£12,780</b>	<b>£13,164</b>	<b>£13,559</b>	<b>£44,951</b>
Void			£2,939	£3,027	£3,118	£3,211	£3,308	£3,407	£3,509	£3,614	£3,723
Extraordinary maintenance											£30,985
House insurance		£800	£824	£849	£874	£900	£927	£955	£984	£1,013	£1,044
Maintenance		£3,050	£3,142	£3,236	£3,333	£3,433	£3,536	£3,642	£3,751	£3,864	£3,980
Council Tax		£4,000	£4,120	£4,244	£4,371	£4,502	£4,637	£4,776	£4,919	£5,067	£5,219
<b>Admin expenses</b>		<b>£913</b>	<b>£941</b>	<b>£969</b>	<b>£998</b>	<b>£1,028</b>	<b>£1,059</b>	<b>£1,091</b>	<b>£1,123</b>	<b>£1,157</b>	<b>£1,192</b>
Bank charges		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
RR member payments		£613	£632	£651	£670	£690	£711	£732	£754	£777	£800
Accountant		£300	£309	£318	£328	£338	£348	£358	£369	£380	£391
<b>Other expenses</b>		<b>£3,667</b>	<b>£4,120</b>	<b>£4,244</b>	<b>£4,371</b>	<b>£4,502</b>	<b>£4,637</b>	<b>£4,776</b>	<b>£4,919</b>	<b>£5,067</b>	<b>£5,219</b>
Other ongoing expenses		£3,667	£4,120	£4,244	£4,371	£4,502	£4,637	£4,776	£4,919	£5,067	£5,219
Any other money out											
<b>New loans</b>		<b>£24,545</b>	<b>£25,469</b>	<b>£26,200</b>	<b>£26,739</b>	<b>£27,269</b>	<b>£27,787</b>	<b>£28,292</b>	<b>£28,785</b>	<b>£29,264</b>	<b>£29,727</b>
Mortgage		£20,630	£21,480	£22,153	£22,650	£23,139	£23,617	£24,085	£24,542	£24,986	£25,417
Radical Routes loan		£1,832	£1,832	£1,832	£1,832	£1,832	£1,832	£1,832	£1,832	£1,832	£1,832
Co-op and Communities Loan		£2,083	£2,157	£2,215	£2,257	£2,298	£2,337	£2,375	£2,411	£2,445	£2,478
<b>Future loans</b>		<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>OPERATING CASH SURPLUS</b>		<b>£20,090</b>	<b>£17,223</b>	<b>£17,773</b>	<b>£18,552</b>	<b>£19,382</b>	<b>£20,264</b>	<b>£21,199</b>	<b>£22,191</b>	<b>£23,242</b>	<b>£6,632</b>
<b>Early capital repayment (re-mortgaging)</b>		<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>Loanstock repayment</b>		<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£55,204</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
From existing		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
From Day 1		£0	£0	£0	£0	£55,204	£0	£0	£0	£0	£0
From refinancing		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>TOTAL OUT</b>		<b>£381,676</b>	<b>£41,554</b>	<b>£42,768</b>	<b>£43,804</b>	<b>£100,049</b>	<b>£45,891</b>	<b>£46,940</b>	<b>£47,992</b>	<b>£49,047</b>	<b>£81,089</b>
	YEAR	1	2	3	4	5	6	7	8	9	10
<b>CASH SURPLUS</b>		<b>£29,389</b>	<b>£17,223</b>	<b>£17,773</b>	<b>£18,552</b>	<b>£35,822</b>	<b>£20,264</b>	<b>£21,199</b>	<b>£22,191</b>	<b>£23,242</b>	<b>£6,632</b>
<b>BANK BALANCE (Year end)</b>		<b>£29,389</b>	<b>£46,612</b>	<b>£64,384</b>	<b>£82,937</b>	<b>£47,115</b>	<b>£67,378</b>	<b>£88,577</b>	<b>£110,768</b>	<b>£134,010</b>	<b>£127,379</b>

Table 8. 10-year breakdown of all income and expenses.

As can be seen from our year 1 breakdown (Table 7) and our 10-year breakdown (Table 8), our co-operative is financially feasible based on this outline business plan. With our surplus on end of year 1 being £29,389. While year 1's surplus will vary depending on the funds we manage to accrue on day 1, each year after that continues to show a healthy operating surplus of around 30%. Of course, a significant portion of this surplus will be used to repay our loanstock. Year 5 shows a negative cash surplus to account for the loanstock repayments, however the bank balance we are able to accrue in that time is more than enough to account for that, with £47,115 left to spare.

This business plan shows that Mara's Housing Co-operative's goal to attain a collectively owned and managed property is feasible financially, given relatively conservative parameters. And even with those parameters, we are able to develop a healthy surplus to account for unexpected costs not currently accounted for in our business plan.

## 5. ECONOMIC CONDITIONS

The housing market is always fluctuating, as is the nations financial situation re: interest rates. These no-doubt have the potential to impact our business plan.

We are accounting for this risk by paying close attention to market conditions over time, and are relieved to see that interest rates and house prices continue to fall in Aberdeen. In order to minimise the risk of market conditions changing in a way that is not in our favour, we intend to increase the pace in which we develop this project. We hope to be in a position to purchase a property sometime in the first half of 2026.

The nature of our co-operative means that both in the fundraising stage and once we have purchased a property, we are more resilient to market conditions than many. As much of our funding will come from membership donations, loanstock on a fixed rate, and a loan from Radical Routes which is also a fixed rate, we will be less impacted by movements in inflation than we otherwise might be. Any grant money we are able to access will also spare us the effects of changing market conditions. This is not to understate the effect that changing market conditions could have on our mortgage rate and our loans.

Once established, the vast majority of our income will come from rent. We will be increasing rents annually alongside inflation where possible, which will mitigate some of the damage caused by changing market conditions.