

General Fund Corporate Summary	2015/16 £(000s)	2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
Resources						
Increase in Council Tax (%)	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%
Council Tax Band D (£)	£1,112.93	£1,112.93	£1,135.19	£1,157.89	£1,181.05	£1,204.67
Increase in Council Tax Base (Band D properties)	1,952	1,760	1,400	1,400	1,400	1,400
Change to Discounts & Support Scheme (Band D properties)	0	2,310	0	0	0	0
Council Tax Base (Band D properties)	91,200	95,270	96,670	98,070	99,470	100,870
Gross Council Tax Revenues	101,499	106,029	109,739	113,555	117,479	121,515
Collection Fund (Deficit) / Surplus	2,697	2,625	0	0	0	0
Net Council Tax Revenues	104,196	108,654	109,739	113,555	117,479	121,515
Baseline Business Rate Income	42,858	43,664	44,467	45,272	46,164	47,055
Retained Business Rate Growth	4,597	4,896	5,267	5,709	6,245	6,366
Collection Fund (Deficit) / Surplus	(500)	(1,125)	0	0	0	0
Net Business Rate Revenues	46,955	47,435	49,734	50,981	52,409	53,421
Revenue Support Grant	39,509	35,585	23,014	15,432	9,516	8,625
Other Central Government Funding	13,292	11,266	10,949	10,654	12,757	12,490
Corporate Grant Income	52,801	46,851	33,963	26,086	22,273	21,115
Total Resources	203,952	202,940	193,436	190,622	192,161	196,051
Budget Requirement						
Roll Forward Budget	212,188	203,952	203,952	203,952	203,952	203,952
Inflation	2,585	3,439	7,729	12,127	16,201	20,352
Corporate Items	(5,205)	(1,890)	(2,340)	(840)	3,293	7,093
Contingency	3,291	8,862	10,911	13,860	16,682	19,697
Service Pressures	0	0	0	0	0	0
Priority Growth	1,000	(530)	470	1,670	5,115	6,115
Savings	(9,907)	(12,144)	(13,744)	(16,812)	(17,249)	(17,655)
Total Budget Requirement	203,952	201,689	206,978	213,957	227,994	239,554
Budget (Gap) / Surplus	0	1,251	(13,542)	(23,335)	(35,833)	(43,503)

General Fund Corporate Summary - Breakdown of Funding Streams	2015/16 £(000s)	2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
Business Rate Revenues						
Inflationary Uplift on Business Rate Revenues	1.91%	1.88%	1.84%	1.81%	1.97%	1.93%
Forecast Growth on Business Rate Revenues	2.59%	0.37%	0.48%	0.58%	0.69%	0.00%
Forecast Gross Business Rate Yield	374,467	382,919	391,837	401,243	411,971	419,922
Less: Central Government Share (50%)	187,234	191,459	195,919	200,621	205,986	209,961
Less: GLA Share (20%)	74,893	76,584	78,367	80,249	82,394	83,984
Forecast LBH Share of Business Rate Yield (30%)	112,340	114,876	117,551	120,373	123,591	125,977
Less: Baseline Business Rate Income	(42,858)	(43,664)	(44,467)	(45,272)	(46,164)	(47,055)
Less: Tariff	(60,287)	(61,420)	(62,550)	(63,682)	(64,937)	(66,190)
Growth on LBH Share	9,195	9,792	10,534	11,419	12,490	12,732
Less: (Levy on Growth) / Safety Net Payments	(4,598)	(4,896)	(5,267)	(5,710)	(6,245)	(6,366)
Retained Growth	4,597	4,896	5,267	5,709	6,245	6,366
Add: Baseline Business Rate Income	42,858	43,664	44,467	45,272	46,164	47,055
Net Business Rate Revenues	47,455	48,560	49,734	50,981	52,409	53,421
Other Central Government Funding						
2015/16 Council Tax Freeze Grant	1,157	0	0	0	0	0
Education Services Grant	2,808	2,605	2,421	2,250	2,084	1,920
Provision for Academy Transfers	459	0	0	0	0	0
Housing Benefit Administration Subsidy Grant	1,311	1,205	1,109	1,020	939	864
Council Tax Administration Subsidy	316	291	268	247	227	209
Corporate Fraud Grant	100	100	100	100	100	100
Better Care Fund - NHS Section 256 Agreement	4,772	4,772	4,772	4,772	4,772	4,772
Better Care Fund - Care Act Implementation	838	838	838	838	838	838
New Burdens Funding - Care Act	1,277	1,277	1,277	1,277	3,660	3,660
Local Reform & Community Voices Grant	140	129	119	109	99	92
Lead Local Authority Flood Grant	39	36	33	30	28	26
School Travel Grant	59	13	12	11	10	9
New Burdens - Minor Grants	16	0	0	0	0	0
Total Other Central Government Funding	13,292	11,266	10,949	10,654	12,757	12,490

General Fund - Corporate Items	Group	Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<u>New Burdens & Transfers of Responsibility</u>						
New Burdens associated with the Care Act	ASC	0	0	0	2,383	2,383
<u>Adjustments to Funding, Financing & Corporate Budgets</u>						
Increase in Council Tax Older People's Discount	Corp	30	500	990	1,090	1,190
Drawdown from Earmarked Reserves to finance Older People's Discount	Corp	(30)	(500)	(990)	(1,090)	10
Rephasing of Capital Financing Costs	Corp	(1,400)	(750)	(750)	0	0
Minimum Revenue Provision Review	Corp	(400)	(400)	(400)	(400)	(400)
Technical Adjustments (Reviews of Capitalisation and Voluntary Revenue Provision)	Corp	(420)	(2,520)	(2,020)	(2,020)	(420)
Review of HIP Budget Provision	Corp	(400)	(400)	(400)	(400)	(400)
Reduced Drawdown from General Balances	Corp	0	1,000	2,000	3,000	4,000
Reduced Drawdown from Earmarked Reserves	Corp	730	730	730	730	730
Total Corporate Items		(1,890)	(2,340)	(840)	3,293	7,093

General Fund - Development & Risk Contingency	Provision 2015/16	Released during 2015/16	Change from 2015/16	Group	Gross Risk 2016/17	Risk Adj.	Provision				
							2016/17	2017/18	2018/19	2019/20	2020/21
	£(000s)	£(000s)	£(000s)		£(000s)	(%)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Potential Calls											
Uninsured claims	400	0	(59)	A&F	341	100%	341	341	341	341	341
Carbon Reduction Commitment Energy Efficiency Scheme	236	(236)	0	RS	0	100%	0	0	0	0	0
Impact of Welfare Reform on Homelessness	1,836	0	189	RS	3,437	59%	2,025	1,836	1,836	1,836	1,836
Waste Disposal Levy & Associated Contracts	2,211	0	596	RS	2,807	100%	2,807	3,807	4,807	5,807	6,807
High Speed 2 Challenge Fund	0	0	200	RS	200	100%	200	0	0	0	0
Heathrow Expansion Challenge Fund	0	0	200	RS	200	100%	200	0	0	0	0
Parking Revenue Account	0	0	400	RS	400	100%	400	400	400	400	400
Asylum Service	1,272	0	940	C&YPS	2,628	84%	2,212	1,648	1,648	1,648	1,648
Demographic Growth - Looked After Children	465	0	3,269	C&YPS	3,734	100%	3,734	4,000	4,264	4,505	4,721
Social Worker Agency Contingency	0	0	277	C&YPS	277	100%	277	277	277	277	277
Early Support Cost Avoidance	(117)	0	117	C&YPS	0	100%	0	0	0	0	0
SEN transport - Contingency	520	0	(520)	ASC	0	100%	0	200	400	600	800
Demographic Growth - Transitional Children	380	0	1,319	ASC	1,699	100%	1,699	3,020	4,170	5,185	6,372
Demographic Growth - Adults	129	0	303	ASC	432	100%	432	734	1,069	1,435	1,847
Winterbourne View	393	0	0	ASC	393	100%	393	506	506	506	506
Deprivation of Liberty Safeguards	0	0	0	ASC	338	0%	0	0	0	0	0
Care Act New Burdens Funding	2,067	(736)	0	ASC	1,331	100%	1,331	1,331	1,331	1,331	1,331
Potential shortfall in Social Care & Health Integration Funding	1,298	(1,298)	0	ASC	0	100%	0	0	0	0	0
Pump priming for BID savings	250	0	(250)	Corp	0	100%	0	0	0	0	0
Increased National Insurance Contributions	0	0	1,881	Corp	1,881	100%	1,881	1,881	1,881	1,881	1,881
General Contingency	1,000	0	0	Corp	1,000	100%	1,000	1,000	1,000	1,000	1,000
Total Potential Calls	12,340	(2,270)	8,862		21,098		18,932	20,981	23,930	26,752	29,767
Financing											
Base Budget							12,340	12,340	12,340	12,340	12,340
Contingency released to Directorate Budgets 2015/16							(2,270)	(2,270)	(2,270)	(2,270)	(2,270)
Increase / Decrease in Contingency Requirement							8,862	10,911	13,860	16,682	19,697
Total Financing							18,932	20,981	23,930	26,752	29,767
Managed Risk Gap in Contingency							0	0	0	0	0

General Fund - Priority Growth Proposals	Group	Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
B/fwd Priority Growth		1,334	1,334	1,334	1,334	1,334
One-Off Items Dropping Out		(530)	(530)	(530)	(530)	(530)
New Priority Growth		0	1,000	2,200	5,645	6,645
Available Priority Growth Balance		804	1,804	3,004	6,449	7,449
New Initiatives to be funded from Priority Growth						
Funding for School Expansion Programme	Corp	0	(1,000)	(1,700)	(3,350)	(4,350)
Savings Earmarked for Future Capital Investment	Corp	0	0	(500)	(2,295)	(2,295)
New Youth Centres	C&YPS	(50)	(250)	(450)	(450)	(450)
Museum Services	RS	(140)	(140)	(140)	(140)	(140)
Planning Enforcement	RS	(100)	(100)	(100)	(100)	(100)
Support for Carers	RS	(25)	(25)	(25)	(25)	(25)
Domestic Violence Prevention	RS	(25)	(25)	(25)	(25)	(25)
Remaining Unallocated Priority Growth		464	264	64	64	64

General Fund - Summary of Savings	Group	Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		(2,865)	(14,058)	(15,438)	(17,061)	(17,655)
<u>New Savings Proposals</u>						
Administration	Admin	(823)	(62)	0	0	0
Finance	Finance	(537)	(100)	0	0	0
Residents Services	RS	(3,805)	0	0	0	0
Adult Social Care	ASC	(826)	620	(1,374)	(188)	0
Children & Young People's Services	C&YPS	(3,288)	(144)	0	0	0
Total Savings		(12,144)	(13,744)	(16,812)	(17,249)	(17,655)

		2016/17 Savings Proposals				
		Admin	Finance	RS	ASC	CYPS
		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<u>Savings Proposals (Including FYE of Prior Year Savings)</u>						
Zero Based Review		(248)	0	(1,470)	(324)	(524)
Preventing Demand		0	0	0	75	(1,246)
Service Transformation		(585)	(695)	(2,058)	(733)	(409)
Effective Procurement		0	(382)	(300)	(726)	0
Maximising Income		(24)	0	(1,125)	(261)	(1,109)
Total Savings		(857)	(1,077)	(4,953)	(1,969)	(3,288)

General Fund - Administration Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>Restructure of HR Policy & Employment Relations Function</i>	<i>Service Transformation</i>	(34)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(857)	(919)	(919)	(919)
Full Year Effect of Prior Year Savings		(34)	(857)	(919)	(919)	(919)
New Savings Proposals						
Further restructuring of management tiers across the group	<i>Service Transformation</i>					
<i>Further restructuring of management tiers across the group</i>		(125)				
Zero Based Budget Review	<i>Zero Based Review</i>					
<i>Realignment of budgets across the service following a zero based review</i>		(83)				
Reduction in Members Allowance Budgets	<i>Zero Based Review</i>					
<i>Reduction of Members allowances budgets following changes to pension entitlement</i>		(140)				
Review of Democratic Services Structure	<i>Service Transformation</i>					
<i>A review of the structure of the team, along with deleting a vacant officer post.</i>		(51)				
Review of Learning and Development Structure	<i>Service Transformation</i>					
<i>Removal of one post following the resignation of one member of staff and work distributed across remaining team</i>		(35)				
Review of Health and Safety Structure	<i>Service Transformation</i>					
<i>Proposed introduction of Health and Safety (H&S) risk management system that will enable the reduction of two posts within the Corporate H&S team.(Previously approved and implemented business case)</i>		(50)				

General Fund - Administration Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Review of staffing structure within Human Resources						
<i>Removal of one vacant post from the structure and two further posts as part of a review of the overall structure of the service</i>	Service Transformation	(101)	(37)			
Section 106 Construction Funding						
<i>The proposal is to use further section 106 funding to support the work of the Partnership's team in coordinating and further developing construction training opportunities</i>	Maximising Income	(24)				
Reduction of Policy and Partnership Structure						
<i>Deletion of one post following a review of support for HIP administration. (Previously approved and implemented business case)</i>	Service Transformation	(39)				
Review of Small Grants budget						
<i>Realignment of small grants budget as part of grants to Voluntary Services, to reflect committed spend.</i>	Zero Based Review	(25)	(25)			
Review of Legal Services Structure						
<i>A review of the Legal Services structure will be undertaken to review staffing levels and skill sets within the team</i>	Service Transformation	(50)				
Further Transformation / Zero-Based Review Savings						
	Service Transformation	(100)				
New Savings Proposals		(823)	(62)	0	0	0
Total Administration Savings		(857)	(919)	(919)	(919)	(919)

General Fund - Finance Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>Revenues & Benefits Contract Saving</i>	Effective Procurement	(360)	(208)	(123)	(58)	0
<i>Review of staffing structures within Revenues & Benefits</i>	Service Transformation	(100)	0	0	0	0
<i>Financial Systems Management</i>	Service Transformation	(80)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>	N/A	0	(1,077)	(1,385)	(1,508)	(1,566)
Full Year Effect of Prior Year Savings		(540)	(1,285)	(1,508)	(1,566)	(1,566)
<u>New Savings Proposals</u>						
<u>Removal of Schools Auditor post</u>						
<i>Deletion of a post within Internal Audit and a review of the service budget</i>	Service Transformation	(50)				
<u>Review of staffing structure within Operational Finance</u>						
<i>Review of Staffing Structure within Operational Finance</i>	Service Transformation	(90)	(100)			
<u>Reduction in Insurance premiums following successful tender</u>						
<i>Reduction in Insurance premium costs following successful tender</i>	Effective Procurement	(22)				
<u>Procurement Restructure</u>						
<i>Review of Procurement staffing structure</i>	Service Transformation	(275)				
<u>Further Transformation / Zero-Based Review Savings</u>						
	Service Transformation	(100)				
New Savings Proposals		(537)	(100)	0	0	0
Total Finance Savings		(1,077)	(1,385)	(1,508)	(1,566)	(1,566)

General Fund - Residents Services Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>New Homes Bonus</i>	<i>Maximising Income</i>	(1,048)	171	(689)	528	(406)
<i>Facilities Management - Contract Management & Service Convergence</i>	<i>Effective Procurement</i>	(100)	(100)	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(4,953)	(4,882)	(5,571)	(5,043)
Full Year Effect of Prior Year Savings		(1,148)	(4,882)	(5,571)	(5,043)	(5,449)
<u>New Savings Proposals</u>						
<u>Transformation - SMT Restructure</u>						
<i>SMT restructure (following part year saving in 15/16) (Previously approved and implemented business case)</i>	Service Transformation	(134)				
<u>Transformation - Wellbeing Restructure</u>						
<i>Wellbeing Service restructure (following part year saving in 2015/16) (Previously approved and implemented business case)</i>	Service Transformation	(94)				
<u>Transformation - Public Protection and Community Safety rationalisation</u>						
<i>Public Protection and Community Safety restructure (Previously approved and implemented business case)</i>	Service Transformation	(121)				
<u>Transformation - Business Performance & Intelligence Restructure</u>						
<i>Business Performance and Intelligence restructure. (Previously approved business case)</i>	Service Transformation	(152)				
<u>Business & Technical Support Staffing Review</u>						
<i>Savings to be made from the deletion of posts that are no longer required in the structure</i>	Service Transformation	(200)				
<u>Zero Based Reviews - Admin & Tech and Business Support</u>						
<i>A Zero Based Review of the service has been undertaken following consolidation of the service within the Residents Services directorate</i>	Zero Based Review	(83)				

General Fund - Residents Services Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
ICT - Review of Staffing Expenditure	Service Transformation					
<i>Review of staffing requirements following new ways of working</i>		(158)				
Zero Based Review - Expenditure	Zero Based Review					
<i>Review of non-staffing expenditure budgets</i>		(734)				
Zero Based Review - Income	Zero Based Review					
<i>Review of income budgets</i>		(653)				
Review of Crematoria Fees & Charges	Maximising Income					
<i>Review of Crematoria fees & charges</i>		(77)				
Public Health	Effective Procurement					
<i>Increased efficiency in delivery of Public Health duty</i>		(200)				
Corporate Fraud	Service Transformation					
<i>Additional post to be funded by HRA and an existing post through Proceeds Of Crime Act (POCA) receipts</i>		(122)				
Review of Fees & Charges	Service Transformation					
<i>Review of various fees & charges</i>		(100)				
Category Management	Service Transformation					
<i>Various procurement activity and contract renewal</i>		(150)				
Overtime & Standby - Residents Services	Service Transformation					
<i>Reduction in budgets of 20%</i>		(98)				

General Fund - Residents Services Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Car Allowances - Residents Services	Service Transformation					
<i>Reduction in budget of 20%, reflecting a reducing level of spend</i>		(57)				
BID Reviews - Deputy Director	Service Transformation					
<i>Additional savings proposed following BID restructuring and review of Trading Standards (Previously approved and implemented business case)</i>		(176)				
Review of School Improvement Service	Service Transformation					
<i>Rationalisation of improvement functions (Previously approved and implemented business case)</i>		(87)				
ICT - Further Review of Staffing Expenditure	Service Transformation					
<i>Further proposed restructuring of ICT - net of residual HGfL pressure</i>		(200)				
Civil Protection & Mortuary	Service Transformation					
<i>Review of structure and management responsibility (Previously approved and implemented business case)</i>		(59)				
BID - longer term projects	Service Transformation					
<i>Anticipated benefits from further BID reviews, potentially including Highways and Corporate Communications</i>		(150)				
New Savings Proposals		(3,805)	0	0	0	0
Total Residents Services Savings		(4,953)	(4,882)	(5,571)	(5,043)	(5,449)

General Fund - Adult Social Care Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>Review of ASC Procurement</i>	<i>Effective Procurement</i>	(10)	0	0	0	0
<i>Supported Living Programme (£1,838k by 2015/16, £5,344k in total by 2019/20)</i>	<i>Preventing Demand</i>	(454)	(1,614)	(719)	(719)	0
<i>Client Income</i>	<i>Maximising Income</i>	(163)	(163)	(163)	0	0
<i>New Delivery Models for In-house Provision (Older People)</i>	<i>Effective Procurement</i>	(120)	0	0	0	0
<i>New Delivery Models for In-house Provision (Learning Disability)</i>	<i>Effective Procurement</i>	(396)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(1,969)	(3,126)	(5,382)	(6,289)
Full Year Effect of Prior Year Savings		(1,143)	(3,746)	(4,008)	(6,101)	(6,289)
New Savings Proposals						
Category Management Portfolio Plans						
<i>The Category Management Portfolio plan for Adult Social Care</i>	<i>Effective Procurement</i>	(693)	(250)			
Zero Based Review						
<i>Zero based review of 2014-15 outturn position to identify opportunities to make efficiencies</i>	<i>Zero Based Review</i>	(124)				
Maximising Income Streams						
<i>Review of Income Streams</i>	<i>Maximising Income</i>	(30)				
Adjustment to Implementing the Supported Living Programme						
<i>Refreshed Supported Living Programme, reflecting latest delivery schedule for new developments</i>	<i>Preventing Demand</i>	529	1,163	(1,374)	(188)	

General Fund - Adult Social Care Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<i>Review the current contribution to Michael Sobell House</i>						
<i>The original funding came from the Aids Support Grant which ceased some time ago and has been funded from base budget since the cessation of this grant.</i>	Service Transformation	(33)				
<i>Transport</i>						
<i>Remodelling of the Transport Service for eligible residents</i>	Service Transformation	(500)				
<i>Zero based budget review of CNWL</i>						
<i>Review of funding provided to (CNWL) Mental Health Trust</i>	Zero Based Review	(200)				
<i>Catering Subsidy</i>						
<i>Removal of Subsidy from Catering Service in Extra Care provision</i>	Maximising Income	(68)	(68)			
<i>Refreshed New Models of Delivery of In House Provision (LD)</i>						
<i>Refreshed programme for New Delivery of In House Provision for Learning Disabilities to reflect new delivery programme</i>	Effective Procurement	493	(225)			
<i>Further Transformation / Zero-Based Review Savings</i>						
	Service Transformation	(200)				
New Savings Proposals		(826)	620	(1,374)	(188)	0
Total Adult Social Care		(1,969)	(3,126)	(5,382)	(6,289)	(6,289)

General Fund - Children & Young People's Services Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(3,288)	(3,432)	(3,432)	(3,432)
Full Year Effect of Prior Year Savings		0	(3,288)	(3,432)	(3,432)	(3,432)
<u>New Savings Proposals</u>						
<u>Review of Teenage Pregnancy Service</u>						
<i>Zero Based Budget Review of the Teenage Pregnancy Service</i>	Zero Based Review	(50)				
<u>Review of Young People's Support, Information, Advice and Guidance (SIAG) services Contract</u>						
<i>To undertake a review of the delivery of Young People's Support, Information, Advice and Guidance (SIAG) services as part of the restructure of the Early Support Service</i>	Service Transformation	(94)				
<u>Effective Use of Troubled Families Grant</u>						
<i>Application of Troubled Families Phase 2 Grant funding, to support the turnaround of 2,010 families over the next five years, starting in 2015/16</i>	Maximising Income	(717)	(70)			
<u>Review of Children Centre Budgets</u>						
<i>Zero Based Budget Review of Children Centre Expenditure</i>	Zero Based Review	(200)				
<u>Review of Children Centre Delivery Model</u>						
<i>To undertake a major review of the service delivery model for Children Centres</i>	Service Transformation	(215)	(74)			
<u>Review of Looked After Children Placement Costs</u>						
<i>Review of Looked After Children Residential Placements</i>	Preventing Demand	(562)				

General Fund - Children & Young People's Services Savings		Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<i>Review of Foster Care and Permanent Placement Costs</i>						
<i>Impact of implementing the new ways of working in the Fostering and Adoption service</i>	Preventing Demand	(506)				
<i>Impact of Staying Put Legislation</i>						
<i>Impact of Staying Put Legislation</i>	Zero Based Review	(274)				
<i>Review of External Funding Contributions</i>						
<i>To undertake a review of eligible expenditure that could legitimately be charged to the Dedicated Schools Grant (DSG) following the changes made in the Children and Families Act 2014, or recharged to the Clinical Commissioning Group (CCG)</i>	Maximising Income	(392)				
<i>Impact of Early Intervention and Prevention Services</i>						
<i>To Review the Impact of the Implementation of the Early Intervention and Prevention Service</i>	Preventing Demand	(178)				
<i>Further Transformation / Zero-Based Review Savings</i>						
	Service Transformation	(100)				
New Savings Proposals		(3,288)	(144)	0	0	0
Total Children & Young People's Services Savings		(3,288)	(3,432)	(3,432)	(3,432)	(3,432)

Draft General Fund Capital Programme

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2016/17	2017/18	2018/19	2019/20	2020/21	Financed by:		
			Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Council Resources	Government Grants	Other Contributions
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		School Expansion Programme								
140,064		Primary School Expansions	2,895	120	0	0	0	3,015	0	0
32,300	UPDATE	New Primary School Expansions	8,461	10,507	8,543	4,092	397	32,000	0	0
95,900	UPDATE	Secondary Schools Expansions	13,598	23,673	26,722	26,309	5,214	66,509	25,365	3,642
48,254		Secondary Schools New Build	23,685	844	1,019	0	0	24,290	1,258	0
1,800	NEW	Additional Temporary Classrooms	900	900	0	0	0	1,800	0	0
194		Hearing Impairment Resource Base (Vyners School)	9	0	0	0	0	9	0	0
318,512		Total Schools Programme	49,548	36,044	36,284	30,401	5,611	127,623	26,623	3,642
		Main Programme								
9,741	UPDATE	Purchase of Vehicles	1,367	705	500	500	1,000	4,072	0	0
33,060		Hillingdon Sports and Leisure	762	0	0	0	0	762	0	0
914		Sports and Cultural Project	35	0	0	0	0	35	0	0
1,200		ICT Infrastructure	220	0	0	0	0	220	0	0
1,000		Uxbridge Cemetery Gatehouse and Chapel	800	50	0	0	0	850	0	0
2,400		Youth Centre Project	2,010	240	0	0	0	2,250	0	0
310		Whiteheath Farm Refurbishment	215	0	0	0	0	215	0	0
481		West Drayton Cemetary and Resurfacing	53	0	0	0	0	53	0	0
4,958		Hayes Town Centre Improvements	2,543	0	0	0	0	294	2,134	115
1,578		Inspiring Shopfronts - Increasing footfall	750	338	318	0	0	1,406	0	0
3,378		Gateway Hillingdon	2,038	1,077	213	0	0	3,328	0	0
2,000		Dementia Centre	1,011	886	50	0	0	1,947	0	0
250		RAGC Car Park	150	0	0	0	0	150	0	0
250		Car Park Resurfacing	70	0	0	0	0	70	0	0
750		Bowls Club Refurbishments	600	0	0	0	0	50	0	550
530		Haste Hill Golf Club	130	0	0	0	0	130	0	0
3,075		Cedars and Grainges Car Park Improvement Works	77	0	0	0	0	77	0	0
600		Telecare Equipment	300	0	0	0	0	300	0	0
44,000		New Theatre	5,050	11,450	11,450	11,450	4,400	42,750	0	1,050
5,000		New Museum	1,600	2,700	500	0	0	4,050	0	750
335		CCTV Programme	195	0	0	0	0	195	0	0
1,399		Universal Infant Free School Meals	26	0	0	0	0	26	0	0
1,247		Eastcote Building and Gardens	35	0	0	0	0	0	0	35
1,552	UPDATE	Harlington Road Depot Refurbishment	227	0	0	0	0	227	0	0
330		Harlington Bowls Club and Football Pavillion	15	0	0	0	0	12	0	3

Draft General Fund Capital Programme

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2016/17	2017/18	2018/19	2019/20	2020/21	Financed by:		
			Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Council Resources	Government Grants	Other Contributions
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
300		Ruislip Lido Boat House	15	0	0	0	0	15	0	0
4,850		Battle of Britain Bunker Heritage Pride Project	3,615	485	0	0	0	4,100	0	0
1,000	UPDATE	Battle of Britain Underground Bunker	1,000	0	0	0	0	0	1,000	0
2,700		New Youth Centre Projects	750	1,680	270	0	0	2,700	0	0
1,000		Environmental and Recreational Initiatives	1,000	0	0	0	0	1,000	0	0
965		Capital and Priority Growth	965	0	0	0	0	965	0	0
2,657	NEW	CCTV Enforcement (SKC'S)	2,657	0	0	0	0	2,657	0	0
250	NEW	1 & 2 Merrimans Housing Project	250	0	0	0	0	250	0	0
370	NEW	1 & 2 Merrimans Appropriation from HRA	370	0	0	0	0	370	0	0
134,430		Total Main Programme	30,901	19,611	13,301	11,950	5,400	75,526	3,134	2,503
		Programme of Works								
N/A		Leaders 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 Upgrades	500	500	500	500	500	2,500	0	0
N/A	UPDATE	Formula Devolved Capital to Schools	373	335	297	260	222	0	1,487	0
N/A	UPDATE	Highways Structural Works	2,000	1,000	1,000	1,000	1,000	6,000	0	0
N/A	UPDATE	Pavement Priority Growth	1,000	0	0	0	0	1,000	0	0
N/A		ICT Single Development Plan	400	400	400	400	400	2,000	0	0
N/A		Property Works Programme	480	480	480	480	480	2,400	0	0
N/A		Road Safety	150	150	150	150	150	750	0	0
N/A		Street Lighting	94	94	94	94	94	470	0	0
N/A		Transport for London	4,172	5,234	3,000	3,000	3,000	0	17,582	824
N/A	NEW	Playground Replacement Programme	250	250	250	250	250	1,250	0	0
N/A	UPDATE	Urgent Schools Building Conditions Works	942	641	500	500	500	0	2,483	600
N/A		Disabled Facilities Grant	2,300	2,300	2,300	2,300	2,300	2,655	8,845	0
N/A		Adaptations for Adopted Children	200	200	200	200	200	1,000	0	0
N/A		Private Sector Renewal Grant / HCA	450	450	450	450	450	2,250	0	0
N/A		Section 106 Projects	0	0	0	0	0	0	0	0
0		Total Programmes of Works	14,511	13,234	10,821	10,784	10,746	28,275	30,397	1,424
		Development & Risk Contingency								
N/A		Contingency	1,500	1,500	1,500	1,500	1,500	7,500	0	0
452,942		Total General Fund Capital Programme	96,460	70,389	61,906	54,635	23,257	238,924	60,154	7,569

Housing Revenue Account Corporate Summary	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Resources						
Increase / (Decrease) in average Weekly Rents (%)	2.2%	(1.0%)	(1.0%)	(1.0%)	(1.0%)	3.0%
Average Weekly Rent (£)	£110.58	£109.69	£108.66	£107.60	£106.51	£109.71
Increase/(Decrease) in Number of Dwellings	(115)	(95)	177	(76)	(99)	(54)
Number of Dwellings	10,111	9,923	9,964	10,014	9,927	9,850
Gross Dwelling Rents	58,143	56,754	56,452	56,182	55,132	56,348
Void Risk Contingency	(583)	(562)	(552)	(543)	(542)	(543)
Net Dwelling Rents	57,560	56,192	55,900	55,639	54,590	55,805
Other Income	4,154	5,751	5,922	6,069	6,275	6,301
Total Resources	61,714	61,943	61,822	61,708	60,865	62,106
Budget Requirement						
Roll Forward Budget	62,692	60,051	60,051	60,051	60,051	60,051
Inflation	372	563	1,339	2,153	2,926	3,785
Corporate Items	(548)	(8,602)	25,806	(4,792)	(8,504)	(7,126)
Contingency	(17)	181	181	181	181	181
Service Pressures	0	0	0	0	0	0
New Priority Growth	0	0	0	0	0	0
Savings	(2,448)	0	0	0	0	0
Total Budget Requirement	60,051	52,193	87,377	57,593	54,654	56,891
(Drawdown) / Contribution to Reserves	1,663	9,750	(25,555)	4,115	6,211	5,215
Opening HRA General Balance		32,437	42,187	16,632	20,747	26,958
Closing HRA General Balance		42,187	16,632	20,747	26,958	32,173

Draft Housing Revenue Account Capital Programme

Project	2016/17	2017/18	2018/19	2019/20	2020/21	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
<u>Major Projects</u>								
New General Needs Housing Stock	7,352	25,927	7,483	1,500	1,500	30,633	0	13,129
New Build - Appropriation of Land	1,400	0	0	0	0	0	1,400	0
New Build - Supported Housing Provision	15,419	22,091	1,596	0	0	27,374	0	11,732
HRA General Contingency	15,000	0	0	0	0	0	15,000	0
Total Major Projects	39,171	48,018	9,079	1,500	1,500	58,007	16,400	24,861
<u>Works to Stock</u>								
Works to Stock programme	13,092	8,225	4,754	6,328	7,704	40,103	0	0
Major Adaptations to Property	1,560	1,092	1,147	1,204	1,249	6,252		
Total Works to Stock	14,652	9,317	5,901	7,532	8,953	46,355	0	0
Total HRA Capital Programme	53,823	57,335	14,980	9,032	10,453	104,362	16,400	24,861