

Appendix 3: 5-Year HRA Revenue Budget

	1	2	3	4	5
	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Dwelling Rents	(93.348)	(98.137)	(101.560)	(104.245)	(108.280)
Non-Dwelling Rents	(0.881)	(0.898)	(0.916)	(0.935)	(0.953)
Commercial Rents	(7.800)	(7.878)	(7.957)	(8.116)	(8.278)
Service Charges	(23.613)	(24.145)	(24.677)	(25.229)	(25.805)
Heating & Hot Water Charges	(6.753)	(6.888)	(7.026)	(7.167)	(7.310)
HRA Investment & Other Income	(2.446)	(2.495)	(2.545)	(2.596)	(2.648)
TOTAL INCOME	(134.841)	(140.441)	(144.681)	(148.287)	(153.274)
Staff	25.854	26.359	26.874	27.399	27.935
Repairs & Maintenance	27.999	28.840	29.521	30.263	31.092
Supervision & Management	9.806	10.002	10.202	10.406	10.927
Estate Services	11.086	11.308	11.534	11.765	12.000
Heating & Hot Water Expenditure	6.753	6.888	7.026	7.167	7.310
Rents, Rates and Commercial Charges	0.679	0.692	0.706	0.720	0.735
Regeneration	2.575	2.627	2.679	2.733	2.788
TMO Allowances	1.683	1.716	1.751	1.786	1.821
Support Costs	11.094	11.316	11.542	11.773	12.008
Depreciation	21.638	22.442	23.114	23.504	24.275
Capital Financing Costs	8.817	9.307	10.204	12.321	15.117
TOTAL INCOME	127.984	131.498	135.153	139.837	146.009
HRA OPERATING (Surplus)/Deficit	(6.857)	(8.943)	(9.528)	(8.450)	(7.265)
Revenue Contribution to Fund Capital (RCCO)	6.857	8.943	9.528	8.450	7.265
HRA TOTAL	0.000	0.000	0.000	0.000	0.000
Interest Cover Ratio	1.78	1.96	1.93	1.69	1.48

Appendix 4a: 30-Year HRA Business Plan

	1	2	3	4	5	6	7	8	9	10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Dwelling Rents	(93.348)	(98.137)	(101.560)	(104.245)	(108.280)	(111.801)	(116.455)	(116.754)	(120.037)	(123.213)
Non-Dwelling Rents	(0.881)	(0.898)	(0.916)	(0.935)	(0.953)	(0.972)	(0.992)	(1.012)	(1.032)	(1.052)
Commercial Rents	(7.800)	(7.878)	(7.957)	(8.116)	(8.278)	(8.444)	(8.613)	(8.785)	(8.961)	(9.140)
Service Charges	(23.613)	(24.145)	(24.677)	(25.229)	(25.805)	(26.366)	(27.451)	(27.501)	(28.118)	(28.748)
Heating & Hot Water Service Charges	(6.753)	(6.888)	(7.026)	(7.167)	(7.310)	(7.456)	(7.605)	(7.757)	(7.912)	(8.071)
HRA Investment & Other Income	(2.446)	(2.495)	(2.545)	(2.596)	(2.648)	(2.701)	(2.755)	(2.810)	(2.866)	(2.923)
TOTAL INCOME	(134.841)	(140.441)	(144.681)	(148.287)	(153.274)	(157.740)	(163.870)	(164.619)	(168.926)	(173.148)
Staff	25.854	26.359	26.874	27.399	27.935	28.482	29.040	29.609	30.189	30.780
Repairs & Maintenance	27.999	28.840	29.521	30.263	31.092	31.776	32.435	33.044	33.885	34.746
Supervision & Management	9.806	10.002	10.202	10.406	10.927	11.145	11.368	11.408	11.636	11.869
Estate Services	11.086	11.308	11.534	11.765	12.000	12.240	12.485	12.734	12.989	13.249
Heating & Hot Water Expenditure	6.753	6.888	7.026	7.167	7.310	7.456	7.605	7.757	7.912	8.071
Rents, Rates and Commercial Charges	0.679	0.692	0.706	0.720	0.735	0.749	0.764	0.780	0.795	0.811
Regeneration	2.575	2.627	2.679	2.733	2.788	2.843	2.900	2.958	3.018	3.078
TMO Allowances	1.683	1.716	1.751	1.786	1.821	1.858	1.895	1.933	1.972	2.011
Support Costs	11.094	11.316	11.542	11.773	12.008	12.248	12.493	12.743	12.998	13.258
Depreciation	21.638	22.442	23.114	23.504	24.275	25.227	25.796	26.282	26.858	27.697
Capital Financing Costs	8.817	9.307	10.204	12.321	15.117	16.717	17.821	19.030	19.971	20.606
TOTAL INCOME	127.984	131.498	135.153	139.837	146.009	150.744	154.603	158.278	162.223	166.176
HRA OPERATING (Surplus)/Deficit	(6.857)	(8.943)	(9.528)	(8.450)	(7.265)	(6.996)	(9.267)	(6.341)	(6.704)	(6.972)
Revenue Contribution to Fund Capital	6.857	8.943	9.528	8.450	7.265	6.996	9.267	6.341	6.704	6.972
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	1.78	1.96	1.93	1.69	1.48	1.42	1.52	1.33	1.34	1.34

	11	12	13	14	15	16	17	18	19	20
	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Dwelling Rents	(125.673)	(131.019)	(131.485)	(134.103)	(136.772)	(139.491)	(142.260)	(147.871)	(147.954)	(150.880)
Non-Dwelling Rents	(1.074)	(1.095)	(1.117)	(1.139)	(1.162)	(1.185)	(1.209)	(1.233)	(1.258)	(1.283)
Commercial Rents	(9.323)	(9.509)	(9.699)	(9.893)	(10.091)	(10.293)	(10.499)	(10.709)	(10.923)	(11.141)
Service Charges	(29.354)	(30.568)	(30.641)	(31.287)	(31.947)	(32.620)	(33.308)	(34.664)	(34.727)	(35.459)
Heating & Hot Water Service Charges	(8.232)	(8.397)	(8.565)	(8.736)	(8.911)	(9.089)	(9.271)	(9.456)	(9.645)	(9.838)
HRA Investment & Other Income	(2.982)	(3.042)	(3.102)	(3.164)	(3.228)	(3.292)	(3.358)	(3.425)	(3.494)	(3.564)
TOTAL INCOME	(176.638)	(183.630)	(184.609)	(188.324)	(192.110)	(195.970)	(199.904)	(207.358)	(208.000)	(212.165)
Staff	31.384	32.000	32.628	33.268	33.922	34.588	35.268	35.961	36.668	37.390
Repairs & Maintenance	35.398	36.169	36.956	37.650	38.356	39.076	39.809	40.556	41.317	42.092
Supervision & Management	12.106	12.348	12.595	12.847	13.104	13.366	13.634	13.906	14.184	14.468
Estate Services	13.514	13.784	14.060	14.341	14.628	14.920	15.219	15.523	15.834	16.150
Heating & Hot Water Expenditure	8.232	8.397	8.565	8.736	8.911	9.089	9.271	9.456	9.645	9.838
Rents, Rates and Commercial Charges	0.827	0.844	0.861	0.878	0.896	0.914	0.932	0.950	0.969	0.989
Regeneration	3.139	3.202	3.266	3.332	3.398	3.466	3.535	3.606	3.678	3.752
TMO Allowances	2.051	2.092	2.134	2.177	2.220	2.265	2.310	2.356	2.403	2.451
Support Costs	13.523	13.794	14.070	14.351	14.638	14.931	15.229	15.534	15.845	16.162
Depreciation	28.219	28.751	29.453	30.009	30.575	31.151	31.739	32.337	32.947	33.568
Capital Financing Costs	22.154	23.506	24.207	24.936	25.120	25.180	25.180	25.180	25.180	25.180
TOTAL INCOME	170.549	174.887	178.795	182.525	185.768	188.946	192.126	195.367	198.672	202.041
HRA OPERATING (Surplus)/Deficit	(6.089)	(8.743)	(5.815)	(5.799)	(6.343)	(7.024)	(7.778)	(11.991)	(9.329)	(10.124)
Revenue Contribution to Fund Capital	6.089	8.743	5.815	5.799	6.343	7.024	7.778	11.991	9.329	10.124
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	1.27	1.37	1.24	1.23	1.25	1.28	1.31	1.48	1.37	1.40

	21	22	23	24	25	26	27	28	29	30
	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Dwelling Rents	(153.860)	(156.897)	(159.991)	(166.280)	(166.354)	(169.624)	(172.955)	(176.350)	(183.266)	(183.331)
Non-Dwelling Rents	(1.309)	(1.335)	(1.361)	(1.389)	(1.416)	(1.445)	(1.474)	(1.503)	(1.533)	(1.564)
Commercial Rents	(11.364)	(11.592)	(11.823)	(12.060)	(12.301)	(12.547)	(12.798)	(13.054)	(13.315)	(13.581)
Service Charges	(36.206)	(36.969)	(37.748)	(39.285)	(39.356)	(40.185)	(41.031)	(41.896)	(43.601)	(43.679)
Heating & Hot Water Service Charges	(10.035)	(10.236)	(10.440)	(10.649)	(10.862)	(11.079)	(11.301)	(11.527)	(11.757)	(11.993)
HRA Investment & Other Income	(3.635)	(3.708)	(3.782)	(3.857)	(3.935)	(4.013)	(4.094)	(4.175)	(4.259)	(4.344)
TOTAL INCOME	(216.409)	(220.736)	(225.146)	(233.520)	(234.224)	(238.893)	(243.653)	(248.505)	(257.731)	(258.492)
Staff	38.126	38.876	39.642	40.422	41.219	42.031	42.860	43.705	44.567	45.447
Repairs & Maintenance	42.882	43.686	44.505	45.340	46.190	47.056	47.938	48.837	49.752	50.685
Supervision & Management	14.757	15.053	15.354	15.661	15.974	16.293	16.619	16.952	17.291	17.636
Estate Services	16.473	16.803	17.139	17.481	17.831	18.188	18.552	18.923	19.301	19.687
Heating & Hot Water Expenditure	10.035	10.236	10.440	10.649	10.862	11.079	11.301	11.527	11.757	11.993
Rents, Rates and Commercial Charges	1.009	1.029	1.049	1.070	1.092	1.114	1.136	1.159	1.182	1.205
Regeneration	3.827	3.903	3.982	4.061	4.142	4.225	4.310	4.396	4.484	4.574
TMO Allowances	2.500	2.550	2.601	2.654	2.707	2.761	2.816	2.872	2.930	2.988
Support Costs	16.485	16.815	17.151	17.494	17.844	18.201	18.565	18.936	19.315	19.701
Depreciation	34.201	34.846	35.503	36.172	36.854	37.549	38.256	38.977	39.712	40.460
Capital Financing Costs	25.180	26.047	27.105	27.146	27.189	27.232	27.276	27.321	27.368	30.123
TOTAL INCOME	205.475	209.843	214.471	218.151	221.903	225.729	229.629	233.605	237.658	244.499
HRA OPERATING (Surplus)/Deficit	(10.934)	(10.893)	(10.675)	(15.369)	(12.320)	(13.165)	(14.024)	(14.900)	(20.073)	(13.993)
Revenue Contribution to Fund Capital	10.934	10.893	10.675	15.369	12.320	13.165	14.024	14.900	20.073	13.993
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	1.43	1.42	1.39	1.57	1.45	1.48	1.51	1.55	1.73	1.46

