

2018/19 BUDGET PROPOSALS FOR SERVICES WITHIN THE REMIT OF RESIDENTS POLICY OVERVIEW COMMITTEE

Contact Officer: Gregory Pike
Telephone: 01895 250562

REASON FOR ITEM

1. To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund and Housing Revenue Account budgets, alongside the Council's Capital Programme, this report sets out the draft revenue budget and Capital Programme for the services within the remit of the Residents Policy Overview Committee, along with indicative projections for the following four years. Following consideration by Cabinet on 14 December 2017, these proposals are now under consultation, and the proposals for each Group are being discussed at the January cycle of Policy Overview Committees.
2. Cabinet will next consider the budget proposals on 15 February 2018, and the report will include comments received from Policy Overview Committees. At the meeting on 15 February 2018 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2018/19, who will meet to agree the budgets and Council Tax for 2018/19 on 22 February 2018.
3. The Committee needs to consider the budget proposals as they relate to the Residents Group, but also within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

OPTIONS AVAILABLE TO THE COMMITTEE

4. It is recommended that the Committee notes the budget projections contained in the report and comments as appropriate on the combined budget proposals put forward by the Residents Group, within the context of the corporate budgetary position.

INFORMATION

Background

5. The Council continues to operate within the constraints of Government's deficit reduction programme, which has seen a sweeping reduction in central government funding since 2010/11 and is set to continue until at least the end of the decade. Alongside this reduction in funding, continuing demographic and demand pressures and a return to an inflationary environment over the medium term will necessitate delivery of further substantial savings. This first report to Cabinet on the budget for 2018/19 quantifies the financial challenge faced by the Council, and outlines an approach to meeting this challenge whilst continuing to 'Put Residents First'.

6. This is the first report to Cabinet on the budget for 2018/19, building upon the position outlined in the 2017/18 budget report to Council in February 2017. In February the savings requirement for 2018/19 was estimated to be £16,117k, which has been revised downwards following the announcement in March 2017 of £2,947k Improved Better Care Fund monies to support Adult Social Care and £2,602k Collection Fund surpluses amongst a number of minor revisions to projections. The resulting budget gap for 2018/19 therefore stands at £10,197k, marginally lower than the £11,600k estimate from July 2017, rising to £56,107k over the five year MTF period.
7. Groups have been developing savings proposals sufficient to meet this externally driven budget gap and respond to increases in cost pressures. In addition to this work across directorates, a comprehensive review of the corporate elements of the budget has been undertaken since February, capturing funding, inflation and capital financing. During the early summer and again in the autumn, a series of challenge sessions were held to affirm the budget position. Each session followed a similar format reviewing:
 - The 2016/17 outturn, particularly any on-going issues arising.
 - The current position in 2017/18 - both monitoring and savings delivery.
 - Existing and emerging pressures which need to be addressed in the 2018/19 budget and forecasts for future years.
 - Progress on the development of savings proposals for 2018/19 and beyond.
 - Identification of any potential growth or invest-to-save bids.
 - Capital programme requirements.
8. The consultation budget represents the combined outputs from these sessions, with sufficient savings proposals having been developed to bridge the budget gap in 2018/19 without recourse to reductions in service levels or levying the Social Care precept while freezing Council Tax for all residents for a tenth successive year and funding the freeze for older persons into a twelfth year in 2018/19.

The Budget and Policy Framework Rules

9. The consultation on the budget proposals commenced on 15 December 2017 following decisions taken by Cabinet on 14 December 2017.
10. There will be a further consideration by Cabinet of the budget proposals on 15 February 2018, including comments from Policy Overview Committees. These will be collated and reported back to Cabinet by the Corporate Services and Partnerships Policy Overview Committee. Council will be requested to approve the Cabinet's proposals on 22 February 2017, and if approved without further amendment they will be effective immediately.

Corporate Summary

11. While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position. The Council's financial performance during 2017/18 remains strong, with an underspend of £980k projected across revenue budgets as at September (Month 7) and £14,460k of the £15,508k savings programme either already banked or on track for delivery within the financial year. The remaining £1,048k remain on track to be delivered in full in future years.
12. The budget proposals included in this report represents the Cabinet's budget strategy for 2018/19. Revenue budget proposals have been developed to deliver a zero increase in Council Tax for 2018/19, avoid implementation of the Social Care Precept, maintain balances and reserves at well above the minimum recommended level and continue to protect frontline services. The final funding settlement for 2018/19 and confirmation of a number of levies payable to other public authorities will not be available until the new year and so the budget has therefore been drafted on the latest estimated position.
13. Locally raised income from Council Tax and Business Rates is expected to grow by £4,905k as a result of strong growth in taxbases, although this is off-set by a £7,172k anticipated reduction in government funding, necessitating the identification of savings to deliver a balanced budget. The two year 100% Business Rates Retention Pilot Pool for London is projected to deliver an additional £5,400k income to support local services in 2018/19, which enables the planned Use of General Balances to be reduced from £5,000k in 2017/18 to £950k in 2018/19.
14. The principal challenge in delivering a balanced budget for 2018/19 is in developing a programme of savings to meet the combined challenge of falling levels of government funding alongside inflationary pressures and the costs of increasing demand for services. Development of £7,145k savings proposals and £3,052k initiatives to contain growth in demand-led Contingency budgets - primarily through contract renewals and securing additional contributions from health partners - are sufficient to manage a potential budget gap of £10,197k as detailed in Table 1 below.

Table 1: Budget Requirement

	Movement from 2017/18 £'000	2018/19 Budget Requirement £'000
Council Tax Revenues	(4,230)	(112,929)
Business Rates Revenues	(675)	(52,989)
100% Retention Pilot Pool	(5,400)	(5,400)
Revenue Support Grant	6,389	(13,124)
Other Central Government Funding	783	(34,386)
Planned Use of General Balances	4,050	(950)
Total Resources 2018/19	917	(219,778)
<u>Budget Requirement</u>		
Roll Forward Budget		220,695
Inflation	4,577	
Corporate Items	(613)	
Contingency (Growth)	3,421	
Contingency(Management Action)	(3,052)	
New Priority Growth	1,895	
Savings Programme	(7,145)	
Budget Requirement 2018/19	(917)	219,778
Budget Surplus	0	0

15. This draft budget includes £2,699k revenue provision for Priority Growth, funded from a combination of £554k brought forward funding, £250k Earmarked Reserves and £1,895k additional resources included in the 2018/19 budget. £250k of this sum remains uncommitted at this stage, with the remainder consisting of:

- a. £1,000k resources committed to meeting capital financing costs associated with the Council's flagship School Expansions Programme;
- b. £576k provision to support operation of a new Waste and Recycling Centre in the south of the borough, complementing the existing offer at New Years Green Lane;
- c. £84k investment in a Bulky Waste Collection service for residents;
- d. £250k per annum funding for the Metropolitan Police to 2022/23 in order to support the continued operation of Uxbridge Police Station, alongside further investment outlined in the capital section of this report;
- e. £200k support for an expanded youth offer from the Council, including provision for a grant programme to support independent youth groups;
- f. £200k additional funding for Counter Fraud Activity to ensure the Council protects its finances; and,
- g. £139k further growth for the expanded Museums and Archives Service in addition to the £140k allocated in 2017/18.

Residents' & Environmental Services POC

24 January 2018

16. The Council's capital programme has also been refreshed, with £386,370k of planned investment in local infrastructure over the period to 2022/23 including: continued delivery of school places to meet the needs of a growing population, provision for a new swimming pool in the Yiewsley / West Drayton area, further investment in the borough's highways, continued investment in bowls clubs, reprovision of the Hillingdon Outdoor Activity Centre in response to High Speed 2 and commencement of a rolling borough-wide programme of library and leisure centre refurbishment.

17. Alongside General Fund budgets, the Council's Housing Revenue Account budgets have been prepared to deliver a 1% reduction in rents for existing tenants in 2018/19, alongside a programme of investment in existing and new housing stock - including for 545 new affordable homes for residents by 2022/23, partly financed through the reinvestment of Right to Buy sale proceeds.

2018/19 GROUP BUDGET PROPOSALS

18. Budget proposals relating to services within the remit of Residents Policy Overview Committee are presented below, with headline operating budgets for the relevant services outlined in Table 2. In addition to these base budgets to support services, more volatile or demand-led areas of activity are managed through Development and Risk Contingency - with latest projections for 2018/19 expanded upon in the following sections of this report.

Table 2: Group Budgets within Residents Policy Overview Committee Remit

	Residents Services
	£'000
Operating Budget 2017/18	35,128
Inflation	534
Corporate Items	0
Contingency	2,728
Priority Growth	1,049
Savings	(2,487)
Operating Budget 2018/19	36,952

Development & Risk Contingency

19. The following Contingency Items relate to services within the remit of Residents Policy overview Committee, providing £1,372k additional funding to meet the costs of service delivery in 2018/19. This sum captures the impact of £357k management action to mitigate increases in costs where possible.

Residents' & Environmental Services POC 24 January 2018

- a. **Waste Disposal Levy & Associated Contracts (£1,172k provision)** - Growth of £735k in the underlying cost of Waste Disposal as a result of 1.5% population growth and the anticipated RPI uprating of Landfill Tax to £88.95 per tonne is expected to increase the gross contingency requirement to £1,529k for 2018/19. The recently awarded dry recycling disposal contract is expected to deliver a saving of £357k per annum which reduces the net requirement to £1,172k.
- b. **Heathrow Expansion Challenge Fund (£200k provision)** - In order to provide additional capacity to support the Council's opposition to the expansion of Heathrow, £200k of specific contingency provision is included in this draft budget. This is in addition to the dedicated Earmarked Reserve which is currently forecast to hold £309k at 31 March 2018.

20. During 2017/18, £2,728k of Contingency funding was released into base budgets in relation to previously budgeted growth relating to Waste Disposal Levy and associated contracts.

Priority Growth

21. As noted above this draft budget includes £2,699k of growth proposals, including the following items relating to services within the remit of Residents Policy Overview Committee.
- a. £576k provision to support operation of a new Waste and Recycling Centre in the south of the borough, complementing the existing offer at New Years Green Lane;
 - b. £84k investment in a Bulky Waste Collection service for residents;
 - c. £250k per annum funding for the Metropolitan Police to 2022/23 in order to support the continued operation of Uxbridge Police Station, alongside further investment outlined in the capital section of this report;
 - d. £139k further growth for the expanded Museums and Archives Service in addition to the £140k allocated in 2017/18.

Savings

22. Savings proposals are focused on increased efficiency and effectiveness, rather than reduction in service provision, and fall into four broad themes; Service Transformation, Effective Procurement, Income Generation & Commercialisation and Zero Based Reviews.
- a. Service Transformation represents the majority of proposed savings, with items presented in this category ranging from the full year effect of previously implemented proposals, the implementation of agreed BID

Residents' & Environmental Services POC 24 January 2018

Reviews and the expected benefits arising from potential new BID Reviews.

- b. Effective Procurement savings are similarly made up of full year effect items and proposed reviews of delivery models in a number of areas.
 - c. Income Generation & Commercialisation proposals include brought forward items for which plans are already in place, and proposed amendments to Fees and Charges discussed in the dedicated section below.
 - d. Savings proposals from Zero Based Reviews represent budgets which have been identified as being surplus to requirements through the line-by-line review of outturn 2016/17 and similar exercises being undertaken by Finance.
23. The accompanying appendix A to this report provides a full schedule of savings proposals within the Residents Policy Overview Committee remit, with proposals totalling £2,487k across the relevant service areas. An overview of this programme within the Group is outlined in the following paragraphs.
24. The Residents Services savings programme totals £2,487k and consists of £1,070k Service Transformation proposals, £150k savings from Effective Procurement, £497k Income Generation & Commercialisation and £770k of Zero Based Reviews. Within this total £171k relates to the full year effect of 2017/18 Service Transformation proposals relating to Highways & Street Lighting and Business & Technical Support.
25. New Service Transformation proposals of £899k for 2018/19 include: £657k arising from BID Reviews of Waste Services, £150k from a review of the Council's Fleet operations and £92k from a new approach to managing Emergency Response Officers.
26. Effective Procurement initiatives include £150k from a review of the Graffiti cleaning contract, while Income Generation & Commercialisation savings of £497k relate to the planned 20% uprating of nationally-set planning fees (£347k) and fees & charges proposals (£150k, see following section for further detail). Zero Based Reviews are expected to deliver £770k further savings, including an additional £500k from various income streams within the Parking Revenue Account to reflect current levels of activity (excluding School Keep Clear Zone surplus income which is separately earmarked).

Fees & Charges

27. The Council is empowered to seek income from fees and charges to service users across a wide range of activities. Some of these fees and charges are set by the Government or other stakeholders, but many others are set at the discretion of the Council, based on Cabinet's recommendations. The following proposals to amend Fees & Charges also include rebasing of fee income targets where appropriate and are classed corporately as cross-cutting in nature, with the following pre-approved fee increases residing within the remit of the Children,

Residents' & Environmental Services POC

24 January 2018

Young People and Learning Policy Overview Committee. Further detail is set out in Appendix B.

- a. Music Service - The second phase of planned increases of charges to 90% of neighbouring authorities as outlined in the February 2017 budget report to Cabinet and Council.
- b. Adult Education - The second phase of planned increases of charges to 90% of neighbouring authorities as outlined in the February 2017 budget report to Cabinet and Council.

Capital Programme

28. The Council's current capital programme, as approved by Cabinet and Council in February 2017, continues to be focused on the provision of sufficient school places to meet rising demand across the borough. This programme has been reviewed and expanded to reflect a number of new initiatives as outlined above. The following key items within the Capital Programme fall within the remit of Residents Policy Overview Committee, with more detail provided in Appendix C.

- a. Bowls Club Refurbishment (£1,000k) - Further investment in the programme of Bowls clubs refurbishments.
- b. Botwell Leisure Centre Football Pitch replacement (£200k) - The replacement of the artificial playing surface is planned as part of the lifecycle of the facility.
- c. Yiewsley/West Drayton Area Swimming Pool (£30,000k) - Additional swimming facilities are to be provided in the Yiewsley / West Drayton area the project is at an early stage with construction expected to be started on site by 2019/20.
- d. Hillingdon Outdoor Activity Centre Reprovision (£26,500k) - The Council has negotiated funding of £26,500k from the government sponsored HS2 Ltd to relocate the Hillingdon Outdoor Activity Centre to a new site at Denham Quarry.
- e. Libraries Refurbishment Programme (£3,000k) - This is an investment in a new rolling programme of refurbishment of the fabric of the library and improvement of various ICT and lighting facilities.
- f. Leisure Centre Refurbishment Programme (£2,250k) - Further investment in a new rolling programme of refurbishment of the Boroughs Leisure centres.
- g. Inspiring Shopfronts - A further £200k is being added to the 2019/20 budget to offer shopfronts grants and design assistance.

Residents' & Environmental Services POC

24 January 2018

- h. Highways Refurbishment Programme - (£11,000k) Further investment in the rolling programme of carriageway renewals, which builds upon substantial investment in recent years ensuring that this important infrastructure is maintained.
- i. CCTV Programme - Further investment of £1,650k to upgrade, improve and expand the CCTV coverage across the Borough.
- j. Uxbridge Police Station - provision of £4,500k for the purchase of this community asset which together with revenue support of £1,250k over 5 years is intended to maintain a continued Metropolitan Police presence in Uxbridge.

BACKGROUND PAPERS

THE COUNCIL'S BUDGET: MEDIUM TERM FINANCIAL FOECAST 2018/19 - 2022/23, presented to 14 December 2017 Cabinet Meeting

Residents' & Environmental Services POC 24 January 2018

APPENDIX A

Savings Proposals within remit of Residents' and Environmental Services POC		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	(2,487)	(2,487)	(2,487)	(2,487)
- Residents Services						
<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>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>Waste Services - Phase 1</i>						
<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
<i>Waste Services - Phase 2</i>	Service Transformation					

APPENDIX A

<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>		(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
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)				
Parking Revenue Account Surplus						
<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
Zero Based Reviews						
<i>Additional savings following conclusion of detailed line-by-line budget reviews.</i>	Zero Based Review	(270)	0	0	0	0
Total Residents Services Savings Proposals		(2,487)	0	0	0	0
Total Residents' and Environmental Services Savings Proposals		(2,487)	(2,487)	(2,487)	(2,487)	(2,487)

Appendix B

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
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

APPENDIX C

Total Project Cost (incl. Prior £'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
		MAIN PROGRAMME								
		Community, Commerce and Regeneration								
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
		Central Services, Culture and Heritage								
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
		Finance, Property and Business Services								
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	Yewsley /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

APPENDIX C [contd]

Total Project Cost (incl. Prior £'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		Planning, Transportation and Recycling								
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
		Social Services, Housing, Health and Wellbeing								
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
		Cross Cabinet Member Portfolios								
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								
		Finance, Property and Business Services								
23,251		Yewsey 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
		Social Services, Housing, Health and Wellbeing								
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

APPENDIX C [contd]

Total Project Cost (incl. Prior £'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
		PROGRAMME OF WORKS								
N/A		Leader's Initiative	200	200	200	200	200	1,000	0	0
		Community, Commerce and Regeneration								
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
		Central Services, Culture and Heritage								
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
		Education and Childrens Services								
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
		Finance, Property and Business Services								
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
		Planning, Transportation and Recycling								
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
		Social Services, Housing, Health and Wellbeing								
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
		Cross Cabinet Member Portfolios								
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