

General Fund Corporate Summary	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)	2021/22 £(000s)	2022/23 £(000s)	Net Change £(000s)
Resources							
Increase in Council Tax (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Increase in Social Care Precept (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Council Tax Band D (£)	£1,112.93	£1,112.93	£1,112.93	£1,112.93	£1,112.93	£1,112.93	
Increase in Council Tax Base (Band D properties)	1,450	1,850	1,200	1,200	1,200	1,200	6,650
Council Tax Base (Band D properties)	97,220	99,070	100,270	101,470	102,670	103,870	
Gross Council Tax Revenues	108,199	110,258	111,593	112,929	114,265	115,600	7,401
Collection Fund (Deficit) / Surplus	500	2,671	0	0	0	0	(500)
Net Council Tax Revenues	108,699	112,929	111,593	112,929	114,265	115,600	6,901
Baseline Business Rate Income	44,098	45,517	47,136	48,079	49,041	50,022	5,924
Retained Business Rate Growth	6,216	7,541	8,015	8,372	8,550	8,710	2,494
Additional Yield from 100% Pilot Pool	0	5,400	5,400	0	0	0	0
Collection Fund (Deficit) / Surplus	2,000	(69)	0	0	0	0	(2,000)
Net Business Rate Revenues	52,314	58,389	60,551	56,451	57,591	58,732	6,418
Revenue Support Grant	19,513	13,124	6,655	5,712	4,750	3,769	(15,744)
Other Central Government Funding	35,169	34,386	34,506	34,153	33,967	33,967	(1,202)
Corporate Grant Income	54,682	47,510	41,161	39,865	38,717	37,736	(16,946)
Planned Use of General Balances	5,000	950	0	4,000	2,000	1,000	(4,000)
Total Resources	220,695	219,778	213,305	213,245	212,573	213,068	(7,627)
Budget Requirement							
Roll Forward Budget	228,088	220,695	220,695	220,695	220,695	220,695	220,695
Inflation	5,863	4,577	10,099	15,177	20,358	25,644	25,644
Corporate Items	(1,523)	(613)	3,659	4,307	4,455	4,555	4,555
Contingency	3,675	369	2,665	5,753	8,996	12,241	12,241
Priority Growth	100	1,895	1,895	3,245	6,040	6,040	6,040
Savings	(15,508)	(7,145)	(6,757)	(6,483)	(6,483)	(6,483)	(56,107)
Total Budget Requirement	220,695	219,778	232,256	242,694	254,061	262,692	213,068
Budget (Gap) / Surplus	0	0	(18,951)	(29,449)	(41,488)	(49,624)	

General Fund Corporate Summary - Breakdown of Funding Streams	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Business Rate Revenues						
Forecast Growth on Rating List	5,200	6,200	3,100	2,600	500	0
Forecast Gross Business Rate Yield	359,811	378,883	393,737	402,920	411,053	419,200
Less: Central Government Share (50%)	179,906	189,442	196,869	201,460	205,527	209,600
Less: GLA Share (20%)	71,962	75,777	78,747	80,584	82,211	83,840
Forecast LBH Share of Business Rate Yield (30%)	107,943	113,665	118,121	120,876	123,316	125,760
Less: Baseline Business Rate Income	(44,098)	(45,517)	(47,136)	(48,079)	(49,041)	(50,022)
Less: Tariff	(51,412)	(53,066)	(54,954)	(56,053)	(57,174)	(58,317)
Growth on LBH Share	12,433	15,082	16,031	16,744	17,101	17,421
Less: (Levy on Growth) / Safety Net Payments	(6,217)	(7,541)	(8,016)	(8,372)	(8,551)	(8,711)
Retained Growth	6,216	7,541	8,015	8,372	8,550	8,710
Add: Baseline Business Rate Income	44,098	45,517	47,136	48,079	49,041	50,022
Net Business Rate Revenues	50,314	53,058	55,151	56,451	57,591	58,732
Other Central Government Funding						
Public Health Grant	17,997	17,506	17,072	17,072	17,072	17,072
Better Care Fund	6,043	11,405	12,388	12,450	12,513	12,513
Adult Social Care Support Grant	1,045	0	0	0	0	0
New Homes Bonus	7,105	3,868	3,558	3,263	3,134	3,134
Education Services Grant	847	0	0	0	0	0
Housing Benefit Administration Subsidy Grant	1,132	1,128	1,028	928	828	828
Transition Grant	515	0	0	0	0	0
Council Tax Administration Subsidy	328	308	288	268	248	248
Local Reform & Community Voices Grant	142	142	142	142	142	142
Lead Local Authority Flood Grant	15	16	17	17	17	17
Extended Rights to Free Travel	0	13	13	13	13	13
Total Other Central Government Funding	35,169	34,386	34,506	34,153	33,967	33,967

General Fund - Corporate Items	Group	Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<u>New Burdens & Transfers of Responsibility</u>						
Transfer of Residual Education Functions from Local Government	RS	(145)	(145)	(145)	(145)	(145)
<u>Adjustments to Funding, Financing & Corporate Budgets</u>						
Movement in Council Tax Older People's Discount	Corp	(50)	(75)	(100)	(125)	(125)
Rephasing of Capital Financing Costs	Corp	0	3,342	3,915	3,988	3,988
Housing Benefit Subsidy (Recovery of Overpayments)	Corp	(418)	(318)	(218)	(118)	(18)
Flexible Use of Capital Receipts to finance Service Transformation	Corp	0	855	855	855	855
Total Corporate Items		(613)	3,659	4,307	4,455	4,555

General Fund - Development & Risk Contingency	Provision 2017/18	Released during 2017/18	Change from 2017/18	Group	Gross Risk 2018/19	Risk Adj.	Provision				
							2018/19	2019/20	2020/21	2021/22	2022/23
	£(000s)	£(000s)	£(000s)		£(000s)	(%)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Potential Calls											
Uninsured claims	291	0	0	Fin	291	100%	291	291	291	291	291
Impact of Welfare Reform on Homelessness	1,736	0	0	RS	1,736	100%	1,736	1,736	1,736	1,736	1,736
Waste Disposal Levy & Associated Contracts	3,522	(2,728)	735	RS	1,529	100%	1,529	2,329	3,179	4,079	4,979
Dry Recyclables Contract (Management Action)	0	0	(357)	RS	(357)	100%	(357)	(357)	(357)	(357)	(357)
High Speed 2 Challenge Fund	100	0	(100)	RS	0	100%	0	0	0	0	0
Heathrow Expansion Challenge Fund	200	0	0	RS	200	100%	200	0	0	0	0
Asylum Service	1,648	0	237	SC	1,885	100%	1,885	1,885	1,885	1,885	1,885
Demographic Growth - Looked After Children	5,298	(5,038)	537	SC	797	100%	797	1,213	1,644	2,089	2,534
Demographic Growth - Children with Disabilities	0	0	367	SC	367	100%	367	417	469	523	579
Social Worker Agency	277	0	0	SC	277	100%	277	277	277	277	277
SEN transport	184	0	259	SC	443	100%	443	757	1,096	1,462	1,828
Adults Placements - Transitional Children	2,910	(1,699)	1,396	SC	2,607	100%	2,607	4,007	5,280	6,500	7,720
Adults Placements - General	785	(432)	465	SC	818	100%	818	1,083	1,436	1,904	2,372
Adults Placements - General (Management Action)	0	0	(2,695)	SC	(2,695)	100%	(2,695)	(3,444)	(3,654)	(3,864)	(4,074)
Adults Placements - Winterbourne View	197	0	(147)	SC	50	100%	50	50	50	50	50
Deprivation of Liberty Safeguards	759	(759)	0	SC	0	100%	0	0	0	0	0
Apprenticeship Levy	559	0	(178)	Corp	381	100%	381	381	381	381	381
Additional Investment Income	0	0	(400)	Corp	(400)	100%	(400)	(400)	(400)	(400)	(400)
General Contingency	750	0	250	Corp	1,000	100%	1,000	1,000	1,000	1,000	1,000
Total Potential Calls	19,216	(10,656)	369		8,929		8,929	11,225	14,313	17,556	20,801
Financing											
Base Budget							19,216	19,216	19,216	19,216	19,216
Contingency released to Directorate Budgets 2017/18							(10,656)	(10,656)	(10,656)	(10,656)	(10,656)
Increase / (Decrease) in Contingency Requirement							369	2,665	5,753	8,996	12,241
Total Financing							8,929	11,225	14,313	17,556	20,801
Managed Risk Gap in Contingency							0	0	0	0	0

General Fund - Priority Growth Proposals	Group	Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
B/fwd Priority Growth		554	554	554	554	554
Planned Use of Earmarked Reserves		250	250	250	250	250
New Priority Growth		1,895	1,895	3,245	6,040	6,040
Available Priority Growth Balance		2,699	2,699	4,049	6,844	6,844
New Initiatives to be funded from Priority Growth						
Funding for School Expansion Programme	Corp	(1,000)	(1,000)	(1,850)	(2,850)	(2,850)
Savings Earmarked for Future Capital Investment	Corp	0	0	(500)	(2,295)	(2,295)
New Waste & Recycling Centre	RS	(576)	(576)	(576)	(576)	(576)
Bulky Waste Collection Service	RS	(84)	(84)	(84)	(84)	(84)
Police Funding	RS	(250)	(250)	(250)	(250)	(250)
Expanded Youth Offer	RS / SC	(200)	(200)	(200)	(200)	(200)
Investment in Counter Fraud Activity	Fin	(200)	(200)	(200)	(200)	(200)
Museum & Archives Service	RS	(139)	(139)	(139)	(139)	(139)
Remaining Unallocated Priority Growth		250	250	250	250	250

General Fund - Chief Executive's Office Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		0	(58)	(58)	(58)	(58)
<u>New Savings Proposals</u>						
<i>Human Resources - Learning & Development</i>						
Restructure within Human Resources team to realign the staffing resource to current workload.	Service Transformation	(27)	0	0	0	0
<i>Human Resources - Zero Based Review</i>						
ZBR review of the Chief Executive's Office.	Zero Based Review	(31)	0	0	0	0
New Savings Proposals		(58)	0	0	0	0
Total Chief Executive's Office Savings		(58)	(58)	(58)	(58)	(58)

General Fund - Finance Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings		0	(728)	(908)	(908)	(908)
<u>New Savings Proposals</u>						
<i>Business Assurance - Review of Health & Safety</i>						
<i>To review the structure of the Health and Safety team to reduce management overheads and create an effective, resilient team to meet the H&S requirements of the Council.</i>	Service Transformation	(56)	0	0	0	0
<i>Finance - Phase 1</i>						
<i>Phase 1 of the Finance BID review programme restructuring finance service management and the operating model, following the introduction of the new budget management system.</i>	Service Transformation	(250)	0	0	0	0
<i>Finance - Phase 2</i>						
<i>Phase 2 of the Finance restructure, capturing efficiencies and business benefits of the new ways of working from implementation of the Collaborative Planning budget management system across the Council.</i>	Service Transformation	(125)	0	0	0	0
<i>Revenues & Benefits - Digital Strategy & Self Service</i>						
<i>Proposed restructure of the Housing Benefits Administration Team following implementation the self service module whereby Benefits claimants can apply for benefits online. As part of an ongoing digital strategy, delivery of a self service benefits module will increase efficiencies and reduce resource requirement.</i>	Service Transformation	(95)	0	0	0	0
<i>Added Years Pension Costs</i>						
<i>Payments made in respect of Added Years Pension costs continue to decline.</i>	Zero Based Review	(120)	(180)	0	0	0
<i>Finance - External Audit Fees</i>						
<i>It is anticipated that savings to local authorities will be made as a result of a procurement undertaken by the Public Sector Audit Appointments for external audit services starting from April 2018.</i>	Zero Based Review	(25)	0	0	0	0

General Fund - Finance Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<i>Finance ZBR Savings</i>						
<i>Savings identified as part of Zero Based Reviews across the directorate.</i>	Zero Based Review	(57)	0	0	0	0
New Savings Proposals		(728)	(180)	0	0	0
Total Finance Savings		(728)	(908)	(908)	(908)	(908)

General Fund - Residents Services Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>BID reviews - Highways & Street Lighting Programme</i>						
<i>Full year effect following on from Highways & Street Lighting review to extensively remodel and restructure the service (£1,346k saving in 17/18).</i>	Service Transformation	(146)	0	0	0	0
<i>BID reviews - Business and Technical support</i>						
<i>Full year effect from a range of staffing efficiencies across Business & Technical support (following on from the £354k saving in 17/18).</i>	Service Transformation	(25)	0	0	0	0
<i>Zero Based Reviews</i>						
<i>Review of income budgets to recognise current levels of activity within the directorate.</i>	Zero Based Review	0	132	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(2,757)	(2,625)	(2,625)	(2,625)
Full Year Effect of Prior Year Savings		(171)	(2,625)	(2,625)	(2,625)	(2,625)
<u>New Savings Proposals</u>						
<i>Emergency Response Officers</i>						
<i>The transfer of the Emergency Management and Response Team from Technical and Business Support to Building Services and the deletion of two vacant posts within the Service.</i>	Service Transformation	(92)	0	0	0	0
<i>Fleet Review</i>						
<i>Proposed implementation of an externally commissioned review of the Council's Fleet Management</i>	Service Transformation	(150)	0	0	0	0
<i>Telecareline</i>						
<i>Externalisation of Telecareline and out-of-hours call monitoring service, alongside greater use of Reablement technology.</i>	Service Transformation	(120)	0	0	0	0

General Fund - Residents Services Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Waste Services - Phase 1 <i>A business case was approved by the Leader of the Council in June 2017 setting out organisational, operational and management structure changes which aim to improve the services delivered by this key, high profile residents facing function.</i>	Service Transformation	(357)	0	0	0	0
Waste Services - Phase 2 <i>In addition this review will cover efficiency options around recycling by reviewing the distribution of recycling bags required and delivery methods with a view to securing savings. The review will also link in with how residents contact the council via the contact centre.</i>	Service Transformation	(300)	0	0	0	0
Facilities Management Contract Savings <i>Proposed contract efficiencies for contracts across Facilities Management to be phased over MTFF period. Including Hard Services (£8.9m over 10 years, contract expires 31/10/17), Catering (£2.1m over 3 years, expires 23/3/18), Cleaning (£3.2m over 3 years, expires 6/9/18) and Security (£2m over 3 years, expires 14/3/19).</i>	Effective Procurement	(300)	0	0	0	0
Graffiti Contract <i>Proposed contract efficiencies for Graffiti removal (up for tender in 19/20, contract value £850k over 3 years). Service can be reviewed prior to re-tender as there is no minimum value guaranteed in the current contract.</i>	Effective Procurement	(150)	0	0	0	0
Planning Fees <i>Full Year Saving following Central Government offer to Local Authorities of a 20% uplift in nationally set planning fees originally planned for July 2017, but now expected in December 2017.</i>	Income Generation & Commercialisation	(347)	0	0	0	0

General Fund - Residents Services Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<i>Parking Revenue Account Surplus</i>						
<i>Rebase income targets following review of income projections, with the saving representing the net position after earmarking income arising from School Keep Clear zones.</i>	Zero Based Review	(500)	0	0	0	0
<i>Zero Based Reviews</i>						
<i>Additional savings following conclusion of detailed line-by-line budget reviews.</i>	Zero Based Review	(270)	0	0	0	0
New Savings Proposals		(2,586)	0	0	0	0
Total Residents Services Savings		(2,757)	(2,625)	(2,625)	(2,625)	(2,625)

General Fund - Social Care Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>Review of Children Centre Delivery Model</i>						
<i>Full Year Effect of proposals implemented during 2017/18, reflecting current staffing establishment.</i>	Service Transformation	(95)	0	0	0	0
<i>Effective Use of Troubled Families Grant</i>						
<i>Application of Troubled Families Phase 2 Grant funding, to support the turnaround of 1,990 families over the next five years, starting in 2015/16, where the grant payment has been front loaded for the attachment fee.</i>	Income Generation & Commercialisation	494	512	274	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(2,233)	(1,797)	(1,523)	(1,523)
Full Year Effect of Prior Year Savings		399	(1,721)	(1,523)	(1,523)	(1,523)
<u>New Savings Proposals</u>						
<i>Review of Reablement Service</i>						
<i>To undertake a further review of the Reablement Service following its restructure in 2016.</i>	Service Transformation	(200)	0	0	0	0
<i>Transport Review</i>						
<i>To undertake a major review and transformation of the Transport Service, embedding new ways of working, improve purchasing of services and improve route planning.</i>	Service Transformation	(599)	(76)	0	0	0
<i>Electronic Call Monitoring</i>						
<i>To ensure that all Homecare providers use an Electronic Call Monitoring System to capture the time spent providing care to clients.</i>	Effective Procurement	(300)	0	0	0	0

General Fund - Social Care Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Adult Placement Budgets <i>A review of the Adult Placements Budget has identified that there is scope to re-baseline the adult placement numbers, reflecting the robust processes that are in place to manage the support provided to clients.</i>	Zero Based Review	(1,035)	0	0	0	0
Independent Living Service - Recharge to HRA <i>BID Review of Independent Living Service and associated financing, saving relates to balance of funding and does not affect service levels.</i>	Zero Based Review	(237)	0	0	0	0
Preventative Contract Services <i>A review of the contracts required to provide Preventative Services has identified that a number of contracts can be rationalised.</i>	Zero Based Review	(261)	0	0	0	0
New Savings Proposals		(2,632)	(76)	0	0	0
Total Social Care		(2,233)	(1,797)	(1,523)	(1,523)	(1,523)

General Fund - Cross-Cutting Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(1,369)	(1,369)	(1,369)	(1,369)
Full Year Effect of Prior Year Savings		0	(1,369)	(1,369)	(1,369)	(1,369)
New Savings Proposals						
Contact Centre Review / Digital Strategy						
<i>A review of the Digital Strategy of the Council, focusing initially on the ways in which customers access services.</i>	Service Transformation	(250)				
Education Review						
<i>On-going BID review of residual Education functions to deliver efficiency savings following the abolition of the Education Services Grant during 2018/19.</i>	Service Transformation	(100)				
Public Health Review						
<i>On-going BID review of all functions funded from the Public Health grant.</i>	Service Transformation	(491)				
Further Procurement work						
<i>Cross cutting target included to capture expected benefits from a number of current and upcoming procurement exercises with scope to deliver savings in 2018/19</i>	Effective Procurement	(278)				
Review of Fees & Charges						
<i>Recommended amendments to fees & charges applicable to a range of services, following refreshed benchmarking with neighbouring authorities.</i>	Income Generation & Commercialisation	(150)				
Supplier Early Payment Programme						
<i>Cross cutting Accounts Payable saving delivered through supplier rebates, achieved via agreed Early Payment Schemes.</i>	Income Generation & Commercialisation	(100)				
New Savings Proposals		(1,369)	0	0	0	0
Total Cross-Cutting Savings		(1,369)	(1,369)	(1,369)	(1,369)	(1,369)

Draft General Fund Capital Programme

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project by Cabinet Member Portfolio	2018/19	2019/20	2020/21	2021/22	2022/23	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
		SCHOOLS PROGRAMME								
		<u>Education and Childrens Services</u>								
137,284		Primary School Expansions	119	0	0	0	0	119	0	0
15,326	UPDATE	New Primary School Expansions	5,985	1,043	1,051	0	0	6,879	1,200	0
56,000		Secondary Schools Expansions	19,828	4,163	17,186	8,627	4,500	19,251	35,053	0
46,095		Secondary Schools New Build	377	0	0	0	0	377	0	0
4,000	UPDATE	Additional Temporary Classrooms	2,400	1,600	0	0	0	4,000	0	0
1,640	UPDATE	Schools SRP	0	800	840	0	0	0	1,640	0
250	NEW	Meadow School	250	0	0	0	0	0	250	0
260,596		Total Schools Programme	28,959	7,606	19,077	8,627	4,500	30,626	38,143	0
		MAIN PROGRAMME								
		<u>Community, Commerce and Regeneration</u>								
9,269		Hayes Town Centre Improvements	2,327	275	0	0	0	0	1,300	1,302
895	UPDATE	Inspiring Shopfronts	74	200	0	0	0	274	0	0
3,151		Gateway Hillingdon	213	0	0	0	0	213	0	0
1,996		Uxbridge Change of Heart	950	0	0	0	0	950	0	0
614		Uxbridge Cemetery Gatehouse	549	0	0	0	0	549	0	0
		<u>Central Services, Culture and Heritage</u>								
2,393	UPDATE	Bowls Club Refurbishment	500	500	0	0	0	1,000	0	0
33,059		Hillingdon Sports & Leisure Centre	206	0	0	0	0	206	0	0
360		Ruislip Lido Railway Society Workshop Replacement	20	0	0	0	0	20	0	0
5,632		St Andrews Park Museum	525	3,590	1,417	0	0	4,782	0	750
44,000		St Andrews Park Theatre	300	1,000	5,000	18,800	18,800	42,850	0	1,050
		<u>Finance, Property and Business Services</u>								
1,053		Battle of Britain Underground Bunker	824	0	0	0	0	824	0	0
5,987		Battle of Britain Bunker Heritage Project	300	0	0	0	0	300	0	0
400		Uniter Building Refurbishment	300	0	0	0	0	300	0	0
1,370		Bessingby Football and Boxing Clubhouse	1,190	0	0	0	0	1,190	0	0
4,500	NEW	Purchase of Uxbridge Police Station	4,500	0	0	0	0	4,500	0	0
1,684	UPDATE	CCTV Programme	600	600	450	0	0	1,650	0	0
2,250		Youth Provision	1,000	1,000	0	0	0	2,000	0	0
200	NEW	Botwell Leisure Centre Football Pitch Replacement	0	0	0	200	0	200	0	0
30,000	NEW	Yiewsley /West Drayton Area Swimming Pool	2,000	8,000	10,000	9,500	500	30,000	0	0
26,750	NEW	Hillingdon Outdoor Activity Centre Reprovision	7,000	13,500	6,000	0	0	0	0	26,500

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project by Cabinet Member Portfolio	2018/19	2019/20	2020/21	2021/22	2022/23	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
0		<u>Planning, Transportation and Recycling</u>								
11,151	UPDATE	Purchase of Vehicles	3,911	2,529	3,152	744	215	10,551	0	0
250		RAGC Car Park	200	0	0	0	0	200	0	0
5,500		Street Lighting - Invest to Save	900	0	0	0	0	900	0	0
1,657		Harlington Road Depot Improvements	50	0	0	0	0	50	0	0
		<u>Social Services, Housing, Health and Wellbeing</u>								
2,465		Dementia Centre	2,465	0	0	0	0	2,465	0	0
620		1 & 2 Merrimans Housing Project	570	0	0	0	0	570	0	0
		<u>Cross Cabinet Member Portfolios</u>								
1,177		Environmental and Recreational Initiatives	244	0	0	0	0	244	0	0
198,383		Total Main Programme	31,718	31,194	26,019	29,244	19,515	106,788	1,300	29,602
		SELF FINANCING DEVELOPMENTS								
		<u>Finance, Property and Business Services</u>								
23,251		Yiewsley Site Development	1,860	11,491	9,513	0	0	22,864	0	0
4,605		Belmore Allotments Development	0	4,605	0	0	0	3,276	0	1,329
		<u>Social Services, Housing, Health and Wellbeing</u>								
1,939	NEW	Woodside GP Surgery	0	1,939	0	0	0	1,939	0	0
29,795		Total Self Financing Developments	1,860	18,035	9,513	0	0	28,079	0	1,329
		PROGRAMME OF WORKS								
N/A		Leader's Initiative	200	200	200	200	200	1,000	0	0
		<u>Community, Commerce and Regeneration</u>								
N/A		Chrysalis Programme	1,000	1,000	1,000	1,000	1,000	5,000	0	0
N/A		Playground Replacement Programme	250	250	250	0	0	750	0	0
		<u>Central Services, Culture and Heritage</u>								
N/A	NEW	Libraries Refurbishment Programme	1,000	1,000	1,000	0	0	3,000	0	0
N/A	NEW	Leisure Centre Refurbishment Programme	750	750	750	0	0	2,250	0	0
		<u>Education and Childrens Services</u>								
N/A		Devolved Formula Capital	363	317	271	222	222	0	1,395	0
N/A	UPDATE	School Conditions Building Programme	950	1,950	1,750	1,550	1,550	0	7,000	750
		<u>Finance, Property and Business Services</u>								
N/A		Civic Centre Works Programme	500	500	500	500	500	2,500	0	0
N/A	UPDATE	Corporate Technology and Innovation Programme	1,064	950	514	514	514	3,556	0	0
N/A		Property Works Programme	480	480	480	480	480	2,400	0	0
		<u>Planning, Transportation and Recycling</u>								
N/A	UPDATE	Highways Structural Works	3,000	2,000	2,000	2,000	2,000	11,000	0	0
N/A		Road Safety	150	150	150	150	150	750	0	0
N/A		Transport for London	5,057	3,773	3,830	3,830	3,830	0	19,939	381

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project by Cabinet Member Portfolio	2018/19	2019/20	2020/21	2021/22	2022/23	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
		<u>Social Services, Housing, Health and Wellbeing</u>								
N/A		Disabled Facilities Grant	2,300	2,300	2,300	2,300	2,300	0	11,500	0
N/A	UPDATE	Private Sector Renewal Grants	225	225	225	225	225	1,125	0	0
		<u>Cross Cabinet Member Portfolios</u>								
N/A		Equipment Capitalisation - General	363	363	363	363	363	1,815	0	0
N/A		Equipment Capitalisation - Adult Social Care	985	985	985	985	985	0	4,925	0
0		Total Programmes of Works	18,637	17,193	16,568	14,319	14,319	35,146	44,759	1,131
		<u>Development & Risk Contingency</u>								
N/A		Contingency	1,500	1,500	1,500	1,500	1,500	7,500	0	0
488,774		Total General Fund Capital Programme	82,674	75,528	72,677	53,690	39,834	208,139	84,202	32,062

Housing Revenue Account Corporate Summary	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Resources						
Increase / (Decrease) in average Weekly Rents (%)*	(1.0%)	(1.1%)	0.2%	2.7%	3.1%	3.1%
Average Weekly Rent (£)	£108.46	£107.31	£107.48	£110.43	£113.88	£117.38
Increase/(Decrease) in Number of Dwellings	(95)	99	(6)	80	(55)	(37)
Number of Dwellings	9,834	10,060	10,106	10,143	10,156	10,110
Gross Dwelling Rents	55,612	56,288	56,794	58,403	60,302	61,874
Void Risk Contingency	(548)	(563)	(568)	(584)	(603)	(618)
Net Dwelling Rents	55,064	55,725	56,226	57,819	59,699	61,256
Total Resources	55,064	55,725	56,226	57,819	59,699	61,256
Budget Requirement						
Roll Forward Budget	38,120	39,111	39,111	39,111	39,111	39,111
Inflation	937	38	574	1,084	1,484	1,241
Corporate Items	54	213	298	298	364	577
Contingency	0	2	2	2	2	2
Savings	0	(794)	(794)	(794)	(794)	(794)
Total Budget Requirement	39,111	38,570	39,190	39,701	40,167	40,138
Contribution to Finance Capital Programme	27,617	38,955	18,712	18,118	19,532	21,118
(Drawdown) / Contribution to Reserves	(11,664)	(21,800)	(1,676)	0	0	0
Opening HRA General Balance		35,476	13,676	12,000	12,000	12,000
Closing HRA General Balance		13,676	12,000	12,000	12,000	12,000

* Rent figures quoted above are inclusive of new build rents, average rents for existing tenancies are projected to reduce by 1% per annum from 2017/18 to 2019/20 and increase by 3.1% from 2020/21 to 2022/23.

Housing Revenue Account (HRA) - Savings		Net Variation from 2017/18 Budget				
		2018/19	2019/20	2020/21	2021/22	2022/23
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>Cumulative Impact of Existing Savings Proposals</i>	N/A	0	(794)	(794)	(794)	(794)
Full Year Effect of Prior Year Savings		0	(794)	(794)	(794)	(794)
New Savings Proposals						
<i>Repairs and Planned Maintenance</i>						
<i>A Zero Based Review of repairs and planned maintenance service including repairs delivery team.</i>	Zero Based Review	(310)	0	0	0	0
<i>Housing Service efficiency review</i>						
<i>Housing Service efficiency review</i>	Zero Based Review	(157)	0	0	0	0
<i>Telecareline</i>						
<i>Externalisation of Telecareline and out-of-hours call monitoring service, alongside greater use of Reablement technology.</i>	Service Transformation	(327)	0	0	0	0
New Savings Proposals		(794)	0	0	0	0
Total HRA Savings		(794)	(794)	(794)	(794)	(794)

Draft Housing Revenue Account Capital Programme

Project	2018/19	2019/20	2020/21	2021/22	2022/23	Financed by:		
	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Revenue Contributions £'000	Prudential Borrowing £'000	Capital Receipts £'000
<u>Major Projects</u>								
New General Needs Housing Stock	21,158	31,019	28,736	32,000	22,231	49,572	45,029	40,543
New Build - Shared Ownership	6,234	8,536	678	0	0	4,888	0	10,560
New Build - Supported Housing Provision	11,203	2,459	0	0	0	9,564	0	4,098
ICT	81	81	0	0	0	162	0	0
Total Major Projects	38,676	42,095	29,414	32,000	22,231	64,186	45,029	55,201
<u>Works to Stock</u>								
Works to Stock programme	11,111	7,373	8,326	10,579	10,900	48,289	0	0
Major Adaptations to Property	1,147	1,204	1,249	1,286	1,286	6,172	0	0
Total Works to Stock	12,258	8,577	9,575	11,865	12,186	54,461	0	0
HRA Capital Contingency	2,500	0	0	0	0	2,500	0	0
Total HRA Capital Programme	53,434	50,672	38,989	43,865	34,417	121,147	45,029	55,201
<u>Financed by:</u>								
RCCO	43,735	18,712	18,118	19,532	21,050			
Prudential Borrowing	0	21,144	2,340	14,847	6,698			
Capital Receipts	9,699	10,816	18,531	9,486	6,669			
Total	53,434	50,672	38,989	43,865	34,417	0	0	0

Type of Fee / Charge	Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non Residents	Increase	Date of last change to charge	Effective Date
22. Music Service										
Standard tuition	R	63.72	N/A	EXP	68.90	8.13%	N/A	N/A	01-Apr-17	01-Apr-18
Advanced tuition plus Music School	R	195.26	250.00	EXP	215.00	10.11%	312.30	24.92%	01-Apr-17	01-Apr-18
Music School only	R	66.40	84.00	EXP	67.20	1.20%	114.30	36.07%	01-Apr-17	01-Apr-18
Weekday music school or Choir Only	R	33.10	48.00	EXP	33.00	-0.30%	81.50	69.79%	01-Apr-17	01-Apr-18
Use of Instrument	R	14.87	20.00	EXP	18.00	21.05%	21.00	5.00%	01-Apr-17	01-Apr-18
Standard tuition layer 2 (NEW)	R	43.00	N/A	EXP	44.00	2.33%	N/A	N/A	01-Apr-17	01-Apr-18
Standard tuition layer 1	R	15.00	N/A	EXP	15.50	3.33%	N/A	N/A	01-Apr-17	01-Apr-18
Advanced tuition plus Music School layer 2 (NEW)	R	120.00	N/A	EXP	130.50	8.75%	N/A	N/A	01-Apr-17	01-Apr-18
Advanced tuition plus Music School layer 1	R	40.00	N/A	EXP	43.50	8.75%	N/A	N/A	01-Apr-17	01-Apr-18
Music School only layer 2 (NEW)	R	46.00	N/A	EXP	42.00	-8.70%	N/A	N/A	01-Apr-17	01-Apr-18
Music School only layer 1	R	16.00	N/A	EXP	15.00	-6.25%	N/A	N/A	01-Apr-17	01-Apr-18
Weekday music school or Choir Only layer 2 (NEW)	R	21.00	N/A	EXP	21.00	0.00%	N/A	N/A	01-Apr-17	N/A
Weekday music school or Choir Only layer 1	R	9.25	N/A	EXP	9.30	0.54%	N/A	N/A	01-Apr-17	01-Apr-18
Use of Instrument layer 2 (NEW)	R	10.00	N/A	EXP	12.00	20.00%	N/A	N/A	01-Apr-17	01-Apr-18
Use of Instrument layer 1	R	5.00	N/A	EXP	6.00	20.00%	N/A	N/A	01-Apr-17	01-Apr-18
Hourly Charge for School Projects	S	N/A	37.00	NB	N/A	N/A	40.00	8.11%	01-Sep-10	01-Apr-18
Hourly Charge for School Projects (to Academies)	S	N/A	44.40	STD	N/a	N/A	50.00	12.61%	01-Sep-10	01-Apr-18
Whole Class Ensemble Tuition (Morning Discount)	S	200.00	N/A	EXP	200.00	N/A	N/A	N/A	01-Apr-17	N/A
Whole Class Ensemble Tuition (Afternoon Standard Price)	S	N/A	N/A	EXP	350.00	N/A	N/A	N/A	N/A	01-Apr-18

Type

B-Business R-Resident
M-Mixed C-Concession

VAT Status

STD-Standard EXP-Exempt
RED-Reduced NB-New Business

Type of Fee / Charge	Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non Residents	Increase	Date of last change to charge	Effective Date
36. Children's Centres										
Nestles Avenue Children's Centre / South Ruislip Early Years Centre / Uxbridge Early Years Centre										
Less than 5 hours booking (£ per hour)										
Standard Rate - Under 2 year old	R	7.54	7.54	EXP	7.65	1.46%	7.65	1.46%	01-Sep-15	01-Apr-18
Concessionary Rate - Under 2 year old	R	6.79	6.79	EXP	6.89	1.47%	6.89	1.47%	01-Sep-15	01-Apr-18
Standard Rate - Over 2 year old	R	6.51	6.51	EXP	6.61	1.54%	6.61	1.54%	01-Sep-15	01-Apr-18
Concessionary Rate - Over 2 year old	R	5.86	5.86	EXP	5.95	1.54%	5.95	1.54%	01-Sep-15	01-Apr-18
More than 5 hours booking (£ per hour)										
Standard Rate - Under 2 year old	R	5.85	5.85	EXP	5.94	1.54%	5.94	1.54%	01-Sep-15	01-Apr-18
Concessionary Rate - Under 2 year old	R	5.27	5.27	EXP	5.35	1.52%	5.35	1.52%	01-Sep-15	01-Apr-18
Standard Rate - Over 2 year old	R	5.17	5.17	EXP	5.25	1.55%	5.25	1.55%	01-Sep-15	01-Apr-18
Concessionary Rate - Over 2 year old	R	4.65	4.65	EXP	4.72	1.51%	4.72	1.51%	01-Sep-15	01-Apr-18
10 Hour booking (£ per week)										
Standard Rate - Under 2 year old	R	262.50	262.50	EXP	266.45	1.50%	266.45	1.50%	01-Sep-15	01-Apr-18
Concessionary Rate - Under 2 year old	R	236.25	236.25	EXP	239.80	1.50%	239.80	1.50%	01-Sep-15	01-Apr-18
Standard Rate - Over 2 year old	R	237.00	237.00	EXP	240.56	1.50%	240.56	1.50%	01-Sep-15	01-Apr-18
Concessionary Rate - Over 2 year old	R	213.30	213.30	EXP	216.50	1.50%	216.50	1.50%	01-Sep-15	01-Apr-18
37. Adult Education Service										
Tuition Fee per Guided Learning Hour –LSC funded provision	R	2.87	4.55	EXP	3.26	13.59%	5.17	13.63%	1-Apr-17	01-Apr-18
Tuition Fee per Guided Learning Hour –LBH funded provision	R	2.87	4.55	EXP	3.26	13.59%	5.17	13.63%	1-Apr-17	01-Apr-18

Type

B-Business R-Resident
M-Mixed C-Concession

VAT Status

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RED-Reduced NB-New Business