

Appendix A – HRA Business Plan

Year Financial Year	1 2023.24	2 2024.25	3 2025.26	4 2026.27	5 2027.28	6 2028.29	7 2029.30	8 2030.31	9 2031.32
HRA 30 YEAR SUMMARY									
Dwelling rents	85,380,387	91,568,496	93,625,929	95,386,792	97,102,300	99,043,860	101,046,388	102,859,842	104,716,695
Non-dwelling rents	1,008,000	1,010,223	1,035,479	1,056,188	1,077,312	1,098,858	1,120,835	1,143,252	1,166,117
Service charge income	6,679,000	7,035,279	7,211,161	7,355,384	7,502,492	7,652,542	7,805,593	7,961,704	8,120,938
Other income and contributions	2,979,000	3,122,127	3,200,180	3,264,184	3,329,467	3,396,057	3,463,978	3,533,257	3,603,923
Total income	96,046,387	102,736,125	105,072,748	107,062,548	109,011,571	111,191,317	113,436,793	115,498,056	117,607,673
Repairs & maintenance	23,448,000	27,950,337	28,578,547	23,674,439	24,093,518	24,575,629	25,024,355	25,504,075	25,984,276
Management (incl RRT)	30,990,000	35,778,293	36,672,750	35,315,205	36,021,509	36,741,940	37,476,778	38,226,314	38,990,840
Bad debts	749,688	750,856	767,621	782,071	796,074	812,107	828,660	843,445	858,587
Dwelling Depreciation	14,729,000	14,729,000	15,094,175	15,393,619	15,699,051	16,010,592	16,330,804	16,657,420	16,990,568
Debt management	162,000	166,000	170,150	173,553	177,024	180,565	184,176	187,859	191,617
Total costs	70,078,688	79,374,486	81,283,244	75,338,887	76,787,176	78,320,832	79,844,773	81,419,114	83,015,888
Net income from services	25,967,698	23,361,638	23,789,505	31,723,662	32,224,395	32,870,485	33,592,021	34,078,942	34,591,785
Interest payable	-12,231,000	-12,391,589	-13,917,356	-16,373,922	-18,330,591	-19,758,082	-20,955,435	-22,142,148	-23,175,271
Interest income	0	0	0	0	0	0	0	0	0
Net income/expenditure before appropriations	13,736,698	10,970,050	9,872,148	15,349,740	13,893,804	13,112,403	12,636,585	11,936,794	11,416,514
Set aside for debt repayment	0	0	0	0	0	0	0	0	0
Revenue contributions to capital	-18,514,890	-28,112,575	-9,634,648	-15,154,990	-13,695,159	-12,909,785	-12,429,915	-11,725,990	-11,201,495
Allocation to/from other reserves	0	0	0	0	0	0	0	0	0
Other appropriations	0	0	0	0	0	0	0	0	0
Net HRA Surplus/Deficit	-4,778,192	-17,142,525	237,500	194,750	198,645	202,618	206,670	210,804	215,020
HRA Balance brought forward	31,420,717	26,642,525	9,500,000	9,737,500	9,932,250	10,130,895	10,333,513	10,540,183	10,750,987
HRA surplus/(deficit)	-4,778,192	-17,142,525	237,500	194,750	198,645	202,618	206,670	210,804	215,020
HRA Balance carried forward	26,642,525	9,500,000	9,737,500	9,932,250	10,130,895	10,333,513	10,540,183	10,750,987	10,966,007

Year	9	10	11	12	13	14	15	16	17	18
Financial Year	2031.32	2032.33	2033.34	2034.35	2035.36	2036.37	2037.38	2038.39	2039.40	2040.41
HRA 30 YEAR SUMMARY										
Dwelling rents	104,716,695	106,618,361	108,566,308	110,561,867	112,606,600	114,702,126	116,849,923	119,051,715	121,309,287	123,624,279
Non-dwelling rents	1,166,117	1,189,439	1,213,228	1,237,493	1,262,243	1,287,487	1,313,237	1,339,502	1,366,292	1,393,618
Service charge income	8,120,938	8,283,357	8,449,024	8,618,005	8,790,365	8,966,172	9,145,496	9,328,406	9,514,974	9,705,273
Other income and contributions	3,603,923	3,676,001	3,749,521	3,824,512	3,901,002	3,979,022	4,058,602	4,139,774	4,222,570	4,307,021
Total income	117,607,673	119,767,159	121,978,082	124,241,876	126,560,210	128,934,808	131,367,258	133,859,397	136,413,123	139,030,192
Repairs & maintenance	25,984,276	26,466,965	26,982,543	27,485,451	27,999,825	28,525,964	29,064,176	29,614,779	30,178,098	30,754,469
Management (incl RRT)	38,990,840	39,770,657	40,566,070	41,377,392	42,204,939	43,049,038	43,910,019	44,788,219	45,683,984	46,597,663
Bad debts	858,587	874,098	889,989	906,273	922,961	940,068	957,606	975,589	994,032	1,012,949
Dwelling Depreciation	16,990,568	17,330,380	17,676,987	18,030,527	18,391,137	18,758,960	19,134,139	19,516,822	19,907,159	20,305,302
Debt management	191,617	195,449	199,358	203,345	207,412	211,560	215,791	220,107	224,509	228,999
Total costs	83,015,888	84,637,548	86,314,947	88,002,988	89,726,275	91,485,590	93,281,732	95,115,517	96,987,782	98,899,383
Net income from services	34,591,785	35,129,611	35,663,134	36,238,888	36,833,935	37,449,218	38,085,527	38,743,880	39,425,340	40,130,808
Interest payable	-23,175,271	-23,798,864	-24,011,446	-24,109,713	-24,108,570	-24,106,126	-24,099,107	-24,099,107	-24,087,498	-24,054,214
Interest income	0	0	0	0	0	0	0	0	0	0
Net income/expenditure before appropriations	11,416,514	11,330,747	11,651,688	12,129,175	12,725,365	13,343,092	13,986,419	14,644,773	15,337,842	16,076,594
Set aside for debt repayment	0	0	0	0	0	0	0	0	0	0
Revenue contributions to capital	-11,201,495	-11,111,427	-11,427,982	-6,165,827	-6,377,273	-6,756,289	-15,190,275	-15,588,063	-16,347,674	-16,668,540
Allocation to/from other reserves	0	0	0	0	0	0	0	0	0	0
Other appropriations	0	0	0	0	0	0	0	0	0	0
Net HRA Surplus/Deficit	215,020	219,320	223,707	5,963,348	6,348,092	6,586,803	-1,203,856	-943,290	-1,009,831	-591,945
HRA Balance brought forward	10,750,987	10,966,007	11,185,327	11,409,033	17,372,382	23,720,474	30,307,277	29,103,421	28,160,132	27,150,300
HRA surplus/(deficit)	215,020	219,320	223,707	5,963,348	6,348,092	6,586,803	-1,203,856	-943,290	-1,009,831	-591,945
HRA Balance carried forward	10,966,007	11,185,327	11,409,033	17,372,382	23,720,474	30,307,277	29,103,421	28,160,132	27,150,300	26,558,355

Year	19	20	21	22	23	24	25	26	27	28	29	30
Financial Year	2041.42	2042.43	2043.44	2044.45	2045.46	2046.47	2047.48	2048.49	2049.50	2050.51	2051.52	2052.53

HRA 30 YEAR SUMMARY

Dwelling rents	125,998,380	128,433,546	130,931,804	133,495,252	136,125,832	138,825,542	141,596,683	144,441,635	147,362,612	150,361,895	153,442,092	156,605,640
Non-dwelling rents	1,421,490	1,449,920	1,478,918	1,508,497	1,538,667	1,569,440	1,600,829	1,632,845	1,665,502	1,698,812	1,732,789	1,767,444
Service charge income	9,899,379	10,097,366	10,299,314	10,505,300	10,715,406	10,929,714	11,148,308	11,371,274	11,598,700	11,830,674	12,067,287	12,308,633
Other income and contributions	4,393,162	4,481,025	4,570,645	4,662,058	4,755,299	4,850,405	4,947,413	5,046,362	5,147,289	5,250,235	5,355,239	5,462,344
Total income	141,712,410	144,461,857	147,280,681	150,171,107	153,135,204	156,175,102	159,293,234	162,492,116	165,774,103	169,141,616	172,597,408	176,144,061

Repairs & maintenance	31,344,235	31,947,750	32,565,377	33,197,490	33,844,471	34,506,716	35,184,628	35,878,624	36,589,132	37,316,592	38,061,454	38,824,182
Management (incl RRT)	47,529,617	48,480,209	49,449,813	50,438,809	51,447,586	52,476,537	53,526,068	54,596,590	55,688,521	56,802,292	57,938,338	59,097,104
Bad debts	1,032,355	1,052,264	1,072,695	1,093,664	1,115,189	1,137,285	1,159,972	1,183,271	1,207,198	1,231,775	1,257,021	1,282,959
Dwelling Depreciation	20,711,408	21,125,636	21,548,149	21,979,112	22,418,694	22,867,068	23,324,409	23,790,897	24,266,715	24,752,050	25,247,091	25,752,032
Debt management	233,579	238,251	243,016	247,876	252,834	257,891	263,048	268,309	273,676	279,149	284,732	290,427
Total costs	100,851,194	102,844,110	104,879,050	106,956,952	109,078,773	111,245,496	113,458,126	115,717,691	118,025,243	120,381,857	122,788,635	125,246,704

Net income from services	40,861,216	41,617,746	42,401,631	43,214,156	44,056,431	44,929,605	45,835,108	46,774,425	47,748,860	48,759,759	49,808,773	50,897,357
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Interest payable	-24,059,717	-24,059,671	-23,985,013	-23,978,860	-23,967,629	-23,965,409	-23,960,676	-23,958,166	-23,958,166	-23,958,166	-23,958,166	-23,930,160
Interest income	0	0	0	0	0	0	0	0	0	0	0	0

Net income/expenditure before appropriations	16,801,499	17,558,075	18,416,618	19,235,296	20,088,802	20,964,197	21,874,432	22,816,259	23,790,694	24,801,593	25,850,606	26,967,197
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Set aside for debt repayment	0	0	0	0	0	0	0	0	0	0	0	0
Revenue contributions to capital	-16,999,740	-10,341,265	-10,563,061	-10,741,697	-11,139,958	-11,434,452	-989,771	-1,101,660	-2,330,482	-2,482,115	-2,643,548	-2,857,111
Allocation to/from other reserves	0	0	0	0	0	0	0	0	0	0	0	0
Other appropriations	0	0	0	0	0	0	0	0	0	0	0	0
Net HRA Surplus/Deficit	-198,242	7,216,810	7,853,557	8,493,599	8,948,843	9,529,745	20,884,661	21,714,600	21,460,212	22,319,478	23,207,059	24,110,086

HRA Balance brought forward	26,558,355	26,360,114	33,576,923	41,430,480	49,924,079	58,872,923	68,402,667	89,287,328	111,001,928	132,462,140	154,781,618	177,988,677
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HRA surplus/(deficit)	-198,242	7,216,810	7,853,557	8,493,599	8,948,843	9,529,745	20,884,661	21,714,600	21,460,212	22,319,478	23,207,059	24,110,086
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HRA Balance carried forward	26,360,114	33,576,923	41,430,480	49,924,079	58,872,923	68,402,667	89,287,328	111,001,928	132,462,140	154,781,618	177,988,677	202,098,762
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