POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Shareholder Committee		
DATE:	23 July 2026		
TITLE:	West Norfolk Property Ltd Financial Performance 2024-2025		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):			
REPORT AUTHOR:	Carl Holland – Assistant Director Finance		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	*No*

REPORT COVER PAGE

PURPOSE OF SUMMARY:
This report provides a brief overview of the financial performance of the Council's wholly owned company, West Norfolk Property Ltd, for the financial year ended 31st March 2025 alongside the audited financial statements.
KEY ISSUES:
Gross profit for the year is 16.3% (2024 13.8%) Revenue has increased from £748k to £853k Cost of sales have increased from £645k to £713k Impact of lease model on the company performance as detailed on both Statement of Comprehensive income and Statement of Financial Position
OPTIONS CONSIDERED:
N/A
RECOMMENDATIONS:
To note the performance of the Company for 2024/2025 following completion of the company audit
REASONS FOR RECOMMENDATIONS:
To ensure the financial performance of the company is deemed appropriate, to assess the going concern of the company and to support its continued activity

West Norfolk Property Ltd
Financial performance for the year ended 31st March 2025

This report provides a summary of the financial performance of West Norfolk Property Ltd, for the financial year ended 31st March 2025. A copy of the audited Financial Statements is included alongside this report for reference.

Statement of Comprehensive Income

	Notes	2025 £	2024 £
Revenue	2	852,522	747,879
Cost of sales		(713,146)	(644,703)
Gross profit		139,376	103,176
Administrative expenses		(49,664)	(42,398)
Other operating income		31,080	-
Operating profit	3	120,792	60,778
Investment income	5	-	8
Finance costs	6	(113,922)	(97,060)
Other gains and losses	7	540,880	157,423
Profit before taxation		547,750	121,149
Tax on profit	8	(129,596)	(31,135)
Profit and total comprehensive income for the year	17	418,154	90,014

The company has continued to see strong growth in turnover in the financial year.
Gross profit for the year is 16.3%, which is an improvement of 13.8% in the 2024 financial year.

Revenue:
Revenue has increased from £748k to £853k in the financial year. As no new properties entered the portfolio in the financial year, all increases in income generated are either due to increased rents or full occupancy.

Cost of Sales:
Cost of sales have increased from £645k to £713k in the financial year. £37k of this increase relates to the depreciation charge on the properties. The other largest increase of £11k is due to an increase in management costs – management costs are a % of income generated, so this is in line with the increase seen in revenue

Other gains and losses:
The treatment of the Right of Use asset has contributed to profit generated by the company during the financial year of £541k

Statement of Financial Position

	Notes	2025 £	2025 £	2024 £	2024 £
Non-current assets					
Investment property	9		2,870,076		1,415,329
Current assets					
Trade and other receivables	10	39,148		5,489	
Cash and cash equivalents		521,396		456,996	
		560,544		462,485	
Current liabilities	11	(1,022,656)		(985,076)	
Net current liabilities			(462,112)		(522,591)
Total assets less current liabilities			2,407,964		892,738
Non-current liabilities	11		(1,641,374)		(673,898)
Provisions for liabilities					
Deferred tax liabilities	14		(210,357)		(80,761)
Net assets			556,233		138,079
Equity					
Called up share capital	16		100		100
Retained earnings	17		556,133		137,979
Total equity			556,233		138,079

Non-current assets:
Total Non-current assets have increased from £1.4m to £2.8m. There were no additional properties leased by the company during the year, however due to the leasing model the existing properties were revalued to their fair value in year of £2.8m

Further detail can be found on page 15 of the financial statements under note 9

Current liabilities
There has been an increase in current liabilities from £985k to £1.02m. The largest movements are attributable to the property leases - the amounts owing to the council for the lease payment increased from £544k to £612k and the current lease liability decreased from £436k to £406k

A detailed breakdown can be found on page 16 on the financial statements under notes 11 and 12

Non-current liabilities
There has also been an increase in non-current liabilities in the financial year from £674k to £1.6m – this is wholly attributable to the lease model between the company and the council

Further detail can be found on page 16 of the financial statements under note 11

Other information regarding the lease arrangement can be found under note 18