

LANDLORD BUSINESS PLAN

| <u>Revenue Account</u> | 2017/18 £'000s | 2018/19 £'000s | 2019/20 £'000s | 2020/21 £'000s | 2021/22 £'000s | 2022/23 £'000s | TOTAL £'000s |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|
| Income | (28,639) | (28,457) | (28,372) | (29,009) | (29,588) | (30,179) | (174,244) |
| Expenditure | 17,123 | 17,430 | 15,533 | 15,249 | 16,958 | 18,695 | 100,989 |
| Net Operating Expenditure | (11,516) | (11,027) | (12,839) | (13,759) | (12,630) | (11,485) | (73,255) |
| Interest payments | 3,941 | 3,934 | 3,926 | 3,958 | 5,434 | 5,306 | 26,499 |
| Debt Repayment | 1,460 | 1,580 | 2,850 | 3,840 | 3,665 | 3,979 | 17,373 |
| Net surplus | (6,115) | (5,513) | (6,063) | (5,961) | (3,531) | (2,200) | (29,383) |
| <u>Memorandum</u> | | | | | | | |
| <u>Independent Living Development Reserve</u> | | | | | | | |
| Balance Brought Forward | (13,778) | (17,574) | (9,707) | (3,111) | 0 | 0 | (16,222) |
| Contribution to Reserve (from Net Surplus) | (5,796) | (3,133) | (2,404) | (4,889) | 0 | 0 | |
| 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) | (1,979) | (870) | (2,121) | (2,339) | (5,544) | (13,161) |
| Contribution to Reserve (from Net Surplus) | (319) | (2,380) | (3,659) | (1,072) | (3,531) | (2,200) | |
| Contribution from Reserve (to fund expenditure) | 2,006 | 3,489 | 2,408 | 854 | 326 | 1,828 | |
| Balance Carried Forward | (1,979) | (870) | (2,121) | (2,339) | (5,544) | (5,916) | |
| <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) | |
| | | | | | | | (29,383) |
| <u>Unapplied HRA Capital Receipts</u> | | | | | | | |
| Unapplied Capital Receipts b/fwd | (4,896) | (2,896) | (136) | (422) | (7,619) | (3,719) | (30,200) |
| Contribution (to) Capital Receipts | (2,000) | (2,000) | (10,500) | (13,500) | (1,100) | (1,100) | |
| 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 | 10,619 | 12,922 | 7,157 | 6,886 | 7,571 | 53,488 |
| Total Capital programme | 10,333 | 21,619 | 21,922 | 15,157 | 6,886 | 7,571 | 83,488 |
| <u>Financed by:</u> | | | | | | | |
| Capital Receipts | 4,000 | 4,760 | 10,214 | 6,303 | 5,000 | 2,500 | 32,777 |
| Revenue Contributions | 2,327 | 2,370 | 300 | 0 | 1,560 | 3,243 | 9,800 |
| Contributions from Reserves | 4,006 | 14,489 | 11,408 | 8,854 | 326 | 1,828 | 40,911 |
| Total Capital programme | 10,333 | 21,619 | 21,922 | 15,157 | 6,886 | 7,571 | 83,488 |