

LANDLORD BUSINESS PLAN - Appendix B

<u>Revenue Account</u>	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	TOTAL £'000s
Income	(28,924)	(28,729)	(28,480)	(28,357)	(28,923)	(29,500)	(172,912)
Expenditure	19,494	16,891	16,518	14,781	14,869	16,478	99,030
Net Operating Expenditure	(9,430)	(11,838)	(11,961)	(13,576)	(14,054)	(13,022)	(73,881)
Interest payments	4,067	4,292	4,491	4,568	5,250	5,434	28,102
Debt Repayment	0	1,460	1,580	2,850	3,840	1,508	11,238
Net surplus	(5,363)	(6,086)	(5,890)	(6,158)	(4,964)	(6,080)	(34,541)
<u>Memorandum</u>							
<u>Independent Living Development Reserve</u>							
Balance Brought Forward	(6,472)	(11,377)	(8,148)	(3,944)	0	0	
Contribution to Reserve (from Net Surplus)	(5,200)	(5,957)	(5,791)	(6,056)	0	0	(23,004)
Contribution from Reserve (to fund expenditure)	295	9,186	9,995	10,000	0	0	
Balance Carried Forward	(11,377)	(8,148)	(3,944)	0	0	0	
<u>Strategic Reserve</u>							
Balance Brought Forward	(7,133)	(5,403)	(3,255)	(3,242)	(3,048)	(2,697)	
Contribution to Reserve (from Net Surplus)	(163)	(129)	(99)	(102)	(4,964)	(6,080)	(11,537)
Contribution from Reserve (to fund expenditure)	1,893	2,277	112	296	5,315	5,326	
Balance Carried Forward	(5,403)	(3,255)	(3,242)	(3,048)	(2,697)	(3,451)	
<u>Major Repairs Reserve</u>							
Balance Carried Forward	(200)	(200)	(200)	(200)	(200)	(200)	
<u>HRA Balances</u>							
Balanced Carried Forward	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	
							(34,541)
<u>Unapplied HRA Capital Receipts</u>							
Unapplied Capital Receipts b/fwd	(3,351)	(2,751)	(251)	(191)	(2,054)	(1,186)	
Contribution (to) Capital Receipts	(3,400)	(1,500)	(4,140)	(8,140)	(5,500)	(6,300)	(28,980)
Use of Capital Receipts	4,000	4,000	4,200	6,277	6,368	5,000	
Unapplied Capital Receipts c/fwd	(2,751)	(251)	(191)	(2,054)	(1,186)	(2,486)	
<u>Capital Programme</u>							
Independent Living Development	295	9,186	9,995	10,000	0	0	29,476
Stock Protection & Other New Build/Regeneration	11,014	8,722	6,298	6,573	11,683	11,839	56,129
Total Capital programme	11,309	17,908	16,293	16,573	11,683	11,839	85,605
Financed by:							
Capital Receipts	4,000	4,000	4,200	6,277	6,368	5,000	29,845
Revenue Contributions	5,121	2,445	1,986	0	0	1,513	11,065
Contributions from Reserves	2,188	11,463	10,107	10,296	5,315	5,326	44,695
Total Capital programme	11,309	17,908	16,293	16,573	11,683	11,839	85,605