

General Fund Corporate Summary - Breakdown of Funding Streams	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Business Rate Revenues						
Inflationary Uplift on Business Rate Revenues	1.95%	1.91%	1.88%	1.84%	1.81%	1.97%
Forecast Growth on Business Rate Revenues	4.10%	2.59%	0.37%	0.48%	0.58%	0.69%
Forecast Gross Business Rate Yield	358,158	374,467	382,919	391,837	401,243	411,971
Less: Central Government Share (50%)	179,079	187,234	191,459	195,919	200,621	205,986
Less: GLA Share (20%)	71,632	74,893	76,584	78,367	80,249	82,394
Forecast LBH Share of Business Rate Yield (30%)	107,447	112,340	114,876	117,551	120,373	123,591
Less: Baseline Business Rate Income	(42,055)	(42,858)	(43,664)	(44,467)	(45,272)	(46,164)
Less: Tariff	(59,158)	(60,287)	(61,420)	(62,550)	(63,682)	(64,937)
Growth on LBH Share	6,234	9,195	9,792	10,534	11,419	12,490
Less: (Levy on Growth) / Safety Net Payments	(3,117)	(4,598)	(4,896)	(5,267)	(5,710)	(6,245)
Retained Growth	3,117	4,597	4,896	5,267	5,709	6,245
Add: Baseline Business Rate Income	42,055	42,858	43,664	44,467	45,272	46,164
Net Business Rate Revenues	45,172	47,455	48,560	49,734	50,981	52,409
Other Central Government Funding						
2014/15 Council Tax Freeze Grant	1,129	0	0	0	0	0
2015/16 Council Tax Freeze Grant	0	1,157	0	0	0	0
Education Services Grant	3,300	2,808	2,707	2,614	2,524	2,428
Provision for Academy Transfers	580	459	0	0	0	0
Housing Benefit Administration Subsidy Grant	1,986	1,311	1,196	1,130	1,153	991
Council Tax Administration Subsidy	0	316	303	290	278	266
Corporate Fraud Grant	0	100	100	100	100	100
Better Care Fund - NHS Section 256 Agreement	4,773	4,772	4,772	4,772	4,772	4,772
Better Care Fund - Care Act Implementation	0	838	838	838	838	838
New Burdens Funding - Care Act	0	1,277	3,660	3,660	3,660	3,660
Local Reform & Community Voices Grant	188	140	140	140	140	140
Lead Local Authority Flood Grant	58	39	39	39	39	39
School Travel Grant	59	59	14	14	14	14
New Burdens - Minor Grants	0	16	0	0	0	0
Total Other Central Government Funding	12,073	13,292	13,769	13,597	13,518	13,248

<u>General Fund - Corporate Items</u>	Group	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<u>New Burdens & Transfers of Responsibility</u>						
New Burdens associated with the Care Act	ASC	2,067	4,450	4,450	4,450	4,450
<u>Adjustments to Funding, Financing & Corporate Budgets</u>						
Increase in Council Tax Older People's Discount	Corp	10	470	950	1,450	1,540
Drawdown from Earmarked Reserves to finance Older People's Discount	Corp	(10)	(470)	(950)	(1,450)	0
Rephasing of Capital Financing Costs	Corp	(250)	900	900	900	900
Minimum Revenue Provision Review	Corp	(600)	(1,000)	(1,000)	(1,000)	(1,000)
Savings Earmarked for Future Capital Investment	Corp	(442)	(442)	1,853	1,853	1,853
Drawdown from General Balances	Corp	(5,000)	(4,000)	(3,000)	(2,000)	(1,000)
Drawdown from Earmarked Reserves	Corp	(730)	0	0	0	0
Overhead costs chargeable to the Housing Revenue Account	Corp	(250)	(250)	(250)	(250)	(250)
Total Corporate Items		(5,205)	(342)	2,953	3,953	6,493

General Fund - Development & Risk Contingency	Provision 2014/15	Released during 2014/15	Change from 2014/15	Group	Gross Risk 2015/16	Probability	Provision 2015/16	Provision 2016/17	Provision 2017/18	Provision 2018/19	Provision 2019/20
	£(000s)	£(000s)	£(000s)		£(000s)	(%)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Potential Calls											
Uninsured claims	400	0	0	A&F	400	100%	400	400	400	400	400
Carbon Reduction Commitment Energy Efficiency Scheme	240	0	(4)	RS	240	100%	236	228	223	219	219
HS2 Challenge contingency	200	0	(200)	RS	0	0%	0	0	0	0	0
Heathrow Expansion Challenge Contingency	200	0	(200)	RS	0	0%	0	0	0	0	0
Impact of welfare reform on homelessness	2,144	0	(308)	RS	2,031	90%	1,836	1,836	1,836	1,836	1,836
SEN transport	229	0	291	RS	701	74%	520	760	880	1,140	1,340
Waste Disposal	811	0	1,400	RS	2,211	100%	2,211	3,120	4,120	5,120	6,120
Asylum Funding Shortfall	1,458	0	(186)	C&YPS	1,947	65%	1,272	1,272	1,272	1,272	1,272
Potential Extension of Asylum Gateway Agreement	(200)	0	200	C&YPS	0	0%	0	0	0	0	0
Social Care Pressures (Children's)	1,860	(1,860)	465	C&YPS	465	100%	465	986	1,438	1,806	2,205
Early Support Cost Avoidance	0		(117)	C&YPS	(117)	100%	(117)	(324)	(347)	(269)	(269)
Increase in Transitional Children due to Demographic Changes	2,406	(2,406)	380	ASC	380	100%	380	1,619	2,911	4,085	5,254
Social Care Pressures (Adults)	11,990	(11,990)	129	ASC	129	100%	129	526	977	1,452	1,954
Winterborne View	0	0	393	ASC	393	100%	393	449	562	562	562
Potential shortfall in Social Care & Health Integration Funding	0	0	1,298	ASC	1,298	100%	1,298	1,298	1,298	1,298	1,298
Pump priming for BID savings	500	0	(250)	Corp	250	100%	250	0	0	0	0
General Contingency	2,500	(1,500)	0	Corp	1,000	100%	1,000	1,000	1,000	1,000	1,000
Total Potential Calls	24,738	(17,756)	3,291		11,328		10,273	13,170	16,570	19,921	23,191
Financing											
Base Budget							24,738	24,738	24,738	24,738	24,738
Contingency released to Directorate Budgets 2014/15							(17,756)	(17,756)	(17,756)	(17,756)	(17,756)
Increase / Decrease in Contingency Requirement							3,291	6,188	9,588	12,939	16,209
Total Financing							10,273	13,170	16,570	19,921	23,191
Managed Risk Gap in Contingency							0	0	0	0	0

General Fund - Priority Growth Proposals	Group	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
B/fwd Priority Growth		1,452	1,452	1,452	1,452	1,452
New Priority Growth		1,000	500	2,200	2,200	2,200
Available Priority Growth Balance		2,452	1,952	3,652	3,652	3,652
New Initiatives to be funded from Priority Growth						
Additional Primary School Expansions Capital Funding	Corp	(750)	(750)	(750)	(750)	(750)
Secondary School Expansions Capital Funding	Corp	0	0	(1,700)	(1,700)	(1,700)
New Youth Centres	C&YPS	0	(100)	(450)	(450)	(450)
Additional Ward Budget Funding	RS	(440)	0	0	0	0
Support for Police Tasking Team (Full Year Effect)	RS	(62)	(62)	(62)	(62)	(62)
Rogue Landlord Taskforce	RS	(130)	(130)	(130)	(130)	(130)
Adult Education ICT Investment	RS	(97)	(97)	(97)	(97)	(97)
Ruislip Lido - Peak Season Support	RS	(24)	(24)	(24)	(24)	(24)
Development Control Officer	RS	(55)	(55)	(55)	(55)	(55)
Defibrillators for Schools	RS	(90)	0	0	0	0
Remaining Unallocated Priority Growth		804	734	384	384	384

General Fund - Summary of Savings	Group	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		-3,133	-13,266	-26,847	-43,232	-52,634
<u>New Savings Proposals</u>						
Administration	Admin	(317)	(34)	0	0	0
Finance	Finance	(926)	(515)	(258)	(123)	(58)
Residents Services	RS	(3,041)	(100)	(100)	0	0
Adult Social Care	ASC	(1,583)	426	(881)	(719)	(719)
Children & Young People's Services	C&YPS	(907)	(978)	(732)	(423)	0
Unallocated Future Saving Targets	Corp	0	(11,715)	(13,622)	(8,726)	(9,941)
Total Savings		(9,907)	(26,182)	(42,440)	(53,223)	(63,352)

General Fund - Administration Savings	Ref.	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		(38)	(355)	(389)	(389)	(389)
<u>New Savings Proposals</u>						
<i>Budget Realignments</i>						
<i>Realignment of budgets within Human Resources, Democratic Service and Policy & Partnerships</i>	N/A	(103)	0	0	0	0
<i>Restructure of HR Policy & Employment Relations Function</i>						
<i>Deletion of the HR Employee Relation role facilitated through alternative approach to HR Policy formation and consultation.</i>	A1516-01	(34)	(34)	0	0	0
<i>Increased Income Generation in the Registration Service</i>						
<i>Primarily driven by an increase in services on offer, including extended hours of operation and marketing of wedding packages.</i>	A1516-02	(40)	0	0	0	0
<i>Increased Income Generation in the Legal Service</i>						
<i>To increase income for Legal Services arising from the drafting of Section 106 Planning Agreements.</i>	A1516-03	(140)	0	0	0	0
New Savings Proposals		(317)	(34)	0	0	0
Total Administration Savings		(355)	(389)	(389)	(389)	(389)

General Fund - Finance Savings	Ref.	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		(102)	(1,079)	(1,594)	(1,852)	(1,975)
<u>New Savings Proposals</u>						
<i>Reduction in External Audit Fees</i>						
<i>Further savings arising from the abolition of the Audit Commission.</i>	N/A	(42)	0	0	0	0
<i>Zero Based Review of Levies</i>						
<i>Realignment of budgets for levies payable to other public bodies, reflecting projected requirements in 2015/16</i>	N/A	(70)	0	0	0	0
<i>Brokerage Team Restructure</i>						
<i>To restructure the brokerage Team in line with the requirements of the Council's new Homecare contract delivery model</i>	F1516-01	(41)	0	0	0	0
<i>Withdrawal from West London Alliance (WLA) Procurement Hub</i>						
<i>The service provided by the WLA no longer meets the Council's requirements and is therefore to be terminated</i>	F1516-02	(30)	0	0	0	0
<i>Retender of Revenues & Benefits Administration Contract</i>						
<i>Following a competitive tendering exercise, the Council has secured savings on the new contract for administration of Revenue & Benefits which commences on 1 August 2015. Savings increase during the lifetime of the contract to £1,010k per annum (51% of the cost of the service)</i>	F1516-03	(261)	(360)	(208)	(123)	(58)
<i>Advanced Collections Income Module</i>						
<i>Implementation of the Oracle Advanced Collections Module will enable automation of aspects of the debt recovery process and reduce staffing requirements.</i>	F1516-04	(10)	(20)	0	0	0

General Fund - Finance Savings	Ref.	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Restructure of Corporate Payments Team						
<i>Automation of accounts payable process will enable a restructure within the Corporate Payments Team.</i>	F1516-05	(60)	(75)	0	0	0
Realignment of Budgets within Revenues & Benefits						
<i>Realignment of budgets as a result of more effective use of resources and vigorous contract management</i>	F1516-06	(325)	0	0	0	0
Internal Audit Restructure						
<i>Reducing the Senior Internal Auditor overhead and generating greater sufficiently skilled resource for front line audit and consultancy work in the form of two Internal Auditor posts and a Trainee Auditor post</i>	F1516-07	(40)	0	0	0	0
Oracle Financials Upgrade and HR Migration						
<i>The upgrade of Oracle Financials and the move of Human Resources onto the same platform will enable delivery of efficiencies across both services as processes are streamlined and duplication is removed</i>	F1516-08	0	(60)	(50)	0	0
Renewal of Banking and Merchant Services Contract						
<i>Both contracts have been retendered and appointment of new suppliers from 1 April 2015 will secure savings</i>	F1516-09	(47)	0	0	0	0
New Savings Proposals		(926)	(515)	(258)	(123)	(58)
Total Finance Savings		(1,028)	(1,594)	(1,852)	(1,975)	(2,033)

General Fund - Residents Services Savings	Ref.	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		(1,307)	(6,087)	(5,956)	(6,685)	(6,096)
<u>New Savings Proposals</u>						
<i>Carbon Reduction & Energy Efficiency</i>						
<i>Continuation of measures to improve energy efficiency and reduce utilities costs.</i>	RS1516-02	(110)	0	0	0	0
<i>Zero Based Budget Reveiw and Review of Contract Spend</i>						
<i>To undertake an in depth review of non staffing expenditure and contracted expenditure across the service, in light of the 2013/14 outturn position</i>	RS1516-04	(240)	0	0	0	0
<i>Review of Admin & Tech and Business support</i>						
<i>Rationalisation of posts in admin & tech and business support, susequent to the consolidation of these teams within Residents Services</i>	RS1516-06	(284)	0	0	0	0
<i>Review of Fees and Charges</i>						
<i>Review of fees and charges across Residents Services</i>	RS1516-07	(150)	0	0	0	0
<i>Development control income</i>						
<i>Reveiw of Development Control Income budget target</i>	RS1516-08	(100)	0	0	0	0
<i>Review of Commercial rents</i>						
<i>Realign the income target for Commercial rents to reflect achievable position.</i>	RS1516-10	(80)	0	0	0	0

General Fund - Residents Services Savings	Ref.	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Zero based reviews						
<i>A review of discretionary (non-staff) budgets has been performed across the Residents Services group, resulting in the release of excess budgets that have been identified as not essential to service delivery in line with recent patterns of spend.</i>	RS1516-11	(375)	0	0	0	0
Direct Services consolidation						
<i>Savings from consolidation of management costs</i>	RS1516-12	(50)	0	0	0	0
Further ICT rationalisation						
<i>The restructure savings relates to opportunities through the continued unification of the ICT function. Savings and efficiencies from renewed managed and desktop contracts.</i>	RS1516-13	(60)	0	0	0	0
Victoria Road CA site - reduction in provision						
<i>The Closure of Victoria Road CA site at the end of May 2014 should allow for reduction in the appropriate budget provision</i>	RS1516-18	(406)	0	0	0	0
Facilities Management - contract management & service convergence						
<i>Contract Management and maximising benefits from convergence with housing</i>	RS1516-19	(50)	(100)	(100)	0	0
Independent Living Service						
<i>Review of HRA contribution to the Independent Living Support Service</i>	RS1516-20	(200)	0	0	0	0
Additional Public Health Efficiencies						
<i>Increased efficiency in delivery of the Public Health duty</i>	RS1516-21	(430)	0	0	0	0
Directorate wide restructures						
<i>Restructures following on from the revised Resident Services Senior Management structure</i>	RS1516-23	(300)	0	0	0	0
Rationalisation of Vacant Posts within Performance						
<i>Removing five vacant posts following integration of functions into Policy and Performance under the Council's operating model.</i>	RS1516-24	(206)	0	0	0	0
New Savings Proposals		(3,041)	(100)	(100)	0	0
Total Residents Services Savings		(4,348)	(6,187)	(6,056)	(6,685)	(6,096)

General Fund - Adult Social Care Savings	Ref.	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		(1,607)	(4,759)	(5,229)	(6,273)	(6,992)
<u>New Savings Proposals</u>						
<i>Refreshed Supported Living Programme</i>						
<i>A programme promoting independence for Social Care clients, enabling residents to remain in a local setting rather than resorting to residential care. Savings of £5,195k are expected by 2019/20 from this initiative.</i>	ASC1516-01	53	942	(881)	(719)	(719)
<i>Zero Based Review</i>						
<i>Budgets across the group have been reviewed and aligned to current service delivery, releasing £199k budgets towards to savings requirement</i>	ASC1516-02	(199)	0	0	0	0
<i>Pre-paid Cards Service</i>						
<i>Retendering of this contract will secure savings from December 2014</i>	ASC1516-03	(50)	0	0	0	0
<i>Review of ASC Commissioning - Homecare</i>						
<i>A consolidation of Homecare contracts from November 2014, reducing the number of suppliers from 38 to 4</i>	ASC1516-04	(112)	0	0	0	0
<i>Review of ASC Commissioning - Daycare</i>						
<i>Reducing duplication of provision for clients also supported through Residential Care</i>	ASC1516-05	(37)	0	0	0	0
<i>Review of ASC Commissioning - Residential & Nursing</i>						
<i>Volume discounts secured through a local category management approach to contracts previously negotiated through the West London Alliance</i>	ASC1516-06	(410)	0	0	0	0
<i>Review of ASC Commissioning - Rationalisation of Services</i>						
<i>Reducing duplication in non-assessed services</i>	ASC1516-07	(193)	0	0	0	0

General Fund - Adult Social Care Savings	Ref.	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<i>New Delivery Models for In-house Provision (Older People)</i>						
<i>Changing the delivery model for Older People's day care services from an in-house model to a commissioned service</i>	ASC1516-08	(120)	(120)	0	0	0
<i>New Delivery Models for In-house Provision (Learning Disability)</i>						
<i>Changing the delivery model for Learning Disability client's day care services from an in-house model to a commissioned service</i>	ASC1516-09	(132)	(396)	0	0	0
<i>Review of Disability Services</i>						
<i>Ensuring that services are targeted to the greatest level of need</i>	ASC1516-10	(383)	0	0	0	0
New Savings Proposals		(1,583)	426	(881)	(719)	(719)
Total Adult Social Care		(3,190)	(4,333)	(6,110)	(6,992)	(7,711)

General Fund - Children & Young People's Services Savings	Ref.	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		(79)	(986)	(1,964)	(2,696)	(3,119)
<u>New Savings Proposals</u>						
<u>Adoption and Fostering Review</u>						
<i>To undertake a review of the Adoption and Fostering Service with a view to combining the two services into one, strengthening and investing in the whole Adoption and Fostering process to enable better outcomes for Looked After Children.</i>	CYPS1516-01	(712)	(978)	(732)	(423)	0
<u>Review of Translation and Interpretation Expenditure</u>						
<i>To undertake an in depth review of the cost of Translation and Interpretation services, in light of the 2013/14 outturn position</i>	CYPS1516-02	(35)	0	0	0	0
<u>Review the Use of Bedwell Gardens</u>						
<i>To convert the use of Bedwell Gardens to provide accommodation for 16-24 year olds by leasing the running of the premises to P3</i>	CYPS1516-03	(45)	0	0	0	0
<u>Commissioning and Procurement Activity</u>						
<i>To undertake a review of all contracts and commissioned services to assess whether opportunities exist to combine, delete or extend them</i>	CYPS1516-04	(115)	0	0	0	0
New Savings Proposals		(907)	(978)	(732)	(423)	0
Total Childrens Social Care Savings		(986)	(1,964)	(2,696)	(3,119)	(3,119)

Draft General Fund Capital Programme

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2015/16	2016/17	2017/18	2018/19	2019/20	Financed by:		
			Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Council Resources £'000	Government Grants £'000	Other Contributions £'000
		<u>School Expansion Programme</u>								
145,912		Primary School Expansions	15,215	135	0	0	0	12,622	1,322	1,406
13,500		New Primary School Expansions	1,710	4,645	4,105	2,760	280	4,049	9,451	0
76,900		Secondary Schools Expansions	2,188	10,750	21,000	21,500	20,962	17,947	57,604	849
44,171		Secondary Schools New Build	22,651	19,012	1,625	0	0	32,654	10,634	0
178		Hearing Impaired Resource Base (at Vyners School)	178	0	0	0	0	178	0	0
280,661		Total Schools Programme	41,942	34,542	26,730	24,260	21,242	67,450	79,011	2,255
		<u>Main Programme</u>								
4,458		Environmental Assets	170	0	0	0	0	170	0	0
7,742	UPDATE	Purchase of Vehicles	2,215	0	0	0	0	2,215	0	0
30		Natural England Fencing & Gating	30	0	0	0	0	0	30	0
32,624		Hillingdon Sports & Leisure Centre	862	0	0	0	0	862	0	0
879		Sport & Cultural Projects	562	0	0	0	0	320	0	242
8,470		Yiewsley Health Centre	3,931	3,931	0	0	0	7,862	0	0
1,247		Eastcote House Buildings and Gardens	100	0	0	0	0	0	100	0
1,200		ICT Infrastructure	760	0	0	0	0	760	0	0
1,341		Harlington Road Depot Refurbishment	65	0	0	0	0	65	0	0
1,000		Uxbridge Cemetary Gatehouse & Chapel	850	0	0	0	0	850	0	0
3,500	NEW	Social Care Investment	580	580	580	580	580	0	2,900	0
2,000		Youth Centre Project	1,000	1,000	0	0	0	2,000	0	0
4,681		Hayes Town Centre Improvements	2,113	2,568	0	0	0	306	4,168	207
1,273		Inspiring Shopfronts - Increasing Footfall	280	337	338	318	0	1,273	0	0
3,378		Gateway Hillingdon	606	1,482	1,077	213	0	3,378	0	0
477		TBC Infant Free School Meals	477	0	0	0	0	0	477	0
2,802		Queenswalk	75	0	0	0	0	75	0	0
77,103		Total Main Programme	14,676	9,898	1,995	1,111	580	20,136	7,675	449
		<u>Programme of Works</u>								
N/A		Leader's Initiative	200	200	200	200	200	1,000	0	0
N/A		Chrysalis Programme	1,000	1,000	1,000	1,000	1,000	5,000	0	0
N/A	UPDATE	Civic Centre Works Programme	1,300	500	500	0	0	2,300	0	0
N/A		Formula Capital Devolved to Schools	428	428	428	428	428	0	2,140	0
N/A		Highways Localities Programme	206	206	206	206	206	1,032	0	0
N/A		Highways Structural Works	2,760	760	760	760	760	5,800	0	0
N/A		Pavement Priority Growth	1,000	0	0	0	0	1,000	0	0
N/A		ICT Single Development Plan	488	400	400	400	400	2,088	0	0
N/A		Property Works Programme	480	480	480	480	480	2,400	0	0
N/A		Road Safety	200	200	200	200	200	1,000	0	0

Draft General Fund Capital Programme

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2015/16	2016/17	2017/18	2018/19	2019/20	Financed by:		
			Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Council Resources £'000	Government Grants £'000	Other Contributions £'000
N/A		Street Lighting	144	144	144	144	144	720	0	0
N/A	UPDATE	Transport for London	3,789	3,196	3,000	3,000	3,000	0	15,918	67
N/A		Urgent Building Condition Works	2,879	1,458	1,458	1,458	1,458	1,268	6,290	1,153
N/A	UPDATE	Disabled Facilities Grant (DFG)	2,300	2,300	2,300	2,300	2,300	3,655	7,845	0
N/A		Adaptations for Adopted Children	200	200	200	200	200	0	1,000	0
N/A		Private Sector Renewal Grant (PSRG) / HCA	762	762	762	762	762	2,250	1,560	0
N/A		Section 106 Projects	91	0	0	0	0	0	0	91
0		Total Programmes of Works	18,228	12,234	12,038	11,538	11,538	29,513	34,753	1,311
		Future Projects								
3,100		Youth Centre Project	0	1,000	1,700	0	0	2,700	0	0
2,000	NEW	Dementia Centre	1,000	1,000	0	0	0	2,000	0	0
1,000	NEW	Environmental and Recreational Initiatives	1,000	0	0	0	0	1,000	0	0
1,000	NEW	Capital Priority Growth	1,000	0	0	0	0	1,000	0	0
250	NEW	RAGC Car Park	250	0	0	0	0	250	0	0
474	NEW	Car Park Resurfacing	250	0	0	0	0	250	0	0
210	NEW	Ruislip Lido Boat house	210	0	0	0	0	210	0	0
700	NEW	Bowls Clubs Refurbishments	700	0	0	0	0	0	0	700
200	NEW	Harlington Bowls Club & Football Pavilion	200	0	0	0	0	0	0	200
530	NEW	Haste Hill Golf Club	530	0	0	0	0	530	0	0
2,155	NEW	Cedars & Granges Car Park Improvements	2,155	0	0	0	0	1,955	0	200
6,490		New Years Green Lane EA Works	0	3,245	3,245	0	0	3,244	3,246	0
44,000		New Theatre	6,578	15,347	17,540	4,385	0	42,800	0	1,050
5,000		New Museum	1,455	1,940	1,455	0	0	4,250	0	600
4,850	NEW	Battle of Britain Bunker Heritage Pride Project	4,850	0	0	0	0	4,850	0	0
71,959		Total Future Projects	20,178	22,532	23,940	4,385	0	65,039	3,246	2,750
		Development & Risk Contingency								
7,500		Contingency	1,500	1,500	1,500	1,500	1,500	7,500	0	0
28,929		Provision for Additional Secondary Schools Funding	551	3,395	7,341	9,590	8,052	11,106	17,823	0
466,152		Total General Fund Capital Programme	97,075	84,102	73,545	52,384	42,913	200,743	142,508	6,765

Housing Revenue Account Corporate Summary	2014/15 £(000s)	2015/16 £(000s)	2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)
Resources						
Increase in Average Weekly Rents (%)	3.9%	2.2%	2.2%	2.2%	2.2%	2.2%
Average Weekly Rent (£)	£108.65	£110.58	£113.01	£115.50	£118.04	£120.64
Increase / (Decrease) in Number of Dwellings	(148)	(115)	(10)	108	(65)	(96)
Number of Dwellings	10,187	10,111	10,049	10,098	10,119	10,039
Gross Dwelling Rents	57,551	58,143	59,057	60,650	62,110	62,976
Void Risk Contingency	(576)	(583)	(593)	(608)	(622)	(631)
Net Dwelling Rents	56,975	57,560	58,464	60,042	61,488	62,345
Other Income	5,717	4,154	4,210	4,273	4,330	4,370
Total Resources	62,692	61,714	62,674	64,315	65,818	66,715
Budget Requirement						
Roll Forward Budget	62,824	62,692	62,692	62,692	62,692	62,692
Inflation	670	372	725	1,053	1,388	1,731
Corporate Items	424	115	1,196	2,783	4,226	5,005
Contingency	200	(17)	(17)	(17)	(17)	(17)
Service Pressures	0	0	0	0	0	0
New Priority Growth	0	0	0	0	0	0
Savings	(1,426)	(2,448)	(2,922)	(3,196)	(3,471)	(3,696)
Total Budget Requirement	62,692	60,714	61,674	63,315	64,818	65,715
Budget (Gap) / Surplus	0	1,000	1,000	1,000	1,000	1,000

Housing Revenue Account - Corporate Items	Group	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Realignment of Budgets to reflect current service needs		-2,627	-2,677	-2,727	-2,777	-2,827
Transfer of Income from Budget Requirement to Resources		-2,040	-2,040	-2,040	-2,040	-2,040
Contribution to Finance Capital Programme		4,119	21,379	10,746	3,297	-2,132
Contribution to / (from) HRA General Balances		663	-15,466	-3,196	5,746	12,004
Total Corporate Items		115	1,196	2,783	4,226	5,005

General Fund - Development & Risk Contingency	Provision 2014/15	Change from 2014/15	Group	Gross Risk 2015/16	Probability	Provision 2015/16	Provision 2016/17	Provision 2017/18	Provision 2018/19	Provision 2019/20
	£(000s)	£(000s)		£(000s)	(%)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Potential Calls										
General Contingency	0	860		860	100%	860	860	860	860	860
Provision for Doubtful Debt	877	-877		0	100%	0	0	0	0	0
Repairs Service	680	0		680	100%	680	680	680	680	680
Total Potential Calls	1,557	-17		1,540		1,540	1,540	1,540	1,540	1,540
Financing										
Base Budget						1,557	1,557	1,557	1,557	1,557
Contingency released to Directorate Budgets						0	0	0	0	0
Increase / Decrease in Contingency						-17	-17	-17	-17	-17
Total Financing						1,540	1,540	1,540	1,540	1,540
Managed Risk Gap in Contingency						0	0	0	0	0

Housing Revenue Account Savings	Ref.	Net Variation from 2014/15 Budget				
		2015/16	2016/17	2017/18	2018/19	2019/20
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		0	-2,448	-2,922	-3,196	-3,471
<u>New Savings Proposals</u>						
<i>Overdelivery of 2013/14 Savings</i>						
<i>Full year effect of 2014/15 savings proposals, principally relating to staffing costs</i>	N/A	-650	0	0	0	0
<i>Responsive Maintenance</i>						
<i>Procurement savings in relation to responsive maintenance expenditure</i>	N/A	-123	-124	-124	-125	-125
<i>Planned Maintenance</i>						
<i>Managed reduction in planned maintenance expenditure</i>	N/A	-675	-350	-150	-150	-100
<i>Business Transformation of Repairs and Planned Maintenance</i>						
<i>A review of business process to enable reinvestment of £1,000k in investment in housing stock</i>	N/A	-1,000	0	0	0	0
New Savings Proposals		-2,448	-474	-274	-275	-225
Total Administration Savings		-2,448	-2,922	-3,196	-3,471	-3,696

Draft Housing Revenue Account Capital Programme

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2015/16	2016/17	2017/18	2018/19	2019/20	Financed by:		
			Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Revenue Contributions	Prudential Borrowing	Capital Receipts
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		Major Projects								
14,328	UPDATE	Purchase and Repair of Housing stock	2,279	1,749	1,750	1,900	1,900	7,136	0	2,442
30,526	UPDATE	New Build - General Needs Stock	1,774	10,659	12,263	5,580	0	21,193	0	9,083
5,400		New Build - General Needs Stock - RSLs	0	1,350	4,050	0	0	0	0	5,400
37,758	UPDATE	New Build - Supported Housing Provision	6,598	21,306	6,387	2,940	0	26,062	0	11,169
8,026	UPDATE	Land Appropriations - Supported Housing	8,026	0	0	0	0	0	8,026	0
96,038		Total Major Projects	18,677	35,064	24,450	10,420	1,900	54,391	8,026	28,094
		Works to Stock								
34,355		Dwelling Components	7,750	7,224	6,760	6,329	6,292	34,355	0	0
10,117		Estates & Block Renewal	2,643	2,147	1,795	1,765	1,767	10,117	0	0
9,500		Welfare	2,600	2,100	1,600	1,600	1,600	9,500	0	0
10,000		HRA Capital Contingency	2,000	2,000	2,000	2,000	2,000	10,000	0	0
63,972		Total Works to Stock	14,993	13,471	12,155	11,694	11,659	63,972	0	0
160,010		Total HRA Capital Programme	33,670	48,535	36,605	22,114	13,559	118,363	8,026	28,094