

The Council's Budget (2021/22 - 2025/26) - Medium Term Financial Forecast

Appendix 1

General Fund Budget Corporate Summary	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Resources								
Increase in Council Tax (%)	1.80%	1.80%	1.80%	1.80%	1.80%	1.80%		
Increase in Social Care Precept (%)	2.00%	3.00%	2.00%	2.00%	2.00%	2.00%		
Band D Council Tax (£)	£1,182.94	£1,239.72	£1,286.82	£1,335.72	£1,386.47	£1,439.16	£152.78	£256.22
Increase in Council Tax Base (Band D)	1,637	1,144	1,200	1,200	1,200	1,200		
Council Tax Base (Band D)	102,107	103,251	104,451	105,651	106,851	108,051	3,544	5,944
<i>Change from Tax Base (£'000)</i>	<i>1,865</i>	<i>1,354</i>	<i>2,773</i>	<i>4,193</i>	<i>5,612</i>	<i>7,032</i>	<i>2,328</i>	<i>7,032</i>
<i>Change from Tax Increase (£'000)</i>	<i>4,421</i>	<i>5,862</i>	<i>10,851</i>	<i>16,141</i>	<i>21,748</i>	<i>27,685</i>	<i>11,720</i>	<i>27,685</i>
Council Tax Revenues	120,786	128,002	134,410	141,120	148,146	155,503	20,334	34,717
Baseline Business Rates Income	47,221	47,457	48,406	49,374	50,361	51,368	2,153	4,147
Retained Business Rates Growth	8,784	7,648	7,801	7,958	8,117	8,279	(826)	(505)
Business Rates Income	56,005	55,105	56,207	57,332	58,478	59,647	1,327	3,642
Revenue Support Grant	6,763	6,798	6,934	7,073	7,214	7,359	310	596
Other Central Government Funding	43,072	42,932	42,829	42,727	42,527	42,327	(345)	(745)
Corporate Grant Income	49,835	49,730	49,763	49,800	49,741	49,686	(35)	(149)
Total Recurrent Funding	226,626	232,837	240,380	248,252	256,365	264,836	21,626	38,210
Movement in Recurrent Funding	3,146	6,211	7,543	7,872	8,113	8,471		
Collection Fund Surplus / (Deficit)	459	(1,127)	(1,829)	(1,829)	0	0	(2,288)	(459)
Collection Fund Deficit Govt Funding	0	1,372	1,372	1,371			1,371	0
Additional Yield from London Pool	865	0	0	0	0	0	(865)	(865)
Release of COVID-19 Reserves	0	834	1,507	1,535	0	0	1,535	0
Planned Use of General Balances	6,334	2,421	1,000	0	0	0	(6,334)	(6,334)
Total One-Off Funding	7,658	3,500	2,050	1,077	0	0	(6,581)	(7,658)
Total Resources	234,284	236,337	242,430	249,329	256,365	264,836	15,045	30,552
Movement in Resources	9,597	2,053	6,093	6,899	7,036	8,471		

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General Balances								
Minimum Level of General Balances	15,000	15,000	15,000	15,000	15,000	15,000	0	0
Closing General Balances	31,184	28,763	27,763	27,763	27,763	27,763	(3,421)	(3,421)
Flexible General Balances	16,184	13,763	12,763	12,763	12,763	12,763	(3,421)	(3,421)
Budget Requirement								
Roll Forward Budget	229,928	234,284	236,337	246,288	260,604	273,186		
Inflation	6,222	4,700	6,342	6,497	6,654	6,816	17,539	31,009
Corporate Items	664	1,901	3,076	4,413	2,486	(460)	9,390	11,416
Contingency (Service Pressures)	4,260	3,456	3,330	3,406	3,442	3,442	10,192	17,076
Contingency (Management Action)	(677)	0	0	0	0	0	0	0
Priority Growth	23	50	0	0	0	0	50	50
Savings Proposals	(6,136)	(8,054)	(2,797)	0	0	0	(10,851)	(10,851)
Total Budget Requirement	234,284	236,337	246,288	260,604	273,186	282,984	26,320	48,700
Savings Requirement								
Underlying Savings Requirement	(9,792)	(10,003)	(10,223)	(11,707)	(11,153)	(7,264)	(31,933)	(50,350)
Unwind Prior Use of Balances	(7,776)	(6,334)	(2,421)	(1,000)	0	0	(6,334)	(6,334)
Total Savings Requirement	(17,568)	(16,337)	(12,644)	(12,707)	(11,153)	(7,264)	(38,267)	(56,684)
Savings & Management Action	6,813	8,054	2,797	0	0	0	10,851	10,851
Council Tax Increase	4,421	5,862	4,989	5,290	5,607	5,937	16,141	27,685
Planned Use of Balances	6,334	2,421	1,000	0	0	0	0	0
Remaining Budget (Gap) / Surplus	0	0	(3,858)	(7,417)	(5,546)	(1,327)	(11,275)	(18,148)

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Appendix 2

General Fund Budget Funding Projections	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Council Tax Base (Band D)								
Residential Properties	123,275	124,287	125,299	126,311	127,323	128,335	3,036	5,060
MOD Properties	683	683	683	683	683	683	0	0
Discounts & Exemptions	(11,317)	(11,317)	(11,317)	(11,317)	(11,317)	(11,317)	0	0
Empty Property Premium	85	85	85	85	85	85	0	0
Gross Council Tax Base	112,726	113,738	114,750	115,762	116,774	117,786	3,036	5,060
Council Tax Reduction Scheme	(9,588)	(9,444)	(9,244)	(9,044)	(8,844)	(8,644)	544	944
Collection Rate (%)	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%	0.00%	0.00%
Allowance for Losses in Collection	(1,031)	(1,043)	(1,055)	(1,067)	(1,079)	(1,091)	(36)	(60)
Net Council Tax Base	102,107	103,251	104,451	105,651	106,851	108,051	3,544	5,944
Increase in Council Tax Base	1,400	1,144	1,200	1,200	1,200	1,200	3,544	5,944
Business Rates Revenues								
Inflationary Uplift (%)	1.70%	0.50%	2.00%	2.00%	2.00%	2.00%	0.30%	0.30%
Implied Multiplier (0.xxx)	0.499	0.501	0.511	0.521	0.531	0.542	0.022	0.043
Annual Change in Rating List	723	(12,000)	0	0	0	0	(723)	(723)
Cash Value of Annual Changes	361	(6,012)	0	0	0	0	(361)	(361)
Non-Domestic Rating Income	374,381	370,241	377,646	385,199	392,903	400,761	10,818	26,380
Local Share of Business Rates Yield	30%	30%	30%	30%	30%	30%	0	0
	112,314	111,072	113,294	115,560	117,871	120,228	3,246	7,914
Section 31 Grant Income	6,141	5,088	5,190	5,294	5,400	5,508	(847)	(633)
Forecast Business Rates Yield	118,455	116,160	118,484	120,854	123,271	125,736	2,399	7,281
Less: Baseline Business Rates Income	(47,221)	(47,457)	(48,406)	(49,374)	(50,361)	(51,368)	(2,153)	(4,147)
Less: Business Rates Tariff	(53,666)	(53,934)	(55,013)	(56,113)	(57,235)	(58,380)	(2,447)	(4,714)
Growth on Local Share	17,568	14,769	15,065	15,367	15,675	15,988	(2,201)	(1,580)
Less: Section 31 Grants Out of Scope	0	(527)	(538)	(549)	(560)	(571)	(549)	(571)
Levy Rate on Growth	50%	50%	50%	50%	50%	50%	0	0
Levy on Growth	(8,784)	(7,121)	(7,264)	(7,409)	(7,558)	(7,709)	1,375	1,075
Retained Growth	8,784	7,648	7,801	7,958	8,117	8,279	(826)	(505)

The Council's Budget (2021/22 - 2025/26) - Medium Term Financial Forecast

General Fund Budget Funding Projections	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Settlement Funding Assessment								
Baseline Business Rates Income	47,221	47,457	48,406	49,374	50,361	51,368	2,153	4,147
Revenue Support Grant	6,763	6,798	6,934	7,073	7,214	7,359	310	596
Settlement Funding Assessment	53,984	54,255	55,340	56,447	57,575	58,727	2,463	4,743
Other Central Government Funding								
Public Health Grant	17,651	17,810	17,810	17,810	17,810	17,810	159	159
Better Care Fund	6,973	7,068	7,165	7,263	7,263	7,263	290	290
Improved Better Care Fund	7,248	7,248	7,248	7,248	7,248	7,248	0	0
Additional Social Care Funding	5,896	7,216	7,216	7,216	7,216	7,216	1,320	1,320
New Homes Bonus	3,739	2,200	2,200	2,200	2,200	2,200	(1,539)	(1,539)
Housing Benefit Administration Subsidy	1,100	900	700	500	300	100	(600)	(1,000)
Council Tax Administration Grant	290	290	290	290	290	290	0	0
Local Voices & Community Reform	142	164	164	164	164	164	22	22
Lead Local Authority Flood Grant	17	17	17	17	17	17	0	0
Extended Rights to Free Travel	16	19	19	19	19	19	3	3
Other Central Government Funding	43,072	42,932	42,829	42,727	42,527	42,327	(345)	(745)

The Council's Budget (2021/22 - 2025/26) - Medium Term Financial Forecast

General Fund Budget Inflation Provision	Base Budget	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2021/22	2022/23	2023/24	2024/25	2025/26		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Inflation Rates</u>								
Workforce Expenditure (including Pension Contributions)	N/A	1.1%	2.5%	2.5%	2.5%	2.5%	6.2%	11.6%
Added Years Pension Costs	N/A	0.7%	2.0%	2.0%	2.0%	2.0%	4.6%	8.8%
Energy	N/A	8.0%	5.0%	5.0%	5.0%	5.0%	19.1%	31.3%
Vehicle Fuel	N/A	2.3%	5.0%	5.0%	5.0%	5.0%	12.8%	24.3%
Contracted Expenditure	N/A	2.9%	2.0%	2.0%	2.0%	2.0%	7.2%	11.8%
Homecare Provision (Adult Social Care)	N/A	3.0%	3.0%	3.0%	3.0%	3.0%	9.3%	15.9%
Care Placements (Adult Social Care)	N/A	2.4%	2.4%	2.4%	2.4%	2.4%	9.3%	15.8%
Care Placements (Children's Services)	N/A	2.0%	2.0%	2.0%	2.0%	2.0%	7.9%	13.4%
Business Rates	N/A	2.0%	2.0%	2.0%	2.0%	2.0%	4.6%	8.8%
Levies	N/A	2.0%	2.0%	2.0%	2.0%	2.0%	6.1%	10.4%
<u>Inflation Projections</u>								
Workforce Expenditure (including Pension Contributions)	125,795	1,327	3,200	3,282	3,364	3,451	7,809	14,624
Added Years Pension Costs	1,900	10	38	39	40	41	87	168
Energy	2,617	210	141	148	155	164	499	818
Vehicle Fuel	1,053	24	54	57	59	62	135	256
Contracted Expenditure	42,807	1,241	915	939	965	992	3,095	5,052
Homecare Provision (Adult Social Care)	12,007	360	371	382	394	405	1,113	1,912
Care Placements (Adult Social Care)	50,848	1,535	1,571	1,609	1,648	1,687	4,715	8,050
Care Placements (Children's Services)	21,429	548	562	575	589	603	1,685	2,877
Business Rates	3,199	16	64	66	67	68	146	281
Levies	9,340	186	190	194	198	202	570	970
Gross Inflation Requirement	270,995	5,457	7,106	7,291	7,479	7,675	19,854	35,008
Less: Externally Funded Items	N/A	(757)	(764)	(794)	(825)	(859)	(2,315)	(3,999)
Total Inflation Provision	270,995	4,700	6,342	6,497	6,654	6,816	17,539	31,009

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Appendix 4

General Fund Budget Corporate Items	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
	2021/22	2022/23	2023/24	2024/25	2025/26		
	£'000	£'000	£'000	£'000	£'000		
<u>New Burdens & Transfers of Responsibility</u>							
Additional Investment in Public Health	159	0	0	0	0	159	159
Troubled Families Programme	0	658	0	0	0	658	658
<u>Adjustments to Financing & Corporate Budgets</u>							
Capital Financing Costs	1,553	1,513	3,250	1,948	(535)	6,316	7,729
Addition to the COVID-19 Earmarked Reserve	1,221	0	0	0	0	1,221	1,221
Housing Benefit Subsidy (Recovery of Overpayments)	100	100	100	100	100	300	500
Flexible Use of Capital Receipts to finance Service Transformation	0	1,274	0	0	0	1,274	1,274
Movement in Added Years Pension Costs	(25)	(25)	(25)	(25)	(25)	(75)	(125)
Concessionary Fares Rebate	(1,107)	(444)	1,088	463	0	(463)	0
Total Corporate Items	1,901	3,076	4,413	2,486	(460)	9,390	11,416

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General Fund Budget Development & Risk Contingency	2020/21	Annual Movement in Budget Requirement					Three Year	Five Year
	Provision	2021/22	2022/23	2023/24	2024/25	2025/26	Outlook	Outlook
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Service Pressures								
Waste Disposal Levy & Contracts	2,050	900	900	900	900	900	2,700	4,500
Support for Looked After Children	3,211	656	682	709	709	709	2,047	3,465
Support for Children with Disabilities	895	117	122	127	132	132	366	630
SEN Transport	2,723	495	523	553	584	584	1,571	2,739
Adult Social Care Placements	2,793	1,288	1,103	1,117	1,117	1,117	3,508	5,742
Demographic Growth Items	11,672	3,456	3,330	3,406	3,442	3,442	10,192	17,076
Homelessness Prevention	822	0	0	0	0	0	0	0
Asylum Funding Shortfall	1,063	0	0	0	0	0	0	0
Additional Investment Income	(400)	0	0	0	0	0	0	0
General Contingency	500	0	0	0	0	0	0	0
Risk Items	1,985	0	0	0	0	0	0	0
Total Service Pressures	13,657	3,456	3,330	3,406	3,442	3,442	10,192	17,076

The Council's Budget (2021/22 - 2025/26) - Medium Term Financial Forecast

General Fund Budget Savings Proposals	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
	2021/22	2022/23	2023/24	2024/25	2025/26		
	£'000	£'000	£'000	£'000	£'000		
<u>Savings Proposals by Directorate</u>							
Finance Directorate	(610)	(200)	0	0	0	(810)	(810)
Social Care	(1,750)	0	0	0	0	(1,750)	(1,750)
Environment, Education & Community Services	(1,960)	(787)	0	0	0	(2,747)	(2,747)
Building Services, Transport & Business Improvement	(1,635)	(760)	0	0	0	(2,395)	(2,395)
Corporate Resources & Services	(988)	(1,050)	0	0	0	(2,038)	(2,038)
Cross-Cutting Initiatives	(1,111)	0	0	0	0	(1,111)	(1,111)
Specific Savings Proposals	(8,054)	(2,797)	0	0	0	(10,851)	(10,851)
<u>Savings Proposals by Theme</u>							
Service Transformation	(2,393)	(1,867)	0	0	0	(4,260)	(4,260)
Effective Procurement	(370)	0	0	0	0	(370)	(370)
Managing Demand	(1,285)	(250)	0	0	0	(1,535)	(1,535)
Income Generation & Commercialisation	(1,976)	(650)	0	0	0	(2,626)	(2,626)
Zero Based Reviews	(1,530)	(30)	0	0	0	(1,560)	(1,560)
Policy Decisions	(500)	0	0	0	0	(500)	(500)
Specific Savings Proposals	(8,054)	(2,797)	0	0	0	(10,851)	(10,851)

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

Appendix 7a

General Fund Budget Savings Programme (Finance Directorate)		Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2021/22	2022/23	2023/24	2024/25	2025/26		
		£'000	£'000	£'000	£'000	£'000		
Savings Programme by Theme								
Service Transformation (T)		(300)	(200)	0	0	0	(500)	(500)
Effective Procurement (P)		(120)	0	0	0	0	(120)	(120)
Managing Demand (M)		0	0	0	0	0	0	0
Income Generation & Commercialisation (C)		0	0	0	0	0	0	0
Zero Based Reviews (Z)		(190)	0	0	0	0	(190)	(190)
Policy Decisions (D)		0	0	0	0	0	0	0
Total Finance Directorate Savings		(610)	(200)	0	0	0	(810)	(810)
Savings Proposals								
Robotics & Automation								
Implementation of Robotics and Automation within Revenues and Benefits Services	(T)	(162)	0	0	0	0	(162)	(162)
E&BAS Service Review								
Further BID reviews of Exchequer Services and Business Assurance	(T)	(138)	(200)	0	0	0	(338)	(338)
Fleet Repairs and Maintenance Contract								
A review of the current contract to ensure cost effective provision of repairs and maintenance	(P)	(120)	0	0	0	0	(120)	(120)
Fleet Service Review								
Zero Based Review of Fleet Budgets, including Fuel and Vehicle Damage	(Z)	(190)	0	0	0	0	(190)	(190)
Total Finance Directorate Savings		(610)	(200)	0	0	0	(810)	(810)

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Appendix 7b

General Fund Budget Savings Programme (Social Care)	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook	
	2021/22	2022/23	2023/24	2024/25	2025/26			
	£'000	£'000	£'000	£'000	£'000			
Savings Programme by Theme								
Service Transformation (T)	(150)	0	0	0	0	(150)	(150)	
Effective Procurement (P)	(250)	0	0	0	0	(250)	(250)	
Managing Demand (M)	(1,000)	0	0	0	0	(1,000)	(1,000)	
Income Generation & Commercialisation (C)	(100)	0	0	0	0	(100)	(100)	
Zero Based Reviews (Z)	(250)	0	0	0	0	(250)	(250)	
Policy Decisions (D)	0	0	0	0	0	0	0	
Total Social Care Savings	(1,750)	0	0	0	0	(1,750)	(1,750)	
Savings Proposals								
BID Review of Children's Services								
<i>BID Review of Structures across Childrens Services to ensure resources are employed at the right level to strengthen processes to ensure a clear pathway for each child</i>	(T)	(150)	0	0	0	0	(150)	(150)
Zero Based Review of Asylum								
<i>Asylum Zero Based Review in line with revised grant income rates</i>	(Z)	(250)	0	0	0	0	(250)	(250)
Zero Based Review of Social Care Demand								
<i>Adults and Childrens Care Placements Zero Based Review of demographic and unit cost impacts</i>	(M)	(1,000)	0	0	0	0	(1,000)	(1,000)
Lease Income								
<i>Income generated from lease of Civic Centre Link 1A</i>	(C)	(100)	0	0	0	0	(100)	(100)
CNWL Contract Saving								
<i>Efficiencies achieved through contract negotiation with CNWL for provision of Public Health contracts</i>	(P)	(250)	0	0	0	0	(250)	(250)
Total Social Care Savings		(1,750)	0	0	0	0	(1,750)	(1,750)

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

Appendix 7c

General Fund Budget Savings Programme (Environment, Education & Community Services)	Annual Movement in Budget Requirement					Three Year	Five Year	
	2021/22	2022/23	2023/24	2024/25	2025/26	Outlook	Outlook	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Savings Programme by Theme								
Service Transformation (T)	(495)	(147)	0	0	0	(642)	(642)	
Effective Procurement (P)	0	0	0	0	0	0	0	
Managing Demand (M)	(250)	(250)	0	0	0	(500)	(500)	
Income Generation & Commercialisation (C)	(715)	(390)	0	0	0	(1,105)	(1,105)	
Zero Based Reviews (Z)	0	0	0	0	0	0	0	
Policy Decisions (D)	(500)	0	0	0	0	(500)	(500)	
Total Environment, Education & Community Services Services Savings	(1,960)	(787)	0	0	0	(2,747)	(2,747)	
Savings Proposals								
Review of Libraries operating model								
<i>Review the Libraries operating model to ensure maximisation of assets and resources, while delivering community services to residents</i>	(T)	(250)	(100)	0	0	0	(350)	(350)
Maximisation of Park & Courts Income								
<i>Reviewing all options for the provision of parks, including fees & charges, support to clubs and organisations, donations and concession options, while ensuring a cost effective service delivery provision</i>	(C)	(205)	(200)	0	0	0	(405)	(405)
Review of Golf Delivery Model								
<i>Ensure that courses are run efficiently and income maximised to remove subsidy requirement</i>	(C)	(137)	(130)	0	0	0	(267)	(267)
Review of Rural Activities Garden Centre								
<i>Review the operating model to ensure strong links with Social Care to strengthen the breadth of residents supported at the site, in line with Public Health objectives in order to remove the Council subsidy</i>	(T)	(50)	(47)	0	0	0	(97)	(97)

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

Appendix 7c

General Fund Budget Savings Programme (Environment, Education & Community Services)		Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2021/22	2022/23	2023/24	2024/25	2025/26		
		£'000	£'000	£'000	£'000	£'000		
Review of Ruislip Lido Operating Model								
<i>Review of the Operating Model and renegotiation of leases at the site to ensure market rates are achieved</i>	(C)	0	(60)	0	0	0	(60)	(60)
Review of Adult Education								
<i>Critical review of course attendance to only run courses that are fully funded through either grant income or course fees.</i>	(C)	(123)	0	0	0	0	(123)	(123)
Review of Museums & Theatres Operating Model								
<i>To review the operation at museums and theatres to modernise processes and maximise use of resources with a view to reducing the Council subsidy</i>	(C)	(200)	0	0	0	0	(200)	(200)
Review of Universal Youth Services								
<i>Review of Universal Youth Services to create a improved operating model, maximising the use of assets and delivering the service in a cost effective way, linked with Social Care targeted programmes</i>	(T)	(100)	0	0	0	0	(100)	(100)
Introduction of Charges for FIESTA								
<i>Charging for FIESTA to recover the costs of delivery, while still providing a high quality service at vastly reduced rates from external holiday club provision and maintaining Council subsidised placements for vulnerable children</i>	(C)	(50)	0	0	0	0	(50)	(50)
Insourcing Planning Services Contract								
<i>Insourcing the Planning Service contract and restructuring of the Service to ensure efficiencies</i>	(T)	(95)	0	0	0	0	(95)	(95)

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

General Fund Budget Savings Programme (Environment, Education & Community Services)		Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook	
		2021/22	2022/23	2023/24	2024/25	2025/26			
		£'000	£'000	£'000	£'000	£'000			
Review of Temporary Accommodation									
<i>A number of initiatives covering the use of temporary accommodation, securing cost reductions on accommodation, maximising grant income and consideration of strategic property acquisitions which can be used for Temporary Accommodation.</i>		(M)	(250)	(250)	0	0	0	(500)	(500)
First Time Buyer's Initiative									
<i>Close the First Time Buyer's Initiative given the ongoing commitment of Central Government to Housing initiatives such as Help to Buy and Starter Homes, alongside the implementation of new schemes such as First Homes.</i>		(D)	(500)	0	0	0	0	(500)	(500)
Total Environment, Education & Community Services Savings			(1,960)	(787)	0	0	0	(2,747)	(2,747)

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

Appendix 7d

General Fund Budget Savings Programme (Building Services, Transport & Business Improvement)	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
	2021/22	2022/23	2023/24	2024/25	2025/26		
	£'000	£'000	£'000	£'000	£'000		
Savings Programme by Theme							
Service Transformation (T)	(460)	(470)	0	0	0	(930)	(930)
Effective Procurement (P)	0	0	0	0	0	0	0
Managing Demand (M)	(35)	0	0	0	0	(35)	(35)
Income Generation & Commercialisation (C)	(150)	(260)	0	0	0	(410)	(410)
Zero Based Reviews (Z)	(990)	(30)	0	0	0	(1,020)	(1,020)
Policy Decisions (D)	0	0	0	0	0	0	0
Total Building Services, Transport & Business Improvement Savings	(1,635)	(760)	0	0	0	(2,395)	(2,395)
Savings Proposals							
Zero Based Review of Lease Income							
Zero Based Review of all Lease income collected by the Council	(Z)	(25)	0	0	0	(25)	(25)
Zero Based Review of Business Rates							
Zero Based Review of the Business Rates that the Council is liable to pay	(Z)	(35)	0	0	0	(35)	(35)
Zero Based Review of Repairs & Maintenance							
Zero Based Review of Repairs DLO and share of costs borne by HRA	(Z)	(50)	0	0	0	(50)	(50)
Zero Based Review of Energy Budgets							
Zero Based Review of energy budgets and the Council's energy requirements.	(Z)	(250)	0	0	0	(250)	(250)
BID Review of Printing, Postage and Mail							
BID Review of Printing, Postage and Mail to streamline processes and maximise value for money	(T)	(100)	0	0	0	(100)	(100)
Highways Capitalisation							
Review of Capitalisation Practices across minor works, drainage and street lighting budgets	(Z)	(250)	0	0	0	(250)	(250)
Hatton Cross Public Convenience							
Closing Hatton Cross Public Convenience	(M)	(35)	0	0	0	(35)	(35)

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

Appendix 7d

General Fund Budget Savings Programme (Building Services, Transport & Business Improvement)		Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2021/22	2022/23	2023/24	2024/25	2025/26		
		£'000	£'000	£'000	£'000	£'000		
Zero Based Review of Waste Disposal Costs								
<i>Zero based review of waste disposal costs - realignment of WLWA levy budgets and the various Hillingdon contracts to base budget and current activity levels.</i>	(Z)	(180)	0	0	0	0	(180)	(180)
Review of Food Waste & Recycling Initiatives								
<i>Reduction in on residual waste tonnages from implementation of food waste and other recycling initiatives</i>	(T)	(110)	(270)	0	0	0	(380)	(380)
Review of Bulky Waste Collection								
<i>Bulky waste collection and Fixed Penalty Notice income - review and realignment of waste income streams</i>	(Z)	(200)	(30)	0	0	0	(230)	(230)
Review of Recycling & Waste Bags								
<i>Recycling Bags and Waste Bags - review of distribution and usage</i>	(T)	(50)	0	0	0	0	(50)	(50)
Develop Commercial Trade Waste Service								
<i>Ongoing development of commercial trade waste service, linked to BID paper with investment proposal for additional staff.</i>	(C)	(150)	(260)	0	0	0	(410)	(410)
Review of Parking Service Structures								
<i>Initial Restructuring Proposals of the Parking Service</i>	(T)	(50)	0	0	0	0	(50)	(50)
BID Review of Parking								
<i>Further BID Review of Parking (incl. APCOA contract expiry in 2022/23)</i>	(T)	(150)	(200)	0	0	0	(350)	(350)
Total Building Services, Transport & Business Improvement Savings								
		(1,635)	(760)	0	0	0	(2,395)	(2,395)

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

General Fund Budget Savings Programme (Corporate Resources & Services)		Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2021/22	2022/23	2023/24	2024/25	2025/26		
		£'000	£'000	£'000	£'000	£'000		
Savings Programme by Theme								
	Service Transformation (T)	(988)	(1,050)	0	0	0	(2,038)	(2,038)
	Effective Procurement (P)	0	0	0	0	0	0	0
	Managing Demand (M)	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
Total Corporate Resources & Services Savings		(988)	(1,050)	0	0	0	(2,038)	(2,038)
Savings Proposals								
Review of Contact Centre Operating Model								
	<i>Reducing call volumes through migration to self-help on the web, alongside streamlining processes across Contact Centre and back office functions</i>	(T)	(138)	0	0	0	(138)	(138)
Review of Business Support Operating Model								
	<i>Review Business Support Teams across the Council, ensuring efficient allocation of resource to meet Service needs</i>	(T)	(320)	(100)	0	0	(420)	(420)
Review of Financial Processes								
	<i>Centralisation of Financial Processes, including Purchase Orders and invoicing, to create a core team to improve efficiency of delivery and a review of secondments across the Service</i>	(T)	(430)	(150)	0	0	(580)	(580)
Review of Tech Admin Operating Model								
	<i>Further review of Tech Admin with particular focus on automation of processes, enabling deletion of vacant posts as they arise</i>	(T)	0	(500)	0	0	(500)	(500)
Review of Training Budgets								
	<i>Review of Training Budgets and maximising use of Apprenticeship Levy</i>	(T)	(100)	0	0	0	(100)	(100)

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

Appendix 7e

General Fund Budget Savings Programme (Corporate Resources & Services)		Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2021/22	2022/23	2023/24	2024/25	2025/26		
		£'000	£'000	£'000	£'000	£'000		
Boundary Review (Basic Allowances)								
<i>Realignment of Members Basic Allowance budgets following the implementation of the Boundary review.</i>	(T)	0	(150)	0	0	0	(150)	(150)
Bounday Review (SRA & Back Office Support)								
<i>Further review of back office Member Support and SRAs following implementation of Boundary Review changes.</i>	(T)	0	(150)	0	0	0	(150)	(150)
Total Corporate Resources & Services Savings		(988)	(1,050)	0	0	0	(2,038)	(2,038)

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

General Fund Budget Savings Programme (Cross-Cutting)	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
	2021/22	2022/23	2023/24	2024/25	2025/26		
	£'000	£'000	£'000	£'000	£'000		
Savings Programme by Theme							
Service Transformation (T)	0	0	0	0	0	0	0
Effective Procurement (P)	0	0	0	0	0	0	0
Managing Demand (M)	0	0	0	0	0	0	0
Income Generation & Commercialisation (C)	(1,011)	0	0	0	0	(1,011)	(1,011)
Zero Based Reviews (Z)	(100)	0	0	0	0	(100)	(100)
Policy Decisions (D)	0	0	0	0	0	0	0
Total Cross-Cutting Savings	(1,111)	0	0	0	0	(1,111)	(1,111)
Savings Proposals							
Fees & Charges (FYE uplifts)							
<i>Fees & Charges uplifts proposed at February 2020 Cabinet</i>	(C)	(164)	0	0	0	(164)	(164)
Fees & Charges Review							
<i>The impact of the range of changes detailed in Appendix 8</i>	(C)	(847)	0	0	0	(847)	(847)
Ongoing Vacant Post Review							
<i>Ongoing review of the Councils recruitment needs, including a review of existing vacant posts</i>	(Z)	(100)	0	0	0	(100)	(100)
Total Cross-Cutting Savings		(1,111)	0	0	0	(1,111)	(1,111)

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
Highways										
Minor Highways Fees										
Vehicle Crossings (Average crossing)	R	992.00	N/A	NB	1012.00	2.02%	N/A	N/A	01-Apr-20	01-Apr-21
Vehicle crossing application fee (non-refundable)	R	79.00	N/A	NB	87.00	10.13%	N/A	N/A	01-Apr-20	01-Apr-21
Non-Refundable application Fee(planned works crossovers)	R	79.00	N/A	NB	87.00	10.13%	N/A	N/A	01-Apr-20	01-Apr-21
Vehicle crossing supervision Fee	R	50.00	N/A	NB	149.00	198.00%	N/A	N/A	25-Jul-19	01-Apr-21
Street Naming & Numbering										
To name/Rename - To name/Rename of Builidng/Street numbering - First or single unit	M	100.00	N/A	NB	145.00	45.00%	N/A	0.00%	01-Apr-13	01-Apr-21
To name/Rename - To name/Rename of Builidng/Street numbering - Multiples 2 to 19 additional per unit	M	25.00	N/A	NB	54.00	116.00%	N/A	0.00%	01-Apr-13	01-Apr-21
Building Control										
Table 1 (Erection of New Housing & Flats) - Building Notice Charge -Plan charge 50% : Inspection charge 50% STANDARD FEES										
1	R	606.00	606.00	STD	990.00	63.37%	990.00	63.37%	01-Apr-11	01-Apr-21
2	R	727.20	727.20	STD	1250.00	71.89%	1250.00	71.89%	01-Apr-11	01-Apr-21
3	R	848.40	848.40	STD	1460.00	72.09%	1460.00	72.09%	01-Apr-11	01-Apr-21
4	R	969.60	969.60	STD	1710.00	76.36%	1710.00	76.36%	01-Apr-11	01-Apr-21

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
5 to 10	R	1212.00	1212.00	STD	3140.00	159.08%	3140.00	159.08%	01-Apr-11	01-Apr-21
1 to 5 Flats	R	848.40	848.40	STD	1390.00	63.84%	1390.00	63.84%	01-Apr-11	01-Apr-21
6 to 10 Flats	R	1090.80	1090.80	STD	2830.00	159.44%	2830.00	159.44%	01-Apr-11	01-Apr-21
Table 1 (Erection of New Housing & Flats) - Building Notice Charge -Plan charge 50% : Inspection charge 50% REGULARISATION FEES (20% Penalty)										
1	R			NB	1188.00	NEW	1188.00	NEW	01-Apr-11	01-Apr-21
2	R			NB	1500.00	NEW	1500.00	NEW	01-Apr-11	01-Apr-21
3	R			NB	1752.00	NEW	1752.00	NEW	01-Apr-11	01-Apr-21
4	R			NB	2052.00	NEW	2052.00	NEW	01-Apr-11	01-Apr-21
5 to 10	R			NB	3768.00	NEW	3768.00	NEW	01-Apr-11	01-Apr-21
1 to 5 Flats	R			NB	1668.00	NEW	1668.00	NEW	01-Apr-11	01-Apr-21
6 to 10 Flats	R			NB	3396.00	NEW	3396.00	NEW	01-Apr-11	01-Apr-21
Table 2 (Domestic Extension(s)) - Plan charge 40% : Inspection charge 60% STANDARD FEES										
Less than 40m2	R	606.00	606.00	STD	670.00	10.56%	670.00	10.56%	01-Apr-11	01-Apr-21
40m2 to 60m2	R	606.00	606.00	STD	830.00	36.96%	830.00	36.96%	01-Apr-11	01-Apr-21
60m2 (up to 100m2)	R	727.20	727.20	STD	960.00	32.01%	960.00	32.01%	01-Apr-11	01-Apr-21
Table 2 (Domestic Extension(s)) - Plan charge 40% : Inspection charge 60% REGULARISATION FEES (20% Penalty)										
Less than 40m2	R			NB	804.00	NEW	804.00	NEW		01-Apr-21
40m2 to 60m2	R			NB	996.00	NEW	996.00	NEW		01-Apr-21
60m2 (up to 100m2)	R			NB	1152.00	NEW	1152.00	NEW		01-Apr-21
Domestic Loft Conversions STANDARD FEES										
Less than 40m2	R	606.00	606.00	STD	660.00	8.91%	655.00	8.09%	01-Apr-11	01-Apr-21
40m2 to 60m2	R	606.00	606.00	STD	700.00	15.51%	695.00	14.69%	01-Apr-11	01-Apr-21
Domestic Loft Conversions REGULARISATION FEES (20% Penalty)										
Less than 40m2	R			NB	792.00	NEW	792.00	NEW		01-Apr-21
40m2 to 60m2	R			NB	840.00	NEW	840.00	NEW		01-Apr-21
60m2 (up to 100m2)	R			NB	872.64	NEW	872.64	NEW		01-Apr-21

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

Vat Status
 STD-Standard
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 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
Table 2 Other Domestic Buildings (Detached Garage/Carport or attached Conservatory) Plan charge 40% : Inspection charge 60% STANDARD FEES										
100m2 +	R	QUOTE	QUOTE	STD	QUOTE	NEW	QUOTE	NEW		01-Apr-21
Table 2 Other Domestic Buildings (Detached Garage/Carport or attached Conservatory) Plan charge 40% : Inspection charge 60%										
Less than 40m2	R			NB	581.76	NEW	581.76	NEW		01-Apr-21
40m2 (up to 100m2)	R			NB	872.64	NEW	872.64	NEW		01-Apr-21
100m2 +	R			NB	QUOTE	NEW	QUOTE	NEW		01-Apr-21
Table 2 Other Works to Single Dwelling Plan charge 50% : Inspection charge 50% REGULARISATION FEE (20% Penalty)										
Installation of new WC/shower/bath or basin within existing room	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Removal of Chimney Breast(s)	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Formation of Structural Opening in wall e.g. simple through lounge	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Formation of Structural Opening in wall with removal of chimney breast(s)	R			NB	435.60	NEW	435.60	NEW		01-Apr-21
Formation of Structural Opening in wall requiring new foundation, piers etc	R			NB	435.60	NEW	435.60	NEW		01-Apr-21
Formation of Structural Opening in wall requiring new foundation, piers etc with removal of chimney breast(s)	R			NB	435.60	NEW	435.60	NEW		01-Apr-21

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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
Replacement of roof weathering (Flat & Pitched)	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Underpinning up to 6m	R			NB	581.76	NEW	581.76	NEW		01-Apr-21
Replacement or installation of 5 or fewer new windows / rooflights)	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
(Re-) plastering or (re-) rendering to walls (at least half of room and up to 50m2)	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Electrical wiring (up to 4 bed dwelling - 12 circuits)	R			NB	436.32	NEW	436.32	NEW		01-Apr-21
Attached / detached Garage to habitable use	R			NB	581.76	NEW	581.76	NEW		01-Apr-21
Conversion to habitable use (e.g. conservatory)	R			NB	581.76	NEW	581.76	NEW		01-Apr-21
Conversion of existing building into 5 or fewer self contained flats	R			NB	872.64	NEW	872.64	NEW		01-Apr-21
Conversion of one flat / house into two	R			NB	872.64	NEW	872.64	NEW		01-Apr-21
Table 3 Commercial Charges - Shops & Offices (Small Extensions) Plan charge 50% : Inspection charge 50% STANDARD FEE										
Less than 40m2	R	606.00	606.00	STD	660.00	8.91%	660.00	8.91%	01-Apr-11	01-Apr-21
40m2 to 60m2	R	727.20	727.20	STD	860.00	18.26%	860.00	18.26%	01-Apr-11	01-Apr-21
60m2 (up to 100m2)	R	969.60	969.60	STD	1060.00	9.32%	1060.00	9.32%	01-Apr-11	01-Apr-21
Table 3 Commercial Charges - Shops & Offices (Small Extensions) Plan charge 50% : Inspection charge 50% REGULARISATION FEE (20% Penalty)										
Less than 40m2	R			NB	792.00	NEW	792.00	NEW		01-Apr-21
40m2 to 60m2	R			NB	1032.00	NEW	1032.00	NEW		01-Apr-21
60m2 (up to 100m2)	R			NB	1272.00	NEW	1272.00	NEW		01-Apr-21

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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
Table 3 Commercial Charges - Detached shed or covered yard Plan charge 50% : Inspection charge 50% REGULARISATION FEE (20% Penalty)										
Less than 40m2	R			NB	581.76	NEW	581.76	NEW		01-Apr-21
40m2 (up to 100m2)	R			NB	872.64	NEW	872.64	NEW		01-Apr-21
Table 3 Commercial Charges - Other Minor works Plan charge 50% : Inspection charge 50% REGULARISATION FEE (20% Penalty)										
Other Minor Works	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Table 3 Commercial Charges (continued) - Fitting out works (including WC's, staff kitchen etc) Plan charge 50% : Inspection charge 50% REGULARISATION FEE (20% Penalty)										
Up to 500m2	R			NB	436.32	NEW	436.32	NEW		01-Apr-21
More than 500m2 (up to 1000m2)	R			NB	581.76	NEW	581.76	NEW		01-Apr-21
Formation of commercial kitchen	R			NB	436.32	NEW	436.32	NEW		01-Apr-21
Formation of structural opening (1 opening)	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Formation of structural openings (up to 5 openings)	R			NB	436.32	NEW	436.32	NEW		01-Apr-21
Formation of new WC / shower room / bathroom fit out	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
New partitions to form office / room(s) in existing building (up to 10m in length)	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Works Valued at £1,000 - £5,000	R			NB	436.32	NEW	436.32	NEW		01-Apr-21
Works Valued at £5,001 - £10,000	R			NB	581.76	NEW	581.76	NEW		01-Apr-21

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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
Table 3 General to all commercial - New mezzanine floor - Plan charge 50% : Inspection charge 50% REGULARISATION FEE (20% Penalty)										
Up to 500m2	R			NB	436.32	NEW	436.32	NEW		01-Apr-21
More than 500m2 (up to 1000m2)	R			NB	581.76	NEW	581.76	NEW		01-Apr-21
Replacement roof covering (flat or pitched roof up to 500m2)	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Underpinning (up to 10m in length)	R			NB	872.64	NEW	872.64	NEW		01-Apr-21
New wall / partition (up to 10m in length)	R			NB	290.88	NEW	290.88	NEW		01-Apr-21
Table 3 Other Commercial - Plan charge 40% : Inspection charge 60% REGULARISATION FEE (20% Penalty)										
Factory (up to 2000m2)	R			NB	2908.80	NEW	2908.80	NEW		01-Apr-21
Warehouses (up to 1000m2)	R			NB	581.76	NEW	581.76	NEW		01-Apr-21
Schools (up to 2000m2)	R			NB	2908.80	NEW	2908.80	NEW		01-Apr-21
Assembly Buildings (up to 2000m2)	R			NB	2908.80	NEW	2908.80	NEW		01-Apr-21
Commercial Buildings (up to 2000m2)	R			NB	2908.80	NEW	2908.80	NEW		01-Apr-21
Public Houses (up to 2000m2)	R			NB	2908.80	NEW	2908.80	NEW		01-Apr-21
Hotels (up to 2000m2)	R			NB	2908.80	NEW	2908.80	NEW		01-Apr-21
Hospitals (up to 2000m2)	R			NB	2908.80	NEW	2908.80	NEW		01-Apr-21

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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
Licensing										
The Marriage Act 1994										
Application for Approval or renewal a premises which currently holds a Premises Licence under the Licensing Act 2003 - Up to 100 Capacity	B	500.80	500.80	NB	563.25	12.47%	563.25	12.47%	01-Apr-19	01-Apr-21
Application for Approval or renewal a premises which currently holds a Premises Licence under the Licensing Act 2003 - Up to 200 Capacity	B	580.80	580.00	NB	653.25	12.47%	653.25	12.63%	01-Apr-19	01-Apr-21
Trading Standards										
Weights & Measurements										
Verification / Calibration of weights & measurement equipment - charge per hour of Officer Time				NB	58.50	NEW	58.50	NEW		01-Apr-21
Additional staff cost per hour				NB	36.90	NEW	36.90	NEW		01-Apr-21
Food Hygiene										
Food Hygiene rating scheme, re-rating visit	B	192.50	N/A		239.00	24.16%	N/A	N/A	06-Oct-17	01-Apr-21
Trade Refuse										
1100 litre capacity bulk bin (1-3 bins). Hire & empty	B	19.50	N/A	NB	20.00	2.56%	N/A	N/A	01-Jun-19	01-Apr-21
1280 litre capacity bulk bin. Hire & empty	B	22.00	N/A	NB	22.50	2.27%	N/A	N/A	01-Jun-19	01-Apr-21

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
Parking										
On-Street Parking: (1) Town Centres										
West Drayton / Yiewsley, Hayes (Coldharbour Lane and Station Rd), Northwood Hills, Eastcote, Ruislip.										
<i>These schemes have various maximum stay durations of either 2 hours or 4 hours.:</i>										
1st 30 mins free then, up to 1 hour	M	0.00	0.00	NB	0.00	0.00%	0.00	0.00%	31-Jan-11	
up to 1.5 hours	M	0.20	0.90	NB	0.25	25.00%	1.50	66.67%	06-Apr-20	05-Apr-21
up to 2 hours, then per 20 mins up to maximum stay	M			NB	0.50	NEW	2.50	NEW		05-Apr-21
	M			NB	0.80	NEW	3.00	NEW		05-Apr-21
	M	0.20	0.90	NB	0.20	0.00%	0.90	0.00%	06-Apr-20	
On-Street Parking: (1) Local Centres and Parades Hillingdon Circus; Uxbridge Rd / Lees Rd; South Ruislip;										
North Hillingdon (Hercies RD); Crescent Parade; New Pond Parade; Ickenham, Dellfield Parade, Hillingdon Hill										
<i>These schemes have various maximum stay durations between 2 hrs and 4 hrs</i>										
1st 30 mins free then, up to 1 hour	M	0.00	0.00	NB	0.00	0.00%	0.00	0.00%	31-Jan-11	
up to 1.5 hours	M	0.20	0.90	NB	0.25	25.00%	1.50	66.67%	06-Apr-20	05-Apr-21
up to 2 hours, then per 20 mins up to maximum stay	M			NB	0.50	NEW	2.50	NEW		05-Apr-21
	M			NB	0.80	NEW	3.00	NEW		05-Apr-21
	M	0.20	0.90	NB	0.20	0.00%	0.90	0.00%	06-Apr-20	
On-Street Parking: (2) Local Centres and Parades										
Belmore Parade										
<i>This scheme has a duration of 10 hrs and 40 mins</i>										
1st 30 mins free then, up to 1 hour	M	0.00	0.00	NB	0.00	0.00%	0.00	0.00%	31-Jan-11	
up to 1.5 hours	M	0.20	0.90	NB	0.25	25.00%	1.50	66.67%	06-Apr-20	05-Apr-21
up to 2 hours, then per 20 mins up to maximum stay	M			NB	0.50	NEW	2.50	NEW		05-Apr-21
	M			NB	0.80	NEW	3.00	NEW		05-Apr-21
	M	0.20	0.80	NB	0.20	0.00%	0.80	0.00%	06-Apr-20	

Type
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 M-Mixed C-Concession

Vat Status
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 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
Parking Schemes										
Heathrow; Hayes (Mount Rd and Nield Rd); Longford; Uxbridge South; Hillingdon Hospital; Cowley (Station Rd and Huxley CI); Uxbridge North (Park Rd); West Drayton										
<i>These schemes have various maximum stay durations between 30 mins and 8 hrs</i>										
Outside shops:										
1st 30 mins free, then up to 1 hour	M	0.00	0.00	NB	0.00	0.00%	0.00	0.00%	31-Jan-11	
up to 1.5 hours	M	0.20	0.90	NB	0.25	25.00%	1.50	66.67%	06-Apr-20	05-Apr-21
up to 2 hours, then per 30 mins up to maximum stay	M			NB	0.50	NEW	2.50	NEW		05-Apr-21
	M			NB	0.80	NEW	3.00	NEW		05-Apr-21
	M	0.20	0.90	NB	0.20	0.00%	0.90	0.00%	06-Apr-20	
Parking permits										
Resident - first car	R	0.00	N/A	NB	0.00	0	N/A	0.00%	01-Apr-17	
Resident - second (per annum)	R	65.00	N/A	NB	100.00	53.85%	N/A	0.00%	06-Apr-20	05-Apr-21
Resident - third (per annum)	R			NB	120.00	NEW	N/A	NEW		05-Apr-21
Resident - fourth (per annum)	R			NB	150.00	NEW	N/A	NEW		05-Apr-21
Resident - fifth (per annum)	R			NB	200.00	NEW	N/A	NEW		05-Apr-21
Per sheet of 10 Visitor Vouchers	R	8.00	N/A	NB	10.00	25.00%	N/A	N/A	06-Apr-20	05-Apr-21
Off Street Parking										
Kingsend South and Kingsend North, Ruislip - Limited Stay										
up to 1 hour (Kingsend South)	M	0.60	1.20	STD	0.75	25.00%	1.55	29.17%	06-Apr-20	05-Apr-21
up to 2 hours (Kingsend South)	M	1.00	1.70	STD	1.15	15.00%	2.05	20.59%	06-Apr-20	05-Apr-21
up to 30 mins	M	0.00	0.00	STD	0.00	0.00%	0.35	0.00%	31-Jan-11	

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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
up to 1 hour	M	0.20	1.20	STD	0.35	75.00%	1.55	29.17%	06-Apr-20	05-Apr-21
up to 90 mins	M	0.40	1.70	STD	0.55	37.50%	2.05	20.59%	06-Apr-20	05-Apr-21
up to 2 hours	M	0.60	1.90	STD	0.75	25.00%	2.25	18.42%	06-Apr-20	05-Apr-21
Oaklands Gate, Northwood and Falling Lane, Yiewsley - Limited Stay										
Up to 30 mins	M	0.00	0.00	STD	0.00	0.00%	0.00	0.00%	31-Jan-11	
Up to 1 hour	M	0.20	1.20	STD	0.35	75.00%	1.55	29.17%	06-Apr-20	05-Apr-21
Up to 90 mins	M	0.40	1.50	STD	0.00	0.00%	1.85	23.33%	06-Apr-20	05-Apr-21
Up to 2 hours	M	0.60	1.90	STD	0.75	25.00%	2.25	18.42%	06-Apr-20	05-Apr-21
Up to 3 hours	M	1.00	2.70	STD	1.15	15.00%	3.05	12.96%	06-Apr-20	05-Apr-21
Up to 4 hours	M	1.80	4.60	STD	1.95	8.33%	4.95	7.61%	06-Apr-20	05-Apr-21
Rockingham Recreation Ground, Uxbridge, Sidmouth Drive car park, Ruislip Gardens, Harefield House - Limited Stay										
<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	
Up to 1 hour	M	0.20	1.20	STD	0.35	75.00%	1.55	20.00%	06-Apr-20	05-Apr-21
Up to 90 mins	M	0.40	1.90	STD	0.55	37.50%	2.25	11.76%	06-Apr-20	05-Apr-21
Up to 2 hours	M	0.60	2.60	STD	0.75	25.00%	2.95	8.33%	06-Apr-20	05-Apr-21
per 20 mins up to 4 hours	M	0.20	0.90	STD	0.35	75.00%	1.25	28.57%	06-Apr-20	05-Apr-21
Kingsend South, Ruislip - Long Stay										
Up to 1 hour	M	0.60	1.20	STD	0.75	25.00%	1.55	29.17%	06-Apr-20	05-Apr-21
Up to 2 hours	M	1.00	1.70	STD	1.15	15.00%	2.05	20.59%	06-Apr-20	05-Apr-21
Up to 3 hours	M	1.20	3.10	STD	1.35	12.50%	3.45	11.29%	06-Apr-20	05-Apr-21
Up to 4 hours	M	2.00	5.10	STD	2.15	7.50%	5.45	6.86%	06-Apr-20	05-Apr-21
Over 4 hours	M	2.20	5.70	STD	2.45	11.36%	6.05	6.14%	06-Apr-20	05-Apr-21

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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
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.										
Up to 30 mins	M	0.00	0.00	STD	0.00	0.00%	0.00	0.00%	31-Jan-11	
Up to 1 hour	M	0.20	0.90	STD	0.35	75.00%	1.25	38.89%	06-Apr-20	05-Apr-21
Up to 90 mins	M	0.40	1.60	STD	0.55	37.50%	1.95	21.88%	06-Apr-20	05-Apr-21
Up to 2 hours	M	0.60	2.30	STD	0.75	25.00%	2.65	15.22%	06-Apr-20	05-Apr-21
Up to 3 hours	M	1.00	3.20	STD	1.15	15.00%	3.55	10.94%	06-Apr-20	05-Apr-21
Up to 4 hours	M	2.00	5.40	STD	2.15	7.50%	5.75	6.48%	06-Apr-20	05-Apr-21
Up to 9 hours (Over 4 hours for Blyth Road)	M	3.70	8.90	STD	3.95	6.76%	9.25	3.93%	06-Apr-20	05-Apr-21
Over 9 hours	M	6.20	12.20	STD	6.45	4.03%	12.55	2.87%	06-Apr-20	05-Apr-21
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.										
Up to 30 mins	M	0.00	0.00	STD	0.00	0.00%	0.00	0.00%	31-Jan-11	
Up to 1 hour	M	0.20	0.90	STD	0.35	75.00%	1.25	38.89%	06-Apr-20	05-Apr-21
Up to 90 mins	M	0.40	1.60	STD	0.55	37.50%	1.95	21.88%	06-Apr-20	05-Apr-21
Up to 2 hours	M	0.60	2.30	STD	0.75	25.00%	2.65	15.22%	06-Apr-20	05-Apr-21
Up to 3 hours	M	1.00	3.70	STD	1.15	15.00%	4.05	9.46%	06-Apr-20	05-Apr-21
Up to 4 hours	M	1.80	5.40	STD	1.95	8.33%	5.75	6.48%	06-Apr-20	05-Apr-21
Over 4 hours	M	2.00	5.90	STD	2.25	12.50%	6.25	5.93%	06-Apr-20	05-Apr-21
Leisure Centre Car Parks: (Subject to agreement with the operators where relevant)										
Up to 30 mins	M	0.00	0.00	STD	0.00	0.00%	0.00	0.00%	31-Jan-11	
Up to 1 hour	M	0.20	0.70	STD	0.35	75.00%	1.05	50.00%	06-Apr-20	05-Apr-21
Up to 90 mins	M	0.40	1.20	STD	0.55	37.50%	1.55	29.17%	06-Apr-20	05-Apr-21
Up to 2 hours	M	0.60	1.70	STD	0.75	25.00%	2.05	20.59%	06-Apr-20	05-Apr-21
Up to 3 hours	M	1.00	2.50	STD	1.15	15.00%	2.85	14.00%	06-Apr-20	05-Apr-21

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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
Up to 4 hours	M	2.00	4.70	STD	2.15	7.50%	5.05	7.45%	06-Apr-20	05-Apr-21
Up to 6 hours	M	2.60	5.70	STD	2.85	9.62%	6.05	6.14%	06-Apr-20	05-Apr-21
Up to 9 hours	M	3.70	8.20	STD	3.95	6.76%	8.55	4.27%	06-Apr-20	05-Apr-21
Over 9 hours	M	6.20	11.20	STD	6.45	4.03%	11.55	3.13%	06-Apr-20	05-Apr-21
Uxbridge Multi-Storey car parks: Cedars car park, Uxbridge; Grainges car park, Uxbridge										
Up to 2 hours	M	1.00	2.10	STD	1.15	15.00%	2.45	16.67%	06-Apr-20	05-Apr-21
Up to 3 hours	M	2.00	3.00	STD	2.15	7.50%	3.35	11.67%	06-Apr-20	05-Apr-21
Up to 4 hours	M	2.50	3.90	STD	2.65	6.00%	4.25	8.97%	06-Apr-20	05-Apr-21
Up to 5 hours	M	3.20	4.30	STD	3.45	7.81%	4.65	8.14%	06-Apr-20	05-Apr-21
Up to 6 hours	M	4.50	6.80	STD	4.75	5.56%	7.15	0.00%	31-Jan-11	05-Apr-21
Up to 8 hours	M	6.50	11.00	STD	6.75	3.85%	11.35	0.00%	31-Jan-11	05-Apr-21
Over 8 hours	M	8.50	16.00	STD	8.75	2.94%	16.35	0.00%	31-Jan-11	05-Apr-21
Sunday (all day)	M	2.00	2.80	STD	2.15	7.50%	3.15	12.50%	06-Apr-20	05-Apr-21
Civic Centre car park (open on Saturdays only)										
Up to 2 hours	M	0.90	1.40	STD	1.05	16.67%	1.75	25.00%	06-Apr-20	05-Apr-21
Up to 4 hours	M	1.80	3.00	STD	1.95	8.33%	3.35	11.67%	06-Apr-20	05-Apr-21
Over 4 hours	M	3.50	5.50	STD	3.75	7.14%	5.85	6.36%	06-Apr-20	05-Apr-21
CCTV Requests										
Fee for production of evidence for insurance claim purposes				STD	120.00	NEW	120.00	NEW		01-Apr-21
Search Fee for CCTV recording - Officer time spent researching				STD	Full cost	NEW	Full cost	NEW		01-Apr-21
Tennis Court Bookings (Gated court sites)										
Per hour booking				EXP	5.00	NEW	5.00	NEW		01-Apr-21

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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
HMO Licensing										
Licensing	M	980.00	N/A	NB	1100.00	12.24%	N/A	0.00%	01-Apr-15	01-Apr-21
Renewal	M	735.00	N/A	NB	1100.00	49.66%	N/A	0.00%	01-Apr-15	01-Apr-21
PCN for Non-Compliance with Remdial Notice	M			NB	5000.00	NEW	N/A	N/A		01-Apr-21
Professional Advice to Landlords	M			STD	Full cost	NEW	N/A	N/A		01-Apr-21
Improvement Notice	M			STD	390.00	NEW	N/A	N/A		01-Apr-21
Prohibition / Demolition Notice	M			STD	340.00	NEW	N/A	N/A		01-Apr-21
Emergency Notice	M			STD	335.00	NEW	N/A	N/A		01-Apr-21

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

General Fund Budget Capital Programme Summary	Annual Movement in Budget Requirement						TOTAL
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
	£'000	£'000	£'000	£'000	£'000	£'000	
Capital Expenditure							
Major Projects	22,926	47,243	49,400	29,829	10,800	3,392	163,590
Programme of Works	57,242	24,772	25,299	22,404	21,959	21,352	173,028
Contingency	657	1,500	1,500	1,500	1,500	1,500	8,157
Total Capital Expenditure	80,825	73,515	76,199	53,733	34,259	26,244	344,775
Capital Financing							
Grants & Contributions	(13,428)	(23,477)	(21,373)	(15,852)	(13,350)	(9,750)	(97,230)
Council Resourced Investment							
Community Infrastructure Levy	(2,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(20,000)
Capital Receipts	(7,679)	(11,559)	(2,821)	(2,352)	(17,184)	(18,871)	(60,466)
Prudential Borrowing	(57,218)	(34,979)	(48,505)	(32,029)	(225)	5,877	(167,079)

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

Appendix 9a

Prior Year Budget £'000	Project	2020-2026 Project Budget £'000	Total 2020-26 Grants and Contributions £'000	2020/21 to 2025/26 Capital Programme			Released Budget Month 7
				Council Resources - Self Financing Schemes £'000	Council Resources - for Invest to Save Schemes £'000	Council Resources - Service Provision £'000	
	Major Projects						
	<u>Education & Children Services</u>						
16,868	Secondary Schools Expansions	11,328	(300)	0	0	(11,028)	4,732
0	Additional Temporary Classrooms	3,800	0	0	0	(3,800)	0
458	Schools SRP	3,416	(3,416)	0	0	0	383
16,032	New Primary Schools Expansions	361		0	0	(361)	314
0	Meadow School	240		0	0	(240)	240
	<u>Community, Commerce and Regeneration</u>						
963	New Yiewsley Leisure Centre	29,037		0	0	(29,037)	485
773	Hillingdon Outdoor Activity Centre	25,727	(25,727)	0	0	0	4,282
0	New Museum	5,632	(750)	0	0	(4,882)	0
0	Shopping Parades Initiative	2,850	(745)	0	0	(2,105)	578
7,294	Hayes Town Centre Improvements	1,933	(1,634)	0	0	(299)	525
69	Yiewsley / West Drayton Community Centre	1,931		0	0	(1,931)	1,931
7	Uxbridge Mortuary Extension	1,900	(950)	0	0	(950)	280
93	Battle of Britain Underground Bunker	1,462		0	0	(1,462)	291
58	RAGC Expansion	1,356		0	0	(1,356)	402
2	1 & 2 Merrimans Housing Project	819		0	0	(819)	0
31	Uxbridge Cemetery Gatehouse	543		0	0	(543)	19
1,597	Uxbridge Change of Heart	492	(54)	0	0	(438)	492
0	Uniter Building Refurbishment	390		0	0	(390)	0
0	Botwell Leisure Centre Football Pitch	200		0	0	(200)	0
	<u>Planning, Transportation and Recycling</u>						
0	Cranford Park Heritage Lottery Project	2,750	(2,401)	0	0	(349)	215

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

Appendix 9a

Prior Year Budget	Project	2020-2026 Project Budget	Total 2020-26 Grants and Contributions	2020/21 to 2025/26 Capital Programme			Released Budget Month 7
				Council Resources - Self Financing Schemes	Council Resources - for Invest to Save Schemes	Council Resources - Service Provision	
£'000		£'000	£'000	£'000	£'000	£'000	
	<u>Finance, Property and Business Services</u>						
6,871	Housing Company Financing	43,129		(43,129)	0	0	3,532
250	Yiewsley Site Development	15,970		(15,970)	0	0	745
0	Purchase of Uxbridge police station	5,000		0	0	(5,000)	0
0	Woodside Development	2,491		0	0	(2,491)	0
0	Refurbishment of Asha Day Centre	228		0	0	(228)	0
0	Battle of Britain Bunker & Visitor Centre Enhancements	172		0	0	(172)	172
0	Battle of Britain Visitor Centre Car Park Improvements	150		0	0	(150)	0
2,552	Cedars & Grainges Car Park Improvement Works	119		0	0	(119)	119
0	Appropriation of Townfield to General Fund	100		0	0	(100)	0
1,485	Bessingby Football/Boxing Clubhouse	56		0	0	(56)	111
6,761	Battle of Britain Education and Visitors Centre	8		0	0	(8)	20
62,164	Total Major Projects	163,590	(35,977)	(59,099)	0	(68,514)	19,868
	Programme of Works						
N/A	Highways Structural Works	45,684		0	0	(45,684)	3,920
N/A	Transport for London	18,548	(18,548)	0	0	0	1,134
N/A	Equipment Capitalisation - Social Care	14,154	(14,154)	0	0	0	n/a
N/A	Disabled Facilities Grant	12,582	(12,582)	0	0	0	422
N/A	School Building Condition Works	12,456	(10,840)	0	0	(1,616)	2,546
N/A	Property Works Programme	8,948	(25)	0	0	(8,923)	1,311
N/A	Corporate Technology and Innovation	8,304		0	(7,456)	(848)	3,110
N/A	Civic Centre Works Programme	8,105		0	(900)	(7,205)	1,836
N/A	Purchase of Vehicles	7,022		0	0	(7,022)	264
N/A	Chrysalis Programme	6,127		0	0	(6,127)	682
N/A	Sports Clubs Rebuild / Refurbishments	4,306		0	0	(4,306)	656
N/A	Equipment Capitalisation - General	3,760		0	0	(3,760)	257

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

Appendix 9a

Prior Year Budget	Project	2020-2026 Project Budget	Total 2020-26 Grants and Contributions	2020/21 to 2025/26 Capital Programme			Released Budget Month 7
				Council Resources - Self Financing Schemes	Council Resources - for Invest to Save Schemes	Council Resources - Service Provision	
£'000		£'000	£'000	£'000	£'000	£'000	
N/A	Youth Provision	3,620		0	0	(3,620)	125
N/A	Leisure Centre Refurbishment	3,097		0	0	(3,097)	182
N/A	Environmental and Recreational Initiatives	2,669	(1,773)	0	(310)	(586)	996
N/A	Street Lighting Replacement	2,403	(120)	0	0	(2,283)	781
N/A	Libraries Refurbishment Programme	2,320	(68)	0	0	(2,252)	1,329
N/A	Devolved Capital to Schools	1,668	(1,668)	0	0	0	n/a
N/A	CCTV Programme	1,367		0	0	(1,367)	350
N/A	Leader's Initiative	1,356		0	0	(1,356)	247
N/A	Road Safety	910		0	0	(910)	200
N/A	Car Park Pay & Display Machines Replacement	900		0	(900)	0	851
N/A	HS2 Road Safety Fund	645	(645)	0	0	0	106
N/A	Harlington Road Depot Improvements	586		0	0	(586)	294
N/A	Section 106 Projects	540	(540)	0	0	0	540
N/A	Playground Replacement Programme	336		0	0	(336)	170
N/A	PSRG / LPRG	325		0	0	(325)	0
N/A	Homeless Provision	190	(190)	0	0	0	0
N/A	Emergency Active Travel	100	(100)	0	0	0	0
	Total Programme of Works	173,028	(61,253)	0	(9,566)	(102,209)	22,309
	Development & Risk Contingency						
N/A	General Contingency	8,157	0	0	0	(8,157)	0
	Total Development & Risk Contingency	8,157	0	0	0	(8,157)	0
62,164	Total GF Capital Programme	344,775	(97,230)	(59,099)	(9,566)	(178,880)	42,177

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

Appendix 9b

General Fund Budget Capital Programme Summary	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Expenditure							
Major Projects							
<u>Education & Children Services</u>							
Secondary Schools Expansions	5,038	2,880	3,410	0	0	0	11,328
Additional Temporary Classrooms	0	1,000	2,800	0	0	0	3,800
Schools SRP	411	2,000	1,005	0	0	0	3,416
New Primary Schools Expansions	361	0	0	0	0	0	361
Meadow School	240	0	0	0	0	0	240
<u>Community, Commerce and Regeneration</u>							
New Yiewsley Leisure Centre	365	2,000	9,000	10,000	5,000	2,672	29,037
Hillingdon Outdoor Activity Centre	250	6,250	10,025	5,602	3,600	0	25,727
New Museum	50	1,275	2,500	1,607	200	0	5,632
Shopping Parades Initiative	457	808	1,585	0	0	0	2,850
Hayes Town Centre Improvements	437	1,496		0	0	0	1,933
Yiewsley / West Drayton Community Centre	1,500	431	0	0	0	0	1,931
Uxbridge Mortuary Extension	350	1,550	0	0	0	0	1,900
Battle of Britain Underground Bunker	288	1,000	174	0	0	0	1,462
RAGC Expansion	94	1,033	229	0	0	0	1,356
1 & 2 Merrimans Housing Project	10	519	290	0	0	0	819
Uxbridge Cemetery Gatehouse	0	450	93	0	0	0	543
Uxbridge Change of Heart	492	0	0	0	0	0	492
Uniter Building Refurbishment	20	350	20	0	0	0	390
Botwell Leisure Centre Football Pitch	0	200	0	0	0	0	200
<u>Planning, Transportation and Recycling</u>							
Cranford Park Heritage Lottery Project	308	2,188	254	0	0	0	2,750
<u>Finance, Property and Business Services</u>							
Housing Company Financing	11,750	15,000	10,000	6,379	0	0	43,129
Yiewsley Site Development	150	1,100	6,000	6,000	2,000	720	15,970
Purchase of Uxbridge police station	0	5,000	0	0	0	0	5,000
Woodside Development	0	250	2,000	241	0	0	2,491
Refurbishment of Asha Day Centre	0	228	0	0	0	0	228
Battle of Britain Bunker & Visitor Centre Enhancements	172	0	0	0	0	0	172
Battle of Britain Visitor Centre Car Park Improvements	0	135	15	0	0	0	150

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

Appendix 9b

General Fund Budget Capital Programme Summary	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Cedars & Grainges Car Park Improvement Works	119	0	0	0	0	0
Appropriation of Townfield to General Fund		100	0	0	0	0	100
Bessingby Football/Boxing Clubhouse	56	0	0	0	0	0	56
Battle of Britain Education and Visitors Centre	8	0	0	0	0	0	8
Total Major Projects	22,926	47,243	49,400	29,829	10,800	3,392	163,590
Programme of Works							
Highways Structural Works	15,684	6,000	6,000	6,000	6,000	6,000	45,684
Transport for London	1,673	3,178	3,278	3,473	3,473	3,473	18,548
Equipment Capitalisation - Social Care	2,359	2,359	2,359	2,359	2,359	2,359	14,154
Disabled Facilities Grant	1,852	2,146	2,146	2,146	2,146	2,146	12,582
School Building Condition Works	4,706	1,550	1,550	1,550	1,550	1,550	12,456
Property Works Programme	3,188	1,152	1,152	1,152	1,152	1,152	8,948
Corporate Technology and Innovation	3,984	864	864	864	864	864	8,304
Civic Centre Works Programme	5,085	604	604	604	604	604	8,105
Purchase of Vehicles	2,960	645	2,810	0	607	0	7,022
Chrysalis Programme	1,127	1,000	1,000	1,000	1,000	1,000	6,127
Sports Clubs Rebuild / Refurbishments	1,306	600	600	600	600	600	4,306
Equipment Capitalisation - General	700	612	612	612	612	612	3,760
Youth Provision	1,620	400	400	400	400	400	3,620
Leisure Centre Refurbishment	1,946	1,151	0	0	0	0	3,097
Environmental and Recreational Initiatives	1,094	575	500	500	0	0	2,669
Street Lighting Replacement	924	595	582	302	0	0	2,403
Libraries Refurbishment Programme	2,320	0	0	0	0	0	2,320
Devolved Capital to Schools	558	222	222	222	222	222	1,668
CCTV Programme	284	583	250	250	0	0	1,367
Leader's Initiative	356	200	200	200	200	200	1,356
Road Safety	310	120	120	120	120	120	910
Car Park Pay & Display Machines Replacement	900	0	0	0	0	0	900
HS2 Road Safety Fund	645	0	0	0	0	0	645
Harlington Road Depot Improvements	586	0	0	0	0	0	586
Section 106 Projects	540	0	0	0	0	0	540
Playground Replacement Programme	170	166	0	0	0	0	336
PSRG / LPRG	75	50	50	50	50	50	325

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

Appendix 9b

General Fund Budget Capital Programme Summary	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Homeless Provision	190	0	0	0	0	0	190
Emergency Active Travel	100	0	0	0	0	0	100
Total Programme of Works	57,242	24,772	25,299	22,404	21,959	21,352	173,028
General Contingency	657	1,500	1,500	1,500	1,500	1,500	8,157
Total Capital Expenditure	80,825	73,515	76,199	53,733	34,259	26,244	344,775
Capital Financing							
Grants & Contributions	(15,487)	(18,104)	(13,450)	(11,459)	(9,552)	(9,352)	(77,404)
Council Resourced Investment							
Community Infrastructure Levy	(2,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(20,000)
Capital Receipts	(7,679)	(11,559)	(2,821)	(2,352)	(17,184)	(18,871)	(60,466)
Prudential Borrowing	(55,159)	(40,352)	(56,428)	(36,422)	(4,023)	5,479	(186,905)

The Council's Budget (2021/22 - 2025/26) - Medium Term Financial Forecast

Appendix 10a

<u>Housing Revenue Account</u> <u>Corporate Summary</u>	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Five Year Outlook £'000
Resources							
Increase / (Decrease) in average Weekly Rents (%)*	3.2%	1.7%	3.0%	3.0%	3.1%	3.0%	
Average Weekly Rent (£)	£110.73	£112.64	£116.00	£119.49	£123.15	£126.90	£16.17
Increase/(Decrease) in Number of Dwellings	34	13	53	69	32	28	(6)
Average Number of Dwellings	10,125	10,137	10,190	10,259	10,291	10,319	195
Gross Dwelling Rents	58,457	59,539	61,635	64,095	66,083	68,280	9,823
Void Risk Contingency	(585)	(595)	(616)	(641)	(661)	(683)	(98)
Net Dwelling Rents	57,872	58,944	61,019	63,454	65,422	67,597	9,725
Total Resources	57,872	58,944	61,019	63,454	65,422	67,597	9,725
Budget Requirement							
Roll Forward Budget	38,611	39,139	39,923	40,046	40,372	40,778	2,167
Inflation	482	380	363	326	406	388	1,863
Corporate Items	430	619	0	0	0	0	619
Contingency	0	0	0	0	0	0	0
Savings	(384)	(215)	(240)	0	0	0	(455)
Total Budget Requirement	39,139	39,923	40,046	40,372	40,778	41,166	2,027
Contribution to Finance Capital Programme	20,790	19,021	20,973	23,082	24,644	26,431	5,641
(Drawdown) / Contribution to Reserves	(2,057)	0	0	0	0	0	
Opening HRA General Balance		15,054	15,054	15,054	15,054	15,054	
Closing HRA General Balance		15,054	15,054	15,054	15,054	15,054	

* 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

<u>Housing Revenue Account (HRA) - Savings</u>	Annual Movement in Budget Requirement					Five Year Outlook
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £000s	£'000
<u>Full Year Effect of Prior Year Savings</u>						
<i>Cumulative Impact of Existing Savings Proposals</i>	(25)	0	0	0	0	(25)
Full Year Effect of Prior Year Savings	(25)	0	0	0	0	(25)
<u>New Savings Proposals</u>						
<u>Housing Service Efficiency Review</u>						
<i>Savings arising from implementation of reviews across the service</i>	(140)	(63)	0	0	0	(203)
<i>Energy efficiency savings across the HRA</i>	(50)	0	0	0	0	(50)
<u>HRA Zero Based Review</u>						
<i>Outputs from Zero Based Budgeting across the HRA</i>	0	(31)	0	0	0	(31)
<u>Further BID Reviews / Service Transformation</u>						
<i>BID Review - Tenancy Services and Management</i>	0	(146)	0	0	0	(146)
New Savings Proposals	(190)	(240)	0	0	0	(430)
Total HRA Savings	(215)	(240)	0	0	0	(455)

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
44. Housing Revenue Account										
Development & Assets										
Service Charges										
CCTV Maintenance (per week)	R	0.78	N/A	NB	0.78	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Laundry Machines in Sheltered Housing Units - Servicing and Maintenance (per week)	R	0.82	N/A	NB	0.82	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Estates & Tenancy Management										
Parking Rents										
Car Ports (Council Tenants) (per week)	R	8.54	N/A	NB	8.58	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Car Ports (Private) (per week)	R	10.25	10.25	STD	10.30	0.5%	10.30	0.5%	06-Apr-20	05-Apr-21
Hard Standings / Parking Spaces (Council Tenants) (per week)	R	4.90	N/A	NB	4.92	0.5%	N/A	N/A	06-Apr-20	05-Apr-21

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	5.89	5.89	STD	5.92	0.5%	5.92	0.5%	06-Apr-20	05-Apr-21
Grounds Maintenance and Gardening										
Grounds Maintenance (minimum) (per week)	R	1.34	N/A	NB	1.35	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Grounds Maintenance (maximum) (per week)	R	4.59	N/A	NB	4.61	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Hedge Cutting - Standard Frequency (per week - optional)	R	0.83	N/A	NB	0.83	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Lawn Mowing - Standard Frequency (per week - optional)	R	4.10	N/A	NB	4.12	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Bed Maintenance - Standard Frequency (per week - optional)	R	0.56	N/A	NB	0.56	0.5%	N/A	N/A	06-Apr-20	05-Apr-21

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
Heating Charges										
Communal Electric (per week)	R	1.71	N/A	NB	1.72	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Sheltered Heating - Communal Element (per week)	R	3.72	N/A	NB	3.74	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Sheltered Heating - Property Element (Bedsit) (per week)	R	5.82	N/A	NB	5.85	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Sheltered Heating - Property Element (One Bedroom) (per week)	R	8.78	N/A	NB	8.82	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Sheltered Heating - Property Element (Two or More Bedrooms) (per week)	R	10.04	N/A	NB	10.09	0.5%	N/A	N/A	06-Apr-20	05-Apr-21

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	1.42	N/A	NB	1.43	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
District Heating - Communal Element (maximum) (per week)	R	4.50	N/A	NB	4.52	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
District Heating - Property Element (minimum) (per week)	R	6.43	N/A	NB	6.46	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
District Heating - Property Element (maximum) (per week)	R	15.53	N/A	NB	15.61	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Peachey Close - Electricity (per week)	R	11.61	N/A	NB	11.67	0.5%	N/A	N/A	06-Apr-20	05-Apr-21

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
Other Services										
Electric Scooter Charging Point - Queen's Lodge, Cliftonville, Kent (per month)	R	N/A	6.14	STD	N/A	N/A	6.17	0.5%	06-Apr-20	05-Apr-21
HRA Freeholder consent for undertaking major works	R	50.00	50.00	STD	250.00	400%	250.00	400%	06-Apr-20	05-Apr-21
Leaseholder consent for improvements (lower rate)	R	60.00	50.00	STD	60.30	0.5%	50.25	0.5%	06-Apr-20	05-Apr-21
Leaseholder consent for improvements (higher rate)	R	180.00	180.00	STD	180.90	0.5%	180.90	0.5%	06-Apr-20	05-Apr-21
Leaseholder Solicitors Enquiries (lower rate)	R	112.30	112.30	STD	112.86	0.5%	112.86	0.5%	06-Apr-20	05-Apr-21
Leaseholder Solicitors Enquiries (higher rate)	R	N/A	N/A	STD	300.00	N/A	300.00	N/A	06-Apr-20	05-Apr-21

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
Residents Services (Housing)										
Caretaking										
Caretaking - Band A (per week)	R	11.71	N/A	NB	11.77	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Caretaking - Band B (per week)	R	7.58	N/A	NB	7.62	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Caretaking - Band C (per week)	R	5.26	N/A	NB	5.29	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Caretaking - Band D (per week)	R	4.09	N/A	NB	4.11	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Caretaking - Band E (per week)	R	2.92	N/A	NB	2.93	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Caretaking - Band F (per week)	R	1.76	N/A	NB	1.77	0.5%	N/A	N/A	06-Apr-20	05-Apr-21

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	5.83	N/A	NB	5.86	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Caretaking - Queen's Lodge, Cliftonville, Kent (per week)	R	N/A	7.35	NB	N/A	N/A	7.39	0.5%	06-Apr-20	05-Apr-21
Extra Care Housing										
Triscott House - Management Support Charge (per week)	R	26.56	N/A	NB	26.69	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Triscott House - Cleaning Charge (per week)	R	10.10	N/A	NB	10.15	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Triscott House - Grounds Maintenance (per week)	R	2.32	N/A	NB	2.33	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Marlborough Crescent										
Enhanced housing management charge (per bed space per week)	R	2.42	N/A	NB	2.43	0.5%	N/A	N/A	06-Apr-20	05-Apr-21

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	4.73	N/A	NB	4.75	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Water usage Studio (per property type per week)	R	2.52	N/A	NB	2.53	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Water usage 1 Bed (per property type per week)	R	4.75	N/A	NB	4.77	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Water usage 3 Bed (per property type per week)	R	6.31	N/A	NB	6.34	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Water usage 4 Bed (per property type per week)	R	7.43	N/A	NB	7.47	0.5%	N/A	N/A	06-Apr-20	05-Apr-21
Caretaking (per bed space per week)	R	2.28	N/A	NB	2.29	0.5%	N/A	N/a	06-Apr-20	05-Apr-21
Furniture and furnishings (per property per week)	R	1.06	N/A	NB	1.07	0.5%	N/A	N/A	06-Apr-20	05-Apr-21

The Council's Budget (2021/22 - 2025/26) - Medium Term Financial Forecast

Appendix 10e

Project Total £'000	Project	2021/22 Draft Budget £'000	2022/23 Draft Budget £'000	2023/24 Draft Budget £'000	2024/25 Draft Budget £'000	2025/26 Draft Budget £'000
	Major Projects					
122,668	New General Needs Housing Stock	31,898	32,012	23,808	19,750	15,200
7,637	New Build - Shared Ownership	7,038	599	0	0	0
130,305	Total Major Projects	38,936	32,611	23,808	19,750	15,200
	HRA Programmes of Work					
59,661	Works to Stock programme	11,661	11,320	11,760	12,220	12,700
9,984	Major Adaptations to Property	1,881	1,974	2,043	2,043	2,043
69,645	Total Works to Stock	13,542	13,294	13,803	14,263	14,743
199,950	Total HRA Capital Programme	52,478	45,905	37,611	34,013	29,943
	Financed by:					
119,210	Revenue Contributions	25,128	20,973	23,082	24,644	25,383
38,977	Prudential Borrowing	17,021	11,125	7,387	3,444	0
760	GLA Grant	760	0	0	0	0
41,003	Capital Receipts	9,569	13,807	7,142	5,925	4,560
199,950	Total	52,478	45,905	37,611	34,013	29,943

The Council's Budget (2021/22 - 2025/26) - Medium Term Financial Forecast

Project Total £'000	Scheme	Unit Numbers	2021/22 Draft Budget £'000	2022/23 Draft Budget £'000	2023/24 Draft Budget £'000	2024/25 Draft Budget £'000	2025/26 Draft Budget £'000
115,213	Acquisitions & Internal developments	322	26,417	30,038	23,808	19,750	15,200
5,445	Maple and Poplar Day Centre	34	5,445	0	0	0	0
240	Nelson Road	6	240	0	0	0	0
3,004	Petworth Gardens	9	1,442	1,562	0	0	0
602	Willow Tree	10	490	112	0	0	0
4,415	Woodside Development	27	3,915	500	0	0	0
478	113-127 Moorfield Road	5	379	99	0	0	0
908	34-44 Sullivan Crescent	6	608	300	0	0	0
130,305		419	38,936	32,611	23,808	19,750	15,200
122,668	New General Needs Housing Stock	370	31,898	32,012	23,808	19,750	15,200
7,637	New Build - Shared Ownership	49	7,038	599	0	0	0
0	New Build - Supported Housing	0	0	0	0	0	0
130,305		419	38,936	32,611	23,808	19,750	15,200