

**Appendix E**  
**HRA Business Plan Summary**

| <b>Brentwood Borough Council</b>          |                |                |                |                |                |                 |                 |                 |                 |                 |                  |
|---|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Summary Business Plan                     |                |                |                |                |                |                 |                 |                 |                 |                 |                  |
| <b>Year</b>                               | 2017/18        | 2018/19        | 2019/20        | 2020/21        | 2021/22        | 2022/27         | 2027/32         | 2032/37         | 2037/42         | 2042/47         | TOTAL            |
| <b>Details of Expenditure</b>             | £'000          | £'000          | £'000          | £'000          | £'000          | £'000           | £'000           | £'000           | £'000           | £'000           | £'000            |
| <b>Repairs and Maintenance</b>            | 2,670          | 2,670          | 2,670          | 2,737          | 2,805          | 15,114          | 17,100          | 19,347          | 21,889          | 24,765          | 111,767          |
| General Management                        | 1,583          | 1,580          | 1,566          | 1,587          | 1,608          | 8,361           | 8,930           | 9,547           | 10,216          | 10,943          | 55,921           |
| Special Services                          | 1,199          | 1,204          | 1,208          | 1,231          | 1,253          | 6,610           | 7,229           | 7,917           | 8,681           | 9,532           | 46,065           |
| <b>Supervision and Management Total</b>   | 2,781          | 2,784          | 2,774          | 2,819          | 2,861          | 14,971          | 16,159          | 17,463          | 18,897          | 20,475          | 101,985          |
| Rent, Rates, Taxes and Other Charges      | 203            | 207            | 211            | 217            | 223            | 1,200           | 1,358           | 1,536           | 1,738           | 1,967           | 8,861            |
| Depreciation and Impairment of Property   | 2,764          | 3,024          | 3,310          | 3,310          | 3,310          | 16,550          | 16,550          | 16,550          | 16,550          | 16,550          | 98,468           |
| Increased Provision for Bad Debts         | 40             | 40             | 39             | 40             | 40             | 215             | 239             | 266             | 296             | 329             | 1,545            |
| Loan Repayment                            |                |                |                |                | 5,000          | 10,000          | 20,400          | 25,000          | 14,166          | 26,000          | 100,566          |
| <b>TOTAL EXPENDITURE</b>                  | <b>8,459</b>   | <b>8,725</b>   | <b>9,005</b>   | <b>9,122</b>   | <b>14,239</b>  | <b>58,050</b>   | <b>71,806</b>   | <b>80,162</b>   | <b>73,536</b>   | <b>90,086</b>   | <b>423,192</b>   |
| Capital Charges Reversal                  | 0              | 0              | 0              | 0              | (5,000)        | (10,000)        | (20,400)        | (25,000)        | (14,166)        | (26,000)        | (100,566)        |
| Interest on Loan                          | 2,000          | 2,000          | 2,040          | 2,140          | 2,150          | 11,120          | 12,564          | 12,325          | 9,585           | 3,555           | 59,479           |
| Interest on Balances                      | (44)           | (55)           | (71)           | (70)           | (70)           | (350)           | (350)           | (350)           | (350)           | (350)           | (2,060)          |
|   | 10,415         | 10,670         | 10,974         | 11,192         | 11,319         | 58,820          | 63,620          | 67,137          | 68,605          | 67,291          | 380,045          |
| <b>Details of Income</b>                  |                |                |                |                |                |                 |                 |                 |                 |                 |                  |
| Dwelling Rents (net)                      | (11,878)       | (11,759)       | (11,643)       | (11,709)       | (11,952)       | (63,581)        | (70,450)        | (78,062)        | (86,495)        | (95,840)        | (453,369)        |
| Non Dwelling Rents (net)                  | (366)          | (373)          | (381)          | (385)          | (393)          | (2,084)         | (2,301)         | (2,540)         | (2,805)         | (3,097)         | (14,724)         |
| Charges for Services and Facilities       | (854)          | (870)          | (884)          | (917)          | (948)          | (5,225)         | (6,140)         | (7,216)         | (8,482)         | (9,969)         | (41,505)         |
| Contribution Towards Expenditure          | (176)          | (176)          | (176)          | (176)          | (176)          | (878)           | (880)           | (880)           | (880)           | (880)           | (5,275)          |
| <b>Net Cost of HRA Services</b>           | <b>(2,858)</b> | <b>(2,507)</b> | <b>(2,109)</b> | <b>(1,995)</b> | <b>(2,148)</b> | <b>(12,947)</b> | <b>(16,151)</b> | <b>(21,561)</b> | <b>(30,057)</b> | <b>(42,495)</b> | <b>(134,828)</b> |
| CDC                                       | 433            | 434            | 421            | 429            | 436            | 2,298           | 2,506           | 2,737           | 2,993           | 3,277           | 15,965           |
| Pension Interest Cost                     | 300            | 300            | 330            | 347            | 364            | 2,111           | 2,694           | 3,438           | 4,388           | 5,601           | 19,873           |
| <b>Net Expenditure of HRA Services</b>    | <b>(2,125)</b> | <b>(1,773)</b> | <b>(1,359)</b> | <b>(1,219)</b> | <b>(1,348)</b> | <b>(8,538)</b>  | <b>(10,951)</b> | <b>(15,386)</b> | <b>(22,675)</b> | <b>(33,616)</b> | <b>(98,991)</b>  |
| Funding Volatility                        | 1,308          | 500            | 100            | 100            | 200            | 2,300           | 6,000           | 11,500          | 18,000          | 26,500          | 66,508           |
| Capital Program Funding                   | 367            | 1,012          | 1,100          | 890            | 890            | 4,450           | 3,850           | 2,950           | 2,950           | 2,950           | 21,409           |
| <b>(Surplus)/Deficit for HRA Services</b> | <b>(450)</b>   | <b>(261)</b>   | <b>(159)</b>   | <b>(229)</b>   | <b>(258)</b>   | <b>(1,788)</b>  | <b>(1,101)</b>  | <b>(936)</b>    | <b>(1,725)</b>  | <b>(4,166)</b>  | <b>(11,074)</b>  |
| Working Balance b/f                       | 1,656          | 2,106          | 2,367          | 2,525          | 2,755          | 3,013           | 4,801           | 5,902           | 6,838           | 8,563           | 12,729           |
| Accumulated Surplus                       | 2,106          | 2,367          | 2,525          | 2,755          | 3,013          | 4,801           | 5,902           | 6,838           | 8,563           | 12,729          |                  |