APPENDIX G

Housing Revenue Account - Medium Term Financial Strategy 2010/11 to 2014/15

HRA Summary	2010/11		2011/12		2012/13		2013/14		2014/15	
	Increase / (Decrease) £000s	*Draft Budget £000s*	*Increase / (Decrease) £000s*	*Draft Budget £000s*	*Increase / (Decrease) £000s*	*Draft Budget £000s*	*Increase / (Decrease) £000s*	*Draft Budget £000s*	*Increase / (Decrease) £000s*	*Draft Budget £000s*
Company Income	(747)	(55,201)	730	(54,471)	(1,362)	(55,833)	(1,396)	(57,229)	(1,431)	(58,659)
Chief Executive	26	1,757	35	1,792	46	1,838	47	1,884	47	1,931
Housing Management	117	12,190	129	12,319	308	12,627	315	12,942	324	13,266
Business Improvement	2	95	2	97	2	100	3	102	3	105
Resources	770	23,150	464	23,613	590	24,203	605	24,808	620	25,428
Building Services	196	9,502	190	9,693	242	9,934	248	10,183	255	10,437
Asset Management	52	909	18	927	23	950	24	974	24	998
Corporate	(415)	7,598	(1,568)	6,030	151	6,181	155	6,335	159	6,494
Total Company Accounts	**(0)**	**(0)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Rental Income	(2,515)	(68,997)	(3,383)	(72,380)	(3,549)	(75,929)	(3,723)	(79,652)	(3,905)	(83,557)
Non Dwelling Rents	(192)	(2,408)	(48)	(2,456)	(61)	(2,518)	(63)	(2,581)	(64)	(2,645)
HRA Subsidy	168	(18,124)	(976)	(19,101)	(907)	(20,007)	356	(19,652)	2,004	(17,647)
Leasehold Service Charge Income	(105)	(4,964)	(107)	(5,071)	(137)	(5,208)	(140)	(5,348)	(144)	(5,492)
Tenant Service Charge Income	298	(9,525)	(191)	(9,716)	(243)	(9,959)	(249)	(10,208)	(255)	(10,463)
Miscellaneous Income	97	(5,316)	(283)	(5,599)	(288)	(5,887)	(168)	(6,054)	(173)	(6,227)
Housing Management Costs	360	7,677	200	7,878	221	8,098	227	8,325	233	8,559
Repairs & Maintenance	(146)	70	1	71	2	73	2	75	2	77
Bad Debt Provision	(150)	1,000	50	1,050	50	1,100	50	1,150	0	1,150
Service Charge Costs	360	8,326	60	8,386	210	8,595	215	8,810	220	9,030
Total Managed Accounts	**(1,826)**	**(92,262)**	**(4,677)**	**(96,939)**	**(4,702)**	**(101,641)**	**(3,493)**	**(105,134)**	**(2,081)**	**(107,215)**
Temporary Accommodation Income	4	(4,472)	(98)	(4,570)	(105)	(4,675)	(110)	(4,785)	(115)	(4,900)
Housing Management Direct Costs	30	1,500	30	1,530	38	1,568	39	1,608	40	1,648
Supported Housing Costs	66	3,191	66	3,258	85	3,342	87	3,429	89	3,518
Repairs & Maintenance	6	322	7	329	8	337	8	345	9	354
Capital Financing Charges	4,769	50,918	1,959	52,877	3,753	56,630	2,650	59,280	1,170	60,450
Other Property Costs	96	2,041	41	2,081	52	2,134	53	2,187	55	2,242
Bad Debt Provisions	10	51	10	61	10	71	10	81	0	81
ALMO Management Fee	323	41,582	(1,002)	40,580	1,015	41,594	1,040	42,634	1,066	43,700
Total Retained Accounts	**5,304**	**95,133**	**1,013**	**96,146**	**4,855**	**101,001**	**3,778**	**104,779**	**2,313**	**107,092**
TOTAL HOUSING REVENUE ACCOUNT	**3,478**	**2,871**	**(3,665)**	**(793)**	**153**	**(640)**	**285**	**(355)**	**232**	**(123)**
Planned Opening HRA Balance		***(7,438)***		***(4,567)***		***(5,360)***		***(6,000)***		***(6,355)***
In-Year Use of Balances		*2,871*		*(793)*		*(640)*		*(355)*		*(123)*
Planned Closing Balance		***(4,567)***		***(5,360)***		***(6,000)***		***(6,355)***		***(6,478)***

Housing Revenue Account - Medium Term Financial Strategy 2010/11 to 2014/15

HRA Summary - Budget Variations

Managed and Retained Budgets

Change	2010/11 over 2009/10 £000s	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s
Rent Increase	(2,454)	(3,540)	(3,714)	(3,896)	(4,087)
Service Charges	495	0	0	0	0
Budget Pressures in 2009/10	385	(125)	(125)	0	0
ALMO Management Fee	323	(1,002)	1,015	1,040	1,066
Capital Financing Charges	3,269	3,459	3,753	2,650	1,170
Inflation	(12)	(0)	2	2	2
Increase In Bad Debts Provision	60	60	60	60	0
Housing Stock Reduction	64	67	70	74	77
Subsidy	168	(976)	(907)	356	2,005
New Investment	1,869	(1,607)	0	0	0
New Efficiencies	(689)	0	0	0	0
Total Variations Managed and Retained	**3,478**	**(3,665)**	**153**	**285**	**232**
Company Budgets					
New Investment	200	400	0	0	0
Existing Investment	(1)	(112)	0	0	0
New Efficiencies	(700)	(120)	0	0	0
Existing Efficiencies	0	(2,000)	0	0	0
Inflation	824	830	1,015	1,040	1,066
ALMO Management Fee	(323)	1,002	(1,015)	(1,040)	(1,066)
Total Variations Company	**0**	**0**	**0**	**0**	**0**
Variations - All HRA					
Rent Increase	(2,454)	(3,540)	(3,714)	(3,896)	(4,087)
Service Charges	495	0	0	0	0
Capital Financing Charges	3,269	3,459	3,753	2,650	1,170
Inflation	812	830	1,016	1,042	1,067
Increase In Bad Debts Provision	60	60	60	60	0
Housing Stock Reduction	64	67	70	74	77
Subsidy	168	(976)	(907)	356	2,005
New Investment	2,069	(1,207)	0	0	0
Existing Investment	(1)	(112)	0	0	0
New Efficiencies	(1,389)	(120)	0	0	0
Budget Pressures in 2009/10	385	(125)	(125)	0	0
Existing Efficiencies	0	(2,000)	0	0	0
Total Variations All HRA	**3,478**	**(3,665)**	**153**	**285**	**232**

Housing Revenue Account - Medium Term Financial Strategy 2010/11 to 2014/15

HRA Summary - New Investment

Change	2010/11 over 2009/10 £000s	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s
Review of Salary Overheads 2011/12	0	400	0	0	0
Window Maintenance commitments	200	0	0	0	0
Increase in Pest Control Charges	50	0	0	0	0
Additional waste management Charges - collection of 'white' goods	44	0	0	0	0
Contribution to Waste Management procurement costs	107	-107	0	0	0
Cost of ALMO Client Service	168	0	0	0	0
Fire Precaution Works	1,500	-1,500			
Total New Investment	**2,069**	**-1,207**	**0**	**0**	**0**

HRA Summary - New Investment

Change	2010/11 over 2009/10 £000s	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s
Company	200	400	0	0	0
Retained	1,500	-1,500	0	0	0
Managed	369	-107	0	0	0
Total New Investment	**2,069**	**-1,207**	**0**	**0**	**0**

HRA Summary - New Efficiencies

Change	2010/11 over 2009/10 £000s	2011/12 over 2010/11 £000s	2012/13 over 2011/12 £000s	2013/14 over 2012/13 £000s	2014/15 over 2013/14 £000s
Complete Review Corporate Finance SLA by the end of the second quarter and evaluate options for the transfer of functions to the company	0	-30	0	0	0
Implementation of systems for new procurement arrangements using Procurement for Housing	-90	-90	0	0	0
Savings from retendering of Insurance Premiums	-170	0	0	0	0
Reduction of cost for the over of sickness absence	-115	0	0	0	0
Procurement savings	-200	0	0	0	0
Additional contribution to IT costs	-125	0	0	0	0
Reduction of Lease and Commercial Property charges.	-150	0	0	0	0
Reduction in provision for bad debts from improved collection performance demonstrated over prior years	-200	0	0	0	0
Supporting People Grant - additional entitlement	-191	0	0	0	0
Rent review - Commercial Dwellings	-148	0	0	0	0
Total New Efficiencies	**-1,389**	**-120**	**0**	**0**	**0**