

## 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
<b>Income</b>	<b>(28,669)</b>	<b>(29,536)</b>	<b>(30,842)</b>	<b>(32,147)</b>	<b>(33,233)</b>	<b>(34,356)</b>	<b>(188,782)</b>
<b>Expenditure</b>	<b>17,915</b>	<b>18,495</b>	<b>18,551</b>	<b>19,000</b>	<b>19,135</b>	<b>19,647</b>	<b>112,744</b>
<b>Net Operating Expenditure</b>	<b>(10,753)</b>	<b>(11,041)</b>	<b>(12,290)</b>	<b>(13,147)</b>	<b>(14,097)</b>	<b>(14,709)</b>	<b>(76,038)</b>
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
<b>Net surplus</b>	<b>(6,501)</b>	<b>(6,690)</b>	<b>(7,741)</b>	<b>(8,047)</b>	<b>(5,500)</b>	<b>(5,000)</b>	<b>(39,479)</b>
<b><u>Memorandum</u></b>							
<b><u>Independent Living Development Reserve</u></b>							
<b>Balance Brought Forward</b>	<b>(18,694)</b>	<b>(19,068)</b>	<b>(3,442)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
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	
<b>Balance Carried Forward</b>	<b>(19,068)</b>	<b>(3,442)</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>(5,999)</b>	<b>(467)</b>	<b>(1,681)</b>	<b>(445)</b>	<b>(3,324)</b>	<b>(3,998)</b>	
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	
<b>Balance Carried Forward</b>	<b>(467)</b>	<b>(1,681)</b>	<b>(445)</b>	<b>(3,324)</b>	<b>(3,998)</b>	<b>(3,500)</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>(39,479)</b>
<b><u>Unapplied HRA Capital Receipts</u></b>							
<b>Unapplied Capital Receipts b/fwd</b>	<b>(5,474)</b>	<b>(2,851)</b>	<b>(600)</b>	<b>(2,962)</b>	<b>(15,027)</b>	<b>(13,777)</b>	
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	
<b>Unapplied Capital Receipts c/fwd</b>	<b>(2,851)</b>	<b>(600)</b>	<b>(2,962)</b>	<b>(15,027)</b>	<b>(13,777)</b>	<b>(12,527)</b>	
<b><u>Capital Programme</u></b>							
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
<b>Total Capital programme</b>	<b>20,186</b>	<b>28,348</b>	<b>25,646</b>	<b>11,566</b>	<b>10,436</b>	<b>11,051</b>	<b>107,233</b>
<b>Financed by:</b>							
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
<b>Total Capital programme</b>	<b>20,186</b>	<b>28,348</b>	<b>25,646</b>	<b>11,566</b>	<b>10,436</b>	<b>11,051</b>	<b>107,233</b>