

LANDLORD BUSINESS PLAN

<u>Revenue Account</u>	2015/16 £'000s	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	TOTAL £'000s
Income	(29,633)	(30,679)	(31,725)	(32,806)	(33,951)	(35,136)	(193,931)
Expenditure	18,959	19,274	20,675	18,232	19,277	21,983	118,399
Net Operating Expenditure	(10,675)	(11,405)	(11,050)	(14,575)	(14,674)	(13,153)	(75,531)
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
Net surplus	(6,509)	(7,014)	(5,087)	(8,425)	(7,073)	(4,063)	(38,170)
<u>Memorandum</u>							
<u>Independent Living Development Reserve</u>							
Balance Brought Forward	(9,177)	(11,511)	(4,687)	0	(0)	(0)	
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	
Balance Carried Forward	(11,511)	(4,687)	0	(0)	(0)	(0)	
<u>Strategic Reserve</u>							
Balance Brought Forward	(5,336)	(1,468)	(300)	(400)	0	(1,624)	
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	
Balance Carried Forward	(1,468)	(300)	(400)	0	(1,624)	(161)	
<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)	
							(38,170)
<u>Unapplied HRA Capital Receipts</u>							
Unapplied Capital Receipts b/fwd	(3,146)	(3,046)	(1,846)	0	(200)	(200)	
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	
Unapplied Capital Receipts c/fwd	(3,046)	(1,846)	0	(200)	(200)	(200)	
<u>Capital Programme</u>							
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
Total Capital programme	16,945	24,910	20,444	17,338	13,327	13,680	106,644
Financed by:							
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
Total Capital programme	16,945	24,910	20,444	17,338	13,327	13,680	106,644