

LANDLORD BUSINESS PLAN

<u>Revenue Account</u>	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL
	£'000s						
Income	(28,639)	(28,457)	(28,372)	(29,009)	(29,588)	(30,179)	(174,244)
Expenditure	17,051	17,025	15,094	15,109	16,814	18,548	99,642
Net Operating Expenditure	(11,588)	(11,432)	(13,278)	(13,900)	(12,774)	(11,631)	(74,603)
Interest payments	3,941	3,934	3,926	3,958	5,434	5,301	26,494
Debt Repayment	1,460	1,580	2,850	3,840	3,808	4,130	17,669
Net surplus	(6,187)	(5,918)	(6,503)	(6,101)	(3,531)	(2,200)	(30,440)
<u>Memorandum</u>							
<u>Independent Living Development Reserve</u>							
Balance Brought Forward	(13,778)	(17,574)	(9,707)	(3,111)	0	0	
Contribution to Reserve (from Net Surplus)	(5,796)	(3,133)	(2,404)	(4,889)	0	0	(16,222)
Contribution from Reserve (to fund expenditure)	2,000	11,000	9,000	8,000	0	0	
Balance Carried Forward	(17,574)	(9,707)	(3,111)	0	0	0	
<u>Strategic Reserve</u>							
Balance Brought Forward	(3,666)	(2,051)	(1,347)	(3,038)	(3,396)	(6,601)	
Contribution to Reserve (from Net Surplus)	(391)	(2,785)	(4,099)	(1,212)	(3,531)	(2,200)	(14,218)
Contribution from Reserve (to fund expenditure)	2,006	3,489	2,408	854	326	1,828	
Balance Carried Forward	(2,051)	(1,347)	(3,038)	(3,396)	(6,601)	(6,973)	
<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)	
							(30,440)
<u>Unapplied HRA Capital Receipts</u>							
Unapplied Capital Receipts b/fwd	(4,896)	(2,896)	(136)	(422)	(7,619)	(3,719)	
Contribution (to) Capital Receipts	(2,000)	(2,000)	(10,500)	(13,500)	(1,100)	(1,100)	(30,200)
Use of Capital Receipts	4,000	4,760	10,214	6,303	5,000	2,500	
Unapplied Capital Receipts c/fwd	(2,896)	(136)	(422)	(7,619)	(3,719)	(2,319)	
<u>Capital Programme</u>							
Independent Living Development	2,000	11,000	9,000	8,000	0	0	30,000
Stock Protection & Other New Build/Regeneration	8,333	10,319	12,622	7,157	6,886	7,571	52,888
Total Capital programme	10,333	21,319	21,622	15,157	6,886	7,571	82,888
Financed by:							
Capital Receipts	4,000	4,760	10,214	6,303	5,000	2,500	32,777
Revenue Contributions	2,327	2,070	0	0	1,560	3,243	9,200
Contributions from Reserves	4,006	14,489	11,408	8,854	326	1,828	40,911
Total Capital programme	10,333	21,319	21,622	15,157	6,886	7,571	82,888