

General Fund Budget Corporate Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Resources								
Increase in Council Tax (%)	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%		
Increase in Social Care Precept (%)	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%		
Band D Council Tax (£)	£1,392.51	£1,462.00	£1,534.95	£1,611.55	£1,691.97	£1,776.40	£219.04	£383.89
Increase in Council Tax Base (Band D)	1,043	754	2,419	983	1,160	1,076		
Council Tax Base (Band D)	104,668	105,422	107,841	108,823	109,983	109,840	4,155	5,172
Change from Tax Base (£'000)	1,383	1,050	4,418	5,786	7,402	7,203	4,403	7,203
Change from Tax Increase (£'000)	6,928	7,326	15,361	23,837	32,935	42,166	16,909	42,166
Council Tax Revenues	145,751	154,127	165,530	175,374	186,088	195,120	29,623	49,369
Baseline Business Rates Income	51,887	52,654	52,654	52,654	52,654	52,654	767	767
Retained Business Rates Growth	17,943	19,475	19,475	19,475	19,475	19,475	1,532	1,532
Business Rates Income	69,026	72,129	72,129	72,129	72,129	72,129	3,103	3,103
Revenue Support Grant	8,660	8,893	8,893	8,893	8,893	8,893	233	233
Other Central Government Funding	58,122	70,848	69,725	69,201	68,653	68,317	11,079	10,195
Corporate Grant Income	66,782	79,741	78,618	78,094	77,546	77,210	11,312	10,428
Total Recurrent Funding	281,559	305,997	316,277	325,597	335,763	344,459	44,038	62,900
Collection Fund Surplus	3,651	(866)	0	0	0	0	(3,651)	(3,651)
Additional In-Year Collection Fund Surplus	800	0	0	0	0	0	(800)	(800)
Rebuilding Reserves	(1,500)	0	0	0	0	0	1,500	1,500
Drawdown from Reserves	0	4,164	0	0	0	0	0	0
Autumn Statement	0	0	0	0	0	0	0	0
Total One-Off Funding	2,951	3,298	0	0	0	0	(2,951)	(2,951)
Total Resources	284,510	309,295	316,277	325,597	335,763	344,459	41,087	59,949

General Fund Budget Corporate Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Service Expenditure								
Roll Forward Budget	263,278	284,510	309,295	306,013	317,591	329,567		
Inflation	16,625	5,487	2,634	6,511	6,631	11,839	14,632	33,102
Demand-led Growth	14,286	17,763	5,420	4,745	4,343	4,343	27,928	36,614
Corporate Items	6,073	35,568	6,478	5,075	6,002	4,757	47,121	57,880
Savings Proposals	(15,752)	(34,033)	(17,814)	(4,753)	(5,000)	(5,000)	(56,600)	(66,600)
Total Service Expenditure	284,510	309,295	306,013	317,591	329,567	345,506	33,081	60,996
Of which:								
Property, Highways & Transport	8,376	8,065	7,639	7,972	8,313	8,947	(404)	571
Finance	39,297	43,571	47,575	53,505	58,290	61,988	14,208	22,691
Corporate Services	25,040	23,498	22,257	22,334	22,764	24,006	(2,706)	(1,034)
Residents' Services	31,375	32,495	33,882	35,794	37,480	40,737	4,419	9,362
Children, Families & Education	71,439	72,598	71,605	71,322	73,083	75,903	(117)	4,464
Health & Social Care	126,642	129,614	132,901	138,210	144,183	150,971	11,568	24,329
Corporate Budgets	(17,659)	(546)	(9,846)	(11,546)	(14,546)	(17,046)	6,113	613
Total Service Expenditure	284,510	309,295	306,013	317,591	329,567	345,506	33,081	60,996
Year on Year Change in Budget (Gap) / Surplus	0	0	10,264	(2,258)	(1,810)	(7,243)	8,006	(1,047)
Cumulative Budget (Gap) / Surplus for the Year	0	0	10,264	8,006	6,196	(1,047)		
General Balances & Reserves	24,469	20,305	30,569	38,575	44,771	43,724	14,106	19,255

General Fund Budget Funding Projections	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
<u>Council Tax Base (Band D)</u>								
Residential Properties	126,007	127,019	128,031	129,043	130,243	131,443	3,036	5,436
MOD Properties	683	760	760	760	760	760	77	77
Discounts & Exemptions	(11,845)	(11,940)	(12,035)	(12,130)	(12,243)	(12,243)	(285)	(398)
Empty Property Premium	137	283	283	283	283	283	146	146
Gross Council Tax Base	114,982	116,122	117,039	117,956	119,043	118,820	2,974	3,838
Council Tax Reduction Scheme	(9,257)	(10,326)	(9,919)	(8,034)	(7,949)	(7,870)	1,223	1,387
Council Tax Reduction Scheme Changes		691	1,809	0	0	0	0	0
Collection Rate (%)	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%	0	0.00%
Allowance for Losses in Collection	(1,057)	(1,065)	(1,089)	(1,099)	(1,111)	(1,110)	(42)	(53)
Net Council Tax Base	104,668	105,422	107,841	108,823	109,983	109,840	4,155	5,172
Increase in Council Tax Base	1,043	754	2,419	983	1,160	1,076	4,155	6,391
<u>Business Rates Revenues</u>								
Inflationary Uplift (%)	6.70%	1.20%	0.00%	0.00%	0.00%	0.00%	7.90%	7.90%
Implied Multiplier (0.xxx)	0.539	0.546	0.546	0.546	0.546	0.532	0.007	(0.007)
Annual Change in Rating List	0	4,000	0	0	0	0	0.000	0
Cash Value of Annual Changes	0	2,184	0	0	0	0	0.000	0
Retail Relief	0	10,519	0	0	0	0	0.000	0
Change in Business Rates Provisions	14,801	12,336	0	0	0	0	(14,801)	(14,801)
Non-Domestic Rating Income	386,447	416,123	416,123	416,123	416,123	416,123	29,676	29,676
Local Share of Business Rates Yield	30%	30%	30%	30%	30%	30%	0	0
	115,934	124,837	124,837	124,837	124,837	124,837	8,903	8,903
Section 31 Grant Income	19,099	17,287	17,287	17,287	17,287	17,287	(1,812)	(1,812)
Forecast Business Rates Yield	135,033	142,124	142,124	142,124	142,124	142,124	7,091	7,091

General Fund Budget Funding Projections	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Less: Baseline Business Rates Income	(51,887)	(52,654)	(52,654)	(52,654)	(52,654)	(52,654)	(767)	(767)
Less: Business Rates Tariff	(56,281)	(57,114)	(57,114)	(57,114)	(57,114)	(57,114)	(833)	(833)
Growth on Local Share	26,865	32,356	32,356	32,356	32,356	32,356	5,491	5,491
Less: Section 31 Grants Out of Scope	(7,413)	(6,594)	(6,594)	(6,594)	(6,594)	(6,594)	819	819
Levy Rate on Growth	50%	50%	50%	50%	50%	50%	0	0
Levy on Growth	(9,726)	(12,881)	(12,881)	(12,881)	(12,881)	(12,881)	(3,155)	(3,155)
Retained Growth	17,139	19,475	19,475	19,475	19,475	19,475	2,336	2,336
<u>Other Central Government Funding</u>								
Public Health Grant	19,532	20,882	20,882	20,882	20,882	20,882	1,350	1,350
Social Care Grant	20,578	24,221	24,221	24,221	24,221	24,221	3,643	3,643
Better Care Fund	8,338	8,505	8,675	8,849	8,849	8,849	511	511
Local Authority Better Care Grant	7,468	9,212	9,212	9,212	9,212	9,212	1,744	1,744
Extended Producer Responsibility	0	3,189	2,392	1,794	1,346	1,010	1,794	1,010
Employer National Insurance Contributions Grant	0	1,998	1,998	1,998	1,998	1,998	1,998	1,998
Children's Social Care Prevention Grant	0	1,318	1,318	1,318	1,318	1,318	1,318	1,318
New Homes Bonus	541	85	85	85	85	85	(456)	(456)
Services Grant	330	330	330	330	330	330	0	0
Housing Benefit Administration Subsidy	624	524	424	324	224	224	(300)	(400)
Levy Allocation	395	396	0	0	0	0	(395)	(395)
UKSPF Funding	128	0	0	0	0	0	(128)	(128)
Local Voices & Community Reform	164	164	164	164	164	164	0	0
Extended Rights to Free Travel	24	24	24	24	24	24	0	0
Other Central Government Funding	58,122	70,848	69,725	69,201	68,653	68,317	11,079	10,195

General Fund Budget Inflation Provision	2024/25 Budget	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
	£'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	£'000	£'000
<u>Inflation Rates</u>								
Workforce Expenditure (excluding Pension Contributions)	N/A	3.8%	2.0%	2.0%	2.0%	2.0%	7.8%	11.8%
Pension Contributions	N/A	0.0%	-4.0%	0.0%	0.0%	4.0%	-4.0%	0.0%
Added Years Pension Costs	N/A	5.9%	2.0%	2.0%	2.0%	2.0%	9.9%	13.9%
Energy	N/A	-11.1%	5.0%	5.0%	5.0%	5.0%	-1.1%	8.9%
Vehicle Fuel	N/A	2.0%	5.0%	5.0%	5.0%	5.0%	12.0%	22.0%
Contracted Expenditure	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Homecare Provision (Adult Social Care)	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Care Placements (Adult Social Care)	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Care Placements (Children's Services)	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
SEND Transport	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Business Rates	N/A	2.9%	2.0%	2.0%	2.0%	2.0%	6.9%	10.9%
Levies	N/A	2.2%	2.0%	2.0%	2.0%	2.0%	6.2%	10.2%
<u>Inflation Projections</u>								
Workforce Expenditure (excluding Pension Contributions)	144,396	4,067	4,758	2,945	3,005	2,764	11,770	17,539
Workforce Expenditure (Pension Contribution)		0	(5,939)	0	0	5,939	(5,939)	0
Added Years Pension Costs	1,881	111	40	41	42	42	192	276
Energy	4,431	(491)	197	207	217	228	(87)	358
Vehicle Fuel	1,219	24	25	25	26	26	74	126
Contracted Expenditure	36,799	611	747	762	777	793	2,120	3,690
Homecare Provision (Adult Social Care)	10,073	171	205	209	213	218	585	1,016
Care Placements (Adult Social Care)	95,990	1,632	1,952	1,991	2,031	2,071	5,575	9,677
Care Placements (Children's Services)	30,233	514	615	627	640	652	1,756	3,048
SEND Transport	14,217	242	289	295	301	307	826	1,434
Business Rates & Council Tax	3,530	101	74	76	77	79	251	407
Levies	8,186	181	186	190	195	200	557	952
Gross Inflation Requirement	350,955	7,163	3,149	7,368	7,524	13,319	17,680	38,523
Less: Externally Funded Items	(23,817)	(1,676)	(515)	(857)	(893)	(1,480)	(3,048)	(5,421)
Budgets Out of Scope of Inflation	(42,628)	0	0	0	0	0	0	0
Total Inflation Provision	284,510	5,487	2,634	6,511	6,631	11,839	14,632	33,102

General Fund Budget Demand-led Growth	2024/25 Budget	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2025/26	2026/27	2027/28	2028/29	2029/30		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Waste Disposal Levy & Contracts	15,941	1,643	651	653	620	620	2,947	4,187
Support for Looked After Children	18,552	2,890	392	412	433	433	3,694	4,560
Support for Children with Disabilities	2,373	46	40	42	44	44	128	216
Adoption Support	1,146	96	0	0	0	0	96	96
SEND Transport	15,160	702	501	536	497	497	1,739	2,733
Adult Social Care Placements	78,453	3,650	1,836	2,102	2,749	2,749	7,588	13,086
Homelessness Prevention	6,536	5,021	2,000	1,000	0	0	8,021	8,021
Investment in Public Health	19,532	1,350	0	0	0	0	1,350	1,350
Energy Consumption & Costs	2,237	1,000	0	0	0	0	1,000	1,000
Digital & Intelligence Cost Rebasing	16,680	500	0	0	0	0	500	500
Imported Food Office	636	335	0	0	0	0	335	335
Vehicle Repairs & Maintenance	4,326	300	0	0	0	0	300	300
Christmas Lighting Growth	0	230	0	0	0	0	230	230
Total Demand-Led Growth	181,572	17,763	5,420	4,745	4,343	4,343	27,928	36,614

General Fund Budget Corporate Items	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
	2025/26	2026/27	2027/28	2028/29	2029/30		
	£'000	£'000	£'000	£'000	£'000		
<u>Adjustments to Financing & Corporate Budgets</u>							
Capital Financing Costs	1,409	2,979	4,412	2,440	2,247	8,800	13,487
Rebasing - Adult Services & Health	1,381	0	0	0	0	1,381	1,381
Rebasing - Children & Young People Services	2,794	0	0	0	0	2,794	2,794
Rebasing - Place	6,140	0	0	0	0	6,140	6,140
Rebasing - Central Services	1,377	0	0	0	0	1,377	1,377
Rebasing - Chief Digital Data & Technology	800	0	0	0	0	800	800
Rebasing - Cross-Cutting	1,650	0	0	0	0	1,650	1,650
Reversal of Undelivered Savings	4,651	0	0	0	0	4,651	4,651
Increase in General Contingency	4,000	0	0	0	0	4,000	4,000
Create Contract Risk Contingency	6,000	0	0	0	0	6,000	6,000
Risk Provision Against Savings Delivery	0	0	0	2,000	2,500	0	4,500
Risk Provision against Target Operating Model	0	2,500	0	0	0	2,500	2,500
Adult Social Care Discharge Funding	1,744	0	0	0	0	1,744	1,744
Concessionary Fares	1,577	999	658	1,552	0	3,234	4,786
Oracle System Development	1,000	0	0	0	0	1,000	1,000
Hillingdon First Enabling Developments	1,000	0	0	0	0	1,000	1,000
Creation of Feasibility Study Budget	500	0	0	0	0	500	500
Creation of a Corporate Redundancy Budget	500	0	0	0	0	500	500
Housing Benefit Subsidy (Recovery of Overpayments)	100	100	100	100	100	300	500
Investment in AI Software	50	0	0	0	0	50	50
Cost of Older People Discount	(80)	(75)	(70)	(65)	(65)	(225)	(355)
Movement in Added Years Pension Costs	(25)	(25)	(25)	(25)	(25)	(75)	(125)
Realignment of Funding Sources	(1,000)	0	0	0	0	(1,000)	(1,000)
Total Corporate Items	35,568	6,478	5,075	6,002	4,757	47,121	57,880

General Fund Budget Savings Programme	T h e m e	Annual Movement in Budget Requirement					Three Year Outlook £'000	Five Year Outlook £'000
		2025/26	2026/27	2027/28	2028/29	2029/30		
		£'000	£'000	£'000	£'000	£'000		
<u>Savings by Portfolio</u>								
Property, Highways & Transport		(762)	(530)	0	0	0	(1,292)	(1,292)
Finance		(1,150)	(261)	93	0	0	(1,318)	(1,318)
Corporate Services		(3,572)	(1,036)	(344)	0	0	(4,952)	(4,952)
Residents' Services		(9,681)	(1,184)	(786)	0	0	(11,651)	(11,651)
Children, Families & Education		(4,581)	(1,880)	(2,016)	0	0	(8,477)	(8,477)
Health & Social Care		(7,487)	(1,123)	0	0	0	(8,610)	(8,610)
Cross-Cutting Initiatives		(6,800)	(11,800)	(1,700)	(5,000)	(5,000)	(20,300)	(30,300)
Specific Savings Proposals		(34,033)	(17,814)	(4,753)	(5,000)	(5,000)	(56,600)	(66,600)
<u>Savings Programme by Theme</u>								
Service Transformation (T)		(20,881)	(14,244)	(2,227)	(5,000)	(5,000)	(37,352)	(47,352)
Digital Strategy (D)		0	0	0	0	0	0	0
Workforce (W)		(1,200)	(100)	0	0	0	(1,300)	(1,300)
Procurement (P)		(842)	(866)	(770)	0	0	(2,478)	(2,478)
Income Generation & Commercialisation (C)		(8,759)	(1,820)	(970)	0	0	(11,549)	(11,549)
Zero Based Reviews (Z)		(2,351)	(784)	(786)	0	0	(3,921)	(3,921)
Impact on Other Funds (O)		0	0	0	0	0	0	0
Specific Savings Proposals		(34,033)	(17,814)	(4,753)	(5,000)	(5,000)	(56,600)	(66,600)

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook £'000	Five Year Outlook £'000
			2025/26	2026/27	2027/28	2028/29	2029/30		
			£'000	£'000	£'000	£'000	£'000		
	Savings Proposals								
	Review Garage Voids	(C)	(260)	(180)				(440)	(440)
	Fees & Charges Uplifts	(C)	(227)					(227)	(227)
	Review of Commercial Leases	(C)	(200)	(250)				(450)	(450)
	Maximisation of Council Assets	(T)	(75)	(100)				(175)	(175)
	Total Property, Highways & Transport Savings		(762)	(530)	0	0	0	(1,292)	(1,292)
	Revenue & Benefits - Automations & Customer Contact	(T)	(334)	(211)	(57)			(602)	(602)
	Older People's Discount - Demand Adjustment	(Z)	(200)					(200)	(200)
	Counter Fraud: Review of Capability, Capacity and Activity	(T)	(107)					(107)	(107)
	Review of Cashflow Measures - Supplier Incentive Scheme	(C)	(100)	(50)	150			0	0
	Future of Financial Systems	(T)	(100)					(100)	(100)
	Pension Payment Cashflow Measures	(Z)	(95)					(95)	(95)
	Internal Audit Staffing Cost Reduction	(T)	(73)					(73)	(73)
	Counter Fraud Funding Strategy	(C)	(72)					(72)	(72)
	ZBB Vacant Post Review	(T)	(69)					(69)	(69)
	Total Finance		(1,150)	(261)	93	0	0	(1,318)	(1,318)
	Reshaping Customer Experience and Business Support	(T)	(1,876)	(228)				(2,104)	(2,104)
	Digital & Intelligence Cost Rebasing Review	(T)	(1,000)					(1,000)	(1,000)
	S106 Fee Increase	(C)	(263)					(263)	(263)
	Digital and Technology Contract Review	(P)	(163)	(186)	(170)			(519)	(519)
	HR Service Review	(T)	(139)	(100)				(239)	(239)
	Legal Service Funding Review	(C)	(63)					(63)	(63)
	Outsourcing of the Council's Film Office	(T)	(60)	(40)	(30)			(130)	(130)
	Registration Service Income Maximisation	(C)	(30)	(20)	(20)			(70)	(70)

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
			2025/26	2026/27	2027/28	2028/29	2029/30		
			£'000	£'000	£'000	£'000	£'000		
	Remove Hard Copy Agendas for Statutory Meetings	(T)	(15)					(15)	(15)
	DHSC Autumn Vaccinations	(C)	(4)					(4)	(4)
	Business Intelligence Review	(T)	0	(62)	(124)			(186)	(186)
	Fees & Charges Uplifts	(C)	41					41	41
	Telecare Review	(T)		(400)				(400)	(400)
	Total Corporate Services		(3,572)	(1,036)	(344)	0	0	(4,952)	(4,952)
	Charging for Green Waste (Subject to Consultation)	(C)	(2,500)					(2,500)	(2,500)
	Increase Leased Temporary Accommodation	(T)	(1,600)					(1,600)	(1,600)
	Temporary Accommodation Commissioning - Review Zero / Low Subsidy Accommodation	(Z)	(1,500)	(750)	(750)			(3,000)	(3,000)
	Fees & Charges Uplifts	(C)	(676)	(150)				(826)	(826)
	Review & Charge Parking Penalty Level Banding (Subject to Formal GLA Confirmation)	(C)	(600)					(600)	(600)
	Temporary Accommodation - re-negotiate to reduce rates with all B&B / private sector providers	(T)	(500)					(500)	(500)
	Statutory Planning Fee Increase - Householders	(C)	(300)					(300)	(300)
	Review of Crematoria & Cemetery Charges	(C)	(300)					(300)	(300)
	Christmas Lighting Sponsorship Model	(T)	(230)					(230)	(230)
	Review Out of Hours Noise Nuisance Service	(T)	(220)					(220)	(220)
	Review of Burial Fees	(C)	(200)					(200)	(200)
	Increase in Parking Enforcement Charges	(C)	(140)					(140)	(140)
	Review Seasonal Hanging Basket Displays	(T)	(92)					(92)	(92)
	Platinum Jubilee Leisure Centre Management Fee	(C)	(80)	(70)				(150)	(150)
	Review of Stronger Communities Service	(Z)	(79)					(79)	(79)
	Review Domestic Support Contracts	(P)	(79)	(80)				(159)	(159)

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook £'000	Five Year Outlook £'000
			2025/26	2026/27	2027/28	2028/29	2029/30		
			£'000	£'000	£'000	£'000	£'000		
	Environmental Specialists Staffing Costs Realignment	(Z)	(66)					(66)	(66)
	Pay and Display Machine Cash Collection	(C)	(66)					(66)	(66)
	Business Rates Rateable Review	(C)	(65)					(65)	(65)
	Fast Track Planning Service	(Z)	(60)	(3)	(3)			(66)	(66)
	Beck Theatre Parking	(C)	(50)					(50)	(50)
	Increase in Car Park Revenue from Increased Demand	(C)	(50)					(50)	(50)
	Review Green Flag Award Scheme	(T)	(43)					(43)	(43)
	Meeting Room Hire Revenue in Libraries	(T)	(40)					(40)	(40)
	Residents' Service Vacant Post Review	(Z)	(39)					(39)	(39)
	Review Hillingdon Voluntary Centre Grants	(T)	(30)					(30)	(30)
	Review Library Stock Budget	(T)	(30)					(30)	(30)
	Change in Hillingdon First Parking Discount	(C)	0					0	0
	Hillingdon in Bloom and the Autumn Show	(T)	(17)					(17)	(17)
	Building Control Fee Uplift	(Z)	(16)	(15)	(16)			(47)	(47)
	Discretionary Planning Fees Uplift	(Z)	(13)	(16)	(17)			(46)	(46)
	Beck Theatre Subsidy	(T)	0	(100)				(100)	(100)
	Total Residents' Services Savings		(9,681)	(1,184)	(786)	0	0	(11,651)	(11,651)
	Review of Semi Independent & Shared Accommodation	(T)	(2,156)	(216)	(216)			(2,588)	(2,588)
	Social Care Delivery Model	(T)	(1,559)	(154)	(154)			(1,867)	(1,867)
	New Care Offer - Review of Operating Model	(T)	(273)	(1,417)	(1,616)			(3,306)	(3,306)
	Review of Catering Service in Care Delivery Settings	(T)	(217)					(217)	(217)
	Review of Early Years Operating Model	(T)	(187)	(93)	(30)			(310)	(310)
	Child and Family Support Service Staffing Review	(T)	(182)					(182)	(182)
	Fees & Charges Uplifts	(C)	(7)					(7)	(7)
	Total Children, Families & Education		(4,581)	(1,880)	(2,016)	0	0	(8,477)	(8,477)

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook £'000	Five Year Outlook £'000
			2025/26	2026/27	2027/28	2028/29	2029/30		
			£'000	£'000	£'000	£'000	£'000		
	Maximise Section 117 Funding split with Integrated Care Board	(C)	(2,031)					(2,031)	(2,031)
	Re-negotiation of Social Care Contracts	(T)	(1,739)					(1,739)	(1,739)
	Post 16 Transport Demand Management Review	(T)	(624)	(387)				(1,011)	(1,011)
	Acquisition of Care home	(T)	(550)					(550)	(550)
	AI Digitisation of Operational Social Work Practices	(T)	(548)					(548)	(548)
	Use of Disabled Facilities Grant	(C)	(300)					(300)	(300)
	Adult Social Care Vacant Post Review	(Z)	(283)					(283)	(283)
	Creation Of A Care Company For Temporary Staff Via An SPV	(T)	(277)					(277)	(277)
	Lease Income for Sexual Health Clinics	(C)	(250)					(250)	(250)
	Proposal to decant Lowdell Close Registered Care Home	(T)	(200)					(200)	(200)
	Review of third sector Carers contract value in Social Care	(T)	(172)					(172)	(172)
	Review of third sector Information, Advice and Guidance	(T)	(170)					(170)	(170)
	Care Diagnostic Equipment	(T)	(150)					(150)	(150)
	Implementation of Ask SARA (Digital Solution to Support Demand Management)	(T)	(150)					(150)	(150)
	Decentralised Operating Model for Corporate Policy & Projects	(T)	(77)					(77)	(77)
	Supported Living Development of a Special Purpose Vehicle	(T)	0	(736)				(736)	(736)
	Fees & Charges Uplifts	(C)	34					34	34
	Total Health & Social Care		(7,487)	(1,123)	0	0	0	(8,610)	(8,610)
	Target Operating Model	(T)	(5,000)	(10,000)	0	(5,000)	(5,000)	(15,000)	(25,000)
	Increase MVF by 1%	(W)	(1,100)					(1,100)	(1,100)
	Procurement Saving	(P)	(600)	(600)	(600)			(1,800)	(1,800)
	Employee Terms & Conditions Review	(W)	(100)	(100)				(200)	(200)
	Fees & Charges Future Uplifts	(C)	0	(1,100)	(1,100)			(2,200)	(2,200)
	Total Cross Cutting		(6,800)	(11,800)	(1,700)	(5,000)	(5,000)	(20,300)	(30,300)

General Fund Budget Corporate Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
<u>Service Expenditure by Portfolio</u>								
<u>Property, Highways & Transport</u>								
Staffing	6,602	7,102	7,035	7,174	7,316	7,745	572	1,143
Non-Staffing	11,932	11,464	11,159	11,390	11,627	11,870	(542)	(62)
Gross Expenditure	18,534	18,566	18,194	18,564	18,943	19,615	30	1,081
Grant Income	0	0	0	0	0	0	0	0
Fees & Charges	(6,588)	(6,815)	(6,815)	(6,815)	(6,815)	(6,815)	(227)	(227)
Other Income	(3,570)	(3,686)	(3,740)	(3,777)	(3,815)	(3,853)	(207)	(283)
Gross Income	(10,158)	(10,501)	(10,555)	(10,592)	(10,630)	(10,668)	(434)	(510)
Property, Highways & Transport Total	8,376	8,065	7,639	7,972	8,313	8,947	(404)	571
<u>Finance</u>								
Staffing	15,058	16,175	16,019	16,328	16,644	17,609	1,270	2,551
Non-Staffing	130,567	133,545	137,457	143,065	147,573	150,315	12,498	19,748
Gross Expenditure	145,625	149,720	153,476	159,393	164,217	167,924	13,768	22,299
Grant Income	(89,921)	(89,931)	(89,930)	(89,933)	(89,936)	(89,945)	(12)	(24)
Fees & Charges	(1,585)	(1,585)	(1,585)	(1,585)	(1,585)	(1,585)	0	0
Other Income	(14,822)	(14,633)	(14,386)	(14,370)	(14,406)	(14,406)	452	416
Gross Income	(106,328)	(106,149)	(105,901)	(105,888)	(105,927)	(105,936)	440	392
Finance Total	39,297	43,571	47,575	53,505	58,290	61,988	14,208	22,691
<u>Corporate Services</u>								
Staffing	17,871	19,265	19,070	19,456	19,850	21,055	1,585	3,184
Non-Staffing	8,908	5,972	4,926	4,617	4,653	4,690	(4,291)	(4,218)
Gross Expenditure	26,779	25,237	23,996	24,073	24,503	25,745	(2,706)	(1,034)
Grant Income	0	0	0	0	0	0	0	0
Fees & Charges	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	0	0
Other Income	(428)	(428)	(428)	(428)	(428)	(428)	0	0
Gross Income	(1,739)	(1,739)	(1,739)	(1,739)	(1,739)	(1,739)	0	0
Corporate Services Total	25,040	23,498	22,257	22,334	22,764	24,006	(2,706)	(1,034)

General Fund Budget Corporate Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
<u>Residents' Services</u>								
Staffing	25,930	28,900	28,617	29,463	30,326	32,765	3,533	6,835
Non-Staffing	23,153	25,186	27,003	28,074	28,902	29,735	4,921	6,582
Gross Expenditure	49,083	54,086	55,620	57,537	59,228	62,500	8,454	13,417
Grant Income	(278)	(295)	(292)	(297)	(302)	(317)	(19)	(39)
Fees & Charges	(13,878)	(17,744)	(17,894)	(17,894)	(17,894)	(17,894)	(4,016)	(4,016)
Other Income	(3,552)	(3,552)	(3,552)	(3,552)	(3,552)	(3,552)	0	0
Gross Income	(17,708)	(21,591)	(21,738)	(21,743)	(21,748)	(21,763)	(4,035)	(4,055)
Residents' Services Total	31,375	32,495	33,882	35,794	37,480	40,737	4,419	9,362
<u>Children, Families & Education</u>								
Staffing	56,091	58,772	58,415	59,161	59,921	62,221	3,070	6,130
Non-Staffing	70,437	69,566	68,925	68,186	69,502	70,835	(2,251)	398
Gross Expenditure	126,528	128,338	127,340	127,347	129,423	133,056	819	6,528
Grant Income	(23,931)	(24,572)	(24,563)	(24,849)	(25,160)	(25,969)	(918)	(2,038)
Fees & Charges	(23,168)	(23,175)	(23,175)	(23,175)	(23,175)	(23,175)	(7)	(7)
Other Income	(7,990)	(7,993)	(7,997)	(8,001)	(8,005)	(8,009)	(11)	(19)
Gross Income	(55,089)	(55,740)	(55,735)	(56,025)	(56,340)	(57,153)	(936)	(2,064)
Children, Families & Education Total	71,439	72,598	71,605	71,322	73,083	75,903	(117)	4,464
<u>Health & Social Care</u>								
Staffing	25,436	27,122	27,014	27,504	28,004	29,338	2,068	3,902
Non-Staffing	149,725	149,434	152,801	157,573	162,834	168,147	7,848	18,422
Gross Expenditure	175,161	176,556	179,815	185,077	190,838	197,485	9,916	22,324
Grant Income	(10,542)	(8,919)	(8,934)	(8,993)	(9,053)	(9,175)	1,549	1,367
Fees & Charges	(399)	(665)	(665)	(665)	(665)	(665)	(266)	(266)
Other Income	(37,578)	(37,358)	(37,315)	(37,209)	(36,937)	(36,674)	369	904
Gross Income	(48,519)	(46,942)	(46,914)	(46,867)	(46,655)	(46,514)	1,652	2,005
Health & Social Care Total	126,642	129,614	132,901	138,210	144,183	150,971	11,568	24,329

General Fund Budget Corporate Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Corporate Budgets								
Development & Risk Contingency	500	500	500	500	500	500	0	0
Unallocated Budget Items	(18,159)	12,134	14,634	14,634	16,634	19,134	32,793	37,293
Cross-Cutting Initiatives	0	(13,180)	(24,980)	(26,680)	(31,680)	(36,680)	(26,680)	(36,680)
Corporate Budgets Total	(17,659)	(546)	(9,846)	(11,546)	(14,546)	(17,046)	6,113	613
Total	284,510	309,295	306,013	317,591	329,567	345,506	33,081	60,996
Total Resources	284,510	309,295	316,277	325,597	335,763	344,459	41,087	59,949
Budget Gap	0	0	10,264	8,006	6,196	(1,047)	8,006	(1,047)

General Fund Budget Capital Programme Summary	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total From 2025/26	Grand Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Expenditure								
Major Projects	73,682	77,978	64,153	24,260	4,975	3,000	174,366	248,048
Programme of Works	43,775	36,425	31,710	30,122	35,985	27,438	161,680	205,455
Contingency	1,974	0	0	2,000	2,000	2,000	6,000	7,974
Total Capital Expenditure	119,431	114,403	95,863	56,382	42,960	32,438	342,046	461,477
Capital Financing								
Grants & Contributions	(57,758)	(15,279)	(22,939)	(11,789)	(10,839)	(10,256)	(71,102)	(128,860)
Community Infrastructure Levy - Neighbourhood CIL	(563)	(563)	(675)	(675)	(675)	(675)	(3,263)	(3,826)
Council Resourced Investment								
Community Infrastructure Levy	(3,187)	(3,187)	(3,825)	(3,825)	(3,825)	(3,825)	(18,487)	(21,674)
Capital Receipts	(6,303)	(16,958)	(10,000)	(7,500)	(7,000)	(7,000)	(48,458)	(54,761)
Prudential Borrowing	(51,620)	(78,416)	(58,424)	(32,593)	(20,621)	(10,682)	(200,736)	(252,356)
Borrowing Projections								
Capital Financing Requirement	318,697	389,651	443,980	461,047	468,469	464,489		
Projected External Borrowing	(239,205)	(369,346)	(413,411)	(422,472)	(423,698)	(420,765)		
Projected Internal Borrowing	(24,469)	(20,305)	(30,569)	(38,575)	(44,771)	(43,724)		

Prior Years Budget	Project	Invest to Save	2024-2030 Project Budget			Total Capital Programme		
			Live Project Budget	Grants and Contributions including Neighbourhood CIL	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000			£'000	£'000	£'000	£'000	£'000	%
	Major Projects							
	Property, Highways and Transport							
17,655	New West Drayton Leisure Centre	N	19,014	(465)	(18,549)	36,669	32,129	88%
3,372	Hillingdon Water Sports Facility	N	23,128	(23,128)	0	26,500	6,366	24%
6,468	Carbon Zero Initiatives	N	20,032	(10,101)	(9,931)	26,500	11,000	42%
0	Refurbishment of Crematorium	N	9,000	(3,000)	(6,000)	9,000	9,000	100%
0	Housing Developments	Y	40,000	0	(40,000)	40,000	0	0%
3,525	Civic Centre Transformation	N	15,848	0	(15,848)	19,373	12,429	64%
10,142	Housing Company Financing	N	0	0	0	10,142	12,419	122%
3,875	Cranford Park Heritage Lottery Project	N	594	(122)	(472)	4,469	4,119	92%
2	Northwood Hills Library Buyback	N	2,390	0	(2,390)	2,392	0	0%
3,176	Uxbridge Mortuary Extension	N	138	0	(138)	3,314	3,314	100%
278	Charville Lane - Children Specialist House	Y	4,341	(2,987)	(1,354)	4,619	4,619	100%
0	Staying Close Project - Children's Respite	N	727	0	(727)	727	0	0%
0	Family Hub Programme	N	3,616	0	(3,616)	3,616	0	0%
11	Otterfield Road Library Buyback	N	1,868	0	(1,868)	1,879	0	0%
0	Harlington Road Depot Fuel Pumps & Canopy	N	585	0	(585)	585	0	0%
1,201	Battle of Britain Underground Bunker	N	430	0	(430)	1,631	1,630	100%
67	New Years Green Lane Extension	N	932	(200)	(732)	999	0	0%
567	Asha Day Centre Refurbishment	N	45	0	(45)	612	612	100%
51	Motor Vehicle Workshop	N	0	0	0	51	28	55%
133	Parking Improvements	N	401	0	(401)	534	308	58%
55	Uxbridge Cemetery Gatehouse	N	46	0	(46)	101	577	571%
0	Botwell Leisure Centre Adaptations	N	250	0	(250)	250	0	0%
467	Flood Alleviation - Bessingby Park	N	712	(547)	(165)	1,179	529	45%
101	Botwell Leisure Centre Football Pitch	N	99	0	(99)	200	101	51%

Prior Years Budget	Project	Invest to Save	2024-2030 Project Budget			Total Capital Programme		
			Live Project Budget	Grants and Contributions including Neighbourhood CIL	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000			£'000	£'000	£'000	£'000	£'000	%
2,071	Yiewsley / West Drayton Community Centre	N	43	0	(43)	2,114	2,114	100%
2,659	Cedars & Grainges Car Park Improvement Works	N	10	0	(10)	2,669	2,671	100%
0	Appropriation of Townfield to General Fund	N	100	0	(100)	100	0	0%
	Finance & Transformation							
0	DSG Capitalisation Support	Y	8,000	0	(8,000)	8,000	0	0%
0	Transformation Capitalisation Support	Y	34,000	0	(34,000)	34,000	0	0%
	Residents' Services							
1,511	Shopping Parades Initiatives	N	532	0	(532)	2,043	2,455	120%
0	Waste Services Improvements	N	648	0	(648)	648	0	0%
0	Green Spaces - Machinery	Y	4,500	0	(4,500)	4,500	1	0%
	Health & Social Care							
	Investment in Care Home Capacity	Y	30,500	0	(30,500)	30,500	0	0%
	Children, Families and Education							
15,102	SRP/SEND	Y	25,519	(13,707)	(11,812)	40,621	7,166	18%
0	Additional Temporary Classrooms	N	0	0	0	0	0	0%
23,453	Secondary Schools Expansions	N	0	0	0	23,453	27,911	119%
95,942	Total Major Projects		248,048	(54,257)	(193,791)	343,990	141,498	41%
	Programme of Works							
	Property, Highways and Transport							
N/A	Highways Structural Works	N	60,573	(5,354)	(55,219)	60,573	6,749	11%
N/A	School Building Condition Works	N	22,445	(22,445)	0	22,445	1,268	6%
N/A	Disabled Facilities Grant	N	15,049	(15,049)	0	15,049	1,904	13%
N/A	Transport for London	N	8,771	(8,771)	0	8,771	3,107	35%
N/A	Property Works Programme	N	7,537	(56)	(7,481)	7,537	924	12%
N/A	Street Lighting Replacement	N	6,150	0	(6,150)	6,150	969	16%

Prior Years Budget	Project	Invest to Save	2024-2030 Project Budget			Total Capital Programme		
			Live Project Budget	Grants and Contributions including Neighbourhood CIL	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000			£'000	£'000	£'000	£'000	£'000	%
N/A	Leisure Centre Refurbishment	N	1,248	(426)	(822)	1,248	128	10%
N/A	Highways Bridges and Structures	N	2,295	0	(2,295)	2,295	300	13%
N/A	CCTV Programme	N	1,281	0	(1,281)	1,281	258	20%
N/A	Road Safety	N	720	0	(720)	720	268	37%
	Environmental and Recreational Initiatives -							
N/A	Pollution Screening	N	484	(484)	0	484	104	21%
N/A	HS2 Road Safety Fund	N	338	(338)	0	338	105	31%
N/A	HS2 Amenity Fund	N	212	(212)	0	212	296	140%
N/A	Bowls Clubs Refurbishments	N	63	0	(63)	63	52	83%
N/A	Emergency Active Travel	N	41	(11)	(30)	41	41	100%
N/A	Highways Section 106 Projects	N	109	(109)	0	109	58	53%
	Finance							
N/A	Purchase of Vehicles	N	25,814	0	(25,814)	25,814	4,421	17%
	Corporate Services							
N/A	Corporate Technology and Innovation	Y	19,250	0	(19,250)	19,250	4,518	23%
N/A	Older Peoples Initiatives	N	1,200	0	(1,200)	1,200	0	0%
	Residents' Services							
N/A	Chrysalis Programme	N	7,228	(3,826)	(3,402)	7,228	1,192	16%
N/A	Infrastructure Investment	N	2,000	0	(2,000)	2,000	0	0%
N/A	Playground Replacement Programme	N	1,300	0	(1,300)	1,300	125	10%
N/A	Sports Club Rebuild / Refurb Programme	N	107	(107)	0	107	107	100%
	Environmental and Recreational Initiatives -							
N/A	Green Spaces	N	677	(677)	0	677	103	15%
	Children, Families and Education							
N/A	Devolved Capital to Schools	N	2,310	(2,310)	0	2,310	0	0%
N/A	Youth Provision	N	1,153	(1,153)	0	1,153	174	15%

Prior Years Budget	Project	Invest to Save	2024-2030 Project Budget			Total Capital Programme		
			Live Project Budget	Grants and Contributions including Neighbourhood CIL	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000			£'000	£'000	£'000	£'000	£'000	%
N/A	Health and Social Care Equipment Capitalisation - Social Care	N	17,100	(17,100)	0	17,100	0	0%
	Total Programme of Works		205,455	(78,428)	(127,027)	205,455	27,171	13%
	<u>Development & Risk Contingency</u>							
N/A	General Contingency	N	7,974	0	(7,974)	7,974	0	0%
	Total Development & Risk Contingency		7,974	0	(7,974)	7,974	0	0%
95,942	Total GF Capital Programme		461,477	(132,685)	(328,792)	557,419	168,669	30%

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
	Major Projects							
	Property, Highways and Transport							
17,655	New West Drayton Leisure Centre	6,153	12,254	607	0	0	0	19,014
3,372	Hillingdon Water Sports Facility	10,128	3,000	10,000	0	0	0	23,128
6,468	Carbon Zero Initiatives	10,101	3,931	3,000	2,500	500	0	20,032
0	Refurbishment of Crematorium	0	900	5,400	2,700	0	0	9,000
0	Housing Developments	0	20,000	20,000	0	0	0	40,000
3,525	Civic Centre Transformation	5,000	6,048	2,400	2,400	0	0	15,848
10,142	Housing Company Financing	0	0	0	0	0	0	0
3,875	Cranford Park Heritage Lottery Project	244	300	50	0	0	0	594
2	Northwood Hills Library Buyback	0	2,390	0	0	0	0	2,390
3,176	Uxbridge Mortuary Extension	138	0	0	0	0	0	138
0	Charville Lane - Children Specialist House	3,030	1,225	86	0	0	0	4,341
0	Staying Close Project - Children's Respite	727	0	0	0	0	0	727
0	Family Hub Programme	1,750	400	66	75	1,325	0	3,616
11	Otterfield Road Library Buyback	0	1,384	464	20	0	0	1,868
0	Harlington Road Depot Fuel Pumps & Canopy	0	290	280	15	0	0	585
1,201	Battle of Britain Underground Bunker	50	380	0	0	0	0	430
67	New Years Green Lane Extension	150	782	0	0	0	0	932
567	Asha Day Centre Refurbishment	20	25	0	0	0	0	45
51	Motor Vehicle Workshop	0	0	0	0	0	0	0
133	Parking Improvements	175	226	0	0	0	0	401
55	Uxbridge Cemetery Gatehouse	46	0	0	0	0	0	46
0	Botwell Leisure Centre Adaptations	250	0	0	0	0	0	250
467	Flood Alleviation - Bessingby Park	62	300	300	50	0	0	712
101	Botwell Leisure Centre Football Pitch	99	0	0	0	0	0	99
2,071	Yiewsley / West Drayton Community Centre	43	0	0	0	0	0	43
2,659	Cedars & Grainges Car Park Improvement Works	10	0	0	0	0	0	10

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
0	Appropriation of Townfield to General Fund	0	100	0	0	0	0	100
	Finance							
0	DSG Capitalisation Support	4,000	4,000	0	0	0	0	8,000
0	Transformation Capitalisation Support	3,000	10,000	10,000	5,000	3,000	3,000	34,000
	Residents' Services							
1,511	Shopping Parades Initiatives	532	0	0	0	0	0	532
0	Waste Services Improvements	240	258	0	0	150	0	648
0	Green Spaces - Machinery	0	1,500	1,500	1,500	0	0	4,500
	Health & Social Care							
0	Investment in Care Home Capacity	6,000	4,500	10,000	10,000	0	0	30,500
	Children, Families and Education							
15,102	SRP/SEND	21,734	3,785	0	0	0	0	25,519
0	Additional Temporary Classrooms	0	0	0	0	0	0	0
23,453	Secondary Schools Expansions	0	0	0	0	0	0	0
95,664	Total Major Projects	73,682	77,978	64,153	24,260	4,975	3,000	248,048
	Programme of Works							
	Property, Highways and Transport							
N/A	Highways Structural Works	9,573	11,000	10,000	10,000	10,000	10,000	60,573
N/A	School Building Condition Works	7,028	3,000	3,000	3,000	3,000	3,417	22,445
N/A	Disabled Facilities Grant	4,319	2,146	2,146	2,146	2,146	2,146	15,049
N/A	Transport for London	1,481	1,458	1,458	1,458	1,458	1,458	8,771
N/A	Property Works Programme	1,256	675	1,840	1,480	1,520	766	7,537
N/A	Street Lighting Replacement	925	1,000	1,050	1,100	1,150	925	6,150
N/A	Leisure Centre Refurbishment	748	100	100	100	100	100	1,248
N/A	Highways Bridges and Structures	300	400	415	430	450	300	2,295
N/A	CCTV Programme	349	184	187	187	187	187	1,281
N/A	Road Safety	120	120	120	120	120	120	720
	Environmental and Recreational Initiatives -							
N/A	Pollution Screening	484	0	0	0	0	0	484
N/A	HS2 Road Safety Fund	338	0	0	0	0	0	338

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
N/A	HS2 Amenity Fund	212	0	0	0	0	0	212
N/A	Bowls Clubs Refurbishments	63	0	0	0	0	0	63
N/A	Emergency Active Travel	41	0	0	0	0	0	41
N/A	Highways Section 106 Projects	109	0	0	0	0	0	109
	Finance							
N/A	Purchase of Vehicles	4,511	2,761	3,375	3,832	9,585	1,750	25,814
	Corporate Services							
N/A	Corporate Technology and Innovation	4,518	6,446	3,384	1,634	1,634	1,634	19,250
N/A	Older Peoples Initiatives	200	200	200	200	200	200	1,200
	Residents' Services							
N/A	Chrysalis Programme	2,228	1,000	1,000	1,000	1,000	1,000	7,228
N/A	Infrastructure Investment	0	2,000	0	0	0	0	2,000
N/A	Playground Replacement Programme	200	300	200	200	200	200	1,300
N/A	Sports Club Rebuild / Refurb Programme	107	0	0	0	0	0	107
N/A	Green Spaces	677	0	0	0	0	0	677
	Children, Families and Education							
N/A	Devolved Capital to Schools	385	385	385	385	385	385	2,310
N/A	Youth Provision	753	400	0	0	0	0	1,153
	Health and Social Care							
N/A	Equipment Capitalisation - Social Care	2,850	2,850	2,850	2,850	2,850	2,850	17,100
	Total Programme of Works	43,775	36,425	31,710	30,122	35,985	27,438	205,455
	Development & Risk Contingency							
N/A	General Contingency	1,974	0	0	2,000	2,000	2,000	7,974
	Total Development & Risk Contingency	1,974	0	0	2,000	2,000	2,000	7,974
95,664	Total GF Capital Programme	119,431	114,403	95,863	56,382	42,960	32,438	461,477

Housing Revenue Account Corporate Summary	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Five Year Outlook
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Resources	<i>CPI+1%</i>	<i>CPI+1%</i>	<i>CPI+1%</i>	<i>CPI+1%</i>	<i>CPI+1%</i>	<i>CPI+1%</i>	
Increase in rents	7.7%	2.7%	3.0%	3.0%	3.0%	3.0%	
Average Weekly Rent (£)	£137.67	£141.39	£145.63	£150.00	£154.50	£159.13	£21.46
Increase/(Decrease) in Number of Dwellings	210	209	174	613	27	(2)	1,021
Opening Number of Dwellings	10,228	10,438	10,647	10,821	11,434	11,461	10,228
Closing Number of Dwellings	10,438	10,647	10,821	11,434	11,461	11,459	11,459
Average Number of Dwellings	10,333	10,543	10,734	11,128	11,448	11,460	
Gross Dwelling Rents	73,413	79,386	84,750	89,747	92,556	94,410	20,997
Void Risk Contingency inc. Regen	(822)	(811)	(893)	(975)	(1,024)	(1,064)	(242)
Net Dwelling Rents	74,235	78,575	83,857	88,772	91,532	93,346	19,111
Total Resources	74,235	78,575	83,857	88,772	91,532	93,346	19,111
Budget Requirement							
Roll Forward Budget	44,336	49,160	59,672	61,423	65,163	72,997	
Inflation	2,211	4,023	-83	2,919	1,260	9,930	18,049
Capital Charges	1,613	5,554	2,144	1,021	6,774	(9,047)	6,446
Savings	(500)	(1,000)	(310)	(200)	(200)	0	(1,710)
Growth	1,500	1,935	0	0	0	0	1,935
Total Budget Requirement	49,160	59,672	61,423	65,163	72,997	73,880	24,720
Contribution to Finance Capital Programme	25,176	18,903	22,434	23,609	18,535	19,466	(5,710)
(Drawdown) / Contribution to Reserves	(101)	0	0	0	0	0	
Opening HRA General Balance	15,101	15,000	15,000	15,000	15,000	15,000	
In-Year Monitoring Variance							
Closing HRA General Balance	15,000	15,000	15,000	15,000	15,000	15,000	
* Rent figures quoted above are inclusive of the different types of social housing stock e.g. formula rent, affordable rent, shared ownership rent, London Affordable Rent. Average rents for existing tenancies subject to the existing rent settlement agreement 2020/21-2025/26 limiting increases to CPI+1%.							

Housing Revenue Account Inflation Provision	2024/25	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
		2025/26	2026/27	2027/28	2028/29	2029/30		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Inflation Rates</u>								
Workforce Expenditure (excluding Pension costs)	N/A	4.8%	2.0%	2.0%	2.0%	6.0%	8.8%	16.8%
Workforce Expenditure (Pension costs)	N/A	0.0%	-4.0%	0.0%	0.0%	4.0%	-4.0%	0.0%
Contracted Expenditure and Materials	N/A	1.7%	2.0%	2.0%	2.0%	2.0%	5.7%	9.7%
Other Expenditure	N/A	1.7%	3.4%	2.0%	2.0%	2.0%	7.1%	11.1%
Fuel	N/A	2.0%	5.0%	5.0%	5.0%	5.0%	12.0%	22.0%
Energy Gas	N/A	-25.0%	5.0%	5.0%	5.0%	5.0%	-15.0%	-5.0%
Energy Electricity	N/A	-25.0%	5.0%	5.0%	5.0%	5.0%	-15.0%	-5.0%
<u>Inflation Projections</u>								
Housing & Tenancy Management	24,079	4,351	(1,193)	2,223	535	9,175	5,381	15,091
Repairs and Planned Maintenance	15,071	(67)	1,160	747	777	807	1,840	3,424
Bad Debt Prov and Dev & Risk Contingency	902	23	18	18	18	18	59	95
Gross Inflation Requirement	40,052	4,307	(15)	2,988	1,330	10,000	7,280	18,610
Other Income	(6,547)	(284)	(68)	(69)	(70)	(70)	(421)	(561)
Total Inflation Provision	33,505	4,023	(83)	2,919	1,260	9,930	6,859	18,049

HRA Service Budgets	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Three Year Outlook £'000	Five Year Outlook £'000
Rental Income	(74,235)	(78,575)	(83,857)	(88,772)	(91,532)	(93,346)	(14,537)	(19,111)
Other Income	(6,547)	(6,831)	(6,899)	(6,968)	(7,038)	(7,108)	(421)	(561)
Net Income	(80,782)	(85,406)	(90,756)	(95,740)	(98,570)	(100,454)	(14,958)	(19,672)
Housing & Tenancy Management	24,079	28,430	27,237	29,460	29,995	39,170	5,381	15,091
Repairs and Planned Maintenance	15,071	15,004	16,164	16,911	17,688	18,495	1,840	3,424
Capital Programme Funding	25,176	18,903	22,434	23,609	18,535	19,466	(1,567)	(5,710)
Interest & Investment Income	16,155	22,144	23,979	24,799	31,373	22,326	8,644	6,171
Bad Debt Prov and Dev & Risk Contingency	902	925	943	961	979	997	59	95
Cross-Cutting	(500)	0	0	0	0	0	500	500
Operating Costs	80,883	85,406	90,757	95,740	98,570	100,454	14,858	19,572
(Surplus) / Deficit	101	0	0	0	0	0	(101)	(101)
Opening HRA General Balance	(15,101)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	101	101
In-Year Monitoring Variance								
Closing HRA General Balance	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	0	0

Project Total £'000	Project	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
	<u>Capital Expenditure</u>						
472,419	Major Projects / Regeneration	151,034	90,759	130,185	61,729	34,065	4,647
235,047	Programme of Works	42,182	44,565	42,238	37,211	34,667	34,184
707,467	Total HRA Capital Programme	193,216	135,324	172,424	98,940	68,732	38,831
	<u>Capital Financing</u>						
132,593	Revenue Contributions	44,382	18,631	19,739	22,544	23,448	3,849
297,684	Prudential Borrowing	62,571	61,673	82,762	40,488	22,997	27,194
236,211	Grants	75,517	45,379	65,093	30,865	17,033	2,324
40,979	Capital Receipts	10,747	9,641	4,829	5,043	5,255	5,464
707,467	Total	193,216	135,324	172,424	98,940	68,732	38,831
	<u>Borrowing Projections</u>						
	Capital Financing Requirement	286,980	318,203	379,647	402,205	391,066	376,366
	Projected External Borrowing	(271,980)	(303,203)	(364,647)	(387,205)	(376,066)	(361,366)
	Projected Internal Borrowing	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)

Project Total £'000	Project	Estimated Unit Numbers	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
	<u>Major Projects</u>							
197,073	Development	430	35,592	31,334	112,979	15,917	603	647
119,049	Acquisitions	302	79,645	39,404	0	0	0	0
24,000	Contingency		4,000	4,000	4,000	4,000	4,000	4,000
340,122	Total Major Projects	732	119,237	74,739	116,979	19,917	4,603	4,647
	<u>Housing Regeneration Programme</u>							
124,652	Housing Regeneration Programme	370	24,152	16,020	13,206	41,812	29,462	0
7,645	Regeneration Land Assembly		7,645	0	0	0	0	0
132,297	Total Housing Regeneration Programme	370	31,797	16,020	13,206	41,812	29,462	0
	<u>HRA Programmes of Work</u>							
190,159	Works to Stock programme		35,426	37,163	34,393	29,728	26,966	26,483
44,888	Green Homes Initiatives		6,756	7,402	7,845	7,483	7,701	7,701
235,047	Total Works to Stock		42,182	44,565	42,238	37,211	34,667	34,184
707,467	Total HRA Capital Programme Expenditure	1,102	193,216	135,324	172,424	98,940	68,732	38,831