

Appendices

Budget Strategy & Council Tax 2013/14 Report - 26th February 2013 Council

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EALING COUNCIL

February 2013



MEDIUM TERM FINANCIAL STRATEGY

2013/14 - 2015/16

Version: 6
Date: 14 February 2013
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EALING COUNCIL

MEDIUM-TERM FINANCIAL STRATEGY (MTFS)

2013/14 – 2015/16

1 .BACKGROUND

In February 2012 the Council agreed the medium term financial strategy based on the objectives of the Corporate Plan, the latest resource projections and estimates of expenditure. This document refreshes and updates the Council's strategy. The MTFS flows from the Council's Corporate Plan 2010-14 and sets out how it will ensure a stable and sustainable financial position to allow the Council to achieve its strategic objectives including the administration's wish to not increase Council Tax in 2013/14. The MTFS also takes into account the significant funding regime changes confirmed in the Local Government financial settlement published on 19 December 2012.

The strategy highlights that the Council will continue to face ongoing reductions in funding over the medium to longer term given the current position on public finances

The Government's welfare reform agenda, including the introduction of council tax benefit changes also places additional responsibilities, financial pressures and financial risk to local authorities such as Ealing and on top of this the Local Government funding regime is being overhauled from 1 April 2013 with the result that the Council's financial position will be subject to even greater volatility.

In the face of one of the most challenging financial periods ever faced by local government, the Council's financial standing is sound and it has responded well to the pressures it faces. The Council again spent within its budget for 2011/12 with a modest increase in the general fund balance at year-end and is on track to deliver a balanced outturn in 2012/13 providing a strong base for the Council to face the challenges in 2013/14 and beyond. The most recent Statement of Accounts, for 2011/12, were also audited without qualification.

Despite these achievements, the MTFS is being produced at a challenging time for all authorities, there is little room for manoeuvre on finances and continuous delivery of savings is required to maintain financial stability.

Council Priorities (including a further freeze on Council tax in 2013/14)

At a time when household budgets are under pressure Ealing remains committed to keeping Council Tax at an affordable level. The Administration has indicated it wishes to freeze council tax for 2013/14, using the Council tax freeze grant that has been offered for two years, noting the advice of the Executive Director of Corporate Resources as Section 151 officer, however, that the Council will have to find additional savings in future years to be able to deliver a balanced budget, as this grant is only for two years.

The Council's top 5 priorities are:

- Make Ealing Safer
- Secure our Public Services

- Secure Jobs and Homes
- Make Ealing Cleaner
- Deliver Value for Money

2. OBJECTIVES OF THE FINANCIAL STRATEGY

- Prioritise resources to align spending plans with the Council's vision and strategic objectives and resident priorities
- Maintain council tax as low as possible (with a further freeze in 2013/14 and the intention to freeze in 2014/15)
- Maintain a balanced budget position, and to set a medium term financial plan maintaining and strengthening that position
- Provide a robust framework to assist the decision making process
- Undertake a prudent level of capital investment to meet the Council's strategic priorities and remain within prudential borrowing limits
- Manage Council finances within the context of a forward looking three year rolling business planning framework
- Deliver value for money to local taxpayers
- Exercise probity, prudence and strong financial control
- Manage risk, including holding reserves as appropriate & sustainable levels of debt
- Continually review budgets to ensure resources are targeted on key objectives

The financial strategy covers the period 2013/2016 and sets out the resource issues and principles that shape the Council budget; it identifies current issues and considers potential developments / related issues that are likely to provide the basis for future revenue and capital budgets. The Housing Revenue Account (HRA) is not included, as a separate budget and Business Plan is produced for the HRA. This was presented to Cabinet for approval and agreed on 18 December 2012.

Over the past seven years the Council has made significant progress in the achievement of its strategic financial priorities. The Council's financial position has strengthened with the General Fund balance increasing from £2.2M as at 31 March 2004, to a forecast £15.4M at 31 March 2013.

The MTFS supports all other Council strategies, such as the asset management strategy and the People Strategy. In particular, it acts as a linchpin linking the Council's more detailed service plans, asset management plans and capital plans with the longer term to show that the Council's plans are financially achievable.

3. NATIONAL CONTEXT - UPDATE ON THE ECONOMY

Ealing's financial and service planning takes place within the context of the national economic and public expenditure plans and the Financial Strategy has been formulated within the context of the current UK economic position.

The Chancellor of the Exchequer made his autumn statement on 5th December. This set out the latest key economic forecasts. These were lower than previous forecasts and it is now accepted that the impact of the recession in 2008 and 2009 was more

Appendix 1: Medium Term Financial Strategy (MTFS) 2013/14 – 2015/16

severe than previously thought and recovery will take longer. Nonetheless, the Government has re-affirmed its commitment to eliminate the budget deficit and to restore the UK economy to be competitive in the global economy. As part of this the Chancellor announced a further 2% spending reduction for 2014/15 in addition to the reductions already announced in the 2010 Spending Review. He also forecast the need for similar levels of public spending reductions in 2015/16 and 2016/17 although we have no indication where these might be made until the next spending review.

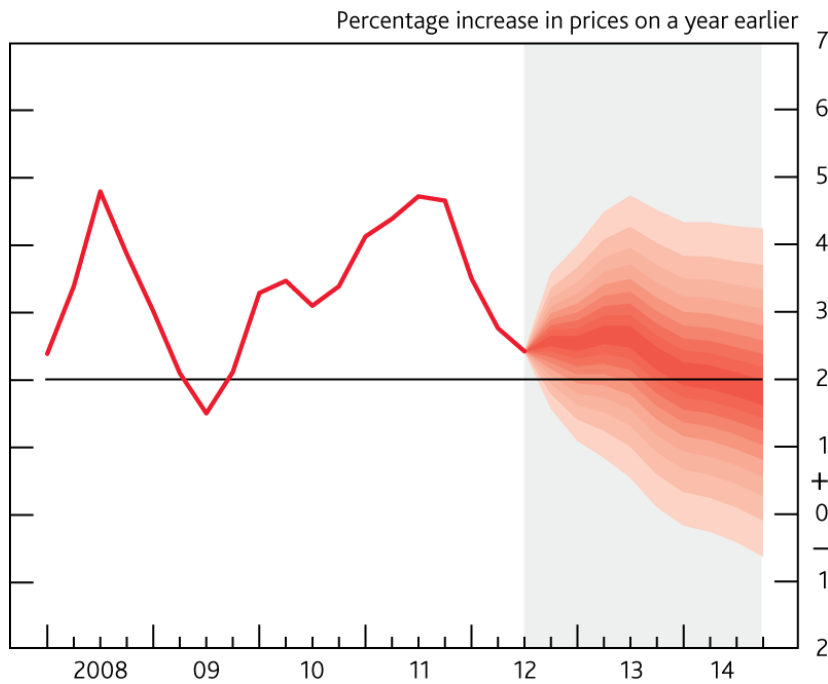
The national and European economies remain in a difficult state, with major concerns around the future of the euro currency and other European economies. Interest rates remain very low, with base rate remaining at a historic low of 0.5%. Economic growth has been low and some commentators warn of a further recession. Against this unsettled background it is important that the Council has a level of reserves that allows it to withstand unanticipated financial impacts of future developments at a local and national level.

The setting of local authority budgets for 2013/14 is being undertaken against the background of continued economic uncertainty. Although Local Government has made substantial savings over the past two years further savings will be required. Major changes in the welfare system coupled with economic hardship mean that many households are facing increasing financial pressure. This has an impact not only on the demand for support from Local Authorities but on income levels for both statutory and discretionary services. The continued uncertainty in the Eurozone and negative headlines concerning the major UK banks mean that interest rates and investment income remain at an all-time low.

Official interest rates remain at the historic low of 0.5% and the Chancellor is continuing with a 2% target for inflation as measured by the Consumer Price Index (CPI).

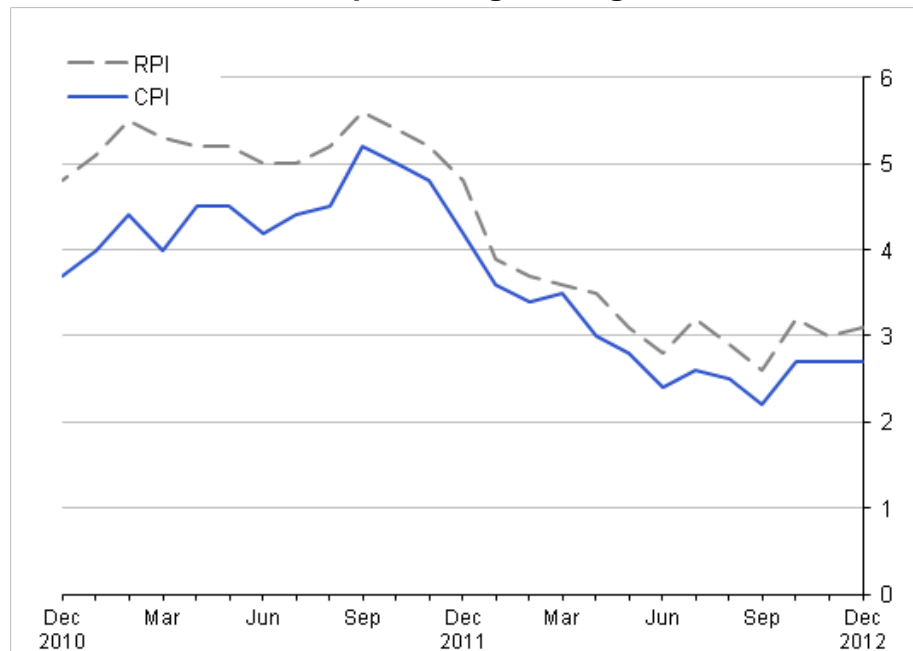
The background economic climate remains difficult and there remains a risk that the economy may move back into recession or a longer period of stagnation. CPI inflation has fallen during 2012 with a small upward increase in October. The Bank of England expect inflation to remain at a rate between 2% and 3% for most of 2013 with a gradual reduction in the final quarter of 2013/14 and into 2014/15. This means that the Council will still have inflationary pressures on most non-pay costs in the first half of the next budget year. The Bank of England's November 2012 inflation forecast is shown below:

**Appendix 1: Medium Term Financial Strategy (MTFS)
2013/14 – 2015/16**



The following graph shows the percentage change over 12-months for the RPI with the comparable change for the CPI. Although both RPI and CPI have been consistently above the target over the past 24 months both have fallen closer towards the target. CPI inflation now stands at 2.7%% and RPI 3.1%.

RPI and CPI 12-month percentage change



Source: Office for National Statistics

A key element in the budget preparation process is building in an appropriate central allowance for inflation, whilst noting that it is difficult to forecast exactly how it will vary against the estimates made. Some specific allowances have been built into the

budget for prices where contractually required. No other specific allowances have been built into the budget for pay and price inflation. Instead an overall inflation allowance of £3M has been used.

4. THE ECONOMY AND THE COUNCIL'S INVESTMENTS

One of the most significant possible ongoing impacts of the wider economy for Ealing is in the area of its treasury management investments.

Growth in the UK economy is forecast to be weak over the next two years and there is a risk of a technical recession. Bank Rate, currently 0.5%, underpins investment returns and is not expected to start increasing until quarter 3 of 2013 despite inflation currently being well above the Monetary Policy Committee inflation target of 2%.

The Eurozone sovereign debt difficulties provide a clear indication of much higher counterparty risk. This continues to require the Council to restrict lending to much higher quality counterparties and also for shorter time frames. Investment returns are therefore likely to continue remain relatively low during 2013/14.

The latest Treasury Management Strategy is included as an Appendix to the main Budget report, subject to approval by the Council at the same time as the 2013/14 Budget and 2013/14 – 15/16 MTFS.

The Council continues to minimise the risks to the Council, with the rate of return on the investments remaining lower as a result. The separate and detailed annual treasury management strategy document presented to members for approval as part of the budget setting process goes into this in greater detail.

The Council continues to regard security of the principal sum it invests as the key objective of its treasury management activities on investments.

5. OTHER IMPLICATIONS OF THE NATIONAL ECONOMIC SITUATION

The other potential implications for Ealing of the wider economic situation include:

- The Council may find it harder to collect sums due to it, for example for council tax and business rates. Despite the increased pressures, to date the performance on income collection has been strong.
- The Council will face increased demand for its services to assist residents falling into hardship.
- Government funding is tighter with public spending reduced even further than forecast.
- The Council may find its suppliers and contractors at risk of liquidation, potentially affecting delivery of services.
- The Council may realise less value from planned property or asset disposals due to the falling property market.
- Inflationary pressures greater than assumed

6. FUNDING FROM GOVERNMENT

Business Rates Retention

From April 2013, the way in which local government is funded is changing through the introduction of the business rates retention scheme. The aim of the scheme is that Councils should be able to directly benefit from supporting local business growth as they will now be able to keep half of any increases in business rates to invest in local services.

The 2013-14 local government finance settlement is the first under the new scheme. It provides each local authority with its starting position under the business rates retention scheme. This includes the following calculations, which will be fixed until the planned reset of the system in 2020 when the funding baselines will be recalculated to take into account changes in needs, population and other factors which the Government so determines in the intervening period:

- Individual authority start-up funding assessment;
- Baseline funding level;
- Individual authority business rates baseline;
- Tariffs and top-ups (uprated annually by RPI) and
- Safety net guarantee funding level.

The Final Local Government Finance Settlement was published on 4 February 2013.

Ealing's funding received via the Business Rates Retention system is comprised of Revenue Support Grant and Business Rates, as outlined in the table below. We will also receive a top-up to our Funding Baseline, which will be index-linked to RPI in future years.

	2013/14 £000	2014/15 £000
Revenue Support Grant	101,248	83,382
Business Rates – Individual Authority Baseline	39,190	40,393
Business Rates – Top-Up	28,168	29,031
Start-Up Funding Assessment	168,606	152,805

Under the Business Rates Retention Scheme, each local authority is set a spending level in line with the Government's overall spending control totals which will be funded by retained business rates and Revenue Support Grant. In order to transfer to the new system, each Council is given a "start-up funding assessment"; the equivalent of what they would have received under the old needs based Formula Grant system.

This is split between a baseline funding level and an RSG allocation directly proportionate to the split at the national level.

An individual business rates baseline is provided which equates to the council's proportionate share of the national total rates collected, after Government have taken their 50% share. It is important to note that the individual authority baseline figure within the business rates element of the start-up funding assessment figure is the Council's business rates baseline as predicted by the Government. This is likely to differ from the Council's share of business rates received in 2013-14. The share of

business rates to be retained locally will be 50% as an incentive to encourage local economic growth. Although Councils can keep 50%, Ealing has to share that 60:40 with the GLA. The figure of £39.19M therefore is calculated as 50% of the collectable sum of £130.6M less the GLA share.

Where a council's individual business rates baseline is less than their baseline funding (like Ealing), they receive a top up payment to ensure they are not unfairly penalised.

A safety net is available and Ealing's element of the Business Rates, which has been set at 3%, would need to fall by more than £5.1M below our baseline of £39.19M in order for the safety net to be activated.

Specific Grants

The Government has removed the ring-fencing on more specific grants and moved them into general funding in 2013/14 (e.g. Early Intervention Grant). The introduction of the new local government funding arrangements transfers funding from other government departments into the Local Government general funding. This will include the Early Intervention Grant, Learning Disability and Health Reform Grant, and Council Tax Support Grant.

Council Tax support grant arises from the Localising of Support for Council Tax will see the current national council tax benefit system replaced by local support schemes. Government funding for council tax support, previously paid as uncapped subsidy, is being reduced by 10% and changed to a fixed grant being rolled into the Business Rates Retention Scheme. Accounting changes resulting from the introduction of the Localisation of Support for Council Tax also have implications for the taxbase

From April 2013 Council tax support (formerly council tax benefit) will be treated as a discount (similar to the single person discount) and not a benefit – and therefore local authorities will no longer claim the costs via a 100 per cent subsidy payment from DWP.

In order to compensate for the loss of subsidy from April 2013 local billing authorities (e.g. London boroughs) and their preceptors (e.g. the GLA) will receive a new council tax support grant from CLG.

7. COUNCIL TAX POLICY

The Budget for 2013/14 has been constructed around the Administration's wish to freeze council tax again in 2013/14.

The Council's approach is to deliver an affordable but prudent and realistic level of Council Tax over the period of the MTFS. The Council needs to ensure that it has adequate resources to meet its statutory and mandatory obligations and its priorities.

The proposed local Band D Council Tax (excluding the GLA precept) for 2013/14 is **£1,059.93**, meaning that Council tax levels will have remained unchanged since 2008/09 in Ealing. The Council will continue to work to ensure the right balance of council tax and spend is achieved throughout the three year MTFS period, in accordance with its business and financial planning framework and process and in the context of the Councils overall strategic priorities.

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In addition to Formula Grant the CLG resource also includes funding for the Council Tax Freeze Grant, The original 2011/12 Council Tax Freeze Grant is fixed for four years to compensate Councils for not increasing Council Tax between 2010/11 and 2011/12 and has now been incorporated into the baseline for the new local government funding arrangements. The freeze grant for 2012/13 was one-off funding and the new grant to support a further freeze for 2013/14 is anticipated to be paid as a separate grant in 2013/14 and 2014/15.

The advice of the Executive Director of Corporate Resources as Section 151 officer is that there are funding risks in accepting the freeze grant and not increasing council tax in 2013/14. Whilst there are difficult economic conditions and financial pressures upon many in the community, by accepting this additional grant and freezing Council Tax, it creates additional pressure on future years' budgets. This is because the equivalent monies must be found from savings or new income into the base budget.

8. DELIVERING THE COUNCIL'S PRIORITIES

The role of the Council's financial planning process is to support the achievement of the Council's Strategic Goals, Corporate Plan and Community Strategy.

The Council has five priorities that respond to residents' concerns and to ensure the delivery of high quality, cost effective services.

- Make Ealing Safer
- Secure our Public Services
- Secure Jobs and Homes
- Make Ealing Cleaner
- Deliver Value for Money

Over the last four years the Council has successfully delivered low council tax levels (significantly below both the national and outer London average) and high quality services.

*** Link to corporate plan**

http://www.ealing.gov.uk/info/200631/strategies_plans_and_partnerships/300/corporate_plan_and_community_strategy

This MTFS contains the most up to date information at the time of drafting but the Council's financial position is dynamic. The Council faces a number of financial uncertainties that could affect the Council's financial position over the medium term, including:-

- Central government policies, including legislative change, which may require additional expenditure in areas that would not otherwise be Council priorities.
- Changes in interest rates.
- The impact of market forces on costs, particularly with regard to major contracts and the local employment market.
- The raising of community expectations, leading to additional demand for services or improved services.

9. BUDGET REVIEW PROCESS

The Council continues to use a rigorous priority led budget review process, established in 2005 and now fully embedded, which helps to assess service budget proposals and bids for growth against the Council's vision and priorities. Departmental budget options are reviewed each year at a series of confidential

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officer Budget Review meetings in the Autumn. These Budget meetings are challenge sessions on the direction of travel of service divisions, in terms of finance and performance. Service ideas and proposals are presented by the relevant Executive Director and Service Directors with the relevant portfolio holders also in attendance. These meetings do not constitute formal decision-making bodies. The objectives of the review process are as follows:

- To provide directorates with an opportunity to submit proposals for growth and savings compared to the current business plan for the three-year period.
- To provide a mechanism for challenging departments' proposals and how they meet corporate priorities in a robust and constructive fashion
- To measure these proposals against the prevailing financial situation including the savings requirement.
- The outcome of the process is a set of business plan options put forward for consideration by the Cabinet, Overview & Scrutiny committee and final consideration by full Council at its budget-setting meeting in February.

10. COUNCIL'S BUSINESS AND FINANCIAL PLANNING TIMETABLE

Date	Activity
April	Commence work on strategic budget and service planning.
May	Report to Cabinet setting out the financial environment, efficiency targets issued to services
June	Budget strategy and process to Overview & Scrutiny Committee
Oct	Budget Review Meetings
Nov	Cabinet/Corporate Board review budget options
Dec	Local Government Provisional Settlement Cabinet receives preliminary budget proposals including savings
Jan	Local Government Final Settlement Budget proposals to Cabinet and Overview & Scrutiny Committee
Feb	Cabinet approves budget proposals and recommends to full Council. FULL COUNCIL APPROVES BUDGET AND COUNCIL TAX

11. FORECAST SPENDING LEVELS –THE MEDIUM TERM FINANCIAL MODEL

The financial implications of the MTFS are set out in this section, which summarises the revenue budget projections over the medium term. Ealing faces a period of funding restraint and in the MTFS model the Council, like other Councils, is forecasting on this basis. The model provides the latest indication of the Council's financial position for 2013/14 to 2015/16.

The Council under spent in 2011-12 by £52K. The latest forecasts for the 2012/13 overall revenue budget reported to Cabinet on January 22 for month eight of 2012-13 indicate a balanced outturn showing an overall underspend of £135k despite significant budget pressures in Children's and Adults, which directorates are working to manage. There have also been no downward requests by services against the £3M contingency to date.

The MTFS is intended to set out a sustainable and affordable financial plan that addresses the Council's priorities over the next three years. It should provide for

**Appendix 1: Medium Term Financial Strategy (MTFS)
2013/14 – 2015/16**

realistic levels of spending, not dependent upon the use of one-off reserves. It should provide for a prudent level of reserves for contingencies.

The settlement set out funding allocations for the Council for 2013/14 and 2014/15 - 2015-16 is not covered by the Government's current spending plans. However the view within local government finance is that overall Local Government funding is likely to continue falling until at least 2016-17. This view is that cuts to government funding will more than likely be of a similar magnitude to the reductions within CSR10 which led to 7% per annum reductions to Local Government. An estimate of funding for 2015/16 has been made but is indicative only at this stage.

The overall net budget proposed for 2013-14 is **£275.3M** which can be funded by business rates/RSG of £167.7M, council tax income (based on the tax being frozen) of £105.6M and the collection fund surplus of £2M.

The table below sets out the base financial position, given existing financial strategy.

The opportunity has also been taken to review the assumptions for council tax for 2014/15 onwards. The Coalition Government has encouraged Councils to keep increases to a minimum, and is proposing referendums on excessive council tax increases (deemed to be 2%). To accommodate this, the assumed maximum percentage increase exemplified in the model (Scenario 3 below) is 1.9% a year.

A variety of planning scenarios are of course possible and for the purposes of this document 3 **indicative** scenarios are set out:

Scenario 1 Key assumptions are as follows:

- Funding decrease as per two year settlement to 2014-15, then reducing by a % based on CSR cuts from 2011/12 – 14/15.
- Contingency £3M
- General Fund balance maintained at £15.4M per annum
- Council Tax frozen 2013-14 to 2015/16
- Additional government grant of £1.0M in respect of the council tax freeze for 2013/14, which the government will fund for two years only.
- NDR income based on Revenues' forecasts.

	2013/14	2014/15	2015/16
	£m	£m	£m
Net Spend	275.3	259.9	251.3
RSG/Business Rates	167.7	153.2	142.4
Council Tax	105.6	105.8	105.9
Collection Fund	2.0	1.0	1.0
Savings requirement	0.0	2.0	19.5
Closing Balances	15.4	15.4	15.4
Council Tax increase (excl. GLA)	0.0%	0.0%	0.0%

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Scenario 2 Council Tax frozen in 2013/14 and 2014/15, 1.9% increase in 2015/16.
(Exemplified details in **Annexe**)

	2013/14	2014/15	2015/16
	£m	£m	£m
Net Spend	275.3	259.9	251.3
RSG/Business Rates	167.7	153.2	142.4
Council Tax	105.6	105.8	107.9
Collection Fund	2.0	1.0	1.0
Savings requirement	0.0	2.0	17.5
Closing Balances	15.4	15.4	15.4
Council Tax increase (excl. GLA)	0.0%	0.0%	1.9%

Scenario 3 Council tax frozen 2013/14 then increasing at 1.9% per annum 2014/15 and 2015/16 (i.e. below 2% threshold which triggers council tax referendum)

	2013/14	2014/15	2015/16
	£m	£m	£m
Net Spend	275.3	259.9	251.3
RSG/Business Rates	167.7	153.2	142.4
Council Tax	105.6	107.8	109.9
Collection Fund	2.0	1.0	1.0
Savings requirement	0.0	0.0	15.4
Closing Balances	15.4	15.4	15.4
Council Tax increase (excl. GLA)	0.0%	1.9%	1.9%

Risks on funding - the position in 2015/16 is still subject to considerable change. The base projection includes assumptions on grant losses based on national averages in the Comprehensive Spending Review (CSR).

As the future of Local Government funding remains subject to a great degree of uncertainty the forecast gap for 2015/16 is subject to caveats and in particular could widen.

The key factors contributing to the budget gap in future years are inflation, the ongoing loss of Government grants and service pressures. It is also clear to the local government finance community that the year following the 4-year Comprehensive Spending Review period (2015/16) will see further significant cuts in local government funding and a need to continue the programme of budget savings far beyond 2014/15.

The MTFS model will continue to be updated as greater clarity is provided by the Government on their medium term funding plans and the results of the next major spending review expected in 2013 for 2014-15 to 2017-18.

12. SENSITIVITY ANALYSIS

A small change in key underlying assumptions can produce a significant change in the budget. The key sensitivities are outlined below:

Sensitivity	Change	Annual impact
Business rates income	1%	£0.4M*
Pay award	0.25%	£0.25M
Interest rates	0.25%	£0.5M

*Council receives 30% of growth under new funding system

For each budget adjustment of £1M, the impact on council tax is some £10.05 on Band D Council Tax or 0.95%. In terms of council tax sensitivity, for every 1% increase in the 2013/14 council tax additional £1.06M council tax revenue is raised and therefore for every 1% variation, a budget variation of £1.06M would be required.

As with any plan spanning a number of years it is prudent to consider the associated risks. The Council, in common with most local authorities, continues to be at risk from financial pressures, including on social care, equal pay and waste. They include:

- Inflation differing from assumptions-directorates will be required to absorb inflation to help contribute to future years budget gaps
- Growth pressures will only be provided for uncontrollable pressures
- Interest Rates – variations due to economic factors
- Changes in legislation affecting the costs of carrying out services
- Reduction in fees & charges income
- Requirement to increase use of Prudential Borrowing to fund capital spend
- Any adverse claims experience increasing insurance premiums
- Service demands exceeding resources available

Provisions in the budget model

Within the budget model is an annual provision for inflation (£3M in 2013/14 and also in both 2014/15 and 2015/16) which takes into account the following:

i General inflation -The inflation provision for 2013/14 is primarily needed to cover general inflation, mindful that CPI and RPI are both running significantly above government targets. The general assumption is that services should first seek to cover inflation from their existing budgets, unless the Council is tied contractually to increases that require additional funding. Contractual inflation is included within specific budget proposals where necessary.

ii Pay -The Government's recently proposed public sector pay cap sets out figures of 1% capped increase for 2013-14 and 2014-15. A 1% pay award broadly equates to an increase in costs of £1M.

Employer Pension Contribution

Employer pension contributions for 2012-13 and 2013/14 have been stabilized as previously agreed with the Pension Fund Panel after taking the required actuarial advice. The budget contains £750k in 2012/13 to ensure the actuarially required cash sum paid into the Pension Fund is protected as the payroll is expected to fall. The results of the next three –yearly formal actuarial valuation will feed into the next budget round in 2014.

Redundancy Costs

There is no central provision within the budget. Any costs relating to efficiency and restructuring programmes are included within individual budget savings proposals themselves.

13. CAPITAL PROGRAMME

The capital strategy (updated in February each year and set out in its own separate document for approval by Members) sets out a clear framework for funding and investment decisions in respect of capital assets, in the context of the Council's vision and priorities and its financial resources. All new projects are assessed in terms of their contribution to the Corporate Plan objectives and their priority in terms of scarce resources.

The Council reviews its capital spending plans each year and sets a Capital Programme. Revenue expenditure is concerned with the day-to-day running of services and capital expenditure is a key element in the development of the Council's services concerned with investment in the assets required to deliver services. Decisions on the capital programme have an impact on the revenue budget, for example, in relation to:

- The revenue costs of financing capital, including prudential borrowing;
- The ongoing running costs and upkeep of new assets such as buildings.

The Council's revenue and capital budgets are integrated with the financial impact of the proposed capital programme, which is reflected in the revenue estimates.

The Council will only invest as long as its capital spending plans are **affordable, prudent and sustainable**. The key constraint on capital investment by the Council is the scope to afford the financial implications in terms of acceptable council tax levels and, in the case of the housing revenue account, acceptable rent levels.

Members agreed on November 29th 2011 that any budget flexibility in 2012/13 and 2013/14 can be deployed as Revenue Contributions to Capital in those years and this opportunity of additional support for capital saves the Council borrowing. Every £1M deployed in this way saves some £100k per year in capital financing costs.

14. VALUE FOR MONEY (VFM)

Delivery of VFM is one of the Council's five key priorities.

The Council assesses and challenges the value for money provided by each service through the annual budget setting process. The Council's Budget Review Process guidance for 2013/14 required that in seeking to deliver a balanced budget Cabinet Members would seek to identify efficiencies/savings that would not adversely impact on service delivery but to identify options that would improve value for money through improving performance and/or reduce service costs.

15 RISK MANAGEMENT

Given the uncertainties of the economic environment and the scale of the expenditure reductions required, there are inevitably significant risks involved in delivering balanced budgets over the medium term. Key strategic risks are regularly reported to Audit Committee, most recently on 23 January 2013 and the Annual

Appendix 1: Medium Term Financial Strategy (MTFS) 2013/14 – 2015/16

Budget setting report contains a detailed review of the risks to the Medium Term Financial Strategy.

For the first time, in 2013/14, the balancing of the budget in-year depends upon the Council achieving its Business Rates projections. Monitoring of Business Rates income will therefore be looked at even more closely by the Financial Strategy Group each month.

The area of highest risk is represented by the continuing need to deliver significant cuts and efficiencies over the next three years. Robust and detailed plans will be required at an operational level to ensure that this risk is mitigated and savings are duly delivered. The risks on delivery of savings of the magnitude required will be mitigated by robust monitoring and financial control through the budget monitoring process, with action plans being required to find compensating savings for any overspendings identified.

The Council is faced with an uncertain financial climate over the medium to long term which presents a high risk to the authority and there remains potential for further, as yet unrecognised, risks. For this reason, a prudent approach to the level of reserves held by the Council remains sensible and necessary. The Executive Director of Corporate Resources, as the Council's Chief Finance Officer, is required to state whether the reserves are adequate as part of the annual budget setting process.

16 GENERAL FUND BALANCE

As well as holding specific earmarked reserves, the Council holds the General Fund balance to cushion the impact of any unexpected events/emergencies. The forecast on the balance over the period of the MTFS is shown below:

	2013/14 £M	2014/15 £M	2015/16 £M
Brought Forward	15.4	15.4	15.4
Contribution to/from General Fund	-	-	-
Carried Forward	15.4	15.4	15.4

The Executive Director of Corporate Resources reviews the level of the balance annually in relation to the overall financial position of the Council and the CIPFA guidance on Local Authority Reserves and Balances 2003 does not recommend any % level. **The advice of the Executive Director of Corporate Resources as Section 151 officer is that the working balance of £15.4M is considered as the minimum level required as at 31 March 2013.** This represents 5.6% of the non-schools net budget for 2013/14.

For 2013/14, as in 2012/13, the Council does not plan to use any of the general fund balance to support the budget. Using the balance to avoid making budget reductions would have the effect of delaying the requirement to deliver sustainable savings.

There is an opportunity cost of holding a balance of £15.4M in terms of investing in services or limiting the council tax and this is offset by the flexibility that it allows the Council to deal with risk and adverse expenditure variations. Each £1M drawing on reserves would reduce Band D council tax by some £8.41 or 0.8%.

17 CONTINGENCY

The Council needs to hold an adequate level of central contingency in the base budget as well as appropriate levels of reserves and balances. Each year when assessing the level of contingency the following are examples of the factors that are considered: -

- Budget risks (e.g. delivery of savings of over £23M in 2013/14)
- Financial risks arising from welfare reform changes
- Risk that the Public Health Grant allocation is not sufficient to cover costs.
- Inflationary pressures
- Demographic pressures
- In year budget pressures on volatile and demand led budgets (e.g. social services placements)
- Unexpected events
- Current economic climate
- New burdens

The contingency figure presented in the draft budget is £3M for 2013/14, which is the same level as for 2012/13.

For 2013/2014 there has been no automatic inflationary increase of budgets except where directorates have concluded that they are unable to contain specific inflationary pressures (e.g. on a number of our contracts where services are tied into specific contractual arrangements) and have submitted growth bids.

18 MONITORING AND REVIEW

Cabinet receives regular budget update reports during the year on how the Council is progressing against its MTFS. The formal reporting process revolves around the timetabled reporting of budget monitoring to the Finance Strategy Group (FSG) and Cabinet. All processes and procedures relating to the monitoring of the budget are set out in the Council's Financial Regulations.

Body	Activity	Monitor and Review
Corporate Finance	<ul style="list-style-type: none"> • Co-ordinates the council's budget setting process • Produces the monthly "finance monitor" 	<ul style="list-style-type: none"> • Delivery of planned savings
Finance Strategy Group (FSG)	<ul style="list-style-type: none"> • Receives the monthly finance monitor 	<ul style="list-style-type: none"> • Delivery of planned savings via "savings tracker" • Progress against budgets • Financial health via key balance sheet items
Corporate Board	<ul style="list-style-type: none"> • The monthly performance monitor • The monthly finance monitor 	<ul style="list-style-type: none"> • Performance on monthly basis via performance monitor • Finance on a monthly basis via finance monitor
Cabinet	<ul style="list-style-type: none"> • Quarterly performance report • Quarterly budget update 	<ul style="list-style-type: none"> • Performance • Progress against budgets

**Appendix 1: Medium Term Financial Strategy (MTFS)
2013/14 – 2015/16**

The strategy is published on the Council's website and communicated to staff and stakeholders, for example, by publishing it on the Council's website.

CONTACT ON THE MTFS

Name	Job title	Email address
NIGEL WATSON	ASSISTANT DIRECTOR OF CORPORATE FINANCE	watsonn@ealing.gov.uk

Appendix 1: Medium Term Financial Strategy (MTFS)
2013/14 – 2015/16

Annexe

Medium Term Financial Strategy Forecasts – Summary

	2013/14	2014/15	2015/16
	£000	£000	£000
Expenditure			
Base Budget Services	197,413	195,385	190,506
Savings from 2011/12 Budget Process	(9,486)	(1,183)	0
Savings from 2012/13 Budget Process	(9,581)	(2,415)	(353)
Savings from 2013/14 Budget Process	(3,589)	(2,330)	(486)
Savings from Terms & Conditions	(1,000)	0	0
Education Services Grant (estimate)	(6,000)	0	0
Growth from budget process	816	0	0
Rolled-in grants spend	23,810	0	0
Inflation	3,000	3,000	3,000
Additional Council Tax collection costs	290	0	0
Savings requirement (denoted by brackets)	0	(1,950)	(17,408)
Total Dept. Budgets	195,673	190,507	175,259
Below the line items			
Levies	28,996	29,901	29,740
Contingency	3,000	3,000	3,000
Treasury Management	36,237	37,542	40,005
Revenue Contribution to Capital Outlay	13,264	0	0
Pensions Contributions provision	1,400	1,500	1,700
One-off C. Tax freeze grants	(1,056)	(1,056)	0
New Homes Bonus	(5,144)	(5,144)	(5,144)
Growth held centrally	920	920	920
Adult Social Care Growth	1,000	1,000	2,000
Additional C. Tax collection costs (below-the-line)	775	775	775
Provision for NI liability from pension changes			1,000
Marker for new borrowing £10M	250	1,000	2,000
Total Budget Requirement	275,315	259,946	251,256
Funding			
RSG / Business Rates *	167,714	153,164	142,357
Collection Fund Surplus	2,010	1,000	1,000
Council Tax Income	105,591	105,781	107,899
Total Funding	275,315	259,945	251,256
Taxbase	99,621	99,800	99,900
Band D Council Tax	1,059.93	1,059.93	1,080.07
Increase	0	0	1.9%

* The final Start-Up funding allocation that was announced on 04.02.2013 was c.£3k lower than indicated in the provisional settlement announced on 19.12.2012

GLOSSARY OF TERMS

Actuarial valuation

An independent report of the financial position of the Pension Fund that is carried out by an actuary every three years. Reviews the Pension Fund assets and liabilities as at the date of the valuation and the results of which, including recommended employer's contribution rates, the Actuary reports to the Council.

Baseline funding level

The amount of a local authority's start-up funding allocation which is provided through the local share of the estimated business rates aggregate (England) at the outset of the scheme as forecast by the Government. It forms the baseline against which tariffs and top-ups will be calculated.

Budget Requirement

The Council's revenue budget on general fund services after deducting funding streams such as fees and charges and any funding from reserves. (Excluding Council Tax, RSG and Business Rates)

Capital expenditure

Spending on assets that have a lasting value, for example, land, buildings and large items of equipment such as vehicles. Can also be indirect expenditure in the form of grants to other persons or bodies.

Capital Programme

Councils plan of future spending on capital projects such as buying land, buildings, vehicles and equipment.

Capital Receipts

The proceeds from the disposal of land or other assets. Capital receipts can be used to finance new capital expenditure but cannot be used to finance revenue expenditure.

Capping

Power under which the Government may limit the maximum level of local authority spending or increases in that level year on year, which it considers excessive. It is a tool to restrain increases in council tax. Any local authority in England wanting to raise council tax by more than 2% in 2013/14 must consult the public in a referendum, the government has said. Councils losing a referendum would have to revert to a lower increase in bills.

CIPFA

Chartered Institute of Public Finance and Accountancy. One of the UK accountancy institutes. Uniquely, CIPFA specialise in the public sector. Consequently CIPFA holds the responsibility for setting accounting standards for local government.

Collection fund

A statutory account maintained by the council recording the amounts collected from council tax and Business Rates and from which it pays the precept to the Greater London Authority.

Collection Fund surplus (or deficit)

If the Council collects more or less than it expected at the start of the financial year, the surplus or deficit is shared with the major precepting authority, in Ealing's case

Appendix 1: Medium Term Financial Strategy (MTFS) 2013/14 – 2015/16

this is the GLA, in proportion to the respective council taxes. These surpluses or deficits have to be returned to the council taxpayer in the following year through lower or higher council taxes. If, for example, the number of properties or the allowance for discounts, exemptions or appeals vary from those used in the council tax base, a surplus or deficit will arise. The Council generally achieves a surplus, which is shared with the GLA.

Contingency

Money set-aside centrally in the Council's base budget to meet the cost of unforeseen items of expenditure, such as higher than expected inflation or new responsibilities.

Corporate Finance

The finance team at Ealing that leads the work on the Council's budget strategy, overall monitoring of the Council's expenditure and production of the statutory annual accounts.

Council Tax Base

The Council Tax base for a Council is used in the calculation of council tax and is equal to the number of Band D equivalent properties. To work this out, the Council counts the number of properties in each band and works out an equivalent number of Band D equivalent properties. The band proportions are expressed in ninths and are specified in the Local Government Finance Act 1992. They are: A 6/9, B 7/9, C 8/9, D 9/9, E 11/9, F 13/9, G 15/9 and H 18/9, so that Band A is six ninths of the 'standard' Band D, and so on. The taxbase is now calculated on a slightly different basis than in previous years as the old council tax benefits are now treated as a discount in the new council tax support scheme. This has the impact of lowering the overall taxbase going forward.

The Council Tax Calculation

The formal calculation of Ealing's Council Tax involves several stages. Using 2012/13 as an example:

Budget Requirement	£ 262,803,000
Minus	
Formula Grant	£135,495,000
Minus	
Surplus from the Collection Fund	£450,000
Equals	
The amount to be collected from council tax for 2012/13	£126,858,000
Divided by the taxbase	119,685
Equals	
Band D Council Tax 2012/13	£1,059.93

To this the Council had to add the GLA Council Tax precept for 2012/13 of £306.72, giving the headline Band D Council tax of £1,366.65.

CPI and RPI

The main inflation rate used in the UK is the Consumer Price Index (CPI)

The Chancellor of the Exchequer bases the UK inflation target on the CPI. The CPI inflation target is set at 2 per cent. The Consumer Price Index differs from the RPI

(Retail Price Index) in that CPI excludes housing costs. Also used is RPIX, which is a variation on RPI, one that removes mortgage interest payments.

Dedicated schools grant (DSG)

This is the ring-fenced specific grant that provides most of the Government's funding for schools. This is distributed to schools by the Council using a formula agreed by the schools forum.

Earmarked Reserves

These balances are not a general resource but earmarked for specific purposes, held for example for the following reasons:

- Provide resilience against future risks such as on government funding (e.g. Business Risk Reserve)
- Smoothing impact of uneven expenditure between years (e.g. local elections)
- Holding funds for future spending (e.g. Capital Expenditure financing reserve)
- For renewal of operational assets instead of funding through annual budgets, (e.g. repairs & ICT)
- Meeting future costs and liabilities (e.g. PFI reserves to allow future smoothing of annual payments)
- To create policy capacity for one-off priority funding (e.g. Ealing Civic Improvement Fund)
- Health and Safety reserves give the capacity to the Council to respond in an appropriate manner to urgent requirements arising, (e.g. asbestos removal)

Financial Regulations

These are a written code of procedures set by each local authority, which provide a framework for the proper financial management of the authority. They cover rules for accounting and audit procedures, and set out administrative controls over the authorisation of payments, etc.

Financial Year

The local authority financial year commences on 1st April and finishes on the following 31st March.

Formula Grant

Under the old finance system, the general grant paid by central government to local authorities to help finance the cost of services, for Ealing funding about half the Councils Budget Requirement. It comprised Revenue Support Grant (RSG) and redistributed national non-domestic rates. Formula grant calculated for each authority by a series of complex formulae, divided into four blocks – the relative needs block; the relative resources block; the central allocation and the floor damping block.

FSG

Finance Strategy Group. This is the group composed of Ealing's senior Finance officers that meets one a month to discuss finance policies and review the monthly "Finance Monitor" which presents the in-year financial forecasts.

General Fund

This is the main revenue fund of the local authority. Day-to-day spending on services is met from the fund. Spending on the provision of housing, however, must be charged to the separate Housing Revenue Account.

General Fund Balance

The main unallocated reserve of the Council, set aside to meet any unforeseen pressures. Currently this reserve represents around 5.8% of the non-schools budget.

Gross Domestic Product (GDP)

GDP is defined as the value of all goods and services produced within the overall economy.

Gross expenditure

The total cost of providing the Council's services, before deducting income from Government grants, or fees and charges for services.

Housing Revenue Account (HRA)

A separate account of expenditure and income on housing that Ealing must keep. The account is kept ring-fenced from other council activities. The Government introduced a new funding regime for social housing within the HRA from April 2012.

Individual authority business rates baseline

Derived by apportioning the billing authority business rates baseline between billing and major precepting authorities on the basis of major precepting authority shares.

Levies

A levy is an amount of money a local authority is compelled to collect (and include in its budget) on behalf of another organisation. Ealing is required to pay levies to a number of bodies such as the West London Waste Authority and the London Pensions Fund Authority. In 2012/13 these made up some 10% of the Council's budget requirement.

Local share

This is the percentage share of locally collected business rates that will be retained by local government. This will be set at 50%. At the outset, the local share of the estimated business rates aggregate will be divided between billing authorities on the basis of their proportionate shares.

Net Expenditure

Gross expenditure less services income, but before deduction of government grant.

National Non Domestic Rates (NNDR)

Also known as 'business rates', Non-Domestic Rates are collected by billing authorities such as Ealing and, up until 31 March 2013, paid into a central national pool, then redistributed to authorities according to resident population. From 2013-14 local authorities will retain 50% of the value of any increase in business rates. This includes the GLA's share. The aim is to provide an incentive to help businesses set up and grow.

New Homes Bonus

Under this scheme Councils receive a new homes bonus (NHB) per property for the first six years following completion. Payments are based on match funding the council tax raised on each property with an additional amount for affordable homes. It is paid in the form of an unringfenced grant.

Precept

The precepting authority's council tax, which Ealing collects on behalf of the preceptor, the Greater London Authority (GLA). This precept for 2012/13 was £306.72 – the Mayor's draft budget for 2013/14 proposes a precept of £303.

Prudential Borrowing

Set of rules governing local authority borrowing for funding capital projects under a professional code of practice developed by CIPFA to ensure the Councils capital investment plans are affordable, prudent and sustainable.

Revenue Expenditure

The day-to-day running expenses on services provided by Council.

Revenue Support Grant (RSG)

All authorities will receive Revenue Support Grant from central government in addition to its baseline funding level under the new system from 1 April 2013. An authority's Revenue Support Grant amount plus its baseline funding level will together comprise its start-up funding allocation.

Section 151 officer

Legally Councils must appoint under section 151 of the Local Government Act 1972 a named chief finance officer to give them financial advice, in Ealing's case this is the post of Executive Director of Corporate Resources.

Specific Grants

As the name suggests funding through a specific grant is provided for a specific purpose and cannot be spent on anything else. e.g. Education.

Spending Review

The Spending Review is an internal Government process in which the Treasury negotiates budgets for each Government Department. The 2010 SR set government spending for the four financial years up to 2014/15.

Start-up funding allocation

A local authority's share of the local government spending control total which comprises its Revenue Support Grant for the year in question and its baseline funding level.

Tariffs and top-ups

Calculated by comparing an individual authority business rates baseline against its baseline funding level. Tariffs and top-ups are fixed at the start of the scheme and index linked to RPI in future years. Ealing is a 'top-up' authority.

Treasury Management

Managing the Council's cash flows, borrowing and cash investments to support Ealing's finances. Details are set out in the Treasury Management Strategy which is approved by Cabinet and Full Council in February.

Virement

The transfer of budget provision from one budget head to another. Virement must be properly authorised by the appropriate committee (Cabinet) or by officers under delegated powers.

Please Note, all SAVINGS shown as POSITIVE

Children's Services - EIG Savings

Ref	Headline Description re: saving / reduction	2013/14
		Target £1M
		£000
1	Looked After Children's Teacher - this post will be charged to the Dedicated Schools Grant going forward thereby releasing the base budget.	54
2	Business Support - A reduced requirement for premises management as a result of proposed closures of Cheltenham place (£45k), due to relocation of the YOS.	45
3	LAC Nurse – recharging the cost to the Public Health funds, subject to final decision on public health funding.	60
4	Family Nurse Partnership - recharging the cost to the Public Health funds, subject to final decision on public health funding.	140
5	Early Years Education Adviser – recharge existing post to the DSG	60
6	Fostering & Adoption - Use of new unringfenced element of Adoption Improvement Grant funding	161
7	Early Years There has been a rising birth rate of 32% since 2001. The council in 2013-14 will receive income for supporting these children based on a headcount allocation of £5,500 per child. The council as part of a national requirement has developed an Early Years Single Funding Formula which has changed the way nursery provision in schools is funded from April 2011. Financial allocation to individual schools is now based on headcount rather than places. This has led to greater efficiency as less nursery places in schools are now vacant than in previous years and those that are not filled do not receive funding. Work is now being undertaken to analyse the projected DSG income 2013-14 to understand whether there is any financial headroom linked to increasing efficiency and rising income which can be reallocated to meet the wider early years' service offer. There may be potential to utilise some of the anticipated growth in the new Early Years Block flexibly to enable savings to be made.	371
8	Fostering and Adoption/Outreach Team - Additional saving in relation to the inter agency adoption budget of £37k. This will be achieved by continuing to increase the number of domestic adopters being approved therefore enabling us to place Ealing children with Ealing adopters. Additional saving in relation to the Semi Independence Outreach team of £17k Following a reduction to 0.5fte of one Semi-independent Outreach worker, the remaining 0.5fte post will not be filled. This team undertakes outreach work with care leavers to enable them to live more independently. Each worker currently has a caseload of 16-18. As a result of not recruiting to the vacant 0.5fte the criteria for those who receive an outreach service may have to be changed.	54
9	Reduction in Play service It is proposed to reduce the Out of School Commissioning budget by £25 000. This represents a 25% reduction in the budget. The commissioning budget is distributed to support providers start new or expand existing provision, support additional costs of inclusion of children with additional needs into mainstream childcare services and provide breakfast clubs in areas of need. The reduction in budget will have an impact on the number of out of school clubs and breakfast clubs across the borough. It will reduce potentially the number of new out of school clubs from 6 to 3 and the number of new breakfast clubs from 4 to 2. In addition it will reduce access for children with disabilities to mainstream childcare services, with potential reduction from 50 to 47 children benefiting from support.	25
10	Reducing grants to supplementary schools Southall Community Alliance currently provide support to 15 schools by arranging safeguarding & education training. This direct support would cease but officers will seek to help the organisation to secure alternative external funding.	30
	TOTAL SAVING	1,000

Savings previously agreed to be withdrawn

* Please Note, all SAVINGS shown as POSITIVE. As these savings are being withdrawn, they are shown as a NEGATIVE.

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14	2014/15	2015/16	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
			£000	£000	£000	£000	£000
ENVIRONMENT & CUSTOMER SERVICES MANAGEMENT							
1	Cross Directorate	Restructure support function across department - This saving was originally approved by Cabinet on Nov 29th 2011	37,819	240			240
	Cross Directorate	Cabinet are requested to approve the withdrawal of £51K saving which related to staffing, but following withdrawal of the saving, will not be actioned.	37,819	(51)			
REVISED TOTAL				189	-	-	240

Flavours Analysis

M - Management Savings
I - Additional Income
C - Contractual Savings
E - Efficiency Savings
S - Service Changes

M

Cost Savings / New or Increasing Income

B6 SUMMARY		Savings			
* Please Note, all SAVINGS shown as POSITIVE					
		2013/14	2014/15	2015/16	Total
Directorate	DEPARTMENT	£'000	£'000	£'000	£'000
Children & Adults	Children & Families	1,580	-	-	1,580
	Adults Services	289	668	-	957
	TOTAL CHILDREN & ADULTS	1,869	668	-	2,537
Regeneration & Housing	Housing General Fund	100	-	-	100
	Safer Communities	75	-	-	75
	Property & Regeneration	114	41	-	155
	Built Environment	120	-	-	120
	TOTAL REGENERATION & HOUSING	409	41	-	450
Environment & Customer Services	E&CS Management	35	-	-	35
	Customer Services	162	203	-	365
	Environment & Leisure	30	75	370	475
	Parking	162	181	156	499
	TOTAL ENVIRONMENT & CUSTOMER SERVICES	389	459	526	1,374
Corporate Resources	Finance & Audit	657	515	(100)	1,072
	Legal & Democratic Services	55	-	-	55
	Business Services	-	-	-	-
	Human Resources	50	25	-	75
	TOTAL CORPORATE RESOURCES	762	540	(100)	1,202
Chief Executive	Marketing & Communications	-	50	-	50
	Policy & Performance	40	-	-	40
	Chief Executive	-	10	-	10
	TOTAL CHIEF EXECUTIVE	40	60	-	100
	Housing Benefit	-	-	-	-
	Council Wide	-	-	-	-
	Combined LBE Totals	3,469	1,768	426	5,663

Cost Savings / New or Increasing Income

Children Services			Savings - 3 Years STAR CHAMBER					Flavours Analysis
Reference No.	Specific Service Area	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14	2014/15	2015/16	Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
			£000	£000	£000	£000	£000	
1	Planning & Resources	Commensura Agency Staff - additional rebate savings on contract	-	200			200	C
2	Safeguarding	Heller House -saving in agency staffing	835	100			100	S
3	Safeguarding	Florence Road- reduction in agency staffing	492	50			50	E
4	Safeguarding	Recruitment and retention - this scheme was agreed in October 2010 in light of difficulties recruiting social workers (agency staff accounted for 30% of the relevant workforce in June 2010). By the end of this financial year all eligible staff will have received their bonuses. Although some challenges remain, the recruitment situation has significantly improved and it now seems appropriate to remove these incentives (agency levels fell to 13% of the relevant workforce by July 2012).	232	232			232	E
5	Early Years	Early Intervention Grant - additional savings can be achieved through a reduction in the training offer, reduced teacher involvement in Children's Centres, savings in management and administrative costs and by charging additional responsibilities in relation to provision for two year olds to the Dedicated Schools Grant (DSG).	16,931	689			689	E
6	Safeguarding	Safeguarding - At Risk of Homelessness team, removal of 0.5 FTE vacant post	248	17			17	E
7	Safeguarding	Looked After Children - Contact Centre team restructuring.	747	62			62	E

Cost Savings / New or Increasing Income

Children Services			Savings - 3 Years STAR CHAMBER				
Reference No.	Specific Service Area	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14	2014/15	2015/16	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
			£000	£000	£000	£000	£000
8	Planning & Resources	Former Recoupment Administration & Free School Meals - The administration of these functions is no longer a local authority statutory responsibility due to changes introduced by central government. However, the authority has agreed to continue to undertake these functions on behalf of schools and it is therefore appropriate to charge the expenditure to the DSG going forward.	100	100			100
9	Safeguarding	Integrated Children's System - removal of vacant post	118	50			50
10	Safeguarding	Section 17 savings - Section 17 payments have fallen by 50% through the introduction of a panel to review packages and further savings are expected through rigorous monitoring. Savings will also be made on social worker travel costs through effective use of oyster cards and city cars and by minimising the use of travel warrants.	460	80			80
				1,580	-	-	1,580

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
I
E
E

Cost Savings / New or Increasing Income

Adult Services			Savings - 3 Years STAR CHAMBER				
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4)	2013/14 (5)	2014/15 (6)	2015/16 (7)	Total (8)
			£000	£000	£000	£000	£000
1	Supporting People	Efficiencies from Future call off of WLA Framework for Supporting People - jointly procured services across all areas	6,105		250		250
2	Business Management	Reduction of 1fte post by introducing more joint working in the team - deletion of vacant post	317	33			33
3	Business Management	Reduction of 1fte Business Management Officer (E-monitoring post) as a result of process improvements - deletion of vacant post	358	33			33
4	Business Management	Reduction of 1fte post in Records Admin as a result of process improvements - deletion following end of a fixed-term contract	892	29			29
5	Adults Cross Cutting	Reduction in budget requirement for mobile meals - resulting from increased provider choices available in the market	84	25			25
6	Adults Cross Cutting	Taxicard efficiencies - Budget reduction following full impact of previous Cabinet decisions (July 11 Cabinet) on taxicard usage	73	35			35
7	Older People	Staffing efficiencies related to new models in Health and Social Care	2,709		175		175
8	Older People	Staffing efficiencies (Deprivation of Liberty Service) - reduction of 0.5 fte post due to process improvements relating to safeguarding practice	68	24			24
9	Older People	Staffing efficiencies - result of further redesign of some back office functions	222		30		30

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
C
M
M
M
E
E
M
M
M

Cost Savings / New or Increasing Income

Adult Services			Savings - 3 Years STAR CHAMBER				
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4) £000	2013/14 (5) £000	2014/15 (6) £000	2015/16 (7) £000	Total (8) £000
10	Older People	Intermediate Care Recharge to NHS - recharge of staff time for work undertaken on health related issues, as agreed with NHS Ealing	2,709	50			50
11	Adults Cross Cutting	Contractual Efficiencies identified relating to specific providers - through the use of the Care funding Calculator, in order to provide better value for money	1,880		190		190
12	Adults Cross Cutting	WLA Efficiencies - incentivising homecare providers to make better use of telecare where appropriate	31,704	30	23		53
13	Adults Cross Cutting	Reduction in Costs Relating to Staff Redundancy - budget for prior year redundancy costs no longer required	297	20			20
14	Adults Cross Cutting	More efficient provision of telephones for Customers' emergency use - use of mobiles rather than landlines improving efficiency and customer safety	14	10			10
				289	668	-	957

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
I
C
E
E
E

Cost Savings / New or Increasing Income

Housing (General Fund)			Savings - 3 Years STAR CHAMBER				
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4)	2013/14 (5)	2014/15 (6)	2015/16 (7)	Total (8)
			£000	£000	£000	£000	£000
1	Housing Management	Deletion of Head of Housing Policy & Strategy and associated costs (45% HGF) post is currently vacant.	1,402	50	-	-	50
2	Housing Regeneration	Reduction of consultancy costs, housing survey fees within the Housing Regeneration budget	50	50	-	-	50
				100	-	-	100

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
M
E

Cost Savings / New or Increasing Income

Safer Communities			Savings - 3 Years STAR CHAMBER				
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4) £000	2013/14 (5) £000	2014/15 (6) £000	2015/16 (7) £000	Total (8) £000
1	Cross Directorate	Support Function Restructure – Deletion of vacant posts and minor reorganisation of support functions of the Regeneration & Housing Directorate	-	75	-	-	75
				75	-	-	75

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
E

Cost Savings / New or Increasing Income

Property & Regeneration			Savings - 3 Years STAR CHAMBER				
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4) £000	2013/14 (5) £000	2014/15 (6) £000	2015/16 (7) £000	Total (8) £000
1	Property	Advertising Hoardings - It is proposed to generate additional income by renting out Council land in prime roadside locations for the erection of advertising hoardings. This will be subject to appropriate planning and highway approvals.	621	114	25	-	139
2	Cross Directorate	Regeneration & Housing Finance - Savings from the Finance review	554	-	16	-	16
				114	41	-	155

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
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Cost Savings / New or Increasing Income

Built Environment			Savings - 3 Years STAR CHAMBER				
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4) £000	2013/14 (5) £000	2014/15 (6) £000	2015/16 (7) £000	Total (8) £000
1	Building Control	Building Control - introduce a new charge for the issuing of demolition notices to contribute to the cost of providing this service.	106	5	-	-	5
2	Repairs and Adaptations	Repairs & Adaptations Services (RAS) - increased fee income from the provision of Consultancy Services to other service areas, schools and our contractors.	126	10	-	-	10
3	Transport	Efficiency Savings - Reduction in external consultancy spend	836	15	-	-	15
4	Development Control	Planning Application Fees - additional fee income anticipated through increasing take up of pre-application advice.	1,179	10	-	-	10
5	Development Control	Planning Application Fees - additional fee income anticipated from the increase in statutory planning fees.	1,179	30	-	-	30
6	Built Environment - Cross Service	Efficiency Savings - Reduction in indirect employee expenses	-	50	-	-	50
				120	-	-	120

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
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Cost Savings / New or Increasing Income

E&CS Management			Savings - 3 Years STAR CHAMBER				
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4)	2013/14 (5)	2014/15 (6)	2015/16 (7)	Total (8)
			£000	£000	£000	£000	£000
1	Neighbourhood Governance	Neighbourhood Governance Newsletters - Reduce the Neighbourhood Governance advertising budget by stopping circulation of printed newsletters. The newsletters will be replaced by greater promotion on the Council's website and notices in Around Ealing.	348	15	-	-	15
2	Exec Dir	Review supplies and services across directorate	549	20	-	-	20
				35	-	-	35

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
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Cost Savings / New or Increasing Income

Customer Services			Savings - 3 Years STAR CHAMBER				
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14	2014/15	2015/16	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
			£000	£000	£000	£000	£000
1	CS Operations	Removing Customer Services Resources from Ealing Town Hall. Customer Services will end provision of a reception in Ealing Town Hall. Part of the saving will transfer to Facilities Management to fund alternative arrangements for sign posting.	1,786	45			45
2	Housing Benefits	Housing Benefit subsidy administration efficiencies - deletion of 0.5 FTE, currently vacant.	506	20			20
3	Housing Benefits	Housing Benefit efficiencies - deletion of an HB caseworker post, currently vacant. Efficiency to be achieved through increased home working.	3,197	37			37
4	Libraries	Library Service Stock budget reduction. The stock budget to be reduced from £460k to £410k. The saving will be made in Adults non-best selling fiction and non fiction, as previous savings were made in childrens and ethnic stock.	460	50			50
5	Libraries	Libraries - reductions in various Supplies and Services budgets (e.g. printing, stationery, marketing and advertising).	654	10			10
6	Libraries	Stock Management and Home Library Service - more efficient and cost effective ways of procuring Library stock and delivering the Home Library service. This saving was originally approved November 2011, to take effect 1.4.2013. This has been reprofiled for 1.4.2014.	3,113		80		80
7	CS Operations	Reducing the Customer Services Resource for Acton Town Hall (linked to Environment & Leisure growth bid for Acton Town Hall).	1,786		66		66
8	CS Operations	Customer Services Operations review of management numbers, as staffing numbers decrease as customers have increased opportunities to self serve and we reduce the direct contact facilities the number of team/operations managers will need to be reviewed, likely reduction will be within the face face area.	3,196		30		30
9	CS Operations	Customer Services Operations efficiencies - through increased use of self-serve and other efficiency actions within Telephony, this will enable the reduction in resources.	3,196		27		27
				162	203	-	365

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
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Cost Savings / New or Increasing Income

Environment & Leisure			Savings - 3 Years STAR CHAMBER				
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14	2014/15	2015/16	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
			£000	£000	£000	£000	£000
1	E&L	Five-a-side football, Rectory Park - A development opportunity for the establishment of a football centre in Rectory Park is mentioned in the Council's Core Strategy and will be implemented. Funding for the development to be sourced externally.	3,750			20	20
2	E&L	Textile Recycling Options - The council has signed a contract with The Salvation Army to manage 57 textile banks around borough for a fee of £25k per annum.	(195)	25	25		50
3	E&L	Reduced cost of waste disposal following West London Waste Authority procurement of new disposal facilities.	-			250	250
4	E&L	Charging for Schools recycling collection - Under the Environmental Protection Act 1990, waste from schools is classified as household waste for which a charge for 'collection' can be made.	156		50		50
5	E&L	Review sports development - reduce subsidy: By entering into partnership work with the PCT the subsidy to the sports Development service will reduce creating a savings of £75k in 2015-16	194			25	25
6	E&L	Street Marketing License - The council has 3 street market sites King Street Action, Greenford Broadway and Deans Gardens. Off the three King Street Action is not covered for trading purposes and work is currently being carried by Officers to formalise licencing arrangements which will generate £5k annually	(195)	5			5
7	E&L	Grounds maintenance at Warren Farm - Warren farm is covered by ground maintenance contracts with Enterprise, the proposed development will transfer maintenance to QPR Foot Ball Club, which will provide a savings on the current contract cost.	3,750			75	75
				30	75	370	475

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
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Cost Savings / New or Increasing Income

Parking			Savings - 3 Years STAR CHAMBER					Flavours Analysis
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4) £000	2013/14 (5) £000	2014/15 (6) £000	2015/16 (7) £000	Total (8) £000	M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
1	Parking	CCTV manager post reduction - post currently vacant	2,047	58			58	M
2	Parking	Achieved through implementing an intelligent deployment profile, so that the numbers of Civil Enforcement Officers (CEOs) deployed throughout the day are varied to reflect volumes of infringements.	2,977	25	25		50	C
3	Parking	Fees and charges review - absorb 20p pay by phone charge but increase fees by 10p/20p at selected locations. Currently a fee of 20 pence is charged to each customer using the pay by phone service. It is recommended that this is absorbed at selected locations across the borough to encourage customer usage of a more cost effective solution for the council. This absorption is to be jointly conducted with an increase in pay and display tariffs, the effecting result is that the current amount paid for pay by phone users will remain as is currently but increase for those using pay and display machines. The total amount paid for both options will now be the same.	(3,217)	50			50	I
4	Parking	Springbridge permits - Currently Parking Season Tickets at Springbridge Road are charged at £600 pa. It is recommended to increase these by £50 each year for the next 3 years.	(250)	6	6	6	18	I
5	Parking	Parking Suspensions Currently Suspensions are charged at £30 for the first bay suspended and then charged at £10 per bay, per day thereafter. It is proposed to amend this to a flat fee of £17 per day per bay.	(231)	23			23	I
6	Parking	Increase in contribution to concessionary fares. Increasing efficiency within Parking Services has enabled Parking Services to post surpluses into the Parking Places Reserve Account for two successive years (2010/11 and 2011/12). It is anticipated that continuing technological advances will allow further efficiency savings. The extra savings outlined in this proposal will contribute towards the Council's payment for concessionary fares.	7,459		150	150	300	E
				162	181	156	499	

Cost Savings / New or Increasing Income

Finance & Audit			Savings - 3 Years STAR CHAMBER				
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14	2014/15	2015/16	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
			£000	£000	£000	£000	£000
1	Corporate Management	Reduction in annual external audit fee resulting from the change of auditors from the Audit Commission to KPMG	408	100			100
2	Revenues	Increased income to Collection Fund from Council Tax from the removal of discretionary discounts for second homes and empty properties	810	360	325		685
3	Corporate Finance	Removal of Cobalt software maintenance costs for parking Services following rationalisation of the software and replacement by integrating with existing Civica software	700	67			67
4	Other	Reduction in cost of CRC (Carbon Reduction Commitment) liability for Corporate buildings by re-allocation of the element relating to School buildings to Schools finance	300	50			50
5	Revenues	One off saving from review of NNDR balance sheet balances	810		100	(100)	-
6	Corporate Management	Savings arising from Banking LEAN review to be carried out in 2014/15	700		40		40
7	Audit & Investigation	Savings arising from restructuring of Audit team (Investigations)	1,153	40			40
8	Treasury	Increased income from improving Treasury yields as return on investments increases	1,728		50		50
9	Corporate Resources Directorate	Reduction in Directorate budget for discretionary consultancy	324	40			40
				657	515	(100)	1,072

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
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Cost Savings / New or Increasing Income

Legal & Democratic Services

Savings - 3 Years STAR CHAMBER

Flavours Analysis

Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4)	2013/14 (5)	2014/15 (6)	2015/16 (7)	Total (8)
			£000	£000	£000	£000	£000
1	Democratic Services - Directorate	Reduce directorate subscriptions budget to meet current and forecast subscriptions requirements	361	55			55
				55	-	-	55

M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
C

* Please Note, all SAVINGS shown as POSITIVE

Cost Savings / New or Increasing Income

Human Resources

Savings - 3 Years STAR CHAMBER

Flavours Analysis

Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4) £000	2013/14 (5) £000	2014/15 (6) £000	2015/16 (7) £000	Total (8) £000
1	Core HR	Delete 1 FTE staff from Core HR	1,268	50			50
2	POD	Reduce Learning & Development Budget	816		25		25
				50	25	-	75

M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
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S

Cost Savings / New or Increasing Income			Savings - 3 Years STAR CHAMBER					Flavours Analysis
Marketing & Communications								
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14	2014/15	2015/16	Total	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
			£000	£000	£000	£000	£000	
1	MarComms	Increased income from Marketing & Communications services including providing consultancy, selling advertising, and charging fees for filming.	1,216		50		50	
				-	50	-	50	I

Cost Savings / New or Increasing Income

Policy & Performance			Savings - 3 Years STAR CHAMBER				
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4) £000	2013/14 (5) £000	2014/15 (6) £000	2015/16 (7) £000	Total (8) £000
1	Policy	Residents survey - efficiencies in approach to consultation	154	40			40
				40	-	-	40

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
E

Cost Savings / New or Increasing Income

Chief Executive			Savings - 3 Years STAR CHAMBER				
Unique Reference No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)	2012/13 Service Budget (4) £000	2013/14 (5) £000	2014/15 (6) £000	2015/16 (7) £000	Total (8) £000
1	Chief Executive	Reduction in Chief Executive Projects budget	257		10		10
				-	10	-	10

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes
E

SUMMARY B7***Savings Options - Invest to Save***

Directorate	DEPARTMENT
Children & Adults	Children Services
	Adults Services
	TOTAL CHILDREN & ADULTS
Regeneration & Housing	Housing General Fund
	Safer Communities
	Property & Regeneration
	Built Environment
	TOTAL REGENERATION & HOUSING
Environment & Customer Services	E&CS Management
	Customer Services
	Environment & Leisure
	Parking
	TOTAL ENVIRONMENT & CUSTOMER SERVICES
Corporate Resources	Finance & Audit
	Legal & Democratic Services
	Business Services
	Human Resources
	TOTAL CORPORATE RESOURCES
Chief Executive	Marketing & Communications
	Policy & Performance
	Chief Executive
	TOTAL CHIEF EXECUTIVE
	Housing Benefit
	Council Wide
	Combined LBE Totals:

Invest to Save Options			
2013/14 (Part or Full year)	20014/15 (Full year)	20015/16 (Full year)	TOTAL
£'000	£'000	£'000	£'000

(135)	1,185	-	1,050
52	53	-	105
(83)	1,238	-	1,155
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
106	-	-	106
50	-	-	50
156	-	-	156
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
73	1,238	-	1,311

* Please Note: all SAVINGS shown as POSITIVE, all COSTS shown as NEGATIVE

Invest to Save					Savings - 3 Years					Flavours Analysis
Children Services										
Reference No.	Specific Service Area	Saving/ Growth?	Headline Description re: saving / reduction INTERNAL	2012/13 Service Budget	2013/14 (Full or part year)	2014/15 (Full year)	2015/16 (Full year)	TOTAL 3-Year		
				£000	£000	£000	£000	£000		
1A	Ealing Services for Children with Additional Needs	Growth	Expanding Therapeutic Short Breaks. The proposal is to expand the existing ITS which has successfully prevented residential placements for young people with learning disabilities and challenging behaviours through intensive clinical psychology and the use of short breaks. The additional funding will enable the service to expand to work with Looked After Children or children on the edge of being looked after who are likely to require residential care or are part of a large sibling group. The funding will allow the service to work with 8 families and could generate a potential saving of £1m.	TBC	(135)	1,185		1,050		E
					(135)	1,185	-	1,050		

Flavours Analysis
M - Management Savings
I - Additional Income
C - Contractual Savings
E - Efficiency Savings
S - Service Changes

E

* Please Note:all SAVINGS shown as POSITIVE, all COSTS shown as NEGATIVE

Invest to Save				Savings - 3 Years					Flavours Analysis
Adult Services				<i>2012/13 Service Budget</i>	<i>2013/14 (Full or part year)</i>	<i>2014/15 (Full year)</i>	<i>2015/16 (Full year)</i>	TOTAL 3-Year	
Reference No.	Specific Service Area	Saving/ Growth?	Headline Description re: saving / reduction	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>	
1A	Mental Health	S	Review of Mental Health Customers currently subject to S117 of the Mental Health Act - cessation of S117 status directly resulting in increased income from charging.	3,120	75	75		150	I
1B	Mental Health	G	Post required to carry out S117 reviews	3,120	(23)	(22)		(45)	I
					52	53	-	105	

M - Management Savings
I - Additional Income
C - Contractual Savings
E - Efficiency Savings
S - Service Changes

* Please Note: all SAVINGS shown as POSITIVE, all COSTS shown as NEGATIVE

Invest to Save				Savings - 3 Years					Flavours Analysis
Environment & Leisure									
Reference No.	Specific Service Area	Saving/ Growth?	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14 (Full or part year)	2014/15 (Full year)	2015/16 (Full year)	TOTAL 3-Year	
				£000	£000	£000	£000	£000	
1	Environment & Leisure	S	Network Management - This proposal is to restructure the Network Management Team and put in place a new structure and procedures to improve the management and coordination of both Council and Statutory Undertakers works, this will allow us to maximise and sustain an additional income .		106			106	
					106	-	-	106	I

* Please Note: all SAVINGS shown as POSITIVE, all COSTS shown as NEGATIVE

Invest to Save					Savings - 3 Years				
Parking									
Reference No.	Specific Service Area	Saving/ Growth?	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14 (Full or part year)	2014/15 (Full year)	2015/16 (Full year)	TOTAL 3-Year	
				£000	£000	£000	£000	£000	
1A	Parking	S	Replacement of remaining Pay & Display machines	104	20			20	
1B	Parking	S	Energy savings from lighting replacement in Springbridge car park and Herbert Road car park	334	30			30	
					50	-	-	50	

Flavours Analysis
M - Management Savings
I - Additional Income
C - Contractual Savings
E - Efficiency Savings
S - Service Changes

E
E

* Please Note, all COSTS shown as POSITIVE

B8 Growth Bids - 3 years

B8 Growth Summary £'000s		2013/14 (Full or Part Year)	2014/15 (Full Year)	2015/16 (Full Year)	TOTAL 3 YEARS
Directorate	Department	£'000	£'000	£'000	£'000
Children & Adults	Children Services	247	-	-	247
	Adults Services	-	-	-	-
TOTAL CHILDREN & ADULTS		247	-	-	247
Regeneration & Housing	Housing (General Fund)	-	-	-	-
	Safer Communities	-	-	-	-
	Property & Regeneration	-	-	-	-
	Built Environment	50	-	-	50
TOTAL REGENERATION & HOUSING		50	-	-	50
Environment & Customer Services	E&CS Management	-	-	-	-
	Customer Services	40	-	-	40
	Environment & Leisure	256	301	(160)	397
	Parking	-	-	-	-
TOTAL ENVIRONMENT & CUSTOMER SERVICES		296	301	(160)	437
Corporate Resources	Finance & Audit	-	-	-	-
	Legal & Democratic Services	-	-	-	-
	Business Services	-	-	-	-
	Human Resources	-	-	-	-
TOTAL FINANCE & AUDIT		-	-	-	-
Chief Executive	Marketing & Communications	-	-	-	-
	Policy & Performance	-	-	-	-
	Chief Executive	-	-	-	-
TOTAL CHIEF EXECUTIVE		-	-	-	-
Housing Benefit		-	-	-	-
Council Wide		-	-	-	-
Totals		593	301	(160)	734

* Please Note, all COSTS shown as POSITIVE

Children Services			2012/13 Service Budget	Budget Growth Bid - 3 Years				Flavours Anlaysis
				2013/14 (Full or Part Year)	2014/15 (Full Year)	2015/16 (Full Year)	TOTAL 3- YEAR GROWTH	
Unique Reference Nos.	Service Area	Headline and brief description re: Budget Growth Bids	(4)	(5)	(6)	(7)	(8)	I - Reduced Income C - Contractual Growth O - Other Growth S - Service Changes
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
			£000	£000	£000	£000	£000	
1	Family Intervention Project.	Family Intervention Project (FIP). First set up in 2009/10, the FIP in Ealing works with families with challenging issues including anti-social behaviour, youth crime, worklessness, domestic violence, housing problems, families with children on the edge of care and complex family relationships. The staff work intensively with families providing 10 or more hours of intervention every week for periods of a year or more. The FIP is currently half funded by LAA grant in 2012/13, but this arrangement ends at the end of the financial year. The FIP is working to support the Troubled Families (TF) programme, which contributes the other 50% of the funding. It would not be appropriate to use all of the TF funding for the FIP as not all Troubled Families will need intensive interventions and some of them will need other types of service, for example to help them to overcome worklessness, or to help them to get their children to school on a regular basis. Some other types of services will have to be commissioned, or existing ones expanded, to help meet the diverse needs of Troubled Families. The existing work of the FIP has been independently assessed and found to have delivered cost avoidance benefits for the entire Council and partners including, community safety, the Police and Probation Service and other agencies including housing providers. It is therefore proposed that this work continues to avoid increased cost pressures across the authority.	494	247			247	O
Totals				247	-	-	247	

* Please Note, all COSTS shown as POSITIVE

Built Environment			2012/13 Service Budget	Budget Growth Bid - 3 Years			
				2013/14 (Full or Part Year)	2014/15 (Full Year)	2015/16 (Full Year)	TOTAL 3-YEAR GROWTH
Unique Reference Nos.	Service Area	Headline and brief description re: Budget Growth Bids	(4)	(5)	(6)	(7)	(8)
(1)	(2)	(3)	£000	£000	£000	£000	£000
1	Repairs and Adaptations	Handy Person Service - growth required to address the increased demand on the Handy Person Service and also the shift between capital and revenue works.	126	50	-	-	50
Totals				50	-	-	50

Flavours Anlaysis
I - Reduced Income C - Contractual Growth O - Other Growth S - Service Changes
O

* Please Note, all COSTS shown as POSITIVE

Customer Services			2012/13 Service Budget	Budget Growth Bid - 3 Years			
				2013/14 (Full or Part Year)	2014/15 (Full Year)	2015/16 (Full Year)	TOTAL 3- YEAR GROWTH
Unique Reference Nos.	Service Area	Headline and brief description re: Budget Growth Bids	(4)	(5)	(6)	(7)	(8)
(1)	(2)	(3)	£000	£000	£000	£000	£000
1	Arts, Heritage and Libraries	PMGH Trust - Running costs	-	30			30
2	Arts, Heritage and Libraries	Increase in ICT support in Libraries - for WiFi etc	300	10			10
Totals				40	-	-	40

Flavours Analysis
I - Reduced Income C - Contractual Growth O - Other Growth S - Service Changes
O
O

* Please Note, all COSTS shown as POSITIVE

Environment & Leisure			2012/13 Service Budget	Budget Growth Bid - 3 Years			
Unique Reference Nos.	Service Area	Headline and brief description re: Budget Growth Bids		2013/14 (Full or Part Year)	2014/15 (Full Year)	2015/16 (Full Year)	TOTAL 3- YEAR GROWTH
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
			£000	£000	£000	£000	£000
1	E&L	Street Lighting PFI - one off step increase in Annual Unitary Charge		156			156
2	E&L	Acton Town Hall - Ongoing Operation Costs		-	241	-	241
3	E&L	Acton Town Hall - One off growth for pre-sales and to support establishment of the new facility		100	60	(160)	-
Totals				256	301	(160)	397

Flavours Analysis
I - Reduced Income C - Contractual Growth O - Other Growth S - Service Changes

* Please Note, all COSTS shown as POSITIVE

Legal & Democratic Services			2012/13 Service Budget	Budget Growth Bid - 3 Years			
Unique Reference Nos.	Service Area	Headline and brief description re: Budget Growth Bids		2013/14 (Full or Part Year)	2014/15 (Full Year)	2015/16 (Full Year)	TOTAL 3- YEAR GROWTH
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
			£000	£000	£000	£000	£000
1	Democratic Services	<p>Individual Elector Registration The Political Parties and Elections Act 2009 made provision for the introduction of individual voter registration (IER). In May 2010, the coalition made a commitment to achieve this before the next scheduled General Election in 2015. The cost of introducing IER is expected to total £550k (at £2.30 per elector, with 240,000 in Ealing). This will be phased across the three years (2013-2016) with Section 31 grants from central government anticipated to offset the costs of phased activities (although this won't be finalised until consultation is complete).</p>	3,336	-	-	-	-
			3,336	-	-	-	-

Flavours Anlaysis
I - Reduced Income C - Contractual Growth O - Other Growth S - Service Changes
S

Cost Savings / New or Increasing Income

SAVINGS APPROVED BY CABINET (FROM 2011/12 BUDGET REVIEW PROCESS)

Ref No.	Specific Service Area	Headline Description re: saving / reduction
(1)	(2)	(3)

CHILDRENS		
1	Finance	Savings from the Finance Review
2	Senior Management	To rationalise management across Children's Services (£99K) and savings from the Finance Review (£137K).
3	Safeguarding & Support	To achieve efficiencies through developing a locality based social work & SAFE Service.
4	Safeguarding & Support	To rationalise the Fostering & Adoption Service - This proposal is based on the restructure and redistribution of resources within the entire Fostering and Adoption Service. The proposed new structure will create greater equity of size and workload across the five teams.
5	School Improvement Service	To achieve savings within the School Improvement Service - Further services offered to schools to purchase on a buy-back basis.
6	Schools Property Team	To achieve further savings in the Children's Service Property Section - savings through capitalisation of staffing costs and through reduced expenditure on capital consultancy.
TOTAL APPROVED BY CABINET:		

PROPERTY & REGENERATION		
7	Planning Policy	Restructuring - of the Planning Policy Service to deliver savings from 2013/14 following the completion of specific planning project work.
TOTAL APPROVED BY CABINET:		

GRAND TOTAL TO BE APPROVED BY CABINET FROM 2011/12 BUDGET REVIEW PROCESS:

Flavours Analysis
M - Management Savings
I - Additional Income
C - Contractual Savings
E - Efficiency Savings
S - Service Changes

2010/11 Service Budget	2013/14	2014/15	2015/16	Total
(4)	(5)	(6)	(7)	
£000	£000	£000	£000	£000

600	85			85
1,041	236			236
1,869	204			204
	211			211
1,900	130			130
	151			151
681	204			204
1,156	150			150
	1,371			1,371

E
M
M
S
M
S
S
E

3,274	102			102
	102	-	-	102

E

1,473	-	-	1,473
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**SAVINGS NOTED BY CABINET
(FROM 2011/12 BUDGET REVIEW PROCESS)**

Ref No.	Specific Service Area	Headline Description re: saving / reduction
(1)	(2)	(3)

ADULTS		
8	Disabilities	Efficiency in service of Learning Disability Provider Services - This relates to a reduction of one staffing post within day service provision for people with learning disabilities
9	Disabilities	Organisational Design - This relates to more efficient use of staffing and management in disability services as a result of improvements in technology, leading to improvements in assessment times.
10	Older People	Managed decline in placements for older people - This saving relates to efficiencies from care home placements for older people to be delivered by improvements in procurement as part of West London Alliance and appropriate transfer of funding responsibility to the NHS.

TOTAL TO BE NOTED BY CABINET:

GRAND TOTAL APPROVED/ NOTED BY CABINET FROM 2011/12 BUDGET REVIEW PROCESS:

Flavours Analysis
M - Management Savings I - Additional Income C - Contractual Savings E - Efficiency Savings S - Service Changes

2010/11 Service Budget	2013/14	2014/15	2015/16	Total
(4)	(5)	(6)	(7)	
£000	£000	£000	£000	£000

425	29			29
30	20			20
12,543	200			200

249	-	-	249
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1,722	-	-	1,722
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M
E
S

SAVINGS REPROFILED (FROM 2011/12 BUDGET REVIEW PROCESS)		
Ref No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)
HUMAN RESOURCES		
11	Core HR	Reduce Trade Union facilities budget - to reflect lower number of staff employed. Cabinet are requested to approve that the original saving of £50K for 2013/14 by Cabinet in Feb 2012 be reprofiled to 2014/15.
TOTAL REPROFILED		

2010/11 Service Budget (4)	2013/14 (5)	2014/15 (6)	2015/16 (7)	Total (8)
£000	£000	£000	£000	£000
2,412	(50)	50		-
	(50)	50	-	-

Flavours Analysis
M - Management Savings
I - Additional Income
C - Contractual Savings
E - Efficiency Savings
S - Service Changes

					E
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**SAVINGS NOTED BY CABINET
(FROM 2012/13 BUDGET REVIEW PROCESS)**

Ref No.	Specific Service Area	Headline Description re: saving / reduction
(1)	(2)	(3)

**Savings - 3 Years
STAR CHAMBER**

2011/12 Service Budget	2012/13	2013/14	2014/15	Total 3- year saving
(4)	(5)	(6)	(7)	(8)
£000	£000	£000	£000	£000

M - Management Savings
I - Additional Income
C - Contractual Savings
E - Efficiency Savings
S - Service Changes

BUILT ENVIRONMENT

1	Development Control and Building Control	Planning and Building Control Advice - review of free advice services This saving was approved by Cabinet in April 2012 and has been actioned, thus Cabinet are requested to 'note' this saving in this schedule which is used to update the cash limit and budget allocation model.
2	Local Land Charges	Support - Review of support structure This saving was approved by Cabinet in April 2012 and has been actioned, thus Cabinet are requested to 'note' this saving in this schedule which is used to update the cash limit and budget allocation model.
TOTAL NOTED FROM 2012/13 BUDGET REVIEW PROCESS		

1,241	-	40	-	40
(304)	-	30	-	30
	-	70	-	70

S

E

Savings previously agreed which Cabinet approved to withdraw as they have been reworked and resubmitted as part of the 2013/14 budget review process

* Please Note, all SAVINGS shown as POSITIVE. As these savings are being withdrawn, they are shown as a NEGATIVE.

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2012/13 Service Budget	2013/14	2014/15	2015/16	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
			£000	£000	£000	£000	£000
CHILDREN'S SERVICES							
1	Early Years	Early Intervention Grant - The initial proposal was to cease the entire Coram contract but elements are now to be retained to the value of £300k	16,931	(300)			(300)
2	Safeguarding	WLA Placements Saving - the anticipated savings from negotiating reductions in charges are not materialising to expected level. The service is proposing an invest to save project which will deliver a replacement saving (in 2014/15).	18,786	(962)			(962)
CHILDREN'S SERVICES SUB-TOTAL				(1,262)	-	-	(1,262)
ENVIRONMENT & CUSTOMER SERVICES MANAGEMENT							
3	Civil Protection	Non Achievement of prior agreed savings Civil Protection: It has not been possible to secure the external contracts required to generate the savings outlined in the 2012/13 budget review process.	176	(26)			(26)
ENVIRONMENT & CUSTOMER SERVICES SUB-TOTAL				(26)	-	-	(26)
CUSTOMER SERVICES							
4	Customer Services	Non-achievement/deferral of prior agreed savings Home Library Service £50k , Stock management £30k - deletion of 1 FTE	10,717	(80)			(80)
5	Customer Services	Non Achievement/deferral of prior agreed savings Housing Benefit sharing appeals process and training school with other councils - not possible due to introduction of Universal Credit.	2,292	(47)			(47)
6	Customer Services	Library Sunday opening	3,113	(25)			(25)
CUSTOMER SERVICES SUB-TOTAL				(152)	-	-	(152)
PARKING							
7	Parking	Non achievability of prior agreed savings: Backoffice etc	2,498	(70)			(70)
PARKING SUB-TOTAL				(70)	-	-	(70)
SUB-TOTAL				(1,510)	-	-	(1,510)

Flavours Analysis
M - Management Savings
I - Additional Income
C - Contractual Savings
E - Efficiency Savings
S - Service Changes

S
E

S

E
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E

Proposals in Development previously agreed which Cabinet approved to withdraw as they have been reworked and resubmitted as part of the 2013/14 budget review process

Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2013/14	2014/15	2015/16	Total
(1)	(2)	(3)	(5)	(6)	(7)	(8)
			£000	£000	£000	£000
CHILDREN'S SERVICES						
1	Safeguarding	Florence Road- To consult on savings within residential care services for children – withdrawn				
2	Safeguarding	Looked After Children -The merger of the two teams is not being progressed	(752)	-	-	(752)
CUSTOMER SERVICES						
3	Customer Svcs - Operations	This proposal in development for reductions in staff at Acton Town Hall and 301 Ruislip Rd - conflicts with property strategy £122k				
TOTAL SAVINGS PREVIOUSLY APPROVED AND PROPOSALS IN DEVELOPMENT NOTED BEING WITHDRAWN AS THEY ARE REWORKED AND RESUBMITTED AS PART OF THE 2013/14 BUDGET REVIEW PROCESS			(2,262)	-	-	(2,262)

Flavours Analysis
M - Management Savings
I - Additional Income
C - Contractual Savings
E - Efficiency Savings
S - Service Changes

E

SAVINGS WITHDRAWN (June 2012 Cabinet)

(These savings were previously approved by Cabinet on 29th Nov 2011 as part of the 2012/13 budget review process)

Reference no. in Nov report (1)	Specific Service Area (3)	Headline Description re: saving / reduction (4)	2011/12 Service Budget (5) £'000	2012/13 (6) £'000	2013/14 (7) £'000	2014/15 (8) £'000	Total Savings to be withdrawn (9) £'000	Flavours Analysis
ENVIRONMENT & LEISURE								
5	Streets/Waste	Schools Refuse collection charges	-	200	200		400	I
		Total Environment & Leisure		200	200	-	400	
PARKING ACCOUNT								
7	School Crossing	Seek alternative funding of School Crossing Patrol services	106	25	50		75	S
		Total Parking Account		25	50	-	75	

SAVINGS PROPOSALS IN DEVELOPMENT - 2012/13 Budget Review Process

Ref No. (1)	Specific Service Area (2)	Headline Description re: saving / reduction (3)
PROPERTY & REGENERATION		
1	Property	Rent Subsidy - review rent subsidy policy
BUILT ENVIRONMENT		
2	Cross Directorate	Service restructuring and potential merger of service areas
HUMAN RESOURCES		
3	HR	Reduce Trade Union facilities budget
POLICY & PERFORMANCE		
4	P & P Directorate	Further reduction in staffing budgets
5	Research and Consultation	Replace face to face resident survey with online and other methods

SAVINGS PROPOSALS IN DEVELOPMENT - 2013/14 Budget Review Process

ENVIRONMENT & CUSTOMER SERVICES MANAGEMENT		
6	Community Centres	Community Centres - review provision and operating models to enable a reduction in the overall subsidy, looking at items such as leases, in accordance with the draft Community Centre strategy.

		12/13	13/14	Variance
		£k	£k	£k
Childrens and Families	Confirmed/Current Forecast	18,124	12,785	-5,339
	To be confirmed	2,135	TBC	n/a
Schools	Confirmed/Current Forecast	10,709	12,457	1,748
	To be confirmed	269,144	TBC	n/a
Adults	Confirmed/Current Forecast	8,541	8,958	417
Environment and Customer Services	Confirmed/Current Forecast	6,757	8,531	1,774
Regeneration and Housing	Confirmed/Current Forecast	2,198	1,222	-976
	To be confirmed	669	TBC	n/a
Chief Exec.s and Corporate Resources	Confirmed/Current Forecast	921	852	-69

Housing Benefit* (Managed by Env. And Customer Services)	Forecast*	288,439	252,308	-36,131
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		12/13	13/14	Variance
		£k	£k	£k
Overall Total Grant Income (Known for 2012/13 and 2013/14)		47,249	44,805	-2,444
Overall Total Grant Income (TBC for 2012/13 and 2013/14)		271,948	N/A	N/A
Overall Total		319,197	44,805	N/A

Detailed Schedule

Recipient Service	Awarding Body	Grant	12/13 (£)	13/14 (£)	Variance
Childrens and Families	DfE	Early Intervention Grant	16,941	12,585	-4,356
Childrens and Families	EC	Youth Offender Speech & Language Therapy	85	0	-85
Childrens and Families	DfE	Intensive Evidence Based Programme (KEEP Fostering)	200	200	0
Childrens and Families	DfE	Education Funding Agency Post 16 SEN Block Grant	650	0	-650
Childrens and Families	HO	Ending Gang & Youth Violence	248	0	-248
Childrens and Families	HO	Unaccompanied Asylum Seeking Children	374	TBC	n/a
Childrens and Families	YJB	Youth Justice Grant	550	TBC	n/a
Childrens and Families	MOPC	Youth Crime & Substance Misuse Prevention	70	TBC	n/a
Childrens and Families	DfE	Pupil Premium - Looked after Children/PVI/PRU	260	TBC	n/a
Childrens and Families	DCLG	Troubled Families	881	TBC	n/a
Schools/Childrens and Families	DfE	Dedicated Schools' Grant (DSG)	248,006	TBC	n/a
Schools	PFS	Private Finance Initiative	10,122	11,930	1,808
Schools	DfE	Music Services	137	0	-137
Schools	ACE	Music Services	274	355	81
Schools	DfE	Early Intervention Grant	150	150	0
Schools	HEFCE	Inherited Staff Laibilities Grant Higher Education Funding Council	26	22	-4
Schools	DfE	Education Funding Agency Post 16 & Bursary Fund	13,140	TBC	n/a
Schools	DfE	Pupil Premium -	7,588	TBC	n/a
Schools	DfE	Additional Grant For Schools (AGS)	63	TBC	n/a
Schools	DoH	Nursery Milk Reimbursement Grant	200	TBC	n/a
Schools	DfE	Raising Participation Age Grant	115	TBC	n/a
Schools	DCLG	Extended Rights and General Duty to Promote Sustainable Travel	32	TBC	n/a

Recipient Service	Awarding Body	Grant	12/13 (£)	13/14 (£)	Variance
Schools	DfE	Local Authority Central Spend Equivalent Grant (LACSEG)	0	TBC	
Schools	DfE	Education Services Grant (ESG)	0	TBC	n/a
Adults	DoH / DCLG	Learning Disability and Health Reform allocation	6,702	6,871	169
Adults	DoH / DCLG	Private Finance Initiative	1,839	1,839	0
Adults	DoH	Local Reform and Community Voices Grant	0	248	248
SubTotal Childrens and Adults			308,653	34,200	-3,174
Highways	DfT	Highways Private Finance Initiative	2,036	2,036	0
Customer Services	DWP	Housing and CTax Benefit: Main administration subsidy	2,776	2,619	-157
Customer Services	DWP	Housing and CTax Benefit: Additional administration subsidy (recession support)	296	140	-157
Customer Services	SFA	Adult Learning	617	609	-8
Customer Services	DWP	Discretionary Housing Payments	1,032	3,127	2,095
SubTotal Environment and Customer Services			6,757	8,531	1,774
Housing	DCLG	Preventing Homelessness	1,215	1,034	-181
Property and Regeneration	LDA	West London Sustained Employment	401	0	-401
Property and Regeneration	ESF	Transnsational	394	0	-394
Property and Regeneration	ESF	Response to Social Disorder	83	83	0
Safer Communities	ESF	Ealing Partnership Against Radical Extremism	104	104	0
Housing/Built Environment	DoH	Warmer Homes Healthy People Fund	205	TBC	n/a
Safer Communities	HO	Community Safety Grant	223	TBC	n/a
Safer Communities	GLA	Rape Crisis Centre	155	TBC	n/a
Safer Communities	HO	Preventing Violent Extremism	37	TBC	n/a
Safer Communities	DEFRA	Air Quality	49	TBC	n/a
SubTotal Housing and Regeneration			2,867	1,222	-976

Recipient Service	Awarding Body	Grant	12/13 (£)	13/14 (£)	Variance
Corporate Resources	DWP	Contribution for Collecting NNDR	517	517	0
Corporate Resources	DCLG	Lead Local Flood Authority	184	127	-57
Corporate Resources	DWP	Pursuit of Benefits Fraud	220	208	-12
SubTotal Corporate Resources			921	852	-69

Overall Total Grant Income (Known for 2012/13 and 2013/14)	47,249	44,805	-2,444
Overall Total Grant Income (TBC for 2012/13 and 2013/14)	271,948	N/A	N/A
Overall Total Grant Income (All)	319,197	N/A	N/A

Housing Benefits (administered by Customer)	DWP	Housing Benefits	288,439	252,308	-36,131
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Acronyms:

ACE: Arts Council England

DCLG: Department for Communities and Local Government

DEFRA: Department for Environment, Food and Rural Affairs

DfE: Department for Education

DfT: Department for Transport

DoH: Department of Health

DWP: Department for Work and Pensions

EC: European Commission

ESF: European Social Fund

GLA: Greater London Assembly

HEFCE: Higher Education Funding Council

HO: Home Office

LDA: London Development Agency

MOPC: Mayor's Office for Crime and Policing

PFS: Partnership for Schools

SFA: Skills Funding Agency

YJB: Youth Justice Board

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

Recommendations to be incorporated in main report

- Approve the Treasury Management Strategy and associated Prudential Indicators
- Note that the Pension Fund cash is also managed in accordance with this strategy
- Approve the Treasury Management Policy Statement attached as Annex 1
- Approve the MRP policy outlined in paragraph 6
- Note that as approved by Full Council last year and following the implementation of the self-financing regime from 1 April 2012 the Council are now operating a dual pool methodology for the management of GF and HRA debt.
- Note the Director of Corporate Finance and Audit will implement the strategy under existing delegated powers.

Introduction

1. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. To assist this objective, the Council operates a Treasury Management Function which incorporates the management of the Council's cash flows, lending and borrowing activities and the management of the risks associated with the activities. The treasury management function also facilitates the planning of the funding of the Council's capital programme. The Capital plan provides the borrowing barometer for the Council, which may lead to borrowing for longer or shorter durations.
 - 1.1 The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
 - 1.2 The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act and included as paragraph 13 of this report); this sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
 - 1.3 The Department of Communities and Local Government issued investment guidance which came into effect from 1 April 2010. The Council's investment strategy is compliant with the CLG guidance.
 - 1.4 The CIPFA Code of Practice on Treasury Management (revised November 2011) was adopted by Full Council in the meeting on the 9 March 2010. This strategy report complies with the revised Code of Practice.

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

1.5 The key requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities. The Treasury Management Policy is re attached for approval as Annex 1.
- Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead (this report fulfils this requirement), a Mid-year Review Report and an Annual Report (stewardship report) covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions. The scheme of delegation is attached as Annex 2.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is the Audit Committee, who receives four reports per annum.

1.6 As outlined above, the London Borough of Ealing fully complies with the requirements of the revised 2011 code and takes seriously its role in managing the risks associated with this function. In this regard the Council's investment governance process is strengthened by its Treasury Risk and Investment Board (TRIB), which meets regularly to support the Director of Corporate Finance and Audit in the execution of his delegated powers. This has enabled more timely assessment, discussion and response to existing and emerging investment risks.

Treasury Management Strategy for 2013/14

2. The fallout from the credit crunch and the ensuing European sovereign debt crises has continued to dominate financial markets in 2012/13.

2.1 The proposed Treasury Management Strategy and Policy for the remainder of 2012/13 and 2013/14 adheres to the Council's policy on investments of "safety before returns" and the use of Money Market Funds, and a number of UK Banks remain suspended as financial market uncertainty still persists. Investments are currently being placed with the following:

- The UK Government directly (Debt Management Office)
- Lloyds and RBS (because of the UK government's substantial stake in these institutions)
- The Council's banker (NatWest)

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

- HSBC
- Barclays; and
- Other Local Authorities

The above represent a significantly scaled down counterparty lending list, but remains under ongoing review.

2.2 The strategy proposed in this report will assist the Council in mitigating risk in the Council's treasury management activities and allow the borrowing necessary to finance the capital programme. The strategy is in line with the proposed capital programme and revenue budget addressed elsewhere on this agenda and aims to secure investment income on the Council's general cash balances with the minimum risk possible. As will be clear from the financial events globally and nationally, it is impossible in practical terms to eliminate all credit risk but this Council seeks to be as prudent as possible.

2.3 A mid year update report on Treasury Management in 2012/13 went to Full Council on 29 January 2013 and Audit Committee on 23 January 2013.

2.4 The proposed strategy for 2013/14 is based upon treasury officers' views on interest rates, supplemented with market forecasts acquired directly by Council officers directly and provided by the Council's treasury advisors, Sector.

2.5 The strategy report covers:

- update on Pension Fund cash/Treasury limits and current portfolio position
- treasury budget
- the current treasury position;
- the minimum revenue provision (MRP) strategy.
- treasury indicators which limit the treasury risk and activities of the Council;
- economic background and prospects for interest rates;
- the borrowing strategy and policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

2.6 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training on treasury

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

management and related issues. This especially applies to members responsible for scrutiny who are trained regularly by the Council and are scheduled to receive their next training at the Audit Committee scheduled for the 20 March 2013. The training needs of treasury management officers are periodically reviewed and addressed as part of the Council's appraisal scheme.

Pension Fund Cash

- 2.7 As previously reported the Council's arrangement for Pension Fund cash changed from 1 April 2011 to meet the requirements of CLG regulations. A separate bank account is operated for the Pension Fund and Pension fund cash continues to be invested separately from the Councils in either Special Interest Bearing Accounts or as fixed term deposits with Counterparties on the Council's Counterparty list.
- 2.8 Pension Fund transactions still flow through the council's bank account and any surplus of income over expenditure is intermittently transferred to the separate bank account, from where investments are made.
- 2.9 Cash will be transferred to fund managers to rebalance the fund, when cash trigger levels set within the Pension Fund investment strategy are reached.
- 2.10 The Council is still responsible for managing the Pension Fund cash in accordance with this Treasury Management Strategy.

Balanced Budget Requirement

- 3 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:
 1. increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
 2. any increases in running costs from new capital projects are limited to a level which is affordable, prudent and sustainable within the projected income of the Council for the foreseeable future.

Treasury Limits for 2013/14 to 2015/16

- 4 It is a statutory duty under Section 3 of the Act and supporting regulations for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the "Affordable Borrowing Limit". In England and Wales the Authorised Limit represents the legislative limit specified in the Act.

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

- 4.1 The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is 'acceptable'.
- 4.2 Whilst termed an "Affordable Borrowing Limit", the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years, details of the Authorised Limit can be found in the prudential indicator table in paragraph 6.

Current Portfolio Position

- 5 The Council's treasury portfolio position at 08/01/2013 comprised:

	Principal		Ave. rate
	£m	£m	
Fixed rate funding			
	PWLB	399.873	
	Market	<u>78.000</u>	5.00%
		477.873	
Variable rate funding			
	PWLB	6.702	
	Market	<u>10.000</u>	
		16.702	
	Total Debt	494.575	
Other Long term liabilities			
	Mortlake	<u>0.323</u>	
	Total	494.898	
Total Investments		<u>287.779</u>	0.64%
Net Debt		207.119	

Prudential Indicators

- 6 The Local Government Act 2003 and supporting regulations requires the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 6.1 Ealing's Prudential and Treasury Management Indicators for the period 2012-15 are set out below.
- 6.2 The benefit of the indicators will be derived from monitoring them over time rather than from the absolute value of each. The indicators are not designed to be used as comparators between councils. A reporting process has been established, with a half-yearly report to Full Council to highlight any significant

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

deviations from expectations. Once determined, the indicators can be amended, subject to reporting to Council for approval.

- 6.3 The figures used for the later years are necessarily broad estimates, including the level of Government support beyond 2013-14. Such estimates can and will be revised, as more accurate information become available.

Capital Prudential Indicators

- 6.4 The Council's capital expenditure plans are a key determinant of treasury management activity. The output of the capital expenditure plans is reflected in prudential indicators, which are designed to assist member's overview and confirm capital expenditure plans.
- 6.5 **Capital Expenditure.** This prudential Indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

Capital Expenditure £' 000	2011/12 Actual	2012/13 Projected Outturn	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Non-HRA	69,167	113,687	118,815	97,742	53,911
HRA	19,498	33,581	70,899	56,629	41,990
Total	88,665	147,268	189,714	154,371	95,901

- 6.6 Other long term liabilities. The above financing need excludes other long term liabilities, such as PFI and leasing arrangements which already include borrowing instruments.
- 6.7 The table below outlines the above capital expenditure plans and how these plans are proposed to be financed by capital or revenue resources. Any shortfall of resources results in a funding need i.e. borrowing.

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Capital Expenditure £'000	2011/12 Actual	2012/13 Projected Outturn	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Non-HRA CAP EXPENDITURE	69,167	113,687	118,815	97,742	53,911
HRA	19,498	33,581	70,899	56,629	41,990
Total	88,665	147,268	189,714	154,371	95,901
Financed by:					
Mainstream funding: GF					
Borrowing	16,749	49,362	46,302	52,551	34,186
Capital receipts	89	100	14,005	9,775	0
Capital reserves	0	1,222	80	0	0
Revenue - Reserves	13,600	3,000	0	0	0
Total	30,438	53,684	60,387	62,326	34,186
Specific funding: GF					
Capital grants	37,362	54,724	50,065	34,809	19,562
Rev Contribution	719	1,994	1,412	65	0
Other: partnership, insurance,S106	648	3,285	6,951	542	163
Net financing need for the year GF	38,729	60,003	58,428	35,416	19,725
HRA funding	19,498	33,581	70,899	56,629	41,990
TOTAL FUNDING	88,665	147,268	189,714	154,371	95,901

The Council's Borrowing Need (the Capital Financing Requirement)

- 6.8 The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR
- 6.9 Following accounting changes the CFR includes any other long term liabilities (e.g. PFI schemes, finance leases) brought onto the balance sheet. Whilst this increases the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has (£28.3m) of such schemes that forms part of the CFR for 2012/13.

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6.10 The Council is asked to approve the CFR projections below:

	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Projected	Estimate	Estimate	Estimate
	£'000	Outturn	£'000	£'000	£'000
Capital Financing Requirement					
CFR – housing	345,108	381,791	414,194	451,713	469,508
CFR - non housing	147,813	146,064	145,530	147,809	158,109
Total CFR	492,921	527,855	559,724	599,522	627,617
Movement in CFR	-196,242 *	34,934	31,869	39,798	28,095

Annual change in Capital Financing Requirement	2011/12	2012/13	2013/14	2014/15	2015/16
	£'000	£'000	£'000	£'000	£'000
Non - HRA	4,065	36,683	32,404	37,519	17,795
HRA	-200,307	-1,749	-534	2,279	10,300
TOTAL	-196,242	34,934	31,870	39,798	28,095

Movement in CFR represented by					
	2011/12	2012/13	2013/14	2014/15	2015/16
	£'000	£'000	£'000	£'000	£'000
Net financing need for the year	18,742	47,613	45,768	54,830	44,486
HRA Settlement in view of self-financing (PWLB debt repaid by CLG)	-202,300				
Less MRP/VRP and other financing movements	-12,684	-12,679	-13,898	-15,032	-16,391
Movement in CFR	-196,242	34,934	31,870	39,798	28,095

6.11 Under the capital finance regulations, local authorities are permitted to borrow up to three years in advance of need. This Council will only consider borrowing in advance of need if market conditions indicate that it is the best course of action. One of the reasons for borrowing in advance is to take advantage of and lock in low long term interest rates. There is a short term carry cost to borrowing in advance of need as currently investment rates are considerably lower than long term borrowing rates. This will be evaluated before any decision is taken to borrow in advance of need.

6.12 Borrowing in advance of need also increases the level of temporary investments and thus increases the exposure to loss of investment principal.

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However, the Council has put in place a prudent methodology to minimise this risk.

MRP Policy Statement

- 6.13 The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).
- 6.14 CLG Regulations require the full Council to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement.
- 6.15 For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:
- **Existing practice** - MRP will follow the existing practice outlined in former CLG regulations (option 1); This option provides for an approximate 4% reduction in the borrowing need (CFR) each year.
- 6.16 From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:
- **Asset Life Method** – MRP will be based on the estimated life of the assets, in accordance with the proposed regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3); This option provides for a reduction in the borrowing need over approximately the asset's life.
- 6.17 Repayments included in annual PFI or finance leases are applied as MRP.

The Use of the Councils Resources and the Investment Position

- 6.18 The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Outlined below are estimates of the year end balances on investments.

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Year End Resources £m	2011/12 Actual £m	2012/13 Projected Outturn £m	2013/14 Estimate £m	2014/15 Estimate £m	2015/16 Estimate £m
Expected investments	272	270	264	250	245

Affordability Prudential Indicators

- 6.19 The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:
- 6.20 **Actual and estimates of the ratio of financing costs to net revenue stream.** This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

%	2011/12 Actual	2012/13 Projected Outturn	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Non-HRA	5.97%	6.58%	6.80%	7.98%	9.10%
HRA	27.17%	12.16%	11.90%	11.94%	12.46%

- 6.21 The estimates of financing costs include current commitments and the proposals in this budget report.

Estimates of the incremental impact of capital investment decisions on council tax

- 6.22 This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

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Incremental impact of capital investment decisions on the band D council tax

	2011/12 Actual	2012/13 Projected Outturn	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Council tax - band D	£7.40*	£24.30	£39.76	£41.79	£34.64

*Projected increased impact in 2012/13 is due to new borrowing rising from £16m in 2011/12 to £49m in 2012/13 and other fluctuations relate to changes in borrowing projections

Incremental Impact of Capital Investment Decisions on Housing Rent (Unsupported Borrowing)

	2011/11 Actual	2012/13 Projected Outturn	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Housing Rents	£0.00	£0.00	£0.00	£0.39	£0.83

Policy on borrowing in advance

- 6.23 Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its total debt, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2013/14 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.
- 6.24 Borrowing in advance will be made within the constraints that:
- It will be limited to no more than 70% of the expected increase in borrowing need (CFR) over the three year planning period.
- 6.25 The Director of Corporate Finance and Audit can confirm that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary

This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

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Treasury Indicators Limits on borrowing activity

Operational boundary £'000	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Debt	542,855	574,724	614,522	642,617
Other long term liabilities	28,286	0	0	0
Total	571,141	574,724	614,522	642,617

The Authorised Limit for external debt.

- 6.26 A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.
- 6.27 This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
- 6.28 The Council is asked to approve the following Authorised Limit:

Authorised limit £'000	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Debt	607,217	636,026	682,073	533,694
Other long term liabilities	28,286	0	0	0
Total	635,503	636,026	682,073	533,694

Economic background and Interest Rate Forecasts

- 7 The Council uses Sector Treasury Services as treasury adviser to the Council and part of their service is to assist the Council to formulate a view on interest rates. The following table outlines the Sector view.

Sector Interest Rate Forecast January 2013

	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Mar-15	Mar-16
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.75%
5yr PWLB	1.50%	1.50%	1.60%	1.60%	1.70%	2.20%	2.90%
10yr PWLB	2.50%	2.50%	2.60%	2.60%	2.70%	3.20%	3.90%
25yr PWLB	3.80%	3.80%	3.80%	3.80%	3.90%	4.30%	5.00%
50yr PWLB	4.00%	4.00%	4.00%	4.00%	4.10%	4.50%	5.20%

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- 7.1 The Eurozone debt crisis have continued to dominate financial markets and impact global growth and the UK has not been immune.
- 7.2 Market concern of a possible Eurozone fracture has been alleviated following the ECB's assurance to markets that they are prepared to do whatever it takes to support countries that seek help through a scheme known as "Outright Monetary Transaction" (OMT) whereby the ECB will buy unlimited quantities of the sovereigns bonds to keep their interest rates within acceptable levels. Policy makers have shown a resolve to support member states, negotiating a relaxed date by which their debt has to reach sustainable limit. Indicators are that the Eurozone problems will continue for some time.
- 7.3 The US has managed weak growth in 2012, in spite of the substantial efforts by the federal reserve to stimulate the economy through quantitative easing and the commitment to low interest rates. The uncertainty surrounding the fiscal cliff debate, which is only partially resolved and next the debt ceiling is discouraging corporate spending. However the housing market appears to be slowly rebounding.
- 7.4 The UK has pledged to remain on its current austerity course, and has extended the timeframe required for achieving all its goals over a lower period than the original four years, though the UK returning to a reasonable level of growth remains a key component of delivery. The UK still continues to enjoy the benefit of very low interest rates from its perceived safe haven status. Economic growth in the UK was revised downwards by the BOE's inflation quarterly report in August 2012. Inflation fell sharply during 2012, with CPI falling from 4.2% twelve months ago to 2.7% in December 2012.
- 7.5 The difficult economic backdrop has implications on our treasury management activities.
- Counterparty credit risk is increased and so closer attention to the credit quality of counterparties is required
 - Investment returns will continue to be low in 2013/14
 - Borrowing rates are likely to remain low although the outcome of the UK's credit rating outlook due to be resolved this year will determine borrowing rates going forward
 - The Council will incur a revenue cost of carrying any borrowing raised in advance of need because of the difference between investment rates and borrowing rates.

Borrowing Strategy 2013/14

- 7.6 The Council's borrowing strategy will give consideration to new borrowing in the following order of priority: -
- The cheapest borrowing will be internal borrowing by running down cash balances and foregoing interest earned at historically low rates. However, if the overall forecast for long term borrowing rates were to

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be a projected increase over the next few years, consideration will also be given to weighing the short term advantage of internal borrowing against potential long term costs if the opportunity is missed for taking loans at long term rates which will be higher in future years.

- Temporary borrowing from the money markets or other local authorities
- PWLB variable rate loans for up to 10 years
- Short dated borrowing from non PWLB and other sources
- Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity period (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio.
- PWLB borrowing for periods across all the durations when rates are seen as being at particularly good value.

8 The Council is currently maintaining an under borrowed position and its borrowing is currently behind the Capital Financing Requirement, i.e. the councils underlying need to borrow. The Council will continue to borrow in respect of the following:

- Maturing debt (net of minimum revenue provision).
- Approved unsupported (prudential) capital expenditure.
- To finance cash flow in the short term.

8.1 The type, period, rate and timing of new borrowing will be determined by the Director of Corporate Finance and Audit under delegated powers, taking into account the following factors:

- Expected movements in interest rates as outlined above.
- Current maturity profile.
- The impact on the medium term financial strategy.
- Prudential indicators and limits.

Sensitivity of the forecast –

8.2 Under normal circumstances the main sensitivities of the forecast are likely to be the two scenarios noted below. The Council officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting a pragmatic approach to the changing environment:

- if it were felt that there was a significant risk of a sharp fall in long and short term rates, e.g. due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it were felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-

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appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.

Treasury Management Limits on borrowing Activity

- 9 There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within a set remit, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs and improve performance. The indicators are:
- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments
 - Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
 - Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

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%	2012/13	2013/14	2014/15	2015/16
Interest rate Exposures				
	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%	100%
Limits on variable interest rates based on net debt				
Limits on fixed interest rates:	6%	5%	5%	5%
• Debt only	100%	100%	100%	100%
• Investments only	100%	100%	100%	100%
Limits on variable interest rates				
• Debt only	20%	20%	20%	20%
• Investments only	20%	20%	20%	20%
Maturity Structure of fixed interest rate borrowing 2013/14				
	Lower	Upper		
Under 12 months	0.00%	10%		
12 months to 2 years	0.00%	20%		
2 years to 5 years	0.00%	20%		
5 years to 10 years	0.00%	20%		
10 years and above	30.00%	90%		
Maturity Structure of variable interest rate borrowing 2013/14				
	Lower	Upper		
<i>Under 12 months</i>	<i>0%</i>	<i>100%</i>		
<i>12 months to 2 years</i>	<i>0%</i>	<i>100%</i>		
<i>2 years to 5 years</i>	<i>0%</i>	<i>100%</i>		
<i>5 years to 10 years</i>	<i>0%</i>	<i>100%</i>		
<i>10 years and above</i>	<i>0%</i>	<i>100%</i>		

Policy on borrowing in advance of need

10 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

10.1 In determining whether borrowing will be undertaken in advance of need the Council will;

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- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
- ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
- evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
- consider the merits and demerits of alternative forms of funding
- consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use
- consider and pros and cons of the impact of borrowing in advance of need at attractive rates on the available cash balances the Council will hold and the risks associated with increased exposure to credit risk arising from investing this additional cash in advance of need

Debt Rescheduling

- 11 As short term borrowing rates will be considerably cheaper than longer term rates, there may be potential for some residual opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the size of premiums incurred, their short term nature, and the likely cost of refinancing those short term loans, once they mature, compared to the current rates of longer term debt in the existing debt portfolio. Any such rescheduling and repayment of debt is likely to cause a flattening of the Council's maturity profile as in recent years there has been a skew towards longer dated PWLB.
- 11.1 The reasons for any rescheduling to take place will include: -
- the generation of cash savings and / or discounted cash flow savings
 - helping to fulfill the strategy outlined in paragraph 7 above
 - enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).
- 11.2 Consideration will also be given to identify if there is any potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are most likely going to continue being lower than rates paid on current debt.
- 11.3 All rescheduling will be reported to Full Council at the earliest meeting following its implementation.

Introduction of Housing Revenue Account (HRA) Self Financing

- 12 As reported to Full Council last year, current housing subsidy system has now been dismantled and has been replaced by a system of self-financing of the HRA from 1st April 2012. The new system has aims to provide more incentives and flexibility for Councils to manage and maintain their housing stock without recourse to subsidy payments.

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- 12.1 HRA Self-financing will mean that some authorities receive funding to pay off Housing debt and others will have to buy themselves out of the housing subsidy system, based on a calculation of what their housing business is worth on a self financing basis over a 30 year period.
- 12.2 Ealing Council received £202.3m from the CLG on the 28th March 2012, which was directly deployed to top slicing the Councils portfolio of Public Works Loans Board (PWLB) debt. HRA debt currently stands at £146m.
- 12.3 Currently, two separate pools are operating for the management of HRA and GF debt. The advantage of this is that the HRA and GF borrowing strategy can be targeted to meeting their business demands.
- 12.4 The CIPFA paper provides guidance on various methodologies that authorities can apply to apportion loans to meet the requirements of the new system.
- 12.5 Under the two pool approach all loans has been apportioned between the HRA and General Fund. Although the PWLB initially indicated that they will assist in splitting the portfolio of debt, they eventually notified authorities that they will not do this, so historic debt has been notionally apportioned using CFR's split between HRA and GF.
- 12.6 An equitable means of apportioning costs has been communicated to HRA officers.
- 12.7 The Council can now operate a more targeted treasury management strategy for the HRA and GF, e.g. rescheduling of debt can take place for one pool or the other or even across pools, to the extent that loans can be split.

Annual Investment Strategy

- 13 The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities remain: -
 - security of the invested capital;
 - liquidity of the invested capital; and
 - an optimum yield which is commensurate with security and liquidity.
 - All investments will be in sterling.
- 13.1 With respect to optimum yield it must be stressed that the Councils risk appetite is low and the security of principal invested is paramount. Furthermore, the borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.
- 13.2 Investment instruments that can be used in the financial year are listed below under 'Specified' and 'Non Specified' investment categories. Counterparty

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limits will be set through the Council's Treasury Management Practices Schedules.

- 13.3 The Director of Corporate Finance & Audit in conjunction with the Council's treasury advisor Sector, will use Fitch, Moody's and Standard and Poor ratings plus data on movements in credit default swap rates and other information obtained from reliable sources to determine its credit criteria.
- 13.4 The Council constructs its lending list using the credit rating service provided by Sector. This service is progressively enhanced and uses a creditworthiness modelling approach with credit ratings from all three rating agencies - Fitch, Moody's and Standard and Poors, forming the core element and reflecting a full understanding of the unique nature of each agencies ratings. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays : -
- credit watches and credit outlooks from credit rating agencies
 - CDS spreads to give early warning of likely changes in credit ratings
 - sovereign ratings to select counterparties from only the most creditworthy countries
 - financial press, share price information, broader political, micro and macro-economic concerns etc.
- 13.5 This modelling approach combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Council to determine the duration for investments and are therefore referred to as durational bands. The Council is satisfied that this service gives a robust level of security for its investments. It is also a service which the Council would not be able to replicate using in house resources.
- 13.6 The selection of counterparties with a high level of creditworthiness will be achieved by selection of institutions down to a minimum durational band within Sector's weekly credit list of worldwide potential counterparties. The Council will therefore use counterparties within the following durational bands: -

Yellow	5 years
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK Banks)
Orange	1 year
Red	6 months
Green	3 months
No Colour	Not to be used

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- 13.7 The credit worthiness service uses a wide range of information/data to assign a weighted scoring system, which does not rely heavily on ratings. So an institution may still qualify to be on the Council's approved list even though it is marginally rated lower by one or more of the rating agencies. This will be because other key indicators have been considered in determining the creditworthiness of the institution.
- 13.8 All credit ratings of counterparties already on the list will be monitored on an ongoing basis. The Council is alerted to changes to ratings of all three agencies through its subscription to Sector creditworthiness service. Officers now have access to a Bloomberg financial terminal and will be able to obtain updated credit rating, CDS movements and reliable financial news updates directly to enhance counterparty risk management and decision making.
- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
 - In addition to the use of Credit Ratings the Council will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Councils lending list.
 - Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and information, information on government support for banks and the credit ratings of that government support in decision making. The Council may therefore restrict the duration for which it invests in an institution or may not include counterparty on Sectors approved list as a Council risk board generated decision to restrict will always override the advisors approved list.
- 13.9 Where Institutions are not on the Councils Advisers list and the Council makes its own assessment, the Council will only lend to Counterparties using the minimum criteria specified below.**
- 13.10 Country limits** The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating equivalent to or higher than the UK's credit rating, currently being AAA from Fitch Ratings (or equivalent from other agencies if Fitch does not provide a rating). However it must be noted that the proposal is that the Country we invest in should be as highly rated as the UK or better. The UK's AAA rating is under pressure as the UK is on a negative outlook notice from all three agencies. Fitch have indicated that that outlook notice will be reviewed this year.
- 13.11** The list of Countries which currently meet this criterion are outlined in paragraph 16.2. The Director of Corporate Finance and Audit will monitor and update the position under delegated powers and report back at the earliest opportunity.

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13.12 The minimum credit rating required for an institution to be included in the Council's counterparty list (where sector credit worthiness service is not being used) is as follows:

	Long-Term	Short-Term	Individual	Support	Financial Strength Ratio
Fitch	AA-	F1+	C	1	N/a
Moody's	Aa3	P-1	N/a	N/a	C
Standard & Poors	AA-	A-1	N/a	N/a	N/a

Sovereign Rating	Same rating as the UK or higher
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Money Market Funds	AAA
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13.13 As outlined above officers also take any market intelligence gleaned into consideration to further determine whether to suspend institutions from the list even though the institution meets our minimum lending criteria. This assessment will include credit ratings and other alternative assessments of credit strength (for example, statements of potential government support). The Council will also take into account information on corporate developments of market sentiment towards investment counterparties.

13.14 Setting & monitoring of the counterparty list and the agreed maximum limit per counterparty (and Council's rating criteria) constitutes part of the execution and administration function and forms part of the authority to "determine the annual treasury strategy and carry out all treasury management activities" as per the Council's scheme of delegation outlined in our financial regulations. The Director of Corporate Finance and Audit therefore has discretion to review and amend these minimum ratings in view of market conditions and report to Full Council at the earliest opportunity.

13.15 Officers have to respond quickly to counterparty rating changes and include or suspend institutions as their ratings fall in/out of the Council's minimum rating criteria. This ensures that investment risk continues to be spread across a range of credit worthy institutions. The lending list is under ongoing reviewed by the Director of Corporate Finance and Audit under delegated authority.

Institutions with which the Council can currently place funds are as follows:

- Bank of England Debt Management Office (DMO). The rates of interest from the DMO are below equivalent money market rates. However, the returns are an acceptable trade-off for the guarantee that the Council's capital is secure particularly in times of high market volatility.
- The British institutions where the UK has a substantial stake such as Lloyds and RBS
- Other UK institutions meeting our minimum credit rating criteria
- AAA rated Money Market Funds.

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- Other local authorities Local Authorities (LAs) are relatively risk free counterparties therefore their limit is set at £5m for District Councils and £10m for other LAs, subject to a group limit of £180M.
- Foreign Institutions from countries with sovereign ratings equivalent to the UK's sovereign rating or higher, provided they meet our minimum criteria.
- Institutions that fall within Sector (our treasury management consultants) approved lending list having met sectors diverse criteria and who the Council assess as having sound credit worthiness.
- UK Government – (gilts and treasury bills)

Lending to Unrated/Lower Rated Partner Organisations

- 13.16 In some circumstances the Council may have entered into a partnership arrangement with organisations or institutions for the provision of a service which requires the Council to lend or jointly invest in a venture. Approval was received from Full Council in July 2010 to allow officers to extend the councils lending remit to accommodate such situations. Lending in these circumstances will continue as deemed necessary and will be reported back to Full Council at the earliest opportunity.
- 13.17 The Council has entered into one such investment with PFI partner Future Ealing, with the sum of £0.6m.

Investment Balances / Liquidity of Investments

- 14 Based on Ealing's cash flow forecasts, the Council anticipates its fund balances in 2013/14 to average around £190M. It is considered that the maximum percentage of its overall investments that the Council should hold for more than 365 days is 10%. (Investments with a maturity exceeding a year but no more than three years). The proposed prudential indicator figure of £15M for 2013/14 onwards is arrived at as a prudent figure which is less than 10% of Council's total investments.
- 15 In addition the Council may enter into forward deals, but with an exposure that does not exceed 3 years, from the date the forward deal was effected.
- 15.1 The actual amount available for investment in 2013/14 will fluctuate as a result of the timing of significant items such as:
- expenditure on capital projects
 - council tax, business rates, council house rents income
 - receipt of government grants
 - long-term loans taken out to fund capital expenditure
 - capital receipts in respect of major asset sales
- 15.2 The amounts available for investments consist of both cash flow and core balances made up of reserves not likely to be required for one to two years. It

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is possible for the Council to invest this core cash for longer term. However, given the uncertainties clouding the global economy, the Council did not lend for over 364 days in 2012/13 and will continue to keep this under review. The strategy is flexible and allows the Director of Corporate Finance and Audit to take the decision to extend the duration of lending when market conditions have stabilised.

Interest Rate Outlook

- 15.3 Bank rate has been unchanged at 0.50% since March 2009. According to our advisers forecast, it is not forecast to commence rising till 2015 at the earliest.
- 15.4 The Council avoid locking into longer term deals while investment rates are down at historical low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by the Council.

Specified Investments

- 16 (All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' rating criteria where applicable)

	* Minimum 'High' Credit Criteria	Use
Debt Management Agency Deposit Facility	--	In-house
Term deposits – local authorities	--	In-house
Term deposits – banks and building societies **	Falling within the Council's minimum criteria	In-house
Bonds issued by multilateral development banks	UK sovereign rating	In-House buy and hold and fund managers
Certificates of deposits issued by banks and building societies	Falling within the Council's minimum criteria	In-house buy and hold and fund managers
UK Government Gilts	Long term AAA	In-house buy and hold, Fund Managers
Treasury Bills	UK Sovereign rating	In-house on a buy and hold basis and fund Managers
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -		
1. Money Market Funds	AAA rated	In-house
2. Enhanced cash funds	AAA rated	In-house
Corporate bond funds		In-house and fund Managers
Gilt funds	UK sovereign rating	In-house and fund Managers
Property funds		In-house and fund Managers

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** If forward deposits are to be made, the forward period plus the deal period should not exceed 1 year and 2 months in aggregate.

N.B. buy and hold may also include sale at a financial year end and repurchase the following day in order to accommodate the requirements of SORP.

Since the global financial crisis there have been a number of developments which require separate consideration and approval for use: -

- 16.1 **Blanket guarantees on all deposits.** Some countries may support their banking system by giving a blanket guarantee on ALL deposits, however; this Council will generally not rely on the guarantees provided by any government unless there are overriding reasons for doing so.
- 16.2 **Other Countries.** At present the Council will determine whether to include other Countries by reference to credit rating of the sovereign together with financial news data on the sovereign. The minimum credit rating required for an institution to be included within the Council's list is that they must have rating equivalent to or better than the UK governments rating. Currently the Countries falling within this are as follows:

AAA

- Australia
- Canada
- Denmark
- Finland
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland
- U.K.
- Luxembourg

Accounting treatment of investments.

- 16.3 The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

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16.4 Non Specified Investments

A Maturities of ANY period.

Fixed term deposits with variable rate and variable maturities: -	Minimum Credit Criteria	Use
1. Callable deposits	Falling within the Council's criteria	In-house
2. Range trade	Falling within the Council's minimum criteria	In-house
Other debt issuance by UK banks covered by UK Government guarantee	UK Government explicit guarantee	In-house and Fund Managers

B Maturities in excess of 1 year

Investments as specified above, but for periods in excess of 1 year.

In-House Funds

16.5 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment Returns Expectations

16.6 Bank Rate is forecast to remain unchanged at 0.5% and will not start to rise before 2015 at the earliest.

Investment Treasury Indicator and Limit

16.7 Total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit: -

Maximum principal sums invested > 364 days			
£m	2013/14	2014/15	2015/16
Principal sums invested > 364 days	£m 15	£m 15	£m 15

16.8 For its cash flow generated balances, the Council will seek to utilise money market funds, call accounts and short-dated deposits (overnight to three months), treasury bills and the debt management office.

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Icelandic Bank Investments

- 16.9 As previously reported to members in the Treasury outturn report on the 17 July 2012, the Council has received the bulk of its investment in Glitnir i.e. £1.7M. Due to foreign exchange controls implemented by the Icelandic government to protect capital outflows, the balance of £380K remains in an escrow account there. This balance was yielding interest of 3.65%, now 4.2% though the funds could be subject to currency losses from foreign exchange fluctuations. The Local Government Association is coordinating the efforts of all UK authorities to secure repatriation of funds to the UK at the earliest opportunity. Officers have reviewed other options available to expedite early repatriation of funds, but none have been viable as they all require substantial write downs in the value of the principal sums stranded which pose no immediate risk of loss. This matter is under constant review.

Investment Risk Benchmarking

- 16.10 These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual Report.

- 16.11 **Security** - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- **2% historic risk of default when compared to the whole portfolio.**

Liquidity

- 16.12 In respect of liquidity the Council seeks to maintain:

- Bank overdraft - £2m
- Liquid short term deposits of at least £5m available with a week's notice.

Yield

- 16.13 Local measures of yield benchmarks are:

Investments – internal returns above the 7 day LIBID rate

And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.02%	0.02%	0.02%	0.02%	0.02%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

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Provisions for Credit-related losses

- 16.14 If any of the Council's investments appeared at risk of loss due to default (i.e. this is a credit-related loss, and not one resulting from a fall in price due to movements in interest rates) then the Council will make revenue provision of an appropriate amount.

End of year Investment Report

- 16.15 At the end of the financial year, the Ealing will prepare a report on its investment activity as part of its Annual Treasury Management Report.

TREASURY BUDGET

	2012/13	2012/13	2013/14
	Budget	Forecast	Budget
	£'000	£'000	£'000
Interest due on external borrowing	27,979	24,959	28,177
Interest earned on temporary lending	-1,728	-1,780	-1,583
Net interest charge	26,251	23,179	26,594
Minimum Revenue Provision	14,397	12,680	16,295
Net Minimum Revenue Provision	14,397	12,680	16,295
Charge to HRA	-6,905	-7,300	-7,266
Credit to HRA –interest on HRA cash balances	500	596	614
Net charge to HRA	-6,405	-6,704	-6,652
Net charge to General Fund	34,243	29,155	36,237

Financial Implications

- 17 Forecast outturn investment income for 2012/13 is currently £1.780 million more or less in line with the budget. For 2013/14 budgeted investment income is estimated at £1.5m to reflect lower interest rates being achieved as investments are being placed for shorter durations.
- 18 The bulk of the Treasury underspend resulted from savings in borrowing costs as no borrowing was raised in 2012/13 to meet the council's underlying need to borrow. Members agreed at Cabinet on November 29th 2011 the principle that any budget capacity in 2011/2012 and 2012/13 arising from programme of agreed budget savings could be deployed to direct revenue financing of capital expenditure in those years and this opportunity of additional support for capital saves the Council revenue costs on borrowing. Every £1M deployed in this way saves some £100k per year in capital financing costs. Hence, any

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

savings generated from the treasury operations will be directed to fund the capital programmes.

- 19 Minimum Revenue Provision (MRP) which is the charge to revenue to ensure that debt used to finance expenditure is paid over a period that reflects useful life of the capital expenditure came in at £1.7m less than budget. This is because a number of schemes have not been completed and under current regulations charges can be deferred until the asset comes into use. As such the budget for 2013/14 has been adjusted to reflect the likelihood of a number of capital schemes due to complete in 2013/14. The Council can also choose to levy more than the minimum charge to revenue.

Balanced Budget Requirement

- 19.1 The Council complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget.
- 19.2 Risk management plays a fundamental role in treasury activities due to the value and nature of transactions involved. In order to mitigate risks on investment income the Council holds a Treasury Interest rate equalisation reserve, with the aim of providing a fund in anticipation of future volatility in investment income arising in the treasury management budget. This reserve balance currently stands at £2.7m
- 19.3 Budgeting for MRP under the new guidance method requires the Council to make provision for MRP linked to the life of the assets being enhanced. This has made budgeting for MRP more complex and sensitive to changes in assets being financed and the amount on unsupported borrowing used.
- 19.4 As reported in paragraph 16 above the Council was awarded 100% recovery of this amount plus interest to maturity of £109k and the bulk of the funds have now been returned, save for £380k, which though held in escrow on behalf of the Council remains in Iceland because of currency controls. Officers constantly review various options available for early repatriation of funds.

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

ANNEX 1. TREASURY MANAGEMENT POLICY STATEMENT

The London Borough of Ealing defines the policies and objectives of its treasury management activities as follows: -

1. This organisation defines its treasury management activities as:
“The management of the authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.

2. This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.

3. This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.”

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

ANNEX 2. Treasury management scheme of delegation

(i) Full Council / Cabinet

- receiving and reviewing reports on treasury management policies, practices and activities
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement
- approval of annual strategy.

(ii) Cabinet /Section 151 Officer

- budget consideration and approval
- approval of the division of responsibilities
- receiving and reviewing regular monitoring reports and acting on recommendations
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

Appendix 5: Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2013/14

The treasury management role of the section 151 officer

The S151 (responsible) officer

- recommending clauses, treasury management policy for approval, reviewing the same regularly, and monitoring compliance
- formulating consulting on and approving the Treasury Management Practices, outlining the detailed manner in which the treasury management function will operate
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- recommending the appointment of external service providers.

Policy on the use of external service providers

The Council uses Sector Treasury Services as its external treasury management advisers. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

Following a tendering exercise in 2010, Sector were re-appointed as the Council's treasury advisers for a period of 3 years from October 2010 to September 2013 with an option to extend for a further one year.

Appendix 6A - New Schemes Mainstream

No	Service	Headline and brief description of proposal	2013/14	2014/15	2015/16	2016/17	2013/14- 2016/17	Funding
			£ '000	£ '000	£ '000	£ '000	£ '000	
MAINSTREAM FUNDING								
1	Schools	Primary Schools expansions, extensions and re-modelling to provide school places following projected increases in school age population in the borough to provide additional permanent forms of entry.		1,475	8,750	12,500	22,725	M
2	Schools	Primary Schools expansions, provision of temporary accommodation to provide school places following projected increases in school age population in the borough	1,250				1,250	M
3	Schools	New Special Education Needs (SEN) School to create a new permanent SEN facility		2,500	5,000		7,500	M
4	Schools	St Vincent Suitability and Sufficiency works - Following agreement with the school to expand in September 2011, it has become necessary to address suitability and sufficiency issues that have arisen as a result of the intake of the additional class, including undersized teaching accommodation, staffroom, storage and toilets.	500				500	M
Total Schools			1,750	3,975	13,750	12,500	31,975	
5	Adults	The Childrens & Adults IT Roadmap consisting number of IT projects delivering upgrade & redesign of Social care systems; core project involve delivering a complex Frameworkki Financials module.	689	38			727	M
Total Adult Services			689	38	-	-	727	
6	Children & Families	Children's Homes Capital Works to meet Children's Homes registration standards and national minimum standards (Proactive & Reactive Works)	60				60	M
Total Children Services			60	-	-	-	60	
7	E&CS Dir	Major Project Heritage Projects Project Management costs incurred in delivery of heritage projects including Walpole Park, Gunnersbury Park and the refurbishment of Pitzhanger Manor.	200	200	200		600	M
8	E&CS Dir	Ward Forum Ward specific capital funding for various schemes to be identified by ward councillors in consultation with local residents. Each ward has an allocation of £30k in 2016/17.				690	690	M
9	E&CS Dir	Digital Antenna - Purchase and installation of a digital antenna on Perceval House to support handheld radio systems.	10				10	M
Total Environment & CS Directorate			210	200	200	690	1,300	
10	Env & Leisure	Shopping Parades Enhancement to the accessibility, appearance and condition of the shopping parades located throughout the Borough.	750	965			1,715	M
11	Env & Leisure	Infrastructure Renewal Priority resurfacing works to the Council owned carriageways and footways.				3,500	3,500	M

Appendix 6A - New Schemes Mainstream

No	Service	Headline and brief description of proposal	2013/14	2014/15	2015/16	2016/17	2013/14- 2016/17	Funding
			£ '000	£ '000	£ '000	£ '000	£ '000	
12	Env & Leisure	Gully Renewal Continuation of the programme to replace road gullies which are no longer fit for purpose.				100	100	M
13	Env & Leisure	Disabled Bays, Signs & Lines New dedicated on street parking bays for disabled residents without access to off street parking. Improvement and replacement of highways lines and signs to improve the highways and meet traffic regulations.				150	150	M
14	Env & Leisure	Capitalisation of Borough Roads Works carried out to Borough and principal roads including signage, street markings, gullies, kerbs, paving, resurfacing and staff capitalisation.				500	500	M
15	Env & Leisure	Network Management Mobile Working ICT improvements to support the introduction of mobile working in the Network Management Team. This will include handheld devices and associated software improvements.	25				25	M
16	Env & Leisure	Park Infrastructure Improvements. Improvements to buildings, paths, fencing and signage in parks throughout the Borough.		161	162	250	573	M
17	Env & Leisure	Playground Improvement Extension to the renewal programme for playgrounds throughout the Borough. Works will address health and safety risks and facility improvements.			100	100	200	M
18	Env & Leisure	Parks & Open Spaces Match Fund Allocation of the match funding to allow grant funding to be secured for improvements in Rectory Park and Popes Field.	393				393	M
19	Env & Leisure	North Acton Playing Fields Pavilion Refurbishment and extension of North Acton Playing Field Pavilion to include a greater hall space, enabling more community usage.		500			500	M
20	Env & Leisure	Spikes Bridge Park - Phase 3 Installation of astro-turf pitches and a drainage system for the sports pitches at Spikes Bridge Park.	300	250			550	M
21	Env & Leisure	Replacement Street Litterbins Budget to support the replacement of existing litterbins throughout the Borough.	25	25			50	M
Total Environment and Leisure			1,493	1,901	262	4,600	8,256	
22	Customer Serv	Expansion of Automated Telephony Services Implementation of automated call agents to handle routine service requests and integrate data into back office systems.	55	5			60	M
23	Customer Serv	Call Centre Telephony System Improvements Upgrades to Customer Services ICT systems including: email management, call identification, SMS reference confirmation and witness call recording.	130				130	M
24	Customer Serv	Southall Library Self Service Funding to provide self issue facilities at Southall Library as part of its re-location to the Dominion Centre.	50				50	M

Appendix 6A - New Schemes Mainstream

No	Service	Headline and brief description of proposal	2013/14	2014/15	2015/16	2016/17	2013/14- 2016/17	Funding
			£ '000	£ '000	£ '000	£ '000	£ '000	
25	Customer Serv	Refurbishment of Greenford and Pitshanger Libraries Refurbishment works at Greenford & Pitshanger Libraries to improve the libraries environment, address maintenance issues, introduce self service facilities and improve the libraries stock.	386	18			404	M
26	Customer Serv	Council Wide Channel Shift Improvements Automation of customer and resident based interactions that are not currently managed by Customer Services.	50	100			150	M
Total Customer Services			671	123	-	-	794	
27	Corp Res	Perceval House - Asset Improvements/Replacements Rolling lifecycle replacement programme for PH and improvements required to reflect additional usage of asset as well as increased requirements for energy efficiency. A further £210k of investment is required in the two years beyond 2016/17 to complete this cycle of required work and bring the total bid to £1,810k.	695	450	235	220	1,600	M
Total Corporate Resources			695	450	235	220	1,600	
28	Property & Regen	Ealing Broadway Public Realm Improvements - complete the re-paving of the Town Centre from the Broadway to outside Christ's Church and then along the High Street up to the Mall. Works are funded partly from borrowing and partly from Section 106 agreement.	120				120	M
29	Property & Regen	Borough wide Shopfront Improvements - Grant support to local businesses to create new shopfronts across the borough.	62	71			133	M
30	Property & Regen	Improving South Road Streetscape - to improve the public realm on South Road including new paving, street furniture and the creation of public spaces.	20	605			625	M
Total Property and Regeneration			202	676	-	-	878	
31	Safer Com	CCTV Enhancement Programme - To extend the existing programme of replacing, upgrading and enhancing the current CCTV equipment across the borough .	100	100			200	M
32	Safer Com	Empty Properties Targeted Action programme - annual programme to bring empty properties back into use via (EPDOs) Empty Property Dwelling Orders and grants to property owners.	300	300			600	M
Total Customer Services			400	400	-	-	800	
33	Built Env	Disabled Facilities Grant - To increase the allocation to match expected demand for this statutory service and extend the programme to 2016/17.	300	150	150	1,500	2,100	M
34	Built Env	Other Grants - Delivery of Council's Private Sector Housing Policy - To extend the programme of these small scale capital improvement grants to elderly and disabled residents. Part of the Handyperson Service.				300	300	M
Total Built Environment			300	150	150	1,800	2,400	
TOTAL SCHEMES - MAINSTREAM FUNDED			6,470	7,913	14,597	19,810	48,790	

Appendix 6B - New Scheme Specific

No	Service	Headline and brief description of proposal	2013/14	2014/15	2015/16	2016/17	2013/14-2016/17	Funding
			£ '000	£ '000	£ '000	£ '000	£ '000	
SPECIFIC FUNDING								
4	Schools	St Vincent Suitability and Sufficiency works - Following agreement with the school to expand in September 2011, it has become necessary to address suitability and sufficiency issues that have arisen as a result of the intake of the additional class, including undersized teaching accommodation, staffroom, storage and toilets.	566				566	G
Total Schools			566	-	-	-	566	
5	Adults	The Childrens & Adults IT Roadmap consisting number of IT projects delivering upgrade & redesign of Social care systems; core project involve delivering a complex Frameworki Financials module .	168				168	G
Total Adult Services			168	-	-	-	168	
19	Env & Leisure	North Acton Playing Fields Pavilion Refurbishment and extension of North Acton Playing Field Pavilion to include a greater hall space, enabling more community usage.		100			100	S
19	Env & Leisure	North Acton Playing Fields Pavilion Refurbishment and extension of North Acton Playing Field Pavilion to include a greater hall space, enabling more community usage.	300				300	P
Total Environment and Leisure			300	100	-	-	400	
28	Property & Regen	Ealing Broadway Public Realm Improvements - complete the re-paving of the Town Centre from the Broadway to outside Christ's Church and then along the High Street up to the Mall. Works are funded partly from borrowing and partly from Section 106 agreement.	700				700	S
29	Property & Regen	Borough wide Shopfront Improvements - Grant support to local businesses to create new shopfronts across the borough.	65	65			130	R
Total Property and Regeneration			765	65	-	-	830	
32	Safer Com	Empty Properties Targeted Action Programme - annual programme to bring empty properties back into use via (EPDOs) Empty Property Dwelling Orders and grants to property owners.	150	150			300	G
Total Safer Communities			150	150	-	-	300	
33	Built Env	Disabled Facilities Grants - Grant Funded - To extend the grant funded element of the statutory DFG programme into 2016/17				1,200	1,200	G
Total Built Environment			-	-	-	1,200	1,200	
TOTAL SCHEMES - SPECIFIC FUNDED (grant, S106, partnership etc.)			1,949	315	-	1,200	3,464	

Appendix 7 - New Schmes HRA

No	Service	Headline and brief description of proposal	2013/14	2014/15	2015/16	2016/17	2013/14-2016/17	Funding
			£ '000	£ '000	£ '000	£ '000	£ '000	
HRA								
1	HRA	Adaptations for Disabled To carry out adaptations to enable disabled council tenants to continue to live in their homes.	200	100	100	1,100	1,500	C
2	HRA	Copley Close Continuation of existing programme into Year 3.			8,268		8,268	C
3	HRA	Housing Stock Improvements Improvements to the HRA housing stock and meanwhile works on High Intervention Estates - additional Year 3 costs for ongoing investment programme.			20,300		20,300	C
Sub Total - Specific			200	100	28,668	1,100	30,068	
TOTAL HRA			200	100	28,668	1,100	30,068	

SUMMARY OF PARKING ACCOUNT 2013/14

	2012/13 Budget £000	2013/14 Budget £000
Income	(13,841)	(14,294) A
Expenditure		
Management	3,002	2,751
On street enforcement	2,978	2,953
Appeal fund PCNs	402	402
	<u>6,382</u>	<u>6,106</u>
	<u>(7,459)</u>	<u>(8,188)</u>
Less:		
Contribution to Concessionary Fares improvements in Parking and Transport related schemes	7,459	8,188
(Surplus) / Deficit	<u><u>-</u></u>	<u><u>-</u></u>

A INCOME MOVEMENT

2011/12	(13,841)
In year virements	0
Additional Income	<u>(453)</u>
2012/13	<u><u>(14,294)</u></u>

EALING'S CAPITAL STRATEGY

2013/14 to 2016/17



1 CAPITAL STRATEGY

1.1 Purpose and Aims of the Capital Strategy

The Capital Strategy outlines the Council's approach to capital investment, ensuring that it is in line with the Council's corporate priorities. It is good practice that Capital Strategy and asset management plans are regularly reviewed and revised to meet the changing priorities and circumstances in Ealing. Ealing Council's capital strategy is reviewed on an annual basis to reflect the changing needs and priorities of the residents.

1.2 The key objective of Ealing's Capital Strategy

The key objective of the Capital Strategy is to deliver a capital programme that:

- Ensures the Council's capital assets are used to support the delivery of services according to priorities within the Corporate Plan and the Council's vision;
- Links with the Council's Asset Management Plan;
- Is affordable, financially prudent and sustainable;
- Ensures the most cost effective use is made of existing assets and new capital investment;
- Supports other Ealing service specific plans and strategies.

The resources to deliver capital strategy are allocated through the budget review process that sets the four year rolling capital programme as part of the annual budget setting process.

1.3 The Council's Corporate Objective and Priorities

The capital budgets within the capital strategy support the key priorities laid out in the Council's Corporate Plan. Each capital proposal is required to specify on its appraisal form clearly how the project links to the corporate plan. The key priorities of the plan are:

- **Make Ealing safer** – Make Ealing one of the safest boroughs in London by lowering crime rates, reducing fear of crime and tackling anti- social behaviour and hate crime. Ensure that Ealing is a safe place for children and young people to grow up.
- **Secure our public services** – Deliver high quality public and community services which residents find easy to access.

- **Secure jobs and homes** – Improve the quality and supply of homes across all tenures and increase significantly the number of affordable homes. Confirm Ealing's position as a high-quality metropolitan centre.
- **Make Ealing cleaner** – Improve the cleanliness, design and quality of our streets, town centres, housing estates and parks, as well as tackling the impact of climate change.
- **Deliver value for money** – Promote value for money and efficiency in service delivery by providing community leadership, working effectively with our partners, contractors and communities.

2 APPROACH TO INVESTMENT PRIORITISATION

2.1 The Capital Programme

The existing capital programme covering the period 2012/13 to 2015/16 was agreed as part of the budget setting process at Council on 28th February 2012 and updated by Cabinet in July 2012 in light of the 2011/12 final outturn for capital spend.

This current Capital programme is being updated at present as part of the 2013/14 budget setting process and will be agreed at Council on 26th February 2013. The revised capital programme going forward will cover the years 2013/14 to 2016/17.

2.2 Identification and prioritisation of Capital Investment needs

The basis of the Capital Programme is driven by the budget and service planning process. This process begins in the early stages of the financial year (June/July). The size of the Capital Programme is determined by:

- The need to incur capital expenditure
- Capital resources available
- The revenue implications flowing from the capital expenditure.

As part of the budget planning process, services submit capital proposals to be considered by Members for investment decisions. In general, a capital investment appraisal process will focus on:

- Strategic case – policy and strategic fit
- Economic case – value for money, cost benefit context
- Financial case – affordability and resources
- Commercial case – commercially viable e.g. is outsourcing a better option?
- Management case – capabilities and capacity within the Council to be able to manage and deliver such a project.

Capital investment proposals are presented on the standard Capital Bid Appraisal form that includes the following sections: Description of the project, Project outcomes (including how it

supports the Council's key priorities), Key dates and milestones, Costs of the Scheme, Revenue implications, Funding Source, Risks, Evaluation and Scoring matrix, and Dependencies (factors/events that need to happen before the project can proceed).

2.3 Capital Projects Evaluation and Scoring Matrix

Elected Members determine the projects to be included within the capital programme in light of the relative priorities and the overall impact on the revenue budget.

Each Capital bid is awarded a rating ranging from 0 and 10. This rating is determined by adding the number of scored points in 9 categories, each with a weighting based on its significance to Ealing Council's corporate priorities.

To assist the decision making process capital investment proposals are prioritised on the basis of the final awarded score according to the following categories:

- 8 –10 points: High Priority
- 5 – 7 points: Medium Priority
- 1 – 4 points: Low Priority

The table below shows the nine categories that are used in the evaluation of new capital investment proposals (Annexe 1 includes the whole capital appraisal form)

Evaluation criteria		Weighting based on significance to the councils corporate objectives
1	Meets corporate objectives (<i>policy priority</i>)	20%
2	Produces ongoing revenue/capital savings (<i>significant proportion of the capital outlay</i>)	15%
3	Meets directorate/service plan objectives and statutory/government requirements	20%
4	Is wholly or partly funded from external resources	10%
5	Is complementary to existing projects	10%
6	Resources that are required to implement the scheme/asset - money and people.	5%
7	Urgency/importance of the investment - consequences of delay or project rejection including risk evaluation	10%
8	Value For Money assessment	5%
9	Other: discretionary award – any other criteria which are important and not included anywhere	5%
	TOTAL	100%

2.4 Assessment of proposals and timetable

Capital proposals are presented at a capital budget review meeting, which takes place in the Autumn each year. The meeting is attended by the Leader of the Council, Members, Chief Executive Director, Executive Director of Corporate Resources, Director of Corporate Finance and Corporate Finance officers. The budget review panel considers the new capital proposals which are assessed based on information set out in the capital appraisal form and scoring matrix as described in section 2.3. The Council's policy is to agree the rolling capital programme on an annual basis at the February/March Council meeting. Once approved, the programme is published in the Budget Book and on the Council's website. The timetable for capital proposals proceeding into the capital programme is as follows:

Date	Action
July/Aug	Services develop initial capital bids within Departmental Management Teams
Sept	Bids submitted to Financial Planning for review and assessment of available resources
Oct/Nov	Projects considered at budget review panel meetings
Dec/Jan	Financial Planning prepare draft capital programme for consultation
Jan/Feb	Cabinet considers and recommends final capital programme to Council
Feb/March	Council approves capital programme

2.5 Invest to save – capital proposals

There is a mechanism in place at Ealing Council where services are encouraged to drive innovation in service provision, which delivers cash savings and leads to a sustainable invest-to-save reserve. This invest-to-save reserve can be accessed anytime, not just during the budget setting process. See Annexe 2 for more details about the scheme.

3 FUNDING SOURCES AND INVESTMENT DECISIONS

3.1 Borrowing

The Council seeks to minimise the level of borrowing required to finance capital expenditure by maximising grants and contributions received, and ensuring that any surplus assets are sold. The Council can decide how much they borrow to fund their capital programme. The current policy is to borrow only the amount that the Council consider to be prudent and affordable.

The Local Government Act 2003 replaced the previous system of Local Government Capital Finance with a new one, known as the 'Prudential Regime' from 1 April 2004. In the Prudential Regime each local authority decides their own borrowing limits, whereas previously local authorities were only able to borrow in line with central government prescribed limits. These new

borrowing limits must take account of the authority's financial situation, medium term financial plans and in particular affordability, as funding of capital expenditure has an ongoing revenue cost which must be met from either Council Tax or housing rents.

CIPFA has developed a Prudential Code of Capital Finance in Local Authorities, which specifies those indicators that the Council must consider as a part of their budget setting process. These are included in the annual budget report to Council and have become an increasingly important aspect of the annual budget setting process.

3.2 Capital Receipts

A capital receipt is an amount of money exceeding £10,000, which is generated from the sale of an asset. The need to generate capital receipts is a fundamental part of the asset management strategy. The rationalisation of the asset portfolio has benefits such as reducing revenue costs that relate to surplus assets and also releases assets for disposal. Capital receipts are an important funding source for the current capital programme.

The Council's policy is to treat all capital receipts as a corporate resource, enabling investment to be directed towards those schemes or projects with the highest corporate priority. This means that individual services are not reliant on their ability to generate capital receipts.

The timing and value of asset sales is the most volatile element of funding. As a result, the Executive Director of Corporate Resources closely monitors progress on asset disposal. Any in-year shortfalls need to be met from increased borrowing, up to the "Authorised Borrowing Limit".

3.3 Specific Funding for Schemes

Revenue Funding

Although the opportunities to fund capital expenditure directly from the general fund revenue budget are limited, there are examples of revenue funding contribution to capital e.g. funds are allocated from the Housing Revenue Account to supplement the capital resources allocated to improving the Council's housing stock.

External Funding

This covers a variety of funding sources such as specific invitations from central Government – for example through earmarked grant funding. Schools benefit from a significant amount of capital grants to fund their expansion and improvement projects. Ealing also receives funding from Transport for London (TfL) to fund particular capital schemes in Environment and Leisure. A

significant amount of this service's capital expenditure is also funded through negotiated Section 106 Planning Gain Agreements.

Ealing will work in partnership with other agencies and service providers to ensure the ambitions for the area are delivered. Ealing aims to facilitate capital investment by other bodies where it meets local priorities.

3.4 Consideration of Capital proposals attracting specific funding

Schemes attracting partial external funding, such as grants for private sector housing, will be assessed in the same way as those schemes which require 100% of funding from borrowing and will only be included within the capital programme if they meet the Council's needs, objectives and priorities. Schemes attracting 100% external funding would normally be included automatically within the capital programme, subject to confirmation of the external funding and that the scheme meets the Council's priorities. Such schemes are usually supported by Capital Grants, or receipts from agreements under Section 106 of the Town and Country Planning Act 1990. A capital bid appraisal form still needs to be completed for these proposals.

4 MONITORING OF THE CAPITAL PROGRAMME DELIVERY

4.1.1 Officers monitor implementation of the Capital Programme on a regular basis with reports being submitted monthly to the Finance Strategy Group, and to Corporate Board and Members. The Budget Monitor is then reported to Cabinet on a quarterly basis.

4.2 All processes and procedures relating to the monitoring of the capital programme are set out in the Council's Financial Regulations. The following are key controls:

- All capital expenditure must be carried out in accordance with contract procedure rules and financial regulations.
- The expenditure must comply with the statutory definition of "capital purposes" as interpreted in guidance issued by the Executive Director of Corporate Resources.
- Once the scheme has been included in the capital programme following the budget setting process, a further report providing more detail and seeking specific approval must be submitted to Cabinet for schemes with a value over £250K or to FSG (Finance Strategy Group) with the Portfolio Holder sign off for schemes costing less than £250K.
- Officers must ensure that the budget for each capital project is under the control of a nominated project manager.

The capital programme monitoring process has been further strengthened through the establishment of the Capital Review Board. This is a group made up of senior officers from each of the Council's directorates to:

- Receive reports on the progress of service capital programmes, enabling them to monitor and challenge;
- Monitor compliance with the financial approvals process;
- Receive capital option appraisals ensuring that investment proposals are consistent with key corporate goals and service objectives, and are affordable;

The Capital Review Board meets on a bi-monthly basis. This process supplements the monitoring reports considered by Finance Strategy Group and Corporate Board on a monthly basis.

5 LINKS TO THE MEDIUM TERM FINANCIAL STRATEGY (MTFS)

All capital investment must be sustainable in the long term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects.

The use of capital resources has been fully taken into account in the production of the Council's MTFS.


Key officers contacts on the Capital Strategy

Name	Job title	Phone Number	Email address
Sharon Daniels	Head of Financial Planning and Investments	0208 825 6292	Daniels1@ealing.gov.uk
Ella Kesek	Financial Planning Manager Capital	0208 825 5006	Keseke@ealing.gov.uk

REVISED JANUARY 2013

Annexe 1
CG1

Capital Project Bid Appraisal Form

		Capital project bid appraisal											
Section 1		Introduction											
Service													
Name of project													
Project manager													
Responsible Director													
Section 2		Project description											
Description of project/objectives/benefits													
Dependencies													
Consequences of not proceeding with project & RISKS													
Anticipated timescales and cash flow													
		Milestones	Capital £	Revenue £									
Expected outputs													
Useful life of asset		<table border="1"> <thead> <tr> <th>Asset or component</th> <th>Cost £000</th> <th>Useful economic life</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Asset or component	Cost £000	Useful economic life						
Asset or component	Cost £000	Useful economic life											
Section 3		Evaluation criteria											
1	Meets corporate objectives (policy priority)			20%									
2	Produces ongoing revenue /capital savings (significant proportion of the capital outlay)			15%									
3	Meets directorate /service plan objectives and statutory /government requirements			20%									
4	Is wholly or partly funded from external resources			10%									
5	Complementary to existing projects			10%									
6	Resources that are required to implement the scheme/asset - money and people.			5%									
7	Urgency /importance of the investment consequences of delay or project rejection including risk evaluation.			10%									
8	Value For Money assessment.			5%									
9	Other: discretionary award – any other criteria which are important and not included anywhere			5%									
	TOTAL			100%									

Section 4		Financial case				
This section sets out the whole life cost of the Project, i.e. capital and revenue costs						
Section 4a - Capital Costs & profile of spend	Year 1	Year 2	Year 3	Year 4	Year 5+	Total
	£000	£000	£000	£000	£000	£000
Works						
Fees						
Equipment						
Other						
Total						

Section 4b Funding source	Details	Year 1	Year 2	Year 3	Year 4	Year 5+	Total
		£000	£000	£000	£000	£000	£000
	Total Funding						
Impact of borrowing on Revenue							
Capital repayment (over life of asset) e.g. 10 years (MRP) *(1)							
Interest charge *(2) Approximate cost of capital for new borrowing e.g. 4.5%							
Total charge to revenue on yearly basis							

*(1) Simplified calculation (total asset cost divided by number of years over life of asset)

*(2) Allocate over live of asset, calculated on amount borrowed

Section 4c Revenue *costs/savings	Year 1	Year 2	Year 3	Year 4	Year 5+	Comments
	£000	£000	£000	£000	£000	
Cost						
Savings						
Total net cost/(saving)						

*Running costs or savings only, e.g. energy, staff, security etc

Section 5	Carbon emission reduction
Section 6	VAT - partial exemption implications
Section 7	Bid submission
Authority to submit bid Submitted by	
Date:	
Post title	
Authorised by HOF	
Approved by Service director /Exec Director	

Process for approval of invest to save capital bids

Invest-to-Save options

Following approval of the process by Corporate Board in November 2010 this paper sets out the detailed framework to enable approval of new capital schemes outside of the usual budget process to drive innovation in service delivery which:

- Delivers cash savings
- Leads to a sustainable Invest-to-save reserve which can be accessed anytime, not just during the budget process.

Options - All of the options below will involve the creation of a reserve from which savings ideas will be funded. This reserve will need to be replenished in order to be self-sustaining.

Option 1 * Payback (to the reserve) ASAP i.e. 100% of saving rate, max over four years

Option 2 * Payback at rate min of 50% of saving per annum – maximum four years

*Service areas have a choice of one of the above

How the new scheme and savings were to be approved.

- The standard *capital appraisal form* will be put forward to *Capital Review Board* (CRB) for consideration and approval.
- Once approved by CRB, the proposal will be put forward to *Cabinet* for approval and inclusion in the capital programme. An individual Cabinet report is only required for schemes valued over £50k, schemes under the value of £50k can be included in the regular corporate budget update Cabinet report.

Illustration of options 1& 2

Option 1 - Payback (to the reserve) ASAP i.e. 100% of saving rate, max over 4years.

- Investment in CCTV Year 0 £200K
- Revenue savings paid back to reserves in total over two years (£200K)
(e.g. Y1 £100K, Y2 £100K)
- From year 3, the service has £100k available to utilise either towards savings or other use

Option 2 - Payback at rate of 50% of saving per annum – max 4 years.

- Investment in CCTV Year 0 £200K
- **Year 1 to 4** savings paid to reserves £100K *50% (£50K)
- Revenue savings taken off the cash limit - from **Year 1** onwards (£50K)
- **Year 5** Service has further £50K to utilise either towards savings or other use as the capital outlay is repaid in full to reserves by year 5.

Note: Both options require 100% repayment of capital outlay to the reserves. Should the scheme fail to generate the anticipated savings, the service will have to pay back the capital from their own resources to replenish the invest to save reserve.

Property Disposals for 2013/14 to 2014/15 as at January 2013

	Disposals planned for 2013/14 £000	Disposals planned for 2014/15 £000	Total £000
Car Park, Verona Terrace, Southall	X		X
Adelaide Road Recycling Centre, Southall	X		X
David Cousins Centre, Greenford	X		X
133 Windmill Lane, Greenford	X		X
Albert Dane Centre, Southall	X		X
Resource Centre, Southall		X	X
Churchfield Road Car Park, Acton	X		X
Former Disraeli Nursery, Southall		X	X
Carlton Road Day Centre, Carlton Road, Acton		X	X
301 Ruislip Road, Northolt		X	X
Learning Curve, Roslin Road, Acton		X	X
Stirling Road Day Centre		X	X
Roslin Road Car Park		X	X
Acton Library		X	X
Total	X	X	17,180

*There is a risk that properties will not be disposed as planned due to inherent uncertainty in the property market.

Summary Capital Programme 2012/13 - 2016/17

SERVICE	Revised Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Total Budget 2012/13 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000
SCHOOLS SERVICE	76,083	63,833	69,666	41,630	12,500	263,712
ADULTS SERVICES	2,040	1,139	38	-	-	3,217
CHILDREN & FAMILIES	307	60	-	-	-	367
PARKING SERVICES	498	340	-	-	-	838
E&CS EXECUTIVE DIRECTORATE	2,592	3,206	2,382	2,540	1,735	12,455
ENVIRONMENT & LEISURE	12,650	15,412	11,180	5,367	4,600	49,209
CUSTOMER SERVICES	838	2,464	1,188	1,000	133	5,623
CORPORATE RESOURCES	4,736	4,479	1,750	535	220	11,720
BUILT ENVIRONMENT	3,436	3,468	2,900	2,839	3,000	15,643
HOUSING (GENERAL FUND)	-	-	-	-	-	-
REGENERATION	9,666	23,008	5,490	-	-	38,164
SAFER COMMUNITIES	703	1,406	550	-	-	2,659
COUNCIL WIDE CAPITAL	138	-	2,598	-	-	2,736
General Fund Total	113,687	118,815	97,742	53,911	22,188	406,343
HRA	33,581	70,899	56,629	41,990	8,030	211,129
Total	147,268	189,714	154,371	95,901	30,218	617,472

Summary Capital Programme 2012/13 - 2016/17

SERVICE	Revised Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Total Budget 2012/13 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000
FUNDED BY:						
Mainstream funding	53,496	60,387	62,326	34,186	11,988	222,383
Specific funding (split as follows)	60,191	58,428	35,416	19,725	10,200	183,960
Grant	54,912	50,065	34,809	19,562	10,200	169,548
Revenue Contribution	1,994	1,412	65	-	-	3,471
Parking Reserve	-	300	-	-	-	300
Insurance Reserve	674	250	-	-	-	924
Partnership	813	2,188	42	-	-	3,043
S106	1,798	4,213	500	163	-	6,674
Total General Fund	113,687	118,815	97,742	53,911	22,188	406,343
HRA						
Mainstream funding	-	10,208	30,878	18,500	3,386	62,972
Specific funding (split as follows)	33,581	60,691	25,751	23,490	4,644	148,157
Grant	652	2,771	924	-	-	4,347
HRA Other: Major Repairs/ Depreciation Reserve	32,929	57,920	24,827	23,490	4,644	143,810
Total HRA	33,581	70,899	56,629	41,990	8,030	211,129
Total Funding	147,268	189,714	154,371	95,901	30,218	617,472
Mainstream Funding General Fund						
Borrowing	49,174	46,302	52,551	34,186	11,988	194,201
General Capital Receipts	100	7,305	9,775			17,180
Ring-fenced Capital Receipts		6,700				6,700
Revenue Contribution	3,000					3,000
Icelandic Bank Reserve	1,222	80				1,302
Total Mainstream Funding	53,496	60,387	62,326	34,186	11,988	222,383

SCHOOLS SERVICE

Item	Scheme	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	MONTPELIER PRIMARY SCHOOL - NEW PUPIL PLACES	M	49	-	-	-	-	49
2	SCHOOLS ELECTRICAL INSTALLATION WIRING:	M	40	-	-	-	-	40
3	PRIMARY SCHOOLS EXPANSIONS	M	23,642	8,276	10,000	-	-	41,918
	PRIMARY SCHOOLS EXPANSIONS	P	-	1,548	-	-	-	1,548
	PRIMARY SCHOOLS EXPANSIONS	S	1,263	960	-	-	-	2,223
4	TARGETED FUND FOR KITCHENS PRIMARY	G	191	-	-	-	-	191
5	PRIMARY SCHOOLS EXPANSIONS - NEW PROGRAMME	M	-	5,100	18,920	6,680	-	30,700
	PRIMARY SCHOOLS EXPANSIONS - NEW PROGRAMME	G	4,533	5,620	-	-	-	10,153
6	PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17	M	-	-	1,475	8,750	3,500	13,725
	PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17	G	-	-	-	-	9,000	9,000
7	ADDITIONAL PLACES AT EAST ACTON PRIMARY	G	1,000	-	-	-	-	1,000
8	PRIMARY SCHOOLS EXPANSIONS - TEMPORARY SCHOOL PLACES	G	4,571	-	-	-	-	4,571
	PRIMARY SCHOOLS EXPANSIONS - TEMPORARY SCHOOL PLACES	M	-	1,250	-	-	-	1,250
9	PROVISION OF SEN SUPPORT FOR KEY STAGE 2	M	964	-	-	-	-	964
10	ALL THROUGH SPECIAL EDUCATION NEEDS PROVISION	G	150	3,640	10,910	-	-	14,700
11	SPECIAL EDUCATION NEEDS PRIMARY BULGE	G	2,701	300	-	-	-	3,001
12	SPECIAL EDUCATION NEEDS PRIMARY PERMANENT	G	112	10,352	6,586	-	-	17,050
13	NEW SPECIAL EDUCATION NEEDS (SEN)	M	-	-	2,500	5,000	-	7,500
14	CONDITION & SAFETY WORKS DURDANS PARK P - PHASE 2	G	420	-	-	-	-	420
15	ST VINCENT SUITABILITY AND SUFFICIENCY WORKS	M	-	500	-	-	-	500
	ST VINCENT SUITABILITY AND SUFFICIENCY WORKS	G	-	566	-	-	-	566
	PRIMARY SCHOOLS		39,636	37,046	50,391	20,430	12,500	160,003
16	MODERNISATION 2006/8 - SECONDARY	M	76	-	-	-	-	76
17	NEW HIGH SCHOOL - GREENFORD	G	9,483	8,967	-	-	-	18,450
	NEW HIGH SCHOOL - GREENFORD	R	-	708	-	-	-	708

SCHOOLS SERVICE

Item	Scheme	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
18	BUILDING SCHOOLS FOR THE FUTURE	G	17,315	5,757	-	-	-	23,072
	BUILDING SCHOOLS FOR THE FUTURE	M	321	81	-	-	-	402
19	EALING DIPLOMA AND ENTERPRISE CENTRE	G	58	1,146	-	-	-	1,204
20	HIGH SCHOOLS EXPANSION	M	391	-	-	-	-	391
	HIGH SCHOOLS EXPANSION	R	126	-	-	-	-	126
	HIGH SCHOOLS EXPANSION	P	280	-	-	-	-	280
21	SECONDARY EXPANSION -ACTON HIGH	M	787	1,223	-	-	-	2,010
	SECONDARY EXPANSION -ACTON HIGH	P	148	34	-	-	-	182
22	SECONDARY EXPANSION - PERMANENT STRUCTURE	G	-	700	10,613	14,500	-	25,813
	SECONDARY EXPANSION - PERMANENT STRUCTURE	M	-	-	4,287	3,000	-	7,287
	SECONDARY SCHOOLS		28,985	18,616	14,900	17,500	-	80,001
23	SCHOOLS NDS DEVOLVED CAPITAL	G	1,186	1,790	-	-	-	2,976
24	ADVANCE MODERNISATION FUNDING PRIMARY PHASE 2	G	75	-	-	-	-	75
25	TESTING & REMEDIAL WORK TO SCHOOLS DRINKING WATER	M	19	-	-	-	-	19
26	HEALTH & SAFETY WORKS	M	14	100	-	-	-	114
27	MODERNISATION PROGRAMME 2010-11	G	129	-	-	-	-	129
28	EXTENDED SCHOOLS INITIATIVE 2009-10	G	165	-	-	-	-	165
29	MECHANICAL SERVICES WORKS 2010-11	M	32	-	-	-	-	32
30	MECHANICAL SERVICES WORKS 2011-12	G	135	-	-	-	-	135
31	ELECTRICAL SERVICES UPGRADE 2010-11	M	38	-	-	-	-	38
32	ELECTRICAL SERVICES & FIRE SAFETY COMPLIANCE 2011/12	M	506	875	575	-	-	1,956
33	AUTOMATIC FIRE DETECTION SYSTEM	M	49	-	-	-	-	49

SCHOOLS SERVICE

Item	Scheme	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
34	KITCHEN EXTRACT CANOPIES - HEALTH & SAFETY WORKS	M	150	-	-	-	-	150
35	KITCHEN EXTRACT CANOPIES - HEALTH & SAFETY WORKS - 2011/12	M	86	-	-	-	-	86
36	CONDITION WORKS -VARIOUS SCHEMES	G	1,596	-	-	-	-	1,596
37	HIGH PRIORITY CONNDITION WORKS	G	3,160	4,240	3,700	3,700	-	14,800
38	ASBESTOS ABATEMENT SCHOOLS	M	122	100	100	-	-	322
	EXP TO BE SPLIT BETWEEN SECTORS		7,462	7,105	4,375	3,700	-	22,642
	SCHOOLS SERVICE		76,083	63,833	69,666	41,630	12,500	263,712

FUNDED BY:								
	Mainstream funding (M & SCER & CR)		27,286	17,505	37,857	23,430	3,500	109,578
	Specific funding (split as follows)		48,797	46,328	31,809	18,200	9,000	154,134
	-Grant		46,980	43,078	31,809	18,200	9,000	149,067
	-Revenue Contribution		126	708	-	-	-	834
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		428	1,582	-	-	-	2,010
	-S106		1,263	960	-	-	-	2,223
			76,083	63,833	69,666	41,630	12,500	263,712

ADULTS SERVICES

Item	SCHEME	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	FIRE PRECAUTION WORK - COUNCIL OWNED	M	-	39		-	-	39
2	CARE HOME REGISTRATION COMPLIANCE WORK	M	43	-	-	-	-	43
3	ADULTS SOCIAL CARE -SCP (GRANT)	G	20	-	-	-	-	20
4	SOCIAL CARE -IT INFRASTRUCTURE- GRANT FUNDED	G	-	-	-	-	-	-
4	MENTAL HEALTH ELEMENT -SINGLE CAPITAL POT -GRANT	G	15	-	-	-	-	15
5	DEVELOPMENT OF IT INFRASTRUCTURE-ADULTS	M	5	-	-	-	-	5
6	MICHAEL FLANDERS -ROOFING	M	36	-	-	-	-	36
	MICHAEL FLANDERS -ROOFING	G	-	-	-	-	-	-
7	MENTAL HEALTH SCE (R)	M	24	-	-	-	-	24
8	IMPROVING CARE HOME ENVIRONMENT FOR OP (GRANT FUND	G	30	-	-	-	-	30
9	NORTH WEST LONDON LD PROJECT	G	185	200	-	-	-	385
10	SOCIAL CARE REFORM GRANT	G	22	-	-	-	-	22
11	INGLIS ROAD	M	280	-	-	-	-	280
	INGLIS ROAD	G	188	-	-	-	-	188
12	FRAMEWORK I ENHANCEMENT	M	163	-	-	-	-	163
13	CAPITAL INVESTMENT IN COMMUNITY CAPACITY	G	1,003	43	-	-	-	1,046
14	IMPLEMENTATION ABACUS MODEL FOR SELF DIRECTED SUPPORT	R	26	-	-	-	-	26
15	CHILDRENS AND ADULTS IT ROADMAP	M	-	689	38	-	-	727
	CHILDRENS AND ADULTS IT ROADMAP	G	-	168	-	-	-	168
	ADULTS SERVICES		2,040	1,139	38	-	-	3,217
	FUNDED BY:							
	Mainstream funding (M & SCER & CR)		551	728	38	-	-	1,317
	Specific funding (split as follows)		1,489	411	-	-	-	1,900
	-Grant		1,463	411	-	-	-	1,874
	-Revenue Contribution		26	-	-	-	-	26
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		-	-	-	-	-	-
	-S106		-	-	-	-	-	-
			2,040	1,139	38	-	-	3,217

CHILDREN & FAMILIES

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	FAMILY SUPPORT SERVICES	M	36	-	-	-	-	36
2	RE ORDERING OF YOUTH OFFENDING SERVICE AT CHELTENH	M	17	-	-	-	-	17
3	HELLER HOUSE	M	18	-	-	-	-	18
4	15 FLORENCE ROAD - MAINTAIN STANDARDS OF RESIDENTI	M	21	-	-	-	-	21
5	YOUTH OFFENDING SERVICE H&S	M	11	-	-	-	-	11
6	ACTON TOWN HALL -UPGRADE TO TOILET/KITCHEN FACILS	M	57	-	-	-	-	57
7	SOUND PROOFING AT HORIZONS	M	19	-	-	-	-	19
8	DORMERS WELLS PLAY CENTRE	G	3	-	-	-	-	3
9	YOUTH OFFENDING SERVICE IT UPGRADE	M	2	-	-	-	-	2
10	301 RUISLIP ROAD ACCOMMODATION H&S IMPROVEMENTS	M	25	-	-	-	-	25
11	CHILDRENS HOMES CAPITAL WORKS	M	56	60	-	-	-	116
12	SPIKESBRIDGE PLAYSERVICE	R	42	-	-	-	-	42
Total	CHILDREN & FAMILIES		307	60	-	-	-	367

FUNDED BY:								
	Mainstream funding (M & SCER & CR)		262	60	-	-	-	322
	Specific funding (split as follows)		45	-	-	-	-	45
	-Grant		3	-	-	-	-	3
	-Revenue Contribution		42	-	-	-	-	42
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		-	-	-	-	-	-
	-S106		-	-	-	-	-	-
			307	60	-	-	-	367

PARKING SERVICES

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	PARKING ON-LINE SERVICE IMPROVEMENTS	M	17	-	-	-	-	17
2	DIGITAL CCTV & CONTROL ROOM UPGRADE	M	481	40	-	-	-	521
3	PARKING DEBT MANAGEMENT SYSTEM	PR	-	300	-	-	-	300
Total	PARKING SERVICES		498	340	-	-	-	838
Total	PARKING SERVICES		498	340	-	-	-	838

FUNDED BY:								
Mainstream funding (M & SCER & CR)			498	40	-	-	-	538
Specific funding (split as follows)			-	300	-	-	-	300
-Grant			-	-	-	-	-	-
-Revenue Contribution			-	-	-	-	-	-
-Parking Revenue Account			-	300	-	-	-	300
-Insurance Reserve			-	-	-	-	-	-
-Partnership			-	-	-	-	-	-
-S106			-	-	-	-	-	-
			498	340	-	-	-	838

E&CS EXECUTIVE DIRECTORATE

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	MAJOR PROJECTS - MINOR WORKS 2010	M	125	-	-	-	-	125
2	MAJOR PROJECTS HERITAGE PROJECTS	M	-	200	200	200	-	600
3	YOUTH FUND PROJECTS	M	1	-	-	-	-	1
4	GUNNERSBURY PARK	M	50	375	1,450	1,650	1,045	4,570
5	COMMUNITY CENTRES PRIORITY WORKS & IMPROVEMENTS	M	284	350	-	-	-	634
6	LORD HALSBURY PLAYING FIELDS SPORTS CENTRE	M	50	100	-	-	-	150
	LORD HALSBURY PLAYING FIELDS SPORTS CENTRE	I	674	250	-	-	-	924
	LORD HALSBURY PLAYING FIELDS SPORTS CENTRE	G	450	-	-	-	-	450
7	DIGITAL ANTENA	M	-	10	-	-	-	10
8	ST MARYS CHURCHYARD	M	13	12	-	-	-	25
	ST MARYS CHURCHYARD	P	20	265	42	-	-	327
	ST MARYS CHURCHYARD	G	42	58	-	-	-	100
	MAJOR PROJECTS		1,709	1,620	1,692	1,850	1,045	7,916
9	NEIGHBOURHOOD GOVERNANCE - NORTH	M	200	389	180	180	180	1,129
10	NEIGHBOURHOOD GOVERNANCE - WEST	M	216	323	150	150	150	989
11	NEIGHBOURHOOD GOVERNANCE - SOUTH	M	188	407	180	180	180	1,135
12	NEIGHBOURHOOD GOVERNANCE - EAST	M	279	467	180	180	180	1,286
	DIRECT REPORTS - EXECUTIVE SUPPORT MANAGER		883	1,586	690	690	690	4,539
							-	
	E&CS EXECUTIVE DIRECTORATE		2,592	3,206	2,382	2,540	1,735	12,455

E&CS EXECUTIVE DIRECTORATE

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
	FUNDED BY:							
	Mainstream funding (M & SCER & CR)		1,406	2,633	2,340	2,540	1,735	10,654
	Specific funding (split as follows)		1,186	573	42	-	-	1,801
	-Grant		492	58	-	-	-	550
	-Revenue Contribution		-	-	-	-	-	-
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		674	250	-	-	-	924
	-Partnership		20	265	42	-	-	327
	-S106		-	-	-	-	-	-
			2,592	3,206	2,382	2,540	1,735	12,455

ENVIRONMENT & LEISURE

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	NEW CPZ ZONE 2009-10 (6 ZONES)	M	23	-	-	-	-	23
2	INFRASTRUCTURE RENEWAL CARRIAGE & FOOTWAYS 09/10	M	-	44	-	-	-	44
3	INFRASTRUCTURE RENEWAL CARRIAGE & FOOTWAYS 11/12	M	3,089	3,000	-	-	-	6,089
4	INFRASTRUCTURE RENEWAL CARRIAGE & FOOTWAYS 12/13	M	600	2,500	3,500	3,500	-	10,100
5	INFRASTRUCTURE RENEWAL CARRIAGE & FOOTWAYS 13/14	M	-	-	-	-	3,500	3,500
6	2010/11 NEW CPZ PROGRAMME	M	89	-	-	-	-	89
7	NEW CPZ PROGRAMME 2011/12	M	52	46	-	-	-	98
8	CPZ EXTENSION PROGRAMME 2011/12	M	73	-	-	-	-	73
9	CPZ PROGRAMME 2012/13	M	108	192	150	150	-	600
10	GULLY RENEWAL PROGRAMME 10/11	M	100	100	100	100	100	500
11	DISABLED BAYS AND LINE REPLACEMENT PROGRAMME	M	150	150	150	150	150	750
12	HIGHWAYS CONSULTANCY & STAFF RECHARGE	M	500	-	-	-	-	500
13	SHOPPING PARADE RENEWAL PROGRAMME	M	41	750	965	-	-	1,756
14	SHOPPING PARADE STREETScape, RENEWAL PROGRAMME	R	500	250	-	-	-	750
15	TFL - CORRIDORS	G	1,353	-	-	-	-	1,353
16	TFL - NEIGHBOURHOODS	G	150	-	-	-	-	150
17	TFL - BUS STOP ACCESSIBILITY	S	95	-	-	-	-	95
18	TFL - MAJOR SCHEMES	G	757	-	-	-	-	757
19	STREET LIGHTING IN CRIME HOT SPOTS	M	172	103	102	103	-	480
20	FOOTBRIDGE AT MERRICK ROAD	M	49	-	-	-	-	49
21	BOROUGH ROADS & PRINCIPAL ROADS WORKS	M	-	500	500	500	-	1,500
22	CAPITALISATION OF BOROUGH ROADS	M	-	-	-	-	500	500
23	LED STREET LIGHTING UPGRADE	M	-	3,400	3,400	-	-	6,800
24	PRINCIPAL ROAD ENHANCEMENT	G	724	-	-	-	-	724
25	NETWORK MANAGEMENT MOBILE WORKING	M	-	25	-	-	-	25
	HIGHWAYS MANAGEMENT		8,625	11,060	8,867	4,503	4,250	37,305

ENVIRONMENT & LEISURE

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
26	NEW & REPLACEMENT STREET LITTERBINS	M	89	-	-	-	-	89
27	REPLACEMENT STREET LITTERBINS	M	-	25	25	-	-	50
28	PROVISION OF KITCHEN CADDIES	M	17	-	-	-	-	17
29	DEVICES FOR STREET SERVICES OFFICERS	M	15	-	-	-	-	15
30	GARDEN WASTE COLLECTION	M	452	-	-	-	-	452
31	PLASTIC RECYCLING CONTAINMENT	M	160	-	-	-	-	160
32	RECYCLING WASTE CONTAINERS	M	83	100	100	100	-	383
33	REPLACEMENT OF TRANSPORT BUILDING ROOF	M	7	-	-	-	-	7
	STREET SERVICES		823	125	125	100	-	1,173
34	REPLACEMENT OF NORTHOLT SWIMARAMA	G	200	-	-	-	-	200
35	PLAYGROUND IMPROVEMENTS	M	130	270	200	100	100	800
36	PARKS MINOR CAPITAL WORKS	M	63	-	-	-	-	63
37	NORTHALA FIELD	P	6	-	-	-	-	6
38	WALPOLE PARK	S	50	750	400	163	-	1,363
	WALPOLE PARK	G	50	750	400	162	-	1,362
	WALPOLE PARK	M	40	-	-	-	-	40
39	MANOR HOUSE GARDEN	M	20	-	-	-	-	20
40	PLAYGROUND IMPROVEMENT (NEAP)	M	-	72	-	-	-	72
	PLAYGROUND IMPROVEMENT (NEAP)	P	-	41	-	-	-	41
41	GROUND MAINTENANCE NEW IT SYSTEM	M	71	-	-	-	-	71
42	PARKS INFRASTRUCTURE IMPROVEMENTS 10/11	M	137	172	-	-	-	309
	PARKS INFRASTRUCTURE IMPROVEMENTS 10/11	G	8	-	-	-	-	8
43	PERIVALE PARK ATHLETICS TRACK IMPROVEMENTS	M	16	-	-	-	-	16
44	SOUTHALL SPORTS CENTRE GYM EXTENSION	M	21	-	-	-	-	21
45	GURNELL POOL OUTSIDE FACILITIES & LANDSCAPING IMPS	M	4	-	-	-	-	4

ENVIRONMENT & LEISURE

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
46	SPIKES BRIDGE PARK PAVILLION	M	264	-	-	-	-	264
	SPIKES BRIDGE PARK PAVILLION	G	341	290	-	-	-	631
47	SPIKES BRIDGE PARK PHASE 3	M		300	250	-	-	550
48	PARKS & OPEN SPACES IMPROVEMENT PROJECTS	M	44	-	-	-	-	44
49	PARKS IMPROVEMENTS 2011/12	M	397	353	-	-	-	750
	PARKS IMPROVEMENTS 2011/12	G	80	-	-	-	-	80
50	PARKS INFRASTRUCTURE IMPROVEMENTS 12/13	M	67	242	177	177	-	663
51	PARKS INFRASTRUCTURE IMPROVEMENTS 13/14	M			161	162	250	573
52	SWIMMING IMPROVEMENT GRANT	G	4	71	-	-	-	75
53	GURNELL POOL REFURBISHMENT - PHASE 2	M	1	-	-	-	-	1
54	GURNELL ROOF REPLACEMENT	M	465	13	-	-	-	478
	GURNELL ROOF REPLACEMENT	G	17	-	-	-	-	17
	GURNELL ROOF REPLACEMENT	P	31	-	-	-	-	31
55	MEMBERSHIP MANAGEMENT SYSTEM FOR LEISURE CENTRES	M	-	210	-	-	-	210
56	NORTH ACTON PLAYING FIELD PAVILION HEALTH & SAFETY WORKS	M	100	-	-	-	-	100
57	NORTH ACTON PLAYING FIELD PAVILION REFURBISHMENT AND EXTENSION	M	-	-	500	-	-	500
	NORTH ACTON PLAYING FIELD PAVILION REFURBISHMENT AND EXTENSION	P	-	300	-	-	-	300
	NORTH ACTON PLAYING FIELD PAVILION REFURBISHMENT AND EXTENSION	S	-	-	100	-	-	100
58	SCOTCH COMMON SPORTS FACILITY	G	500	-	-	-	-	500
	SCOTCH COMMON SPORTS FACILITY	M	75	-	-	-	-	75
59	PARKS AND OPEN SPACES MATCH FUND	M	-	393	-	-	-	393
NEW	LEISURE		3,202	4,227	2,188	764	350	10,338
	ENVIRONMENT & LEISURE		12,650	15,412	11,180	5,367	4,600	49,209

ENVIRONMENT & LEISURE

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
	FUNDED BY:							
	Mainstream funding (M & SCER & CR)		7,784	12,960	10,280	5,042	4,600	40,666
	Specific funding (split as follows)		4,866	2,452	900	325	0	8,543
	-Grant		4,184	1,111	400	162	-	5,857
	-Revenue Contribution		500	250	-	-	-	750
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		37	341	-	-	-	378
	-S106		145	750	500	163	-	1,558
			12,650	15,412	11,180	5,367	4,600	49,209

CUSTOMER SERVICES

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	AUTOMATED TELEPHONY FOR ROUTINE CALLS	M	16	-	-	-	-	16
2	SELF SERVICE PCs IN CS CENTRE	M	35	39	-	-	-	74
3	E FORMS EXTENSION 2011/12	M	46	44	-	-	-	90
4	E FORMS EXTENSION 2012/13	M	10	50	-	-	-	60
5	AUTO VOICE RECOGNITION SOFTWARE	M	60	-	-	-	-	60
6	CUSTOMER APPOINTMENT & QUEUE MANAGEMENT SYSTEM	M	-	40	-	-	-	40
7	EXPANSION OF AUTOMATED TELEPHONY SERVICES	M	-	55	5	-	-	60
8	CALL CENTRE TELEPHONY IMPROVEMENTS	M	-	130	-	-	-	130
9	COUNCILWIDE CHANNEL SHIFT IMPROVEMENT	M	-	50	100	-	-	150
	CUSTOMER SERVICES OPERATIONS		167	408	105	-	-	680
10	RELOCATION OF SOUTHALL LIBRARY TO DOMINION CENTRE	M	81	744	65	-	-	890
11	SOUTHALL LIBRARY SELF SERVICE	M	-	50	-	-	-	50
12	REFURBISHMENT OF HANWELL AND PERIVALE LIBRARIES	M	521	781	-	-	-	1,302
13	REFURBISHMENT OF GREENFORD AND PITSHANGER LIBRARIES	M	-	386	18	-	-	404
14	PITZHANGER MANOR DEVELOPMENT	M	-	-	1,000	1,000	133	2,133
15	LIBRARY STOCK IMPROVEMENT	M	69	80	-	-	-	149
16	JUBILEE GARDENS 2010 IT & FURNITURE	M	-	15	-	-	-	15
	ARTS, HERITAGE & LIBRARIES		671	2,056	1,083	1,000	133	4,943
	CUSTOMER SERVICES		838	2,464	1,188	1,000	133	5,623

CUSTOMER SERVICES

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
	FUNDED BY:							
	Mainstream funding (M & SCER & CR)		838	2,464	1,188	1,000	133	5,623
	Specific funding (split as follows)		-	-	-	-	-	-
	-Grant		-	-	-	-	-	-
	-Revenue Contribution		-	-	-	-	-	-
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		-	-	-	-	-	-
	-S106		-	-	-	-	-	-
			838	2,464	1,188	1,000	133	5,623

CORPORATE RESOURCES

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	RENEWAL OF ICT EQUIPMENTS	M	28	-	-	-	-	28
2	HANWELL COMMUNITY CENTRE PHASE 2	M	19	565	-	-	-	584
3	ASBESTOS MANAGEMENT PHASE 2 2011/12	M	64	-	-	-	-	64
4	RENEWAL OF ICT EQUIPMENT 2010	M	123	-	-	-	-	123
5	EALING TOWN HALL PHASE 2	M	174	-	-	-	-	174
6	ICT STRATEGY IMPLEMENTATION & DELIVERY	M	1,668	670	-	-	-	2,338
7	INCREASE IN WORKSTATION CAPACITY	M	260	-	-	-	-	260
8	RE:FIT ALLOCATION FOR ENERGY CONSERVATION MEASURES	R	1,200	289	-	-	-	1,489
9	GREENFORD HALL	M	57	-	-	-	-	57
10	PERCEVAL HSE ENTRANCE DOORS	M	37	-	-	-	-	37
11	ICT INFRASTRUCTURE RENEWAL PROGRAMME	M	352	300	300	300	-	1,252
12	ASSET IMPROVEMENTS - CONDITION WORKS	M	754	1,246	1,000	-	-	3,000
13	QUEENS HALL REFURBIHMENT	M	-	250	-	-	-	250
14	PERCEVAL HOUSE - ASSET IMPROVEMENTS	M	-	695	450	235	220	1,600
	BUSINESS SERVICES		4,736	4,015	1,750	535	220	11,256
15	MINOR CAPITAL PROJECTS	M	-	464	-	-	-	464
	MINOR CAPITAL PROJECTS		-	464	-	-	-	464
	CORPORATE RESOURCES	-	4,736	4,479	1,750	535	220	11,720

CORPORATE RESOURCES

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
	FUNDED BY:							
	Mainstream funding (M & SCER & CR)		3,536	4,190	1,750	535	220	10,231
	Specific funding (split as follows)		1,200	289	-	-	-	1,489
	-Grant		-	-	-	-	-	-
	-Revenue Contribution		1,200	289	-	-	-	1,489
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		-	-	-	-	-	-
	-S106		-	-	-	-	-	-
			4,736	4,479	1,750	535	220	11,720

BUILT ENVIRONMENT

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	DISABLED FACILITIES GRANTS (IMPROVEMENT GRANTS)	M	1,167	1,200	1,350	1,350	1,500	6,567
	DISABLED FACILITIES GRANTS (IMPROVEMENT GRANTS)	G	1,320	1,200	1,200	1,200	1,200	6,120
2	OTHER GRANTS (IMPROVEMENT GRANTS)	M	403	350	350	289	300	1,692
	OTHER GRANTS (IMPROVEMENT GRANTS)	G	30	-	-	-	-	30
3	TFL BIKING BOROUGHES	S	31	-	-	-	-	31
4	NEW PLANNING BACK OFFICE ICT SYSTEM	G	76	-	-	-	-	76
5	GREENFORD STATION LIFT	R	100	100	-	-	-	200
6	TRANSPORT S106 - ACTON AGREEMENT	S	189	618	-	-	-	807
7	DANGEROUS STRUCTURES	M	20	-	-	-	-	20
8	ACTON TRANSPORT AND REGENERATION PROJECTS	G	100	-	-	-	-	100
	BUILT ENVIRONMENT		3,436	3,468	2,900	2,839	3,000	15,643
	BUILT ENVIRONMENT		3,436	3,468	2,900	2,839	3,000	15,643

FUNDED BY:								
	Mainstream funding (M & SCER & CR)		1,590	1,550	1,700	1,639	1,800	8,279
	Specific funding (split as follows)		1,846	1,918	1,200	1,200	1,200	7,364
	-Grant		1,526	1,200	1,200	1,200	1,200	6,326
	-Revenue Contribution		100	100	-	-	-	200
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		-	-	-	-	-	-
	-S106		220	618	-	-	-	838
			3,436	3,468	2,900	2,839	3,000	15,643

HRA

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	RETENTION & FINAL ACCOUNTS	C	50	100	100	100	-	350
2	KITCHENS , BATHROOMS	C	2,765	3,330	2,080	3,000	4,600	15,775
3	MECHANICAL AND ELECTRICAL WORKS	C	3,447	4,314	-	4,000	-	11,761
	MECHANICAL AND ELECTRICAL WORKS	M	-	-	4,004	-	-	4,004
4	EXTERNAL REFURBISHMENTS	C	7,498	1,900	2,900	3,000	-	15,298
5	CAPITALISED VOIDS	C	2,011	-	1,475	-	-	3,486
	CAPITALISED VOIDS	M	-	2,000	525	2,500	-	5,025
6	LIFT REPLACEMENT	C	1,263	800	800	1,000	-	3,863
7	HEALTH & SAFETY & DDA	C	1,675	400	1,400	-	-	3,475
	HEALTH & SAFETY & DDA	M	-	1,000	-	1,400	-	2,400
8	DESIGN FEES FUTURE YEARS	C	334	200	200	200	-	934
9	HIGH INTERVENTION ESTATES - MEANWHILE WORKS	C	260	2,100	2,100	-	-	4,460
	HIGH INTERVENTION ESTATES - MEANWHILE WORKS	M	-	-	-	2,100	-	2,100
10	ESTATE REMODELLING AND MODERNISATION	C	-	500	1,325	-	-	1,825
	ESTATE REMODELLING AND MODERNISATION	M	-	-	-	3,000	-	3,000
11	HOMEBUYERS GRANT	C	329	60	-	-	-	389
12	ADAPTATIONS FOR THE DISABLED	M	-	1,100	1,100	-	1,056	3,256
	ADAPTATIONS FOR THE DISABLED	C	1,042	-	-	1,100	44	2,186
13	HOUSING MANAGEMENT SYSTEMS	C	75	51	-	-	-	126
14	GREENMAN LANE EST REGENERATION	C	714	4,180	268	-	-	5,162
15	SUNNINGDALE GOLF LINKS EST PH 4	C	858	-	-	-	-	858
16	S.ACTON - KIPLING & BLACKMORE	C	658	-	-	-	-	658
17	COUNCIL NEW BUILD ROUND1	C	352	-	-	-	-	352
18	COUNCIL NEW BUILD ROUND2	C	100	100	-	-	-	200

HRA

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
19	STREET PROPERTIES ROUND 2	C	100	1,410	-	-	-	1,510
20	RECTORY PARK REGENERATION	M	-	-	-	2,330	2,330	4,660
	RECTORY PARK REGENERATION	C	2,250	1,909	1,600	-	-	5,759
21	SOUTH ACTON REGENERATION	C	4,000	5,779	1,173	-	-	10,952
	SOUTH ACTON REGENERATION	M	-	300	-	-	-	300
22	ALLEN COURT REGENERATION	C	500	-	-	-	-	500
23	COPLEY CLOSE REGENERATION	M	-	-	21,249	2,470	-	23,719
	COPLEY CLOSE REGENERATION	C	150	17,201	868	10,840	-	29,059
24	COUNCIL NEW BUILD ROUND3	M	-	708	-	-	-	708
	COUNCIL NEW BUILD ROUND3	C	98	10,686	6,438	250	-	17,472
	COUNCIL NEW BUILD ROUND3	G	652	2,771	924	-	-	4,347
25	DEAN GARDENS	C	300	1,000	2,100	-	-	3,400
	DEAN GARDENS	M	-	2,000	-	-	-	2,000
26	HAVELOCK ESTATE	C	1,100	1,900	-	-	-	3,000
	HAVELOCK ESTATE	M	-	3,100	4,000	4,700	-	11,800
27	HOUSING ENERGY PERFORMANCE	C	1,000	-	-	-	-	1,000
	HRA		33,581	70,899	56,629	41,990	8,030	211,129
	HRA		33,581	70,899	56,629	41,990	8,030	211,129

HRA

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
	FUNDED BY:							
	Mainstream funding (M & CR)		-	10,208	30,878	18,500	3,386	62,972
	Specific funding (split as follows)		33,581	60,691	25,751	23,490	4,644	148,157
	-Grant	G	652	2,771	924	-	-	4,347
	-Revenue Contribution RCCO	R	-	-	-	-	-	-
	-Other HRA Funding : Major Repair Allowance/ Depreciation Reserve	C	32,929	57,920	24,827	23,490	4,644	143,810
	-Partnership	P	-	-	-	-	-	-
	-S106	S	-	-	-	-	-	-
			33,581	70,899	56,629	41,990	8,030	211,129

REGENERATION

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
1	TOWN CENTRE REGENERATION	M	-	55	-	-	-	55
2	TOWN CENTRE REGENERATION - EALING CENTRAL S106	S	141	-	-	-	-	141
3	TOWN CENTRE REGENERATION - PARK ROYAL S106	S	-	1,185	-	-	-	1,185
4	TOWN CENTRE REGENERATION - WEST EALING S106	S	29	-	-	-	-	29
5	TOWN CENTRE REGENERATION - SOUTHALL MAINSTREAM	M	321	39	-	-	-	360
6	TOWN CENTRE REGENERATION - ACTON MAINSTREAM	M	264	125	-	-	-	389
7	TOWN CENTRE REGENERATION - EALING CNTRL MAINSTREAM	M	9	-	-	-	-	9
8	TOWN CENTRE REGENERATION - WEST EALING MAINSTREAM	M	90	190	-	-	-	280
9	TOWN CENTRE REGENERATION - HANWELL MAINSTREAM	M	172	-	-	-	-	172
10	TOWN CENTRE REGENERATION - NORTHOLT MAINSTREAM	M	39	-	-	-	-	39
11	EALING BROADWAY REGENERATION	M	439	-	-	-	-	439
12	TOWN CENTRE REGENERATION - A40 CORRIDOR MAINSTREAM	M	-	81	-	-	-	81
13	SOUTHALL MANOR HOUSE	M	118	-	-	-	-	118
14	ACTON TOWN HALL - COMMUNITY & LEISURE FACILITIES	M	4,809	11,596	-	-	-	16,405
	ACTON TOWN HALL - COMMUNITY & LEISURE FACILITIES	G	-	2,000	-	-	-	2,000
15	SOUTHALL TOWN CENTRE REGENERATION & CAR PARK	M	1,872	1,213	-	-	-	3,085
16	SOUTHALL MANOR HOUSE ADAPTATIONS	M	250	-	-	-	-	250
17	SERVICE CENTRES - ACTON, GREENFORD, SOUTHALL	M	384	3,500	3,499	-	-	7,383
18	ACTON OUTER LONDON FUND	G	26	-	-	-	-	26
19	PERIVALE LIBRARY RESOURCE CENTRE	M	182	-	-	-	-	182
	PERIVALE LIBRARY RESOURCE CENTRE	P	328	-	-	-	-	328

REGENERATION

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2012/13' 2016/17'
			£'000	£'000	£'000	£'000	£'000	£'000
20	SHAPING SOUTHALL PROGRAMME (MRF)	G	193	2,057	1,250	-	-	3,500
21	EALING BROADWAY PUBLIC REALM IMPROVEMENT	M	-	120	-	-	-	120
	EALING BROADWAY PUBLIC REALM IMPROVEMENT	S	-	700	-	-	-	700
22	BOROUGHWIDE SHOPFRONT IMPROVEMENTS	M	-	62	71	-	-	133
	BOROUGHWIDE SHOPFRONT IMPROVEMENTS	R	-	65	65	-	-	130
23	IMPROVING SOUTH RD STREETScape	M	-	20	605	-	-	625
	REGENERATION		9,666	23,008	5,490	-	-	38,164
	REGENERATION		9,666	23,008	5,490	-	-	38,164

FUNDED BY:								
	Mainstream funding (M & SCER & CR)		8,949	17,001	4,175	-	-	30,125
	Specific funding (split as follows)		717	6,007	1,315	-	-	8,039
	-Grant		219	4,057	1,250	-	-	5,526
	-Revenue Contribution		-	65	65	-	-	130
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		328	-	-	-	-	328
	-S106		170	1,885	-	-	-	2,055
			9,666	23,008	5,490	-	-	38,164

SAFER COMMUNITIES

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2010/11' 2015/16'
			£'000	£'000	£'000	£'000	£'000	£'000
1	SAFER COMMUNITY IT SYSTEMS	M	5	-	-	-	-	5
2	GATING & TARGET HARDING PROGRAMME	M	73	-	-	-	-	73
3	ALLEY GATING & DOMESTIC VIOLENCE SANCTUARY	M	205	405	-	-	-	610
4	SAFER COMMUNITIES-CCTV	M	30	-	-	-	-	30
5	CAMERA ENHANCEMENT PROGRAMME	M	32	214	100	-	-	346
6	EMPTY HOMES-CONV FLATS	G	45	150	150	-	-	345
	EMPTY HOMES-CONV FLATS	M	313	637	300	-	-	1,250
	SAFER COMMUNITIES		703	1,406	550	-	-	2,659
	SAFER COMMUNITIES		703	1,406	550	-	-	2,659

FUNDED BY:								
	Mainstream funding (M & SCER & CR)		658	1,256	400	-	-	2,314
	Specific funding (split as follows)		45	150	150	-	-	345
	-Grant		45	150	150	-	-	345
	-Revenue Contribution		-	-	-	-	-	-
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		-	-	-	-	-	-
	-S106		-	-	-	-	-	-
			703	1,406	550	-	-	2,659

COUNCIL WIDE CAPITAL

Item	SCHEMES	Funding Source	Budget 2012/13'	Budget 2013/14'	Budget 2014/15'	Budget 2015/16'	Budget 2016/17'	Total Budget 2010/11' 2015/16'
			£'000	£'000	£'000	£'000	£'000	£'000
1	BSF CONTINGENCY UNALLOCATED	M	-	-	2,598	-	-	2,598
2	EALING BROADWAY REGENERATION CONTINGENCY	M	138	-	-	-	-	138
				-	-	-	-	-
Total	COUNCIL WIDE CAPITAL		138	-	2,598	-	-	2,736
Total	COUNCIL WIDE CAPITAL		138	-	2,598	-	-	2,736

FUNDED BY:								
	Mainstream funding (M & SCER & CR)		138	-	2,598	-	-	2,736
	Specific funding (split as follows)		-	-	-	-	-	-
	-Grant		-	-	-	-	-	-
	-Revenue Contribution		-	-	-	-	-	-
	-Parking Revenue Account		-	-	-	-	-	-
	-Insurance Reserve		-	-	-	-	-	-
	-Partnership		-	-	-	-	-	-
	-S106		-	-	-	-	-	-
			138	-	2,598	-	-	2,736

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

CHILDRENS					
Service Unit	Service provided	Charging Policy	Existing Charge £	Charge from April 2013 £	Increase £
Ealing Service for Children with Additional Needs (ESCAN)	Education Psychology Schools Levy	SUBSIDISED	£1,270 - £3,380 per year	£1,333 - £3,549 per year	£63 - £169 per year
Ealing Service for Children with Additional Needs (ESCAN)	Education Psychology Schools Daily Buy-Back	SUBSIDISED	£550 per day	£550 per day	£0
Planning, Commissioning & Partnerships	Play Service Holiday clubs (parental charges)	SUBSIDISED	£14 per day block booking, £16 per day one off days	£14 per day block booking, £16 per day one off days	£0
Planning, Commissioning & Partnerships	Play Service After schools clubs (parental charges)	SUBSIDISED	£8 per day	£8 per day	£0
Planning, Commissioning & Partnerships	Play Service Rental charges for premises	SUBSIDISED	Various at 70% subsidy of market rental	Various at 70% subsidy of market rental	£0
Safeguarding & Support	Adoption Service Fees chargeable to other Local Authorities and other agencies for placing young people with Ealing's Adopters. The costs are the same for Ealing if they place young people in other Local Authorities. These costs are set by British Association of Adoption & Fostering (BAAF)	COST RECOVERY	£13,138 per child within West London Consortium otherwise additional 10% outside of this. 2 siblings = £19,707, 3 or more siblings = £26,276. Voluntary agency = £23,178 plus £3,863 to cover a package of post-adoption support	£13,138 per child within West London Consortium otherwise additional 10% outside of this. 2 siblings = £19,707, 3 or more siblings = £26,276. Voluntary agency = £23,178 plus £3,863 to cover a package of post-adoption support	£0

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

SCHOOLS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Planning & Resources	Schools Bursarial Service	COST RECOVERY	Level 1 £3,100 Level 2 £5,775 Level 3 £7,600 Level 4 £12,000/Bespoke package	No Change	
Schools Effectiveness	Ealing Education Centre - Venue Hire (incl. Servicing)	COST RECOVERY	Meeting Rooms: Capacity 6-80 people £22.50 to £41.50 per hour ICT Room: Capacity 6-12 people £22.50 to £38.50 per hour (incl. all multimedia equipment) Detailed room hire terms and rates are available from the Ealing Education Centre	No Change	
Schools Effectiveness	Ealing Education Centre - Continuing Professional Development Services/Training	COST RECOVERY	Universal Pay As You Go Rates Full day - £170 Half Day - £110 Twilight (up to 2 hrs) - £90 Maintained school PAYG Rates Full day - £100 Half Day - £60 Twilight (up to 2 hrs) - £50 Maintained Schools in SLA fixed fee per school plus price per pupil	Universal Pay As You Go Rates Full day - £200 Half Day - £140 Twilight (up to 2 hrs) - £100 Maintained school PAYG Rates Full day - £160 Half Day - £110 Twilight (up to 2 hrs) - £85 Maintained Schools in SLA As per no. of staff - £85 per staff member with a cap at £5,725 for primary schools and at £3,000 for special schools	
Schools Effectiveness	ICT SLA	COST RECOVERY	Standard SLA @ £1,750 = 4 days curriculum ICT Support. 1 of these days = email & phone support. CPD is now a separate SLA	£2,400 for 4 days (includes 3 days + 1 day preparation, emails etc). £500 per day for additional days. Academies • £2,880 for up to 4 days of support (3 days support + 1 day allocated to email, phone, and remote support). • £600 per day for additional days.	
Schools Effectiveness	School Improvement Support - High Schools	COST RECOVERY	Ealing improving schools programme senior adviser package £4,000 Ealing improving schools programme membership fee £500 4 days support £1,750 8 days support £3,500	Link officer: £2,400 Ealing Collaborative school improvement services: £12,500 Bespoke days packages: 1 day £650; 3 days: £1,800 Academies Link officer: £2,880 Ealing Collaborative school improvement services: £15,000 Bespoke days packages : 1day £780; 3 days: £2,160	
Schools Effectiveness	School Improvement Support - Primary & Special Schools	COST RECOVERY	Academies Inclusive package £13,000	Packages - 6 days - £3,600, 9 days - £5,400, 12 days - £7,000, 15 days - £8,700 Additional days - £650 per day. Academies Packages – 6 days - £3,900, 9 days - £5,850, 12 days - £7,500, 15 days - £9,350. Additional days - £700 per day	

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

SCHOOLS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Schools Effectiveness	Extended Schools (ES) SLA	COST RECOVERY	<p>Bronze £1,600 Silver £2,250 Gold £2,800</p> <p>Bespoke Package 1 day p/w £10,699 2 days p/w (a) £21,398 2 days p/w (b) £19,798</p>	<p>Four days consultancy £1,800 (primary, children's centres and special schools) – Additional days can be purchased at £450 a day.</p> <p>Four days consultancy high schools £2,160. Additional days can be purchased at £540.</p> <p>Children's Centres management support:</p> <ul style="list-style-type: none"> • 1 day a week (all year) = £11,019 • 2 days a week (all year) = £22,038 	
Schools Effectiveness	Workforce & Governance SLA	COST RECOVERY	<p>Both over 4 terms 1st April 2012 - 31st July 2013, Sch Business Manager membership - £1500, Workforce development support £1000 for up to 2 days (daily rate for PAYG £500) Governance network support High schools only £350 for 8 meetings or £50 PAYG</p>	<p>£1,700- School Business Manager Membership (September 2013 - July 2014). £1,500 – School Business Manager Membership (September 2013 - July 2015 - Cost per year). £1,100 – School Workforce Development (Bespoke Support) (September 2013 - July 2014). Pay as you go - £650 per day</p> <p>Academies</p> <ul style="list-style-type: none"> • £1440 School Workforce Development (Bespoke Support) (September 2013 - July 2014). • Pay as you go £780 per day 	
Schools Effectiveness	Ealing Music Service (EMS)	COST RECOVERY	<p>Tutor Charge per hour £29</p> <p>Instrument hire £12 per term</p>	<p>Tuition chgs per hour Sept 2012: £30.50 Sept 2013: £32.00 Sept 2014: £33.00</p> <p>Instrument Hire Sept 2012: £12/term per instrument Sept 2013: £15/term per instrument</p>	

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

ADULTS						
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase	Notes
			£	£	£	
Adults Services	Residential & Nursing	SUBSIDISED	see note	see note	see note	There is no unit price for charging for residential and nursing placements as this is dictated by CRAG (Charging for Residential Accommodation Guidelines) - a national statutory charging schedule where charges are determined by a client's ability to pay not the quantity of service received.
Adults Services	Home Care	SUBSIDISED	12.70	12.70	0.00	

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

SAFER COMMUNITIES

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Regulatory Services	Pest Control	SUBSIDISED	55 -125	55 -125	nil
Regulatory Services	PPC (EPA) Registrations	STATUTORY	68 -1,579	TBC	TBC
Regulatory Services	Registration of Houses in Multiple Occupation	COST RECOVERY	945 plus 30 per room	970 plus 30 per room	2.7%
Regulatory Services	Alcohol Licensing (These fees were statutory however a change in legislation means that from April 2013 LA's can set their own fees on a cost recovery basis, a separate report will be submitted to March Cabinet and then to April Regulatory for approval)	COST RECOVERY	70 -1,050	April Regulatory Committee	TBC
Regulatory Services	Gambling Act	STATUTORY	100 - 3,500	TBC	TBC
Regulatory Services	Miscellaneous licences & registrations e.g. special treatments, animal boarding , pet shops, poisons, sex shops.	COST RECOVERY	58 - 2,693	60 - 2,766	2.7%

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

BUILT ENVIRONMENT					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Building Control	Fees for building control surveying inspections and plan-checking (domestic and commercial)	COST RECOVERY	67.60 ph	67.60 ph	to be reviewed October 2013
Repairs and Adaptations	Adaptation fees for adaptation work	COST RECOVERY	17%	17%	nil
Town Planning	Planning Application Fees (various)	STATUTORY	Various	Various	Statutory fees were increased by 15% November 2012
Town Planning	Pre Application Advice - Minor	COST RECOVERY	1,500 plus VAT	1,500 plus VAT	nil
Town Planning	Pre Application Advice - Major	COST RECOVERY	2,000 plus VAT	2,000 plus VAT	nil
Town Planning	Pre Application Advice - Strategic	COST RECOVERY	4,000 plus VAT	4,000 plus VAT	nil
LLC	Official Search of the Local Land Charges register	COST RECOVERY	115	115	nil

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

ENVIRONMENT & LEISURE - CEMETERIES					
Service Unit	Service provided	Charging Policy	Existing Charge £	Charge from April 2013 £	Increase £
	GRAVE PURCHASE AND 1ST INTERMENT -this includes exclusive purchase of grave for an initial period of 30 years.				
	Resident/Non-resident purchaser and resident deceased				
Cemeteries	Purchase and interment for 1	COST RECOVERY	2,140	2,204	64.00
Cemeteries	Purchase and interment for 2	COST RECOVERY	2,255	2,323	68.00
Cemeteries	Purchase and interment for 3	COST RECOVERY	2,705	2,786	81.00
Cemeteries	Cremated remains plot and 1st interment	COST RECOVERY	1,028	1,059	31.00
Cemeteries	Muslim burial chamber and 1st interment	COST RECOVERY	2,540	2,604	64.00
Cemeteries	Purchase and interment (Infant)	COST RECOVERY	700	722	22.00
	Resident purchaser and non-resident deceased				
Cemeteries	Purchase and interment for 1	COST RECOVERY	2,905	2,992	87.00
Cemeteries	Purchase and interment for 2	COST RECOVERY	3,060	3,152	92.00
Cemeteries	Purchase and interment for 3	COST RECOVERY	3,600	3,708	108.00
Cemeteries	Cremated remains plot and 1st interment	COST RECOVERY	1,496	1,541	45.00
Cemeteries	Muslim burial chamber and 1st interment	COST RECOVERY	3,305	3,392	87.00
Cemeteries	Purchase and interment (Infant)	COST RECOVERY	750	774	24.00
	Non-resident purchaser and non-resident deceased				
Cemeteries	Purchase and interment for 1	COST RECOVERY	4,280	4,408	128.00
Cemeteries	Purchase and interment for 2	COST RECOVERY	4,510	4,646	136.00
Cemeteries	Purchase and interment for 3	COST RECOVERY	5,410	5,572	162.00
Cemeteries	Cremated remains plot and 1st interment	COST RECOVERY	2,056	2,118	62.00
Cemeteries	Muslim burial chamber and 1st interment	COST RECOVERY	4,680	4,808	128.00
Cemeteries	Purchase and interment (Infant)	COST RECOVERY	1,400	1,444	44.00
	Re-opening a grave for further burials				
	Resident deceased				
Cemeteries	Depth for 1	COST RECOVERY	765	788	23.00
Cemeteries	Depth for 2	COST RECOVERY	805	829	24.00
Cemeteries	Depth for 3	COST RECOVERY	895	922	27.00
Cemeteries	Depths for stillborn to 13 years	COST RECOVERY	50	52	2.00
Cemeteries	Cremated remains	COST RECOVERY	468	482	14.00
Cemeteries	Interments into brick graves or vaults	COST RECOVERY	1,057	1,089	32.00
	Re-opening a grave for further burials				
	Non-resident deceased				
Cemeteries	Depth for 1	COST RECOVERY	1,530	1,576	46.00
Cemeteries	Depth for 2	COST RECOVERY	1,610	1,658	48.00
Cemeteries	Depth for 3	COST RECOVERY	1,790	1,844	54.00
Cemeteries	Depths for stillborn to 13 years	COST RECOVERY	100	104	4.00
Cemeteries	Cremated remains	COST RECOVERY	936	964	28.00
Cemeteries	Interments into brick graves or vaults	COST RECOVERY	2,114	2,178	64.00
Cemeteries	10 year lease for memorial placement including permit	COST RECOVERY	177	182	5.00
Cemeteries	Permit for all subsequent memorial work	COST RECOVERY	80	82	2.00
Cemeteries	Removal and replacement of memorial for further burial	COST RECOVERY	130	134	4.00
	EXHUMATION CHARGES				
Cemeteries	Exhumation of a body (price is exclusive of VAT)	COST RECOVERY	5,275	5,433	158.00

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

ENVIRONMENT & LEISURE - CEMETERIES					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Cemeteries	Exhumation of ashes (price is exclusive of VAT)	COST RECOVERY	1,500	1,545	45.00
	MISCELLANEOUS CHARGES				
Cemeteries	Hire of cemetery chapel	COST RECOVERY	85	88	3.00
Cemeteries	Transfer of grave deed	COST RECOVERY	125	129	4.00
Cemeteries	Metal Casket	COST RECOVERY	550	567	17.00
Cemeteries	Scattering ashes in (Rose garden)	COST RECOVERY	70	72	2.00
Cemeteries	Concrete sealing of grave (entombment)	COST RECOVERY	300	309	9.00
Cemeteries	Surveying grave to determine remaining depth	COST RECOVERY	150	155	5.00
Cemeteries	Record search	COST RECOVERY	10	10	0.00
Cemeteries	Oversized coffin -7' x30" or larger	COST RECOVERY	350	361	11.00
Cemeteries	Extra charge for Saturday burial	COST RECOVERY	420	433	13.00
Cemeteries	Grave planting	COST RECOVERY	135.00	139.00	4.00
Cemeteries	Extra charge for burial of ashes on Saturday	COST RECOVERY	160	165	5.00
Cemeteries	Administration charge for two or more cremated remains	COST RECOVERY	100	103	3.00

CHARGING POLICY	POLICY OBJECTIVE
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STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
	Elthorne Standard Prices (excl. leisure pass discount)				
	Fitness Training				
Elthorne	Adult Gym Session	SUBSIDISED	5.10	5.30	0.20
Elthorne	Adult Induction	SUBSIDISED	16.00	16.50	0.50
Elthorne	Junior Gym session	SUBSIDISED	3.90	4.10	0.20
Elthorne	Junior Induction	SUBSIDISED	8.50	8.80	0.30
	Centre Membership				
Elthorne	Booking Card	SUBSIDISED	12.00	12.40	0.40
Elthorne	Adult Membership	SUBSIDISED	32.00	33.00	1.00
Elthorne	Partner Membership	SUBSIDISED	49.50	51.00	1.50
Elthorne	Family Membership (2 Adults 2 children)	SUBSIDISED	71.50	73.70	2.20
Elthorne	Family Membership (1 Adults 2 children)	SUBSIDISED	54.00	55.70	1.70
Elthorne	3 In 1 Clases	SUBSIDISED	4.60	4.80	0.20
Elthorne	Circuits	SUBSIDISED	4.60	4.80	0.20
Elthorne	Body Conditioning	SUBSIDISED	4.60	4.80	0.20
	Birthday Parties				
Elthorne	Basic	SUBSIDISED	160.00	164.80	4.80
Elthorne	Football	SUBSIDISED	160.00	164.80	4.80
Elthorne	Atheletics	SUBSIDISED	170.00	175.10	5.10
Elthorne	Trampoline	SUBSIDISED	194.00	199.90	5.90
	Hall, Court and Holiday sessions				
Elthorne	Sports hall (4 cts)	SUBSIDISED	49.00	50.50	1.50
Elthorne	Sports hall (2cts)	SUBSIDISED	26.50	27.30	0.80
Elthorne	Court Hire	SUBSIDISED	10.20	10.60	0.40
Elthorne	Table tennis	SUBSIDISED	7.00	7.30	0.30
Elthorne	Muga 4G	SUBSIDISED	45.00	46.40	1.40
Elthorne	Muga Hard court football	SUBSIDISED	27.00	27.90	0.90
Elthorne	Muga Hard court Netball	SUBSIDISED	21.00	21.70	0.70
Elthorne	Muga Hard court Basketball	SUBSIDISED	21.00	21.70	0.70
Elthorne	Tennis court	SUBSIDISED	8.50	8.80	0.30
Elthorne	Active Kids	SUBSIDISED	4.60	4.80	0.20
Elthorne	Active Teens	SUBSIDISED	4.60	4.80	0.20
Elthorne	10 Sessions	SUBSIDISED	38.00	39.20	1.20
Elthorne	8-14 yr Hols Prog per session	SUBSIDISED	10.00	10.30	0.30
Elthorne	8-14 yr Hols Prog per day	SUBSIDISED	17.00	17.60	0.60
Elthorne	8-14yrs/ 4 day week	SUBSIDISED	60.00	61.80	1.80
Elthorne	8-14yrs/ 5 day week	SUBSIDISED	70.00	72.10	2.10
Elthorne	6-7 Hols Prog per session	SUBSIDISED	10.00	10.30	0.30
Elthorne	6-7 Hols/ 4 day week	SUBSIDISED	60.00	61.80	1.80
Elthorne	6-7 Hols/ week	SUBSIDISED	70.00	72.10	2.10
	Elthorne Discounted Prices (with leisure pass)				
	Fitness Training				
Elthorne	Adult Gym Session	SUBSIDISED	2.60	2.70	0.10
Elthorne	Adult Induction	SUBSIDISED	8.20	8.50	0.30
Elthorne	Junior Gym session	SUBSIDISED	2.85	3.00	0.15

CHARGING POLICY	POLICY OBJECTIVE
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SUBSIDISED	The Council contributes towards the cost of providing the service

ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Elthorne	Junior Induction	SUBSIDISED	5.00	5.20	0.20
	Centre Membership				
Elthorne	Booking Card	SUBSIDISED	9.00	9.30	0.30
Elthorne	Adult SO	SUBSIDISED	25.00	25.80	0.80
Elthorne	Partner SO	SUBSIDISED	46.50	47.90	1.40
Elthorne	Family SO 2 Adults 2 children	SUBSIDISED	51.00	52.60	1.60
Elthorne	Family SO 1 Adults 2 children	SUBSIDISED	41.50	42.80	1.30
	Fitness classes				
Elthorne	3 In 1 Clases	SUBSIDISED	2.70	2.80	0.10
Elthorne	Circuits	SUBSIDISED	2.70	2.80	0.10
Elthorne	Body Conditioning	SUBSIDISED	2.70	2.80	0.10
Elthorne	Active Kids	SUBSIDISED	3.80	4.00	0.20
Elthorne	Active Teens	SUBSIDISED	3.80	4.00	0.20
Elthorne	10 Sessions	SUBSIDISED	31.00	32.00	1.00
Elthorne	8-14 yr Holidays Programme per session	SUBSIDISED	7.00	7.30	0.30
Elthorne	8-14 yr HHolidays Programme per day	SUBSIDISED	12.00	12.40	0.40
Elthorne	8-14yrs/ 4 day week Holidays Programme per session	SUBSIDISED	40.00	41.20	1.20
Elthorne	8-14yrs/ 5 day week Holidays Programme per session	SUBSIDISED	48.00	49.50	1.50
Elthorne	6-7 Holidays Programme per session	SUBSIDISED	7.00	7.30	0.30
Elthorne	6-7 Holidays/ 4 day week Programme	SUBSIDISED	40.00	41.20	1.20
Elthorne	6-7 Holiday/ week Programme per session	SUBSIDISED	48.00	49.50	1.50
	Northolt Standard Prices (excl. leisure pass discount)				
	Swimming:				
Northolt	Adult	SUBSIDISED	3.65	3.80	0.15
Northolt	Junior	SUBSIDISED	1.40	1.50	0.10
Northolt	Parent & Toddler	SUBSIDISED	2.70	2.80	0.10
Northolt	Group Lessons Junior	SUBSIDISED	5.40	5.60	0.20
Northolt	Group Lessons Adult	SUBSIDISED	6.30	6.50	0.20
Northolt	Private Lessons per 30 mins	SUBSIDISED	18.50	19.10	0.60
	Fitness Training				
Northolt	Adult GYM	SUBSIDISED	6.60	6.80	0.20
Northolt	Adult Induction	SUBSIDISED	16.00	16.50	0.50
Northolt	Junior GYM	SUBSIDISED	2.65	2.80	0.15
Northolt	Junior Induction	SUBSIDISED	8.20	8.50	0.30
Northolt	Aerobics	SUBSIDISED	5.25	5.50	0.25
Northolt	Pilates	SUBSIDISED	6.30	6.50	0.20
Northolt	Zumba	SUBSIDISED	6.30	6.50	0.20
	Room Hire :				
Northolt	Community Hall Full	SUBSIDISED	60.00	61.80	1.80
Northolt	Community Hall Half	SUBSIDISED	30.00	30.90	0.90
Northolt	Dance Studio	SUBSIDISED	30.00	30.90	0.90
	Junior courses:				0.00
Northolt	Gymnastics drop in	SUBSIDISED	6.00	6.20	0.20
Northolt	Boot camp drop in	SUBSIDISED	3.60	3.80	0.20
	Birthday Pool Parties:				

CHARGING POLICY	POLICY OBJECTIVE
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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Northolt	Up to 30 children	SUBSIDISED	130.00	133.90	3.90
	Membership Joining Fee				
Northolt	Prepaid Monthly Single	SUBSIDISED	35.00	36.10	1.10
Northolt	Prepaid Monthly Partner	SUBSIDISED	50.00	51.50	1.50
	Memberships:				
Northolt	Prepaid Monthly Single	SUBSIDISED	43.00	44.30	1.30
Northolt	Prepaid Monthly Partner	SUBSIDISED	73.50	75.80	2.30
Northolt	Prepaid Annual Single	SUBSIDISED	430.00	442.90	12.90
	Northolt Discounted Prices (with leisure pass)				
	Swimming:				
Northolt	Adult	SUBSIDISED	1.80	1.90	0.10
Northolt	Junior	SUBSIDISED	1.05	1.10	0.05
Northolt	Parent & Toddler	SUBSIDISED	1.60	1.70	0.10
	Fitness Training :				0.00
Northolt	Adult GYM	SUBSIDISED	4.50	4.70	0.20
Northolt	Adult Induction	SUBSIDISED	8.20	8.50	0.30
Northolt	Junior GYM	SUBSIDISED	2.10	2.20	0.10
Northolt	Junior Induction	SUBSIDISED	5.20	5.40	0.20
Northolt	Aerobics	SUBSIDISED	3.15	3.30	0.15
Northolt	Pilates	SUBSIDISED	4.20	4.40	0.20
Northolt	Zumba	SUBSIDISED	4.20	4.40	0.20
	Membership Joining Fee				
Northolt	Prepaid Monthly Single	SUBSIDISED	25.00	25.80	0.80
	Memberships:				
Northolt	Prepaid Monthly Single	SUBSIDISED	31.50	32.50	1.00
	Greenford Standard Prices (excl. leisure pass discount)				
	Fitness Training				
Greenford	Adult Gym Session	SUBSIDISED	4.40	4.60	0.20
Greenford	Adult Induction	SUBSIDISED	16.00	16.50	0.50
Greenford	Junior Gym session	SUBSIDISED	2.30	2.40	0.10
Greenford	Junior Induction	SUBSIDISED	8.50	8.80	0.30
Greenford	Adult gym monthly card	SUBSIDISED	22.50	23.20	0.70
Greenford	Junior gym monthly card	SUBSIDISED	17.50	18.10	0.60
Greenford	Adult Gym and fitness	SUBSIDISED	32.50	33.50	1.00
Greenford	Adult 10 4 8 classes	SUBSIDISED	40.00	41.20	1.20
	Centre Membership				
Greenford	Booking Card	SUBSIDISED	13.00	13.40	0.40
	Fitness classes				
Greenford	Adult Fitness Classes	SUBSIDISED	5.00	5.20	0.20
Greenford	Adult fitness monthly card	SUBSIDISED	22.50	23.20	0.70
Greenford	Adult 10 4 8 classes	SUBSIDISED	39.00	40.20	1.20
	Birthday Parties				
Greenford	Basic	SUBSIDISED	152.00	156.60	4.60
Greenford	Football	SUBSIDISED	152.00	156.60	4.60

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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Greenford	Athletics	SUBSIDISED	160.00	164.80	4.80
Greenford	Trampoline	SUBSIDISED	178.00	183.40	5.40
	Room Hire :				
Greenford	Activity Room, Club room, studio	SUBSIDISED	26.50	27.30	0.80
Greenford	Sports hall (4 cts)	SUBSIDISED	49.00	50.50	1.50
Greenford	Sports hall (2cts)	SUBSIDISED	26.50	27.30	0.80
Greenford	Court Hire	SUBSIDISED	10.20	10.60	0.40
Greenford	Table tennis	SUBSIDISED	7.00	7.30	0.30
Greenford	Muga	SUBSIDISED	23.00	23.70	0.70
Greenford	Muga floodlights	SUBSIDISED	23.50	24.30	0.80
Greenford	Tennis court	SUBSIDISED	7.00	7.30	0.30
Greenford	Tennis court floodlights	SUBSIDISED	7.50	7.80	0.30
	Active Kids/ Teens & Schools Out Programmes:				
Greenford	Active Kids	SUBSIDISED	4.70	4.90	0.20
Greenford	Active Teens	SUBSIDISED	4.70	4.90	0.20
Greenford	10 Sessions	SUBSIDISED	37.00	38.20	1.20
Greenford	Sat Basketball	SUBSIDISED	6.50	6.70	0.20
Greenford	8-14 yr Hols Prog per session	SUBSIDISED	3.20	3.30	0.10
Greenford	8-14 yr Hols Prog per day	SUBSIDISED	10.00	10.30	0.30
Greenford	8-14yrs/ week	SUBSIDISED	48.00	49.50	1.50
Greenford	6-7 Holiday Programme per session	SUBSIDISED	3.20	3.30	0.10
Greenford	6-7 Holidays/ per day	SUBSIDISED	10.00	10.30	0.30
	Greenford Discounted Prices (with leisure pass)				
	Fitness Training:				
Greenford	Adult Gym Session	SUBSIDISED	2.20	2.30	0.10
Greenford	Adult Induction	SUBSIDISED	8.20	8.50	0.30
Greenford	Junior Gym session	SUBSIDISED	1.70	1.80	0.10
Greenford	Junior Induction	SUBSIDISED	5.00	5.20	0.20
Greenford	Adult gym monthly card	SUBSIDISED	17.50	18.10	0.60
Greenford	Junior gym monthly card	SUBSIDISED	15.00	15.50	0.50
Greenford	Adult Gym and fitness	SUBSIDISED	21.50	22.20	0.70
Greenford	Adult 10 4 8 classes	SUBSIDISED	20.00	20.60	0.60
	Centre Membership				
Greenford	Booking Card	SUBSIDISED	6.50	6.70	0.20
	Fitness classes				
Greenford	Adult Fitness Classes	SUBSIDISED	2.50	2.60	0.10
Greenford	Adult fitness monthly card	SUBSIDISED	17.50	18.10	0.60
Greenford	Adult 10 4 8 classes	SUBSIDISED	20.00	20.60	0.60
Greenford	Active Kids	SUBSIDISED	3.70	3.90	0.20
Greenford	Active Teens	SUBSIDISED	3.70	3.90	0.20
Greenford	10 Sessions	SUBSIDISED	32.00	33.00	1.00
Greenford	Saturday Basketball	SUBSIDISED	5.50	5.70	0.20
Greenford	8-14 yr Hols Prog per session	SUBSIDISED	2.70	2.80	0.10
Greenford	8-14 yr Hols Prog per day	SUBSIDISED	8.50	8.80	0.30
Greenford	8-14yrs/ week	SUBSIDISED	40.00	41.20	1.20

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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Greenford	6-7 Hols Prog per session	SUBSIDISED	2.70	2.80	0.10
Greenford	6-7 Hols/ per day	SUBSIDISED	8.50	8.80	0.30
	Perivale Park Standard Prices (excl. leisure pass discount)				
Perivale Park	Track adult - full	SUBSIDISED	2.70	2.80	0.10
Perivale Park	Junior	SUBSIDISED	1.30	1.40	0.10
Perivale Park	Adult track season ticket - full	SUBSIDISED	60.00	61.80	1.80
Perivale Park	Junior track season ticket	SUBSIDISED	30.00	30.90	0.90
Perivale Park	Gym adult - full	SUBSIDISED	4.75	4.90	0.15
Perivale Park	Gym junior	SUBSIDISED	2.15	2.30	0.15
Perivale Park	Adult gym induction - full	SUBSIDISED	12.50	12.90	0.40
Perivale Park	Junior gym induction	SUBSIDISED	6.00	6.20	0.20
Perivale Park	Adult Track & Gym Season Ticket - full	SUBSIDISED	115.00	118.50	3.50
Perivale Park	Junior Track & Gym Season Ticket	SUBSIDISED	58.00	59.80	1.80
	Non-vatable				
Perivale Park	Summer Star:track (5 day - 18hr)	SUBSIDISED	45.00	46.40	1.40
Perivale Park	Junior coached activities (1hr)	SUBSIDISED	2.05	2.20	0.15
Perivale Park	40+ session (2hr)	SUBSIDISED	4.10	4.30	0.20
Perivale Park	Adult coached activities (1 hr)	SUBSIDISED	2.05	2.20	0.15
	Perivale Discounted Prices (with leisure pass)				
Perivale Park	Track adult - full	SUBSIDISED	1.40	1.50	0.10
Perivale Park	Junior	SUBSIDISED	1.10	1.20	0.10
Perivale Park	Adult track season ticket - full	SUBSIDISED	31.00	32.00	1.00
Perivale Park	Junior track season ticket	SUBSIDISED	24.00	24.80	0.80
Perivale Park	Gym adult - full	SUBSIDISED	2.30	2.40	0.10
Perivale Park	Gym junior	SUBSIDISED	1.75	1.90	0.15
Perivale Park	Adult gym induction - full	SUBSIDISED	6.00	6.20	0.20
Perivale Park	Junior gym induction	SUBSIDISED	4.80	5.00	0.20
Perivale Park	Adult Track & Gym Season Ticket - full	SUBSIDISED	60.00	61.80	1.80
Perivale Park	Junior Track & Gym Season Ticket	SUBSIDISED	46.00	47.40	1.40
	Non-vatable				
Perivale Park	Summer Star:track (5 day - 18hr)	SUBSIDISED	35.00	36.10	1.10
Perivale Park	Junior coached activities (1hr)	SUBSIDISED	1.20	1.30	0.10
Perivale Park	40+ session (2hr)	SUBSIDISED	2.05	2.20	0.15
	Reynolds Standard Prices (excl. leisure pass discount)				
	Fitness Training				
Reynolds	GYM	SUBSIDISED	4.50	4.70	0.20
Reynolds	Induction	SUBSIDISED	16.00	16.50	0.50
Reynolds	Junior	SUBSIDISED	2.30	2.40	0.10
Reynolds	Junior Induction	SUBSIDISED	8.50	8.80	0.30
	Fitness Classes				
Reynolds	Aerobics	SUBSIDISED	5.00	5.20	0.20
Reynolds	Pilates	SUBSIDISED	5.60	5.80	0.20
	Room Hire :				

CHARGING POLICY	POLICY OBJECTIVE
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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Reynolds	Activity Room, Club room, studio	SUBSIDISED	26.50	27.30	0.80
Reynolds	Sports hall (4 cts)	SUBSIDISED	49.00	50.50	1.50
Reynolds	Sports hall (2cts)	SUBSIDISED	26.50	27.30	0.80
Reynolds	Ct Hire	SUBSIDISED	10.20	10.60	0.40
	Outdoor Courts				
Reynolds	Floodlit Area/hr	SUBSIDISED	22.00	22.70	0.70
Reynolds	Floodlit Area-lights on	SUBSIDISED	27.60	28.50	0.90
	Block Bookings				
Reynolds	Netball court	SUBSIDISED	19.30	19.90	0.60
Reynolds	Netball court-lights on	SUBSIDISED	24.90	25.70	0.80
Reynolds	Tennis court	SUBSIDISED	7.80	8.10	0.30
Reynolds	Tennis court-lights on	SUBSIDISED	8.80	9.10	0.30
	Birthday parties				
Reynolds	Up to 30 children	SUBSIDISED	160.00	164.80	4.80
Reynolds	30 - 40 children	SUBSIDISED	180.00	185.40	5.40
Reynolds	Up to 30 children + Tramps	SUBSIDISED	185.00	190.60	5.60
Reynolds	Table Tennis	SUBSIDISED	7.00	7.30	0.30
Reynolds	Monthly Gym Membership	SUBSIDISED	16.80	17.40	0.60
Reynolds	Monthly Full fitness membership (Gym and classes)	SUBSIDISED	23.00	23.70	0.70
	Reynolds Discounted Prices (with leisure pass)				
	Fitness Training				
Reynolds	GYM	SUBSIDISED	2.20	2.30	0.10
Reynolds	Induction	SUBSIDISED	8.20	8.50	0.30
Reynolds	Junior	SUBSIDISED	1.70	1.80	0.10
Reynolds	Junior Induction	SUBSIDISED	5.00	5.20	0.20
Reynolds	Aerobics	SUBSIDISED	2.50	2.60	0.10
Reynolds	Pilates	SUBSIDISED	2.80	2.90	0.10
	Southall Standard Prices (excl. leisure pass discount)				
	Fitness Training				
Southall	Adult Session Peak	SUBSIDISED	6.10	6.30	0.20
Southall	Adult Session Off Peak	SUBSIDISED	2.80	2.90	0.10
Southall	Adult Induction	SUBSIDISED	16.00	16.50	0.50
Southall	Junior Session	SUBSIDISED	2.95	3.10	0.15
Southall	Junior Induction	SUBSIDISED	5.25	5.50	0.25
	Centre Membership				
Southall	Adult DD	SUBSIDISED	41.00	42.30	1.30
Southall	Partner DD	SUBSIDISED	72.50	74.70	2.20
Southall	Adult DD	SUBSIDISED	30.50	31.50	1.00
Southall	Partner DD	SUBSIDISED	57.80	59.60	1.80
	Single Payment Memberships				
Southall	1- Day Guest	SUBSIDISED	11.00	11.40	0.40
Southall	Junior 1-Month	SUBSIDISED	26.50	27.30	0.80
Southall	Adult 1-Month	SUBSIDISED	55.00	56.70	1.70
Southall	3- Month	SUBSIDISED	136.00	140.10	4.10

CHARGING POLICY	POLICY OBJECTIVE
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SUBSIDISED	The Council contributes towards the cost of providing the service

ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Southall	12-Month	SUBSIDISED	410.00	422.30	12.30
Southall	Partner 12-Month	SUBSIDISED	725.00	746.80	21.80
	Membership Joining Fee				
Southall	Prepaid Monthly Single	SUBSIDISED	35.00	36.10	1.10
Southall	Prepaid Monthly Partner	SUBSIDISED	50.00	51.50	1.50
Southall	Sauna	SUBSIDISED	5.80	6.00	0.20
Southall	Gym, sauna & class	SUBSIDISED	8.40	8.70	0.30
	Fitness Classes				
Southall	Adult per session	SUBSIDISED	5.15	5.40	0.25
Southall	Adult 10 Session Card	SUBSIDISED	41.20	42.50	1.30
Southall	Junior per session	SUBSIDISED	2.95	3.10	0.15
Southall	Spinning Adult per session	SUBSIDISED	5.15	5.40	0.25
Southall	Pilates/Zumba/Yoga	SUBSIDISED	6.65	6.90	0.25
	Courses				
Southall	Adult 6-Week Course	SUBSIDISED	29.80	30.70	0.90
	Hall hire				
Southall	Activity Room, Club room, studio	SUBSIDISED	30.00	30.90	0.90
Southall	Sports hall (4 cts)	SUBSIDISED	49.00	50.50	1.50
Southall	Sports hall (2cts)	SUBSIDISED	26.50	27.30	0.80
Southall	Court Hire	SUBSIDISED	10.20	10.60	0.40
Southall	Table tennis	SUBSIDISED	7.00	7.30	0.30
	Active Kids/ Teens & Schools Out Programmes				
Southall	Active Kids	SUBSIDISED	3.10	3.20	0.10
Southall	Active Teens	SUBSIDISED	3.10	3.20	0.10
Southall	10 Sessions Card	SUBSIDISED	25.00	25.80	0.80
Southall	8-14 yr Hols Prog per session	SUBSIDISED	8.00	8.30	0.30
Southall	8-14 yr Hols Prog per day	SUBSIDISED	14.00	14.50	0.50
Southall	8-14yrs/ week	SUBSIDISED	60.00	61.80	1.80
Southall	6-7 Hols Prog per session	SUBSIDISED	8.00	8.30	0.30
Southall	6-7 Hols/ week	SUBSIDISED	30.00	30.90	0.90
	Southall Discounted Prices (with leisure pass)				
	Fitness Training				
Southall	Adult Session Peak	SUBSIDISED	3.30	3.40	0.10
Southall	Adult Session Off Peak	SUBSIDISED	2.20	2.30	0.10
Southall	Adult Induction	SUBSIDISED	8.20	8.50	0.30
Southall	Junior Session	SUBSIDISED	2.10	2.20	0.10
Southall	Junior Induction	SUBSIDISED	2.65	2.80	0.15
	Centre Membership				
Southall	Adult DD	SUBSIDISED	30.50	31.50	1.00
Southall	Partner DD	SUBSIDISED	51.50	53.10	1.60
Southall	Adult DD	SUBSIDISED	22.00	22.70	0.70
Southall	Partner DD	SUBSIDISED	41.00	42.30	1.30
	Single Payment Memberships				
Southall	1- Day Guest	SUBSIDISED	7.90	8.20	0.30
Southall	Junior 1-Month	SUBSIDISED	19.80	20.40	0.60

CHARGING POLICY	POLICY OBJECTIVE
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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Southall	Adult 1-Month	SUBSIDISED	38.60	39.80	1.20
Southall	3- Month	SUBSIDISED	102.00	105.10	3.10
Southall	12-Month	SUBSIDISED	305.00	314.20	9.20
Southall	Partner 12-Month	SUBSIDISED	515.00	530.50	15.50
	Membership Joining Fee				
Southall	Prepaid Monthly Single	SUBSIDISED	25.00	25.80	0.80
Southall	Sauna	SUBSIDISED	3.20	3.30	0.10
Southall	Gym, sauna & class	SUBSIDISED	6.30	6.50	0.20
	Fitness Classes				
Southall	Adult per session	SUBSIDISED	2.65	2.80	0.15
Southall	Adult 10 Session Card	SUBSIDISED	21.20	21.90	0.70
Southall	Junior per session	SUBSIDISED	2.00	2.10	0.10
Southall	Spinning Adult per session	SUBSIDISED	2.65	2.80	0.15
	Courses				
Southall	Adult 6-Week Course	SUBSIDISED	18.80	19.40	0.60
	Hall hire				
Southall	Active Kids	SUBSIDISED	2.20	2.30	0.10
Southall	Active Teens	SUBSIDISED	2.20	2.30	0.10
Southall	10 Sessions Card	SUBSIDISED	17.50	18.10	0.60
Southall	8-14 yr Hols Prog per session	SUBSIDISED	6.00	6.20	0.20
Southall	8-14 yr Hols Prog per day	SUBSIDISED	10.00	10.30	0.30
Southall	8-14yrs/ week	SUBSIDISED	40.00	41.20	1.20
Southall	6-7 Hols Prog per session	SUBSIDISED	6.00	6.20	0.20
Southall	6-7 Hols/ week	SUBSIDISED	20.00	20.60	0.60
	Twyford Standard Prices (excl. leisure pass discount)				
Twyford	Fitness Classes	SUBSIDISED	5.00	5.20	0.20
Twyford	Aerobics	SUBSIDISED	43.00	44.30	1.30
Twyford	10 sessions	SUBSIDISED	7.00	7.30	0.30
Twyford	Activity Room, Club room, studio	SUBSIDISED	26.50	27.30	0.80
Twyford	Sports hall (4 cts)	SUBSIDISED	49.00	50.50	1.50
Twyford	Sports hall (2cts)	SUBSIDISED	26.50	27.30	0.80
Twyford	Ct Hire	SUBSIDISED	10.20	10.60	0.40
	Junior courses				
Twyford	Drop in	SUBSIDISED	4.40	4.60	0.20
Twyford	Prebooked course (per session)	SUBSIDISED	3.80	4.00	0.20
Twyford	Floodlit Area/hr	SUBSIDISED	26.30	27.10	0.80
Twyford	Floodlit Area-lights on	SUBSIDISED	32.60	33.60	1.00
Twyford	Netball court	SUBSIDISED	18.40	19.00	0.60
Twyford	Netball court-lights on	SUBSIDISED	23.70	24.50	0.80
Twyford	Tennis court	SUBSIDISED	7.40	7.70	0.30
Twyford	Tennis court-lights on	SUBSIDISED	8.40	8.70	0.30
	Birthday parties				
Twyford	Up to 30 children	SUBSIDISED	160.00	164.80	4.80
Twyford	30 - 40 children	SUBSIDISED	180.00	185.40	5.40

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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Twyford	Up to 30 children + Tramps	SUBSIDISED	185.00	190.60	5.60
	Holiday Scheme				
Twyford	345 club per session	SUBSIDISED	9.00	9.30	0.30
Twyford	345 club per week	SUBSIDISED	38.90	40.10	1.20
Twyford	6-7 club per day	SUBSIDISED	10.00	10.30	0.30
Twyford	6-7 club per week	SUBSIDISED	39.90	41.10	1.20
Twyford	8-14 per day	SUBSIDISED	20.50	21.20	0.70
Twyford	8-14 per week	SUBSIDISED	86.00	88.60	2.60
Twyford	Table Tennis	SUBSIDISED	7.00	7.30	0.30
	Discounted Prices (with leisure pass)				
	Fitness Classes				
Twyford	Aerobics	SUBSIDISED	2.50	2.60	0.10
Twyford	Yoga 1.5hrs	SUBSIDISED	3.80	4.00	0.20
	Junior courses				
Twyford	Drop in	SUBSIDISED	3.20	3.30	0.10
Twyford	Prebooked course (per session)	SUBSIDISED	2.60	2.70	0.10
	Holiday Scheme				
Twyford	345 club per session	SUBSIDISED	7.20	7.50	0.30
Twyford	345 club per week	SUBSIDISED	30.50	31.50	1.00
Twyford	6-7 club per day	SUBSIDISED	7.60	7.90	0.30
Twyford	6-7 club per week	SUBSIDISED	31.50	32.50	1.00
Twyford	8-14 per day	SUBSIDISED	14.70	15.20	0.50
Twyford	8-14 per week	SUBSIDISED	65.10	67.10	2.00
	ACTIVE EALING				
Staying Active	Hanwell Methodist Church Hall	SUBSIDISED	3.20	3.30	0.10
Staying Active	Southall Sports Centre	SUBSIDISED	3.20	3.30	0.10
Staying Active	Christ Redeemer Church Hall	SUBSIDISED	3.20	3.30	0.10
Staying Active	Pitshanger Park	SUBSIDISED	3.20	3.30	0.10
Staying Active	Islip Manor Park	SUBSIDISED	3.20	3.30	0.10
Staying Active	Greenford Hall	SUBSIDISED	3.70	3.90	0.20
Staying Active	Acton Age Concern / Priory CC	SUBSIDISED	3.40	3.60	0.20
Staying Active	Drayton Manor School	SUBSIDISED	4.50	4.70	0.20
Staying Active	Perivale Community Centre	SUBSIDISED	3.70	3.90	0.20
Staying Active	Michael Simons Hall	SUBSIDISED	3.70	3.90	0.20
Staying Active	Greenford Community Centre	SUBSIDISED	4.80	5.00	0.20
Staying Active	Ealing Town Hall - Eden	SUBSIDISED	5.30	5.50	0.20
	Discounted Prices (with leisure pass)				
Staying Active	Hanwell Methodist Church Hall	SUBSIDISED	1.90	2.00	0.10
Staying Active	Southall Sports Centre	SUBSIDISED	1.90	2.00	0.10
Staying Active	Southall Sports Centre	SUBSIDISED	1.90	2.00	0.10
Staying Active	Southall Sports Centre	SUBSIDISED	1.90	2.00	0.10
Staying Active	Christ Redeemer Church Hall	SUBSIDISED	1.90	2.00	0.10
Staying Active	Pitshanger Park	SUBSIDISED	1.90	2.00	0.10
Staying Active	Islip Manor Park	SUBSIDISED	1.90	2.00	0.10

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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Staying Active	Greenford Hall	SUBSIDISED	2.00	2.10	0.10
Staying Active	Acton Age Concern / Priory CC	SUBSIDISED	1.80	1.90	0.10
Staying Active	Drayton Manor School	SUBSIDISED	3.50	3.70	0.20
Staying Active	Perivale Community Centre	SUBSIDISED	1.95	2.10	0.15
Staying Active	Michael Simons Hall	SUBSIDISED	2.30	2.40	0.10
Staying Active	Greenford Community Centre	SUBSIDISED	3.50	3.70	0.20
Staying Active	Ealing Town Hall - Eden	SUBSIDISED	3.90	4.10	0.20
	Dormers Wells Standard Prices (excl. leisure pass discount)				
	Swimming				
Dormers Wells	Adult Swim	SUBSIDISED	3.80	4.00	0.20
Dormers Wells	Junior Swim	SUBSIDISED	1.85	2.00	0.15
Dormers Wells	Family 1-2	SUBSIDISED	7.10	7.40	0.30
Dormers Wells	Family 2-4	SUBSIDISED	9.50	9.80	0.30
Dormers Wells	Parent & Babe Lessons (now Adult and Child)	SUBSIDISED	3.00	3.10	0.10
Dormers Wells	Adult Group Lessons	SUBSIDISED	6.30	6.50	0.20
Dormers Wells	Junior Group Lessons	SUBSIDISED	5.25	5.50	0.25
Dormers Wells	Tots Waterworld	SUBSIDISED	5.25	5.50	0.25
Dormers Wells	Adult 1-1	SUBSIDISED	20.00	20.60	0.60
Dormers Wells	Adult 1-2	SUBSIDISED	33.50	34.60	1.10
Dormers Wells	Junior 1-1	SUBSIDISED	19.00	19.60	0.60
Dormers Wells	Junior 1-2	SUBSIDISED	31.50	32.50	1.00
Dormers Wells	Junior 1-3	SUBSIDISED	42.00	43.30	1.30
Dormers Wells	Aerobics	SUBSIDISED	5.60	5.80	0.20
Dormers Wells	Yoga 90 mins	SUBSIDISED	6.90	7.20	0.30
Dormers Wells	Other exercise class (60 min)	SUBSIDISED	5.60	5.80	0.20
Dormers Wells	Casual session (no swim)	SUBSIDISED	6.60	6.80	0.20
Dormers Wells	Induction (standard 30 mins)	SUBSIDISED	14.00	14.50	0.50
Dormers Wells	Junior Induction	SUBSIDISED	4.00	4.20	0.20
Dormers Wells	Junior session	SUBSIDISED	3.40	3.60	0.20
Dormers Wells	Birthday Parties (Kool Crew)	SUBSIDISED	125.00	128.80	3.80
Dormers Wells	25 metre (small)	SUBSIDISED	42.00	43.30	1.30
Dormers Wells	25 metre/Small pool	SUBSIDISED	60.00	61.80	1.80
Dormers Wells	25 metre/Small pool	SUBSIDISED	75.00	77.30	2.30
Dormers Wells	Entire Studio	SUBSIDISED	29.00	29.90	0.90
Dormers Wells	Sports hall (3 cts) All sessions	SUBSIDISED	38.00	39.20	1.20
Dormers Wells	Ct Hire - peak	SUBSIDISED	10.00	10.30	0.30
Dormers Wells	Ct Hire - off peak	SUBSIDISED	10.00	10.30	0.30
Dormers Wells	Junior courses - drop in - Gym School	SUBSIDISED	3.90	4.10	0.20
Dormers Wells	GLL Football Club	SUBSIDISED	3.90	4.10	0.20
Dormers Wells	Floodlit Area/hr - 7v7 aside (11 - Swift)	SUBSIDISED	26.50	27.30	0.80
Dormers Wells	Floodlit Area - 5v5 aside (7 - Swift)	SUBSIDISED	24.60	25.40	0.80
Dormers Wells	Netball court (MUGA - Swift)	SUBSIDISED	14.00	14.50	0.50
Dormers Wells	Netball court-lights on	SUBSIDISED	14.00	14.50	0.50
Dormers Wells	Table Tennis	SUBSIDISED	7.20	7.50	0.30

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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Dormers Wells	Holiday Scheme - per session	SUBSIDISED	5.80	6.00	0.20
Dormers Wells	1 day	SUBSIDISED	9.00	9.30	0.30
Dormers Wells	5 days - per week	SUBSIDISED	42.00	43.30	1.30
Dormers Wells	4 day week - (1 days price x no. of days)	SUBSIDISED	34.00	35.10	1.10
Dormers Wells	Spectators	SUBSIDISED	0.20	0.30	0.10
	Dormers Wells Discounted Prices (with leisure pass)				
Dormers Wells	Adult Swim	SUBSIDISED	1.85	2.00	0.15
Dormers Wells	Junior Swim	SUBSIDISED	1.05	1.10	0.05
Dormers Wells	Family 1-2	SUBSIDISED	5.85	6.10	0.25
Dormers Wells	Family 2-4	SUBSIDISED	6.30	6.50	0.20
Dormers Wells	Parent & Babe Lessons (now Adult and Child)	SUBSIDISED	2.00	2.10	0.10
Dormers Wells	Adult Group Lessons	SUBSIDISED	4.10	4.30	0.20
Dormers Wells	Junior Group Lessons	SUBSIDISED	3.25	3.40	0.15
Dormers Wells	Tots Waterworld	SUBSIDISED	3.20	3.30	0.10
Dormers Wells	Aerobics	SUBSIDISED	2.75	2.90	0.15
Dormers Wells	Yoga 90 mins	SUBSIDISED	4.20	4.40	0.20
Dormers Wells	Other exercise class (60 min)	SUBSIDISED	2.75	2.90	0.15
Dormers Wells	Casual session (no swim)	SUBSIDISED	3.50	3.70	0.20
Dormers Wells	Induction (standard 30 mins)	SUBSIDISED	6.30	6.50	0.20
Dormers Wells	Junior Induction	SUBSIDISED	2.50	2.60	0.10
Dormers Wells	Junior session	SUBSIDISED	2.50	2.60	0.10
Dormers Wells	25 metre/Small pool	SUBSIDISED	7.50	7.80	0.30
Dormers Wells	Junior courses - drop in - Gym School	SUBSIDISED	2.90	3.00	0.10
Dormers Wells	GLL Football Club	SUBSIDISED	2.90	3.00	0.10
Dormers Wells	Holiday Scheme - per session	SUBSIDISED	3.50	3.70	0.20
Dormers Wells	Holiday Scheme Per Day	SUBSIDISED	6.80	7.10	0.30
Dormers Wells	Holiday Scheme (5 days - per week)	SUBSIDISED	32.50	33.50	1.00
Dormers Wells	Holiday Scheme - 4 day week - (1 days price x no. of days)	SUBSIDISED	26.00	26.80	0.80
	Gurnell Standard Prices (excl. leisure pass discount)				
	Swimming				
Gurnell	Adult Swim	SUBSIDISED	3.80	4.00	0.20
Gurnell	Junior Swim	SUBSIDISED	1.85	2.00	0.15
Gurnell	Family 1-2	SUBSIDISED	7.10	7.40	0.30
Gurnell	Family 2-4	SUBSIDISED	12.80	13.20	0.40
Gurnell	Parent & Babe Lessons (now Adult and Child)	SUBSIDISED	3.00	3.10	0.10
Gurnell	Adult Group Lessons	SUBSIDISED	6.30	6.50	0.20
Gurnell	Junior Group Lessons	SUBSIDISED	5.25	5.50	0.25
Gurnell	Tots Waterworld	SUBSIDISED	5.25	5.50	0.25
Gurnell	Adult 1-1	SUBSIDISED	20.00	20.60	0.60
Gurnell	Adult 1-2	SUBSIDISED	33.50	34.60	1.10
Gurnell	Junior 1-1	SUBSIDISED	19.00	19.60	0.60
Gurnell	Junior 1-2	SUBSIDISED	31.50	32.50	1.00
Gurnell	Junior 1-3	SUBSIDISED	42.00	43.30	1.30
Gurnell	50+ Club	SUBSIDISED	4.90	5.10	0.20

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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
	Aerobics				
Gurnell	Body Pump - now Power Pump	SUBSIDISED	6.10	6.30	0.20
Gurnell	Yoga 60 mins	SUBSIDISED	6.40	6.60	0.20
Gurnell	Yoga 90 mins	SUBSIDISED	7.30	7.60	0.30
Gurnell	Pilates	SUBSIDISED	6.40	6.60	0.20
Gurnell	Kick Boxing / GLC have KICK AEROBICS	SUBSIDISED	6.40	6.60	0.20
Gurnell	Spinning	SUBSIDISED	6.15	6.40	0.25
Gurnell	Tai Chi	SUBSIDISED	6.40	6.60	0.20
Gurnell	Aquatone / WATER WORKOUT	SUBSIDISED	5.70	5.90	0.20
Gurnell	Tea Dance GLC only	SUBSIDISED	4.20	4.40	0.20
Gurnell	Other exercise class (60 min)	SUBSIDISED	6.15	6.40	0.25
Gurnell	Other exercise class (90 min)	SUBSIDISED	7.30	7.60	0.30
	GYM				
Gurnell	Casual session (no swim)	SUBSIDISED	6.60	6.80	0.20
Gurnell	Induction (standard 30 mins)	SUBSIDISED	14.00	14.50	0.50
Gurnell	Junior Induction	SUBSIDISED	5.50	5.70	0.20
Gurnell	Junior session	SUBSIDISED	3.40	3.60	0.20
	Health Suite GLC & ASB only				
Gurnell	Sauna Steam (Peak) (With Swim)	SUBSIDISED	5.70	5.90	0.20
Gurnell	Sauna Steam 60+ (Peak / Off peak)	SUBSIDISED	2.10	2.20	0.10
Gurnell	Sauna Steam (off Peak) (With Swim)	SUBSIDISED	4.70	4.90	0.20
	Other				
Gurnell	Birthday Parties (pool) (ASB - P&C)	SUBSIDISED	150.00	154.50	4.50
Gurnell	50 metre (large)	SUBSIDISED	140.00	144.20	4.20
Gurnell	25 metre (small)	SUBSIDISED	75.00	77.30	2.30
Gurnell	Rec Pool (teach)	SUBSIDISED	60.00	61.80	1.80
	Galas/Events for clubs				
Gurnell	50 metre/Large pool	SUBSIDISED	160.00	164.80	4.80
Gurnell	25 metre/Small pool	SUBSIDISED	120.00	123.60	3.60
Gurnell	Rec Pool	SUBSIDISED	62.50	64.40	1.90
	Galas/Events for Non Clubs				
Gurnell	50 metre/Large pool	SUBSIDISED	180.00	185.40	5.40
Gurnell	25 metre/Small pool	SUBSIDISED	140.00	144.20	4.20
Gurnell	Rec Pool	SUBSIDISED	95.00	97.90	2.90
	Studio Hire Regular Use				
Gurnell	Entire Studio	SUBSIDISED	38.00	39.20	1.20
Gurnell	Meeting Room	SUBSIDISED	42.00	43.30	1.30
	Pitch Hire Regular Bookings				
Gurnell	1pitch	SUBSIDISED	65.00	67.00	2.00
	Pitch Hire One off booking				
Gurnell	1 Pitch	SUBSIDISED	67.00	69.10	2.10
	Sports Hall				
Gurnell	GLL Football Club	SUBSIDISED	3.90	4.10	0.20
Gurnell	Wellness Joining Fee	SUBSIDISED	38.00	39.20	1.20
Gurnell	Club & Conc Joining Fee	SUBSIDISED	26.00	26.80	0.80

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ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Gurnell	Juniour Joining Fee	SUBSIDISED	11.00	11.40	0.40
Gurnell	Partner Joining Fee	SUBSIDISED	47.00	48.50	1.50
Gurnell	Prepaid mthly	SUBSIDISED	43.75	45.10	1.35
Gurnell	Prepaid Club	SUBSIDISED	31.50	32.50	1.00
Gurnell	Prepaid Junior	SUBSIDISED	13.30	13.70	0.40
Gurnell	Prepaid Partner	SUBSIDISED	75.00	77.30	2.30
Gurnell	Prepaid Conc Junior	SUBSIDISED	11.00	11.40	0.40
Gurnell	Wellness Annual	SUBSIDISED	437.50	450.70	13.20
Gurnell	Junior Annual	SUBSIDISED	133.00	137.00	4.00
Gurnell	Club & Conc Annual	SUBSIDISED	315.00	324.50	9.50
Gurnell	Partner Annual	SUBSIDISED	750.00	772.50	22.50
	Gurnell Discounted Prices (with leisure pass)				
Gurnell	Adult Swim	SUBSIDISED	1.85	2.00	0.15
Gurnell	Junior Swim	SUBSIDISED	1.05	1.10	0.05
Gurnell	Family 1-2	SUBSIDISED	5.85	6.10	0.25
Gurnell	Family 2-4	SUBSIDISED	6.30	6.50	0.20
Gurnell	Parent & Babe Lessons (now Adult and Child)	SUBSIDISED	2.00	2.10	0.10
Gurnell	Adult Group Lessons	SUBSIDISED	4.10	4.30	0.20
Gurnell	Junior Group Lessons	SUBSIDISED	3.25	3.40	0.15
Gurnell	Tots Waterworld	SUBSIDISED	3.20	3.30	0.10
Gurnell	Body Pump - now Power Pump	SUBSIDISED	3.80	4.00	0.20
Gurnell	Yoga 60 mins	SUBSIDISED	3.80	4.00	0.20
Gurnell	Yoga 90 mins	SUBSIDISED	4.40	4.60	0.20
Gurnell	Pilates	SUBSIDISED	4.40	4.60	0.20
Gurnell	Kick Boxing / GLC have KICK AEROBICS	SUBSIDISED	4.40	4.60	0.20
Gurnell	Spinning	SUBSIDISED	3.80	4.00	0.20
Gurnell	Tai Chi	SUBSIDISED	4.40	4.60	0.20
Gurnell	Aquatone / WATER WORKOUT	SUBSIDISED	3.80	4.00	0.20
Gurnell	Other exercise class (60 min)	SUBSIDISED	3.80	4.00	0.20
Gurnell	Other exercise class (90 min)	SUBSIDISED	4.50	4.70	0.20
Gurnell	Casual session (no swim)	SUBSIDISED	3.50	3.70	0.20
Gurnell	Induction (standard 30 mins)	SUBSIDISED	6.30	6.50	0.20
Gurnell	Junior Induction	SUBSIDISED	3.70	3.90	0.20
Gurnell	Junior session	SUBSIDISED	2.50	2.60	0.10
Gurnell	Sauna Steam (Peak) (With Swim)	SUBSIDISED	4.30	4.50	0.20
Gurnell	Sauna Steam 60+ (Peak / Off peak)	SUBSIDISED	3.15	3.30	0.15
Gurnell	Sauna Steam (off Peak) (With Swim)	SUBSIDISED	3.25	3.40	0.15
Gurnell	50 metre (large)	SUBSIDISED	25.50	26.30	0.80
Gurnell	25 metre (small)	SUBSIDISED	14.00	14.50	0.50
Gurnell	Rec Pool (teach)	SUBSIDISED	14.00	14.50	0.50
	Swift Road Standard Prices (excl. leisure pass discount)				
Swift Road	Birthday Parties (pool) (ASB - P&C)	SUBSIDISED	90.00	92.70	2.70
Swift Road	Entire Studio	SUBSIDISED	23.00	23.70	0.70
Swift Road	Junior courses - drop in - Gym School	SUBSIDISED	2.90	3.00	0.10

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

ENVIRONMENT & LEISURE - LEISURE AND PARKS					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
	MUGA				
Swift Road	Floodlit Area/hr - 7v7 aside (11 - Swift)	SUBSIDISED	70.00	72.10	2.10
Swift Road	Floodlit Area - 5v5 aside (7 - Swift)	SUBSIDISED	50.00	51.50	1.50
Swift Road	Netball court (MUGA - Swift)	SUBSIDISED	37.00	38.20	1.20
Swift Road	Netball court-lights on	SUBSIDISED			0.00
Swift Road	Tennis court	SUBSIDISED	9.00	9.30	0.30
Swift Road	Table Tennis	SUBSIDISED	7.20	7.50	0.30
	Swift Road Discounted Prices (with leisure pass discount)				
Swift Road	Entire Studio	SUBSIDISED	18.00	18.60	0.60
	MUGA				
Swift Road	Floodlit Area/hr - 7v7 aside (11 - Swift)	SUBSIDISED	23.00	23.70	0.70
Swift Road	Floodlit Area - 5v5 aside (7 - Swift)	SUBSIDISED	17.50	18.10	0.60
Swift Road	Netball court (MUGA - Swift)	SUBSIDISED	12.80	13.20	0.40
Swift Road	Tennis court	SUBSIDISED	5.25	5.50	0.25
Swift Road	Table Tennis	SUBSIDISED	4.10	4.30	0.20
Sports Pitches	Sports Pitches A Football - single	SUBSIDISED	76.00	78.60	2.60
Sports Pitches	Sports Pitches A Football - seasonal	SUBSIDISED	51.00	52.40	1.40
Sports Pitches	Sports Pitches B Football - single	SUBSIDISED	50.00	51.60	1.60
Sports Pitches	Sports Pitches B Football - seasonal	SUBSIDISED	34.00	34.40	0.40
Sports Pitches	Sports Pitches A Cricket - single	SUBSIDISED	96.00	99.00	3.00
Sports Pitches	Sports Pitches A Cricket - seasonal	SUBSIDISED	76.00	78.40	2.40
Sports Pitches	Sports Pitches B Cricket - single	SUBSIDISED	75.00	77.40	2.40
Sports Pitches	Sports Pitches B Cricket - seasonal	SUBSIDISED	60.00	61.30	1.30
Sports Pitches	Allotments	SUBSIDISED	13.69	15.00	1.31
	FESTIVAL AND EVENTS				
Festival & Events	Comedy	SUBSIDISED	18.50	18.50	0.00
Festival & Events	Jazz Wednesday & Thursday	SUBSIDISED	4.00	4.00	0.00
Festival & Events	Jazz/ Blues/Global Weekends & Friday	SUBSIDISED	5.00	5.00	0.00
Festival & Events	Jazz/ Blues/Global 7 day Pass	SUBSIDISED	16.00	16.00	0.00
Festival & Events	Mela	SUBSIDISED	0.00	0.00	0.00
Festival & Events	Opera- Platinum	SUBSIDISED	26.00	26.00	0.00
Festival & Events	Opera - Premium	SUBSIDISED	21.00	21.00	0.00
Festival & Events	Opera - Standard	SUBSIDISED	16.00	16.00	0.00
Festival & Events	Opera - Stalls	SUBSIDISED	11.00	11.00	0.00
Festival & Events	Greenford Carnival	SUBSIDISED	2.00	2.00	0.00
Festival & Events	Acton Carnival	SUBSIDISED	2.00	2.00	0.00
Festival & Events	Family carnival tickets	SUBSIDISED	5.00	5.00	0.00

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

ENVIRONMENT & LEISURE - STREET SERVICES AND HIGHWAYS

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Notes	Increase
			£	£		£
Highways	Section 50 licence - utility cos	STATUTORY	400	400	NRSWA Act s.50 Licence allows non-utilities to excavate highway. Deposit refundable after 2 years. Penalties chargeable.	0.00
Highways	Section 184 licence - non-utility	SUBSIDISED	390	390	Highways Act s.184 Licence allows third parties to construct a temporary industrial crossover. Deposit refundable after 6 months. No penalties chargeable	0.00
Highways	Section 74 overstay income	STATUTORY	100-2,500	100-2,500	NRSWA Act s.74 overstay penalties - utilities co.s	
Highways	Inspections - sample	STATUTORY	50	50	NRSWA Inspections of reinstatements/compliance	0.00
Highways	Inspections - detailed	STATUTORY	47.50	47.50	NRSWA Inspections of reinstatements/compliance	0.00
Highways	Inspections - third party	STATUTORY	68	68	NRSWA Inspections of reinstatements/compliance	0.00
Highways	Fixed Penalty Notices - incorrect permit details	STATUTORY	80-120 per day	80-120 per day	NRSWA - utilities' only; no provision for debt recovery	
Highways	Fixed Penalty Notices - working with out a permit	STATUTORY	80-120 per day	80-120 per day	Traffic Management Act 2004 utilities' only; no provision for debt recovery	
Highways	Temp Traffic Orders - charity, street party	SUBSIDISED	264	264	Road Traffic Act - paid by chq	0.00
Highways	Temp Traffic Orders - film co, emergency, Parks	SUBSIDISED	528	528	Road Traffic Act - paid by chq	0.00
Highways	Temp Traffic Orders - private co.s	SUBSIDISED	1.059	1.059	Road Traffic Act - paid by chq	0.00
Highways	Network Permit Income	STATUTORY	45-240	45-240	Traffic Management Act 2004- scheme started Jan '10	
DEPOTS						
Depots	Mixed Trade Waste per ton	COST RECOVERY	170.00	170.00		0.00
Depots	Recyclable Trade Waste per ton	COST RECOVERY	45.00	45.00		0.00
Depots	Mixed Trade Waste per ton	COST RECOVERY	170.00	170.00		0.00
Depots	Recyclable Trade Waste per ton	COST RECOVERY	45.00	45.00		0.00
COMMERCIAL CHARGES						
Street Services	Pre-paid Sacks - roll of 20	COST RECOVERY	33.97	35.67		1.70
Street Services	Stickers for Cardboard - pack of 20	COST RECOVERY	33.97	35.67		1.70
Street Services	Cardboard Recycling Stickers - pack of 20	COST RECOVERY	13.57	14.25		0.68
Street Services	1100 Litre Container Bin	COST RECOVERY	17.71	18.6		0.89
Street Services	660 Litre Container Bin	COST RECOVERY	12.62	13.25		0.63
Street Services	Special Collection 1-3 mtrs	COST RECOVERY	43	43		0.00
Street Services	Special Collection 3-6 mtrs	COST RECOVERY	76	76		0.00

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

ENVIRONMENT & LEISURE - STREET SERVICES AND HIGHWAYS

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Notes	Increase
			£	£		£
Street Services	Special Collection 6-10 mtrs	COST RECOVERY	109	109		0.00
Street Services	Special Collection over 10 mtrs (per mtr)	COST RECOVERY	20	20		0.00
Street Services	Special Collection - Domestic 1-8 items	COST RECOVERY	20	20		0.00
Street Services	Additional Collection of Commercial Bin - 1100 litre	COST RECOVERY	20	20		0.00
Street Services	Additional Collection of Commercial Bin - 660 litre	COST RECOVERY	15	15		0.00
Street Services	Communal Bin - 1100 litre	COST RECOVERY	306.7	306.7		0.00
Street Services	Communal Bin - 660 litre	COST RECOVERY	297.5	297.5		0.00
Street Services	Communal Bin - Plaza Grande	COST RECOVERY	297.5	297.5		0.00
Street Services	Communal Bin - Plaza Flair	COST RECOVERY	268.24	268.24		0.00
Street Services	Street Trading - Front of Shop - Full Display	COST RECOVERY	26	26		0.00
Street Services	Street Trading - Front of Shop - Part Display	COST RECOVERY	12.5	12.5		0.00
Street Services	Street. Trading Designated Site - 1-2 Days per Week	COST RECOVERY	40	40		0.00
Street Services	Street Trading Designated Site - 3-4 Days per Week	COST RECOVERY	52	52		0.00
Street Services	Street. Trading Designated Site - 5-7 Days per Week	COST RECOVERY	77	77		0.00
Street Services	Street. Trading Application fee	COST RECOVERY	42.5	42.5		
Street Services	Mixed Trade Waste per ton	STATUTORY	155	155		0.00
Street Services	Recyclable Trade Waste per ton	STATUTORY	78	78		0.00
	FIXED PENALTY NOTICES					
Street Services	Depositing Litter	STATUTORY	80	80		0.00
Street Services	Graffiti & Flyposting	STATUTORY	80	80		0.00
Street Services	Failure to Comply with a Street Litter Control notice & Failure to Comply with a Litter Clearing Notice	STATUTORY	110	110		0.00
Street Services	Nuisance Parking	STATUTORY	100	100		0.00
Street Services	Failure to Comply with a Waste Receptacle Notice	STATUTORY	110	110		0.00
Street Services	Abandoning a Vehicle	STATUTORY	200	200		0.00

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ENVIRONMENT & LEISURE - STREET SERVICES AND HIGHWAYS

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Notes	Increase
			£	£		£
Street Services	Failure to Furnish Documentation (waste carrier's licence)	STATUTORY	300	300		0.00
Street Services	Failure to Produce Authority (waste transfer notes)	STATUTORY	300	300		0.00
Street Services	Displaying an Advertising in Contravention of Regulations	STATUTORY	100	100		0.00
Street Services	Contravention of Condition of Street Trading Licence or Temporary Licence	STATUTORY	100	100		0.00
Street Services	Making False Statement in Connection with Application for a Street Trading Licence or a Temporary Licence	STATUTORY	125	125		0.00
Street Services	Resisting or Obstructing Authorised Officer	STATUTORY	250	250		0.00
Street Services	Failure to Produce Street Trading Licence on Demand	STATUTORY	100	100		0.00
Street Services	Unlicensed Street Trading	STATUTORY	150	150		0.00
Street Services	Dogs Fouling on Land	STATUTORY	50	50		0.00
Street Services	Painting or otherwise inscribing or affixing picture etc. upon the surface of a highway or upon a tree, structure or works on or in a highway	STATUTORY	100	100		0.00
Street Services	Wilful obstruction of highway	STATUTORY	100	100		0.00
Street Services	Erecting a building, fence or hedge on highway	STATUTORY	100	100		0.00
Street Services	Depositing builder's skip on highway without permission	STATUTORY	100	100		0.00
Street Services	Failure to secure lighting or other marking of builder's skip	STATUTORY	100	100		0.00
Street Services	Failure to secure marking of builder's skip with name and address	STATUTORY	100	100		0.00
Street Services	Failure to secure removal of builder's skip	STATUTORY	100	100		0.00
Street Services	Failure to comply with conditions of permission	STATUTORY	100	100		0.00
Street Services	Failure to remove or reposition builder's skip	STATUTORY	100	100		0.00
Street Services	Failure to comply with notice requiring removal of tree or shrub	STATUTORY	100	100		0.00
Street Services	Using of stall etc. for road side sales in certain circumstances	STATUTORY	100	100		0.00
Street Services	Depositing material etc. on a made-up carriageway	STATUTORY	100	100		0.00
Street Services	Depositing material etc. within 15 feet from centre of made-up carriageway	STATUTORY	100	100		0.00
Street Services	Depositing anything on highway to the interruption of user	STATUTORY	100	100		0.00
Street Services	Pitching of booths, stalls or stands or encamping on highway	STATUTORY	100	100		0.00
Street Services	Failure to comply with notice requiring works to prevent soil or refuse escaping onto street or into sewer	STATUTORY	100	100		0.00
Street Services	Failure to comply with notice requiring removal of projection from buildings	STATUTORY	100	100		0.00

CHARGING POLICY	POLICY OBJECTIVE
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STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

ENVIRONMENT & LEISURE - STREET SERVICES AND HIGHWAYS

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Notes	Increase
			£	£		£
Street Services	Failure to comply with notice requiring alteration of door, gate or bar opening outwards onto street	STATUTORY	100	100		0.00
Street Services	Keeping of animals straying or lying on side of highway	STATUTORY	100	100		0.00
Street Services	Depositing things on highway which cause injury or danger	STATUTORY	100	100		0.00
Street Services	Erecting scaffolding or other structure without licence or failing to comply with terms of licence or perform duty under subsection (4)	STATUTORY	100	100		0.00
	DOMESTIC CHARGES					0.00
Street Services	Skip Licence Fee-phone	STATUTORY	40	40		0.00
Street Services	Skip Licence Fee-on-line	STATUTORY	30	30		0.00
Street Services	Skip Licence Fee-additional fee for CPZ zone	STATUTORY	10	10		0.00
	GARDEN WASTE					
Street Services	240 litre green wheeled bin	COST RECOVERY	40	40		0.00
Street Services	3 x 90 litre reusable green sacks	COST RECOVERY	40	40		0.00
Street Services	Roll of 50 biodegradable sacks	COST RECOVERY	40	40		0.00
Street Services	Roll of 25 biodegradable sacks	COST RECOVERY	20	20		0.00
Street Services	Concessionary discount on wheeled bin, reusable sacks and 50 biodegradable sacks	COST RECOVERY	30	30		0.00

CHARGING POLICY	POLICY OBJECTIVE
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SUBSIDISED	The Council contributes towards the cost of providing the service

COMMUNITY CENTRES					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Community Centres	Hanwell Community Centre Rent (Rental income set out in terms of Community Centre lease.)	SUBSIDISED	7,000.00	7,000.00	0.00
Community Centres	Perivale Community Centre Rent (Rental income set out in terms of Community Centre lease.)	SUBSIDISED	4,000.00	4,000.00	0.00
Community Centres - Priory	Main Hall - Private, Mon - Fri	SUBSIDISED	88.00	CLOSED	
Community Centres - Priory	Main Hall - Private, Sat	SUBSIDISED	127.00	CLOSED	
Community Centres - Priory	Main Hall - Private, Sun	SUBSIDISED	152.00	CLOSED	
Community Centres - Priory	Main Hall - Community Mon - Fri	SUBSIDISED	43.00	CLOSED	
Community Centres - Priory	Main Hall - Community Sat	SUBSIDISED	87.00	CLOSED	
Community Centres - Priory	Main Hall - Community Sun	SUBSIDISED	96.00	CLOSED	
Community Centres - Priory	Main Hall - Member Mon - Fri	SUBSIDISED	18.00	CLOSED	
Community Centres - Priory	Main Hall - Member Sat	SUBSIDISED	61.00	CLOSED	
Community Centres - Priory	Main Hall - Member Sun	SUBSIDISED	67.00	CLOSED	
Community Centres - Priory	Additional Rooms Private (Rooms include: dance studio, exhibition room, drama studio, youth area, cafeteria and multi-purpose rooms.)	SUBSIDISED	27.00	CLOSED	
Community Centres - Priory	Additional Rooms Community (Rooms include: dance studio, exhibition room, drama studio, youth area, cafeteria and multi-purpose rooms.)	SUBSIDISED	16.00	CLOSED	
Community Centres - Priory	Additional Rooms Member (Rooms include: dance studio, exhibition room, drama studio, youth area, cafeteria and multi-purpose rooms.)	SUBSIDISED	8.00	CLOSED	
Community Centres - Dominion	Main Hall	Variable - Rates vary according to purpose/type of clients/room capacity etc			
Community Centres - Dominion	Room 2	Variable - Rates vary according to purpose/type of clients/room capacity etc			

Notes:

The Dominion is the only Community Centre directly operated by the Council. Charges at the other Community Centre's are under the discretion of the Associations who operate them.

All room hire charges are hourly rates.

Community Groups are voluntary and non for profit groups not affiliated with the Community Centre.

Member groups are voluntary non for profit groups residing within LBE who participate to the weekly programme.

Private hire charges are applied to all non community and member groups or individuals.

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COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

CUSTOMER SERVICES					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2012	Increase
			£	£	£
Registrars	Approval for worship	STATUTORY	£28.00	£28.00	0.00
Registrars	Attendance Registered Building	STATUTORY	£80.00	£80.00	0.00
Registrars	Birth/Death Certificate Fees (Superintendent Archived)	STATUTORY	£9.00	£10.00	1.00
Registrars	Birth/Death Certificate Fees (Registrar Archived)	STATUTORY	£7.00	£7.00	0.00
Registrars	Birth/Death Certificate Fees (Registrar Current)	STATUTORY	£3.50	£4.00	0.50
Registrars	Citizenship Group	STATUTORY	£80.00	£80.00	0.00
Registrars	General Search Fee	STATUTORY	£18.00	£18.00	0.00
Registrars	Notice of Marriage / CP	STATUTORY	£33.50	£35.00	1.50
Registrars	Approval for Civil Ceremony	COST RECOVERY	£750.00	£750.00	0.00
Registrars	Approved Wedding Fees Ealing Town Hall (Mon-Thur)	COST RECOVERY	£200.00	£200.00	0.00
Registrars	Approved Wedding Fees Ealing Town Hall (Fri)	COST RECOVERY	£250.00	£250.00	0.00
Registrars	Approved Wedding Fees Ealing Town Hall (Sat)	COST RECOVERY	£250.00	£250.00	0.00
Registrars	Approved Wedding Fees Ealing Town Hall (Sun)	COST RECOVERY	£350.00	£350.00	0.00
Registrars	Approved Wedding Fees (Mon-Thur)	COST RECOVERY	£300.00	£300.00	0.00
Registrars	Approved Wedding Fees (Fri)	COST RECOVERY	£350.00	£350.00	0.00
Registrars	Approved Wedding Fees (Sat)	COST RECOVERY	£350.00	£350.00	0.00
Registrars	Approved Wedding Fees (Sun)	COST RECOVERY	£450.00	£450.00	0.00
Registrars	Naming Ceremonies (Mon-Thur)	COST RECOVERY	£78.50	£120.00	41.50
Registrars	Naming Ceremonies (Fri)	COST RECOVERY	£125.00	£150.00	25.00
Registrars	Naming Ceremonies (Sat)	COST RECOVERY	£200.00	£200.00	0.00
Registrars	Naming Ceremonies (Sun)	COST RECOVERY	£250.00	£300.00	50.00
Registrars	NCS (child)	COST RECOVERY	£30.00	£30.00	0.00
Registrars	NCS (couple)	COST RECOVERY	£75.00	£100.00	25.00
Registrars	NCS (single)	COST RECOVERY	£45.00	£50.00	5.00
Registrars	SCS (Single) (New Service in 2013/14)	COST RECOVERY	£0.00	£90.00	90.00
Registrars	SCS (Child) (New Service in 2013/14)	COST RECOVERY	£0.00	£30.00	30.00
Registrars	Priority Cert	COST RECOVERY	£10.00	£15.00	5.00
Registrars	Private Citizenship Ceremony	COST RECOVERY	£100.00	£100.00	0.00
Registrars	Private Citizenship Ceremony Saturday	COST RECOVERY	£125.00	£125.00	0.00
Registrars	Renewal of vows (Mon-Thur)	COST RECOVERY	£75.00	£120.00	45.00
Registrars	Renewal of vows (Fri)	COST RECOVERY	£125.00	£150.00	25.00
Registrars	Renewal of vows (Sat)	COST RECOVERY	£200.00	£200.00	0.00
Registrars	Renewal of vows (Sun)	COST RECOVERY	£250.00	£250.00	0.00

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COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

CUSTOMER SERVICES					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2012	Increase
			£	£	£
Registrars	Sat / Priority NCS Fee (child)	COST RECOVERY	£30.00	£30.00	0.00
Registrars	Sat / Priority NCS Fee (couple)	COST RECOVERY	£80.00	£120.00	40.00
Registrars	Sat / Priority NCS Fee (single)	COST RECOVERY	£60.00	£60.00	0.00
Registrars	Wedding /CP Fees (Mon-Thur)	COST RECOVERY	£75.00	£120.00	45.00
Registrars	Wedding /CP Fees (Fri)	COST RECOVERY	£125.00	£150.00	25.00
Registrars	Wedding /CP Fees (Sat)	COST RECOVERY	£200.00	£200.00	0.00
Registrars	Wedding /CP Fees (Sun)	COST RECOVERY	£300.00	£300.00	0.00
Registrars	Wedding /CP Fees (Housebound)	COST RECOVERY	£165.00	£165.00	0.00
Libraries	Reservations	SUBSIDISED	£0.80	£0.80	0.00
Libraries	Reservations Conc	SUBSIDISED	£0.40	£0.40	0.00
Libraries	Items not in stock in Ealing or Consortium	SUBSIDISED	£2.50	£2.50	0.00
Libraries	Reservations British Library	SUBSIDISED	£10.00	£10.00	0.00
Libraries	Periodical articles	SUBSIDISED	£6.85	£6.85	0.00
Libraries	DVD hire week loan	SUBSIDISED	£2.50	£2.50	0.00
Libraries	DVD hire week loan	SUBSIDISED	£1.50	£1.50	0.00
Libraries	CD Hire single 2 week loan	SUBSIDISED	£1.00	£1.00	0.00
Libraries	CD Hire Double 2 week loan	SUBSIDISED	£2.00	£2.00	0.00
Libraries	CD Multiple set 2 week loan	SUBSIDISED	£2.00	£2.00	0.00
Libraries	Adult talking books 1/2	SUBSIDISED	£1.00	£1.00	0.00
Libraries	Adult talking books 3plus	SUBSIDISED	£1.50	£1.50	0.00
Libraries	Foreign language 1/2 CD's	SUBSIDISED	£1.00	£1.00	0.00
Libraries	Foreign language CDs 3plus	SUBSIDISED	£2.50	£2.50	0.00
Libraries	Overdue charges books/CDs	COST RECOVERY	£0.20	£0.20	0.00
Libraries	overdue charges DVD	COST RECOVERY	£1.00	£1.00	0.00
Libraries	replacement library card - children's	COST RECOVERY	£0.50	£0.50	0.00
Libraries	replacement library card - adults	COST RECOVERY	£1.80	£1.80	0.00
Libraries	Replacement for lost/damaged items	COST RECOVERY	Replacement cost		
Libraries	photocopies A4	COST RECOVERY	£0.10	£0.10	0.00
Libraries	Photocopies A3	COST RECOVERY	£0.20	£0.20	0.00
Libraries	printing A4	COST RECOVERY	£0.10	£0.10	0.00
Libraries	Printing A3	COST RECOVERY	£0.30	£0.30	0.00
Libraries	photocopies A4 colour	COST RECOVERY	£1.00	£1.00	0.00
Libraries	Photocopies A3 colour	COST RECOVERY	£1.50	£1.50	0.00
Libraries	Room Hire - Northolt Library set in Sept 2009 - various	Variable - Rates vary according to purpose/type of clients/room capacity etc			
Libraries	Room Hire - Central Library - various	Variable - Rates vary according to purpose/type of clients/room capacity etc			
Libraries	Room Hire - Other rental income	Variable - Rates vary according to purpose/type of clients/room capacity etc			

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

CUSTOMER SERVICES

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2012	Increase
			£	£	£
Libraries	Music Scores (Annual Subscription)		£30 / £50	£30 / £50	
Adult Learning	Adult Learning all courses - Full fee	COST RECOVERY	£4.00	4	0.00
Adult Learning	Adult Learning all courses - concessionary fees	SUBSIDISED	£2.20	2.2	0.00
Pitshanger Manor	External Room Hire - all rooms Hourly Rate - Mondays 8.30am-5pm	SUBSIDISED	£110.00	£110.00	0.00
Pitshanger Manor	External Room Hire - all rooms Hourly Rate - Mondays 5pm-10pm	SUBSIDISED	£194.00	£194.00	0.00
Pitshanger Manor	External Room Hire - all rooms Hourly Rate - Mondays 10pm-12am	SUBSIDISED	£215.00	£215.00	0.00
Pitshanger Manor	External Room Hire - Eating Room Hourly Rate - Tues-Fri 8.30am - 12.30pm	SUBSIDISED	£135.00	£135.00	0.00
Pitshanger Manor	External Room Hire - Eating Room Hourly Rate - Tues-Fri 5pm - 10pm	SUBSIDISED	£194.00	£194.00	0.00
Pitshanger Manor	External Room Hire - Eating Room Hourly Rate - Tues-Fri 10pm-12am	SUBSIDISED	£215.00	£215.00	0.00
Pitshanger Manor	External Room Hire - Eating Room Hourly Rate - Sat/Sun 8.30am - 12.30pm	SUBSIDISED	£194.00	£194.00	0.00
Pitshanger Manor	External Room Hire - Eating Room Hourly Rate - Sat/Sun 12.30pm - 5pm	SUBSIDISED	£142.00	£142.00	0.00
Pitshanger Manor	External Room Hire - Eating Room Hourly Rate - Sat/Sun 5pm - 10pm	SUBSIDISED	£194.00	£194.00	0.00
Pitshanger Manor	External Room Hire - Eating Room Hourly Rate - Sat/Sun 10pm-12am	SUBSIDISED	£215.00	£215.00	0.00
Pitshanger Manor	External Room Hire - Gallery Hourly Rate - Tues-Fri 8.30am - 12.30pm	SUBSIDISED	£135.00	£189.00	54.00
Pitshanger Manor	External Room Hire - Gallery Hourly Rate - Tues-Fri 12.30 - 5pm	SUBSIDISED	£200.00	£215.00	15.00
Pitshanger Manor	External Room Hire - Gallery Hourly Rate - Tues-Fri 5pm - 10pm	SUBSIDISED	£194.00	£215.00	21.00
Pitshanger Manor	External Room Hire - Gallery Hourly Rate - Tues-Fri 10pm-12am	SUBSIDISED	£215.00	£240.00	25.00
Pitshanger Manor	External Room Hire - Gallery Hourly Rate - Sat/Sun 8.30am - 12.30pm	SUBSIDISED	£194.00	£215.00	21.00
Pitshanger Manor	External Room Hire - Gallery Hourly Rate - Sat/Sun 12.30pm - 5pm	SUBSIDISED	£142.00	£215.00	73.00
Pitshanger Manor	External Room Hire - Gallery Hourly Rate - Sat/Sun 5pm - 10pm	SUBSIDISED	£194.00	£240.00	46.00
Pitshanger Manor	External Room Hire - Gallery Hourly Rate - Sat/Sun 10pm - 12am	SUBSIDISED	£215.00	£255.00	40.00
Pitshanger Manor	External Room Hire - Monks Dining Room Hourly Rate - Tues-Sun 12.30pm - 5.00pm	SUBSIDISED	£142.00	£142.00	0.00
Pitshanger Manor	External Room Hire - Monks Dining Room Hourly Rate - Tues-Sun 5.00pm - 12pm	SUBSIDISED	£194.00	£142.00	-52.00
Pitshanger Manor	External Room Hire - Suite/UDR Hourly Rate Tues-Fri 8.30am -12.30pm	SUBSIDISED	£110.00	£110.00	0.00
Pitshanger Manor	External Room Hire - Suite/UDR Hourly Rate Sat 8.30am -12.30pm	SUBSIDISED	£194.00	£194.00	0.00
Pitshanger Manor	External Room Hire - Suite/UDR Hourly Rate Tues-Sat 5pm - 10pm	SUBSIDISED	£194.00	£194.00	0.00
Pitshanger Manor	External Room Hire - Suite/UDR Hourly Rate Tues-Sat 10pm - 12am	SUBSIDISED	£215.00	£215.00	0.00
Pitshanger Manor	Internal & Community Room Hire - all rooms Hourly Rate - Mondays 8.30am-5pm	SUBSIDISED	£60.00	£60.00	0.00
Pitshanger Manor	Internal & Community Room Hire - all rooms Hourly Rate - Mondays 5pm-10pm	SUBSIDISED	£168.00	£168.00	0.00
Pitshanger Manor	Internal & Community Room Hire - all rooms Hourly Rate - Mondays 10pm-12am	SUBSIDISED	£184.00	£184.00	0.00
Pitshanger Manor	Internal & Community Room Hire - Eating Room Hourly Rate - Tues-Fri 8.30am - 12.30pm	SUBSIDISED	£95.00	£95.00	0.00
Pitshanger Manor	Internal & Community Room Hire - Eating Room Hourly Rate - Tues-Fri 5pm - 10pm	SUBSIDISED	£168.00	£168.00	0.00
Pitshanger Manor	Internal & Community Room Hire - Eating Room Hourly Rate - Tues-Fri 10pm-12am	SUBSIDISED	£184.00	£184.00	0.00

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

CUSTOMER SERVICES					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2012	Increase
			£	£	£
Pitshanger Manor	Internal & Community Room Hire - Gallery Hourly Rate - Tues-Fri 8.30am - 12.30pm	SUBSIDISED	£95.00	£140.00	45.00
Pitshanger Manor	Internal & Community Room Hire - Gallery Hourly Rate - Tues-Fri 12.30pm - 10pm	SUBSIDISED	£168.00	£175.00	7.00
Pitshanger Manor	Internal & Community Room Hire - Gallery Hourly Rate - Tues-Fri 10pm-12am	SUBSIDISED	£184.00	£184.00	0.00
Pitshanger Manor	Internal & Community Room Hire - Monks Dining Room Hourly Rate - Tues-Fri 12.30pm - 5.00pm	SUBSIDISED	£95.00	£95.00	0.00
Pitshanger Manor	Internal & Community Room Hire - Monks Dining Room Hourly Rate - Sat/Sun 5.00pm - 10pm	SUBSIDISED	£119.00	£119.00	0.00
Pitshanger Manor	Internal & Community Room Hire - Suite/UDR Hourly Rate Tues-Fri 8.30am - 12.30pm	SUBSIDISED	£60.00	£60.00	0.00
Pitshanger Manor	Internal & Community Room Hire - Suite/UDR Hourly Rate Tues-Sat 5pm - 10pm	SUBSIDISED	£168.00	£168.00	0.00
Pitshanger Manor	Internal & Community Room Hire - Suite/UDR Hourly Rate Tues-Sat 10pm - 12am	SUBSIDISED	£184.00	£184.00	0.00
Pitshanger Manor	Tea/Coffe/juice per head	SUBSIDISED	£1.20	£1.20	0.00
Pitshanger Manor	Refreshments/biscuits per head	SUBSIDISED	£1.70	£2.00	0.30
Pitshanger Manor	Piano Hire	SUBSIDISED	£120.00	£120.00	0.00

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
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SUBSIDISED	The Council contributes towards the cost of providing the service

PARKING					
Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Parking Services	CPZs - Resident Permits	COST RECOVERY	£45	£50	5.00
Parking Services	CPZs - Resident Permits	COST RECOVERY	£78	£80.00	2.50
Parking Services	CPZs - Allotment Permits	COST RECOVERY	£30	£30	0.00
Parking Services	CPZs - Business Permits	COST RECOVERY	£600	£600	0.00
Parking Services	CPZs - Car Club Permits	COST RECOVERY	£600	£600	0.00
Parking Services	CPZs - Doctor Permits	COST RECOVERY	£600	£600	0.00
Parking Services	CPZs - Religious Permits	COST RECOVERY	£30	£30	0.00
Parking Services	Business Vouchers (Hourly charge)	COST RECOVERY	£1.20	£1.20	0.00
Parking Services	Visitor Vouchers (Hourly charge 60p - £4.50 for day)	COST RECOVERY	£3.50	£4.50	1.00
Parking Services	Off Street Pay and Display: Perivale Station (Daily Charge)	FAIR CHARGING	£3.00	£3.50	0.50
Parking Services	Off Street Pay and Display: Perceval House (Daily Charge)	FAIR CHARGING	£2.00	£2.00	0.00
Parking Services	Off Street Pay and Display: Salisbury Street (Hourly Charge)	FAIR CHARGING	£0.80	£0.80	0.00
Parking Services	Off Street Pay and Display: Norwood Road 1 & 2, South Ealing Road (Hourly Charge)	FAIR CHARGING	£0.80	£1.00	0.20
Parking Services	Off Street Pay and Display: Hambrough Road & Herbert Road (Hourly weekday charge)	FAIR CHARGING	£1.50	£1.50	0.00
Parking Services	Off Street Pay and Display: Hambrough Road & Herbert Road (Hourly weekend charge)	FAIR CHARGING	£2.00	£2.00	0.00
Parking Services	Off Street Pay and Display: Greenford Broadway	FAIR CHARGING	50p per hour for 1st 2 hours, 80p per hour thereafter	70p per hour for 1st 2 hours, £1 per hour thereafter	
Parking Services	Off Street Pay and Display: Churchfield Road	FAIR CHARGING	60p per hour for 1st 3 hours, £1.20 per hour thereafter	60p per hour for 1st 3 hours, £1.20 per hour thereafter	0.00
Parking Services	Off Street Pay and Display: George Street	FAIR CHARGING	60p per hour, £2 all day	60p per hour, £2 all day	0.00
Parking Services	Off Street Pay and Display: Arden Road, Deans Gardens, Singapore Road, Witham Road	FAIR CHARGING	£1.00	£1.50 for 1st hour, then £1 per hour, £10 all day	
Parking Services	Off Street Pay and Display: Featherstone Terrace	FAIR CHARGING	80p per hour, £3 all day	£1 per hour, £4 all day	
Parking Services	Off Street Pay and Display: Springbridge Road (Hourly Weekday Charge)	FAIR CHARGING	£1.00	£1.00	0.00
Parking Services	Off Street Pay and Display: Springbridge Road (Saturday Charge)	FAIR CHARGING	£1.00	£1 per hour, £3 all day	
Parking Services	Off Street Pay and Display: Springbridge Road (Sunday Charge)	FAIR CHARGING	£1 per hour	£1 per day	
Parking Services	Off Street Permit: Featherstone Terrace, Greenford Broadway, Singapore Road, George Street (Annual charge)	FAIR CHARGING	£250	£250	0.00
Parking Services	Off Street Permit: George Street (Annual residents charge)	FAIR CHARGING	£50	£50	0.00

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
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SUBSIDISED	The Council contributes towards the cost of providing the service

PARKING					
Parking Services	Off Street Permit: Churchfield Road, Salisbury Street (Quarterly charge)	FAIR CHARGING	£95	£95	0.00
Parking Services	Off Street Permit: Churchfield Road, Salisbury Street (Annual charge)	FAIR CHARGING	£360	£360	0.00
Parking Services	Off Street Permit: Perivale Station (Quarterly charge)	FAIR CHARGING	£150	£150	0.00
Parking Services	Off Street Permit: Perivale Station (Annual charge)	FAIR CHARGING	£400	£400	0.00
Parking Services	Off Street Permit: Arden Road, Herbert Road (Quarterly charge)	FAIR CHARGING	£150	£150	0.00
Parking Services	Off Street Permit: Arden Road, Herbert Road (Annual charge)	FAIR CHARGING	£500	£500	0.00
Parking Services	Off Street Permit: Springbridge Road (Quarterly charge)	FAIR CHARGING	£175	£190	15.00
Parking Services	Off Street Permit: Springbridge Road (Annual charge)	FAIR CHARGING	£600	£650	50.00
Parking Services	On Street Pay and Display: Zones A & B (Hourly charge)	FAIR CHARGING	£1.20	£1.40	0.20
Parking Services	On Street Pay and Display: Zones L1 & L3 (Hourly charge)	FAIR CHARGING	£1.20	£1.50	0.30
Parking Services	On Street Pay and Display: Zones L2 (Hourly charge)	FAIR CHARGING	£1.60	£2.00	0.40
Parking Services	On Street Pay and Display: Zone CE1 (Hourly charge)	FAIR CHARGING	£2.00	£2.40	0.40
Parking Services	On Street Pay and Display: Zone CE2 (Hourly charge)	FAIR CHARGING	£1.60	£2.00	0.40
Parking Services	On Street Pay and Display: Zones C, CC, D, E, F, GG, H, JJ, K2, M, O, R, S, T, U, V, X, Y, Z (Hourly charge)	FAIR CHARGING	£1.20	£1.20	0.00
Parking Services	On Street Pay and Display: Zones FF, K1 (Hourly charge)	FAIR CHARGING	£1.60	£1.60	0.00
Parking Services	Dispensations	COST RECOVERY	£10 per day per bay	£10 per day per bay	
Parking Services	Suspensions	COST RECOVERY	£30 for 1 day for 1 bay, £10 per additional bay per additional day	£17 per day per bay	
PENALTY CHARGE NOTICES					
Parking Services	CEO - On Street: Higher Level Contravention	STATUTORY	£110	£110	0.00
Parking Services	CEO - On Street: Lower Level Contravention	STATUTORY	£60	£60	0.00
Parking Services	CEO - Off Street: Higher Level Contravention	STATUTORY	£110	£110	0.00
Parking Services	CEO - Off Street: Lower Level Contravention	STATUTORY	£60	£60	0.00
Parking Services	CCTV Parking (DPE): Higher Level Contravention	STATUTORY	£110	£110	0.00
Parking Services	CCTV Parking (DPE): Lower Level Contravention	STATUTORY	£60	£60	0.00
Parking Services	CCTV Traffic (DTE) Contravention	STATUTORY	£130	£130	0.00
Parking Services	Bus Lane Contravention	STATUTORY	£130	£130	0.00
Parking Services	Removal Release Fee	STATUTORY	£200.00	£200.00	0.00
Parking Services	Car Pound Storage (Daily charge)	STATUTORY	£40.00	£40.00	0.00

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
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SUBSIDISED	The Council contributes towards the cost of providing the service

BUSINESS SERVICES

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Hospitality & Events	Hire of Halls - Victoria Hall (mid-week hourly rate)	COST RECOVERY	£205	£205	0.00
Hospitality & Events	Hire of Halls - Victoria Hall (community hourly rate)	SUBSIDISED	113	113	0.00
Hospitality & Events	Hire of Halls - Victoria Hall (peak hourly rate)	COST RECOVERY	355	355	0.00
Hospitality & Events	Hire of Halls - Victoria Hall (additional time hourly rate after 12am)	COST RECOVERY	400	400	0.00
Hospitality & Events	Hire of Halls - Victoria Hall (hospitality package)	COST RECOVERY	2,750	2,750	0.00
Hospitality & Events	Hire of Halls - Victoria Hall (hospitality package with enhanced lighting)	COST RECOVERY	3,250	3,250	0.00
Hospitality & Events	Hire of Halls - Princes Hall (mid-week hourly rate)	COST RECOVERY	140	140	0.00
Hospitality & Events	Hire of Halls - Princes Hall (community hourly rate)	SUBSIDISED	82.50	82.50	0.00
Hospitality & Events	Hire of Halls - Princes Hall (peak hourly rate)	COST RECOVERY	235	235	0.00
Hospitality & Events	Hire of Halls - Princes Hall (additional time hourly rate after 12am)	COST RECOVERY	350	350	0.00
Hospitality & Events	Hire of Halls - Princes Hall (hospitality package)	COST RECOVERY	2,000	2,000	0.00
Hospitality & Events	Hire of Halls - Victoria & Princes Hall (full hospitality package)	COST RECOVERY	4,000	4,000	0.00
Hospitality & Events	Hire of Halls - Victoria & Princes Hall (full hospitality package with enhanced lighting)	COST RECOVERY	4,500	4,500	0.00
Hospitality & Events	Hire of Halls - Victoria & Princes Hall (reception hospitality package)	COST RECOVERY	3,250	3,250	0.00
Hospitality & Events	Hire of Halls - Victoria & Princes Hall (reception hospitality package with enhanced lighting)	COST RECOVERY	3,750	3,750	0.00
Hospitality & Events	Hire of Halls - Nelson Room (mid-week hourly rate)	COST RECOVERY	115	115	0.00
Hospitality & Events	Hire of Halls - Nelson Room (community hourly rate)	SUBSIDISED	60	60	0.00
Hospitality & Events	Hire of Halls - Nelson Room (peak hourly rate)	COST RECOVERY	195	195	0.00
Hospitality & Events	Hire of Halls - Nelson Room (additional time hourly rate after 12am)	COST RECOVERY	285	285	0.00
Hospitality & Events	Hire of Halls - Queens Hall, Elizabeth Cantell Room & Telfer Room (non-dance) (mid-week hourly rate)	COST RECOVERY	103	103	0.00
Hospitality & Events	Hire of Halls - Queens Hall, Elizabeth Cantell Room & Telfer Room (non-dance) (community hourly rate)	SUBSIDISED	60	60	0.00
Hospitality & Events	Hire of Halls - Queens Hall, Elizabeth Cantell Room & Telfer Room (non-dance) (peak hourly rate)	COST RECOVERY	175	175	0.00
Hospitality & Events	Hire of Halls - Queens Hall, Elizabeth Cantell Room & Telfer Room (non-dance) (additional time hourly rate after 12am)	COST RECOVERY	260	260	0.00
Hospitality & Events	Hire of Halls - Queens Hall & Elizabeth Cantell Room (hospitality package)	COST RECOVERY	1,100	1,100	0.00
Hospitality & Events	Hire of Halls - Telfer Room Dance Studio Mon - Sun Adult Classes (flat rate)	SUBSIDISED	60	60	0.00
Hospitality & Events	Hire of Halls - Telfer Room Dance Studio Mon - Sun Children's Classes (flat rate)	SUBSIDISED	40	40	0.00
Hospitality & Events	Hire of Halls - Committee Room 2 & 4 (mid-week hourly rate)	COST RECOVERY	38	38	0.00
Hospitality & Events	Hire of Halls - Committee Room 2 & 4 (community hourly rate)	SUBSIDISED	23	23	0.00
Hospitality & Events	Hire of Halls - Greenford Hall (mid-week hourly rate)	COST RECOVERY	140	150	10.00
Hospitality & Events	Hire of Halls - Greenford Hall (community hourly rate)	SUBSIDISED	82.50	82.50	0.00
Hospitality & Events	Hire of Halls - Greenford Hall (peak hourly rate)	COST RECOVERY	250	280	30.00
Hospitality & Events	Hire of Halls - Greenford Hall (additional time hourly rate after 12am)	COST RECOVERY	350	350	0.00
Hospitality & Events	Hire of Halls - Greenford Hall (hospitality package rate) - commercial	COST RECOVERY	1,950	2,200	250.00
Hospitality & Events	Hire of Halls - Greenford Hall (hospitality package rate) - community	COST RECOVERY	1,000	1,000	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Cyril Grant Room (mid-week hourly rate)	COST RECOVERY	103	103	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Cyril Grant Room (community hourly rate)	SUBSIDISED	60	60	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Cyril Grant Room (peak hourly rate)	COST RECOVERY	125	125	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Cyril Grant Room (additional time hourly rate after 12am)	COST RECOVERY	260	260	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Cyril Grant Room (hospitality package) commercial	COST RECOVERY	950	950	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (mid-week rate 9am - 5pm)	SUBSIDISED	15	15	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (community rate 9am - 5pm)	SUBSIDISED	15	15	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (peak hourly rate 9am - 5pm)	SUBSIDISED	25	25	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (mid-week hourly rate 5pm - 12am)	SUBSIDISED	23	23	0.00

CHARGING POLICY	POLICY OBJECTIVE
COST RECOVERY	The Council sets prices at a level to recover the full cost of providing the service.
STATUTORY	Charges are set in line with statutory requirements
SUBSIDISED	The Council contributes towards the cost of providing the service

BUSINESS SERVICES

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Hospitality & Events	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (community hourly rate 5pm - 12am)	SUBSIDISED	23	23	0.00
Hospitality & Events	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (peak hourly rate 5pm - 12am)	SUBSIDISED	45	45	0.00
Service Ealing	Street Naming	COST RECOVERY	250	250	0.00
Service Ealing	Street Naming	COST RECOVERY	100	100	0.00
Service Ealing	Street Naming	COST RECOVERY	100	100	0.00

FINANCE AND AUDIT

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Audit & Investigation	Financial management Standard in Schools (FMSIS)	SUBSIDISED	1000	1,000	0.00

MARKETING AND COMMUNICATIONS

Service Unit	Service provided	Charging Policy	Existing Charge	Charge from April 2013	Increase
			£	£	£
Marketing & Communications	Charges vary for filming at different locations in the Borough. Charges also depend on number of crew, hours, location and day/night time	SUBSIDISED	£300 - £3,000	£300 - £3,000	0.00
Marketing & Communications	Advertisements in Around Ealing Magazine	SUBSIDISED	Full page: £1650	Full page: £1650	0.00

ANALYSIS OF RESERVES FOR FEBRUARY BUDGET REPORT

ANALYSIS OF RESERVES 2011/12 to 2015/16

Heading	Balance 31/03/12	Balance 31/03/13	Forecast 31/03/14	Forecast 31/03/15	Forecast 31/03/16
AGENCY WORKERS REGULATIONS	-24,350.24	-84,636.64	0.00	0.00	0.00
BUILDING SCHOOLS FOR THE FUTURE	-1,242,873.76	-1,242,873.76	-1,242,873.76	-1,242,873.76	-1,242,873.76
BUSINESS RISK RESERVE	-9,799,276.29	-9,085,948.01	-9,000,000.00	-9,000,000.00	-9,000,000.00
BY-ELECTIONS RESERVE	-100,000.00	-100,000.00	-100,000.00	-100,000.00	-100,000.00
CARDINAL WISEMAN H BSF CONTRIBUTION	-563,958.00	-563,958.00	0.00	0.00	0.00
CIVIL DISORDER RECOVERY	-385,076.55	-184,670.95	-185,000.00	-185,000.00	-185,000.00
COMMUNITY GRANTS	-362,000.00	-406,000.00	-286,000.00	-166,000.00	-166,000.00
COMPENSATION FR LOSS OF OFFICE	-2,175,550.44	-1,201,000.44	0.00	0.00	0.00
DORMERS WELLS H BSF CONTRIBUTION	-230,273.74	0.00	0.00	0.00	0.00
EALING CIVIC IMPROVEMENTS	-2,190,430.38	-1,388,630.38	-1,388,630.38	-463,100.00	-463,100.00
ECONOMIC INCENTIVE	-770,117.17	-770,117.17	-770,000.00	-770,000.00	-770,000.00
ELECTIONS	-813,000.00	-953,000.00	-500,000.00	-140,000.00	-280,000.00
HEALTH & SAFETY INSPECTION	-943,475.55	-851,531.95	-800,000.00	-750,000.00	-700,000.00
HR	-500,000.00	-500,000.00	-500,000.00	-500,000.00	-500,000.00
ICT	-99,964.00	0.00	0.00	0.00	0.00
INSURANCE	-4,210,000.00	-3,576,158.00	-3,756,158.00	-3,756,158.00	-3,756,158.00
LOCAL AREA AGREEMENT FLOOD DEFENCE	-126,500.64	-310,500.64	0.00	0.00	0.00
MAYOR'S RELIEF FUND	-3,203.77	-3,203.77	-3,000.00	-3,000.00	-3,000.00
PROPERTY DILAPIDATION	-42,133.13	-42,133.13	0.00	0.00	0.00
RECYCLING	-500,000.00	-500,000.00	-500,000.00	-500,000.00	-500,000.00
SCHOOLS CENTRAL EXP. RESERVE (DSG)	-747,000.00	-1,289,000.00	-443,000.00	0.00	0.00
TREASURY RISK	-2,700,000.00	-1,400,000.00	-1,400,000.00	-1,400,000.00	-1,400,000.00
WARM HOMES HEALTHY PEOPLE FUND	-93,453.45	-155,909.45	-100,000.00	-50,000.00	0.00
AIR QUALITY GRANT - DEFRA	-127,405.38	-78,792.72	0.00	0.00	0.00
AREA BASED GRANT	-0.20	0.00	0.00	0.00	0.00
CAPITAL EXPENDITURE FINANCING	-3,013,400.79	0.00	0.00	0.00	0.00
CHILDRENS SERVICES	-1,730,261.70	-1,603,976.70	-984,000.00	-682,000.00	-380,000.00
EMPTY PROPERTIES GRANT	-137,896.10	-92,896.10	-92,896.10	-92,896.10	-92,896.10
GREENFORD DEPOT RESERVE	-250,000.00	-200,000.00	0.00	0.00	0.00
HOME OFFICE - GOV GRNT-BLDING SAFER COMUNTES	-42,378.71	0.00	0.00	0.00	0.00
HOMELESSNESS GRANT - CLG	-536,599.54	-536,599.54	0.00	0.00	0.00
HOUSING PLANNING DELIVERY GRANT REVENUE - DCLG	0.00	-92,917.00	0.00	0.00	0.00
INVEST TO SAVE	-1,005,799.73	-942,799.73	-900,000.00	-900,000.00	-900,000.00
LAA PERFORMANCE REWARD GRANT (REVENUE)	-1,644,384.28	-996,271.28	-996,271.28	-996,271.28	-996,271.28
LINE BY LINE RESERVE	-1,458,000.00	0.00	0.00	0.00	0.00
LOCAL PUBLIC SECTOR AGREEMENT(LPSA) REWARD - DCLG	-97,028.14	-97,028.14	-97,028.14	-97,028.14	-97,028.14
NEIGHBOURHOOD RENEWAL - DEPT OF ENVIRONMENT	-201,167.82	-201,167.82	-100,000.00	0.00	0.00
NEW HOMES BONUS GRANT	0.00	-1,669,768.00	-1,669,768.00	-1,669,768.00	-1,669,768.00
NEW SECONDARY SCHOOL GREENFORD GLAXO	-2,839,914.06	-2,839,914.06	-2,005,000.00	-1,300,000.00	-600,000.00
OTHER	-5,792.97	-5,792.97	0.00	0.00	0.00
PARKING PLACE ACCOUNT (PPRA)	-1,548,972.00	-1,848,972.00	-833,972.00	-583,972.00	-500,000.00
RESIDENTS' SURVEY	-37,500.00	-37,500.00	0.00	0.00	0.00
SCHOOL CONTRIBUTIONS RESERVE	-1,495,163.62	-1,747,000.00	0.00	0.00	0.00
SCHOOL EFFECTIVENESS WIND DOWN COSTS	-228,125.00	-228,125.00	0.00	0.00	0.00
SCHOOL TRANSPORT INFRASTRUCTURE	-242,800.00	-277,800.00	0.00	0.00	0.00
VAT PENALTY RESERVE	-284,300.00	-91,300.00	0.00	0.00	0.00
WARD FORUM	-236,643.23	0.00	0.00	0.00	0.00
YOUNG OFFENDERS SLT (YOSALT) GRANT	-29,664.16	0.00	0.00	0.00	0.00
Sub total - Controllable Reserves	-45,819,675.10	-38,197,893.35	-28,653,597.66	-25,348,067.28	-24,302,095.28
EDUCATION RESERVES - P F I RESERVE	-7,677,833.76	-8,010,000.00	-8,310,000.00	-8,560,000.00	-8,760,000.00
EDUCATION RESERVES - PFI 3 RESERVE (DORMERS W HS)	0.00	-40,000.00	-330,000.00	-610,000.00	-880,000.00
EDUCATION RESERVES - PFI RESERVE - 2	-14,192,120.28	-14,290,000.00	-14,360,000.00	-14,410,000.00	-14,420,000.00
OLDER PERSON'S PFI PROJECTS	-4,081,700.03	-4,081,700.03	-4,081,700.03	-4,081,700.03	-4,081,700.03
STREET LIGHTING PFI RESERVE	-3,739,988.71	-3,284,988.71	-2,884,000.00	-2,484,000.00	-2,084,000.00
Sub total - PFI Reserves	-29,691,642.78	-29,706,688.74	-29,965,700.03	-30,145,700.03	-30,225,700.03
TOTAL GENERAL FUND RESERVES	-75,511,317.88	-67,904,582.09	-58,619,297.69	-55,493,767.31	-54,527,795.31
Total Reserves Excluding Schools	-75,511,317.88	-67,904,582.09	-58,619,297.69	-55,493,767.31	-54,527,795.31
INDIVIDUAL SCHOOLS BUDGET BALANCES	-21,448,692.00	-21,448,692.00	-19,500,000.00	-17,500,000.00	-16,500,000.00
Total Reserves Including Schools	-96,960,009.88	-89,353,274.09	-78,119,297.69	-72,993,767.31	-71,027,795.31



Department for
Communities and
Local Government

**NATIONAL NON-DOMESTIC RATES RETURN 1
NNDR1 2013-14**

Please e-mail to : nndr.statistics@communities.gsi.gov.uk

Please enter your details after checking that you have selected the correct authority name.

Please check the figures shown in the cells with a blue border and enter your own figures if you disagree with those suggested.

**A provisional version of the form should be returned to the Department for Communities and Local Government by
Monday 7 January 2013**

The final version of this form, including a signed copy, must also be sent to the Department for Communities and Local Government by
Thursday 31 January 2013

Select your local authority's name from this list:

Dover
Dudley
Durham UA
Ealing
East Cambridgeshire
East Devon

Check that this is your authority : **Ealing**
Check that this is your E Code : **E5036**
Local authority contact name : **Steve Wells**
Telephone number of local authority contact : **020 8825 9213**
Fax number for local authority contact : **020 8825 5446**
E-mail address of local authority contact : wells@ealing.gov.uk

Ver 1.3

1. Number of hereditaments on the rating list on 30 September 2012		9,485
2. Aggregate rateable value on the rating list on 30 September 2012		£ 352,143,120
GROSS CALCULATED RATE YIELD		£
3. Enter line 2 x small business non-domestic rating multiplier (0.462)		162,690,121.44
MANDATORY RELIEFS		
Small business rate relief	£	
4. Additional yield generated to finance the small business rate relief scheme	2,346,535.04	
5. Cost of small business rate relief for properties within billing authority area	3,741,361.00	
6. Net cost of the small business rate relief (Line 5 minus Line 4)		1,394,825.96
7. Cost of relief to charities		7,350,667.29
8. Cost of relief to Community Amateur Sports Clubs		70,099.59
9. Cost of relief for rural general stores, post offices, public houses, petrol filling stations and food shops		0.00
10. Cost of relief for partly occupied premises		513,500.00
11. Cost of relief for empty premises		5,753,461.34
12. Total mandatory reliefs (Sum of lines 6 to 11)		15,082,554.18
DISCRETIONARY RELIEFS		
13. Cost of relief to charities		67,466.73
14. Cost of relief to non-profit making bodies		321,731.37
15. Cost of relief to Community Amateur Sports Clubs		0.00
16. Cost of relief for rural general stores, post offices, public houses, petrol filling stations and food shops		0.00
17. Cost of relief to other rural businesses		0.00
18. Other Section 47 reliefs (Localism Act discounts)		0.00
19. Total discretionary reliefs (Sum of lines 13 to 18)		389,198.10
20. Gross Rate Yield after reliefs (Line 3 minus lines 12 & 19)		147,218,369.16
21. Estimate of 'losses in collection'		2,543,741.28
22. Allowance for Cost of Collection		493,133.20
23. Special Authority Deductions - City of London Offset		0.00

NATIONAL NON-DOMESTIC RATES RETURN 1 2013-14**Ealing**

Ver 1.3

Section 2**Enterprise Zones**

	£
24. Estimated level of discount to be awarded in 2013-14	0.00
25. Estimated value of non-domestic rates in the Enterprise Zone area in 2013-14	0.00
26. Enterprise Zone baseline	0.00
27. Total estimated value of business rates to be retained in 2013-14 (Line 25 minus line 26)	0.00

New Development Deals

28. Estimated value of non-domestic rates in the New Development Deals area in 2013-14	0.00
29. New Development Deals baseline	0.00
30. Total estimated value of business rates to be retained in 2013-14 (Line 28 minus line 29)	0.00

Renewable Energy Schemes

31. Total estimated value of business rates to be retained in 2013-14	0.00
32. Net Rate Yield excluding transitional arrangements and rate retention (Line 20 minus the sum of lines 21 to 23, 27, 30 & 31)	144,181,494.68

Rate retention adjustments

33. Estimate of the change in rateable value between 1 October 2012 and 30 September 2013	2,747,550.00
34. Estimate of the change in receipts as a result in the change in rateable value (line 33 times the multiplier)	1,269,368.10

This equates to a percentage change of

%	0.78
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35. Local authority's estimate of adjustment due to appeals	17,789,544.00
36. Net Rate Yield excluding transitional arrangements but after rate retention adjustments (Line 32 plus lines 34 and minus line 35)	127,661,319.00

Section 3**Transitional arrangements**

37. Addition revenue received because reduction in rates have been deferred	20,540.00
38. Revenue foregone because increase in rates have been deferred	124,004.09
39. Net cost of transitional arrangements (Line 38 minus line 37)	103,464.09
40. Net Rate Yield after transitional arrangements and rate retention (Line 36 minus line 39)	127,557,855.00

NNDR Summary for : Ealing

These figures show the percentage shares of the NNDR you estimate your authority will collect in 2013-14. They are based on line 36. See the *Tier Split* tab for full information

	£
Amount of NNDR to be paid to central government	63,830,660.00
Amount to be retained by Ealing under the rates retention scheme	38,298,396.00
Amount to be passed to Greater London Authority	25,532,264.00

Certificate of Chief Financial Officer

I certify that the entries in lines 3, 12, 19, 20, 36, 39 and 40 of this form are the best I can make on the information available to me and that the figures given in lines 1 and 2 used in the calculating the amount shown in lines 36 and 40 are, to the best of my knowledge and belief those shown in the rating list for my authority as at 30 September 2012, subject to any order made before 15 January 2013 under the Local Government Act 1972 implementing boundary changes. I also certify that the authority has made proper arrangements for securing efficiency and effectiveness in relation to the collection of non-domestic rates. I also certify to the best of my knowledge and belief that any amount included as legal costs in line 22 and discretionary relief in line 24 meet the conditions set out in the Non-Domestic Rating (Rates Retention) Regulations 2013.

Chief Financial Officer :

Date :

Revenue Budgets 2013/14		Controllable Budget 2012/13 £'000	Revised Controllable Budget 2012/13 £'000	Controllable Budget 2013/14 £'000	CSA Total Budget 2013/14 £'000	Capital Charges Budget 2013/14 £'000	Total Budget 2013/14 £'000
Children & Adults	Schools Service	3,559	3,348	2,250	1,452	5,845	9,546
	Children and Families	44,856	45,032	54,439	7,180	549	62,168
	Adults Services	70,186	69,205	70,064	7,282	690	78,035
	Public Health Grant (shared by Adults & Childrens and Families services)			(21,376)			(21,376)
	Public Health Expenditure			21,376			21,376
Sub total		118,601	117,586	126,753	15,913	7,083	149,749
Housing and Regeneration	Housing (General Fund)	2,814	2,413	3,426	1,272	126	4,824
	Safer Communities	3,826	3,889	3,764	1,025	39	4,828
	Property and Regeneration	4,442	4,334	3,277	399	574	4,250
	Built Environment	2,370	2,262	2,107	1,317	1,291	4,715
Sub total		13,452	12,898	12,574	4,013	2,029	18,616
Environment and Customer Services	Environment and Customer Services Management	1,960	1,401	1,337	275	273	1,884
	Customer Services	10,717	10,720	9,959	(152)	435	10,242
	Environment and Leisure	25,139	25,339	24,803	3,288	7,486	35,577
	Parking Off-Street	(961)	(936)	(1,013)	865	443	295
	Parking Account Contribution to Transport Costs	(7,459)	(7,459)	(8,121)	-	-	(8,121)
Sub total		29,396	29,065	26,965	4,276	8,636	39,877
Corporate Resources	Finance and Audit	6,642	7,194	6,345	(5,183)		1,162
	Legal and Democratic Services	2,717	2,717	2,539	816		3,355
	Business Services	16,009	18,284	15,987	(16,523)	1,328	792
	Human Resources	1,922	2,315	1,870	(1,698)		172
Sub total		27,290	30,510	26,741	(22,587)	1,328	5,482
Chief Executive	Marketing and Communications	1,010	1,216	1,216	(511)		705
	Policy and Performance	685	734	563	(1,104)		(541)
	Chief Executive	257	257	169			169
Sub total		1,952	2,207	1,948	(1,615)	-	333
	Housing Benefit	3,939	3,939	3,939	-	-	3,939
	Council Wide	3,160	2,586	3,653	-	-	3,653
	Education Service Grant			(6,000)	-	-	(6,000)
		197,790	198,790	196,573	0	19,076	215,649
Recoveries from Schools	(900)	(900)	(900)				(900)
Total budget for Services		196,890	197,890	195,673	0	19,076	214,749
Other Savings & Growth Items							
	Line by Line Savings	(1,458)	(1,458)				-
	Growth Held Centrally	3090	2,090	4345			4,345
	Total	1,632	632	4,345	-	-	4,345
Finance, Contingency and other non-operational costs							
	Interest and Finance Charges	34,243	34,243	36,237			36,237
	Revenue Contribution to Capital	6,713	6,713	13,264			13,264
	Contingency	3,000	3,000	3,000			3,000
	Total	43,956	43,956	52,501	-	-	52,501
	Council Tax Freeze Grant	(3,149)	(3,149)	(1,056)			(1,056)
	New Homes Bonus	(2,705)	(2,705)	(5,144)			(5,144)
	Total	(5,854)	(5,854)	(6,200)	-	-	(6,200)
Levies:							
	Lee Valley Regional Park Authority	344	344	327			327
	Environment Agency	233	233	234			234
	West London Waste Authority	10820	10820	12293			12,293
	London Pensions Fund Authority	404	404	399			399
	Coroners Service	248	248	289			289
	Concessionary Fares	14130	14130	15454			15,454
	Total Levies	26,179	26,179	28,996	-	-	28,996
	Depreciation Charges					(19,076)	(19,076)
	Total Budget Requirement (General Fund)	262,803	262,803	275,315	0	0	275,315
BUDGET REQUIREMENT FUNDED BY		2012/13 £'000	2012/13 £'000	2013/14 £'000			2012/13 £'000
	RSG	135,495	135,495	167,714			167,714
	Collection Fund	450	450	2,010			2,010
	Council Tax Income	126,858	126,858	105,591			105,591
	Total Funding for Ealing	262,803	262,803	275,315			275,315
		£'000	£'000	£'000			£'000
	Payment to GLA	36,710	36,710	30,185			30,185
		£	£	£			£
	Band D Council Tax for Ealing Budget	1,059.93	1,059.93	1,059.93			1,059.93
	Band D Council Tax for GLA	306.72	306.72	303.00			303.00
	Total Band D Council Tax (incl the GLA)	1,366.65	1,366.65	1,362.93			1,362.93
	Council Tax % Increase (year on year)	0.00%	0.00%	-0.3%			-0.3%
	Tax Base	119,684.9	119,684.9	99,620.7			99,620.7
	Collection Rate	99.00%	99.00%	96.68%			96.68%