

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A1

General Fund Budget Corporate Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Resources								
Increase in Council Tax (%)	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%		
Increase in Social Care Precept (%)	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%		
Band D Council Tax (£)	£1,392.51	£1,462.00	£1,534.95	£1,611.55	£1,691.97	£1,776.40	£219.04	£383.89
Increase in Council Tax Base (Band D)	1,043	754	1,442	982	1,160	1,076		
Council Tax Base (Band D)	104,668	105,422	106,864	107,846	109,006	108,863	3,178	4,195
<i>Change from Tax Base (£'000)</i>	<i>1,383</i>	<i>1,050</i>	<i>3,058</i>	<i>4,426</i>	<i>6,041</i>	<i>5,842</i>	<i>3,043</i>	<i>5,842</i>
<i>Change from Tax Increase (£'000)</i>	<i>6,928</i>	<i>7,326</i>	<i>15,222</i>	<i>23,622</i>	<i>32,643</i>	<i>41,791</i>	<i>16,694</i>	<i>41,791</i>
Council Tax Revenues	145,751	154,127	164,031	173,799	184,435	193,384	28,048	47,633
Baseline Business Rates Income	51,887	51,887	51,887	51,887	51,887	51,887	0	0
Retained Business Rates Growth	17,943	20,242	20,242	20,242	20,242	20,242	2,299	2,299
Business Rates Income	69,026	72,129	72,129	72,129	72,129	72,129	3,103	3,103
Revenue Support Grant	8,660	8,660	8,660	8,660	8,660	8,660	0	0
Other Central Government Funding	58,122	61,004	60,643	60,492	59,944	59,608	2,370	1,486
Corporate Grant Income	66,782	69,664	69,303	69,152	68,604	68,268	2,370	1,486
Total Recurrent Funding	281,559	295,920	305,463	315,080	325,168	333,781	33,521	52,222
Collection Fund Surplus	3,651	(55)	0	0	0	0	(3,651)	(3,651)
Additional In-Year Collection Fund Surplus	800	0	0	0	0	0	(800)	(800)
Prior Release of COVID-19 Reserves	0	0	0	0	0	0	0	0
Rebuilding Reserves	(1,500)	0	0	0	0	0	1,500	1,500
Autumn Statement	0	3,930	0	0	0	0	0	0
Total One-Off Funding	2,951	3,875	0	0	0	0	(2,951)	(2,951)
Total Resources	284,510	299,795	305,463	315,080	325,168	333,781	30,570	49,271

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A1

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Service Expenditure								
Roll Forward Budget	263,278	284,510	306,172	303,715	312,878	322,167		
Inflation	16,625	4,672	5,233	6,535	6,651	6,766	16,440	29,857
Demand-led Growth	14,286	12,250	4,602	5,428	4,343	4,343	22,280	30,966
Corporate Items	6,073	37,323	5,528	1,989	3,295	2,424	44,840	50,559
Savings Proposals	(15,752)	(32,583)	(17,820)	(4,789)	(5,000)	(5,000)	(55,192)	(65,192)
Total Service Expenditure	284,510	306,172	303,715	312,878	322,167	330,700	28,368	46,190
Of which:								
Property, Highways & Transport	8,463	8,102	7,816	8,151	8,494	8,846	(312)	383
Finance	38,380	43,570	49,492	52,191	56,273	59,506	13,811	21,126
Corporate Services	26,108	22,394	21,929	22,127	22,564	23,008	(3,981)	(3,100)
Residents' Services	38,104	42,016	42,276	43,199	44,896	46,616	5,095	8,512
Children, Families & Education	60,181	57,843	57,380	57,091	58,844	60,598	(3,090)	417
Health & Social Care	125,424	127,235	131,610	138,607	144,584	150,614	13,183	25,190
Corporate Budgets	(12,150)	5,012	(6,788)	(8,488)	(13,488)	(18,488)	3,662	(6,338)
Total Service Expenditure	284,510	306,172	303,715	312,878	322,167	330,700	28,368	46,190
Year on Year Change in Budget (Gap) / Surplus	0	(6,377)	8,125	454	799	80	2,202	3,081
Cumulative Budget (Gap) / Surplus for the Year	0	(6,377)	1,748	2,202	3,001	3,081		
General Balances & Reserves	26,200	19,823	21,571	23,773	26,774	29,855	(2,427)	3,655

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A2

General Fund Budget Funding Projections	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Council Tax Base (Band D)								
Residential Properties	126,007	127,019	128,031	129,043	130,243	131,443	3,036	5,436
MOD Properties	683	760	760	760	760	760	77	77
Discounts & Exemptions	(11,845)	(11,940)	(12,035)	(12,130)	(12,243)	(12,243)	(285)	(398)
Empty Property Premium	137	283	283	283	283	283	146	146
Gross Council Tax Base	114,982	116,122	117,039	117,956	119,043	118,820	2,974	3,838
Council Tax Reduction Scheme	(9,257)	(9,635)	(9,096)	(9,021)	(8,936)	(8,857)	236	400
Collection Rate (%)	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%	0	0.00%
Allowance for Losses in Collection	(1,057)	(1,065)	(1,079)	(1,089)	(1,101)	(1,100)	(32)	(43)
Net Council Tax Base	104,668	105,422	106,864	107,846	109,006	108,863	3,178	4,195
Increase in Council Tax Base	1,043	754	1,442	982	1,160	1,076	3,178	5,414
Business Rates Revenues								
Inflationary Uplift (%)	6.70%	0.00%	0.00%	0.00%	0.00%	0.00%	6.70%	6.70%
Implied Multiplier (0.xxx)	0.532	0.532	0.532	0.532	0.532	0.532	0.000	0.000
Annual Change in Rating List	0	0	0	0	0	0	0.000	0
Cash Value of Annual Changes	0	0	0	0	0	0	0.000	0
Retail Relief	0	6,991	0	0	0	0	0.000	0
Change in Business Rates Provisions	14,801	12,336	0	0	0	0	(14,801)	(14,801)
Non-Domestic Rating Income	386,447	405,774	405,774	405,774	405,774	405,774	19,327	19,327
Local Share of Business Rates Yield	30%	30%	30%	30%	30%	30%	0	0
	115,934	121,732	121,732	121,732	121,732	121,732	5,798	5,798
Section 31 Grant Income	19,099	19,303	19,303	19,303	19,303	19,303	204	204
Forecast Business Rates Yield	135,033	141,035	141,035	141,035	141,035	141,035	6,002	6,002

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A2

General Fund Budget Funding Projections	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Less: Baseline Business Rates Income	(51,887)	(51,887)	(51,887)	(51,887)	(51,887)	(51,887)	0	0
Less: Business Rates Tariff	(56,281)	(56,281)	(56,281)	(56,281)	(56,281)	(56,281)	0	0
Growth on Local Share	26,865	32,867	32,867	32,867	32,867	32,867	6,002	6,002
Less: Section 31 Grants Out of Scope	(7,413)	(7,617)	(7,617)	(7,617)	(7,617)	(7,617)	(204)	(204)
Levy Rate on Growth 50%	50%	50%	50%	50%	50%	50%	0	0
Levy on Growth	(9,726)	(12,625)	(12,625)	(12,625)	(12,625)	(12,625)	(2,899)	(2,899)
Retained Growth	17,139	20,242	20,242	20,242	20,242	20,242	3,103	3,103
Other Central Government Funding								
Public Health Grant	19,532	19,532	19,532	19,532	19,532	19,532	0	0
Social Care Grant	20,578	20,578	20,792	21,010	21,010	21,010	432	432
Better Care Fund	8,338	8,505	8,675	8,849	8,849	8,849	511	511
Improved Better Care Fund	7,468	7,617	7,769	7,924	7,924	7,924	456	456
Extended Producer Responsibility	0	3,189	2,392	1,794	1,346	1,010	1,794	1,010
New Homes Bonus	541	541	541	541	541	541	0	0
Services Grant	330	330	330	330	330	330	0	0
Housing Benefit Administration Subsidy	624	524	424	324	224	224	(300)	(400)
Levy Allocation	395	0	0	0	0	0	(395)	(395)
UKSPF Funding	128	0	0	0	0	0	(128)	(128)
Local Voices & Community Reform	164	164	164	164	164	164	0	0
Extended Rights to Free Travel	24	24	24	24	24	24	0	0
Other Central Government Funding	58,122	61,004	60,643	60,492	59,944	59,608	2,370	1,486

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A3

General Fund Budget Inflation Provision	2024/25	Annual Movement in Budget Requirement					Three Year	Five Year
	Budget	2025/26	2026/27	2027/28	2028/29	2029/30	Outlook	Outlook
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Inflation Rates</u>								
Workforce Expenditure (including Pension Contributions)	N/A	3.0%	2.0%	2.0%	2.0%	2.0%	7.0%	11.0%
Added Years Pension Costs	N/A	6.9%	2.0%	2.0%	2.0%	2.0%	10.9%	14.9%
Energy	N/A	-11.1%	5.0%	5.0%	5.0%	5.0%	-1.1%	8.9%
Vehicle Fuel	N/A	2.0%	5.0%	5.0%	5.0%	5.0%	12.0%	22.0%
Contracted Expenditure	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Homecare Provision (Adult Social Care)	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Care Placements (Adult Social Care)	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Care Placements (Children's Services)	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
SEND Transport	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Business Rates	N/A	2.9%	2.0%	2.0%	2.0%	2.0%	6.9%	10.9%
Levies	N/A	2.2%	2.0%	2.0%	2.0%	2.0%	6.2%	10.2%
<u>Inflation Projections</u>								
Workforce Expenditure (including Pension Contributions)	144,396	3,161	1,626	2,984	3,043	3,104	7,771	13,918
Added Years Pension Costs	1,881	130	60	41	42	43	231	316
Energy	4,431	(491)	197	207	217	228	(87)	358
Vehicle Fuel	1,219	24	25	25	26	26	74	126
Contracted Expenditure	36,799	611	747	762	777	793	2,120	3,690
Homecare Provision (Adult Social Care)	10,073	171	205	209	213	218	585	1,016
Care Placements (Adult Social Care)	95,990	1,632	1,952	1,991	2,031	2,071	5,575	9,677
Care Placements (Children's Services)	30,233	514	615	627	640	652	1,756	3,048
SEND Transport	14,217	242	289	295	301	307	826	1,434
Business Rates & Council Tax	3,530	101	74	76	77	79	251	407
Levies	8,186	181	186	190	195	200	557	952
Gross Inflation Requirement	350,955	6,276	5,976	7,407	7,562	7,721	19,659	34,942
Less: Externally Funded Items	(23,817)	(1,604)	(743)	(872)	(911)	(955)	(3,219)	(5,085)
Budgets Out of Scope of Inflation	(42,628)	0	0	0	0	0	0	0
Total Inflation Provision	284,510	4,672	5,233	6,535	6,651	6,766	16,440	29,857

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A4

General Fund Budget Demand-led Growth	2024/25	Annual Movement in Budget Requirement					Three Year	Five Year
	Budget	2025/26	2026/27	2027/28	2028/29	2029/30	Outlook	Outlook
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Waste Disposal Levy & Contracts	15,941	1,643	651	653	620	620	2,947	4,187
Support for Looked After Children	18,552	373	392	412	433	433	1,177	2,043
Support for Children with Disabilities	2,373	38	40	42	44	44	120	208
SEND Transport	15,160	936	1,193	1,569	497	497	3,698	4,692
Adult Social Care Placements	78,453	3,244	1,826	2,752	2,749	2,749	7,822	13,320
Homelessness Prevention	6,536	5,021	0	0	0	0	5,021	5,021
Digital & Intelligence Cost Rebasing	16,680	0	500	0	0	0	500	500
Private Sector Housing	7,100	430	0	0	0	0	430	430
Imported Food Office	636	335	0	0	0	0	335	335
Christmas Lighting Growth	0	230	0	0	0	0	230	230
Total	161,431	12,250	4,602	5,428	4,343	4,343	22,280	30,966

General Fund Budget Corporate Items	Annual Movement in Budget Requirement					Three Year Outlook £'000	Five Year Outlook £'000
	2025/26	2026/27	2027/28	2028/29	2029/30		
	£'000	£'000	£'000	£'000	£'000		
Adjustments to Financing & Corporate Budgets							
Capital Financing Costs	2,859	4,529	1,326	1,733	2,414	8,714	12,861
Rebasing - Adult Services & Health	1,381	0	0	0	0	1,381	1,381
Rebasing - Children & Young People Services	2,794	0	0	0	0	2,794	2,794
Rebasing - Place	6,140	0	0	0	0	6,140	6,140
Rebasing - Central Services	1,377	0	0	0	0	1,377	1,377
Rebasing - Chief Digital Data & Technology	800	0	0	0	0	800	800
Rebasing - Cross-Cutting	1,650	0	0	0	0	1,650	1,650
Reversal of Undelivered Savings	6,400	0	0	0	0	6,400	6,400
Increase in General Contingency	5,000	0	0	0	0	5,000	5,000
Create Contract Risk Contingency	4,000	0	0	0	0	4,000	4,000
Increase in Bad Debt Provision	2,500	0	0	0	0	2,500	2,500
Hillingdon First Enabling Developments	850	0	0	0	0	850	850
Cost of Older People Discount	(80)	(75)	(70)	(65)	(65)	(225)	(355)
Concessionary Fares	1,577	999	658	1,552	0	3,234	4,786
Housing Benefit Subsidy (Recovery of Overpayments)	100	100	100	100	100	300	500
Movement in Added Years Pension Costs	(25)	(25)	(25)	(25)	(25)	(75)	(125)
Total Corporate Items	37,323	5,528	1,989	3,295	2,424	44,840	50,559

General Fund Budget Savings Programme	T h e m e	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2025/26	2026/27	2027/28	2028/29	2029/30	£'000	£'000
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Savings by Portfolio								
Property, Highways & Transport		(762)	(530)	0	0	0	(1,292)	(1,292)
Finance		(1,138)	(211)	(57)	0	0	(1,406)	(1,406)
Corporate Services		(5,064)	(1,192)	(230)	0	0	(6,486)	(6,486)
Residents' Services		(6,585)	(1,084)	(786)	0	0	(8,455)	(8,455)
Children, Families & Education		(5,247)	(1,880)	(2,016)	0	0	(9,143)	(9,143)
Health & Social Care		(7,787)	(1,123)	0	0	0	(8,910)	(8,910)
Cross-Cutting Initiatives		(6,000)	(11,800)	(1,700)	(5,000)	(5,000)	(19,500)	(29,500)
Specific Savings Proposals		(32,583)	(17,820)	(4,789)	(5,000)	(5,000)	(55,192)	(65,192)
Savings Programme by Theme								
Service Transformation (T)		(22,930)	(14,168)	(2,283)	(5,000)	(5,000)	(39,381)	(49,381)
Digital Strategy (D)		0	0	0	0	0	0	0
Workforce (W)		(100)	(100)	0	0	0	(200)	(200)
Procurement (P)		(1,066)	(998)	(600)	0	0	(2,664)	(2,664)
Income Generation & Commercialisation (C)		(5,782)	(1,770)	(1,120)	0	0	(8,672)	(8,672)
Zero Based Reviews (Z)		(2,705)	(784)	(786)	0	0	(4,275)	(4,275)
Impact on Other Funds (O)		0	0	0	0	0	0	0
Specific Savings Proposals		(32,583)	(17,820)	(4,789)	(5,000)	(5,000)	(55,192)	(65,192)

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
			2025/26	2026/27	2027/28	2028/29	2029/30	£'000	£'000
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
Savings Proposals									
	Review Garage Voids	(C)	(260)	(180)			(440)	(440)	
	Fees & Charges Uplifts	(C)	(227)				(227)	(227)	
	Review of Commercial Leases	(C)	(200)	(250)			(450)	(450)	
	Maximisation of Council Assets	(T)	(75)	(100)			(175)	(175)	
Total Property, Highways & Transport Savings			(762)	(530)	0	0	(1,292)	(1,292)	
	Revenue & Benefits - Automations & Customer Contact	(T)	(334)	(211)	(57)		(602)	(602)	
	Older People's Discount - Demand Adjustment	(Z)	(200)				(200)	(200)	
	Counter Fraud: Review of Capability, Capacity and Activity - Proposal 2	(T)	(195)				(195)	(195)	
	Future of Financial Systems	(T)	(100)				(100)	(100)	
	Pension Payment Cashflow Measures	(Z)	(95)				(95)	(95)	
	Internal Audit Staffing Cost Reduction	(T)	(73)				(73)	(73)	
	Counter Fraud Funding Strategy	(C)	(72)				(72)	(72)	
	ZBB Vacant Post Review	(T)	(69)				(69)	(69)	
Total Finance			(1,138)	(211)	(57)	0	(1,406)	(1,406)	
	Reshaping Customer Experience and Business Support	(T)	(1,876)	(228)			(2,104)	(2,104)	
	Digital & Intelligence Cost Rebasing Review	(T)	(1,500)				(1,500)	(1,500)	
	Digital and Technology Contract Review	(P)	(387)	(318)			(705)	(705)	
	HR Service Review	(T)	(378)	(104)			(482)	(482)	
	S106 Fee Increase	(C)	(263)				(263)	(263)	
	Legal Structure Review - 3x Vacant Lawyer Posts	(T)	(187)				(187)	(187)	
	Outsourcing of the Council's Film Office	(T)	(140)	(60)	(25)		(225)	(225)	
	Democratic Decision-Making Structure Review	(T)	(100)				(100)	(100)	
	Legal Service Funding Review	(C)	(63)				(63)	(63)	
	Business Intelligence Review	(T)	(62)	(62)	(185)		(309)	(309)	
	Communications Structure Review	(T)	(60)				(60)	(60)	

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
			2025/26	2026/27	2027/28	2028/29	2029/30	£'000	£'000
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Registration Service Income Maximisation	(C)	(30)	(20)	(20)			(70)	(70)
	Review of Civic & Ceremonial Events Function	(T)	(30)					(30)	(30)
	Remove Hard Copy Agendas for Statutory Meetings	(T)	(15)					(15)	(15)
	Delete Champions Fund Budget	(Z)	(10)					(10)	(10)
	DHSC Autumn Vaccinations	(C)	(4)					(4)	(4)
	Fees & Charges Uplifts	(C)	41					41	41
	Telecare Review	(T)		(400)				(400)	(400)
	Total Corporate Services		(5,064)	(1,192)	(230)	0	0	(6,486)	(6,486)
	Increase Leased Temporary Accommodation	(T)	(1,600)					(1,600)	(1,600)
	Temporary Accommodation Commissioning - Review Zero / Low Subsidy Accommodation	(Z)	(1,500)	(750)	(750)			(3,000)	(3,000)
	Review & Charge Parking Fine Level Banding	(C)	(600)					(600)	(600)
	Temporary Accommodation - re-negotiate to reduce rates with all B&B / private sector providers	(T)	(500)					(500)	(500)
	Review the Discount of the Hillingdon First Card Preferential Parking Rates	(C)	(331)					(331)	(331)
	Statutory Planning Fee Increase - Householders	(C)	(300)					(300)	(300)
	Christmas Lighting Sponsorship Model	(T)	(230)					(230)	(230)
	Review Out of Hours Noise Nuisance Service	(T)	(220)					(220)	(220)
	Beck Theatre Subsidy	(T)	(270)					(270)	(270)
	Review Seasonal Hanging Basket Displays	(T)	(92)					(92)	(92)
	Platinum Jubilee Leisure Centre Management Fee	(C)	(80)	(70)				(150)	(150)
	Review of Stronger Communities Service	(Z)	(79)					(79)	(79)
	Review Domestic Abuse Support Contracts	(P)	(79)	(80)				(159)	(159)

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
			2025/26	2026/27	2027/28	2028/29	2029/30	£'000	£'000
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Environmental Specialists Staffing Costs Realignment	(Z)	(66)					(66)	(66)
	Pay and Display Machine Cash Collection	(C)	(66)					(66)	(66)
	Business Rates Rateable Review	(C)	(65)					(65)	(65)
	Fees & Charges Uplifts	(C)	(65)					(65)	(65)
	Parking Fees and Charges: Introduce Sunday Charging	(C)	(60)	(150)				(210)	(210)
	Fast Track Planning Service	(Z)	(60)	(3)	(3)			(66)	(66)
	Increase in Car Park Revenue from Increased Demand	(C)	(50)					(50)	(50)
	Review Green Flag Award Scheme	(T)	(43)					(43)	(43)
	Building Control Fee Uplift	(Z)	(42)	(15)	(16)			(73)	(73)
	Meeting Room Hire Revenue in Libraries	(T)	(40)					(40)	(40)
	Residents' Service Vacant Post Review	(Z)	(39)					(39)	(39)
	Discretionary Planning Fees Uplift	(Z)	(31)	(16)	(17)			(64)	(64)
	Review Hillingdon Voluntary Centre Grants	(T)	(30)					(30)	(30)
	Review Library Stock Budget	(T)	(30)					(30)	(30)
	Hillingdon in Bloom and the Autumn Show	(T)	(17)					(17)	(17)
	Total Residents' Services Savings		(6,585)	(1,084)	(786)	0	0	(8,455)	(8,455)
	Review of Semi Independent & Shared Accommodation	(T)	(2,156)	(216)	(216)			(2,588)	(2,588)
	Social Care Delivery Model	(T)	(1,059)	(154)	(154)			(1,367)	(1,367)
	Fees & Charges Uplifts	(C)	(843)					(843)	(843)
	New Care Offer - Review of Operating Model	(T)	(626)	(1,417)	(1,616)			(3,659)	(3,659)
	Review of Catering Service in Care Delivery Settings	(T)	(194)					(194)	(194)
	Review of Early Years Operating Model	(T)	(187)	(93)	(30)			(310)	(310)
	Child and Family Support Service Staffing Review	(T)	(182)					(182)	(182)
	Total Children, Families & Education		(5,247)	(1,880)	(2,016)	0	0	(9,143)	(9,143)

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
			2025/26	2026/27	2027/28	2028/29	2029/30		
			£'000	£'000	£'000	£'000	£'000		
	Maximise Section 117 Funding split with ICB	(C)	(2,031)					(2,031)	(2,031)
	Re-negotiation of Social Care Contracts	(T)	(1,739)					(1,739)	(1,739)
	Post 16 Transport Demand Management Review	(T)	(624)	(387)				(1,011)	(1,011)
	Review of Adult Social Care Demand	(T)	(603)					(603)	(603)
	Acquisition of Care home	(T)	(550)					(550)	(550)
	AI Digitisation of Operational Social Work Practices	(T)	(548)					(548)	(548)
	Adult Social Care Vacant Post Review	(Z)	(283)					(283)	(283)
	Creation Of A Care Company For Temporary Staff Via An SPV	(T)	(277)					(277)	(277)
	Lease Income for Sexual Health Clinics	(C)	(250)					(250)	(250)
	Proposal to decant Lowdell Close Registered Care Home	(T)	(200)					(200)	(200)
	Review of third sector Carers contract value in Social Care	(T)	(172)					(172)	(172)
	Review of third sector Information, Advice and Guidance	(T)	(170)					(170)	(170)
	Care Diagnostic Equipment	(T)	(150)					(150)	(150)
	Implementation of Ask SARA (Digital Solution to Support Demand Management)	(T)	(150)					(150)	(150)
	Decentralised Operating Model for Corporate Policy & Projects	(T)	(77)					(77)	(77)
	Supported Living Development of a Special Purpose Vehicle	(T)	0	(736)				(736)	(736)
	Fees & Charges Uplifts	(C)	37					37	37
	Total Health & Social Care		(7,787)	(1,123)	0	0	0	(8,910)	(8,910)
	Target Operating Model	(T)	(5,000)	(10,000)	0	(5,000)	(5,000)	(25,000)	(25,000)
	Procurement Saving	(P)	(600)	(600)	(600)			(1,800)	(1,800)
	Review of Cashflow Measures	(Z)	(300)	0	0			(300)	(300)
	Delay Auto Enrolment into Pension Scheme Until Post-Probation	(W)	(100)	(100)				(200)	(200)
	Fees & Charges Future Uplifts	(C)	0	(1,100)	(1,100)			(2,200)	(2,200)
	Total Cross Cutting		(6,000)	(11,800)	(1,700)	(5,000)	(5,000)	(29,500)	(29,500)

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A7

General Fund Budget Corporate Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Service Expenditure by Portfolio								
<u>Property, Highways & Transport</u>								
Staffing	6,528	6,978	7,051	7,192	7,336	7,483	664	955
Non-Staffing	11,827	11,359	11,054	11,285	11,522	11,765	(542)	(62)
Gross Expenditure	18,355	18,337	18,105	18,477	18,858	19,248	122	893
Grant Income	0	0	0	0	0	0	0	0
Fees & Charges	(6,321)	(6,548)	(6,548)	(6,548)	(6,548)	(6,548)	(227)	(227)
Other Income	(3,571)	(3,687)	(3,741)	(3,778)	(3,816)	(3,854)	(207)	(283)
Gross Income	(9,892)	(10,235)	(10,289)	(10,326)	(10,364)	(10,402)	(434)	(510)
Property, Highways & Transport Total	8,463	8,102	7,816	8,151	8,494	8,846	(312)	383
<u>Finance</u>								
Staffing	14,578	15,579	15,722	16,035	16,354	16,680	1,457	2,102
Non-Staffing	129,529	132,588	138,071	140,594	144,396	147,306	11,065	17,777
Gross Expenditure	144,107	148,167	153,793	156,629	160,750	163,986	12,522	19,879
Grant Income	(89,920)	(89,929)	(89,930)	(89,933)	(89,936)	(89,939)	(13)	(19)
Fees & Charges	(1,585)	(1,585)	(1,585)	(1,585)	(1,585)	(1,585)	0	0
Other Income	(14,222)	(13,083)	(12,786)	(12,920)	(12,956)	(12,956)	1,302	1,266
Gross Income	(105,727)	(104,597)	(104,301)	(104,438)	(104,477)	(104,480)	1,289	1,247
Finance Total	38,380	43,570	49,492	52,191	56,273	59,506	13,811	21,126
<u>Corporate Services</u>								
Staffing	17,937	19,186	19,362	19,753	20,152	20,558	1,816	2,621
Non-Staffing	10,147	5,194	4,553	4,360	4,398	4,436	(5,787)	(5,711)
Gross Expenditure	28,084	24,380	23,915	24,113	24,550	24,994	(3,971)	(3,090)
Grant Income	0	0	0	0	0	0	0	0
Fees & Charges	(1,314)	(1,324)	(1,324)	(1,324)	(1,324)	(1,324)	(10)	(10)
Other Income	(662)	(662)	(662)	(662)	(662)	(662)	0	0
Gross Income	(1,976)	(1,986)	(1,986)	(1,986)	(1,986)	(1,986)	(10)	(10)
Corporate Services Total	26,108	22,394	21,929	22,127	22,564	23,008	(3,981)	(3,100)

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A7

General Fund Budget Corporate Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
<u>Residents' Services</u>								
Staffing	40,526	43,260	43,756	44,613	45,487	46,379	4,087	5,853
Non-Staffing	44,575	46,164	45,931	46,002	46,830	47,663	1,427	3,088
Gross Expenditure	85,101	89,424	89,687	90,615	92,317	94,042	5,514	8,941
Grant Income	(5,295)	(5,310)	(5,313)	(5,318)	(5,323)	(5,328)	(23)	(33)
Fees & Charges	(35,146)	(35,542)	(35,542)	(35,542)	(35,542)	(35,542)	(396)	(396)
Other Income	(6,556)	(6,556)	(6,556)	(6,556)	(6,556)	(6,556)	0	0
Gross Income	(46,997)	(47,408)	(47,411)	(47,416)	(47,421)	(47,426)	(419)	(429)
Residents' Services Total	38,104	42,016	42,276	43,199	44,896	46,616	5,095	8,512
<u>Children, Families & Education</u>								
Staffing	37,534	39,946	40,312	41,066	41,835	42,620	3,532	5,086
Non-Staffing	40,910	37,588	36,947	36,208	37,524	38,857	(4,702)	(2,053)
Gross Expenditure	78,444	77,534	77,259	77,274	79,359	81,477	(1,170)	3,033
Grant Income	(13,684)	(14,266)	(14,450)	(14,750)	(15,078)	(15,438)	(1,066)	(1,754)
Fees & Charges	(1,823)	(2,666)	(2,666)	(2,666)	(2,666)	(2,666)	(843)	(843)
Other Income	(2,756)	(2,759)	(2,763)	(2,767)	(2,771)	(2,775)	(11)	(19)
Gross Income	(18,263)	(19,691)	(19,879)	(20,183)	(20,515)	(20,879)	(1,920)	(2,616)
Children, Families & Education Total	60,181	57,843	57,380	57,091	58,844	60,598	(3,090)	417
<u>Health & Social Care</u>								
Staffing	22,595	24,176	24,502	24,998	25,504	26,020	2,403	3,425
Non-Staffing	148,089	148,283	152,335	158,613	163,873	169,187	10,524	21,098
Gross Expenditure	170,684	172,459	176,837	183,611	189,377	195,207	12,927	24,523
Grant Income	(9,631)	(9,742)	(9,785)	(9,844)	(9,905)	(9,968)	(213)	(337)
Fees & Charges	(199)	(162)	(162)	(162)	(162)	(162)	37	37
Other Income	(35,430)	(35,320)	(35,280)	(34,998)	(34,726)	(34,463)	432	967
Gross Income	(45,260)	(45,224)	(45,227)	(45,004)	(44,793)	(44,593)	256	667
Health & Social Care Total	125,424	127,235	131,610	138,607	144,584	150,614	13,183	25,190

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A7

General Fund Budget Corporate Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
<u>Corporate Budgets</u>								
Development & Risk Contingency	500	500	500	500	500	500	0	0
Unallocated Budget Items	(12,650)	16,892	16,892	16,892	16,892	16,892	29,542	29,542
Cross-Cutting Initiatives	0	(12,380)	(24,180)	(25,880)	(30,880)	(35,880)	(25,880)	(35,880)
Corporate Budgets Total	(12,150)	5,012	(6,788)	(8,488)	(13,488)	(18,488)	3,662	(6,338)
Total	284,510	306,172	303,715	312,878	322,167	330,700	28,368	46,190
Total Resources	284,510	299,795	305,463	315,080	325,168	333,781	30,570	49,271
Budget Gap	0	(6,377)	1,748	2,202	3,001	3,081	2,202	3,081

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix A8

General Fund Budget Capital Programme Summary	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total From 2025/26	Grand Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Expenditure								
Major Projects	79,133	98,787	49,254	17,015	4,500	4,500	174,056	253,189
Programme of Works	43,775	33,515	31,150	30,020	35,773	27,124	157,582	201,357
Contingency	2,701	2,000	2,000	2,000	2,000	2,000	10,000	12,701
Total Capital Expenditure	125,609	134,302	82,404	49,035	42,273	33,624	341,638	467,247
Capital Financing								
Grants & Contributions	(57,081)	(19,572)	(10,285)	(10,285)	(10,285)	(10,285)	(60,712)	(117,793)
Community Infrastructure Levy - Neighbourhood CIL	(563)	(563)	(675)	(675)	(675)	(675)	(3,263)	(3,826)
Council Resourced Investment								
Community Infrastructure Levy	(3,187)	(3,187)	(3,825)	(3,825)	(3,825)	(3,825)	(18,487)	(21,674)
Capital Receipts	(6,303)	(27,367)	(10,000)	(7,500)	(7,000)	(7,000)	(58,867)	(65,170)
Prudential Borrowing	(58,475)	(83,613)	(57,619)	(26,750)	(20,488)	(11,839)	(200,309)	(258,784)
Borrowing Projections								
Capital Financing Requirement	280,913	325,086	331,631	325,312	318,661	311,664		
Projected External Borrowing	(239,205)	(305,263)	(310,060)	(301,539)	(291,887)	(281,809)		
Projected Internal Borrowing	(26,200)	(19,823)	(21,571)	(23,773)	(26,774)	(29,855)		

Prior Years Budget	Project	2024-2030 Project Budget			Total Capital Programme		
		Live Project Budget	Grants and Contributions including Neighbourhood CIL	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000		£'000	£'000	£'000	£'000	£'000	%
	Major Projects						
	Property, Highways and Transport						
17,655	New West Drayton Leisure Centre	19,014	0	(19,014)	36,669	32,129	88%
3,372	Hillingdon Water Sports Facility	23,128	(23,128)	0	26,500	6,366	24%
6,468	Carbon Zero Initiatives	13,532	(10,101)	(3,431)	20,000	20,000	100%
0	Housing Developments	40,000	(10,101)	(29,899)	40,000	20,000	50%
3,525	Civic Centre Transformation	16,476		(16,476)	20,001	12,429	62%
10,142	Housing Company Financing	10,858	0	(10,858)	21,000	12,419	59%
3,875	Cranford Park Heritage Lottery Project	244	0	(244)	4,119	4,119	100%
2	Northwood Hills Library Buyback	2,390	0	(2,390)	2,392	0	0%
3,176	Uxbridge Mortuary Extension	138	0	(138)	3,314	3,314	100%
278	Charville Lane - Children Specialist House	4,341	(2,987)	(1,354)	4,619	4,619	100%
0	Family Hub Programme	2,150	0	(2,150)	2,150	0	0%
11	Otterfield Road Library Buyback	1,974	0	(1,974)	1,985	0	0%
0	Harlington Road Depot Fuel Pumps & Canopy	585	0	(585)	585	0	0%
1,201	Battle of Britain Underground Bunker	430	0	(430)	1,631	1,630	100%
67	New Years Green Lane Extension	932	(200)	(732)	999	0	0%
567	Asha Day Centre Refurbishment	45	0	(45)	612	612	100%
51	Motor Vehicle Workshop	465	0	(465)	516	28	5%
133	Parking Improvements	401	0	(401)	534	308	58%
55	Uxbridge Cemetery Gatehouse	522	0	(522)	577	577	100%
0	Botwell Leisure Centre Adaptations	250	0	(250)	250	0	0%
467	Flood Alleviation - Bessingby Park	165	0	(165)	632	529	84%
101	Botwell Leisure Centre Football Pitch	99	0	(99)	200	101	51%
2,071	Yiewsley / West Drayton Community Centre	43	0	(43)	2,114	2,114	100%
2,659	Cedars & Grainges Car Park Improvement Works	10	0	(10)	2,669	2,671	100%
0	Appropriation of Townfield to General Fund	100	0	(100)	100	0	0%

Prior Years Budget	Project	2024-2030 Project Budget			Total Capital Programme		
		Live Project Budget	Grants and Contributions including Neighbourhood CIL	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000		£'000	£'000	£'000	£'000	£'000	%
	Finance						
0	DSG Capitalisation Support	8,000	0	(8,000)	8,000	0	0%
0	Transformation Capitalisation Support	34,000	0	(34,000)	34,000	0	0%
	Residents' Services						
1,511	Shopping Parades Initiatives	1,594	0	(1,594)	3,105	2,455	79%
0	Waste Services Improvements	240	0	(240)	240	0	0%
0	Green Spaces - Machinery	7,500	0	(7,500)	7,500	1	0%
	Health & Social Care						
	Investment in Care Home Capacity	30,500	0	(30,500)	30,500	0	0%
	Children, Families and Education						
15,102	SRP/SEND	25,519	(5,519)	(20,000)	40,621	7,166	18%
0	Additional Temporary Classrooms	2,780	0	(2,780)	2,780	0	0%
23,453	Secondary Schools Expansions	4,764	0	(4,764)	28,217	27,911	99%
95,942	Total Major Projects	253,189	(52,036)	(201,153)	349,131	161,498	46%
	Programme of Works						
	Property, Highways and Transport						
N/A	Highways Structural Works	60,573	(5,354)	(55,219)	60,573	6,749	11%
N/A	School Building Condition Works	24,113	(24,113)	0	24,113	1,268	5%
N/A	Disabled Facilities Grant	15,049	(15,049)	0	15,049	1,904	13%
N/A	Transport for London	8,771	(8,771)	0	8,771	3,107	35%
N/A	Property Works Programme	4,586	(70)	(4,516)	4,586	924	20%
N/A	Street Lighting Replacement	5,550	0	(5,550)	5,550	969	17%
N/A	Leisure Centre Refurbishment	1,248	0	(1,248)	1,248	128	10%
N/A	Highways Bridges and Structures	1,800	0	(1,800)	1,800	300	17%
N/A	CCTV Programme	1,281	0	(1,281)	1,281	258	20%
N/A	Road Safety	720	0	(720)	720	268	37%

Prior Years Budget	Project	2024-2030 Project Budget			Total Capital Programme		
		Live Project Budget	Grants and Contributions including Neighbourhood CIL	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000		£'000	£'000	£'000	£'000	£'000	%
N/A	Environmental and Recreational Initiatives - Pollution Screens	484	(484)	0	484	104	21%
N/A	HS2 Road Safety Fund	338	(338)	0	338	105	31%
N/A	HS2 Amenity Fund	212	(212)	0	212	296	140%
N/A	Bowls Clubs Refurbishments	63	0	(63)	63	52	83%
N/A	Emergency Active Travel	41	(11)	(30)	41	41	100%
N/A	Highways Section 106 Projects	109	(109)	0	109	58	53%
	Finance						
N/A	Purchase of Vehicles	25,194	0	(25,194)	25,194	4,421	18%
	Corporate Services						
N/A	Corporate Technology and Innovation	17,750	0	(17,750)	17,750	4,518	25%
N/A	Older Peoples Initiatives	1,200	0	(1,200)	1,200	0	0%
	Residents' Services						
N/A	Chrysalis Programme	9,728	(3,826)	(5,902)	9,728	1,192	12%
N/A	Playground Replacement Programme	1,200	0	(1,200)	1,200	125	10%
N/A	Sports Club Rebuild / Refurb Programme	107	(107)	0	107	107	100%
N/A	Environmental and Recreational Initiatives - Green Spaces	677	(677)	0	677	103	15%
	Children, Families and Education						
N/A	Devolved Capital to Schools	2,310	(2,310)	0	2,310	0	0%
N/A	Youth Provision	1,153	(1,153)	0	1,153	174	15%
	Health and Social Care						
N/A	Equipment Capitalisation - Social Care	17,100	(17,100)	0	17,100	0	0%
	Total Programme of Works	201,357	(79,684)	(121,673)	201,357	27,171	13%
	Development & Risk Contingency						
N/A	General Contingency	12,701	0	(12,701)	12,701	0	0%
	Total Development & Risk Contingency	12,701	0	(12,701)	12,701	0	0%
95,942	Total GF Capital Programme	467,247	(131,720)	(335,527)	563,189	188,669	34%

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
	Major Projects							
	Property, Highways and Transport							
17,655	New West Drayton Leisure Centre	6,153	12,861	0	0	0	0	19,014
3,372	Hillingdon Water Sports Facility	10,128	13,000	0	0	0	0	23,128
6,468	Carbon Zero Initiatives	10,101	3,431	0	0	0	0	13,532
0	Housing Developments	0	20,000	20,000	0	0	0	40,000
3,525	Civic Centre Transformation	5,000	10,476	500	500	0	0	16,476
10,142	Housing Company Financing	5,858	0	5,000	0	0	0	10,858
3,875	Cranford Park Heritage Lottery Project	244	0	0	0	0	0	244
2	Northwood Hills Library Buyback	0	2,390	0	0	0	0	2,390
3,176	Uxbridge Mortuary Extension	138	0	0	0	0	0	138
0	Charville Lane - Children Specialist House	3,030	1,311	0	0	0	0	4,341
0	Family Hub Programme	1,750	400	0	0	0	0	2,150
11	Otterfield Road Library Buyback	0	0	1,974	0	0	0	1,974
0	Harlington Road Depot Fuel Pumps & Canopy	0	290	280	15	0	0	585
1,201	Battle of Britain Underground Bunker	50	380	0	0	0	0	430
67	New Years Green Lane Extension	150	782	0	0	0	0	932
567	Asha Day Centre Refurbishment	20	25	0	0	0	0	45
51	Motor Vehicle Workshop	320	145	0	0	0	0	465
133	Parking Improvements	175	226	0	0	0	0	401
55	Uxbridge Cemetery Gatehouse	46	476	0	0	0	0	522
0	Botwell Leisure Centre Adaptations	250	0	0	0	0	0	250
467	Flood Alleviation - Bessingby Park	62	103	0	0	0	0	165
101	Botwell Leisure Centre Football Pitch	99	0	0	0	0	0	99
2,071	Yiewsley / West Drayton Community Centre	43	0	0	0	0	0	43
2,659	Cedars & Grainges Car Park Improvement Works	10	0	0	0	0	0	10
0	Appropriation of Townfield to General Fund	0	100	0	0	0	0	100

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
	Finance							
0	DSG Capitalisation Support	4,000	4,000	0	0	0	0	8,000
0	Transformation Capitalisation Support	3,000	10,000	10,000	5,000	3,000	3,000	34,000
	Residents' Services							0
1,511	Shopping Parades Initiatives	532	1,062	0	0	0	0	1,594
0	Waste Services Improvements	240	0	0	0	0	0	240
0	Green Spaces - Machinery	0	1,500	1,500	1,500	1,500	1,500	7,500
	Health & Social Care							0
0	Investment in Care Home Capacity	6,000	4,500	10,000	10,000	0	0	30,500
	Children, Families and Education							0
15,102	SRP/SEND	21,734	3,785	0	0	0	0	25,519
0	Additional Temporary Classrooms	0	2,780	0	0	0	0	2,780
23,453	Secondary Schools Expansions	0	4,764	0	0	0	0	4,764
95,664	Total Major Projects	79,133	98,787	49,254	17,015	4,500	4,500	253,189
	Programme of Works							
	Property, Highways and Transport							
N/A	Highways Structural Works	9,573	11,000	10,000	10,000	10,000	10,000	60,573
N/A	School Building Condition Works	7,028	3,417	3,417	3,417	3,417	3,417	24,113
N/A	Disabled Facilities Grant	4,319	2,146	2,146	2,146	2,146	2,146	15,049
N/A	Transport for London	1,481	1,458	1,458	1,458	1,458	1,458	8,771
N/A	Property Works Programme	1,256	429	603	766	766	766	4,586
N/A	Street Lighting Replacement	925	925	925	925	925	925	5,550
N/A	Leisure Centre Refurbishment	748	100	100	100	100	100	1,248
N/A	Highways Bridges and Structures	300	300	300	300	300	300	1,800
N/A	CCTV Programme	349	184	187	187	187	187	1,281
N/A	Road Safety	120	120	120	120	120	120	720
	Environmental and Recreational Initiatives -							
N/A	Pollution Screening	484	0	0	0	0	0	484
N/A	HS2 Road Safety Fund	338	0	0	0	0	0	338
N/A	HS2 Amenity Fund	212	0	0	0	0	0	212
N/A	Bowls Clubs Refurbishments	63	0	0	0	0	0	63

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
N/A	Emergency Active Travel	41	0	0	0	0	0	41
N/A	Highways Section 106 Projects	109	0	0	0	0	0	109
	Finance							
N/A	Purchase of Vehicles	4,511	2,955	3,375	3,832	9,585	936	25,194
	Corporate Services							
N/A	Corporate Technology and Innovation	4,518	4,946	3,384	1,634	1,634	1,634	17,750
N/A	Older Peoples Initiatives	200	200	200	200	200	200	1,200
	Residents' Services							
N/A	Chrysalis Programme	2,228	1,500	1,500	1,500	1,500	1,500	9,728
N/A	Playground Replacement Programme	200	200	200	200	200	200	1,200
N/A	Sports Club Rebuild / Refurb Programme	107	0	0	0	0	0	107
N/A	Green Spaces	677	0	0	0	0	0	677
	Children, Families and Education							
N/A	Devolved Capital to Schools	385	385	385	385	385	385	2,310
N/A	Youth Provision	753	400	0	0	0	0	1,153
	Health and Social Care							
N/A	Equipment Capitalisation - Social Care	2,850	2,850	2,850	2,850	2,850	2,850	17,100
	Total Programme of Works	43,775	33,515	31,150	30,020	35,773	27,124	201,357
	Development & Risk Contingency							
N/A	General Contingency	2,701	2,000	2,000	2,000	2,000	2,000	12,701
	Total Development & Risk Contingency	2,701	2,000	2,000	2,000	2,000	2,000	12,701
95,664	Total GF Capital Programme	125,609	134,302	82,404	49,035	42,273	33,624	467,247

<u>Housing Revenue Account</u> <u>Corporate Summary</u>	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Five Year Outlook
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Resources	<i>CPI+1%</i>	<i>CPI+1%</i>	<i>CPI</i>	<i>CPI</i>	<i>CPI</i>	<i>CPI</i>	
Increase in rents	7.7%	2.7%	2.0%	2.0%	2.0%	2.0%	
Average Weekly Rent (£)	£137.67	£141.39	£144.21	£147.10	£150.04	£153.04	£15.37
Increase/(Decrease) in Number of Dwellings	210	209	213	773	316	158	1,669
Opening Number of Dwellings	10,228	10,438	10,647	10,860	11,633	11,949	10,228
Closing Number of Dwellings	10,438	10,647	10,860	11,633	11,949	12,107	12,107
Average Number of Dwellings	10,333	10,543	10,754	11,247	11,791	12,028	
Gross Dwelling Rents	73,413	79,543	85,720	91,913	95,932	99,138	25,725
Void Risk Contingency inc. Regen	(822)	(811)	(893)	(975)	(1,024)	(1,064)	(242)
Net Dwelling Rents	74,235	78,732	84,827	90,938	94,908	98,074	23,839
Total Resources	74,235	78,732	84,827	90,938	94,908	98,074	23,839
Budget Requirement							
Roll Forward Budget	44,336	49,161	59,555	65,260	69,364	75,255	30,919
Inflation	2,211	3,533	2,108	1,218	3,272	7,165	17,295
Capital Charges	1,614	6,861	3,597	2,887	2,619	(3,999)	11,965
Savings	(500)	0	0	0	0	0	0
Growth	1,500	0	0	0	0	0	0
Total Budget Requirement	49,161	59,555	65,260	69,364	75,255	78,421	60,180
Contribution to Finance Capital Programme	25,176	19,178	19,567	21,574	19,653	19,653	(5,523)

<u>Housing Revenue Account</u> <u>Corporate Summary</u>	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	<i>Five Year Outlook</i>
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(Drawdown) / Contribution to Reserves	(101)	0	0	0	0	0	
Opening HRA General Balance	15,101	15,000	15,000	15,000	15,000	15,000	
In-Year Monitoring Variance							
Closing HRA General Balance	15,000	15,000	15,000	15,000	15,000	15,000	

** Rent figures quoted above are inclusive of the different types of social housing stock e.g. formula rent, affordable rent, shared ownership rent, London Affordable Rent. Average rents for existing tenancies subject to the existing rent settlement agreement 2020/21-2025/26 limiting increases to CPI+1%.*

Housing Revenue Account Inflation Provision	2024/25	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2025/26	2026/27	2027/28	2028/29	2029/30		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Inflation Rates</u>								
Workforce Expenditure (including Pension costs)	N/A	3.0%	2.0%	2.0%	2.0%	2.0%	7.0%	11.0%
Contracted Expenditure and Materials	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Other Expenditure	N/A	1.7%	3.4%	2.0%	2.0%	2.0%	7.1%	11.1%
Fuel	N/A	2.0%	5.0%	5.0%	5.0%	5.0%	12.0%	22.0%
Energy Gas	N/A	-11.1%	5.0%	5.0%	5.0%	5.0%	-1.1%	8.9%
Energy Electricity	N/A	-11.1%	5.0%	5.0%	5.0%	5.0%	-1.1%	8.9%
<u>Inflation Projections</u>								
Housing & Tenancy Management	24,080	3,861	997	522	2,547	6,409	5,380	14,336
Repairs and Planned Maintenance	15,071	(68)	1,161	747	777	807	1,840	3,424
Bad Debt Prov and Dev & Risk Contingency	902	23	17	18	18	19	59	95
Gross Inflation Requirement	40,053	3,816	2,176	1,287	3,342	7,235	7,279	17,856
Other Income	(6,547)	(283)	(68)	(69)	(70)	(70)	(420)	(561)
Total Inflation Provision	33,506	3,533	2,108	1,218	3,272	7,165	6,858	17,295

The Council's Budget (2025/26 - 2029/30) - Medium Term Financial Strategy

Appendix B4ii

Project Total £'000	Project	Estimated Unit Numbers	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
	<u>Major Projects</u>							
360,175	Development	861	35,592	30,999	128,209	55,125	55,125	55,125
208,725	Acquisitions	521	79,645	53,902	45,369	9,692	9,934	10,183
24,000	Contingency		4,000	4,000	4,000	4,000	4,000	4,000
592,900	Total Major Projects	1,382	119,237	88,901	177,578	68,817	69,059	69,308
	<u>Housing Regeneration Programme</u>							
124,652	Housing Regeneration Programme	370	24,152	16,021	13,206	41,812	29,461	0
7,646	Regeneration Land Assembly		7,646	0	0	0	0	0
132,298	Total Housing Regeneration Programme	370	31,798	16,021	13,206	41,812	29,461	0
	<u>HRA Programmes of Work</u>							
156,402	Works to Stock programme		27,651	29,565	34,257	27,034	18,775	19,119
49,653	Green Homes Initiatives		7,066	7,943	8,584	8,352	8,766	8,941
206,055	Total Works to Stock		34,717	37,508	42,842	35,386	27,541	28,061
931,253	Total HRA Capital Programme Expenditure	1,752	185,752	142,430	233,626	146,015	126,062	97,368