

Appendix 3: 5-Year HRA Revenue Budget

	1	2	3	4	5
	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
Dwelling Rents	(85.231)	(93.914)	(97.215)	(99.970)	(102.239)
Non-Dwelling Rents	(0.901)	(0.955)	(0.993)	(1.013)	(1.034)
Commercial Rents	(7.800)	(8.363)	(8.698)	(8.872)	(9.049)
Service Charges	(22.673)	(24.461)	(24.963)	(25.508)	(26.061)
Heating & Hot Water Service Charges (incl. PDHU)	(7.212)	(7.644)	(7.950)	(8.109)	(8.271)
HRA Investment & Other Income	(2.350)	(2.491)	(2.591)	(2.642)	(2.695)
TOTAL INCOME	(126.166)	(137.829)	(142.410)	(146.114)	(149.349)
Staff	21.866	22.850	23.535	24.006	24.486
Repairs & Maintenance	26.605	28.599	29.867	30.693	31.359
Supervision & Management	9.739	10.805	11.228	11.845	12.082
Estate Services	11.063	11.727	12.196	12.440	12.689
Heating & Hot Water Expenditure (incl. PDHU)	7.212	7.645	7.951	8.110	8.272
Rents, Rates and Commercial Charges	0.629	0.666	0.693	0.707	0.721
Regeneration	0.367	0.387	0.401	0.409	0.417
TMO Allowances	1.656	1.755	1.825	1.862	1.899
Support Costs	10.771	11.417	11.874	12.111	12.353
Movement on Bad Debt Provision (BDP)	0.550	0.583	0.606	0.618	0.631
Depreciation	21.360	22.816	24.124	24.780	25.387
Capital Financing Costs	11.661	11.435	12.584	12.874	13.933
TOTAL INCOME	123.478	130.685	136.884	140.455	144.228
HRA OPERATING (Surplus)/Deficit	(2.688)	(7.144)	(5.527)	(5.658)	(5.121)
Revenue Contribution to Fund Capital (RCCO)	2.688	7.144	5.527	5.658	5.121
HRA TOTAL	0.000	0.000	0.000	0.000	0.000
Interest Cover Ratio	1.23	1.62	1.44	1.44	1.37

Appendix 4a: 30-Year HRA Business Plan

	1	2	3	4	5	6	7	8	9	10
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Dwelling Rents	(85.231)	(93.914)	(97.215)	(99.970)	(102.239)	(104.403)	(106.595)	(111.162)	(112.018)	(114.761)
Non-Dwelling Rents	(0.901)	(0.955)	(0.993)	(1.013)	(1.034)	(1.054)	(1.075)	(1.097)	(1.119)	(1.141)
Commercial Rents	(7.800)	(8.363)	(8.698)	(8.872)	(9.049)	(9.230)	(9.415)	(9.603)	(9.795)	(9.991)
Service Charges	(22.673)	(24.461)	(24.963)	(25.508)	(26.061)	(26.617)	(27.185)	(28.293)	(28.367)	(28.992)
Heating & Hot Water Service Charges (incl. PDHU)	(7.212)	(7.644)	(7.950)	(8.109)	(8.271)	(8.437)	(8.605)	(8.778)	(8.953)	(9.132)
HRA Investment & Other Income	(2.350)	(2.491)	(2.591)	(2.642)	(2.695)	(2.749)	(2.804)	(2.860)	(2.917)	(2.976)
TOTAL INCOME	(126.166)	(137.829)	(142.410)	(146.114)	(149.349)	(152.490)	(155.681)	(161.793)	(163.170)	(166.993)
Staff	21.866	22.850	23.535	24.006	24.486	24.976	25.475	25.985	26.504	27.034
Repairs & Maintenance	26.605	28.599	29.867	30.693	31.359	32.084	32.726	33.339	34.097	34.901
Supervision & Management	9.739	10.805	11.228	11.845	12.082	12.129	12.372	12.619	12.872	13.129
Estate Services	11.063	11.727	12.196	12.440	12.689	12.943	13.202	13.466	13.735	14.010
Heating & Hot Water Expenditure (incl. PDHU)	7.212	7.645	7.951	8.110	8.272	8.437	8.606	8.778	8.954	9.133
Rents, Rates and Commercial Charges	0.629	0.666	0.693	0.707	0.721	0.736	0.750	0.765	0.781	0.796
Regeneration	0.367	0.387	0.401	0.409	0.417	0.425	0.434	0.442	0.451	0.460
TMO Allowances	1.656	1.755	1.825	1.862	1.899	1.937	1.976	2.015	2.056	2.097
Support Costs	10.771	11.417	11.874	12.111	12.353	12.600	12.852	13.109	13.372	13.639
Movement on Bad Debt Provision (BDP)	0.550	0.583	0.606	0.618	0.631	0.643	0.656	0.669	0.683	0.696
Depreciation	21.360	22.816	24.124	24.780	25.387	25.864	26.413	26.909	27.562	28.292
Capital Financing Costs	11.661	11.435	12.584	12.874	13.933	15.917	16.898	17.446	17.989	18.569
TOTAL INCOME	123.478	130.685	136.884	140.455	144.228	148.691	152.360	155.544	159.055	162.756
HRA OPERATING (Surplus)/Deficit	(2.688)	(7.144)	(5.527)	(5.658)	(5.121)	(3.799)	(3.321)	(6.249)	(4.115)	(4.238)
Revenue Contribution to Fund Capital (RCCO)	2.688	7.144	5.527	5.658	5.121	3.799	3.321	6.249	4.115	4.238
HRA TOTAL	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Interest Cover Ratio	1.23	1.62	1.44	1.44	1.37	1.24	1.20	1.36	1.23	1.23

	11	12	13	14	15	16	17	18	19	20
	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Dwelling Rents	(117.119)	(119.424)	(124.478)	(124.895)	(127.347)	(129.845)	(132.390)	(134.980)	(140.266)	(140.308)
Non-Dwelling Rents	(1.164)	(1.187)	(1.211)	(1.235)	(1.260)	(1.285)	(1.311)	(1.337)	(1.364)	(1.391)
Commercial Rents	(10.191)	(10.395)	(10.603)	(10.815)	(11.031)	(11.252)	(11.477)	(11.706)	(11.940)	(12.179)
Service Charges	(29.609)	(30.233)	(31.483)	(31.559)	(32.225)	(32.904)	(33.598)	(34.307)	(35.704)	(35.768)
Heating & Hot Water Service Charges (incl. PDHU)	(9.315)	(9.501)	(9.691)	(9.885)	(10.083)	(10.284)	(10.490)	(10.700)	(10.914)	(11.132)
HRA Investment & Other Income	(3.035)	(3.096)	(3.158)	(3.221)	(3.286)	(3.351)	(3.418)	(3.487)	(3.556)	(3.628)
TOTAL INCOME	(170.433)	(173.836)	(180.625)	(181.610)	(185.231)	(188.921)	(192.684)	(196.517)	(203.744)	(204.406)
Staff	27.575	28.127	28.689	29.263	29.848	30.445	31.054	31.675	32.309	32.955
Repairs & Maintenance	35.586	36.253	37.043	37.850	38.560	39.283	40.020	40.770	41.535	42.313
Supervision & Management	13.392	13.660	13.933	14.212	14.496	14.786	15.081	15.383	15.691	16.004
Estate Services	14.290	14.576	14.867	15.165	15.468	15.777	16.093	16.415	16.743	17.078
Heating & Hot Water Expenditure (incl. PDHU)	9.315	9.502	9.692	9.886	10.083	10.285	10.491	10.701	10.915	11.133
Rents, Rates and Commercial Charges	0.812	0.828	0.845	0.862	0.879	0.897	0.915	0.933	0.952	0.971
Regeneration	0.470	0.479	0.488	0.498	0.508	0.518	0.529	0.539	0.550	0.561
TMO Allowances	2.139	2.181	2.225	2.269	2.315	2.361	2.408	2.457	2.506	2.556
Support Costs	13.912	14.190	14.474	14.763	15.059	15.360	15.667	15.980	16.300	16.626
Movement on Bad Debt Provision (BDP)	0.710	0.725	0.739	0.754	0.769	0.784	0.800	0.816	0.832	0.849
Depreciation	28.871	29.414	29.967	30.706	31.283	31.871	32.470	33.080	33.702	34.336
Capital Financing Costs	19.162	20.599	22.474	23.164	23.383	23.509	23.494	23.394	23.233	23.044
TOTAL INCOME	166.233	170.533	175.436	179.391	182.650	185.876	189.021	192.143	195.266	198.425
HRA OPERATING (Surplus)/Deficit	(4.200)	(3.304)	(5.189)	(2.219)	(2.581)	(3.045)	(3.662)	(4.374)	(8.478)	(5.981)
Revenue Contribution to Fund Capital (RCCO)	4.200	3.304	5.189	2.219	2.581	3.045	3.662	4.374	8.478	5.981
HRA TOTAL	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Interest Cover Ratio	1.22	1.16	1.23	1.10	1.11	1.13	1.16	1.19	1.36	1.26

	21	22	23	24	25	26	27	28	29	30
	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Dwelling Rents	(143.046)	(145.835)	(148.676)	(151.569)	(157.488)	(157.519)	(160.577)	(163.691)	(166.863)	(170.560)
Non-Dwelling Rents	(1.419)	(1.447)	(1.476)	(1.506)	(1.536)	(1.566)	(1.598)	(1.630)	(1.662)	(1.696)
Commercial Rents	(12.423)	(12.671)	(12.925)	(13.183)	(13.447)	(13.716)	(13.990)	(14.270)	(14.555)	(14.846)
Service Charges	(36.522)	(37.292)	(38.078)	(38.881)	(40.464)	(40.537)	(41.391)	(42.263)	(43.154)	(44.911)
Heating & Hot Water Service Charges (incl. PDHU)	(11.355)	(11.582)	(11.813)	(12.050)	(12.291)	(12.536)	(12.787)	(13.043)	(13.304)	(13.570)
HRA Investment & Other Income	(3.700)	(3.774)	(3.850)	(3.927)	(4.005)	(4.085)	(4.167)	(4.250)	(4.335)	(4.422)
TOTAL INCOME	(208.465)	(212.602)	(216.818)	(221.115)	(229.230)	(229.960)	(234.510)	(239.147)	(243.873)	(250.004)
Staff	33.614	34.286	34.972	35.671	36.385	37.112	37.855	38.612	39.384	40.172
Repairs & Maintenance	43.107	43.915	44.738	45.577	46.431	47.301	48.188	49.091	50.010	50.238
Supervision & Management	16.325	16.651	16.984	17.324	17.670	18.024	18.384	18.752	19.127	18.326
Estate Services	17.419	17.768	18.123	18.485	18.855	19.232	19.617	20.009	20.409	20.818
Heating & Hot Water Expenditure (incl. PDHU)	11.356	11.583	11.814	12.051	12.292	12.537	12.788	13.044	13.305	13.571
Rents, Rates and Commercial Charges	0.990	1.010	1.030	1.051	1.072	1.093	1.115	1.137	1.160	1.183
Regeneration	0.572	0.584	0.595	0.607	0.620	0.632	0.645	0.657	0.671	0.684
TMO Allowances	2.607	2.659	2.712	2.766	2.822	2.878	2.936	2.995	3.054	3.116
Support Costs	16.958	17.298	17.644	17.996	18.356	18.724	19.098	19.480	19.870	20.267
Movement on Bad Debt Provision (BDP)	0.866	0.883	0.901	0.919	0.937	0.956	0.975	0.995	1.015	1.035
Depreciation	34.981	35.638	36.308	36.990	37.685	38.393	39.114	39.848	40.597	41.359
Capital Financing Costs	22.872	22.681	22.466	22.226	21.914	21.568	21.244	21.013	20.126	20.795
TOTAL INCOME	201.666	204.955	208.288	211.664	215.038	218.450	221.958	225.632	228.727	231.562
HRA OPERATING (Surplus)/Deficit	(6.799)	(7.647)	(8.530)	(9.452)	(14.192)	(11.510)	(12.552)	(13.515)	(15.146)	(18.442)
Revenue Contribution to Fund Capital (RCCO)	6.799	7.647	8.530	9.452	14.192	11.510	12.552	13.515	15.146	18.442
HRA TOTAL	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Interest Cover Ratio	1.30	1.34	1.38	1.43	1.65	1.53	1.59	1.64	1.75	1.89

