

LANDLORD BUSINESS PLAN

<u>Revenue Account</u>	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Income	(28,669)	(29,536)	(30,842)	(32,147)	(33,233)	(34,356)	(188,782)
Expenditure	17,915	18,495	18,551	19,000	19,135	19,647	112,744
Net Operating Expenditure	(10,753)	(11,041)	(12,290)	(13,147)	(14,097)	(14,709)	(76,038)
Interest payments	4,053	4,051	4,049	4,100	4,887	5,571	26,711
Debt Repayment	200	300	500	1,000	3,711	4,137	9,848
Net surplus	(6,501)	(6,690)	(7,741)	(8,047)	(5,500)	(5,000)	(39,479)
<u>Memorandum</u>							
<u>Independent Living Development Reserve</u>							
Balance Brought Forward	(18,694)	(19,068)	(3,442)	0	0	0	
Contribution to Reserve (from Net Surplus)	(1,156)	(374)	(5,771)	(1,500)	0	0	(8,801)
Contribution from Reserve (to fund expenditure)	782	16,000	9,212	1,500	0	0	
Balance Carried Forward	(19,068)	(3,442)	0	0	0	0	
<u>Strategic Reserve</u>							
Balance Brought Forward	(5,999)	(467)	(1,681)	(445)	(3,324)	(3,998)	
Contribution to Reserve (from Net Surplus)	(5,345)	(6,316)	(1,970)	(6,547)	(5,500)	(5,000)	(30,678)
Contribution from Reserve (to fund expenditure)	10,877	5,102	3,206	3,668	4,826	5,498	
Balance Carried Forward	(467)	(1,681)	(445)	(3,324)	(3,998)	(3,500)	
<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)	
							(39,479)
<u>Unapplied HRA Capital Receipts</u>							
Unapplied Capital Receipts b/fwd	(5,474)	(2,851)	(600)	(2,962)	(15,027)	(13,777)	
Contribution (to) Capital Receipts	(2,750)	(2,750)	(13,790)	(16,565)	(2,750)	(2,750)	(41,355)
Use of Capital Receipts	5,373	5,001	11,428	4,500	4,000	4,000	
Unapplied Capital Receipts c/fwd	(2,851)	(600)	(2,962)	(15,027)	(13,777)	(12,527)	
<u>Capital Programme</u>							
Independent Living Development	782	16,000	9,212	1,500	0	0	27,494
Stock Protection & Other New Build/Regeneration	19,404	12,348	16,434	10,066	10,436	11,051	79,739
Total Capital programme	20,186	28,348	25,646	11,566	10,436	11,051	107,233
Financed by:							
Capital Receipts	5,373	5,001	11,428	4,500	4,000	4,000	34,302
Revenue Contributions	3,154	2,245	1,800	1,898	1,610	1,553	12,260
Contributions from Reserves	11,659	21,102	12,418	5,168	4,826	5,498	60,671
Total Capital programme	20,186	28,348	25,646	11,566	10,436	11,051	107,233