



<b>General Fund Corporate Summary - Breakdown of Funding Streams</b>	2013/14 £(000s)	2014/15 £(000s)	2015/16 £(000s)	2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)
<b>Business Rate Revenues</b>						
Inflationary Uplift on Business Rate Revenues	2.67%	1.95%	2.76%	2.50%	2.50%	2.50%
Forecast Growth on Business Rate Revenues	0.00%	4.10%	3.99%	0.39%	0.43%	0.67%
Forecast Gross Business Rate Yield	331,325	351,618	375,725	386,615	397,976	410,675
Less: Central Government Share (50%)	165,663	175,809	187,862	193,307	198,988	205,337
Less: GLA Share (20%)	66,265	70,324	75,145	77,323	79,595	82,135
<b>Forecast LBH Share of Business Rate Yield (30%)</b>	<b>99,398</b>	<b>105,485</b>	<b>112,718</b>	<b>115,985</b>	<b>119,393</b>	<b>123,203</b>
Less: Baseline Business Rate Income	(41,252)	(42,055)	(43,216)	(44,296)	(45,403)	(46,538)
Less: Tariff	(58,027)	(59,158)	(60,790)	(62,310)	(63,868)	(65,465)
<b>Growth on LBH Share</b>	<b>119</b>	<b>4,272</b>	<b>8,712</b>	<b>9,379</b>	<b>10,122</b>	<b>11,200</b>
Less: (Levy on Growth) / Safety Net Payments	(60)	(2,136)	(4,356)	(4,690)	(5,061)	(5,600)
<b>Retained Growth</b>	<b>59</b>	<b>2,136</b>	<b>4,356</b>	<b>4,689</b>	<b>5,061</b>	<b>5,600</b>
Add: Baseline Business Rate Income	41,252	42,055	43,216	44,296	45,403	46,538
<b>Net Business Rate Revenues</b>	<b>41,311</b>	<b>44,191</b>	<b>47,572</b>	<b>48,985</b>	<b>50,464</b>	<b>52,138</b>
<b>Other Central Government Funding</b>						
2013/14 Council Tax Freeze Grant	1,129	0	0	0	0	0
2014/15 Council Tax Freeze Grant	0	1,129	1,129	0	0	0
2015/16 Council Tax Freeze Grant	0	0	1,129	1,129	0	0
NNDR Retention Grants	200	981	846	846	846	846
Education Services Grant	3,118	3,300	3,300	3,300	3,300	3,300
Provision for Academy Transfers	(580)	580	0	0	0	0
Community Safety Fund	137	0	0	0	0	0
Housing Benefit Administration Subsidy Grant	2,069	1,986	1,907	1,831	1,752	1,673
Local Reform & Community Voices Grant	182	188	188	188	188	188
Lead Local Authority Flood Grant	58	58	58	58	58	58
School Travel Grant	0	59	59	59	59	59
NHS Section 256 Agreement	3,727	4,773	0	0	0	0
Health & Social Care Integration Fund	0	0	7,905	7,905	7,905	7,905
New Burdens - Capped Costs & Deferred Payments	0	0	1,300	3,660	3,660	3,660
<b>Total Other Central Government Funding</b>	<b>10,040</b>	<b>13,054</b>	<b>17,821</b>	<b>18,976</b>	<b>17,768</b>	<b>17,689</b>

<b>General Fund - Corporate Items</b>	<b>Group</b>	<b>Net Variation from 2013/14 Budget</b>				
		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b><u>New Burdens &amp; Transfers of Responsibility</u></b>						
Removal of Schools & Academies for Carbon Reduction Commitment	Corp	253	253	253	253	253
NHS Section 256 Agreement	ASC	434	-4,339	-4,339	-4,339	-4,339
Health & Social Care Integration Fund	ASC	0	7,905	7,905	7,905	7,905
Capped Costs & Deferred Payments	ASC	0	1,300	3,660	3,660	3,660
<b><u>Adjustments to Funding, Financing &amp; Corporate Budgets</u></b>						
Increase in Council Tax Older People's Discount	Corp		10	470	950	1,450
Drawdown from Earmarked Reserves to finance Older People's Discount	Corp	0	-10	-470	-950	-1,450
Rephasing of Capital Financing Costs	Corp	-900	0	0	0	0
Savings Earmarked for Future Capital Investment	Corp	-1,413	-1,413	-1,413	0	0
Earmark from General Reserves to smooth profile of funding reductions	Corp	0	-5,000	0	0	0
<b>Total Corporate Items</b>		<b>-1,626</b>	<b>-1,294</b>	<b>6,066</b>	<b>7,479</b>	<b>7,479</b>

<b>General Fund - Development &amp; Risk Contingency</b>	<b>Provision 2013/14</b>	<b>Change from 2013/14</b>	<b>Group</b>	<b>Gross Risk 2014/15</b>	<b>Probability</b>	<b>Provision 2014/15</b>	<b>Provision 2015/16</b>	<b>Provision 2016/17</b>	<b>Provision 2017/18</b>	<b>Provision 2018/19</b>
	£(000s)	£(000s)		£(000s)	(%)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Potential Calls</b>										
Uninsured claims	400	0	A&F	400	100%	400	420	420	420	420
Carbon Reduction Commitment Energy Efficiency Scheme	402	-162	RS	240	100%	240	236	228	223	219
Contingency against Leisure outsourced income streams	217	-217	RS	0	100%	0	0	0	0	0
HS2 Challenge contingency	200	0	RS	200	100%	200	0	0	0	0
Heathrow Expansion Challenge Contingency	200	0	RS	200	100%	200	0	0	0	0
Impact of welfare reform on homelessness (Legacy)	737	-737	RS	0	100%	0	0	0	0	0
Impact of welfare reform on homelessness (Current)	0	2,144	RS	3,000	71%	2,144	1,494	1,494	1,494	1,494
Hillingdon Local Plan (Formerly LDF)	30	-30	RS	0	100%	0	0	0	0	0
SEN transport	760	-531	RS	229	100%	229	469	709	829	1,089
Waste Disposal Levy (Demand-led Tonnage Increases)	2,010	-1,199	RS	811	100%	811	1,811	2,811	3,811	4,811
Asylum Funding Shortfall	1,995	-537	C&YPS	1,458	100%	1,458	1,458	1,458	1,458	1,458
Potential Extension of Asylum Gateway Agreement	0	-200	C&YPS	-1,200	17%	-200	-200	-200	-200	-200
Social Care Pressures (Children's)	781	1,079	C&YPS	1,860	100%	1,860	2,466	2,823	3,180	3,538
Increase in Transitional Children due to Demographic Changes	3,814	-1,408	ASC	2,560	94%	2,406	3,531	4,642	5,811	7,083
Potential shortfall in SCH Restructuring Saving	1,500	-1,500	ASC	0	100%	0	0	0	0	0
Social Care Pressures (Adults)	7,677	4,313	ASC	11,990	100%	11,990	12,451	12,320	12,648	13,068
Potential shortfall in Social Care & Health Integration Funding	0	0	ASC	0	100%	0	1,000	1,000	1,000	1,000
Pump priming for BID savings	500	0	Corp	500	100%	500	0	0	0	0
Pensions Auto-enrollment	660	-660	Corp	0	100%	0	0	0	0	0
General Contingency	1,000	1,500	Corp	2,500	100%	2,500	2,500	2,500	2,500	2,500
<b>Total Potential Calls</b>	<b>22,883</b>	<b>1,855</b>		<b>24,748</b>		<b>24,738</b>	<b>27,636</b>	<b>30,205</b>	<b>33,174</b>	<b>36,480</b>
<b>Financing</b>										
Base Budget						22,883	22,883	22,883	22,883	22,883
Contingency released to Directorate Budgets 2013/14						-4,203	-4,203	-4,203	-4,203	-4,203
Increase / Decrease in Contingency						6,058	8,956	11,525	14,494	17,800
<b>Total Financing</b>						<b>24,738</b>	<b>27,636</b>	<b>30,205</b>	<b>33,174</b>	<b>36,480</b>
<b>Managed Risk Gap in Contingency</b>						<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>General Fund - Service Pressures</b>	<b>Group</b>	<b>Net Variation from 2013/14 Budget</b>				
		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Full Year Effect of Prior Year Pressures</b>		<b>0</b>	<b>4,370</b>	<b>4,370</b>	<b>4,370</b>	<b>4,370</b>
<b><u>New Service Pressures</u></b>						
Waste Disposal Levy (Full Year Effect of Contingency released from 2014/15)	RS	2,439	0	0	0	0
SEN Transport (Full Year Effect of Contingency released from 2014/15)	RS	1,611	0	0	0	0
Outsourced Leisure Income Streams (Full Year Effect of Contingency released during 2013/14)	RS	308	0	0	0	0
Full Year Effect of Additional Property Lawyer	A&F	12	0	0	0	0
<b>Total Savings</b>		<b>4,370</b>	<b>4,370</b>	<b>4,370</b>	<b>4,370</b>	<b>4,370</b>

<b>General Fund - Priority Growth Proposals</b>	<b>Group</b>	<b>Net Variation from 2013/14 Budget</b>				
		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
B/fwd Priority Growth		1,500	1,500	1,500	1,500	1,500
New Priority Growth		2,500	3,000	3,000	4,700	4,700
<b>Available Priority Growth Balance</b>		<b>4,000</b>	<b>4,500</b>	<b>4,500</b>	<b>6,200</b>	<b>6,200</b>
<b>New Initiatives to be funded from Priority Growth</b>						
Additional Primary School Expansions Capital Funding	Corp	-750	-1,500	-1,500	-1,500	-1,500
Secondary School Expansions Capital Funding	Corp	0	0	0	-1,700	-1,700
Extended Library Opening Hours	RS	-236	-236	-236	-236	-236
New Youth Centres	C&YPS	0	-100	-450	-450	-450
Sport & Activity for all ages Fund	RS	-400	-400	-400	-400	-400
Social Care Initiative Fund	ASC	-400	-400	-400	-400	-400
Lamp Post Refurbishment Programme	RS	-400	-400	-400	-400	-232
Telecare Line	ASC	-100	-100	-100	-100	-100
Investment in Local Rating Enforcement	RS	-100	-100	-100	-100	-100
Finance Manager (Transformation)	A&F	-90	-90	-90	-90	-90
Support for Police Tasking Team	RS	-72	-134	-134	-134	-134
<b>Remaining Unallocated Priority Growth</b>		<b>1,452</b>	<b>1,040</b>	<b>690</b>	<b>690</b>	<b>858</b>

<b>General Fund - Summary of Savings</b>	<b>Group</b>	<b>Net Variation from 2013/14 Budget</b>				
		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Full Year Effect of Prior Year Savings</b>		<b>-811</b>	<b>-12,802</b>	<b>-28,086</b>	<b>-42,135</b>	<b>-54,561</b>
<b><u>New Savings Proposals</u></b>						
Administration & Finance	A&F	-1,397	-140	-51	0	0
Residents Services	RS	-4,780	932	-952	132	-445
Adult Social Care	ASC	-4,367	-1,607	-1,569	-896	-163
Children & Young People's Services	C&YPS	-1,447	-79	0	0	0
Unallocated Savings	Corp	0	-14,390	-11,477	-11,662	-7,149
<b>Total Savings</b>		<b>-12,802</b>	<b>-28,086</b>	<b>-42,135</b>	<b>-54,561</b>	<b>-62,318</b>

<b>General Fund - Administration &amp; Finance Services Savings</b>	Ref.	Net Variation from 2013/14 Budget				
		2014/15	2015/16	2016/17	2017/18	2018/19
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Full Year Effect of Prior Year Savings</b>		-142	-1,539	-1,679	-1,730	-1,730
<b><u>New Savings Proposals</u></b>						
<b><i>Further Review of Structure within Procurement &amp; Commissioning</i></b>						
<i>Following the initial review of the Procurement and Commissioning team structure, a further restructure is proposed to be implemented in the final quarter of 2013/14 to further strengthen the Category Management Structure.</i>	AF201415 _01	-390	0	0	0	0
<b><i>Review of Structure of Revenues and Benefits</i></b>						
<i>Following a review of the Revenues and Benefits structure at the end of 2012/13, a further review of the service is proposed to ensure the most efficient structure is in place.</i>	AF201415 _02	-200	-102	-51	0	0
<b><i>Review of Senior Management Structure</i></b>						
<i>To ensure that Internal Audit is operating efficiently and fit for purpose to deliver the strategy going forward, a review of the senior management structure and skills mix is proposed.</i>	AF201415 _03	-15	0	0	0	0
<b><i>Outsourcing of Occupational Health</i></b>						
<i>It is proposed to outsource the provision of Occupational Health services.</i>	AF201415 _04	-25	-25	0	0	0

<b>General Fund - Administration &amp; Finance Services Savings</b>	Ref.	Net Variation from 2013/14 Budget				
		2014/15	2015/16	2016/17	2017/18	2018/19
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Review of Organisational Development Structure</b>						
<i>It is proposed that the post of Reward Manager is deleted and the remaining responsibilities of the role are managed across other HR roles.</i>	AF201415 _05	-55	0	0	0	0
<b>Review of Legal Services capacity and provision</b>						
<i>Following the implementation of the IKEN case management system, the service will be reviewed to ensure that the staffing structure reflects the improved efficiencies generated through the system.</i>	AF201415 _06	-65	-13	0	0	0
<b>Review of Policy, Performance &amp; Partnership Service</b>						
<i>A review of the Customer Engagement function is proposed to streamline the service and to comply with the target operating model. Further opportunities will also be taken to reduce vacant posts and absorb functions in both Policy and in Performance &amp; Intelligence teams.</i>	AF201415 _07	-172	0	0	0	0
<b>Review of Registrars Service</b>						
<i>This proposal is to review the operation of the service to improve the service delivery for residents by expanding the hours of operation and also to explore options for generating additional income.</i>	AF201415 _08	-30	0	0	0	0
<b>Public Health Efficiencies</b>						
<i>Efficiency savings from aligning Public Health responsibilities and objectives within Administration &amp; Finance</i>		-445	0	0	0	0
<b>New Savings Proposals</b>		<b>-1,397</b>	<b>-140</b>	<b>-51</b>	<b>0</b>	<b>0</b>
<b>Total Administration &amp; Finance Savings</b>		<b>-1,539</b>	<b>-1,679</b>	<b>-1,730</b>	<b>-1,730</b>	<b>-1,730</b>

<b>General Fund - Residents Services Savings</b>	Ref.	Net Variation from 2013/14 Budget				
		2014/15	2015/16	2016/17	2017/18	2018/19
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Full Year Effect of Prior Year Savings</b>		<b>-619</b>	<b>-5,399</b>	<b>-4,467</b>	<b>-5,419</b>	<b>-5,287</b>
<b><u>New Savings Proposals</u></b>						
<b><i>New Homes Bonus</i></b>						
<i>Increase in net grant receivable from DCLG for bringing new homes into use within the borough, net of topslice to support Local Economic Partnership from 2015/16 onwards</i>		-1,257	932	-952	132	-445
<b><i>Public Health Efficiencies</i></b>						
<i>Efficiency savings from aligning Public Health responsibilities and objectives within Residents Services</i>		-1,571	0	0	0	0
<b><i>Carbon Reduction &amp; Energy efficiency</i></b>						
<i>Continuation of measures to improve energy efficiency and reduce utilities costs.</i>	RS1415_0 2	-100	0	0	0	0
<b><i>Efficiencies in Waste Services</i></b>						
<i>Efficiencies and service convergence in Waste Services.</i>	RS1415_0 3	-150	0	0	0	0

<b>General Fund - Residents Services Savings</b>	Ref.	Net Variation from 2013/14 Budget				
		2014/15	2015/16	2016/17	2017/18	2018/19
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Fleet Management</b>						
<i>Hire cost reductions resulting from the implementation of the capital Fleet Replacement Programme.</i>	RS1415_04	-100	0	0	0	0
<b>Highways Permit Scheme</b>						
<i>The impact of the continuing high level of demand for highways works licensed under the implementation of the Common London Highways permit scheme.</i>	RS1415_05	-200	0	0	0	0
<b>Review of Management Structures</b>						
<i>A review of middle management structures in Residents Services to reflect new Senior Management Team configuration.</i>	RS1415_06	-250	0	0	0	0
<b>Review of Residents Services Procurement</b>						
<i>Retendering of a number of contracts.</i>		-197	0	0	0	0
<b>Housing Review</b>						
<i>A comprehensive BID review of Housing staffing structures and service provision.</i>	BIDRS1415-02	-300	0	0	0	0
<b>Review of Public Health Procurement</b>						
<i>Recommissioning of transferred contracts from Health.</i>		-450	0	0	0	0
<b>Review of Workforce Development expenditure</b>						
<i>To review the purpose and scope of the expenditure and bring more into line with 2012/13 actual expenditure, where the budget underspent by £30k.</i>	RSED14_09	-30	0	0	0	0
<b>Review of Information to Parents budget</b>						
<i>To review the purpose and scope of the expenditure and bring more into line with 2012/13 actual expenditure, where the budget underspent by £27k.</i>	RSED14_10	-25	0	0	0	0
<b>Review of Level of Music Bursary Fund</b>						
<i>To reduce budgets to reflect actual demand for the service, while maintaining an earmarked reserve to support potential increased demand.</i>	RSED14_14	-100	0	0	0	0

<b>General Fund - Residents Services Savings</b>	<b>Ref.</b>	<b>Net Variation from 2013/14 Budget</b>				
		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Description</b>		<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>
<b><i>Review of School Improvement Service</i></b>						
<i>The service holds a budget of £54k for the procurement of external support if required.</i>	RSED14_15	-50	0	0	0	0
<b>New Savings Proposals</b>		<b>-4,780</b>	<b>932</b>	<b>-952</b>	<b>132</b>	<b>-445</b>
<b>Total Residents Services Savings</b>		<b>-5,399</b>	<b>-4,467</b>	<b>-5,419</b>	<b>-5,287</b>	<b>-5,732</b>

<b>General Fund - Children &amp; Young People's Services Savings</b>	Ref.	Net Variation from 2013/14 Budget				
		2014/15	2015/16	2016/17	2017/18	2018/19
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Full Year Effect of Prior Year Savings</b>		0	-1,447	-1,526	-1,526	-1,526
<b><u>New Savings Proposals</u></b>						
<b><i>Review of Current Looked After Children Placements</i></b>						
<i>To undertake a review of each Looked After Child Placement and identify what action can be taken to ensure that the most appropriate placement is provided to best meet the needs of the child.</i>	CS1 1415S	-869	-79	0	0	0
<b><i>Review of Children's Services Procurement</i></b>						
<i>Commissioning for semi-independent accommodation for LAC.</i>		-27	0	0	0	0
<b><i>Review of Youth Service Non-Staffing Costs</i></b>						
<i>To undertake a further review of the Youth Service non-staffing costs in light of the 2012/13 outturn position, which reflected a non-staffing budget underspend of £50k.</i>	RSED14_ 04	-35	0	0	0	0
<b><i>Review of Youth Service Youth Fund</i></b>						
<i>The current budget is £50k for 2013/14, there is also £92k in an earmarked reserve for this. Expenditure each year does not normally exceed £35k.</i>	RSED14_ 05	-20	0	0	0	0
<b><i>Public Health Efficiencies</i></b>						
<i>Efficiency savings from aligning Public Health responsibilities and objectives within Children &amp; Young People's Services</i>		-496	0	0	0	0
<b>New Savings Proposals</b>		<b>-1,447</b>	<b>-79</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Childrens Social Care Savings</b>		<b>-1,447</b>	<b>-1,526</b>	<b>-1,526</b>	<b>-1,526</b>	<b>-1,526</b>

<b>General Fund - Adult Social Care Services Savings</b>	Ref.	Net Variation from 2013/14 Budget				
		2014/15	2015/16	2016/17	2017/18	2018/19
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Full Year Effect of Prior Year Savings</b>		<b>-50</b>	<b>-4,417</b>	<b>-6,024</b>	<b>-7,593</b>	<b>-8,489</b>
<b><u>New Savings Proposals</u></b>						
<b><i>BID Review of Adult Social Care</i></b>						
<i>Review of Adult Social Care through the Council's BID Programme</i>	ASCBID	-2,000	0	0	0	0
<b><i>Review of s117 Health Funding</i></b>						
<i>Work with health to ensure that clients on Section 117 Cases are reviewed</i>	ASC002	-109	0	0	0	0
<b><i>Review of ASC Procurement</i></b>						
<i>This will entail a robust review of services where contracts are due to end in 2014/15 to deliver opportunities to secure savings through service remodelling. Including a new service due to start in December 2013 approved at Cabinet in July 2013.</i>	ASC004	-586	-292	-10	0	0
<b><i>Supported Living</i></b>						
<i>Reprovide services to clients across all client groups to more suitable mixed portfolio of supported living accommodation.</i>	ASC006	-736	-1,152	-1,396	-733	0

General Fund - Adult Social Care Services Savings	Ref.	Net Variation from 2013/14 Budget				
		2014/15	2015/16	2016/17	2017/18	2018/19
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Client Income</b>						
<i>Client income increases each year as a result of annual increases to pensions/benefits linked to CPI.</i>	ASC012	-159	-163	-163	-163	-163
<b>Public Health Efficiencies</b>						
<i>Efficiency savings from aligning Public Health responsibilities and objectives within Adult Social Care</i>		-777	0	0	0	0
Remaining Unallocated Savings Target		0	0	0	0	0
<b>New Savings Proposals</b>		<b>-4,367</b>	<b>-1,607</b>	<b>-1,569</b>	<b>-896</b>	<b>-163</b>
<b>Total Adult Social Care</b>		<b>-4,417</b>	<b>-6,024</b>	<b>-7,593</b>	<b>-8,489</b>	<b>-8,652</b>



<b>Housing Revenue Account - Corporate Items</b>	<b>Group</b>	<b>Net Variation from 2013/14 Budget</b>				
		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Revenue Financing for Works to Stock Programme		-6,021	-2,481	-2,913	-3,371	-3,358
Investment in Housing Stock		6,493	5,166	7,456	9,845	11,882
Contribution to/(from) Balances		-48	-48	-48	-48	-48
<b>Total Corporate Items</b>		<b>424</b>	<b>2,637</b>	<b>4,495</b>	<b>6,426</b>	<b>8,476</b>

<b><u>Housing Revenue Account - Development &amp; Risk Contingency</u></b>	<b>Provision 2013/14</b>	<b>Change from 2013/14</b>	<b>Group</b>	<b>Gross Risk 2014/15</b>	<b>Probability</b>	<b>Provision 2014/15</b>	<b>Provision 2015/16</b>	<b>Provision 2016/17</b>	<b>Provision 2017/18</b>	<b>Provision 2018/19</b>
	£(000s)	£(000s)		£(000s)	(%)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b><u>Potential Calls</u></b>										
General Contingency	480	-480	HRA	0	0%	0	0	0	0	0
Provision for Doubtful Debt	877	0	HRA	877	100%	877	877	877	877	877
Repairs Service	0	680	HRA	680	100%	680	680	680	680	680
<b>Total Potential Calls</b>	<b>1,357</b>	<b>200</b>		<b>1,557</b>		<b>1,557</b>	<b>1,557</b>	<b>1,557</b>	<b>1,557</b>	<b>1,557</b>
<b><u>Financing</u></b>										
Base Budget						1,357	1,357	1,357	1,357	1,357
Increase / Decrease in Contingency						200	200	200	200	200
<b>Total Financing</b>						<b>1,557</b>	<b>1,557</b>	<b>1,557</b>	<b>1,557</b>	<b>1,557</b>
<b>Managed Risk Gap in Contingency</b>						<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Housing Revenue Account - Savings</b>	Ref.	<b>Net Variation from 2013/14 Budget</b>				
		<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Description</b>		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Full Year Effect of Prior Year Savings</b>		<b>0</b>	<b>-1,426</b>	<b>-2,581</b>	<b>-3,280</b>	<b>-3,706</b>
<b><u>New Savings</u></b>						
<b><i>Staff Establishment - Remodeling Back Office Functions</i></b>						
<i>Additional efficiencies identified from the BID Housing Management Review</i>		-483	0	0	0	0
<b><i>Area Office Review</i></b>						
<i>Savings arising from review of Area Office Provision</i>		-419	0	0	0	0
<b><i>Repairs Service</i></b>						
<i>Efficiencies arising from review of Repairs Service</i>		-524	0	0	0	0
<b>Remaining Unallocated Savings Target</b>		0	-1,155	-699	-426	-354
<b>New Savings Proposals</b>		<b>-1,426</b>	<b>-1,155</b>	<b>-699</b>	<b>-426</b>	<b>-354</b>
<b>Total Administration &amp; Finance Savings</b>		<b>-1,426</b>	<b>-2,581</b>	<b>-3,280</b>	<b>-3,706</b>	<b>-4,060</b>

**Draft General Fund Capital Programme**

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2014/15 Draft Budget £'000	Financed by:			2015/16 2016/17 2017/18 2018/19				Financed by:			
				Council Resources	Government Grants	Other Contributions	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Council Resources	Government Grants	Other Contributions	
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		<b>Main Programme</b>												
147,516		Primary School Expansions	60,142	18,350	33,046	8,746	6,069	0	0	0	3,732	1,014	1,323	
7,499		Purchase of Vehicles	2,189	2,189	0	0	1,200	0	0	0	1,200	0	0	
7,775		Yiewsley Pool Self-Financing Scheme	7,525	7,525	0	0	0	0	0	0	0	0	0	
5,158		Libraries Refurbishment	30	30	0	0	0	0	0	0	0	0	0	
2,803		Queenswalk Redevelopment	982	982	0	0	0	0	0	0	0	0	0	
2,000	NEW	Highways Priority Growth	2,000	2,000	0	0	0	0	0	0	0	0	0	
1,300	NEW	Harlington Road Depot Refurbishment	1,235	1,235	0	0	65	0	0	0	65	0	0	
1,173		Car Park Resurfacing	1,119	1,119	0	0	0	0	0	0	0	0	0	
1,035		Eastcote House Buildings and Gardens	995	0	975	20	0	0	0	0	0	0	0	
1,000	NEW	Pavements Priority Growth	1,000	1,000	0	0	0	0	0	0	0	0	0	
897		Grounds Maintenance Equipment & Vehicles	646	646	0	0	0	0	0	0	0	0	0	
787		ICT Single Development Plan - Windows XP	787	480	0	307	0	0	0	0	0	0	0	
600	NEW	Telecareline Equipment	600	29	571	0	0	0	0	0	0	0	0	
565	NEW	Free School Meals Projects	565	0	565	0	0	0	0	0	0	0	0	
487		CCTV	342	342	0	0	0	0	0	0	0	0	0	
456	NEW	West Drayton Cemetery	456	456	0	0	0	0	0	0	0	0	0	
595		Compass Theatre	545	275	0	270	0	0	0	0	0	0	0	
310	NEW	Whiteheath Farmhouse Refurbishment	310	310	0	0	0	0	0	0	0	0	0	
250	NEW	Rural Activities Garden Centre	250	250	0	0	0	0	0	0	0	0	0	
372		Major Projects completing in 2014/15	372	372	0	0	0	0	0	0	0	0	0	
<b>182,578</b>		<b>Total Main Programme</b>	<b>82,090</b>	<b>37,590</b>	<b>35,157</b>	<b>9,343</b>	<b>7,334</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,997</b>	<b>1,014</b>	<b>1,323</b>	
		<b>Programmes of Works</b>												
N/A		Leader's Initiative	200	200	0	0	200	200	200	200	800	0	0	
N/A	NEW	Chrysalis Programme	1,000	1,000	0	0	1,000	1,000	1,000	1,000	4,000	0	0	
N/A		Civic Centre Works Programme	600	600	0	0	500	500	500	0	1,500	0	0	
N/A		Formula Capital Devolved to Schools	1,207	0	1,207	0	535	535	535	535	0	2,140	0	
N/A		Highways Localities Programme	258	258	0	0	258	258	258	258	1,032	0	0	
N/A		Highways Structural Works	950	950	0	0	950	950	950	950	3,800	0	0	
N/A		ICT Single Development Plan	521	521	0	0	500	500	500	500	2,000	0	0	
N/A		Property Works Programme	600	600	0	0	600	600	600	600	2,400	0	0	
N/A		Road Safety	250	250	0	0	250	250	250	250	1,000	0	0	
N/A		Street Lighting	180	180	0	0	180	180	180	180	720	0	0	
N/A		Town Centre Initiatives	1,260	960	981	50	325	325	325	325	1,300	3,857	282	
N/A		Transport for London	4,058	0	3,248	79	4,647	4,764	0	0	0	5,148	124	
N/A		Urgent Building Condition Works	4,185	0	4,185	0	1,258	1,258	1,258	1,258	0	5,032	0	
N/A		Disabled Facilities Grants	2,300	855	1,445	0	2,300	2,300	2,300	2,300	3,420	5,780	0	
N/A		Adaptions for Adopted Children	200	0	200	0	200	200	200	200	0	800	0	
N/A		Private Sector Renewal Grants	762	450	312	0	762	762	762	762	1,800	1,248	0	
N/A		Programmes of works completed in 2014/15	232	0	0	232	0	0	0	0	0	0	0	
<b>0</b>		<b>Total Programmes of Works</b>	<b>18,763</b>	<b>6,824</b>	<b>11,578</b>	<b>361</b>	<b>14,465</b>	<b>14,582</b>	<b>9,818</b>	<b>9,318</b>	<b>23,772</b>	<b>24,005</b>	<b>406</b>	

**Draft General Fund Capital Programme**

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2014/15 Draft Budget £'000	Financed by:			2015/16 Draft Budget £'000	2016/17 Draft Budget £'000	2017/18 Draft Budget £'000	2018/19 Draft Budget £'000	Financed by:		
				Council Resources £'000	Government Grants £'000	Other Contributions £'000					Council Resources £'000	Government Grants £'000	Other Contributions £'000
		<b>Future Projects</b>											
80,000	NEW	Secondary Schools Expansions (Expansion)	0	0	0	0	15,500	40,300	22,100	2,100	24,000	56,000	0
70,000	NEW	Secondary Schools Expansions (Replacement)	11,200	10,684	516	0	29,540	26,320	2,940	0	53,768	5,032	0
44,000	NEW	St Andrew's Park Theatre	500	500	0	0	13,700	27,600	2,200	0	42,450	0	1,050
13,500	NEW	New Primary School Expansions	0	0	0	0	4,190	8,365	945	0	4,050	9,450	0
6,490		New Years Green Lane EA Works	0	0	0	0	3,245	3,245	0	0	3,244	3,246	0
5,100	NEW	Youth Centres	1,615	1,615	0	0	3,230	255			3,485	0	0
250		Community Safety Assets	250	250	0	0	0	0	0	0	0	0	0
1,200	NEW	ICT Infrastructure	600	600	0	0	600	0	0	0	600	0	0
1,000	NEW	Uxbridge Cemetery Gatehouse & Anglican Chapel	950	950	0	0	50	0	0	0	50	0	0
5,000	NEW	St Andrew's Park Museum	1,667	917	0	750	3,333	0	0	0	3,333	0	0
500	NEW	Bowls Clubs Refurbishment	500	500	0	0	0	0	0	0	0	0	0
197	NEW	Local Plan Requirement Works	197	197	0	0	0	0	0	0	0	0	0
<b>227,237</b>		<b>Total Future Projects</b>	<b>17,479</b>	<b>16,213</b>	<b>516</b>	<b>750</b>	<b>73,388</b>	<b>106,085</b>	<b>28,185</b>	<b>2,100</b>	<b>134,980</b>	<b>73,728</b>	<b>1,050</b>
		<b>Development &amp; Risk Contingency</b>											
7,500		General Contingency	1,500	1,500	0	0	1,500	1,500	1,500	1,500	6,000	0	0
0	NEW	Provision for Additional Secondary Schools Funding	0	(4,480)	4,480	0	0	0	0	0	(23,520)	23,520	0
<b>7,500</b>		<b>Total Development &amp; Risk Contingency</b>	<b>1,500</b>	<b>(2,980)</b>	<b>4,480</b>	<b>0</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>(17,520)</b>	<b>23,520</b>	<b>0</b>
<b>417,315</b>		<b>Total GF Capital Programme</b>	<b>119,832</b>	<b>57,647</b>	<b>51,731</b>	<b>10,454</b>	<b>96,687</b>	<b>122,167</b>	<b>39,503</b>	<b>12,918</b>	<b>146,229</b>	<b>122,267</b>	<b>2,779</b>

**Draft Housing Revenue Account Capital Programme**

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2014/15 Draft Budget £'000	Financed by:			2015/16 Draft Budget £'000	2016/17 Draft Budget £'000	2017/18 Draft Budget £'000	2018/19 Draft Budget £'000	Financed by:		
				Capital Receipts	Major Repairs Allowance	Direct Revenue Contribution					Capital Receipts	Major Repairs Allowance	Direct Revenue Contribution
				£'000	£'000	£'000					£'000	£'000	£'000
		<b><u>Main Programme</u></b>											
9,766	NEW	Purchase & Repair of Housing Stock	2,088	792	0	1,296	2,279	1,749	1,750	1,900	2,580	0	5,098
37,376	NEW	New Build - General Needs Housing Stock	1,000	300	0	700	1,000	3,747	14,629	17,000	10,913	0	25,463
13,042	NEW	New Build - Supported Housing Provision	2,876	863	0	2,013	5,440	4,403	323	0	3,050	0	7,116
<b>60,184</b>		<b>Total Major Projects</b>	<b>5,964</b>	<b>1,955</b>	<b>0</b>	<b>4,009</b>	<b>8,719</b>	<b>9,899</b>	<b>16,702</b>	<b>18,900</b>	<b>16,543</b>	<b>0</b>	<b>37,677</b>
		<b><u>Works to Stock Programme</u></b>											
	NEW	Dwelling Component Renewal	9,657	0	9,002	655	8,138	8,432	8,522	8,570	0	36,008	(2,346)
	NEW	Estates & Blocks Renewal	2,586	0	0	2,586	1,752	1,519	1,526	1,533	0	0	6,330
	NEW	Welfare Projects	2,540	0	0	2,540	2,982	2,425	1,870	1,815	0	0	9,092
	NEW	Other Projects	2,378	0	0	2,378	2,378	2,378	2,378	2,378	0	0	9,512
<b>0</b>		<b>Total Works to Stock Programme</b>	<b>17,161</b>	<b>0</b>	<b>9,002</b>	<b>8,159</b>	<b>15,250</b>	<b>14,754</b>	<b>14,296</b>	<b>14,296</b>	<b>0</b>	<b>36,008</b>	<b>22,588</b>
<b>60,184</b>		<b>Total HRA Capital Programme</b>	<b>23,125</b>	<b>1,955</b>	<b>9,002</b>	<b>12,168</b>	<b>23,969</b>	<b>24,653</b>	<b>30,998</b>	<b>33,196</b>	<b>16,543</b>	<b>36,008</b>	<b>60,265</b>

**General Fund Capital Grant Forecast**

Awarding Body	Grant Description	2014/15	2015/16	2016/17	2017/18	2018/19	Total Government Grants
		Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	
		£'000	£'000	£'000	£'000	£'000	
DfE	Devolved Formula Capital (DFC)	1,207	535	535	535	535	3,347
DfE	Capital Maintenance	4,701	2,516	2,516	2,516	2,516	14,765
DfE	Universal Infant Free School Meals	565	0	0	0	0	565
DfE	Basic Needs (Initial) - Primary Schools Existing Programme	10,564	1,014	0	0	0	11,578
DfE	Targeted Basic Needs - Primary Schools Existing Programme	22,482	0	0	0	0	22,482
DfE	Targeted Basic Needs - Primary Schools New Programme	0	2,932	5,856	662	0	9,450
DfE	Secondary School New Build and Expansions	0	10,850	28,210	15,470	1,470	56,000
DfE	Secondary School New Build and Expansions	4,480	11,816	10,528	1,176	0	28,000
GLA	Town Centre Initiatives	300	0	0	0	0	300
EA	Contaminated Land Grant	0	1,623	1,623	0	0	3,246
TfL	Transport for London LIP	3,929	4,391	4,614	0	0	12,934
DoH	Disabled Facilities Grant	1,645	1,645	1,645	1,645	1,645	8,225
HCA	Empty Property Grant	312	312	312	312	312	1,560
DoH	Community Capacity	571	0	0	0	0	571
HLF	Heritage Lottery Fund (Eastcote House Gardens)	975	0	0	0	0	975
		<b>51,731</b>	<b>37,634</b>	<b>55,839</b>	<b>22,316</b>	<b>6,478</b>	<b>173,998</b>