

Appendix 1 HRA Business Plan  
**LB Croydon HRA Business Plan 2021/22+**  
**Base Version**  
**HRA Summary**

| Year                                   | 1                 | 2                 | 3                 | 4                 | 5                  | 6                  | 7                  | 8                  | 9                  | 10                 | 11                 | 12                 | 13                 | 14                 |
|--|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Financial Year                         | 2021.22           | 2022.23           | 2023.24           | 2024.25           | 2025.26            | 2026.27            | 2027.28            | 2028.29            | 2029.30            | 2030.31            | 2031.32            | 2032.33            | 2033.34            | 2034.35            |
| <b>HRA 30 YEAR SUMMARY</b>             |                   |                   |                   |                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Dwelling rents                         | 77,625,959        | 82,437,957        | 84,852,183        | 87,031,813        | 88,399,195         | 89,818,186         | 91,297,410         | 92,813,080         | 94,366,325         | 95,958,311         | 97,590,242         | 99,263,358         | 100,978,940        | 102,738,310        |
| Non-dwelling rents                     | 1,780,957         | 1,852,297         | 1,889,343         | 1,927,129         | 1,965,672          | 2,004,985          | 2,045,085          | 2,085,987          | 2,127,707          | 2,170,261          | 2,213,666          | 2,257,939          | 2,303,098          | 2,349,160          |
| Service charge income                  | 6,026,426         | 6,063,803         | 6,185,079         | 6,308,781         | 6,434,956          | 6,563,656          | 6,694,929          | 6,828,827          | 6,965,404          | 7,104,712          | 7,246,806          | 7,391,742          | 7,539,577          | 7,690,369          |
| Other income and contributions         | 3,689,612         | 3,763,404         | 3,838,672         | 3,915,446         | 3,993,755          | 4,073,630          | 4,155,102          | 4,238,204          | 4,322,969          | 4,409,428          | 4,497,616          | 4,587,569          | 4,679,320          | 4,772,907          |
| <b>Total income</b>                    | <b>89,122,954</b> | <b>94,117,461</b> | <b>96,765,277</b> | <b>99,183,169</b> | <b>100,793,578</b> | <b>102,460,457</b> | <b>104,192,527</b> | <b>105,966,099</b> | <b>107,782,404</b> | <b>109,642,712</b> | <b>111,548,330</b> | <b>113,500,608</b> | <b>115,500,936</b> | <b>117,550,745</b> |
| Repairs & maintenance                  | 13,437,146        | 13,799,324        | 14,044,214        | 14,293,381        | 14,546,897         | 14,807,586         | 15,076,250         | 15,350,881         | 15,631,635         | 15,918,669         | 16,212,146         | 16,512,233         | 16,819,103         | 17,132,931         |
| Management (incl RRT)                  | 40,404,282        | 39,452,868        | 40,241,925        | 41,046,763        | 41,867,699         | 42,705,053         | 43,559,154         | 44,430,337         | 45,318,944         | 46,225,322         | 47,149,829         | 48,092,826         | 49,054,682         | 50,035,776         |
| Bad debts                              | 750,000           | 765,000           | 860,006           | 882,091           | 895,943            | 910,319            | 925,306            | 940,662            | 956,399            | 972,528            | 989,063            | 1,006,015          | 1,023,397          | 1,041,223          |
| Dwelling Depreciation                  | 13,488,000        | 13,659,206        | 13,598,780        | 13,538,355        | 13,477,929         | 13,696,126         | 13,919,755         | 14,313,574         | 14,599,845         | 14,891,842         | 15,189,679         | 15,493,472         | 15,803,342         | 16,119,409         |
| Other Depreciation                     |                   |                   |                   |                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Debt management                        | 149,000           | 149,000           | 149,000           | 149,000           | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            |
| <b>Total costs</b>                     | <b>68,228,428</b> | <b>67,825,397</b> | <b>68,893,925</b> | <b>69,909,590</b> | <b>70,937,468</b>  | <b>72,268,083</b>  | <b>73,629,464</b>  | <b>75,184,453</b>  | <b>76,655,822</b>  | <b>78,157,361</b>  | <b>79,689,716</b>  | <b>81,253,546</b>  | <b>82,849,524</b>  | <b>84,478,339</b>  |
| <b>Net income from services</b>        | <b>20,894,526</b> | <b>26,292,064</b> | <b>27,871,351</b> | <b>29,273,579</b> | <b>29,856,110</b>  | <b>30,192,373</b>  | <b>30,563,063</b>  | <b>30,781,645</b>  | <b>31,126,582</b>  | <b>31,485,350</b>  | <b>31,858,614</b>  | <b>32,247,062</b>  | <b>32,651,412</b>  | <b>33,072,406</b>  |
| Interest payable                       | -12,118,754       | -13,076,274       | -13,016,162       | -12,973,367       | -12,947,712        | -12,936,725        | -12,885,207        | -12,865,529        | -12,876,196        | -12,876,196        | -12,876,196        | -12,882,295        | -12,985,846        | -12,975,340        |
| Interest income                        | 0                 | 0                 | 0                 | 0                 | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>Net income/expenditure before a</b> | <b>8,775,772</b>  | <b>13,215,790</b> | <b>14,855,190</b> | <b>16,300,212</b> | <b>16,908,398</b>  | <b>17,255,648</b>  | <b>17,677,856</b>  | <b>17,916,117</b>  | <b>18,250,386</b>  | <b>18,609,154</b>  | <b>18,982,418</b>  | <b>19,364,767</b>  | <b>19,665,566</b>  | <b>20,097,066</b>  |
| Set aside for debt repayment           | 0                 | 0                 | 0                 | 0                 | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| Revenue contributions to capita        | -10,500,772       | -14,059,331       | -20,003,010       | -16,410,479       | -15,568,185        | -19,988,483        | -22,944,569        | -22,888,315        | -16,048,788        | -18,780,684        | -20,131,727        | -20,700,149        | -17,098,550        | -17,693,683        |
| Allocation to/from other reserve       | 0                 | 0                 | 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                  | 0                  | 0                  |
| <b>Net HRA Surplus/Deficit</b>         | <b>-1,725,000</b> | <b>-843,542</b>   | <b>-5,147,820</b> | <b>-110,267</b>   | <b>1,340,212</b>   | <b>-2,732,834</b>  | <b>-5,266,712</b>  | <b>-4,972,198</b>  | <b>2,201,598</b>   | <b>-171,530</b>    | <b>-1,149,309</b>  | <b>-1,335,381</b>  | <b>2,567,017</b>   | <b>2,403,382</b>   |
| <b>HRA Balance brought forward</b>     | <b>27,629,000</b> | <b>25,904,000</b> | <b>25,060,458</b> | <b>19,912,638</b> | <b>19,802,371</b>  | <b>21,142,584</b>  | <b>18,409,749</b>  | <b>13,143,037</b>  | <b>8,170,839</b>   | <b>10,372,437</b>  | <b>10,200,907</b>  | <b>9,051,598</b>   | <b>7,716,217</b>   | <b>10,283,234</b>  |
| HRA surplus/(deficit)                  | -1,725,000        | -843,542          | -5,147,820        | -110,267          | 1,340,212          | -2,732,834         | -5,266,712         | -4,972,198         | 2,201,598          | -171,530           | -1,149,309         | -1,335,381         | 2,567,017          | 2,403,382          |
| <b>HRA Balance carried forward</b>     | <b>25,904,000</b> | <b>25,060,458</b> | <b>19,912,638</b> | <b>19,802,371</b> | <b>21,142,584</b>  | <b>18,409,749</b>  | <b>13,143,037</b>  | <b>8,170,839</b>   | <b>10,372,437</b>  | <b>10,200,907</b>  | <b>9,051,598</b>   | <b>7,716,217</b>   | <b>10,283,234</b>  | <b>12,686,616</b>  |

| 15                 | 16                 | 17                 | 18                 | 19                 | 20                 | 21                 | 22                 | 23                 | 24                 | 25                 | 26                 | 27                 | 28                 | 29                 | 30                 |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 2035.36            | 2036.37            | 2037.38            | 2038.39            | 2039.40            | 2040.41            | 2041.42            | 2042.43            | 2043.44            | 2044.45            | 2045.46            | 2046.47            | 2047.48            | 2048.49            | 2049.50            | 2050.51            |
| 104,542,829        | 106,393,903        | 108,292,983        | 110,241,562        | 112,241,185        | 114,293,441        | 116,399,970        | 118,562,465        | 120,782,670        | 123,062,383        | 125,403,459        | 127,807,812        | 130,277,411        | 132,814,292        | 135,420,548        | 138,098,341        |
| 2,396,143          | 2,444,066          | 2,492,947          | 2,542,806          | 2,593,662          | 2,645,536          | 2,698,446          | 2,752,415          | 2,807,464          | 2,863,613          | 2,920,885          | 2,979,303          | 3,038,889          | 3,099,667          | 3,161,660          | 3,224,893          |
| 7,844,176          | 8,001,059          | 8,161,081          | 8,324,302          | 8,490,788          | 8,660,604          | 8,833,816          | 9,010,492          | 9,190,702          | 9,374,516          | 9,562,007          | 9,753,247          | 9,948,312          | 10,147,278         | 10,350,224         | 10,557,228         |
| 4,868,365          | 4,965,732          | 5,065,047          | 5,166,348          | 5,269,674          | 5,375,068          | 5,482,569          | 5,592,221          | 5,704,065          | 5,818,146          | 5,934,509          | 6,053,200          | 6,174,264          | 6,297,749          | 6,423,704          | 6,552,178          |
| <b>119,651,513</b> | <b>121,804,761</b> | <b>124,012,057</b> | <b>126,275,019</b> | <b>128,595,310</b> | <b>130,974,649</b> | <b>133,414,802</b> | <b>135,917,594</b> | <b>138,484,901</b> | <b>141,118,659</b> | <b>143,820,861</b> | <b>146,593,561</b> | <b>149,438,876</b> | <b>152,358,985</b> | <b>155,356,135</b> | <b>158,432,640</b> |
| 17,453,900         | 17,782,195         | 18,118,007         | 18,461,535         | 18,812,979         | 19,172,548         | 19,540,454         | 19,916,918         | 20,302,165         | 20,696,426         | 21,099,938         | 21,512,947         | 21,935,704         | 22,368,466         | 22,811,499         | 23,265,075         |
| 51,036,491         | 52,057,221         | 53,098,365         | 54,160,333         | 55,243,539         | 56,348,410         | 57,475,378         | 58,624,886         | 59,797,384         | 60,993,331         | 62,213,198         | 63,457,462         | 64,726,611         | 66,021,143         | 67,341,566         | 68,688,398         |
| 1,059,507          | 1,078,263          | 1,097,505          | 1,117,249          | 1,137,511          | 1,158,306          | 1,179,652          | 1,201,565          | 1,224,062          | 1,247,164          | 1,270,887          | 1,295,252          | 1,320,278          | 1,345,986          | 1,372,398          | 1,399,535          |
| 16,441,797         | 16,770,633         | 17,106,045         | 17,448,166         | 17,797,130         | 18,153,072         | 18,516,134         | 18,886,456         | 19,264,185         | 19,649,469         | 20,042,458         | 20,443,308         | 20,852,174         | 21,269,217         | 21,694,602         | 22,128,494         |
| 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            | 149,000            |
| <b>86,140,695</b>  | <b>87,837,311</b>  | <b>89,568,923</b>  | <b>91,336,283</b>  | <b>93,140,159</b>  | <b>94,981,336</b>  | <b>96,860,618</b>  | <b>98,778,825</b>  | <b>100,736,796</b> | <b>102,735,390</b> | <b>104,775,482</b> | <b>106,857,969</b> | <b>108,983,767</b> | <b>111,153,813</b> | <b>113,369,065</b> | <b>115,630,502</b> |
| <b>33,510,818</b>  | <b>33,967,449</b>  | <b>34,443,134</b>  | <b>34,938,735</b>  | <b>35,455,151</b>  | <b>35,993,312</b>  | <b>36,554,184</b>  | <b>37,138,768</b>  | <b>37,748,104</b>  | <b>38,383,269</b>  | <b>39,045,379</b>  | <b>39,735,592</b>  | <b>40,455,109</b>  | <b>41,205,172</b>  | <b>41,987,070</b>  | <b>42,802,138</b>  |
| -12,974,515        | -12,973,089        | -12,968,995        | -12,968,995        | -12,969,736        | -12,974,222        | -13,257,226        | -13,534,680        | -13,770,721        | -14,037,115        | -14,037,115        | -14,040,445        | -14,047,545        | -14,051,309        | -14,051,309        | -14,076,542        |
| 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>20,536,303</b>  | <b>20,994,361</b>  | <b>21,474,139</b>  | <b>21,969,740</b>  | <b>22,485,415</b>  | <b>23,019,090</b>  | <b>23,296,958</b>  | <b>23,604,089</b>  | <b>23,977,383</b>  | <b>24,346,154</b>  | <b>25,008,264</b>  | <b>25,695,147</b>  | <b>26,407,564</b>  | <b>27,153,863</b>  | <b>27,935,761</b>  | <b>28,725,596</b>  |
| 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| -20,912,497        | -21,478,747        | -16,818,225        | -796,180           | -4,743,490         | -9,114,628         | -5,099,562         | -12,454,059        | -2,553,138         | -371,975           | -114,675           | 0                  | 0                  | 0                  | 0                  | 0                  |
| 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>-376,194</b>    | <b>-484,386</b>    | <b>4,655,914</b>   | <b>21,173,561</b>  | <b>17,741,926</b>  | <b>13,904,462</b>  | <b>18,197,396</b>  | <b>11,150,030</b>  | <b>21,424,245</b>  | <b>23,974,179</b>  | <b>24,893,589</b>  | <b>25,695,147</b>  | <b>26,407,564</b>  | <b>27,153,863</b>  | <b>27,935,761</b>  | <b>28,725,596</b>  |
| <b>12,686,616</b>  | <b>12,310,422</b>  | <b>11,826,037</b>  | <b>16,481,951</b>  | <b>37,655,511</b>  | <b>55,397,437</b>  | <b>69,301,899</b>  | <b>87,499,295</b>  | <b>98,649,325</b>  | <b>120,073,570</b> | <b>144,047,750</b> | <b>168,941,339</b> | <b>194,636,486</b> | <b>221,044,050</b> | <b>248,197,913</b> | <b>276,133,674</b> |
| -376,194           | -484,386           | 4,655,914          | 21,173,561         | 17,741,926         | 13,904,462         | 18,197,396         | 11,150,030         | 21,424,245         | 23,974,179         | 24,893,589         | 25,695,147         | 26,407,564         | 27,153,863         | 27,935,761         | 28,725,596         |
| <b>12,310,422</b>  | <b>11,826,037</b>  | <b>16,481,951</b>  | <b>37,655,511</b>  | <b>55,397,437</b>  | <b>69,301,899</b>  | <b>87,499,295</b>  | <b>98,649,325</b>  | <b>120,073,570</b> | <b>144,047,750</b> | <b>168,941,339</b> | <b>194,636,486</b> | <b>221,044,050</b> | <b>248,197,913</b> | <b>276,133,674</b> | <b>304,859,270</b> |