

# The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 1

General Fund Budget Corporate Summary	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Three Year Outlook £'000	Five Year Outlook £'000
<b>Resources</b>								
Increase in Council Tax (%)	2.40%	1.80%	1.80%	1.80%	1.80%	1.80%		
Increase in Social Care Precept (%)	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%		
<b>Band D Council Tax (£)</b>	<b>£1,139.64</b>	<b>£1,182.95</b>	<b>£1,227.90</b>	<b>£1,274.56</b>	<b>£1,322.99</b>	<b>£1,373.26</b>	<b>£134.92</b>	<b>£233.62</b>
Increase in Council Tax Base (Band D)	1,400	1,637	1,199	1,200	1,200	1,200		
Council Tax Base (Band D)	100,470	102,107	103,306	104,506	105,706	106,906	4,036	6,436
<i>Change from Tax Base (£'000)</i>		1,865	3,232	4,599	5,967	7,334	4,599	7,334
<i>Change from Tax Increase (£'000)</i>	0	4,422	9,117	14,100	19,381	24,976	14,100	24,976
<b>Council Tax Revenues</b>	<b>114,500</b>	<b>120,787</b>	<b>126,849</b>	<b>133,199</b>	<b>139,848</b>	<b>146,810</b>	<b>18,699</b>	<b>32,310</b>
Baseline Business Rates Income	47,310	48,114	49,076	50,058	51,059	52,080	2,748	4,770
Retained Business Rates Growth	8,549	8,889	9,105	9,287	9,473	9,662	738	1,113
<b>Business Rates Income</b>	<b>55,859</b>	<b>57,003</b>	<b>58,181</b>	<b>59,345</b>	<b>60,532</b>	<b>61,742</b>	<b>3,486</b>	<b>5,883</b>
Revenue Support Grant	5,809	5,765	5,881	5,999	6,119	6,500	190	691
Other Central Government Funding	38,348	42,945	41,428	41,325	41,223	41,023	2,977	2,675
<b>Corporate Grant Income</b>	<b>44,157</b>	<b>48,710</b>	<b>47,309</b>	<b>47,324</b>	<b>47,342</b>	<b>47,523</b>	<b>3,167</b>	<b>3,366</b>
<b>Total Recurrent Funding</b>	<b>214,516</b>	<b>226,500</b>	<b>232,339</b>	<b>239,868</b>	<b>247,722</b>	<b>256,075</b>	<b>25,352</b>	<b>41,559</b>
<b>Movement in Recurrent Funding</b>	<b>3,146</b>	<b>11,984</b>	<b>5,839</b>	<b>7,529</b>	<b>7,854</b>	<b>8,353</b>		
Collection Fund Surplus / (Deficit)	1,036	543	0	0	0	0	(1,036)	(1,036)
Additional Yield from London Pool	6,600	825	0	0	0	0	(6,600)	(6,600)
Planned Use of General Balances	7,776	6,386	3,000	0	0	0	(7,776)	(7,776)
<b>Total One-Off Funding</b>	<b>15,412</b>	<b>7,754</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15,412)</b>	<b>(15,412)</b>
<b>Total Resources</b>	<b>229,928</b>	<b>234,254</b>	<b>235,339</b>	<b>239,868</b>	<b>247,722</b>	<b>256,075</b>	<b>9,940</b>	<b>26,147</b>
<b>Movement in Resources</b>	<b>9,597</b>	<b>4,326</b>	<b>1,085</b>	<b>4,529</b>	<b>7,854</b>	<b>8,353</b>		

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

General Fund Budget Corporate Summary	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Three Year Outlook £'000	Five Year Outlook £'000
<b>General Balances</b>								
<i>Minimum Level of General Balances</i>	15,000	15,000	15,000	15,000	15,000	15,000	0	0
<i>Flexible General Balances</i>	18,178	11,792	8,792	8,792	8,792	8,792	(9,386)	(9,386)
<b>Total Closing General Balances</b>	<b>33,178</b>	<b>26,792</b>	<b>23,792</b>	<b>23,792</b>	<b>23,792</b>	<b>23,792</b>	<b>(9,386)</b>	<b>(9,386)</b>
<b>Budget Requirement</b>								
<b>Roll Forward Budget</b>	<b>220,336</b>	<b>229,928</b>	<b>234,254</b>	<b>245,954</b>	<b>259,825</b>	<b>272,907</b>		
Inflation	7,352	6,222	5,861	6,198	6,351	6,504	18,281	31,136
Corporate Items	1,200	664	3,193	4,396	3,325	2,951	8,253	14,529
Contingency (Service Pressures)	6,207	4,260	3,406	3,480	3,556	3,592	11,146	18,294
Contingency (Management Action)	(1,281)	(677)	(150)	(150)	(150)	(150)	(977)	(1,277)
Priority Growth	1,442	(107)	0	0	0	0	(107)	(107)
Savings Proposals	(5,328)	(6,036)	(610)	(53)	0	0	(6,699)	(6,699)
<b>Total Budget Requirement</b>	<b>229,928</b>	<b>234,254</b>	<b>245,954</b>	<b>259,825</b>	<b>272,907</b>	<b>285,804</b>	<b>29,897</b>	<b>55,876</b>
<b>Savings Requirement</b>								
<b>Underlying Savings Requirement</b>	<b>(16,119)</b>	<b>(9,745)</b>	<b>(12,684)</b>	<b>(11,528)</b>	<b>(10,659)</b>	<b>(10,289)</b>	<b>(33,957)</b>	<b>(54,905)</b>
Unwind Prior Use of Balances	(950)	(7,776)	(6,386)	(3,000)	0	0	(7,776)	(7,776)
<b>Total Savings Requirement</b>	<b>(17,069)</b>	<b>(17,521)</b>	<b>(19,070)</b>	<b>(14,528)</b>	<b>(10,659)</b>	<b>(10,289)</b>	<b>(41,733)</b>	<b>(62,681)</b>
Savings & Management Action	6,609	6,713	760	203	150	150	7,676	7,976
Council Tax Increase	2,684	4,422	4,695	4,983	5,281	5,595	14,100	24,976
Planned Use of Balances	7,776	6,386	3,000	0	0	0	0	0
<b>Remaining Budget (Gap) / Surplus</b>	<b>0</b>	<b>0</b>	<b>(10,615)</b>	<b>(9,342)</b>	<b>(5,228)</b>	<b>(4,544)</b>	<b>(19,957)</b>	<b>(29,729)</b>

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

General Fund Budget Funding Projections	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Three Year Outlook £'000	Five Year Outlook £'000
<b>Council Tax Base (Band D)</b>								
Residential Properties	122,061	123,275	124,287	125,299	126,311	127,323	3,238	5,262
MOD Properties	683	683	683	683	683	683	0	0
Discounts & Exemptions	(11,556)	(11,317)	(11,317)	(11,317)	(11,317)	(11,317)	239	239
Empty Property Premium	85	85	85	85	85	85	0	0
<b>Gross Council Tax Base</b>	<b>111,273</b>	<b>112,726</b>	<b>113,738</b>	<b>114,750</b>	<b>115,762</b>	<b>116,774</b>	<b>3,477</b>	<b>5,501</b>
Council Tax Reduction Scheme	(9,788)	(9,588)	(9,388)	(9,188)	(8,988)	(8,788)	600	1,000
Collection Rate (%)	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%	0.00%	0.00%
Allowance for Losses in Collection	(1,015)	(1,031)	(1,044)	(1,056)	(1,068)	(1,080)	(41)	(65)
<b>Net Council Tax Base</b>	<b>100,470</b>	<b>102,107</b>	<b>103,306</b>	<b>104,506</b>	<b>105,706</b>	<b>106,906</b>	<b>4,036</b>	<b>6,436</b>
<b>Increase in Council Tax Base</b>	<b>1,400</b>	<b>1,637</b>	<b>1,199</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>4,036</b>	<b>6,436</b>
<b>Business Rates Revenues</b>								
Inflationary Uplift (%)	2.30%	1.70%	2.00%	2.00%	2.00%	2.00%	-0.30%	-0.30%
Implied Multiplier (0.xxx)	0.491	0.499	0.509	0.519	0.529	0.540	0.028	0.049
Annual Growth in Rating List	3,367	2,600	500	0	0	0	(3,367)	(3,367)
Cash Value of Annual Growth	1,653	1,297	255	0	0	0	(1,653)	(1,653)
Non-Domestic Rating Income	370,274	377,866	385,678	393,392	401,260	409,285	23,118	39,011
Notional Section 31 Grant Income	17,620	17,920	18,278	18,644	19,017	19,397	1,024	1,777
<b>Forecast Business Rates Yield</b>	<b>387,894</b>	<b>395,786</b>	<b>403,956</b>	<b>412,036</b>	<b>420,277</b>	<b>428,682</b>	<b>24,142</b>	<b>40,788</b>
Local Share of Business Rates Yield	30%	30%	30%	30%	30%	30%	0	0
	116,368	118,736	121,187	123,611	126,083	128,605	7,243	12,237
Less: Baseline Business Rates Income	(47,310)	(48,114)	(49,076)	(50,058)	(51,059)	(52,080)	(2,748)	(4,770)
Less: Business Rates Tariff	(51,960)	(52,843)	(53,900)	(54,978)	(56,078)	(57,200)	(3,018)	(5,240)
<b>Growth on Local Share</b>	<b>17,098</b>	<b>17,779</b>	<b>18,211</b>	<b>18,575</b>	<b>18,946</b>	<b>19,325</b>	<b>1,477</b>	<b>2,227</b>
Levy on Growth	50%	50%	50%	50%	50%	50%	0	0
	(8,549)	(8,890)	(9,106)	(9,288)	(9,473)	(9,663)	(739)	(1,114)
<b>Retained Growth</b>	<b>8,549</b>	<b>8,889</b>	<b>9,105</b>	<b>9,287</b>	<b>9,473</b>	<b>9,662</b>	<b>738</b>	<b>1,113</b>

# The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 2

General Fund Budget Funding Projections	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Three Year Outlook £'000	Five Year Outlook £'000
<b><u>Settlement Funding Assessment</u></b>								
Baseline Business Rates Income	47,310	48,114	49,076	50,058	51,059	52,080	2,748	4,770
Revenue Support Grant	5,809	5,765	5,881	5,999	6,119	6,500	190	691
<b>Settlement Funding Assessment</b>	<b>53,119</b>	<b>53,879</b>	<b>54,957</b>	<b>56,057</b>	<b>57,178</b>	<b>58,580</b>	<b>2,938</b>	<b>5,461</b>
<b><u>Other Central Government Funding</u></b>								
Public Health Grant	17,071	17,651	17,651	17,651	17,651	17,651	580	580
Better Care Fund	6,298	6,973	7,068	7,165	7,263	7,263	867	965
Improved Better Care Fund	6,207	7,248	7,248	7,248	7,248	7,248	1,041	1,041
Additional Social Care Funding	2,820	5,896	5,896	5,896	5,896	5,896	3,076	3,076
New Homes Bonus	3,665	3,612	2,200	2,200	2,200	2,200	(1,465)	(1,465)
Housing Benefit Administration Subsidy	1,114	1,100	900	700	500	300	(414)	(814)
Release of Levy Account Surplus	713	0	0	0	0	0	(713)	(713)
Council Tax Administration Grant	290	290	290	290	290	290	0	0
Local Voices & Community Reform	142	142	142	142	142	142	0	0
Lead Local Authority Flood Grant	17	17	17	17	17	17	0	0
Extended Rights to Free Travel	11	16	16	16	16	16	5	5
<b>Other Central Government Funding</b>	<b>38,348</b>	<b>42,945</b>	<b>41,428</b>	<b>41,325</b>	<b>41,223</b>	<b>41,023</b>	<b>2,977</b>	<b>2,675</b>

# The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 3

General Fund Budget Inflation Provision	Base Budget	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2020/21	2021/22	2022/23	2023/24	2024/25		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>Inflation Rates</u></b>								
Workforce Expenditure (including Pension Contributions)	N/A	2.0%	2.0%	2.5%	2.5%	2.5%	6.5%	11.5%
Added Years Pension Costs	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Energy	N/A	7.9%	5.0%	5.0%	5.0%	5.0%	17.9%	27.9%
Vehicle Fuel	N/A	2.3%	5.0%	5.0%	5.0%	5.0%	12.3%	22.3%
Contracted Expenditure	N/A	2.0%	2.0%	2.0%	2.0%	2.0%	6.0%	10.0%
Homecare Provision (Adult Social Care)	N/A	3.0%	3.0%	3.0%	3.0%	3.0%	9.0%	15.0%
Care Placements (Adult Social Care)	N/A	2.4%	2.4%	2.4%	2.4%	2.4%	7.2%	12.0%
Care Placements (Children's Services)	N/A	2.0%	2.0%	2.0%	2.0%	2.0%	6.0%	10.0%
Business Rates	N/A	2.0%	2.0%	2.0%	2.0%	2.0%	6.0%	10.0%
Levies	N/A	2.0%	2.0%	2.0%	2.0%	2.0%	6.0%	10.0%

# The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 3

General Fund Budget Inflation Provision	Base Budget £'000	Annual Movement in Budget Requirement					Three Year Outlook £'000	Five Year Outlook £'000
		2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000		
<b><u>Inflation Projections</u></b>								
Workforce Expenditure (including Pension Contributions)	120,646	3,211	2,449	3,076	3,154	3,232	8,736	15,122
Added Years Pension Costs	1,892	32	39	39	40	41	110	191
Energy	2,306	185	126	131	139	145	442	726
Vehicle Fuel	1,100	25	56	59	62	65	140	267
Contracted Expenditure	42,591	851	1,223	905	928	952	2,979	4,859
Homecare Provision (Adult Social Care)	11,765	369	380	391	403	414	1,140	1,957
Care Placements (Adult Social Care)	50,848	1,444	1,480	1,515	1,552	1,589	4,439	7,580
Care Placements (Children's Services)	21,429	513	525	538	550	564	1,576	2,690
Business Rates	3,143	63	64	66	67	68	193	328
Levies	10,093	185	188	192	196	200	565	961
<b>Gross Inflation Requirement</b>	<b>265,813</b>	<b>6,878</b>	<b>6,530</b>	<b>6,912</b>	<b>7,091</b>	<b>7,270</b>	<b>20,320</b>	<b>34,681</b>
Less: Externally Funded Items	N/A	(656)	(668)	(713)	(739)	(765)	(2,037)	(3,541)
Less: Adjustments to Inflation Provision	N/A	0	(1)	(1)	(1)	(1)	(2)	(4)
<b>Total Inflation Provision</b>	<b>265,813</b>	<b>6,222</b>	<b>5,861</b>	<b>6,198</b>	<b>6,351</b>	<b>6,504</b>	<b>18,281</b>	<b>31,136</b>

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 4

General Fund Budget Corporate Items	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
	2020/21	2021/22	2022/23	2023/24	2024/25		
	£'000	£'000	£'000	£'000	£'000		
<b><u>New Burdens &amp; Transfers of Responsibility</u></b>							
Additional Investment in Public Health	462	0	0	0	0	462	462
Troubled Families Programme	0	658	0	0	0	658	658
<b><u>Adjustments to Financing &amp; Corporate Budgets</u></b>							
Capital Financing Costs	812	2,460	3,047	3,250	2,876	6,319	12,445
Housing Benefit Subsidy (Recovery of Overpayments)	100	100	100	100	100	300	500
Flexible Use of Capital Receipts to finance Service Transformation	0	0	1,274	0	0	1,274	1,274
Movement in Added Years Pension Costs	(25)	(25)	(25)	(25)	(25)	(75)	(125)
Planned Use of Earmarked Reserves	(285)	0	0	0	0	(285)	(285)
Hillingdon First Limited Dividend	(400)	0	0	0	0	(400)	(400)
<b>Total Corporate Items</b>	<b>664</b>	<b>3,193</b>	<b>4,396</b>	<b>3,325</b>	<b>2,951</b>	<b>8,253</b>	<b>14,529</b>

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

General Fund Budget Development & Risk Contingency	2019/20	Annual Movement in Budget Requirement					Three Year	Five Year
	Provision	2020/21	2021/22	2022/23	2023/24	2024/25	Outlook	Outlook
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>Service Pressures</u></b>								
Waste Disposal Levy & Contracts	1,557	850	900	900	900	900	2,650	4,450
Support for Looked After Children	2,870	341	656	682	709	709	1,679	3,097
Support for Children with Disabilities	650	112	117	122	127	132	351	610
SEN Transport	738	2,135	645	673	703	734	3,453	4,890
Adult Social Care Placements	1,999	1,843	1,088	1,103	1,117	1,117	4,034	6,268
<b>Demographic Growth Items</b>	<b>7,814</b>	<b>5,281</b>	<b>3,406</b>	<b>3,480</b>	<b>3,556</b>	<b>3,592</b>	<b>12,167</b>	<b>19,315</b>
Homelessness Prevention	1,736	0	0	0	0	0	0	0
High Speed 2 & Heathrow Expansion	0	0	0	0	0	0	0	0
Challenge Funds	0	0	0	0	0	0	0	0
Asylum Funding Shortfall	1,885	(689)	0	0	0	0	(689)	(689)
Social Worker Agency	0	0	0	0	0	0	0	0
Additional Investment Income	(400)	0	0	0	0	0	0	0
Agency Worker Regulations	0	0	0	0	0	0	0	0
General Contingency	832	(332)	0	0	0	0	(332)	(332)
<b>Risk Items</b>	<b>4,053</b>	<b>(1,021)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,021)</b>	<b>(1,021)</b>
<b>Total Service Pressures</b>	<b>11,867</b>	<b>4,260</b>	<b>3,406</b>	<b>3,480</b>	<b>3,556</b>	<b>3,592</b>	<b>11,146</b>	<b>18,294</b>
<b><u>Management Action</u></b>								
Waste Disposal Levy & Contracts	(357)	0	0	0	0	0	0	0
SEN Transport	0	(150)	(150)	(150)	(150)	(150)	(450)	(750)
Homelessness Prevention	(664)	(250)	0	0	0	0	(250)	(250)
Social Worker Agency Contract	277	(277)	0	0	0	0	(277)	(277)
Adult Social Care Placements	(1,049)	0	0	0	0	0	0	0
<b>Total Management Action</b>	<b>(1,793)</b>	<b>(677)</b>	<b>(150)</b>	<b>(150)</b>	<b>(150)</b>	<b>(150)</b>	<b>(977)</b>	<b>(1,277)</b>
<b>Net Contingency Requirement</b>	<b>10,074</b>	<b>3,583</b>	<b>3,256</b>	<b>3,330</b>	<b>3,406</b>	<b>3,442</b>	<b>10,169</b>	<b>17,017</b>



# The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 7

General Fund Budget Savings Proposals	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
	2020/21	2021/22	2022/23	2023/24	2024/25		
	£'000	£'000	£'000	£'000	£'000		
<b>Savings Proposals by Directorate</b>							
Chief Executive's Office	(31)	(18)	0	0	0	(49)	(49)
Finance Directorate	(228)	(190)	0	0	0	(418)	(418)
Residents Services	(2,792)	(302)	(53)	0	0	(3,147)	(3,147)
Social Care	(2,495)	(100)	0	0	0	(2,595)	(2,595)
Cross-Cutting Initiatives	(490)	0	0	0	0	(490)	(490)
<b>Specific Savings Proposals</b>	<b>(6,036)</b>	<b>(610)</b>	<b>(53)</b>	<b>0</b>	<b>0</b>	<b>(6,699)</b>	<b>(6,699)</b>
<b>Savings Proposals by Theme</b>							
Service Transformation	(2,030)	(446)	0	0	0	(2,476)	(2,476)
Effective Procurement	(1,918)	0	0	0	0	(1,918)	(1,918)
Income Generation & Commercialisation	(981)	(164)	(53)	0	0	(1,198)	(1,198)
Zero Based Reviews	(1,107)	0	0	0	0	(1,107)	(1,107)
Policy Decisions	0	0	0	0	0	0	0
<b>Specific Savings Proposals</b>	<b>(6,036)</b>	<b>(610)</b>	<b>(53)</b>	<b>0</b>	<b>0</b>	<b>(6,699)</b>	<b>(6,699)</b>

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 7a

General Fund Budget Savings Programme (Chief Executive's Office)	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook	
	2020/21	2021/22	2022/23	2023/24	2024/25			
	£'000	£'000	£'000	£'000	£'000			
<b>Savings Programme by Theme</b>								
Service Transformation (T)	(31)	(18)	0	0	0	(49)	(49)	
Effective Procurement (P)	0	0	0	0	0	0	0	
Income Generation & Commercialisation (C)	0	0	0	0	0	0	0	
Zero Based Reviews (Z)	0	0	0	0	0	0	0	
Policy Decisions (D)	0	0	0	0	0	0	0	
<b>Total Chief Executive's Office Savings</b>	<b>(31)</b>	<b>(18)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(49)</b>	<b>(49)</b>	
<b>Savings Proposals</b>								
<b>BID Review of Human Resources</b>								
<i>Restructure of HR, Payroll and L&amp;D services to flatten management structures and realignment of team resources to meet work demands produced by each directorate.</i>	(T)	(31)	(18)	0	0	0	(49)	(49)
<b>Total Chief Executive's Office Savings</b>	<b>(31)</b>	<b>(18)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(49)</b>	<b>(49)</b>	

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 7b

General Fund Budget Savings Programme (Finance Directorate)	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook	
	2020/21	2021/22	2022/23	2023/24	2023/24			
	£'000	£'000	£'000	£'000	£'000			
<b>Savings Programme by Theme</b>								
Service Transformation (T)	(228)	(190)	0	0	0	(418)	(418)	
Effective Procurement (P)	0	0	0	0	0	0	0	
Income Generation & Commercialisation (C)	0	0	0	0	0	0	0	
Zero Based Reviews (Z)	0	0	0	0	0	0	0	
Policy Decisions (D)	0	0	0	0	0	0	0	
<b>Total Finance Directorate Savings</b>	<b>(228)</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(418)</b>	<b>(418)</b>	
<b>Savings Proposals</b>								
<b>E&amp;BAS Service Review</b>								
Further BID reviews of Exchequer Services and Business Assurance	(T)	(228)	(190)	0	0	0	(418)	(418)
<b>Total Finance Directorate Savings</b>		<b>(228)</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(418)</b>	<b>(418)</b>

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

General Fund Budget Savings Programme (Residents Services)	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook	
	2020/21	2021/22	2022/23	2023/24	2024/25			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Savings Programme by Theme</b>								
Service Transformation (T)	(625)	(138)	0	0	0	(763)	(763)	
Effective Procurement (P)	(1,186)	0	0	0	0	(1,186)	(1,186)	
Income Generation & Commercialisation (C)	(981)	(164)	(53)	0	0	(1,198)	(1,198)	
Zero Based Reviews (Z)	0	0	0	0	0	0	0	
Policy Decisions (D)	0	0	0	0	0	0	0	
<b>Total Residents Services Savings</b>	<b>(2,792)</b>	<b>(302)</b>	<b>(53)</b>	<b>0</b>	<b>0</b>	<b>(3,147)</b>	<b>(3,147)</b>	
<b>Savings Proposals</b>								
<b>Waste &amp; Recycling - Disposal Costs</b>								
<i>Reflection of a range of initiatives to boost recycling rates, expected to result in a sustained reduction in disposal costs</i>	(T)	(400)	0	0	0	0	(400)	(400)
<b>Digital Strategy</b>								
<i>The second phase of the planned implementation of the BID Digital Transformation strategy, expanding on the success of the new website and increasing the opportunities for residents to undertake online transactions, thus reducing the level of calls and face to face contacts required and in turn reducing staffing volumes within the Contact centre and back office.</i>	(T)	(125)	(138)	0	0	0	(263)	(263)
<b>Selective Landlord Licensing scheme</b>								
<i>A Selective Licensing scheme applied in a designated area(s) of the Borough will be a driver for improving standards of tenancy and property management in the private rented sector. Fees charged will fund an inspection and enforcement regime which will be backed by penalty charges for substandard housing.</i>	(T)	(100)	0	0	0	0	(100)	(100)

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 7c

General Fund Budget Savings Programme (Residents Services)		Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2020/21	2021/22	2022/23	2023/24	2024/25		
		£'000	£'000	£'000	£'000	£'000		
<b>Leisure Management Contract Tender</b>								
<i>Uplift in Council fee income for provision of Sport &amp; Leisure Facilities Management</i>	(P)	(986)	0	0	0	0	(986)	(986)
<b>ICT</b>								
<i>ICT procurement efficiency of migration from Google Gsuite to Office 365</i>	(P)	(200)	0	0	0	0	(200)	(200)
<b>Fees and Charges</b>								
<i>Annual inflationary review of Fees and Charges, within existing policy parameters. Details on specific proposals are included within the attached briefing note.</i>	(C)	(901)	(164)	(53)	0	0	(1,118)	(1,118)
<b>Invest to Save - Cemeteries income generation</b>								
<i>Installation of memorial interment areas including Garden Niches at Breakspear Crematorium, Memorial Mushrooms for children's Peter Pan garden.</i>	(C)	(80)	0	0	0	0	(80)	(80)
<b>Total Residents Services Savings</b>		<b>(2,792)</b>	<b>(302)</b>	<b>(53)</b>	<b>0</b>	<b>0</b>	<b>(3,147)</b>	<b>(3,147)</b>

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

General Fund Budget Savings Programme (Social Care)	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook	
	2020/21	2021/22	2022/23	2023/24	2024/25			
	£'000	£'000	£'000	£'000	£'000			
<b>Savings Programme by Theme</b>								
Service Transformation (T)	(1,146)	(100)	0	0	0	(1,246)	(1,246)	
Effective Procurement (P)	(732)	0	0	0	0	(732)	(732)	
Income Generation & Commercialisation (C)	0	0	0	0	0	0	0	
Zero Based Reviews (Z)	(617)	0	0	0	0	(617)	(617)	
Policy Decisions (D)	0	0	0	0	0	0	0	
<b>Total Social Care Savings</b>	<b>(2,495)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,595)</b>	<b>(2,595)</b>	
<b>Savings Proposals</b>								
<b>Optimum Services Delivery Model For Children &amp; Family Development Services</b>								
<i>To undertake a BID Review of Children &amp; Families Development Services</i>	(T)	(213)	(100)	0	0	0	(313)	(313)
<b>Review of Occupational Therapy Service Delivery Model</b>								
<i>To undertake a major review of the Occupational Therapy Service processes and practice and market test against external providers</i>	(T)	(269)	0	0	0	0	(269)	(269)
<b>SEND – Improved Early Intervention &amp; Support</b>								
<i>To undertake a major review of the SEND Staffing structure to support the delivery of a new SEND Pathway model</i>	(T)	(161)	0	0	0	0	(161)	(161)
<b>Mental Health Team to be Managed In-House</b>								
<i>To undertake a review of the Mental Health staffing structure and transfer Social Workers back In House from the S75 Agreement with the Central and North West London (CNWL) Mental Health Trust</i>	(T)	(123)	0	0	0	0	(123)	(123)
<b>Improved Efficiency of Social Care Support Function</b>								
<i>To undertake a further BID Reviews across Social Care Staffing structures, through a planned and managed approach</i>	(T)	(380)	0	0	0	0	(380)	(380)

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 7d

General Fund Budget Savings Programme (Social Care)		Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2020/21	2021/22	2022/23	2023/24	2024/25		
		£'000	£'000	£'000	£'000	£'000		
<b>Review of Children's Semi-Independent Living Provision and Contracts</b>								
<i>To undertake a review of all Semi-Independent Living provision and contracts with a view to rationalising the accommodation and improving the throughput pathway model.</i>	(P)	(732)	0	0	0	0	(732)	(732)
<b>Effective use of Disabled Facilities Grant</b>								
<i>To maximise the use of the Disabled Facilities Capital Grant allocation through an agreed joint approach with Hillingdon Clinical Commissioning Group (CCG)</i>	(Z)	(617)	0	0	0	0	(617)	(617)
<b>Total Social Care Savings</b>		<b>(2,495)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,595)</b>	<b>(2,595)</b>

# The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 7e

General Fund Budget Savings Programme (Cross-Cutting)	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
	2020/21	2021/22	2022/23	2023/24	2024/25		
	£'000	£'000	£'000	£'000	£'000		
<b>Savings Programme by Theme</b>							
Service Transformation (T)	0	0	0	0	0	0	0
Effective Procurement (P)	0	0	0	0	0	0	0
Income Generation & Commercialisation (C)	0	0	0	0	0	0	0
Zero Based Reviews (Z)	(490)	0	0	0	0	(490)	(490)
Policy Decisions (D)	0	0	0	0	0	0	0
<b>Total Cross-Cutting Savings</b>	<b>(490)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(490)</b>	<b>(490)</b>
<b>Savings Proposals</b>							
<b>Managed Vacancy Factor (MVF) Review</b>							
<i>A review of the Council's staffing position indicates that actual spend against plan is lower than currently budgeted for due to high turnover in certain areas and that this saving can be delivered with no impact on frontline services.</i>	(Z)	(490)	0	0	0	0	(490)
<b>Total Cross-Cutting Savings</b>		<b>(490)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(490)</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
<b>6. Highways</b>										
<b>Minor Highways Fees</b>										
Vehicle Crossings (Average crossing)	R	945.00	N/A	NB	992.00	4.97%	N/A	N/A	01-Apr-19	01-Apr-20
Vehicle crossing application fee (non-refundable)	R	72.00	N/A	NB	79.00	9.72%	N/A	N/A	01-Apr-19	01-Apr-20
Non-Refundable application Fee (planned works crossovers)	R	72.00	N/A	NB	79.00	9.72%	N/A	N/A	25-Jul-19	01-Apr-20
<b>Traffic Management</b>										
<b>Complete Road Closure - by notice</b>										
24 hours	B	200.00	200.00	STD	1150.00	475.00%	1150.00	475.00%	01-Apr-11	01-Apr-20
<b>Complete Road Closure - by order</b>										
7 days	B	1000.00	1000.00	STD	2680.00	168.00%	2680.00	168.00%	01-Apr-11	01-Apr-20
<b>15. Breakspear Crematorium</b>										
<b>Cremation of retained organs</b>										
Scattering of Ashes	R	51.00	51.00	EXP	57.00	11.76%	57.00	11.76%	01-Apr-17	01-Apr-20
Trees & Shrubs - rose trees inc 5 years lease	R	307.00	307.00	STD	352.00	14.66%	352.00	14.66%	01-Apr-17	01-Apr-20
Trees & Shrubs - ornamental trees (10 years)	R	416.00	416.00	STD	433.00	4.09%	433.00	4.09%	01-Apr-17	01-Apr-20
Memorial Cards - 2 line entry	R	42.00	42.00	STD	47.00	11.90%	47.00	11.90%	01-Apr-17	01-Apr-20
Memorial Cards - 5 line entry	R	63.00	63.00	STD	68.00	7.94%	68.00	7.94%	01-Apr-17	01-Apr-20

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

Vat Status  
 STD-Standard  
 EXP-Exempt RED-Reduced  
 NB-Non Business M-Mixed  
 OTS-Outside of Scope

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
<b>16. Cemeteries</b>										
<b>Adult Interments ( persons exceeding 17 years of age at death ) - In New Private Graves</b>										
Depth for 1 interment	R	695.50	1282.50	EXP	707.00	1.65%	1305.00	1.75%	01-Apr-17	01-Apr-20
Depth for 2 interment	R	760.00	1397.00	EXP	780.00	2.63%	1438.00	2.93%	01-Apr-17	01-Apr-20
<b>Adult Interments ( persons exceeding 17 years of age at death ) - In Re-Opened Private Graves</b>										
Depth for 1 interment	R	873.00	1626.00	EXP	918.00	5.15%	1716.00	5.54%	01-Apr-19	01-Apr-20
Depth for 2 interment	R	940.00	1729.00	EXP	963.00	2.45%	1775.00	2.66%	01-Apr-17	01-Apr-20
<b>Interment of Cremated Remains (within full private graves)</b>										
When the grave is closed to full interments	R	320.00	600.00	EXP	336.00	5.00%	631.00	5.17%	01-Apr-19	01-Apr-20
<b>Exclusive rights of burial (Conventional Graves)</b>										
Grave space measuring 9 feet by 4 feet	R	2270.00	5157.00	EXP	2544.00	12.07%	5704.00	10.61%	01-Apr-19	01-Apr-20
<b>Exclusive rights of burial (Lawn Section Graves)</b>										
Grave space measuring 9 feet by 4 feet	R	1726.00	3659.00	EXP	1808.00	4.75%	3822.00	4.45%	01-Apr-19	01-Apr-20
<b>28. Trade Refuse</b>										
Trade waste at CA sites	B	197.00	197.00	NB	209.00	6.09%	209.00	6.09%	01-Apr-19	01-Apr-20
<b>34. Parking</b>										
<b>On-Street Parking: (1) Town Centres</b>										
<i>The maximum stay period on-street in Uxbridge is 2 hrs. All of the existing and proposed charges are based on the cost of parking for each 15 mins</i>										
<b>Uxbridge</b>										
Per 15 mins up to 2 hours	M	0.30	0.80	NB	0.30	0.00%	1.00	25.00%	31-Jan-11	01-Apr-20
<b>West Drayton / Yiewsley, Hayes (Coldharbour Lane and Station Rd), Northwood Hills, Eastcote, Ruislip.</b>										
<i>These schemes have various maximum stay durations of either 2 hours or 4 hours.:</i>										
30 mins up to 2hrs, then per 20 mins up to maximum stay	M	0.20	0.70	NB	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20
	M	0.20	0.70	NB	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20

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

Vat Status  
 STD-Standard  
 EXP-Exempt RED-Reduced  
 NB-Non Business M-Mixed  
 OTS-Outside of Scope

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
<b>On-Street Parking: (1) Local Centres and Parades Hillingdon Circus; Uxbridge Rd / Lees Rd; South Ruislip;</b>										
<b>North Hillingdon (Hercies RD); Crescent Parade; New Pond Parade; Ickenham, Dellfield Parade, Hillingdon Hill</b>										
<i>These schemes have various maximum stay durations between 2 hrs and 4 hrs</i>										
per 30 mins up to 2 hrs, then per 20 mins up to maximum stay	M	0.20	0.70	NB	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20
	M	0.20	0.70	NB	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20
<b>On-Street Parking: (2) Local Centres and Parades</b>										
<b>Belmore Parade</b>										
<i>This scheme has a duration of 10 hrs and 40 mins</i>										
per 30 mins up to 2 hrs, then per 20 mins up to 4 hrs, then per 20 mins up to maximum stay	M	0.20	0.70	NB	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20
	M	0.20	0.70	NB	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20
	M	0.20	0.60	NB	0.20	0.00%	0.80	33.33%	31-Jan-11	01-Apr-20
<b>Parking Schemes</b>										
<b>Heathrow; Hayes (Mount Rd and Nield Rd); Longford; Uxbridge South; Hillingdon Hospital; Cowley (Station Rd and Huxley Cl); Uxbridge North (Park Rd); West Drayton</b>										
<i>These schemes have various maximum stay durations between 30 mins and 8 hrs</i>										
<b>Outside shops:</b>										
per 30 mins up to maximum stay	M	0.20	0.70	NB	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20
<b>Other Places:</b>										
per 20 mins up to maximum stay	M	0.20	0.60	NB	0.20	0.00%	0.80	33.33%	31-Jan-11	01-Apr-20
<b>Parking permits</b>										
Resident - second and other cars	R	40.00	N/A	NB	65.00	62.50%	N/A	0.00%	31-Jan-11	01-Apr-20

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

Vat Status  
 STD-Standard  
 EXP-Exempt RED-Reduced  
 NB-Non Business M-Mixed  
 OTS-Outside of Scope

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
Per sheet of 10 Visitor Vouchers	R	5.00	0.00	NB	11.00	120.00%	N/A	0.00%	31-Jan-11	01-Apr-20
<b>Off Street Parking</b>										
<b>Kingsend South and Kingsend North, Ruislip - Limited Stay</b>										
up to 1 hour (Kingsend South)	M	0.60	1.00	STD	0.60	0.00%	1.20	20.00%	31-Jan-11	01-Apr-20
up to 2 hours (Kingsend South)	M	1.00	1.50	STD	1.00	0.00%	1.70	13.33%	31-Jan-11	01-Apr-20
up to 1 hour	M	0.20	1.00	STD	0.20	0.00%	1.20	20.00%	31-Jan-11	01-Apr-20
up to 90 mins	M	0.40	1.50	STD	0.40	0.00%	1.70	13.33%	31-Jan-11	01-Apr-20
up to 2 hours	M	0.60	1.70	STD	0.60	0.00%	1.90	11.76%	31-Jan-11	01-Apr-20
<b>Oaklands Gate, Northwood and Falling Lane, Yiewsley - Limited Stay</b>										
Up to 1 hour	M	0.20	1.00	STD	0.20	0.00%	1.20	20.00%	31-Jan-11	01-Apr-20
Up to 90 mins	M	0.40	1.30	STD	0.40	0.00%	1.50	15.38%	31-Jan-11	01-Apr-20
Up to 2 hours	M	0.60	1.70	STD	0.60	0.00%	1.90	11.76%	31-Jan-11	01-Apr-20
Up to 3 hours	M	1.00	2.50	STD	1.00	0.00%	2.70	8.00%	31-Jan-11	01-Apr-20
Up to 4 hours	M	1.80	4.40	STD	1.80	0.00%	4.60	4.55%	31-Jan-11	01-Apr-20
<b>Rockingham Recreation Ground, Uxbridge, Sidmouth Drive car park, Ruislip Gardens, Harefield House - Limited Stay</b>										
<i>This car park has a maximum stay of 4 hours</i>										
1st 30 mins, then	M	0.00	0.00	STD	0.00	0.00%	0.00	0.00%	31-Jan-11	01-Apr-20
Up to 1 hour	M	0.20	1.00	STD	0.20	0.00%	1.20	20.00%	31-Jan-11	01-Apr-20
Up to 90 mins	M	0.40	1.70	STD	0.40	0.00%	1.90	11.76%	31-Jan-11	01-Apr-20
Up to 2 hours	M	0.60	2.40	STD	0.60	0.00%	2.60	8.33%	31-Jan-11	01-Apr-20
per 20 mins up to 4 hours	M	0.20	0.70	STD	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20
<b>Kingsend South, Ruislip - Long Stay</b>										
Up to 1 hour	M	0.60	1.00	STD	0.60	0.00%	1.20	20.00%	31-Jan-11	01-Apr-20
Up to 2 hours	M	1.00	1.50	STD	1.00	0.00%	1.70	13.33%	31-Jan-11	01-Apr-20
Up to 3 hours	M	1.20	2.90	STD	1.20	0.00%	3.10	6.90%	31-Jan-11	01-Apr-20
Up to 4 hours	M	2.00	4.90	STD	2.00	0.00%	5.10	4.08%	31-Jan-11	01-Apr-20
Over 4 hours	M	2.20	5.50	STD	2.20	0.00%	5.70	3.64%	31-Jan-11	01-Apr-20

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

Vat Status  
 STD-Standard  
 EXP-Exempt RED-Reduced  
 NB-Non Business M-Mixed  
 OTS-Outside of Scope

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
<b>Other Borough Car Parks: Blyth Road, Hayes; Community Close, Ickenham; Fairfield Rd, Yiewsley; Long Lane; Hillingdon; Civic Hall, Hayes; Linden Avenue, Ruislip Manor; Devon Parade, Eastcote; Devonshire Lodge, Eastcote; Green Lane, Northwood.</b>										
Up to 1 hour	M	0.20	0.70	STD	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20
Up to 90 mins	M	0.40	1.40	STD	0.40	0.00%	1.60	14.29%	31-Jan-11	01-Apr-20
Up to 2 hours	M	0.60	2.10	STD	0.60	0.00%	2.30	9.52%	31-Jan-11	01-Apr-20
Up to 3 hours	M	1.00	3.00	STD	1.00	0.00%	3.20	6.67%	31-Jan-11	01-Apr-20
Up to 4 hours	M	2.00	5.20	STD	2.00	0.00%	5.40	3.85%	31-Jan-11	01-Apr-20
Up to 9 hours (Over 4 hours for Blyth Road)	M	3.70	8.70	STD	3.70	0.00%	8.90	2.30%	31-Jan-11	01-Apr-20
Over 9 hours	M	6.20	12.00	STD	6.20	0.00%	12.20	1.67%	31-Jan-11	01-Apr-20
<b>Long Stay Reduced Charge: Long Drive, South Ruislip; Brandville Rd, West Drayton; Pembroke Gardens, Ruislip Manor; Pump Lane, Hayes; North View, Eastcote; St Martins Approach, Ruislip.</b>										
Up to 1 hour	M	0.20	0.70	STD	0.20	0.00%	0.90	28.57%	31-Jan-11	01-Apr-20
Up to 90 mins	M	0.40	1.40	STD	0.40	0.00%	1.60	14.29%	31-Jan-11	01-Apr-20
Up to 2 hours	M	0.60	2.10	STD	0.60	0.00%	2.30	9.52%	31-Jan-11	01-Apr-20
Up to 3 hours	M	1.00	3.50	STD	1.00	0.00%	3.70	5.71%	31-Jan-11	01-Apr-20
Up to 4 hours	M	1.80	5.20	STD	1.80	0.00%	5.40	3.85%	31-Jan-11	01-Apr-20
Over 4 hours	M	2.00	5.70	STD	2.00	0.00%	5.90	3.51%	31-Jan-11	01-Apr-20
<b>Leisure Centre Car Parks: (Subject to agreement with the operators where relevant)</b>										
Up to 1 hour	M	0.20	0.50	STD	0.20	0.00%	0.70	40.00%	31-Jan-11	01-Apr-20
Up to 90 mins	M	0.40	1.00	STD	0.40	0.00%	1.20	20.00%	31-Jan-11	01-Apr-20
Up to 2 hours	M	0.60	1.50	STD	0.60	0.00%	1.70	13.33%	31-Jan-11	01-Apr-20
Up to 3 hours	M	1.00	2.30	STD	1.00	0.00%	2.50	8.70%	31-Jan-11	01-Apr-20
Up to 4 hours	M	2.00	4.50	STD	2.00	0.00%	4.70	4.44%	31-Jan-11	01-Apr-20
Up to 6 hours	M	2.60	5.50	STD	2.60	0.00%	5.70	3.64%	31-Jan-11	01-Apr-20
Up to 9 hours	M	3.70	8.00	STD	3.70	0.00%	8.20	2.50%	31-Jan-11	01-Apr-20
Over 9 hours	M	6.20	11.00	STD	6.20	0.00%	11.20	1.82%	31-Jan-11	01-Apr-20

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

Vat Status  
 STD-Standard  
 EXP-Exempt RED-Reduced  
 NB-Non Business M-Mixed  
 OTS-Outside of Scope

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
<b>Uxbridge Multi-Storey Car Parks: Cedars Car Park, Uxbridge; Grainges Car Park, Uxbridge</b>										
Up to 2 hours	M	1.00	2.00	STD	1.00	0.00%	2.10	5.00%	01-Apr-19	01-Apr-20
Up to 3 hours	M	2.00	2.90	STD	2.00	0.00%	3.00	3.45%	01-Apr-19	01-Apr-20
Up to 4 hours	M	2.50	3.80	STD	2.50	0.00%	3.90	2.63%	01-Apr-19	01-Apr-20
Up to 5 hours	M	3.20	4.20	STD	3.20	0.00%	4.30	2.38%	01-Apr-19	01-Apr-20
Sunday (all day)	M	2.00	2.70	STD	2.00	0.00%	2.80	3.70%	31-Jan-11	01-Apr-20
<b>Civic Centre Car Park (open on Saturdays only)</b>										
Up to 2 hours	M	0.90	1.40	STD	0.90	0.00%	1.60	14.29%	31-Jan-11	01-Apr-20
Up to 4 hours	M	1.80	3.00	STD	1.80	0.00%	3.20	6.67%	31-Jan-11	01-Apr-20
Over 4 hours	M	3.50	5.50	STD	3.50	0.00%	5.70	3.64%	31-Jan-11	01-Apr-20

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

Vat Status  
 STD-Standard  
 EXP-Exempt RED-Reduced  
 NB-Non Business M-Mixed  
 OTS-Outside of Scope

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 9

General Fund Budget Capital Programme Summary	Annual Movement in Budget Requirement						TOTAL
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Expenditure</b>							
Major Projects	31,297	45,457	59,629	58,344	28,234	11,000	233,961
Programme of Works	52,664	41,261	28,435	28,799	25,614	25,124	201,897
Contingency	1,500	1,500	1,500	1,500	1,500	1,500	9,000
<b>Total Capital Expenditure</b>	<b>85,461</b>	<b>88,218</b>	<b>89,564</b>	<b>88,643</b>	<b>55,348</b>	<b>37,624</b>	<b>444,858</b>
<b>Capital Financing</b>							
Grants & Contributions	(29,677)	(17,702)	(22,942)	(21,833)	(16,377)	(12,400)	(120,931)
<b>Council Resourced Investment</b>							
Community Infrastructure Levy	(4,000)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(21,500)
Capital Receipts	(6,581)	(6,413)	(2,444)	(11,368)	(18,203)	(11,374)	(56,383)
<b>Prudential Borrowing</b>	<b>(45,203)</b>	<b>(60,603)</b>	<b>(60,678)</b>	<b>(51,942)</b>	<b>(17,268)</b>	<b>(10,350)</b>	<b>(246,044)</b>

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 9a

Prior Year Budget £'000	Project	2019-2025 Project Budget £'000	Total 2019-25 Grants and Contributions £'000	2019/20 to 2024/25 Capital Programme			Contribution to Revenue Financing Costs £'000
				Council Resources - Self Financing Schemes £'000	Council Resources - for Invest to Save Schemes £'000	Council Resources - Service Provision £'000	
	<b>Major Projects</b>						
	<u>Education &amp; Children Services</u>						
5,097	Secondary Schools Expansions	21,172	(11,664)	0	0	(9,508)	546
0	Additional Temporary Classrooms	6,650	(2,250)	0	0	(4,400)	253
0	Schools SRP	3,958	(3,958)	0	0	0	0
12,952	New Primary Schools Expansions	3,592	(2,162)	0	0	(1,430)	82
0	Meadow School	240	0	0	0	(240)	14
45,742	Secondary Schools Replacement	119	0	0	0	(119)	7
137,159	Former Primary School Expansions	10	0	0	0	(10)	1
	<u>Community, Commerce and Regeneration</u>						
0	New Theatre	44,000	(1,050)	0	0	(42,950)	2,467
0	New West Drayton Leisure Centre	32,000	(488)	0	0	(31,512)	1,810
723	Hillingdon Outdoor Activity Centre	25,777	(25,777)	0	0	0	0
0	New Museum	5,632	(750)	0	0	(4,882)	280
542	Shopping Parades Initiative	3,041	(774)	0	0	(2,267)	130
7,294	Hayes Town Centre Improvements	1,980	(1,674)	0	0	(306)	18
57	Battle of Britain Underground Bunker	1,557	0	0	0	(1,557)	89
23	RAGC Expansion	1,391	0	0	0	(1,391)	80
0	Uxbridge Mortuary Extension	1,231	(615)	0	0	(616)	35
2	1 & 2 Merrimans Housing Project	619	0	0	0	(619)	36
27	Uxbridge Cemetery Gatehouse	547	0	0	0	(547)	31
1,466	Uxbridge Change of Heart	530	0	0	0	(530)	30
0	Uniter Building Refurbishment	390	0	0	0	(390)	22
3,092	Gateway Hillingdon	358	0	0	0	(358)	21
0	Botwell Leisure Centre Football Pitch	200	0	0	0	(200)	11
	<u>Planning, Transportation and Recycling</u>						
0	Cranford Park Heritage Lottery Project	2,524	(2,374)	0	0	(150)	9
	Cranford Park car park extension	73	(8)	0	0	(65)	4

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 9a

Prior Year Budget	Project	2019-2025 Project Budget	Total 2019-25 Grants and Contributions	2019/20 to 2024/25 Capital Programme			Contribution to Revenue Financing Costs
				Council Resources - Self Financing Schemes	Council Resources - for Invest to Save Schemes	Council Resources - Service Provision	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	<u>Finance, Property and Business Services</u>						
0	Housing Company Financing	50,000	0	(50,000)	0	0	0
68	Yiewsley Site Development	16,167	0	(16,167)	0	0	0
0	Belmore Allotments Development	4,605	(1,544)	(3,061)	0	0	0
0	Purchase of Uxbridge police station	5,000	0	0	0	(5,000)	287
1,163	Bessingby Football/Boxing Clubhouse	432	0	0	0	(432)	25
2,550	Cedars & Grainges Car Park Improvement Works	121	0	0	0	(121)	7
6,749	Battle of Britain Education and Visitors Centre	32	0	0	0	(32)	2
417	Ruislip Lido Railway Society Workshop Replacement	13	0	0	0	(13)	1
<b>225,123</b>	<b>Total Major Projects</b>	<b>233,961</b>	<b>(55,088)</b>	<b>(69,228)</b>	<b>0</b>	<b>(109,645)</b>	<b>6,297</b>
	<b>Programme of Works</b>						
N/A	Highways Structural Works	53,537	(2,274)	0	0	(51,263)	2,944
N/A	Transport for London	21,472	(21,472)	0	0	0	0
N/A	Disabled Facilities Grant	17,112	(17,112)	0	0	0	0
N/A	Equipment Capitalisation - Social Care	12,967	(9,437)	0	0	(3,530)	203
N/A	School Building Condition Works	12,278	(10,144)	0	0	(2,134)	123
N/A	Purchase of Vehicles	12,021	0	0	0	(12,021)	690
N/A	Corporate Technology and Innovation	11,793	0	0	(9,184)	(2,609)	150
N/A	Property Works Programme	10,442	(100)	0	0	(10,342)	594
N/A	Civic Centre Works Programme	8,535	0	0	(900)	(7,635)	438
N/A	Chrysalis Programme	6,124	0	0	0	(6,124)	352
N/A	Sports Clubs Rebuild / Refurbishments	4,784	0	0	0	(4,784)	275



The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Prior Year Budget	Project	2019/20 Project Budget	2020/21 Project Budget	2021/22 Project Budget	2022/23 Project Budget	2023/24 Project Budget	2024/25 Project Budget	2019-2025 Project Budget
£'000		£'006	£'005	£'004	£'003	£'002	£'001	£'000
	<b>Major Projects</b>							
	<u>Education &amp; Children Services</u>							
5,097	Secondary Schools Expansions	12,292	5,000	2,880	1,000	0	0	21,172
0	Additional Temporary Classrooms	0	2,850	3,800	0	0	0	6,650
0	Schools SRP	500	2,000	1,458	0	0	0	3,958
12,952	New Primary Schools Expansions	2,889	703	0	0	0	0	3,592
0	Meadow School	240	0	0	0	0	0	240
45,742	Secondary Schools Replacement	119	0	0	0	0	0	119
137,159	Former Primary School Expansions	10	0	0	0	0	0	10
	<u>Community, Commerce and Regeneration</u>							
0	New Theatre	0	1,000	7,500	15,000	15,000	5,500	44,000
0	New West Drayton Leisure Centre	900	3,000	10,000	10,000	5,250	2,850	32,000
723	Hillingdon Outdoor Activity Centre	50	2,000	6,000	10,000	5,077	2,650	25,777
0	New Museum	50	500	1,275	2,500	1,307	0	5,632
542	Shopping Parades Initiative	145	600	711	1,585	0	0	3,041
7,294	Hayes Town Centre Improvements	980	1,000	0	0	0	0	1,980
57	Battle of Britain Underground Bunker	260	1,247	50	0	0	0	1,557
23	RAGC Expansion	100	850	441	0	0	0	1,391
0	Uxbridge Mortuary Extension	0	1,000	231	0	0	0	1,231
2	1 & 2 Merrimans Housing Project	20	470	129	0	0	0	619
27	Uxbridge Cemetery Gatehouse	10	100	350	87	0	0	547
1,466	Uxbridge Change of Heart	530	0	0	0	0	0	530
0	Uniter Building Refurbishment	285	105	0	0	0	0	390
3,092	Gateway Hillingdon	358	0	0	0	0	0	358
0	Botwell Leisure Centre Football Pitch	0	0	200	0	0	0	200
	<u>Planning, Transportation and Recycling</u>							
0	Cranford Park Heritage Lottery Project	0	420	2,104	0	0	0	2,524
	Cranford Park car park extension	0	73	0	0	0	0	73



The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 9b

Prior Year Budget	Project	2019/20 Project Budget	2020/21 Project Budget	2021/22 Project Budget	2022/23 Project Budget	2023/24 Project Budget	2024/25 Project Budget	2019-2025 Project Budget
£'000		£'006	£'005	£'004	£'003	£'002	£'001	£'000
N/A	Equipment Capitalisation - General	921	765	765	765	765	765	4,746
N/A	Environmental and Recreational Initiatives	845	901	500	500	500	0	3,246
N/A	Leisure Centre Refurbishment	500	1,450	1,151	0	0	0	3,101
N/A	Libraries Refurbishment Programme	1,000	2,000	0	0	0	0	3,000
N/A	Street Lighting Replacement	547	850	595	582	302	0	2,876
N/A	Devolved Capital to Schools	759	271	222	222	222	222	1,918
N/A	CCTV Programme	503	892	100	0	0	0	1,495
N/A	Youth Provision	1,425	500	500	500	500	500	3,925
N/A	Leader's Initiative	329	200	200	200	200	200	1,329
N/A	Car Park Pay & Display Machines Replacement	520	520	0	0	0	0	1,040
N/A	Road Safety	189	150	150	150	150	150	939
N/A	Playground Replacement Programme	250	250	250	0	0	0	750
N/A	HS2 Road Safety Fund	645	0	0	0	0	0	645
N/A	Harlington Road Depot Improvements	439	200	0	0	0	0	639
N/A	PSRG / LPRG	80	100	100	100	100	100	580
N/A	Section 106 Projects	533	0	0	0	0	0	533
N/A	Public Health England Capital Grant - Alcohol Fund	70	0	0	0	0	0	70
	<b>Total Programme of Works</b>	<b>52,664</b>	<b>41,261</b>	<b>28,435</b>	<b>28,799</b>	<b>25,614</b>	<b>25,124</b>	<b>201,897</b>
	<b>Development &amp; Risk Contingency</b>							
N/A	General Contingency	1,500	1,500	1,500	1,500	1,500	1,500	9,000
	<b>Total Development &amp; Risk Contingency</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>9,000</b>
<b>225,123</b>	<b>Total GF Capital Programme</b>	<b>85,461</b>	<b>88,218</b>	<b>89,564</b>	<b>88,643</b>	<b>55,348</b>	<b>37,624</b>	<b>444,858</b>

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

<u>Housing Revenue Account</u> <u>Corporate Summary</u>	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	<i>Five Year Outlook</i> £'000
<b>Resources</b>							
Increase / (Decrease) in average Weekly Rents (%)*	0.4%	3.2%	2.9%	2.0%	2.0%	2.1%	
Average Weekly Rent (£)	£106.90	£110.73	£113.99	£116.27	£118.63	£121.14	£14.24
Increase/(Decrease) in Number of Dwellings	44	34	58	87	52	16	(28)
Average Number of Dwellings	10,154	10,125	10,186	10,276	10,328	10,344	190
<b>Gross Dwelling Rents</b>	<b>56,754</b>	<b>58,457</b>	<b>60,543</b>	<b>62,300</b>	<b>63,886</b>	<b>65,517</b>	<b>8,763</b>
Void Risk Contingency	(568)	(585)	(605)	(623)	(639)	(655)	(87)
<b>Net Dwelling Rents</b>	<b>56,186</b>	<b>57,872</b>	<b>59,938</b>	<b>61,677</b>	<b>63,247</b>	<b>64,862</b>	<b>8,676</b>
<b>Total Resources</b>	<b>56,186</b>	<b>57,872</b>	<b>59,938</b>	<b>61,677</b>	<b>63,247</b>	<b>64,862</b>	<b>8,676</b>
<b>Budget Requirement</b>							
Roll Forward Budget	38,641	38,611	39,139	39,510	39,961	40,399	1,758
Inflation	313	482	396	451	438	544	2,311
Corporate Items	552	430	0	0	0	0	430
Contingency	(480)	0	0	0	0	0	0
Savings	(415)	(384)	(25)	0	0	0	(409)
<b>Total Budget Requirement</b>	<b>38,611</b>	<b>39,139</b>	<b>39,510</b>	<b>39,961</b>	<b>40,399</b>	<b>40,943</b>	<b>2,332</b>
Contribution to Finance Capital Programme	18,820	18,733	20,428	21,716	22,848	23,919	5,099
Contribution to Earmarked Reserve	0	2,041	0	0	0	0	0
<b>(Drawdown) / Contribution to Reserves</b>	<b>(1,245)</b>	<b>(2,041)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Opening HRA General Balance</b>	<b>18,260</b>	<b>17,041</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>(2,041)</b>
<b>Closing HRA General Balance</b>	<b>17,041</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>(2,041)</b>

\* Rent figures quoted above are inclusive of new build rents, average rents for existing tenancies are projected to increase by CPI + 1% per annum from 2020/21 to 2024/25.



<b><u>Housing Revenue Account (HRA) - Savings</u></b>	<b>Annual Movement in Budget Requirement</b>					<i>Five Year Outlook</i>
	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £(000s)</b>	<b>£'000</b>
<b><u>Full Year Effect of Prior Year Savings</u></b>						
<i>Cumulative Impact of Existing Savings Proposals</i>	(48)	0	0	0	0	(48)
<b>Full Year Effect of Prior Year Savings</b>	<b>(48)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(48)</b>
<b><u>New Savings Proposals</u></b>						
<b><u>Housing Service Efficiency Review</u></b>						
<i>Savings arising from implementation of reviews across the service</i>	(196)	(25)	0	0	0	(221)
<b><u>HRA Zero Based Review</u></b>						
<i>Outputs from Zero Based Budgeting across the HRA</i>	(140)	0	0	0	0	(140)
<b><u>Further BID Reviews / Service Transformation</u></b>						
<i>Full year effect of BID Reviews and Service Transformation activity undertaken during 2019/20 &amp; 2020/21 and initial impact of new BID Programme Initiatives</i>	0	0	0	0	0	0
<b>New Savings Proposals</b>	<b>(336)</b>	<b>(25)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(361)</b>
<b>Total HRA Savings</b>	<b>(384)</b>	<b>(25)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(409)</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
<b>44. Housing Revenue Account</b>										
<b>Development &amp; Assets</b>										
<b>Service Charges</b>										
CCTV Maintenance (per week)	R	0.77	N/A	NB	0.78	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Laundry Machines in Sheltered Housing Units - Servicing and Maintenance (per week)	R	0.81	N/A	NB	0.82	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
<b>Estates &amp; Tenancy Management</b>										
<b>Parking Rents</b>										
Car Ports (Council Tenants) (per week)	R	8.40	N/A	NB	8.54	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Car Ports (Private) (per week)	R	10.08	10.08	STD	10.25	1.7%	10.25	1.7%	01-Apr-19	06-Apr-20
Hard Standings / Parking Spaces (Council Tenants) (per week)	R	4.82	N/A	NB	4.90	1.7%	N/A	N/A	01-Apr-19	06-Apr-20

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
Hard Standings / Parking Spaces (Private) (per week)	R	5.79	5.79	STD	5.89	1.7%	5.89	1.7%	01-Apr-19	06-Apr-20
<b>Grounds Maintenance and Gardening</b>										
Grounds Maintenance (minimum) (per week)	R	1.32	N/A	NB	1.34	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Grounds Maintenance (maximum) (per week)	R	4.51	N/A	NB	4.59	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Hedge Cutting - Standard Frequency (per week - optional)	R	0.82	N/A	NB	0.83	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Lawn Mowing - Standard Frequency (per week - optional)	R	4.10	N/A	NB	4.17	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Bed Maintenance - Standard Frequency (per week - optional)	R	0.55	N/A	NB	0.56	1.7%	N/A	N/A	01-Apr-19	06-Apr-20

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
<b>Heating Charges</b>										
Communal Electric (per week)	R	1.68	N/A	NB	1.71	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Sheltered Heating - Communal Element (per week)	R	3.66	N/A	NB	3.72	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Sheltered Heating - Property Element (Bedsit) (per week)	R	5.72	N/A	NB	5.82	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Sheltered Heating - Property Element (One Bedroom) (per week)	R	8.63	N/A	NB	8.78	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Sheltered Heating - Property Element (Two or More Bedrooms) (per week)	R	9.87	N/A	NB	10.04	1.7%	N/A	N/A	01-Apr-19	06-Apr-20

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

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
District Heating - Communal Element (minimum) (per week)	R	1.40	N/A	NB	1.42	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
District Heating - Communal Element (maximum) (per week)	R	4.42	N/A	NB	4.50	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
District Heating - Property Element (minimum) (per week)	R	6.32	N/A	NB	6.43	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
District Heating - Property Element (maximum) (per week)	R	15.27	N/A	NB	15.53	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Peachey Close - Electricity (per week)	R	11.42	N/A	NB	11.61	1.7%	N/A	N/A	01-Apr-19	06-Apr-20

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
<b>Other Services</b>										
Electric Scooter Charging Point - Queen's Lodge, Cliftonville, Kent (per month)	R	N/A	6.04	STD	N/A	N/A	6.14	1.7%	01-Apr-19	06-Apr-20
Leaseholder Solicitors Enquiries	R	110.42	N/A	STD	112.30	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
<b>Residents Services (Housing)</b>										
<b>Caretaking</b>										
Caretaking - Band A (per week)	R	11.51	N/A	NB	11.71	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Caretaking - Band B (per week)	R	7.45	N/A	NB	7.58	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Caretaking - Band C (per week)	R	5.17	N/A	NB	5.26	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Caretaking - Band D (per week)	R	4.02	N/A	NB	4.09	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Caretaking - Band E (per week)	R	2.87	N/A	NB	2.92	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Caretaking - Band F (per week)	R	1.73	N/A	NB	1.76	1.7%	N/A	N/A	01-Apr-19	06-Apr-20

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
Caretaking - Sheltered Housing (per week)	R	5.73	N/A	NB	5.83	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Caretaking - Queen's Lodge, Cliftonville, Kent (per week)	R	N/A	7.23	NB	N/A	N/A	7.35	1.7%	01-Apr-19	06-Apr-20
<b>Extra Care Housing</b>										
Triscott House - Management Support Charge (per week)	R	26.12	N/A	NB	26.56	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Triscott House - Cleaning Charge (per week)	R	9.93	N/A	NB	10.10	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Triscott House - Grounds Maintenance (per week)	R	2.28	N/A	NB	2.32	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
<b>Marlborough Crescent</b>										
Enhanced housing management charge (per bed space per week)	R	2.38	N/A	NB	2.42	1.7%	N/A	N/A	01-Apr-19	06-Apr-20

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

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
Electrical usage (per bed space per week)	R	4.65	N/A	NB	4.73	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Water usage Studio (per property type per week)	R	2.48	N/A	NB	2.52	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Water usage 1 Bed (per property type per week)	R	4.67	N/A	NB	4.75	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Water usage 3 Bed (per property type per week)	R	6.20	N/A	NB	6.31	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Water usage 4 Bed (per property type per week)	R	7.31	N/A	NB	7.43	1.7%	N/A	N/A	01-Apr-19	06-Apr-20
Caretaking (per bed space per week)	R	2.24	N/A	NB	2.28	1.7%	N/A	N/a	01-Apr-19	06-Apr-20
Furniture and furnishings (per property per week)	R	1.04	N/A	NB	1.06	1.7%	N/A	N/A	01-Apr-19	06-Apr-20

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 10e

Project Total £'000	Project	2020/21 Draft Budget £'000	2021/22 Draft Budget £'000	2022/23 Draft Budget £'000	2023/24 Draft Budget £'000	2024/25 Draft Budget £'000
	<b>Major Projects</b>					
118,291	New General Needs Housing Stock	24,445	24,081	26,543	23,472	19,750
15,673	New Build - Shared Ownership	12,027	2,384	1,262	0	0
3,775	New Build - Supported Housing Provision	3,775	0	0	0	0
<b>137,739</b>	<b>Total Major Projects</b>	<b>40,247</b>	<b>26,465</b>	<b>27,805</b>	<b>23,472</b>	<b>19,750</b>
	<b>HRA Programmes of Work</b>					
53,699	Works to Stock programme	9,338	11,661	10,900	10,900	10,900
9,758	Major Adaptations to Property	1,817	1,881	1,974	2,043	2,043
<b>63,457</b>	<b>Total Works to Stock</b>	<b>11,155</b>	<b>13,542</b>	<b>12,874</b>	<b>12,943</b>	<b>12,943</b>
<b>201,196</b>	<b>Total HRA Capital Programme</b>	<b>51,402</b>	<b>40,007</b>	<b>40,679</b>	<b>36,415</b>	<b>32,693</b>
	<b>Financed by:</b>					
107,644	Revenue Contributions	18,733	20,428	21,716	22,848	23,919
42,277	Prudential Borrowing	21,860	6,093	4,950	6,525	2,849
2,039	GLA Grant	589	1,450	0	0	0
49,236	Capital Receipts	10,220	12,036	14,013	7,042	5,925
<b>201,196</b>	<b>Total</b>	<b>51,402</b>	<b>40,007</b>	<b>40,679</b>	<b>36,415</b>	<b>32,693</b>

The Council's Budget (2020/21 - 2024/25) - Medium Term Financial Forecast

Appendix 10f

Project Total £'000	Scheme	Unit Numbers	2020/21 Draft Budget £'000	2021/22 Draft Budget £'000	2022/23 Draft Budget £'000	2023/24 Draft Budget £'000	2024/25 Draft Budget £'000
663	Acol Crescent Development	33	663	0	0	0	0
0	Housing Programme	0	0	0	0	0	0
9,700	Belmore Allotments	86	8,438	0	1,262	0	0
3,586	Maple and Poplar Day Centre	34	3,287	299	0	0	0
1,862	Willow Tree	10	1,690	172	0	0	0
2,255	Housing Programme - Tranche 4	14	1,849	346	60	0	0
1,560	Nelson Road	6	1,511	49	0	0	0
257	Great Benty (Note 1)	2	257	0	0	0	0
0	Coleridge Way Acquisition	0	0	0	0	0	0
108,935	Acquisitions & Internal developments	254	15,631	23,599	26,483	23,472	19,750
0	Bartram Close (Note 2)	0	0	0	0	0	0
4,876	Woodside Development	27	2,876	2,000	0	0	0
270	3 sites (Meadowfield, West End Rd and Otterfield Rd)	17	270	0	0	0	0
0	Grassy Meadow	0	0	0	0	0	0
988	Parkview	0	988	0	0	0	0
2,787	Yiewsley	12	2,787	0	0	0	0
<b>137,739</b>		<b>495</b>	<b>40,247</b>	<b>26,465</b>	<b>27,805</b>	<b>23,472</b>	<b>19,750</b>
118,291	New General Needs Housing Stock	367	24,445	24,081	26,543	23,472	19,750
15,673	New Build - Shared Ownership	116	12,027	2,384	1,262	0	0
3,775	New Build - Supported Housing	12	3,775	0	0	0	0
<b>137,739</b>		<b>495</b>	<b>40,247</b>	<b>26,465</b>	<b>27,805</b>	<b>23,472</b>	<b>19,750</b>