

## LANDLORD BUSINESS PLAN

<b><u>Revenue Account</u></b>	2015/16 £'000s	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	TOTAL £'000s
<b>Income</b>	<b>(29,633)</b>	<b>(30,679)</b>	<b>(31,725)</b>	<b>(32,806)</b>	<b>(33,951)</b>	<b>(35,136)</b>	<b>(193,931)</b>
<b>Expenditure</b>	<b>18,959</b>	<b>19,274</b>	<b>20,675</b>	<b>18,232</b>	<b>19,277</b>	<b>21,983</b>	<b>118,399</b>
<b>Net Operating Expenditure</b>	<b>(10,675)</b>	<b>(11,405)</b>	<b>(11,050)</b>	<b>(14,575)</b>	<b>(14,674)</b>	<b>(13,153)</b>	<b>(75,531)</b>
Interest payments	4,166	4,391	4,503	4,575	4,752	5,251	27,638
Debt Repayment	0	0	1,460	1,575	2,849	3,840	9,724
<b>Net surplus</b>	<b>(6,509)</b>	<b>(7,014)</b>	<b>(5,087)</b>	<b>(8,425)</b>	<b>(7,073)</b>	<b>(4,063)</b>	<b>(38,170)</b>
<b><u>Memorandum</u></b>							
<b><u>Independent Living Development Reserve</u></b>							
<b>Balance Brought Forward</b>	<b>(9,177)</b>	<b>(11,511)</b>	<b>(4,687)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	
Contribution to Reserve (from Net Surplus)	(6,509)	(6,176)	(4,813)	(3,501)	0	0	(20,998)
Contribution from Reserve (to fund expenditure)	4,175	13,000	9,500	3,500	0	0	
<b>Balance Carried Forward</b>	<b>(11,511)</b>	<b>(4,687)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	
<b><u>Strategic Reserve</u></b>							
<b>Balance Brought Forward</b>	<b>(5,336)</b>	<b>(1,468)</b>	<b>(300)</b>	<b>(400)</b>	<b>0</b>	<b>(1,624)</b>	
Contribution to Reserve (from Net Surplus)	0	(838)	(274)	(4,924)	(7,073)	(4,063)	(17,172)
Contribution from Reserve (to fund expenditure)	3,868	2,006	174	5,324	5,449	5,526	
<b>Balance Carried Forward</b>	<b>(1,468)</b>	<b>(300)</b>	<b>(400)</b>	<b>0</b>	<b>(1,624)</b>	<b>(161)</b>	
<b><u>Major Repairs Reserve</u></b>							
<b>Balance Carried Forward</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	
<b><u>HRA Balances</u></b>							
<b>Balanced Carried Forward</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	
							<b>(38,170)</b>
<b><u>Unapplied HRA Capital Receipts</u></b>							
<b>Unapplied Capital Receipts b/fwd</b>	<b>(3,146)</b>	<b>(3,046)</b>	<b>(1,846)</b>	<b>0</b>	<b>(200)</b>	<b>(200)</b>	
Contribution (to) Capital Receipts	(3,500)	(3,800)	(2,654)	(4,700)	(3,000)	(1,000)	(18,654)
Use of Capital Receipts	3,600	5,000	4,500	4,500	3,000	1,000	
<b>Unapplied Capital Receipts c/fwd</b>	<b>(3,046)</b>	<b>(1,846)</b>	<b>0</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	
<b><u>Capital Programme</u></b>							
Existing HRA Programme	12,770	11,910	10,944	13,838	13,327	13,680	76,469
Independent Living Development	4,175	13,000	9,500	3,500	0	0	30,175
<b>Total Capital programme</b>	<b>16,945</b>	<b>24,910</b>	<b>20,444</b>	<b>17,338</b>	<b>13,327</b>	<b>13,680</b>	<b>106,644</b>
<b>Financed by:</b>							
Capital Receipts	3,600	5,000	4,500	4,500	3,000	1,000	21,600
Revenue Contributions	5,302	4,904	6,270	4,014	4,878	7,154	32,522
Contributions from Reserves	8,043	15,006	9,674	8,824	5,449	5,526	52,522
<b>Total Capital programme</b>	<b>16,945</b>	<b>24,910</b>	<b>20,444</b>	<b>17,338</b>	<b>13,327</b>	<b>13,680</b>	<b>106,644</b>