

LANDLORD SERVICE BUSINESS PLAN

<u>Revenue Account</u>	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022-42	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Income		-25,420	-26,685	-27,969	-29,319	-30,374	-31,467	-32,552	-33,677	-34,888	-36,141	-1,056,768	-1,365,260
Expenditure													
Housing Management		4,255	4,404	4,558	4,718	4,883	5,054	5,230	5,414	5,603	5,799	169,737	
Asset Management		864	894	926	958	991	1,026	1,062	1,099	1,138	1,178	34,466	
Corporate Services		1,272	1,317	1,363	1,410	1,460	1,511	1,564	1,618	1,675	1,734	50,742	
Maintenance		4,681	4,876	5,046	5,223	5,406	5,595	5,791	5,993	6,203	6,420	187,916	
Debt Related Costs		169	175	181	187	194	201	208	215	223	230	6,742	
Revenue Contribution to Capital Outlay (RCCO)/depreciation		5,942	6,157	5,839	6,050	6,269	6,495	6,729	6,972	7,223	7,483	220,868	
Landlord Service Efficiency Programme		-400	-414	-428	-443	-459	-475	-492	-509	-527	-545	-15,957	
Total Expenditure		16,783	17,408	17,483	18,102	18,743	19,406	20,092	20,802	21,538	22,298	654,514	847,170
Net Operating Expenditure		-8,637	-9,276	-10,486	-11,217	-11,631	-12,061	-12,460	-12,875	-13,350	-13,843	-402,254	-518,090
Interest repayment		4,739	5,488	6,234	6,955	7,667	7,627	7,568	7,493	7,399	7,282	76,343	144,794
Principal repayment/set aside		1,149	942	1,306	1,213	809	1,168	1,511	1,883	2,331	2,813	142,827	157,951
Net surplus		-2,750	-2,846	-2,946	-3,049	-3,156	-3,266	-3,380	-3,499	-3,621	-3,748	-183,084	-215,345
Memorandum													
Debt Repayment Profile													
Capital Financing Requirement (CFR) b/fwd	-7,739	157,951	156,802	155,860	154,554	153,342	152,533	151,365	149,854	147,971	145,640	142,827	
Increase in CFR (borrowing)	165,690	0	0	0	0	0	0	0	0	0	0	0	
Reduction in CFR (principal repayment/set aside)	0	-1,149	-942	-1,306	-1,213	-809	-1,168	-1,511	-1,883	-2,331	-2,813	-142,827	
CFR c/fwd	157,951	156,802	155,860	154,554	153,342	152,533	151,365	149,854	147,971	145,640	142,827	0	
Sheltered Housing Re provision/Development of Asset Management Earmarked Reserve													
Balance Brought Forward		0	-2,750	-1,471	-292	-3,341	-6,497	-5,263	-4,143	-7,642	-11,263	-10,261	
Contribution to Reserve (from Net Surplus)		-2,750	-2,846	-2,946	-3,049	-3,156	-3,266	-3,380	-3,499	-3,621	-3,748	-109,701	-141,962
Contribution from Reserve (to fund expenditure)		0	4,125	4,125	0	0	4,500	4,500	0	0	4,750	106,250	
Balance Carried Forward		-2,750	-1,471	-292	-3,341	-6,497	-5,263	-4,143	-7,642	-11,263	-10,261	-13,712	
HRA General Reserve													
Balance Brought Forward		-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	
Contribution (to)/from Reserve		0	0	0	0	0	0	0	0	0	0	-73,383	-73,383
Balanced Carried Forward		-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-3,702	-77,085	
													-215,345
Capital Programme													
Existing HRA Programme		6,142	6,357	6,039	6,250	6,469	6,695	6,929	7,172	7,423	7,683	224,868	292,025
Sheltered Housing Re provision/Development of Asset Management		0	4,125	4,125	0	0	4,500	4,500	0	0	4,750	106,250	128,250
Total Capital programme		6,142	10,482	10,164	6,250	6,469	11,195	11,429	7,172	7,423	12,433	331,118	420,275
Financed by:													
Capital Receipts		200	200	200	200	200	200	200	200	200	200	4,000	6,000
Revenue Contributions		5,942	6,157	5,839	6,050	6,269	6,495	6,729	6,972	7,223	7,483	220,868	286,025
Sheltered Housing Reserve		0	4,125	4,125	0	0	4,500	4,500	0	0	4,750	106,250	128,250
Total Capital programme		6,142	10,482	10,164	6,250	6,469	11,195	11,429	7,172	7,423	12,433	331,118	420,275