

The Council's Budget (2023/24 - 2027/28) - Medium Term Financial Forecast

Appendix A1

General Fund Budget Corporate Summary	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Four Year Outlook £'000	Five Year Outlook £'000
Resources								
Increase in Council Tax (%)	0.90%	2.99%	2.99%	1.80%	1.80%	1.80%		
Increase in Social Care Precept (%)	1.00%	2.00%	2.00%	1.00%	1.00%	1.00%		
Band D Council Tax (£)	£1,263.28	£1,326.32	£1,392.51	£1,431.51	£1,471.60	£1,512.81	£208.32	£249.53
Increase in Council Tax Base (Band D)	1,769	(215)	1,689	2,232	1,105	1,105		
Council Tax Base (Band D)	103,840	103,625	105,314	107,546	108,651	109,756	4,811	5,916
<i>Change from Tax Base (£'000)</i>	<i>2,194</i>	<i>(272)</i>	<i>1,862</i>	<i>4,682</i>	<i>6,078</i>	<i>7,474</i>	<i>3,884</i>	<i>7,474</i>
<i>Change from Tax Increase (£'000)</i>	<i>2,446</i>	<i>6,533</i>	<i>13,610</i>	<i>18,092</i>	<i>22,634</i>	<i>27,387</i>	<i>20,188</i>	<i>27,387</i>
Council Tax Revenues	131,179	137,440	146,651	153,953	159,891	166,040	28,712	34,861
Baseline Business Rates Income	47,221	47,221	48,165	48,165	48,165	48,165	944	944
Retained Business Rates Growth	9,395	13,449	13,718	13,718	13,718	13,718	4,323	4,323
Business Rates Income	56,616	60,670	61,883	61,883	61,883	61,883	5,267	5,267
Revenue Support Grant	7,014	7,078	7,219	7,219	7,219	7,219	205	205
Anticipated Benefit from Autumn Statement	0	500	500	500	500	500	500	500
Other Central Government Funding	51,348	53,713	55,222	54,313	54,589	54,880	3,241	3,532
Corporate Grant Income	58,362	61,291	62,941	62,032	62,308	62,599	3,946	4,237
Total Recurrent Funding	246,157	259,401	271,475	277,868	284,082	290,522	37,925	44,365
Collection Fund Deficit 2020/21	(1,958)	(1,958)	0	0	0	0	1,958	1,958
Collection Fund Deficit Govt Funding	1,468	1,468	0	0	0	0	(1,468)	(1,468)
Collection Fund Deficit 2021/22	(533)	0	0	0	0	0	533	533
Collection Fund Surplus 2022/23	0	412	0	0	0	0	0	0
Local Council Tax Support Grant	0	0	0	0	0	0	0	0
Prior Release of COVID-19 Reserves	1,507	1,535	0	0	0	0	(1,507)	(1,507)
Further Release of COVID-19 Reserves	4,406	0	0	0	0	0	(4,406)	(4,406)
Planned Use of Earmarked Reserves	0	3,834	0	0	0	0	0	0
Planned Use of General Balances	0	0	0	0	0	0	0	0
Total One-Off Funding	4,890	5,291	0	0	0	0	(4,890)	(4,890)
Total Resources	251,047	264,692	271,475	277,868	284,082	290,522	33,035	39,475

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Service Expenditure								
Roll Forward Budget	238,245	251,047	264,692	271,475	281,886	290,046		
Inflation	12,035	21,877	10,906	9,349	9,793	10,122	51,925	62,047
Demand-led Growth	13,520	8,990	4,547	3,141	3,211	3,192	19,889	23,081
Corporate Items	(2,106)	3,569	4,068	2,939	(1,208)	204	9,368	9,572
Savings Proposals	(10,647)	(20,791)	(12,738)	(5,018)	(3,636)	(3,500)	(42,183)	(45,683)
Total Service Expenditure	251,047	264,692	271,475	281,886	290,046	300,064	38,999	49,017
Of which:								
Property, Highways & Transport	10,997	10,798	10,314	10,736	11,281	11,846	284	849
Finance	25,307	33,455	37,980	40,550	40,213	41,317	14,906	16,010
Corporate Services	23,964	24,733	25,280	26,657	27,389	28,142	3,425	4,178
Residents' Services	28,169	22,591	22,972	24,491	26,167	27,869	(2,002)	(300)
Children, Families & Education	52,295	58,231	59,132	61,702	64,090	66,694	11,795	14,399
Health & Social Care	107,487	115,506	121,887	128,294	134,950	141,740	27,463	34,253
Corporate Budgets	2,828	(622)	(6,090)	(10,544)	(14,044)	(17,544)	(16,872)	(20,372)
Total Service Expenditure	251,047	264,692	271,475	281,886	290,046	300,064	38,999	49,017
Year on Year Change in Budget (Gap) / Surplus	0	0	0	(4,018)	(1,946)	(3,578)	(5,964)	(9,542)
Cumulative Budget (Gap) / Surplus for the Year	0	0	0	(4,018)	(5,964)	(9,542)		
Closing General Balances	26,780	26,780	26,780	26,780	26,780	26,780	0	0
Earmarked Reserve Balances	18,641	11,621	11,258	11,258	11,258	11,258	(7,383)	(7,383)
Total Balances	45,421	38,401	38,038	38,038	38,038	38,038	38,038	38,038

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Appendix A2

General Fund Budget Funding Projections	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Four Year Outlook £'000	Five Year Outlook £'000
Council Tax Base (Band D)								
Residential Properties	125,299	126,311	127,323	128,335	129,347	130,359	4,048	5,060
MOD Properties	683	683	683	683	683	683	0	0
Discounts & Exemptions	(11,317)	(11,873)	(11,968)	(12,063)	(12,159)	(12,254)	(842)	(937)
Empty Property Premium	85	137	137	137	137	137	52	52
Gross Council Tax Base	114,750	115,258	116,175	117,092	118,008	118,925	3,258	4,175
Council Tax Reduction Scheme	(9,861)	(10,055)	(9,257)	(8,460)	(8,260)	(8,060)	1,601	1,801
Collection Rate (%)	99.00%	98.50%	98.50%	99.00%	99.00%	99.00%	0.00%	0.00%
Allowance for Losses in Collection	(1,049)	(1,578)	(1,604)	(1,086)	(1,097)	(1,109)	(48)	(60)
Net Council Tax Base	103,840	103,625	105,314	107,546	108,651	109,756	4,811	5,916
Increase in Council Tax Base	1,769	(215)	1,689	2,232	1,105	1,105	4,811	5,916
Business Rates Revenues								
Inflationary Uplift (%)	0.00%	0.00%	2.00%	0.00%	0.00%	0.00%	2.00%	2.00%
Implied Multiplier (0.xxx)	0.499	0.499	0.509	0.509	0.509	0.509	0.010	0.010
Annual Change in Rating List	4,000	2,000	0	0	0	0	(4,000)	(4,000)
Cash Value of Annual Changes	1,996	998	0	0	0	0	(1,996)	(1,996)
Retail Relief	(27,067)	(13,534)	0	0	0	0	27,067	27,067
Non-Domestic Rating Income	343,322	330,787	337,402	337,402	337,402	337,402	(5,920)	(5,920)
Local Share of Business Rates Yield	30%	30%	30%	30%	30%	30%	0	0
Section 31 Grant Income	102,997	99,236	101,221	101,221	101,221	101,221	(1,776)	(1,776)
Section 31 Grant Income	16,154	22,476	22,926	22,926	22,926	22,926	6,772	6,772
Forecast Business Rates Yield	119,151	121,712	124,147	124,147	124,147	124,147	4,996	4,996
Less: Baseline Business Rates Income	(47,221)	(47,221)	(48,165)	(48,165)	(48,165)	(48,165)	(944)	(944)
Less: Business Rates Tariff	(53,666)	(53,666)	(54,739)	(54,739)	(54,739)	(54,739)	(1,073)	(1,073)
Growth on Local Share	18,264	20,825	21,243	21,243	21,243	21,243	2,979	2,979
Less: Section 31 Grants Out of Scope	(527)	(6,073)	(6,194)	(6,194)	(6,194)	(6,194)	(5,667)	(5,667)
Levy Rate on Growth	50%	50%	50%	50%	50%	50%	0	0
Levy on Growth	(8,869)	(7,376)	(7,525)	(7,525)	(7,525)	(7,525)	1,344	1,344
Retained Growth	9,395	13,449	13,718	13,718	13,718	13,718	4,323	4,323

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Other Central Government Funding								
Public Health Grant	18,538	19,465	19,854	19,854	19,854	19,854	1,316	1,316
Inflation Pressure on Public Health Grant	0	1,100	1,447	1,808	2,184	2,575	2,184	2,575
Better Care Fund	7,619	7,619	7,619	7,619	7,619	7,619	0	0
Improved Better Care Fund	7,467	7,467	7,467	7,467	7,467	7,467	0	0
Additional Social Care Funding	9,506	9,506	9,506	9,506	9,506	9,506	0	0
Services Grant	3,255	3,255	3,255	3,255	3,255	3,255	0	0
New Homes Bonus	2,765	2,765	2,765	2,765	2,765	2,765	0	0
Housing Benefit Administration Subsidy	700	724	624	524	424	324	(276)	(376)
Independent Living Fund Grant	496	496	496	496	496	496	0	0
Lower Tier Services Grant	459	459	459	459	459	459	0	0
Council Tax Administration Grant	360	372	372	372	372	372	12	12
UKSPF Funding	0	297	1,170	0	0	0	0	0
Local Voices & Community Reform	164	164	164	164	164	164	0	0
Extended Rights to Free Travel	19	24	24	24	24	24	5	5
Other Central Government Funding	51,348	53,713	55,222	54,313	54,589	54,880	3,241	3,532

The Council's Budget (2023/24 - 2027/28) - Medium Term Financial Forecast

General Fund Budget Inflation Provision	2022/23	Annual Movement in Budget Requirement					Four Year	Five Year
	Budget	2023/24	2024/25	2025/26	2026/27	2027/28	Outlook	Outlook
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Inflation Rates</u>								
Workforce Expenditure (including Pension Contributions)	N/A	6.6%	1.5%	1.9%	2.0%	2.0%	12.0%	14.0%
Added Years Pension Costs	N/A	2.0%	2.0%	2.0%	2.0%	2.0%	8.0%	10.0%
Energy	N/A	93.5%	5.0%	5.0%	5.0%	5.0%	108.5%	113.5%
Vehicle Fuel	N/A	31.8%	5.0%	5.0%	5.0%	5.0%	46.8%	51.8%
Contracted Expenditure	N/A	8.0%	6.0%	4.0%	4.0%	4.0%	22.0%	26.0%
Homecare Provision (Adult Social Care)	N/A	8.0%	6.0%	4.0%	4.0%	4.0%	22.0%	26.0%
Care Placements (Adult Social Care)	N/A	8.0%	6.0%	4.0%	4.0%	4.0%	22.0%	26.0%
Care Placements (Children's Services)	N/A	7.5%	4.0%	4.0%	4.0%	4.0%	19.5%	23.5%
SEND Transport	N/A	6.0%	3.0%	3.0%	3.0%	3.0%	15.0%	18.0%
Business Rates	N/A	0.0%	2.0%	2.0%	2.0%	2.0%	6.0%	8.0%
Levies	N/A	2.0%	2.0%	2.0%	2.0%	2.0%	8.0%	10.0%
<u>Inflation Projections</u>								
Workforce Expenditure (including Pension Contributions)	129,727	8,618	2,076	2,662	2,853	2,911	16,209	19,120
Added Years Pension Costs	1,837	37	38	38	39	40	152	192
Energy	3,545	3,315	343	360	378	397	4,396	4,793
Vehicle Fuel	1,035	329	68	72	75	79	544	623
Contracted Expenditure	40,238	3,219	2,607	1,843	1,915	1,992	9,584	11,576
Homecare Provision (Adult Social Care)	12,953	1,036	839	593	617	641	3,085	3,726
Care Placements (Adult Social Care)	72,578	5,806	4,703	3,324	3,456	3,594	17,289	20,883
Care Placements (Children's Services)	24,862	1,861	1,084	1,113	1,157	1,203	5,215	6,418
SEND Transport	7,018	421	223	230	237	244	1,111	1,355
Business Rates & Council Tax	3,293	1	67	68	69	71	205	276
Levies	5,884	118	120	122	125	127	485	612
Gross Inflation Requirement	302,970	24,761	12,168	10,425	10,921	11,299	58,275	69,574
Less: Externally Funded Items	(23,522)	(2,884)	(1,262)	(1,076)	(1,128)	(1,177)	(6,350)	(7,527)
Budgets Out of Scope of Inflation	(28,401)	0	0	0	0	0	0	0
Total Inflation Provision	251,047	21,877	10,906	9,349	9,793	10,122	51,925	62,047

The Council's Budget (2023/24 - 2027/28) - Medium Term Financial Forecast

General Fund Budget Demand-led Growth	2022/23	Annual Movement in Budget Requirement					Four Year	Five Year
	Budget	2023/24	2024/25	2025/26	2026/27	2027/28	Outlook	Outlook
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Waste Disposal Levy & Contracts	14,148	483	706	561	561	563	2,311	2,874
WLWA One-Off Income	0	(1,000)	1,000	0	0	0	0	0
Support for Looked After Children	14,294	2,266	353	360	365	375	3,344	3,719
Support for Children with Disabilities	2,699	57	40	41	42	43	180	223
SEND Transport	11,442	703	683	656	627	497	2,669	3,166
Adult Social Care Placements	61,920	1,777	1,409	1,523	1,616	1,714	6,325	8,039
Homelessness Prevention	3,299	2,111	0	0	0	0	2,111	2,111
Asylum Funding Shortfall	1,175	599	14	0	0	0	613	613
Investment in Public Health	18,538	394	342	0	0	0	736	736
GLL Leisure Contract	(1,638)	1,600	0	0	0	0	1,600	1,600
Total	125,877	8,990	4,547	3,141	3,211	3,192	19,889	23,081

General Fund Budget Corporate Items	Annual Movement in Budget Requirement					Four Year Outlook	Five Year Outlook
	2023/24	2024/25	2025/26	2026/27	2027/28		
	£'000	£'000	£'000	£'000	£'000		
Adjustments to Financing & Corporate Budgets							
Capital Financing Costs	3,553	2,047	376	(1,208)	199	4,768	4,967
Flexible Use of Capital Receipts to finance Service Transformation	0	0	1,029	0	0	1,029	1,029
Public Health Rebadging	(1,000)	0	0	0	0	(1,000)	(1,000)
Earmarked Reserve Drawdown to Fund Transformation	681	0	0	0	0	681	681
Hillingdon First Enabling Developments	0	(1,000)	0	0	0	(1,000)	(1,000)
Cost of Older People Discount	(92)	(85)	(80)	(75)	(70)	(332)	(402)
Earmarked Reserves use for Older People Discount	(92)	1,422	0	0	0	1,330	1,330
Concessionary Fares	544	1,609	1,539	0	0	3,692	3,692
Housing Benefit Subsidy (Recovery of Overpayments)	100	100	100	100	100	400	500
Movement in Added Years Pension Costs	(125)	(25)	(25)	(25)	(25)	(200)	(225)
Total Corporate Items	3,569	4,068	2,939	(1,208)	204	9,368	9,572

General Fund Budget Savings Programme	Annual Movement in Budget Requirement					Four Year Outlook	Five Year Outlook
	2023/24	2024/25	2025/26	2026/27	2027/28		
	£'000	£'000	£'000	£'000	£'000		
Savings by Portfolio							
Property, Highways & Transport	(1,727)	(1,075)	(100)	0	0	(2,902)	(2,902)
Finance	(99)	(344)	(246)	0	0	(689)	(689)
Corporate Services	(1,078)	(174)	(107)	0	0	(1,359)	(1,359)
Residents' Services	(11,931)	(2,396)	(100)	0	0	(14,427)	(14,427)
Children, Families & Education	(1,111)	(1,556)	(11)	(136)	0	(2,814)	(2,814)
Health & Social Care	(2,395)	(1,725)	0	0	0	(4,120)	(4,120)
Cross-Cutting Initiatives	(2,450)	(5,468)	(4,454)	(3,500)	(3,500)	(15,872)	(19,372)
Specific Savings Proposals	(20,791)	(12,738)	(5,018)	(3,636)	(3,500)	(42,183)	(45,683)
Savings Programme by Theme							
Service Transformation (T)	(6,612)	(5,139)	(2,407)	(1,000)	(1,000)	(15,158)	(16,158)
Effective Procurement (P)	(3,430)	(675)	0	0	0	(4,105)	(4,105)
Managing Demand (M)	(1,524)	(2,706)	(111)	(136)	0	(4,477)	(4,477)
Income Generation & Commercialisation (C)	(6,845)	(4,218)	(2,500)	(2,500)	(2,500)	(16,063)	(18,563)
Zero Based Reviews (Z)	(2,380)	0	0	0	0	(2,380)	(2,380)
Specific Savings Proposals	(20,791)	(12,738)	(5,018)	(3,636)	(3,500)	(42,183)	(45,683)

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Service Expenditure by Portfolio								
<u>Property, Highways & Transport</u>								
Staffing	7,204	7,447	7,563	7,713	7,873	8,037	669	833
Non-Staffing	12,744	12,864	12,390	12,795	13,215	13,652	471	908
Gross Expenditure	19,948	20,311	19,953	20,508	21,088	21,689	1,140	1,741
Grant Income	0	0	0	0	0	0	0	0
Fees & Charges	(5,482)	(5,838)	(5,838)	(5,838)	(5,838)	(5,838)	(356)	(356)
Other Income	(3,469)	(3,675)	(3,801)	(3,934)	(3,969)	(4,005)	(500)	(536)
Gross Income	(8,951)	(9,513)	(9,639)	(9,772)	(9,807)	(9,843)	(856)	(892)
Property, Highways & Transport Total	10,997	10,798	10,314	10,736	11,281	11,846	284	849
<u>Finance</u>								
Staffing	13,305	14,049	14,132	14,461	14,741	15,027	1,436	1,722
Non-Staffing	123,243	132,229	137,941	139,630	139,017	139,959	15,774	16,716
Gross Expenditure	136,548	146,278	152,073	154,091	153,758	154,986	17,210	18,438
Grant Income	(96,753)	(96,754)	(96,754)	(96,754)	(96,754)	(96,754)	(1)	(1)
Fees & Charges	(1,423)	(1,440)	(1,440)	(1,440)	(1,440)	(1,440)	(17)	(17)
Other Income	(13,065)	(14,629)	(15,899)	(15,347)	(15,351)	(15,475)	(2,286)	(2,410)
Gross Income	(111,241)	(112,823)	(114,093)	(113,541)	(113,545)	(113,669)	(2,304)	(2,428)
Finance Total	25,307	33,455	37,980	40,550	40,213	41,317	14,906	16,010
<u>Corporate Services</u>								
Staffing	18,650	19,034	19,163	20,236	20,653	21,079	2,003	2,429
Non-Staffing	6,947	7,536	7,954	8,258	8,573	8,900	1,626	1,953
Gross Expenditure	25,597	26,570	27,117	28,494	29,226	29,979	3,629	4,382
Grant Income	(50)	(50)	(50)	(50)	(50)	(50)	0	0
Fees & Charges	(1,114)	(1,318)	(1,318)	(1,318)	(1,318)	(1,318)	(204)	(204)
Other Income	(469)	(469)	(469)	(469)	(469)	(469)	0	0
Gross Income	(1,633)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(204)	(204)
Corporate Services Total	23,964	24,733	25,280	26,657	27,389	28,142	3,425	4,178

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<u>Residents' Services</u>								
Staffing	31,622	33,748	34,260	34,918	35,623	36,342	4,001	4,720
Non-Staffing	31,599	31,907	33,450	34,435	35,437	36,459	3,838	4,860
Gross Expenditure	63,221	65,655	67,710	69,353	71,060	72,801	7,839	9,580
Grant Income	(5,407)	(5,437)	(5,461)	(5,485)	(5,516)	(5,555)	(109)	(148)
Fees & Charges	(28,070)	(37,652)	(39,302)	(39,402)	(39,402)	(39,402)	(11,332)	(11,332)
Other Income	(1,575)	25	25	25	25	25	1,600	1,600
Gross Income	(35,052)	(43,064)	(44,738)	(44,862)	(44,893)	(44,932)	(9,841)	(9,880)
Residents' Services Total	28,169	22,591	22,972	24,491	26,167	27,869	(2,002)	(300)
<u>Children, Families & Education</u>								
Staffing	33,073	35,292	35,826	36,672	37,408	38,159	4,335	5,086
Non-Staffing	41,836	46,952	47,547	49,518	51,432	53,559	9,596	11,723
Gross Expenditure	74,909	82,244	83,373	86,190	88,840	91,718	13,931	16,809
Grant Income	(13,391)	(14,178)	(14,400)	(14,640)	(14,895)	(15,162)	(1,504)	(1,771)
Fees & Charges	(3,273)	(3,875)	(3,875)	(3,875)	(3,875)	(3,875)	(602)	(602)
Other Income	(5,950)	(5,960)	(5,966)	(5,973)	(5,980)	(5,987)	(30)	(37)
Gross Income	(22,614)	(24,013)	(24,241)	(24,488)	(24,750)	(25,024)	(2,136)	(2,410)
Children, Families & Education Total	52,295	58,231	59,132	61,702	64,090	66,694	11,795	14,399
<u>Health & Social Care</u>								
Staffing	23,669	24,707	25,093	25,589	26,121	26,663	2,452	2,994
Non-Staffing	111,574	120,023	126,620	132,891	139,376	145,985	27,802	34,411
Gross Expenditure	135,243	144,730	151,713	158,480	165,497	172,648	30,254	37,405
Grant Income	(1,028)	(1,029)	(1,029)	(1,029)	(1,029)	(1,029)	(1)	(1)
Fees & Charges	(702)	(702)	(702)	(702)	(702)	(702)	0	0
Other Income	(26,026)	(27,493)	(28,095)	(28,455)	(28,816)	(29,177)	(2,790)	(3,151)
Gross Income	(27,756)	(29,224)	(29,826)	(30,186)	(30,547)	(30,908)	(2,791)	(3,152)
Health & Social Care Total	107,487	115,506	121,887	128,294	134,950	141,740	27,463	34,253

The Council's Budget (2023/24 - 2027/28) - Medium Term Financial Forecast

Appendix A7

General Fund Budget Corporate Summary	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Four 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	2,328	2,328	2,328	2,328	2,328	2,328	0	0
Cross-Cutting Initiatives	0	(3,450)	(8,918)	(13,372)	(16,872)	(20,372)	(16,872)	(20,372)
Corporate Budgets Total	2,828	(622)	(6,090)	(10,544)	(14,044)	(17,544)	(16,872)	(20,372)
Total	251,047	264,692	271,475	281,886	290,046	300,064	38,999	49,017
Total Resources	251,047	264,692	271,475	277,868	284,082	290,522	33,035	39,475
Budget Gap	0	0	0	(4,018)	(5,964)	(9,542)	(5,964)	(9,542)

General Fund Budget Capital Programme Summary	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Expenditure							
Major Projects	48,336	84,658	37,936	14,935	7,500	500	193,865
Programme of Works	24,871	30,809	23,287	19,800	19,214	19,377	137,358
Contingency	1,280	1,500	1,500	1,500	1,500	1,500	8,780
Total Capital Expenditure	74,487	116,967	62,723	36,235	28,214	21,377	340,003
Capital Financing							
Grants & Contributions	(24,032)	(43,469)	(24,435)	(12,848)	(9,574)	(9,574)	(123,933)
Community Infrastructure Levy - Neighbourhood CIL	0	(369)	(563)	(563)	(675)	(675)	(2,844)
Council Resourced Investment							
Community Infrastructure Levy	(9,742)	(2,094)	(3,188)	(3,188)	(3,825)	(3,825)	(25,861)
Capital Receipts	(21,920)	(51,336)	(25,236)	(15,848)	(6,817)	(6,803)	(127,960)
Prudential Borrowing	(18,793)	(19,699)	(9,302)	(3,789)	(7,323)	(500)	(59,405)
Borrowing Projections							
Capital Financing Requirement	258,645	271,850	273,015	268,334	266,962	258,455	
Projected External Borrowing	(202,000)	(239,935)	(232,870)	(215,805)	(218,740)	(211,675)	
Projected Internal Borrowing	(56,645)	(31,914)	(40,145)	(52,529)	(48,222)	(46,780)	

Prior Year Budget	Project	2022-2028 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						
1,824	New West Drayton Leisure Centre	34,845	(450)	(34,395)	36,669	36,669	100%
1,465	Hillingdon Water Sports Facility	25,035	(25,035)	0	26,500	6,366	24%
0	Carbon Zero Initiatives	25,000	(823)	(24,177)	25,000	0	0%
0	Civic Centre Transformation	20,000	0	(20,000)	20,000	0	0%
10,142	Housing Company Financing	14,858	0	(14,858)	25,000	12,419	50%
190	Cranford Park Heritage Lottery Project	3,426	(3,117)	(309)	3,616	3,616	100%
0	Northwood Hills Library Buyback	2,392	0	(2,392)	2,392	0	0%
1,115	Uxbridge Mortuary Extension	2,199	0	(2,199)	3,314	3,314	100%
0	Harefield Family Hub New Build	2,000	0	(2,000)	2,000	0	0%
11	Otterfield Road Library Buyback	1,974	0	(1,974)	1,985	0	0%
318	Battle of Britain Underground Bunker	1,237	0	(1,237)	1,555	384	25%
0	New Years Green Lane Extension	1,000	(200)	(800)	1,000	0	0%
0	South Ruislip Early Years & Children's Centre Remodelling	700	0	(700)	700	0	0%
27	Asha Day Centre Refurbishment	585	0	(585)	612	612	100%
17	Motor Vehicle Workshop	500	0	(500)	517	28	5%
0	Parking Improvements	500	0	(500)	500	0	0%
0	Uxbridge Cemetery Gatehouse	500	0	(500)	500	0	0%
0	Botwell Leisure Centre Adaptations	250	0	(250)	250	0	0%
56	Flood Alleviation - Bessingby Park	227	0	(227)	283	187	66%
0	Botwell Leisure Centre Football Pitch	200	0	(200)	200	0	0%
1,961	Yiewsley / West Drayton Community Centre	119	0	(119)	2,080	2,000	96%
2,559	Cedars & Grainges Car Park Improvement Works	112	0	(112)	2,671	2,671	100%
161	Battle of Britain Visitors Centre Enhancements	100	0	(100)	261	252	97%
0	Appropriation of Townfield to General Fund	100	0	(100)	100	0	0%
	Finance						
0	DSG Capitalisation Support	16,000	0	(16,000)	16,000	0	0%

Prior Year Budget	Project	2022-2028 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	%
0	Transformation Capitalisation Support	12,000	0	(12,000)	12,000	0	0%
	Residents' Services						
440	Shopping Parades Initiatives	2,605	(1,087)	(1,518)	3,045	984	32%
9,162	Hayes Town Centre Improvements	249	(77)	(172)	9,411	9,239	98%
2,028	Uxbridge Change of Heart	60	(54)	(6)	2,088	2,088	100%
	Children, Families and Education						
3,132	SRP/SEND	22,199	(22,199)	0	25,331	7,166	28%
0	Additional Temporary Classrooms	2,800	0	(2,800)	2,800	0	0%
28,104	Secondary Schools Expansions	93	0	(93)	28,197	27,911	99%
62,712	Total Major Projects	193,865	(53,042)	(140,823)	256,577	115,906	45%
	Programme of Works						
	Property, Highways and Transport						
N/A	Highways Structural Works	35,321	(6,000)	(29,321)	35,321	5,190	15%
N/A	School Building Condition Works	21,766	(21,766)	0	21,766	2,519	12%
N/A	Disabled Facilities Grant	12,974	(12,974)	0	12,974	1,904	15%
N/A	Transport for London	8,827	(8,827)	0	8,827	1,115	13%
N/A	Property Works Programme	7,459	(256)	(7,203)	7,459	905	12%
N/A	Street Lighting Replacement	5,594	0	(5,594)	5,594	969	17%
N/A	Leisure Centre Refurbishment	2,502	0	(2,502)	2,502	1,819	73%
N/A	Highways Bridges and Structures	1,800	0	(1,800)	1,800	300	17%
N/A	CCTV Programme	1,049	0	(1,049)	1,049	123	12%
N/A	Road Safety	797	0	(797)	797	197	25%
N/A	Environmental and Recreational Initiatives - Pollution S	768	(768)	0	768	152	20%
N/A	HS2 Road Safety Fund	572	(572)	0	572	164	29%
N/A	HS2 Amenity Fund	313	(313)	0	313	313	100%
N/A	Civic Centre Works Programme	267	0	(267)	267	159	60%
N/A	Street Lighting LED Upgrade	130	0	(130)	130	130	100%
N/A	Parking Management Schemes	120	(120)	0	120	120	100%

Prior Year Budget	Project	2022-2028 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	Bowls Clubs Refurbishments	69	0	(69)	69	69	100%
N/A	Emergency Active Travel	43	(43)	0	43	43	100%
N/A	Harlington Road Depot Improvements	42	0	(42)	42	42	100%
N/A	Car Park Pay & Display Machines Replacement	35	0	(35)	35	35	100%
N/A	Highways Section 106 Projects	22	(22)	0	22	22	100%
N/A	Libraries Refurbishment Programme	13	0	(13)	13	13	100%
	Finance						
N/A	Purchase of Vehicles	4,376	0	(4,376)	4,376	562	13%
	Corporate Services						
N/A	Corporate Technology and Innovation	3,905	(16)	(3,889)	3,905	753	19%
N/A	Older Peoples Initiatives	1,070	0	(1,070)	1,070	174	16%
	Residents' Services						
N/A	Chrysalis Programme	6,274	(2,844)	(3,430)	6,274	1,066	17%
N/A	Playground Replacement Programme	1,200	0	(1,200)	1,200	0	0%
N/A	Environmental and Recreational Initiatives - Green Spaces	675	(239)	(436)	675	516	76%
N/A	Green Spaces Section 106 Projects	110	(110)	0	110	110	100%
	Children, Families and Education						
N/A	Devolved Capital to Schools	2,794	(2,794)	0	2,794	0	0%
N/A	Youth Provision	1,900	(1,500)	(400)	1,900	199	10%
	Health and Social Care						
N/A	Equipment Capitalisation - Social Care	14,571	(14,571)	0	14,571	0	0%
	Total Programme of Works	137,358	(73,735)	(63,623)	137,358	19,683	14%
	Development & Risk Contingency						
N/A	General Contingency	8,780	0	(8,780)	8,780	0	0%
	Total Development & Risk Contingency	8,780	0	(8,780)	8,780	0	0%
62,712	Total GF Capital Programme	340,003	(126,777)	(213,226)	402,715	135,589	34%

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	
	Major Projects							
	Property, Highways and Transport							
1,824	New West Drayton Leisure Centre	15,403	17,704	1,153	585	0	0	34,845
1,465	Hillingdon Water Sports Facility	1,507	11,075	9,453	3,000	0	0	25,035
0	Carbon Zero Initiatives	250	5,000	6,000	6,750	7,000	0	25,000
0	Civic Centre Transformation	1,500	12,000	5,000	500	500	500	20,000
10,142	Housing Company Financing	4,000	5,429	5,429	0	0	0	14,858
190	Cranford Park Heritage Lottery Project	2,800	626	0	0	0	0	3,426
0	Northwood Hills Library Buyback	0	2,392	0	0	0	0	2,392
1,115	Uxbridge Mortuary Extension	1,839	360	0	0	0	0	2,199
0	Harefield Family Hub New Build	0	500	1,400	100	0	0	2,000
11	Otterfield Road Library Buyback	0	1,974	0	0	0	0	1,974
318	Battle of Britain Underground Bunker	200	1,037	0	0	0	0	1,237
0	New Years Green Lane Extension	50	800	150	0	0	0	1,000
0	South Ruislip Early Years & Children's Centre Remodelling	0	650	50	0	0	0	700
27	Asha Day Centre Refurbishment	573	12	0	0	0	0	585
17	Motor Vehicle Workshop	41	424	35	0	0	0	500
0	Parking Improvements	345	155	0	0	0	0	500
0	Uxbridge Cemetery Gatehouse	0	500	0	0	0	0	500
0	Botwell Leisure Centre Adaptations	0	250	0	0	0	0	250
56	Flood Alleviation - Bessingby Park	122	105	0	0	0	0	227
0	Botwell Leisure Centre Football Pitch	0	200	0	0	0	0	200
1,961	Yiewsley / West Drayton Community Centre	119	0	0	0	0	0	119
2,559	Cedars & Grainges Car Park Improvement Works	112	0	0	0	0	0	112
161	Battle of Britain Visitors Centre Enhancements	100	0	0	0	0	0	100
0	Appropriation of Townfield to General Fund	0	100	0	0	0	0	100

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	
	Finance							
0	DSG Capitalisation Support	4,000	4,000	4,000	4,000	0	0	16,000
0	Transformation Capitalisation Support	6,000	3,000	3,000	0	0	0	12,000
	Residents' Services							
440	Shopping Parades Initiatives	769	1,304	532	0	0	0	2,605
9,162	Hayes Town Centre Improvements	249	0	0	0	0	0	249
2,028	Uxbridge Change of Heart	60	0	0	0	0	0	60
	Children, Families and Education							
3,132	SRP/SEND	8,184	12,281	1,734	0	0	0	22,199
0	Additional Temporary Classrooms	20	2,780	0	0	0	0	2,800
28,104	Secondary Schools Expansions	93	0	0	0	0	0	93
62,712	Total Major Projects	48,336	84,658	37,936	14,935	7,500	500	193,865
	Programme of Works							
	Property, Highways and Transport							
N/A	Highways Structural Works	5,321	6,000	6,000	6,000	6,000	6,000	35,321
N/A	School Building Condition Works	2,224	5,874	3,417	3,417	3,417	3,417	21,766
N/A	Disabled Facilities Grant	1,510	2,880	2,146	2,146	2,146	2,146	12,974
N/A	Transport for London	1,781	2,094	1,238	1,238	1,238	1,238	8,827
N/A	Property Works Programme	1,271	3,054	1,336	429	603	766	7,459
N/A	Street Lighting Replacement	969	925	925	925	925	925	5,594
N/A	Leisure Centre Refurbishment	2,502	0	0	0	0	0	2,502
N/A	Highways Bridges and Structures	300	300	300	300	300	300	1,800
N/A	CCTV Programme	259	83	149	184	187	187	1,049
N/A	Road Safety	197	120	120	120	120	120	797
	Environmental and Recreational Initiatives -							
N/A	Pollution Screening	268	500	0	0	0	0	768
N/A	HS2 Road Safety Fund	146	426	0	0	0	0	572
N/A	HS2 Amenity Fund	313	0	0	0	0	0	313
N/A	Civic Centre Works Programme	267	0	0	0	0	0	267
N/A	Street Lighting LED Upgrade	130	0	0	0	0	0	130
N/A	Parking Management Schemes	120	0	0	0	0	0	120

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	
N/A	Bowls Clubs Refurbishments	69	0	0	0	0	0	69
N/A	Emergency Active Travel	43	0	0	0	0	0	43
N/A	Harlington Road Depot Improvements	42	0	0	0	0	0	42
N/A	Car Park Pay & Display Machines Replacement	35	0	0	0	0	0	35
N/A	Highways Section 106 Projects	22	0	0	0	0	0	22
N/A	Libraries Refurbishment Programme	13	0	0	0	0	0	13
	Finance							
N/A	Purchase of Vehicles	431	2,000	1,945	0	0	0	4,376
	Corporate Services							
N/A	Corporate Technology and Innovation	833	1,140	1,167	497	134	134	3,905
N/A	Older Peoples Initiatives	70	200	200	200	200	200	1,070
	Residents' Services							
N/A	Chrysalis Programme	1,074	1,200	1,000	1,000	1,000	1,000	6,274
N/A	Playground Replacement Programme	10	390	200	200	200	200	1,200
N/A	Green Spaces	496	179	0	0	0	0	675
N/A	Green Spaces Section 106 Projects	110	0	0	0	0	0	110
	Children, Families and Education							
N/A	Devolved Capital to Schools	869	385	385	385	385	385	2,794
N/A	Youth Provision	400	700	400	400	0	0	1,900
	Health and Social Care							
N/A	Equipment Capitalisation - Social Care	2,776	2,359	2,359	2,359	2,359	2,359	14,571
	Total Programme of Works	24,871	30,809	23,287	19,800	19,214	19,377	137,358
	Development & Risk Contingency							
N/A	General Contingency	1,280	1,500	1,500	1,500	1,500	1,500	8,780
	Total Development & Risk Contingency	1,280	1,500	1,500	1,500	1,500	1,500	8,780
62,712	Total GF Capital Programme	74,487	116,967	62,723	36,235	28,214	21,377	340,003

<u>Housing Revenue Account</u> <u>Corporate Summary</u>	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Five Year Outlook £'000
Resources							
Increase in rents	<i>CPI+1%</i> 4.1%	<i>Capped</i> 7.0%	<i>Capped</i> 7.0%	<i>CPI+1%</i> 5.0%	<i>CPI+1%</i> 3.0%	<i>CPI+1%</i> 3.0%	
Gross Dwelling Rents	62,519	67,969	74,075	79,571	83,377	86,127	23,608
Void Risk Contingency inc. Regen	(830)	(805)	(823)	(831)	(888)	(940)	(110)
Net Dwelling Rents	61,689	67,164	73,253	78,740	82,489	85,187	23,498
Total Resources	61,689	67,164	73,253	78,740	82,489	85,187	23,498
Budget Requirement							
Roll Forward Budget	39,923	42,329	45,652	49,228	52,651	57,255	17,332
Inflation	1,593	3,772	2,157	935	936	1,006	8,806
Capital Charges	813	(65)	1,919	2,988	3,668	1,986	10,496
Savings	(924)	(690)	(500)	(500)	0	0	(1,690)
Growth	924	306	0	0	0	0	306
Total Budget Requirement	42,329	45,652	49,228	52,651	57,255	60,247	17,918
Contribution to Finance Capital Programme	19,694	21,580	24,025	26,089	25,234	24,940	5,246
(Drawdown) / Contribution to Reserves	(334)	(68)	0	0	0	0	
Opening HRA General Balance	15,351	15,068	15,000	15,000	15,000	15,000	
In-Year Monitoring Variance	51						
Closing HRA General Balance	15,068	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 are projected to increase by CPI + 1% per annum from 2022/23 to 2026/27.

Housing Revenue Account Inflation Provision	2022/23 Budget	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2023/24	2024/25	2025/26	2026/27	2027/28		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Inflation Rates</u>								
Workforce Expenditure (including Pension costs)	N/A	7.7%	2.0%	2.4%	2.5%	2.5%	12.1%	17.1%
Contracted Expenditure and Materials	N/A	10.0%	8.0%	4.0%	4.0%	4.0%	21.0%	33.4%
Other Expenditure	N/A	8.0%	6.0%	2.0%	2.0%	2.0%	14.3%	21.3%
Energy Gas	N/A	214.0%	5.0%	5.0%	5.0%	5.0%	48.3%	63.5%
Energy Electricity	N/A	69.0%	5.0%	5.0%	5.0%	5.0%	48.3%	63.5%
<u>Inflation Projections</u>								
Housing Management	16,779	1,921	1,288	830	869	903	4,039	5,811
Tenants Services	4,291	1,636	357	215	206	242	2,208	2,656
Repairs and Planned Maintenance	9,952	718	648	128	128	128	1,494	1,750
Development & Risk Contingency	1,260	152	182	80	51	51	414	516
Gross Inflation Requirement	32,282	4,427	2,475	1,253	1,254	1,324	8,155	10,733
Other Income	(6,151)	(655)	(318)	(318)	(318)	(318)	(1,291)	(1,927)
Total Inflation Provision	26,131	3,772	2,157	935	936	1,006	6,864	8,806

The Council's Budget (2023/24 - 2027/28) - Medium Term Financial Forecast

HRA Service Budgets	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Rental Income	(61,689)	(67,164)	(73,253.0)	(78,740)	(82,489)	(85,187)	(17,051)	(23,498)
Other Income	(6,151)	(6,806)	(7,124.0)	(7,442)	(7,760)	(8,078)	(1,291)	(1,927)
Net Income	(67,840)	(73,970)	(80,377)	(86,182)	(90,249)	(93,265)	(18,342)	(25,425)
Housing Management	16,779	18,890	20,178.0	21,008	21,877	22,780	4,229	6,001
Tenant Services	4,291	5,927	6,284.0	6,499	6,705	6,947	2,208	2,656
Repairs and Planned Maintenance	9,952	10,786	11,434.0	11,562	11,690	11,818	1,610	1,866
Capital Programme Funding	19,694	21,580	24,025.0	26,089	25,234	24,940	(8,004)	5,246
Interest & Investment Income	16,198	16,133	18,052.0	21,040	24,708	26,694	4,842	10,496
Development & Risk Contingency	1,260	1,412	1,594.0	1,674	1,725	1,776	414	516
Cross-Cutting	0	(690)	(1,190.0)	(1,690)	(1,690)	(1,690)	(1,690)	(1,690)
Operating Costs	68,174	74,038	80,377	86,182	90,249	93,265	3,609	25,091
(Surplus) / Deficit	334	68	0	0	0	0	(334)	(334)
Opening HRA General Balance	(15,351)	(15,068)	(15,000)	(15,000)	(15,000)	(15,000)	351	351
In-Year Monitoring Variance	(51)							
Closing HRA General Balance	(15,068)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	68	68

The Council's Budget (2023/24 - 2027/28) - Medium Term Financial Forecast

Appendix B4i

Project Total £'000	Project	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
	<u>Capital Expenditure</u>						
369,522	Major Projects	59,963	80,739	53,979	79,203	73,627	22,012
195,120	Programme of Works	19,108	30,511	34,444	36,166	37,251	37,640
564,642	Total HRA Capital Programme	79,071	111,249	88,423	115,369	110,878	59,652
	<u>Capital Financing</u>						
146,819	Revenue Contributions	25,309	21,580	24,025	26,089	25,234	24,582
242,257	Prudential Borrowing	27,167	64,665	35,740	61,774	52,911	0
126,067	Grants	15,146	16,922	21,258	17,133	22,014	33,593
49,498	Capital Receipts	11,449	8,082	7,400	10,372	10,719	1,476
564,641	Total	79,071	111,249	88,423	115,369	110,878	59,652
	<u>Borrowing Projections</u>						
	Capital Financing Requirement	180,612	235,382	260,879	312,320	354,800	344,273
	Projected External Borrowing	(165,612)	(220,382)	(245,879)	(297,320)	(339,800)	(329,273)
	Projected Internal Borrowing	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)

The Council's Budget (2023/24 - 2027/28) - Medium Term Financial Forecast

Appendix B4ii

Project Total £'000	Project	Estimated Unit Numbers	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
	Major Projects							
17,732	Development - in contract	60	10,210	6,361	1,161	0	0	0
4,457	Development - allocated	12	251	3,636	570	0	0	0
60,350	Acquisitions	175	25,350	7,000	7,000	7,000	7,000	7,000
124,155	Acquisition & Development Unallocated	273	8,791	24,326	15,504	37,209	38,325	0
1,846	Extra Bedroom programme	-	661	1,185	0	0	0	0
208,540	Total Internal Developments and Acquisitions	520	45,263	42,508	24,235	44,209	45,325	7,000
	Housing Regeneration Programme							
128,014	Housing Regeneration Programme	370	2,899	24,191	22,617	34,994	28,302	15,012
32,968	Regeneration Land Assembly	-	11,801	14,040	7,127	0	0	0
160,982	Total Housing Regeneration Programme	370	14,700	38,231	29,744	34,994	28,302	15,012

The Council's Budget (2023/24 - 2027/28) - Medium Term Financial Forecast

Appendix B4ii

Project Total £'000	Project	Estimated Unit Numbers	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
	HRA Programmes of Work							
144,961	Works to Stock programme		14,993	22,437	25,329	26,595	27,393	28,214
15,952	Major Adaptations to Property		2,685	2,290	2,586	2,715	2,796	2,880
34,207	Green Homes Initiatives		1,430	5,784	6,530	6,856	7,062	6,546
195,120	Total Works to Stock	-	19,108	30,511	34,444	36,166	37,251	37,640
564,642	Total HRA Capital Programme Expenditure	890	79,071	111,249	88,423	115,369	110,878	59,652