London Borough of Croydon HRA Business Plan 2025/26 for 2026/27
Base Version
HRA Summary

Year	1	2	3	4	5	6	7	8	9	10
Financial Year	**2025.26**	**2026.27**	**2027.28**	**2028.29**	**2029.30**	**2030.31**	**2031.32**	**2032.33**	**2033.34**	**2034.35**
HRA 30 YEAR SUMMARY										
Dwelling rents	91,089,865	95,499,344	99,132,303	102,944,311	106,489,243	112,053,589	114,704,077	119,357,139	123,053,471	126,858,408
Non-dwelling rents	1,008,000	1,055,565	1,088,943	1,121,201	1,154,420	1,188,627	1,223,851	1,260,124	1,297,475	1,335,939
Service charge income	7,204,000	8,615,917	8,860,193	9,093,874	9,333,922	9,580,517	9,833,841	10,094,083	10,361,437	10,636,102
Other income and contributions	3,714,000	4,642,401	4,744,534	4,839,424	4,936,213	5,034,937	5,135,636	5,238,349	5,343,116	5,449,978
Total income	**103,015,865**	**109,813,227**	**113,825,972**	**117,998,811**	**121,913,798**	**127,857,671**	**130,897,405**	**135,949,694**	**140,055,499**	**144,280,426**
Repairs & maintenance	37,995,375	35,102,191	36,344,158	37,070,623	37,809,457	38,588,077	39,417,439	40,258,527	41,064,006	41,872,640
Management (incl RRT)	34,794,000	37,577,302	41,545,586	42,366,498	42,991,170	43,340,993	44,207,813	45,091,969	45,993,809	46,913,685
Bad debts	981,071	1,039,931	1,078,972	1,119,764	1,157,871	1,216,626	1,245,735	1,295,323	1,335,210	1,376,268
Dwelling Depreciation	14,293,971	14,590,359	14,973,391	15,312,412	15,607,133	15,938,088	16,395,963	16,714,097	17,038,397	17,368,984
Depreciation of Right of Use assets	0	0	0	0	0	0	0	0	0	0
Debt management	166,000	166,000	169,652	173,045	176,506	180,036	183,637	187,310	191,056	194,877
Total costs	**88,230,417**	**88,475,784**	**94,111,759**	**96,042,341**	**97,742,137**	**99,263,820**	**101,450,587**	**103,547,226**	**105,622,477**	**107,726,452**
Net income from services	**14,785,447**	**21,337,443**	**19,714,213**	**21,956,469**	**24,171,661**	**28,593,851**	**29,446,818**	**32,402,468**	**34,433,022**	**36,553,974**
Interest payable	-14,758,399	-16,257,409	-18,343,564	-21,078,233	-23,707,529	-26,249,717	-28,636,295	-29,665,526	-30,605,173	-31,624,027
Interest income	1,209,181	848,223	779,025	792,532	790,138	791,444	809,603	822,360	828,929	835,733
Net income/expenditure before appropri	**1,236,230**	**5,928,258**	**2,149,673**	**1,670,768**	**1,254,270**	**3,135,579**	**1,620,126**	**3,559,303**	**4,656,778**	**5,765,680**
Set aside for debt repayment	0	0	0	0	0	0	0	0	0	0
Revenue contributions to capital	-12,470,092	-7,044,513	-1,632,539	-1,343,184	-1,731,590	-2,576,524	-1,043,564	-3,338,049	-4,467,263	-5,529,632
Voluntary top-up to MRR	0	0	0	0	0	0	0	0	0	0
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	**-11,233,862**	**-1,116,255**	**517,134**	**327,584**	**-477,320**	**559,055**	**576,563**	**221,253**	**189,514**	**236,048**
HRA Balance brought forward	**22,198,000**	**10,964,138**	**9,847,882**	**10,365,017**	**10,692,601**	**10,215,281**	**10,774,336**	**11,350,899**	**11,572,152**	**11,761,666**
HRA surplus/(deficit)	-11,233,862	-1,116,255	517,134	327,584	-477,320	559,055	576,563	221,253	189,514	236,048
HRA Balance carried forward	**10,964,138**	**9,847,882**	**10,365,017**	**10,692,601**	**10,215,281**	**10,774,336**	**11,350,899**	**11,572,152**	**11,761,666**	**11,997,715**
Other reserves brought forward	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**
Appropriation (to) / from HRA	0	0	0	0	0	0	0	0	0	0
Release of reserve (direct to capital)	0	0	0	0	0	0	0	0	0	0
Other reserves carried forward	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**

London Borough of Croydon HRA Busines
Base Version
HRA Summary

Year	11	12	13	14	15	16	17	18	19	20
Financial Year	**2035.36**	**2036.37**	**2037.38**	**2038.39**	**2039.40**	**2040.41**	**2041.42**	**2042.43**	**2043.44**	**2044.45**
HRA 30 YEAR SUMMARY										
Dwelling rents	133,159,540	133,507,596	136,300,687	139,146,473	142,045,831	144,999,653	150,719,372	151,108,343	154,255,570	157,463,025
Non-dwelling rents	1,375,547	1,403,057	1,431,119	1,459,741	1,488,936	1,518,715	1,549,089	1,580,071	1,611,672	1,643,905
Service charge income	10,918,284	11,136,649	11,359,382	11,586,570	11,818,302	12,054,668	12,295,761	12,541,676	12,792,510	13,048,360
Other income and contributions	5,558,978	5,670,157	5,783,560	5,899,231	6,017,216	6,137,560	6,260,312	6,385,518	6,513,228	6,643,493
Total income	**151,012,348**	**151,717,460**	**154,874,748**	**158,092,015**	**161,370,285**	**164,710,595**	**170,824,534**	**171,615,607**	**175,172,980**	**178,798,783**
Repairs & maintenance	42,705,187	43,586,663	44,448,331	45,327,031	46,223,099	47,136,880	48,070,538	49,024,541	49,997,475	50,989,716
Management (incl RRT)	47,851,958	48,808,998	49,785,178	50,780,881	51,796,499	52,832,429	53,889,077	54,966,859	56,066,196	57,187,520
Bad debts	1,442,839	1,448,057	1,478,236	1,508,986	1,540,318	1,572,241	1,632,394	1,638,247	1,672,254	1,706,913
Dwelling Depreciation	17,705,978	18,052,153	18,405,093	18,764,930	19,131,797	19,505,834	19,890,103	20,281,941	20,681,496	21,088,920
Depreciation of Right of Use assets	0	0	0	0	0	0	0	0	0	0
Debt management	198,774	202,750	206,805	210,941	215,160	219,463	223,852	228,329	232,896	237,554
Total costs	**109,904,737**	**112,098,621**	**114,323,642**	**116,592,769**	**118,906,874**	**121,266,847**	**123,705,966**	**126,139,916**	**128,650,316**	**131,210,623**
Net income from services	**41,107,611**	**39,618,839**	**40,551,106**	**41,499,246**	**42,463,411**	**43,443,748**	**47,118,568**	**45,475,691**	**46,522,664**	**47,588,160**
Interest payable	-32,526,592	-32,932,611	-32,920,139	-33,218,032	-33,675,037	-35,149,014	-35,975,248	-36,530,202	-35,832,783	-38,038,230
Interest income	843,944	896,177	906,368	869,862	872,308	861,155	926,235	1,050,116	1,002,577	894,594
Net income/expenditure before appropri	**9,424,963**	**7,582,406**	**8,537,335**	**9,151,076**	**9,660,682**	**9,155,889**	**12,069,555**	**9,995,605**	**11,692,457**	**10,444,524**
Set aside for debt repayment	0	0	0	0	0	0	0	0	0	0
Revenue contributions to capital	-9,147,544	-4,593,231	-10,889,193	-9,082,276	-9,576,513	-9,937,537	-7,217,882	-7,099,943	-17,561,170	-11,328,878
Voluntary top-up to MRR	0	0	0	0	0	0	0	0	0	0
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	**277,418**	**2,989,175**	**-2,351,858**	**68,800**	**84,169**	**-781,648**	**4,851,673**	**2,895,662**	**-5,868,712**	**-884,354**
HRA Balance brought forward	**11,997,715**	**12,275,133**	**15,264,307**	**12,912,449**	**12,981,250**	**13,065,419**	**12,283,771**	**17,135,444**	**20,031,106**	**14,162,394**
HRA surplus/(deficit)	277,418	2,989,175	-2,351,858	68,800	84,169	-781,648	4,851,673	2,895,662	-5,868,712	-884,354
HRA Balance carried forward	**12,275,133**	**15,264,307**	**12,912,449**	**12,981,250**	**13,065,419**	**12,283,771**	**17,135,444**	**20,031,106**	**14,162,394**	**13,278,040**
Other reserves brought forward	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**
Appropriation (to) / from HRA	0	0	0	0	0	0	0	0	0	0
Release of reserve (direct to capital)	0	0	0	0	0	0	0	0	0	0
Other reserves carried forward	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**

London Borough of Croydon HRA Busines
Base Version
HRA Summary

Year	21	22	23	24	25	26	27	28	29	30
Financial Year	**2045.46**	**2046.47**	**2047.48**	**2048.49**	**2049.50**	**2050.51**	**2051.52**	**2052.53**	**2053.54**	**2054.55**
HRA 30 YEAR SUMMARY										
Dwelling rents	160,732,135	164,075,489	170,550,246	170,980,578	174,533,766	178,155,654	181,860,600	189,037,905	189,514,630	193,454,381
Non-dwelling rents	1,676,784	1,710,319	1,744,526	1,779,416	1,815,004	1,851,305	1,888,331	1,926,097	1,964,619	2,003,912
Service charge income	13,309,327	13,575,514	13,847,024	14,123,964	14,406,444	14,694,572	14,988,464	15,288,233	15,593,998	15,905,878
Other income and contributions	6,776,363	6,911,890	7,050,128	7,191,130	7,334,953	7,481,652	7,631,285	7,783,911	7,939,589	8,098,381
Total income	**182,494,608**	**186,273,212**	**193,191,923**	**194,075,088**	**198,090,167**	**202,183,183**	**206,368,679**	**214,036,146**	**215,012,836**	**219,462,551**
Repairs & maintenance	52,001,648	53,035,667	54,092,290	55,169,964	56,269,109	57,390,150	58,535,740	59,706,455	60,900,584	62,118,596
Management (incl RRT)	58,331,270	59,497,896	60,687,854	61,901,611	63,139,643	64,402,436	65,690,485	67,004,294	68,344,380	69,711,268
Bad debts	1,742,241	1,778,366	1,846,448	1,852,966	1,891,356	1,930,491	1,970,516	2,045,975	2,053,194	2,095,752
Dwelling Depreciation	21,504,369	21,931,228	22,366,560	22,810,533	23,263,318	23,725,090	24,199,592	24,683,584	25,177,256	25,680,801
Depreciation of Right of Use assets	0	0	0	0	0	0	0	0	0	0
Debt management	242,305	247,151	252,094	257,136	262,279	267,524	272,875	278,332	283,899	289,577
Total costs	**133,821,833**	**136,490,308**	**139,245,246**	**141,992,210**	**144,825,704**	**147,715,691**	**150,669,207**	**153,718,640**	**156,759,312**	**159,895,993**
Net income from services	**48,672,774**	**49,782,905**	**53,946,677**	**52,082,878**	**53,264,463**	**54,467,492**	**55,699,472**	**60,317,506**	**58,253,524**	**59,566,558**
Interest payable	-38,035,775	-38,057,577	-38,076,470	-38,086,823	-38,086,823	-38,086,823	-38,122,307	-38,111,313	-38,127,406	-38,179,715
Interest income	907,446	1,113,864	1,400,425	1,441,372	1,605,140	2,103,057	2,507,594	2,875,097	3,254,414	3,805,634
Net income/expenditure before appropri	**11,544,446**	**12,839,192**	**17,270,632**	**15,437,428**	**16,782,780**	**18,483,727**	**20,084,759**	**25,081,289**	**23,380,532**	**25,192,477**
Set aside for debt repayment	0	0	0	0	0	0	0	0	0	0
Revenue contributions to capital	-9,856,323	-1,618,254	-10,570,538	-19,576,705	-2,401,750	-1,725,746	-11,543,643	-10,639,347	-14,100,565	0
Voluntary top-up to MRR	0	0	0	0	0	0	0	0	0	0
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	**1,688,122**	**11,220,937**	**6,700,094**	**-4,139,277**	**14,381,030**	**16,757,981**	**8,541,116**	**14,441,942**	**9,279,967**	**25,192,477**
HRA Balance brought forward	**13,278,040**	**14,966,162**	**26,187,100**	**32,887,194**	**28,747,917**	**43,128,946**	**59,886,928**	**68,428,044**	**82,869,986**	**92,149,953**
HRA surplus/(deficit)	1,688,122	11,220,937	6,700,094	-4,139,277	14,381,030	16,757,981	8,541,116	14,441,942	9,279,967	25,192,477
HRA Balance carried forward	**14,966,162**	**26,187,100**	**32,887,194**	**28,747,917**	**43,128,946**	**59,886,928**	**68,428,044**	**82,869,986**	**92,149,953**	**117,342,431**
Other reserves brought forward	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**
Appropriation (to) / from HRA	0	0	0	0	0	0	0	0	0	0
Release of reserve (direct to capital)	0	0	0	0	0	0	0	0	0	0
Other reserves carried forward	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**	**14,253,051**