

Corporate Summary	2012/13 £(000s)	2013/14 £(000s)	2014/15 £(000s)	2015/16 £(000s)	2016/17 £(000s)
Resources					
Increase in Council Tax (%)	0.0%	0.0%	0.0%	1.0%	1.0%
Council Tax Band D (£)	£1,112,93	£1,112,93	£1,112,93	£1,124,06	£1,135,30
Increase in Council Tax Base (Band D properties)	1,118	1,030	1,000	900	800
Council Tax Base (Band D properties)	100,236	87,446	88,446	89,346	90,146
Net Council Tax Revenues	111,556	97,321	98,434	100,430	102,343
Local Council Tax Support Grant	0	15,605	15,605	15,065	15,605
Collection Fund (Deficit) / Surplus	1,334	480	0	0	0
Gross Council Tax Revenues	112,890	113,406	114,039	115,495	117,948
Baseline Business Rate Income	0	41,252	42,517	43,580	44,670
Growth on Local Share	0	119	123	126	128
Less: (Levy on Growth) / Safety Net Payments	0	(60)	(62)	(63)	(64)
Net Business Rate Revenues	0	41,311	42,578	43,643	44,734
Revenue Support Grant	77,778	62,007	51,428	42,829	34,847
Other Central Government Funding	29,232	10,040	10,136	8,923	8,842
Local Council Tax Support Grant	0	(15,605)	(15,605)	(15,065)	(15,605)
Corporate Grant Income	107,010	56,442	45,959	36,687	28,084
Total Resources	219,900	211,159	202,576	195,825	190,766
Budget Requirement					
Roll Forward Budget	220,302	219,900	219,900	219,900	219,900
Inflation (non-schools)	3,070	2,926	6,405	9,978	13,656
Corporate Items	6,219	(2,143)	(2,143)	(1,908)	(1,658)
Contingency	5,755	6,657	9,815	13,064	16,890
Priority Growth Items	2,250	930	2,680	3,430	3,430
Savings	(17,696)	(17,111)	(34,081)	(48,639)	(61,452)
Total Budget Requirement - all resources	219,900	211,159	202,576	195,825	190,766
Budget Gap / (Surplus)	0	0	0	0	0

Corporate Summary	2013/14 £(000s)	2014/15 £(000s)	2015/16 £(000s)	2016/17 £(000s)
<u>Business Rate Revenues</u>				
Inflationary Uplift on Business Rate Revenues	2.67%	3.07%	2.50%	2.50%
Forecast Growth on Business Rate Revenues	0.00%	0.00%	0.00%	0.00%
Forecast Gross Business Rate Yield	331,325	341,489	350,026	358,777
Less: Central Government Share (50%)	165,663	170,745	175,013	179,389
Less: GLA Share (20%)	66,265	68,298	70,005	71,755
Forecast LBH Share of Business Rate Yield (30%)	99,398	102,447	105,008	107,633
Less: Baseline Business Rate Income	(41,252)	(42,517)	(43,580)	(44,670)
Less: Tariff	(58,027)	(59,807)	(61,302)	(62,835)
Growth on LBH Share	119	123	126	128
Less: (Levy on Growth) / Safety Net Payments	(60)	(62)	(63)	(64)
Retained Growth	59	61	63	64
Add: Baseline Business Rate Income	41,252	42,517	43,580	44,670
Net Business Rate Revenues	41,311	42,578	43,643	44,734
<u>Other Central Government Funding</u>				
2013/14 Council Tax Freeze Grant	1,129	1,129	0	0
Extension of Small Business Rates Relief	200	200	200	200
Education Services Grant	3,118	3,118	3,118	3,118
Less: Provision for Academy Transfers	(580)	(580)	(580)	(580)
Community Safety Fund	137	132	127	122
Housing Benefit Administration Subsidy Grant	2,069	1,986	1,907	1,831
Local Reform & Community Voices Grant	182	188	188	188
Lead Local Authority Flood Grant	58	58	58	58
NHS Section 256 Agreement	3,727	3,905	3,905	3,905
Total Other Central Government Funding	10,040	10,136	8,923	8,842

Description	Net Variation from 2012/13 Budget				
	2013/14 £(000s)	2014/15 £(000s)	2015/16 £(000s)	2016/17 £(000s)	
<u>Corporate Items</u>					
Contributions (from) / to Balances	-2,126	-2,126	-2,126	-2,126	-2,126
Increase in Council Tax Older Persons Discount	15	15	250	500	500
New Health Responsibilities	151	151	151	151	151
Net Impact of Central Support Cost Allocation to Grant funded budgets	-445	-445	-445	-445	-445
LAA Reward Grant share to Safer Hillingdon Partnership	-292	-292	-292	-292	-292
Provision for other new burdens	554	554	554	554	554
Sub-total	-2,143	-2,143	-1,908	-1,658	
Net Corporate Items	-2,143	-2,143	-1,908	-1,658	

Development & Risk Contingency	Provision 2012/13 £(000s)	Change from 2012/13 £(000s)	Gross Risk 2013/14 £(000s)	Probability (%)	Provision 2013/14 £(000s)	Provision 2014/15 £(000s)	Provision 2015/16 £(000s)	Provision 2016/17 £(000s)
Potential Calls								
General Contingency	1,000	0 All	1,000	100%	1,000	1,000	1,000	1,000
Pump priming for BID savings	500	0 All	500	100%	500	0	0	0
Pensions Auto-enrollment	0	660 All	2,190	30%	660	660	660	660
Schools withdrawal from the HR payroll	300	-300 A&F	0	0%	0	0	0	0
Uninsured claims	400	0 A&F	400	100%	400	400	420	420
Additional costs for 2 year olds (included in grant funding now)	357	-357 RS	0	0%	0	0	0	0
Carbon Reduction Commitment Energy Efficiency Scheme	450	-48 RS	402	100%	402	392	392	392
Contingency against Leisure outsourced income streams	480	-263 RS	217	100%	217	300	300	300
Development Control Income	500	-500 RS	0	0%	0	0	0	0
HS2 Challenge contingency	200	0 RS	200	100%	200	0	0	0
Heathrow Expansion Challenge Contingency	0	200 RS	200	100%	200	0	0	0
Impact of welfare reform on homelessness	737	0 RS	737	100%	737	737	737	737
Hillingdon Local Plan (Formerly LDF)	90	-60 RS	30	100%	30	130	0	0
SEN transport	100	660 RS	1,010	75%	760	610	510	510
Waste Disposal Levy (Demand-led Tonnage Increases)	550	1,460 RS	2,010	100%	2,010	2,810	3,610	4,410
Impact of reduction in UKBA grant funding	1,449	546 SC&H	1,995	100%	1,995	1,736	1,384	1,253
Increase in Transitional Children due to Demographic Changes	2,742	1,072 SC&H	3,814	98%	3,814	5,165	6,229	7,286
Potential shortfall in SCH&H savings delivery	500	-500 SC&H	0	0%	0	0	0	0
SC&H BID Staffing Structure Review	0	1,500 SC&H	1,500	100%	1,500	1,500	1,500	1,500
Social Care Pressures (Adults)	6,171	1,506 SC&H	8,323	92%	7,677	9,820	11,767	13,867
Children's Social Care (Southwark Judgement)	165	-165 SC&H	0	0%	0	0	0	0
Social Care Pressures (Children's)	0	781 SC&H	781	100%	781	781	781	781
Total Potential Calls	16,691	6,192	25,373		22,883	26,041	29,290	33,116
Financing								
Base Budget					16,691	16,691	16,691	16,691
Increase in contingency base budget included in error in Feb 2012 report					850	850	850	850
2012/13 Contingency released to Directorate Budgets					-1,315	-1,315	-1,315	-1,315
Revised Base Budget					16,226	16,226	16,226	16,226
Increase / Decrease in Contingency					6,657	9,815	13,064	16,890
Total Financing					22,883	26,041	29,290	33,116

<u>Priority Growth Proposals</u>		Net Variation from 2012/13 Budget			
Group		2013/14	2014/15	2015/16	2016/17
		£(000s)	£(000s)	£(000s)	£(000s)
	Description				
RS	Additional Litter and dog waste bins(one-off funding dropping out)	-18	-18	-18	-18
RS	Extended Library Opening Hours	22	22	22	22
	Increase in Unallocated Priority Growth	926	2,676	3,426	3,426
	Total Priority Growth Proposals	930	2,680	3,430	3,430
Memorandum - Unallocated Priority Growth Fund					
Group		Priority Growth Available to Fund further Initiatives			
		2013/14	2014/15	2015/16	2016/17
		£(000s)	£(000s)	£(000s)	£(000s)
	Roll Forward Budget	1,704	1,704	1,704	1,704
	Additional Priority Growth included in MTFF	926	2,676	3,426	3,426
	Unallocated Priority Growth Fund	2,630	4,380	5,130	5,130
Initiatives funded from Unallocated Priority Growth					
RS	Trees Officer (Full Year Effect)	50	50	50	50
A&F	Legal Support for BID Reviews	43	43	43	43
RS	Proceeds of Crime Officer	56	56	56	56
RS	Ruislip Lido Officer	33	33	33	33
RS	Park Cleaning - Weekend Litter Collection April to September	57	57	57	57
RS	Community Safety - On-going Projects	58	58	58	58
RS	Community Safety - New Projects	100	100	100	100
RS	Highways Inspector - Section 58	33	33	33	33
RS	Planning for Business Co-ordinator	50	50	50	50
RS	Enhanced Litter Collection	65	55	55	55
RS	Additional Schools Funding	500	1,250	2,000	2,000
RS	Road & Pavement Maintenance (increase from £500k to £1,000k)	500	0	0	0
RS	Transportation Planning Policy Officer	60	60	60	60
SC&H	Care Leavers Grant	25	25	25	25
	Remaining Unallocated Priority Growth Fund	1,000	2,510	2,510	2,510

General Fund Savings

Description	Net Variation from 2012/13 Budget			
	2013/14	2014/15	2015/16	2016/17
Full Year Impact of Prior Year Savings	-10,692	-23,925	-35,806	-48,910
New Savings Proposals				
Administration & Finance	-253	-714	-895	-878
Residents Services	-2,292	-2,958	-3,709	-3,637
Social Care & Health	-3,874	-1,428	-1,791	-1,755
Policy Decisions & Corporate Items	0	-5,056	-6,438	-6,272
Sub-total	-17,111	-34,081	-48,639	-61,452
Unallocated Savings	0	-0	-0	-0
Total	-17,111	-34,081	-48,639	-61,452

	Description of proposal	2013-14 £000's	2014-15 £000's	2015-16 £000's	2016-17 £000's
FULL YEAR IMPACT OF PRIOR YEAR SAVING (NO CHANGES)					
HR L&D1	L&D Rationalisation of Training	-25	-25	-25	-25
DS3	BID Review of Electoral and Registration Services	-20	-20	-20	-20
FS3	Review of Insurance Premiums and Provisions	-50	-50	-50	-50
PP1	Review of Policy and Performance Services	-67	-67	-67	-67
HR L&D2	Review of Social Worker Development Programme	-37	-47	-47	-47
	SUB-TOTAL FULL YEAR IMPACT OF PRIOR YEAR SAVING (NO CHANGES)	-199	-209	-209	-209
FULL-YEAR IMPACT OF PRIOR YEAR SAVING (REVISED)					
PPBS1	Review of Business Support This is the full year effect of the review to the structure of the Central Services Business Support Unit in 2012/13 and the review of the PA Support to Central Services.	-65	-65	-65	-65
FS4	Review of External Audit Costs The Council currently employs Deloitte as its External Auditor, within a framework agreed by the Audit Commission, which sets the level of fees charged. The demise of the Audit Commission will significantly reduce the fees that Deloitte are required to charge as they currently include a large element of Audit Commission overhead cost recovery. This savings is based on the indicative new charging levels currently being consulted with councils.	-168	-168	-168	-168
PP4	London Boroughs Grant Scheme - further reduction in contributions Further to a review of the London Borough Grant Scheme, it is anticipated that further savings will be made in 2013/14 due to a reduction in costs. This figure is subject to decisions by London Councils Grant committee and the Leader's committee on the priorities and scale of the scheme. This is likely to result in a reduced contribution from boroughs, but will also be subject to subsequent consultation on the impact.	-89	-89	-89	-89
FS2	BID Finance Review This saving is the full year effect of the Accounting and Revenues restructuring that is being implemented during 2012/13 plus the deletion of a further post in Education Finance on the back of the increasing number of schools transferring to Academy status.	-82	-82	-82	-82
DS4	Election and Registration Services Review of Income Generation As a result of the recent restructure within the Election and Registration service and the implementation of further service efficiencies, the team is benefiting from working in a more efficient and effective manner. This has allowed for the opportunity to review and re-assess the income generating potential of the service and, as such, has resulted in a sustainable increase of £30k.	-30	-30	-30	-30
FS7	Review of Council Top Tier Structure A revised top tier structure of the Council was agreed at Council on 8th November 2012. This proposal captures the savings arising from this restructure.	-165	-165	-165	-165
	SUB-TOTAL FULL-YEAR IMPACT OF PRIOR YEAR SAVING (REVISED)	-599	-599	-599	-599
NEW 2013-14 MEASURES					
	Major Transformation Projects & BID Reviews (see Appendix 5d for details)	-253	-253	-253	-253
	Allocated Future Years Savings Target	0	-714	-1,609	-2,487
	SUB-TOTAL NEW 2013-14 MEASURES	-253	-967	-1,862	-2,740
	Total Savings Administration and Finance Services	-1,051	-1,775	-2,670	-3,548

	Description of proposal	2013/14 £000's	2014/15 £000's	2015/16 £000's	2016/17 £000's
FULL YEAR IMPACT OF PRIOR YEAR SAVING (NO CHANGES)					
PECS11	Full year impact of 2011-12 saving - BID Compliance review	-113	-113	-113	-113
ES2/ ES11	Full year impact of 2011-12 Saving - HRA review	0	-250	-250	-250
PECS26	Full-year impact of 2011-12 saving - Advertising income	0	0	0	0
SUB-TOTAL FULL YEAR IMPACT OF PRIOR YEAR SAVING (NO CHANGES)					
		-113	-363	-363	-363
FULL-YEAR IMPACT OF PRIOR YEAR SAVING (REVISED)					
PECS 23	New Homes Bonus - Matched funding DCLG Local Growth Initiative to match fund Council Tax on new homes built - savings from 2013/14 onwards add to existing award of £2,969k	-2,693	-4,525	-4,945	-5,216
ICT1,2&4	Restructuring of ICT Service and Re-Tendering ICT Contracts The restructure savings relates to opportunities through the continued unification of the ICT function. There are additional savings in the ICT restructure and in the BID Cross Cutting savings for 2013/14.	-110	-360	-360	-360
ICT5	Process development within Contact Centre Opportunities through the use of improved technology and investigating different delivery models, including considering the outsourcing of individual services.	-90	-90	-90	-90
PEECS12-26	Education Funding - Academy transfers Reduction in expenditure to reflect the reduced level of central government funding due to Academy transfers	-804	-804	-804	-804
SUB-TOTAL FULL-YEAR IMPACT OF PRIOR YEAR SAVING (REVISED)					
		-3,697	-5,779	-6,199	-6,470
NEW 2013-14 MEASURES					
PEECS13-01	Education Funding - Continuing review Further savings in Education to reflect revised Education funding regime	-115	-115	-115	-115
PEECS13-02	Waste Services - Dry Recycling Contract Revised scope and contract for dry recyclates	-536	-536	-536	-536
PEECS13-03	Town Centre Management Restructure and merger of Town Centre and Community Engagement teams	-23	-23	-23	-23
PEECS13-04	Arts & Events Service Restructure BID review of Arts and Events Service	-42	-42	-42	-42
PEECS13-05	Facilities Management review Restructure of Facilities Management	-131	-131	-131	-131
PEECS13-06	Zero based Budget Review of Business Rates Net saving resulting from cumulative impact of revaluations and disposals	-85	-85	-85	-85
PEECS13-07	Review of remaining discretionary budgets across the Group Reduction in non-staffing budgets across non-Education service areas	-185	-185	-185	-185
PEECS13-08	Business Support & Technical Admin review An ongoing review of support and administration across the group	-169	-169	-169	-169
	Reduction in currently budgeted redundancy costs	-100	-100	-100	-100
	2010/11 & 2011/12 savings target net shortfall / (surplus) that needs addressing on a permanent basis	68	68	68	68
	2012/13 anticipated savings shortfall re: PECS26 Advertising Income	50	50	50	50
	Major Transformation Projects & BID Reviews (see Appendix 5d for details)	-1,024	-1,188	-1,243	-1,243
	Allocated Future Years Savings Target	0	-2,958	-6,667	-10,304
SUB-TOTAL NEW 2013-14 MEASURES					
		-2,292	-5,414	-9,178	-12,815
Total Savings Residents Services					
		-6,102	-11,556	-15,740	-19,648

	Description	2013-14 £000's	2014-15 £000's	2015-16 £000's	2016-17 £000's
FULL YEAR IMPACT OF PRIOR YEAR SAVING (NO CHANGES)					
1.3	Full year impact of 2011-12 saving - Corporate parenting function admin cost reduction	-40	-40	-40	-40
BI1A	Estimated One-Off ASCH&H redundancy costs (not included in above)	-100	-150	-150	-150
ES1	Full year impact of 2011-12 - West London Alliance home care framework & high cost packages	-100	-100	-100	-100
RE12	MH Commissioning	-294	-383	-383	-383
RE1	Full year impact of 2011-12 saving - reablement service	-2,812	-4,540	-4,540	-4,540
RE2	Full year impact of 2011-12 Saving - learning disability in-house services, day services & client transport	-313	-403	-403	-403
RE3	Full year impact of 2011-12 Saving - older peoples in-house services, day services & client transport	-120	-180	-180	-180
BI1	Full year impact of 2011-12 saving - application of BID operating model	-20	-20	-20	-20
1.4	Full year impact of 2011-12 saving - Looked after children placements review	-1,096	-1,096	-1,096	-1,096
SUB-TOTAL FULL YEAR IMPACT OF PRIOR YEAR SAVING (NO CHANGES)		-4,895	-6,912	-6,912	-6,912
FULL-YEAR IMPACT OF PRIOR YEAR SAVING (REVISED)					
BI2.C&F	Children's & Families, Non-Essential Spend Review A comprehensive review of non-essential spend budgets within the department has identified that savings, including reductions in spend on Advertising, travel expenses, consultancy fees, equipment, stationery, and other expenses.	-209	-209	-209	-209
FC12	Fees & Charges The annual increase in welfare benefits is based on the CPI for October and it is expected that this will create headroom between this rate and the LBH assumed income inflation rate.	-100	-100	-100	-100
PR10	Improved commissioning and contracting over achievement The strategy for procurement is unchanged although the savings have been rephased.	-735	-735	-735	-735
RE1a	Full year impact of 2011-12 saving - reshaping learning disability housing & support The redesign and development of a range of housing options for people with a learning disability by supporting people with a learning disability to move from residential care to supported living accommodation or properties that meet their individual needs. By supporting people to maintain or regain a more independent lifestyle there will be a significant reduction in costs from a diversion from long-term residential placements.	0	-1,656	-2,906	-2,906
RE1b	Full year impact of 2011-12 saving - reshaping physical disability housing & support The redesign and development of a range of housing options for people with a physical disability by supporting people with a learning disability to move from residential care to supported living accommodation or properties that meet their individual needs. By supporting people to maintain or regain a more independent lifestyle there will be a significant reduction in costs from a diversion from long-term residential placements.	0	-510	-510	-510
RE1b-CC	Charles Curran, Closure of unit The earlier than expected availability of alternative independent living accommodation at Cottesmore and elsewhere has enabled the end closure date to be brought forward.	-145	-145	-145	-145
SUB-TOTAL FULL-YEAR IMPACT OF PRIOR YEAR SAVING (REVISED)		-1,189	-3,355	-4,605	-4,605

	Description	2013-14 £000's	2014-15 £000's	2015-16 £000's	2016-17 £000's
NEW 2013-14 MEASURES					
ASC - ORD1	Social Care out of borough placements To undertake a review of all out of borough packages to ensure value for money .	-275	-400	-400	-400
PR1p	Use of Care Funding Calculator for Children services To use the Care Fund Calculator to negotiate lower rates on the private and voluntary market for residential and independent foster care places. This accelerates and brings forward this tool to be used for all placements.	-255	-255	-255	-255
CCF	Complex Cases - Fostering The Multi Treatment Fostering Care team will target 8 complex cases to ensure that by effective use of alternative provision the outcome is intensive Fostering support rather than a residential placement.	-300	-300	-300	-300
	Major Transformation Projects & BID Reviews (see Appendix 5d for details)	-3,044	-3,044	-3,044	-3,044
	Allocated Future Years Savings Target	0	-1,428	-3,219	-4,974
	SUB-TOTAL	-3,874	-5,427	-7,218	-8,973
	Total Savings Social Care & Health	-9,958	-15,694	-18,735	-20,490

Description		2013-14 £000's	2014-15 £000's	2015-16 £000's	2016-17 £000's
Administration & Finance BID Savings Programme					
Restructure of HR Service - BID Saving	This proposes a review of the structure of the HR team, specifically the senior management posts and also the role of the HR Business Partner to ensure the necessary resources at this level from 2013 onward.	-153	-153	-153	-153
Merging Housing Benefits and Revenues	With the recent transfer of Housing Benefit into Revenues Services, the two teams will be merged and processes streamlined.	-100	-100	-100	-100
Sub-Total Administration & Finance BID Savings Programme		-253	-253	-253	-253
Residents Services BID Savings Programme					
Contact Centre Review	Review of contact management strategies and tactics to reduce demand and more effectively process demand making use of technology, channel migration and end to end service delivery redesign. Depending on decisions made on housing benefits and associated activities around local tax benefits there could be significant impacts upon the Contact Centre Projects needs to be progressed	-75	-75	-130	-130
Children's Pathway	This project brings together services in education and children's services across the children's pathway. This project takes forward the family intervention project which has the objective of developing a preventative hub to deliver preventative programmes and support for families reducing long term costly interventions. There has been an underspend in the ring fenced budget for the pathway this financial year. It is anticipated that the consolidation of teams, clarification of roles and responsibilities, development of collaborative working with partners and the voluntary sector, introduction of targeted delivery programmes, integration of public health promotion and consolidation of contract spend will result in some savings during 2013/14. The impact of changes will take some time to realise, but it is anticipated that some benefits will start to be seen from 2015/16.	-300	-360	-360	-360
Highways Review	A review of highways has been undertaken and savings identified though streamlining of business processes and restructuring. Restructuring proposals to be put following implementation of new ways of working in February 2013.	-59	-113	-113	-113
Environment and Housing Grounds Maintenance and Cleansing Convergence (Utility Related Services)	This involves bringing together services in PEECS and Housing which are duplicated such as cleansing and bulky collection and will be implemented as part of the housing review.	-28	-28	-28	-28
Property and Major Construction Projects	No anticipated savings but more streamlined processed combined with more effective project management will lead to reduction in project costs	0	0	0	0
Education Restructure	Restructuring proposals are being developed for consideration by the Leader end February 2013. These changes will aligned with proposals relating to the children's pathway. It is anticipated that this will be undertaken in two phases as some activities, like governor support, are likely to transfer to schools and there will need to be a period of transition incorporated.	-150	-150	-150	-150
ICT Further Restructuring of Operational Management	Restructure in ICT following a review undertaken with staff during August and October 2012. There were a number of opportunities identified to regroup the activities undertaken across the service and change the ICT delivery process moving from a Business Partner Model to an Account Manager model. The service manager restructuring has been completed and a new IT Manager appointed. Consultation has started on the next tier with a further restructure for remaining staff planned to start in January 2013.	-81	-81	-81	-81

	Description	2013-14 £000's	2014-15 £000's	2015-16 £000's	2016-17 £000's
	Anti-Social Behaviour Team 2 posts to be deleted following redeployment and vacancy	-87	-87	-87	-87
	Maintenance Convergence (Corporate FM Review) Review of all facilities management functions across the Council. Anticipated outcome: rationalisation of contracts, service improvements and streamlined structure. Conservative estimate of staff savings (£150k) and contract management savings (£100k). Consultation underway for new structure, further phases or review due to start.	-144	-144	-144	-144
	Senior Management Restructure incorporating Housing Services With the transfer of housing to PEECS, proposals are being developed for a new senior management structure. Paper to the leader in February 2013. Paper expected to identify more than £50k savings	-50	-50	-50	-50
	Corporate/Passenger Transport Review This project consolidates the work being done across transport services. Currently identified savings deals with budget pressure.	0	0	0	0
	Housing Review This project is being scoped at present. The discovery work previously done in housing will be reviewed and opportunities identified. The alignment of former housing and PEECs services will be incorporated into this project. It will also consider the alignment of estate services across the Council as well as the role of housing officers and potential integration with other services especially ASBIT and the new key workers who will be part of the Children's Pathway project. (This is General Fund share, HRA has £400k saving) Paper at end of January will provide clarity	-50	-100	-100	-100
	Sub-Total Residents Services BID Savings Programme	-1,024	-1,188	-1,243	-1,243

Description		2013-14 £000's	2014-15 £000's	2015-16 £000's	2016-17 £000's
Social Care & Health BID Savings Programme					
Supervised Visits		-44	-44	-44	-44
	Review of contractual arrangements that supervise parental visits to estranged children. If it is decided to go ahead with proposals to shift from use of Agency to internal sessional staff. There could be a further opportunity to work collaboratively with the voluntary sector for service delivery in the future.				
Business Support Review		0	0	0	0
	The BSU for Social Care will be reviewed as a BID project following finalisation of the new departments responsibilities.				
SCH Unallocated BID Savings		-1,500	-1,500	-1,500	-1,500
SCH BID Staffing Structure Review		-1,500	-1,500	-1,500	-1,500
Sub-Total Social Care & Health BID Savings Programme		-3,044	-3,044	-3,044	-3,044
Total BID Savings Programme		-4,321	-4,485	-4,540	-4,540

Corporate Summary (HRA)	2012/13 £(000s)	2013/14 £(000s)	2014/15 £(000s)	2015/16 £(000s)	2016/17 £(000s)
<u>Resources</u>					
Increase/(Decrease) in number of dwellings units after conversion to social rent from different rent schemes	(31)	35	40	5	(45)
Increase in Average Weekly Dwelling Rent (%)	6.4%	3.1%	3.0%	3.0%	3.0%
Equivalent number of dwelling units after conversion to social rent from different rent schemes	10,300	10,335	10,375	10,380	10,335
Average Weekly Dwelling Rent	£101.40	£104.55	£107.69	£110.92	£114.25
Gross Dwelling Rents	54,312	56,187	58,103	59,873	61,402
Void Risk Contingency	(538)	(564)	(588)	(609)	(626)
Net Dwelling Rents	53,774	55,623	57,515	59,264	60,776
Non-Dwelling Rents	1,752	1,805	1,859	1,914	1,972
Net Rental Income	55,526	57,428	59,374	61,178	62,748
<u>Budget Requirement</u>					
Roll Forward Budget	54,341	55,526	55,526	55,526	55,526
Inflation	615	502	1,509	2,574	3,709
Corporate Items	(1,609)	(1,552)	553	2,000	3,030
Contingency	743	34	56	78	78
Priority Growth - Investment in Housing Stock	2,530	4,937	3,749	3,019	2,424
Savings	(1,094)	(2,019)	(2,019)	(2,019)	(2,019)
Budget Requirement	55,526	57,428	59,374	61,178	62,748
Budget Gap / (Surplus)	0	0	0	0	0

Description	Net Variation from 2012/13 Budget			
	2013/14 £(000s)	2014/15 £(000s)	2015/16 £(000s)	2016/17 £(000s)
<u>Corporate Items</u>				
Capital Financing Costs	217	308	788	885
Contributions (from) / to Balances	-1,769	245	1,212	2,145
Net Corporate Items	-1,552	553	2,000	3,030

Development & Risk Contingency	Provision 2012/13 £(000s)	Change from 2012/13 £(000s)	Gross Risk 2013/14 £(000s)	Probability (%)	Provision 2013/14 £(000s)	Provision 2014/15 £(000s)	Provision 2015/16 £(000s)	Provision 2016/17 £(000s)
Potential Calls								
Additional Provision for Doubtful Debt	843	34	877	100%	877	899	921	921
General Contingency	480	0	500	96%	480	480	480	480
Total Potential Calls	1,323	34	1,377		1,357	1,379	1,401	1,401
Financing								
Base Budget								
Increase / Decrease in Contingency					1,323	1,323	1,323	1,323
Total Financing					34	56	78	78
					1,357	1,379	1,401	1,401

Ref	Description	Net Variation from 2012/13 Budget				
		2013/14 £(000s)	2014/15 £(000s)	2015/16 £(000s)	2016/17 £(000s)	2016/17 £(000s)
(1) FULL YEAR IMPACT OF PRIOR YEAR SAVING (NO CHANGES)						
	General Services	-150	-150	-150	-150	-150
	Repairs Services - Responsive	-588	-588	-588	-588	-588
(2) NEW 2013-14 MEASURES						
	General Services	-400	-400	-400	-400	-400
	This review will result in the remodelling of the back office functions removing vacant posts					
	BID Review					
	To undertake a Bid Review of the current Housing services	-500	-500	-500	-500	-500
	Repairs Services - Responsive	-381	-381	-381	-381	-381
	Review of all facilities management functions across the Council. Anticipated outcome: rationalisation of contracts, service improvements and streamlined structure. Conservative estimate of staff savings (£150k) and contract management savings (£100k). More will be known after the RIE is completed in September. Phase 1 Management restructuring gives 2013/14 GF saving of £144k in 2013/14 HRA saving £145K in 2013/14. Further savings will be identified in next phase or work .					
	Total Savings	-2,019	-2,019	-2,019	-2,019	-2,019

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