

<u>General Fund Corporate Summary</u>	2015/16 £(000s)	2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>Resources</b>						
Increase in Council Tax (%)	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%
Increase in Social Care Precept (%)	0.0%	0.0%	2.0%	2.0%	2.0%	0.0%
Council Tax Band D (£)	£1,112.93	£1,112.93	£1,157.45	£1,203.75	£1,251.89	£1,276.93
Increase in Council Tax Base (Band D properties)	1,952	2,260	1,400	1,400	1,400	1,400
Change to Discounts & Support Scheme (Band D properties)	0	2,310	0	0	0	0
Council Tax Base (Band D properties)	91,200	95,770	97,170	98,570	99,970	101,370
<b>Gross Council Tax Revenues</b>	<b>101,499</b>	<b>106,585</b>	<b>112,469</b>	<b>118,653</b>	<b>125,152</b>	<b>129,443</b>
Collection Fund (Deficit) / Surplus	2,697	2,625	0	0	0	0
<b>Net Council Tax Revenues</b>	<b>104,196</b>	<b>109,210</b>	<b>112,469</b>	<b>118,653</b>	<b>125,152</b>	<b>129,443</b>
Baseline Business Rate Income	42,858	43,214	44,009	44,806	45,689	46,571
Retained Business Rate Growth	4,597	5,346	5,725	6,175	6,720	7,283
Collection Fund (Deficit) / Surplus	(500)	(1,125)	0	0	0	0
<b>Net Business Rate Revenues</b>	<b>46,955</b>	<b>47,435</b>	<b>49,734</b>	<b>50,981</b>	<b>52,409</b>	<b>53,854</b>
Revenue Support Grant	39,509	29,431	19,513	13,124	6,655	6,655
Other Central Government Funding	13,292	10,217	9,125	10,230	14,363	13,736
<b>Corporate Grant Income</b>	<b>52,801</b>	<b>39,648</b>	<b>28,638</b>	<b>23,354</b>	<b>21,018</b>	<b>20,391</b>
<b>Total Resources</b>	<b>203,952</b>	<b>196,293</b>	<b>190,841</b>	<b>192,988</b>	<b>198,579</b>	<b>203,688</b>
<b>Budget Requirement</b>						
Roll Forward Budget	212,188	203,952	203,952	203,952	203,952	203,952
Inflation	2,585	2,967	7,257	11,655	15,729	19,880
Corporate Items	(5,205)	(5,480)	(4,139)	(3,607)	4,273	5,205
Contingency	3,291	8,383	10,491	13,440	16,262	19,277
Service Pressures	0	0	0	0	0	0
Priority Growth	1,000	(220)	780	1,980	5,425	6,425
Savings	(9,907)	(13,309)	(14,964)	(14,016)	(14,781)	(14,781)
<b>Total Budget Requirement</b>	<b>203,952</b>	<b>196,293</b>	<b>203,377</b>	<b>213,404</b>	<b>230,860</b>	<b>239,958</b>
<b>Budget (Gap) / Surplus</b>	<b>0</b>	<b>0</b>	<b>(12,536)</b>	<b>(20,416)</b>	<b>(32,281)</b>	<b>(36,270)</b>

<u>General Fund Corporate Summary - Breakdown of Funding Streams</u>	2015/16 £(000s)	2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b><u>Business Rate Revenues</u></b>						
Inflationary Uplift on Business Rate Revenues	1.91%	0.83%	1.84%	1.81%	1.97%	1.93%
Forecast Growth on Business Rate Revenues	2.59%	1.26%	0.48%	0.58%	0.69%	0.69%
Forecast Gross Business Rate Yield	374,467	382,314	391,217	400,608	411,319	422,150
Less: Central Government Share (50%)	187,234	191,157	195,609	200,304	205,659	211,075
Less: GLA Share (20%)	74,893	76,463	78,243	80,122	82,264	84,430
<b>Forecast LBH Share of Business Rate Yield (30%)</b>	<b>112,340</b>	<b>114,694</b>	<b>117,365</b>	<b>120,182</b>	<b>123,396</b>	<b>126,645</b>
Less: Baseline Business Rate Income	(42,858)	(43,214)	(44,009)	(44,806)	(45,689)	(46,571)
Less: Tariff	(60,287)	(60,787)	(61,905)	(63,025)	(64,267)	(65,507)
<b>Growth on LBH Share</b>	<b>9,195</b>	<b>10,693</b>	<b>11,451</b>	<b>12,351</b>	<b>13,440</b>	<b>14,567</b>
Less: (Levy on Growth) / Safety Net Payments	(4,598)	(5,347)	(5,726)	(6,176)	(6,720)	(7,284)
<b>Retained Growth</b>	<b>4,597</b>	<b>5,346</b>	<b>5,725</b>	<b>6,175</b>	<b>6,720</b>	<b>7,283</b>
Add: Baseline Business Rate Income	42,858	43,214	44,009	44,806	45,689	46,571
<b>Net Business Rate Revenues</b>	<b>47,455</b>	<b>48,560</b>	<b>49,734</b>	<b>50,981</b>	<b>52,409</b>	<b>53,854</b>
<b><u>Other Central Government Funding</u></b>						
2015/16 Council Tax Freeze Grant	1,157	0	0	0	0	0
Transition Grant	0	517	515	0	0	0
Education Services Grant	2,808	2,380	1,600	1,200	800	400
Provision for Academy Transfers	459	0	0	0	0	0
Housing Benefit Administration Subsidy Grant	1,311	1,190	910	660	440	240
Council Tax Administration Subsidy	316	290	270	250	230	210
Corporate Fraud Grant	100	0	0	0	0	0
Better Care Fund	5,610	5,711	5,711	8,011	10,411	10,411
New Burdens Funding - Care Act	1,277	0	0	0	2,383	2,383
Local Reform & Community Voices Grant	140	129	119	109	99	92
Lead Local Authority Flood Grant	39	0	0	0	0	0
School Travel Grant	59	0	0	0	0	0
New Burdens - Minor Grants	16	0	0	0	0	0
<b>Total Other Central Government Funding</b>	<b>13,292</b>	<b>10,217</b>	<b>9,125</b>	<b>10,230</b>	<b>14,363</b>	<b>13,736</b>

Description	Group	Net Variation from 2015/16 Budget				
		2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b><u>New Burdens &amp; Transfers of Responsibility</u></b>						
New Burdens associated with the Care Act	SC	(834)	(834)	(834)	1,549	1,549
Transfer of Residual Education Functions from Local Government	RS	(225)	(821)	(1,050)	(1,284)	(1,520)
<b><u>Adjustments to Funding, Financing &amp; Corporate Budgets</u></b>						
Increase in Council Tax Older People's Discount	Corp	30	965	1,955	2,120	2,230
Drawdown from Earmarked Reserves to finance Older People's Discount	Corp	(30)	(965)	(1,875)	10	0
Rephasing of Capital Financing Costs	Corp	(1,400)	(750)	(750)	0	0
Minimum Revenue Provision Review	Corp	(400)	(400)	(400)	(400)	(400)
Technical Adjustments (Review of Capitalisation)	Corp	(1,565)	(1,394)	(1,223)	(1,052)	(984)
Technical Adjustments (Review of Voluntary Revenue Provision)	Corp	(1,770)	(1,770)	(1,760)	0	0
Review of HIP Budget Provision	Corp	(400)	(400)	(400)	(400)	(400)
Reduced Drawdown from General Balances	Corp	784	1,500	2,000	3,000	4,000
Reduced Drawdown from Earmarked Reserves	Corp	330	730	730	730	730
<b>Total Corporate Items</b>		<b>(5,480)</b>	<b>(4,139)</b>	<b>(3,607)</b>	<b>4,273</b>	<b>5,205</b>

General Fund - Development & Risk Contingency	Provision 2015/16 £(000s)	Released during 2015/16 £(000s)	Change from 2015/16 £(000s)	Group	Gross Risk 2016/17 £(000s)	Risk Adj. (%)	Provision								
							2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)				
<b>Potential Calls</b>															
Uninsured claims	400	0	(59)	Fin	341	100%	341	341	341	341	341	341	341	341	341
Carbon Reduction Commitment Energy Efficiency Scheme	236	(236)	0	RS	0	100%	0	0	0	0	0	0	0	0	0
Impact of Welfare Reform on Homelessness	1,836	0	189	RS	3,437	59%	2,025	1,836	1,836	1,836	1,836	1,836	1,836	1,836	1,836
Waste Disposal Levy & Associated Contracts	2,211	0	517	RS	2,728	100%	2,728	3,728	4,728	5,728	6,728	6,728	6,728	6,728	6,728
High Speed 2 Challenge Fund	0	0	200	RS	200	100%	200	0	0	0	0	0	0	0	0
Heathrow Expansion Challenge Fund	0	0	200	RS	200	100%	200	0	0	0	0	0	0	0	0
Asylum Service	1,272	0	940	SC	2,628	84%	2,212	1,648	1,648	1,648	1,648	1,648	1,648	1,648	1,648
Demographic Growth - Looked After Children	465	0	3,269	SC	3,734	100%	3,734	4,000	4,264	4,505	4,721	4,721	4,721	4,721	4,721
Social Worker Agency Contingency	0	0	277	SC	277	100%	277	277	277	277	277	277	277	277	277
Early Support Cost Avoidance	(117)	0	117	SC	0	100%	0	0	0	0	0	0	0	0	0
SEN transport - Contingency	520	0	(520)	SC	0	100%	0	200	400	600	800	800	800	800	800
Demographic Growth - Transitional Children	380	0	1,319	SC	1,699	100%	1,699	3,020	4,170	5,185	6,372	6,372	6,372	6,372	6,372
Demographic Growth - Adults	129	0	303	SC	432	100%	432	734	1,069	1,435	1,847	1,847	1,847	1,847	1,847
Winterbourne View	393	0	0	SC	393	100%	393	506	506	506	506	506	506	506	506
Deprivation of Liberty Safeguards	0	0	0	SC	338	0%	0	0	0	0	0	0	0	0	0
Care Act New Burdens Funding	2,067	(736)	0	SC	1,331	100%	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331
Potential shortfall in Social Care & Health Integration Funding	1,298	(1,298)	0	SC	0	100%	0	0	0	0	0	0	0	0	0
Pump priming for BID savings	250	0	(250)	Corp	0	100%	0	0	0	0	0	0	0	0	0
Apprenticeship Levy	0	0	0	Corp	0	100%	0	559	559	559	559	559	559	559	559
Increased National Insurance Contributions	0	0	1,881	Corp	1,881	100%	1,881	1,881	1,881	1,881	1,881	1,881	1,881	1,881	1,881
General Contingency	1,000	0	0	Corp	1,000	100%	1,000	500	500	500	500	500	500	500	500
<b>Total Potential Calls</b>	<b>12,340</b>	<b>(2,270)</b>	<b>8,383</b>		<b>20,619</b>		<b>18,453</b>	<b>20,561</b>	<b>23,510</b>	<b>26,332</b>	<b>29,347</b>	<b>29,347</b>	<b>29,347</b>	<b>29,347</b>	<b>29,347</b>
<b>Financing</b>															
Base Budget							12,340	12,340	12,340	12,340	12,340	12,340	12,340	12,340	12,340
Contingency released to Directorate Budgets 2015/16							(2,270)	(2,270)	(2,270)	(2,270)	(2,270)	(2,270)	(2,270)	(2,270)	(2,270)
Increase / Decrease in Contingency Requirement							8,383	10,491	13,440	16,262	19,277	19,277	19,277	19,277	19,277
<b>Total Financing</b>							<b>18,453</b>	<b>20,561</b>	<b>23,510</b>	<b>26,332</b>	<b>29,347</b>	<b>29,347</b>	<b>29,347</b>	<b>29,347</b>	<b>29,347</b>
<b>Managed Risk Gap in Contingency</b>							<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description	Group	Net Variation from 2015/16 Budget					
		2016/17	2017/18	2018/19	2019/20	2020/21	
		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)	
B/fwd Priority Growth		1,334	1,334	1,334	1,334	1,334	
One-Off Items Dropping Out		(530)	(530)	(530)	(530)	(530)	
New Priority Growth		310	1,310	2,510	5,955	6,955	
<b>Available Priority Growth Balance</b>		<b>1,114</b>	<b>2,114</b>	<b>3,314</b>	<b>6,759</b>	<b>7,759</b>	
<b>New Initiatives to be funded from Priority Growth</b>							
Funding for School Expansion Programme	Corp	0	(1,000)	(1,700)	(3,350)	(4,350)	
Savings Earmarked for Future Capital Investment	Corp	0	0	(500)	(2,295)	(2,295)	
New Youth Centres	SC	(50)	(250)	(450)	(450)	(450)	
Museum Services	RS	(140)	(140)	(140)	(140)	(140)	
Planning Enforcement	RS	(100)	(100)	(100)	(100)	(100)	
Environmental Enforcement Officers	RS	(40)	(40)	(40)	(40)	(40)	
Support for Carers	RS	(25)	(25)	(25)	(25)	(25)	
Domestic Violence Prevention	RS	(25)	(25)	(25)	(25)	(25)	
<b>Remaining Unallocated Priority Growth</b>		<b>734</b>	<b>534</b>	<b>334</b>	<b>334</b>	<b>334</b>	

	Net Variation from 2015/16 Budget				
	2016/17	2017/18	2018/19	2019/20	2020/21
	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Full Year Effect of Prior Year Savings</b>	<b>(3,005)</b>	<b>(15,394)</b>	<b>(12,642)</b>	<b>(14,593)</b>	<b>(14,781)</b>
<b>New Savings Proposals</b>					
Administration	(873)	(62)	0	0	0
Finance	(587)	(100)	0	0	0
Residents Services	(4,494)	80	0	0	0
Social Care	(4,350)	512	(1,374)	(188)	0
<b>Total Savings</b>	<b>(13,309)</b>	<b>(14,964)</b>	<b>(14,016)</b>	<b>(14,781)</b>	<b>(14,781)</b>

	2016/17 Savings Proposals				Total
	Admin	Finance	RS	SC	
	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Savings Proposals (Including FYE of Prior Year Savings)</b>					
Zero Based Review	(248)	0	(1,813)	(848)	(2,909)
Preventing Demand	0	0	0	(1,171)	(1,171)
Service Transformation	(635)	(745)	(2,304)	(1,478)	(5,162)
Effective Procurement	0	(382)	(540)	(626)	(1,548)
Maximising Income	(24)	0	(1,125)	(1,370)	(2,519)
<b>Total Savings</b>	<b>(907)</b>	<b>(1,127)</b>	<b>(5,782)</b>	<b>(5,493)</b>	<b>(13,309)</b>

Description	Theme	Net Variation from 2015/16 Budget				
		2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>General Fund - Administration Savings</b>						
<b>Full Year Effect of Prior Year Savings</b>						
<i>Restructure of HR Policy &amp; Employment Relations Function</i>	Service Transformation	(34)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(907)	(969)	(969)	(969)
<b>Full Year Effect of Prior Year Savings</b>		<b>(34)</b>	<b>(907)</b>	<b>(969)</b>	<b>(969)</b>	<b>(969)</b>
<b>New Savings Proposals</b>						
<b>Further restructuring of management tiers across the group</b>						
<i>Further restructuring of management tiers across the group</i>	Service Transformation	(125)				
<b>Zero Based Budget Review</b>						
<i>Realignment of budgets across the service following a zero based review</i>	Zero Based Review	(83)				
<b>Reduction in Members Allowance Budgets</b>						
<i>Reduction of Members allowances budgets following changes to pension entitlement</i>	Zero Based Review	(140)				
<b>Review of Democratic Services Structure</b>						
<i>A review of the structure of the team, along with deleting a vacant officer post.</i>	Service Transformation	(51)				
<b>Review of Learning and Development Structure</b>						
<i>Removal of one post following the resignation of one member of staff and work distributed across remaining team</i>	Service Transformation	(35)				
<b>Review of Health and Safety Structure</b>						
<i>Proposed introduction of Health and Safety (H&amp;S) risk management system that will enable the reduction of two posts within the Corporate H&amp;S team. (Previously approved and implemented business case)</i>	Service Transformation	(50)				

General Fund - Administration Savings	Theme	Net Variation from 2015/16 Budget				
		2016/17	2017/18	2018/19	2019/20	2020/21
		£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Description</b>						
<b>Review of staffing structure within Human Resources</b> Removal of one vacant post from the structure and two further posts as part of a review of the overall structure of the service	Service Transformation	(101)	(37)			
<b>Section 106 Construction Funding</b> The proposal is to use further section 106 funding to support the work of the Partnership's team in coordinating and further developing construction training opportunities	Maximising Income	(24)				
<b>Reduction of Policy and Partnership Structure</b> Deletion of one post following a review of support for HIP administration. (Previously approved and implemented business case)	Service Transformation	(39)				
<b>Review of Small Grants budget</b> Realignment of small grants budget as part of grants to Voluntary Services, to reflect committed spend.	Zero Based Review	(25)	(25)			
<b>Review of Legal Services Structure</b> A review of the Legal Services structure will be undertaken to review staffing levels and skill sets within the team	Service Transformation	(50)				
<b>Further Transformation / Zero-Based Review Savings</b>	Service Transformation	(150)				
<b>New Savings Proposals</b>		(873)	(62)	0	0	0
<b>Total Administration Savings</b>		(907)	(969)	(969)	(969)	(969)



Description	Theme	Net Variation from 2015/16 Budget				
		2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>General Fund - Finance Savings</b>						
<b>Full Year Effect of Prior Year Savings</b>						
<i>Revenues &amp; Benefits Contract Saving</i>	Effective Procurement	(360)	(208)	(123)	(58)	0
<i>Review of staffing structures within Revenues &amp; Benefits</i>	Service Transformation	(100)	0	0	0	0
<i>Financial Systems Management</i>	Service Transformation	(80)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>	N/A	0	(1,127)	(1,435)	(1,558)	(1,616)
<b>Full Year Effect of Prior Year Savings</b>		<b>(540)</b>	<b>(1,335)</b>	<b>(1,558)</b>	<b>(1,616)</b>	<b>(1,616)</b>
<b>New Savings Proposals</b>						
<b>Removal of Schools Auditor post</b>						
<i>Deletion of a post within Internal Audit and a review of the service budget</i>	Service Transformation	(50)				
<b>Review of staffing structure within Operational Finance</b>						
<i>Review of Staffing Structure within Operational Finance</i>	Service Transformation	(90)	(100)			
<b>Reduction in Insurance premiums following successful tender</b>						
<i>Reduction in Insurance premium costs following successful tender</i>	Effective Procurement	(22)				
<b>Procurement Restructure</b>						
<i>Review of Procurement staffing structure</i>	Service Transformation	(275)				
<b>Further Transformation / Zero-Based Review Savings</b>						
<i></i>	Service Transformation	(150)				
<b>New Savings Proposals</b>		<b>(587)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Finance Savings</b>		<b>(1,127)</b>	<b>(1,435)</b>	<b>(1,558)</b>	<b>(1,616)</b>	<b>(1,616)</b>

Description	Theme	Net Variation from 2015/16 Budget				
		2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>Full Year Effect of Prior Year Savings</b>						
New Homes Bonus	Maximising Income	(1,048)	0	3,327	200	0
Facilities Management - Contract Management & Service Convergence	Effective Procurement	(240)	(100)	0	0	0
Cumulative Impact of Existing Savings Proposals		0	(5,782)	(5,802)	(2,475)	(2,275)
<b>Full Year Effect of Prior Year Savings</b>		<b>(1,288)</b>	<b>(5,882)</b>	<b>(2,475)</b>	<b>(2,275)</b>	<b>(2,275)</b>
<b>New Savings Proposals</b>						
<b>Transformation - SMT Restructure</b>						
SMT restructure (following part year saving in 15/16) (Previously approved and implemented business case)	Service Transformation	(134)				
<b>Transformation - Wellbeing Restructure</b>						
Wellbeing Service restructure (following part year saving in 2015/16) (Previously approved and implemented business case)	Service Transformation	(94)				
<b>Transformation - Public Protection and Community Safety rationalisation</b>						
Public Protection and Community Safety restructure (Previously approved and implemented business case)	Service Transformation	(121)				
<b>Transformation - Business Performance &amp; Intelligence Restructure</b>						
Business Performance and Intelligence restructure. (Previously approved business case)	Service Transformation	(152)				
<b>Business &amp; Technical Support Staffing Review</b>						
Savings to be made from the deletion of posts that are no longer required in the structure	Service Transformation	(200)				
<b>Zero Based Reviews - Admin &amp; Tech and Business Support</b>						
A Zero Based Review of the service has been undertaken following consolidation of the service within the Residents Services directorate	Zero Based Review	(83)				

Description	Theme	Net Variation from 2015/16 Budget				
		2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>General Fund - Residents Services Savings</b>						
<b>ICT - Review of Staffing Expenditure</b> <i>Review of staffing requirements following new ways of working</i>	Service Transformation	(158)				
<b>Zero Based Review - Expenditure</b> <i>Review of non-staffing expenditure budgets</i>	Zero Based Review	(1,077)	80			
<b>Zero Based Review - Income</b> <i>Review of income budgets</i>	Zero Based Review	(653)				
<b>Review of Crematoria Fees &amp; Charges</b> <i>Review of Crematoria fees &amp; charges</i>	Maximising Income	(77)				
<b>Public Health</b> <i>Increased efficiency in delivery of Public Health duty</i>	Effective Procurement	(300)				
<b>Corporate Fraud</b> <i>Additional post to be funded by HRA and an existing post through Proceeds Of Crime Act (POCA) receipts</i>	Service Transformation	(122)				
<b>Review of Fees &amp; Charges</b> <i>Review of various fees &amp; charges</i>	Service Transformation	(100)				
<b>Category Management</b> <i>Various procurement activity and contract renewal</i>	Service Transformation	(150)				
<b>Overtime &amp; Standby - Residents Services</b> <i>Reduction in budgets of 20%</i>	Service Transformation	(98)				

General Fund - Residents Services Savings	Theme	Net Variation from 2015/16 Budget				
		2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>Description</b>						
<b>Car Allowances - Residents Services</b> <i>Reduction in budget of 20%, reflecting a reducing level of spend</i>	Service Transformation	(57)				
<b>BID Reviews - Deputy Director</b> <i>Additional savings proposed following BID restructuring and review of Trading Standards (Previously approved and implemented business case)</i>	Service Transformation	(176)				
<b>Review of School Improvement Service</b> <i>Rationalisation of improvement functions (Previously approved and implemented business case)</i>	Service Transformation	(87)				
<b>ICT - Further Review of Staffing Expenditure</b> <i>Further proposed restructuring of ICT - net of residual HGfL pressure</i>	Service Transformation	(200)				
<b>Civil Protection &amp; Mortuary</b> <i>Review of structure and management responsibility (Previously approved and implemented business case)</i>	Service Transformation	(59)				
<b>BID - longer term projects</b> <i>Anticipated benefits from further BID reviews, potentially including Highways and Corporate Communications</i>	Service Transformation	(396)				
<b>New Savings Proposals</b>		(4,494)	80	0	0	0
<b>Total Residents Services Savings</b>		(5,782)	(5,802)	(2,475)	(2,275)	(2,275)

General Fund - Social Care Savings	Theme	Net Variation from 2015/16 Budget				
		2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>Description</b>						
<b>Full Year Effect of Prior Year Savings</b>						
<i>Review of SC Procurement</i>	Effective Procurement Preventing Demand	(10)	0	0	0	0
<i>Supported Living Programme (£1,838k by 2015/16, £5,344k in total by 2019/20)</i>	Maximising Income	(454)	(1,614)	(719)	(719)	0
<i>Client Income</i>	Effective Procurement	(163)	(163)	(163)	0	0
<i>New Delivery Models for In-house Provision (Older People)</i>	Effective Procurement	(120)	0	0	0	0
<i>New Delivery Models for In-house Provision (Learning Disability)</i>	Effective Procurement	(396)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(5,493)	(6,758)	(9,014)	(9,921)
<b>Full Year Effect of Prior Year Savings</b>		<b>(1,143)</b>	<b>(7,270)</b>	<b>(7,640)</b>	<b>(9,733)</b>	<b>(9,921)</b>
<b>New Savings Proposals</b>						
<b>Review of Teenage Pregnancy Service</b>	Zero Based Review	(50)				
<i>Zero Based Budget Review of the Teenage Pregnancy Service</i>						
<b>Review of Young People's Support, Information, Advice and Guidance (SIAG) services Contract</b>	Service Transformation	(94)				
<i>To undertake a review of the delivery of Young People's Support, Information, Advice and Guidance (SIAG) services as part of the restructure of the Early Support Service</i>						
<b>Effective Use of Troubled Families Grant</b>	Maximising Income	(717)	(70)			
<i>Application of Troubled Families Phase 2 Grant funding, to support the turnaround of 2,010 families over the next five years, starting in 2015/16</i>						
<b>Review of Children Centre Budgets</b>	Zero Based Review	(200)				
<i>Zero Based Budget Review of Children Centre Expenditure</i>						

General Fund - Social Care Savings	Theme	Net Variation from 2015/16 Budget				
		2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>Description</b>						
<b>Review of Children Centre Delivery Model</b> To undertake a major review of the service delivery model for Children Centres	Service Transformation	(215)	(74)			
<b>Review of Looked After Children Placement Costs</b> Review of Looked After Children Residential Placements	Preventing Demand	(562)				
<b>Review of Foster Care and Permanent Placement Costs</b> Impact of implementing the new ways of working in the Fostering and Adoption service	Preventing Demand	(506)				
<b>Impact of Staying Put Legislation</b> Impact of Staying Put Legislation	Zero Based Review	(274)				
<b>Review of External Funding Contributions</b> To undertake a review of eligible expenditure that could legitimately be charged to the Dedicated Schools Grant (DSG) following the changes made in the Children and Families Act 2014, or recharged to the Clinical Commissioning Group (CCG)	Maximising Income	(392)				
<b>Impact of Early Intervention and Prevention Services</b> To Review the Impact of the Implementation of the Early Intervention and Prevention Service	Preventing Demand	(178)				
<b>Category Management Portfolio Plans</b> The Category Management Portfolio plan for Social Care	Effective Procurement	(593)				
<b>Zero Based Review</b> Zero based review of 2014-15 outturn position to identify opportunities to make efficiencies	Zero Based Review	(124)				
<b>Maximising Income Streams</b> Review of Income Streams	Maximising Income	(30)				

General Fund - Social Care Savings	Theme	Net Variation from 2015/16 Budget				
		2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>Description</b>						
<b>Adjustment to Implementing the Supported Living Programme</b> Refreshed Supported Living Programme, reflecting latest delivery schedule for new developments	Preventing Demand	529	1,163	(1,374)	(188)	
<b>Review the current contribution to Michael Sobell House</b> The original funding came from the Aids Support Grant which ceased some time ago and has been funded from base budget since the cessation of this grant.	Service Transformation	(33)				
<b>Transport</b> Remodelling of the Transport Service for eligible residents	Service Transformation	(500)				
<b>Zero based budget review of CNWL</b> Review of funding provided to (CNWL) Mental Health Trust	Zero Based Review	(200)				
<b>Catering Subsidy</b> Removal of Subsidy from Catering Service in Extra Care provision	Maximising Income	(68)	(68)			
<b>Refreshed New Models of Delivery of In House Provision (LD)</b> Refreshed programme for New Delivery of In House Provision for Learning Disabilities to reflect new delivery programme	Effective Procurement	493	(225)			
<b>Further Transformation / Zero-Based Review Savings</b>	Service Transformation	(636)	(214)			
<b>New Savings Proposals</b>		<b>(4,350)</b>	<b>512</b>	<b>(1,374)</b>	<b>(188)</b>	<b>0</b>
<b>Total Social Care</b>		<b>(5,493)</b>	<b>(6,758)</b>	<b>(9,014)</b>	<b>(9,921)</b>	<b>(9,921)</b>

The Council's Budget 2016/17 - 2020/21 Medium Term Financial Forecast

Appendix 6

Draft General Fund Capital Programme

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2016/17		2017/18		2018/19		2019/20		2020/21		Financed by:					
			Draft Budget	£'000	Draft Budget	£'000	Draft Budget	£'000	Draft Budget	£'000	Draft Budget	£'000	Council Resources	Government Grants	Other Contributions	£'000		
		<b>School Expansion Programme</b>																
140,064		Primary School Expansions	2,895	120	0	0	0	0	0	0	0	0	3,015	0	0	0	0	0
27,400	UPDATE	New Primary School Expansions	7,156	8,887	7,226	3,461	370	0	0	0	0	27,100	0	0	0	0	0	0
95,900	UPDATE	Secondary Schools Expansions	13,598	23,673	26,722	26,309	5,214	0	0	0	0	66,509	25,365	3,642	0	0	0	0
48,254		Secondary Schools New Build	23,685	844	1,019	0	0	0	0	0	0	24,290	1,258	0	0	0	0	0
1,800	NEW	Additional Temporary Classrooms	900	900	0	0	0	0	0	0	0	1,800	0	0	0	0	0	0
194		Hearing Impairment Resource Base (Vyners School)	9	0	0	0	0	0	0	0	0	9	0	0	0	0	0	0
<b>313,612</b>		<b>Total Schools Programme</b>	<b>48,243</b>	<b>34,424</b>	<b>34,967</b>	<b>29,770</b>	<b>5,584</b>					<b>122,723</b>	<b>26,623</b>	<b>3,642</b>				
		<b>Main Programme</b>																
9,741	UPDATE	Purchase of Vehicles	1,367	705	500	500	1,000	0	0	0	0	4,072	0	0	0	0	0	0
33,060		Hillingdon Sports and Leisure	762	0	0	0	0	0	0	0	0	762	0	0	0	0	0	0
914		Sports and Cultural Project	35	0	0	0	0	0	0	0	0	35	0	0	0	0	0	0
1,200		ICT Infrastructure	220	0	0	0	0	0	0	0	0	220	0	0	0	0	0	0
1,000		Uxbridge Cemetery Gatehouse and Chapel	800	50	0	0	0	0	0	0	0	850	0	0	0	0	0	0
2,400		Youth Centre Project	2,010	240	0	0	0	0	0	0	0	2,250	0	0	0	0	0	0
310		Whiteheath Farm Refurbishment	215	0	0	0	0	0	0	0	0	215	0	0	0	0	0	0
481		West Drayton Cemetary and Resurfacing	53	0	0	0	0	0	0	0	0	53	0	0	0	0	0	0
4,958		Hayes Town Centre Improvements	2,543	0	0	0	0	0	0	0	0	294	2,134	115	0	0	0	0
1,357	UPDATE	Inspiring Shopfronts - Increasing footfall	750	117	318	0	0	0	0	0	0	1,185	0	0	0	0	0	0
2,490	UPDATE	Gateway Hillingdon	1,776	451	213	0	0	0	0	0	0	2,440	0	0	0	0	0	0
1,996	NEW	Uxbridge Change of Heart	525	1,471	0	0	0	0	0	0	0	1,109	800	87	0	0	0	0
2,000		Dementia Centre	1,011	886	50	0	0	0	0	0	0	1,947	0	0	0	0	0	0
250		RAGC Car Park	150	0	0	0	0	0	0	0	0	150	0	0	0	0	0	0
430		Car Park Resurfacing	250	0	0	0	0	0	0	0	0	250	0	0	0	0	0	0
850		Bowls Club Refurbishments	700	0	0	0	0	0	0	0	0	150	0	0	0	0	0	550
530		Haste Hill Golf Club	130	0	0	0	0	0	0	0	0	130	0	0	0	0	0	0
3,075		Cedars and Grainges Car Park Improvement Works	77	0	0	0	0	0	0	0	0	77	0	0	0	0	0	0
600		Telecare Equipment	300	0	0	0	0	0	0	0	0	300	0	0	0	0	0	0
44,000		New Theatre	5,050	11,450	11,450	11,450	4,400	0	0	0	0	42,750	0	1,050	0	0	0	0
5,000		New Museum	1,600	2,700	500	0	0	0	0	0	0	4,050	0	750	0	0	0	0
335		CCTV Programme	195	0	0	0	0	0	0	0	0	195	0	0	0	0	0	0
1,399		Universal Infant Free School Meals	26	0	0	0	0	0	0	0	0	26	0	0	0	0	0	0
1,247		Eastcote Building and Gardens	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	35
1,552	UPDATE	Harlington Road Depot Refurbishment	227	0	0	0	0	0	0	0	0	227	0	0	0	0	0	0
330		Harlington Bowls Club and Football Pavilion	15	0	0	0	0	0	0	0	0	12	0	0	0	0	0	3



Draft General Fund Capital Programme

Total Project Cost (incl. Prior Years) £'000	Current MTFP Proposal	Project	2016/17		2017/18		2018/19		2019/20		2020/21		Financed by:		
			Draft Budget	£'000	Draft Budget	£'000	Draft Budget	£'000	Draft Budget	£'000	Draft Budget	£'000	Council Resources	Government Grants	Other Contributions
300		Ruislip Lido Boat House	15	0	0	0	0	0	0	0	0	0	15	0	0
4,850		Battle of Britain Bunker Heritage Pride Project	3,615	485	0	0	0	0	0	0	0	0	4,100	0	0
1,000	UPDATE	Battle of Britain Underground Bunker	1,000	0	0	0	0	0	0	0	0	0	0	1,000	0
2,700		New Youth Centre Projects	750	1,680	270	0	0	0	0	0	0	0	2,700	0	0
1,000		Environmental and Recreational Initiatives	1,000	0	0	0	0	0	0	0	0	0	1,000	0	0
5,500	NEW	Street Lighting Invest-to-Save	3,000	2,500	0	0	0	0	0	0	0	0	5,500	0	0
965		Capital and Priority Growth	965	0	0	0	0	0	0	0	0	0	965	0	0
2,657	NEW	CCTV Enforcement (SKC'S)	2,657	0	0	0	0	0	0	0	0	0	2,457	200	0
100	NEW	Mobile Library	100	0	0	0	0	0	0	0	0	0	100	0	0
950	NEW	Bessingby Football & Boxing Clubhouse	950	0	0	0	0	0	0	0	0	0	950	0	0
250	NEW	1 & 2 Merrimans Housing Project	250	0	0	0	0	0	0	0	0	0	250	0	0
370	NEW	1 & 2 Merrimans Appropriation from HRA	370	0	0	0	0	0	0	0	0	0	370	0	0
<b>142,147</b>		<b>Total Main Programme</b>	<b>35,494</b>	<b>22,735</b>	<b>13,301</b>	<b>11,950</b>	<b>11,950</b>	<b>11,950</b>	<b>11,950</b>	<b>11,950</b>	<b>5,400</b>	<b>82,156</b>	<b>4,134</b>	<b>2,590</b>	
		<b>Programme of Works</b>													
N/A		Leaders Initiative	200	200	200	200	200	200	200	200	200	1,000	0	0	0
N/A		Chrysalis Programme	1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	5,500	0	0	0
N/A	UPDATE	Civic Centre Works Upgrades	1,000	500	500	500	500	500	500	500	500	3,000	0	0	0
N/A	UPDATE	Formula Devolved Capital to Schools	373	335	297	260	222	222	222	222	222	0	1,487	0	0
N/A	UPDATE	Highways Structural Works	2,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	6,000	0	0	0
N/A	UPDATE	Pavement Priority Growth	2,000	0	0	0	0	0	0	0	0	2,000	0	0	0
N/A		ICT Single Development Plan	400	400	400	400	400	400	400	400	400	2,000	0	0	0
N/A		Property Works Programme	480	480	480	480	480	480	480	480	480	2,400	0	0	0
N/A		Road Safety	150	150	150	150	150	150	150	150	150	750	0	0	0
N/A		Street Lighting	94	94	94	94	94	94	94	94	94	470	0	0	0
N/A		Transport for London	2,944	6,302	3,008	3,000	3,000	3,000	3,000	3,000	3,000	0	17,405	849	0
N/A	NEW	Playground Replacement Programme	250	250	250	250	250	250	250	250	250	1,250	0	0	0
N/A	UPDATE	Urgent Schools Building Conditions Works	942	641	500	500	500	500	500	500	500	0	2,483	600	0
N/A		Disabled Facilities Grant	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,655	8,845	0	0
N/A		Adaptations for Adopted Children	200	200	200	200	200	200	200	200	200	1,000	0	0	0
N/A		Private Sector Renewal Grant / HCA	450	450	450	450	450	450	450	450	450	2,250	0	0	0
N/A		Section 106 Projects	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>0</b>		<b>Total Programmes of Works</b>	<b>15,283</b>	<b>14,302</b>	<b>10,829</b>	<b>10,784</b>	<b>10,784</b>	<b>10,784</b>	<b>10,784</b>	<b>10,784</b>	<b>10,746</b>	<b>30,275</b>	<b>30,220</b>	<b>1,449</b>	
		<b>Development &amp; Risk Contingency</b>													
N/A		Contingency	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	7,500	0	0	0
<b>N/A</b>		<b>Total General Fund Capital Programme</b>	<b>100,520</b>	<b>72,961</b>	<b>60,597</b>	<b>54,004</b>	<b>54,004</b>	<b>54,004</b>	<b>54,004</b>	<b>54,004</b>	<b>23,230</b>	<b>242,654</b>	<b>60,977</b>	<b>7,681</b>	

<u>Housing Revenue Account Corporate Summary</u>	2015/16 £(000s)	2016/17 £(000s)	2017/18 £(000s)	2018/19 £(000s)	2019/20 £(000s)	2020/21 £(000s)
<b>Resources</b>						
Increase / (Decrease) in average Weekly Rents (%)	2.2%	(1.0%)	(1.0%)	(1.0%)	0.0%	2.0%
Average Weekly Rent (£)	£110.58	£109.69	£108.66	£107.60	£107.60	£109.71
Increase/(Decrease) in Number of Dwellings	(115)	(95)	177	(76)	(99)	(54)
Number of Dwellings	10,111	9,923	9,964	10,014	9,927	9,850
<b>Gross Dwelling Rents</b>	<b>58,143</b>	<b>56,754</b>	<b>56,452</b>	<b>56,182</b>	<b>55,691</b>	<b>56,348</b>
Void Risk Contingency	(583)	(562)	(552)	(543)	(542)	(543)
<b>Net Dwelling Rents</b>	<b>57,560</b>	<b>56,192</b>	<b>55,900</b>	<b>55,639</b>	<b>55,149</b>	<b>55,805</b>
<b>Other Income</b>	<b>4,154</b>	<b>5,751</b>	<b>5,922</b>	<b>6,069</b>	<b>6,275</b>	<b>6,301</b>
<b>Total Resources</b>	<b>61,714</b>	<b>61,943</b>	<b>61,822</b>	<b>61,708</b>	<b>61,424</b>	<b>62,106</b>
<b>Budget Requirement</b>						
Roll Forward Budget	62,692	60,051	60,051	60,051	60,051	60,051
Inflation	372	563	1,339	2,153	2,926	3,785
Corporate Items	(548)	(8,602)	25,806	(4,792)	(8,504)	(7,126)
Contingency	(17)	181	181	181	181	181
Service Pressures	0	0	0	0	0	0
New Priority Growth	0	0	0	0	0	0
Savings	(2,448)	0	0	0	0	0
<b>Total Budget Requirement</b>	<b>60,051</b>	<b>52,193</b>	<b>87,377</b>	<b>57,593</b>	<b>54,654</b>	<b>56,891</b>
<b>(Drawdown) / Contribution to Reserves</b>	<b>1,663</b>	<b>9,750</b>	<b>(25,555)</b>	<b>4,115</b>	<b>6,770</b>	<b>5,215</b>
<b>Opening HRA General Balance</b>		<b>32,437</b>	<b>42,187</b>	<b>16,632</b>	<b>20,747</b>	<b>27,517</b>
<b>Closing HRA General Balance</b>		<b>42,187</b>	<b>16,632</b>	<b>20,747</b>	<b>27,517</b>	<b>32,732</b>

<b>Housing Revenue Account - Corporate Items</b>	<b>Net Variation from 2015/16 Budget</b>					
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Description</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>
Realignment of Budgets to reflect current service needs	(2,627)	530	420	420	420	420
Transfer of Income from Budget Requirement to Resources	(2,040)	1,602	1,602	1,602	1,602	1,602
Contribution to Finance Capital Programme	4,119	(10,399)	23,986	(6,688)	(10,362)	(8,941)
Interest on Balances	0	(335)	(202)	(126)	(164)	(207)
<b>Total Corporate Items</b>	<b>(548)</b>	<b>(8,602)</b>	<b>25,806</b>	<b>(4,792)</b>	<b>(8,504)</b>	<b>(7,126)</b>

<b>Housing Revenue Account - Development &amp; Risk Contingency</b>						
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>
<b>Potential Calls</b>						
General Contingency	860	1,058	1,058	1,058	1,058	1,058
Repairs Service	680	680	680	680	680	680
<b>Total Potential Calls</b>	<b>1,540</b>	<b>1,738</b>	<b>1,738</b>	<b>1,738</b>	<b>1,738</b>	<b>1,738</b>
<b>Financing</b>						
Base Budget	1,557	1,557	1,557	1,557	1,557	1,557
Contingency released to Directorate Budgets	0	0	0	0	0	0
Increase / Decrease in Contingency	(17)	181	181	181	181	181
<b>Total Financing</b>	<b>1,540</b>	<b>1,738</b>	<b>1,738</b>	<b>1,738</b>	<b>1,738</b>	<b>1,738</b>
<b>Managed Risk Gap in Contingency</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Draft Housing Revenue Account Capital Programme

Project	2016/17		2017/18		2018/19		2019/20		2020/21		Financed by:		
	Draft Budget £'000	Budget £'000	Draft Budget £'000	Budget £'000	Draft Budget £'000	Budget £'000	Draft Budget £'000	Budget £'000	Draft Budget £'000	Budget £'000	Revenue Contributions £'000	Prudential Borrowing £'000	Capital Receipts £'000
<b>Major Projects</b>													
New General Needs Housing Stock	7,352	25,927	7,483	1,500	1,500	1,500	1,500	1,500	1,500	1,500	30,633	0	13,129
New Build - Appropriation of Land	1,400	0	0	0	0	0	0	0	0	0	0	1,400	0
New Build - Supported Housing Provision	15,419	22,091	1,596	0	0	0	0	0	0	0	27,374	0	11,732
HRA General Contingency	15,000	0	0	0	0	0	0	0	0	0	0	15,000	0
<b>Total Major Projects</b>	<b>39,171</b>	<b>48,018</b>	<b>9,079</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>58,007</b>	<b>16,400</b>	<b>24,861</b>
<b>Works to Stock</b>													
Works to Stock programme	13,092	8,225	4,754	6,328	6,328	7,704	7,704	7,704	7,704	7,704	40,103	0	0
Major Adaptations to Property	1,560	1,092	1,147	1,204	1,204	1,249	1,249	1,249	1,249	1,249	6,252	0	0
<b>Total Works to Stock</b>	<b>14,652</b>	<b>9,317</b>	<b>5,901</b>	<b>7,532</b>	<b>7,532</b>	<b>8,953</b>	<b>8,953</b>	<b>8,953</b>	<b>8,953</b>	<b>8,953</b>	<b>46,355</b>	<b>0</b>	<b>0</b>
<b>Total HRA Capital Programme</b>	<b>53,823</b>	<b>57,335</b>	<b>14,980</b>	<b>9,032</b>	<b>9,032</b>	<b>10,453</b>	<b>10,453</b>	<b>10,453</b>	<b>10,453</b>	<b>10,453</b>	<b>104,362</b>	<b>16,400</b>	<b>24,861</b>