

Modelling Based on 3.5 Year Civic Campus Programme						
Reserves Forecast - Cash Flow						
	2019/20	2020/21	2021/22	2022/23	2023/24	Assumptions
Earmarked Reserves	£000s	£000s	£000s	£000s	£000s	
Balance brought forward	44,820	39,038	34,518	26,423	35,755	
<b>Expenditure</b>						
Facilities Management		- 625	- 625	- 625	- 625	No spend this year. Spend equally the next 4 years.
Civic Campus	- 6,922	- 6,922	- 6,922	- 6,122		High level assumption that spend equally spread over 3.5 years. Before Reserves Action Plan.
Demands & Pressures	- 906	- 347				Updated cash flow from current commitments.
Invest to Save	- 171	- 1,154	- 1,154	- 1,154	- 1,153	Existing commitment is £171,000 modelled to spend in 2019/20. Balance brought forward spread over next 4 years.
Pension/LPFA	- 372					Budgeted to be fully spent in 2019/20.
Managed Services	- 821	- 274				Assume 75% spend year 1.
Technology and IT	- 2,894	- 1,000	- 1,000	- 1,000	- 1,000	Spend in line with current commitment in 2019/20. Balance over the next 4 years.
Unallocated Contingency	- 422	- 141				Assume 75% spend year 1.
Property Reserve	- 44					All to spend in year 1.
Schools Regeneration	- 253	- 253	- 19			Schools renewal strategy. Assume 50% spend per annum. Bal of £19,000 in 2021/22.
Community Safety	- 70					Assume fully spent 2019/20.
Temporary Accommodation	- 450	- 450				Cabinet October 2018 approved £900,000 spread over 2 years.
High Speed 2	- 58					Assume spend year 1.
Local Election				- 392	- 75	Show beyond 2022/23 as committed.
<b>Contributions</b>						
<b>Revenue</b>						
Invest to Save	750	750	750	750	750	Existing annual contribution
IT Investment	800	800	800	800	800	Existing annual contribution
Local Election	75	75	75	75	75	Existing annual contribution
<b>Capital</b>						
Capital receipts flexibility	3,065	471				Assumes funds all 2019/20 Invest to Save & IT investment. Balance to 2020/21.
<b>Corporate Demands &amp; Pressures</b>						
Business Rates	2,911	4,549				As per NNDR monitor - timing adjustment in relation to 2018/19.
<b>Civic Campus</b>						
Section 106				5,900		Figures assumed as per approval by Council.
JV Profit Share				11,100		Figures assumed as per approval by Council. The project will continue to consider profit as part of ongoing viability assessment. This will be formally revisited before the conditional land sale takes place.
<b>Closing Balance</b>	<b>39,038</b>	<b>34,518</b>	<b>26,423</b>	<b>35,755</b>	<b>34,527</b>	
<b>Other Potential Uses</b>						
Available balance	39,038	34,518	26,423	35,755	34,527	
Less prior year further movements		- 15,540	- 21,341	- 25,907	- 29,263	
Current year overspend	- 9,500					As per CRM 6.
DSG Deficit Reserve	- 5,790	- 1,301	- 2,116	- 3,156	- 2,637	Updated modelling following Spending Round 2019.
Resident Access	400	- 2,400	- 1,200			Assume 10% year 1, 60% year 2 and 30% year 3.
Waste Contract	- 350	- 2,100	- 1,050			Assume 10% year 1, 60% year 2 and 30% year 3.
Earls Court CPO Strategy	- 300					
Early Intervention Link Worker Support Service			- 200	- 200	- 200	
<b>Total further movements</b>	<b>- 15,540</b>	<b>- 5,801</b>	<b>- 4,566</b>	<b>- 3,356</b>	<b>- 2,837</b>	
Updated cash	23,498	13,177	716	6,692	2,627	

	2019/20	2020/21	2021/22	2022/23	2023/24	
	£000s	£000s	£000s	£000s	£000s	
<b>Restricted Reserves</b>						
<b>Balance brought forward</b>	<b>17,489</b>	<b>10,820</b>	<b>8,898</b>	<b>8,593</b>	<b>8,592</b>	
<i>Expenditure</i>						
Supporting People	- 303	- 303	- 303			Assume equally spent over 3 years
Troubled Families	- 469	- 468				Assume equally spent over 2 years
Partners in Practice	- 563	- 563				Assume equally spent over 2 years
Controlling Migration	- 40	- 40				Assume equally spent over 2 years
Housing	- 270					Transfer to the HRA in 2019/20
Barclays Sports Grant (ENV)	- 29					Assume all used in year 1
LAA Waste Grant (ENV)	- 127					Assume all used in year 1
Fulham Palace (ENV)	- 227	- 226				Assume equally spent over 2 years
Linford Christie Fund (ENV)	- 2	- 2	- 2	- 1		Assume spent over 4 years
Local Lead Flood Authority Grant (ENV)	- 162	- 162				Assume equally spent over 2 years
Section 106 Contributions						Assume no net reduction. Balance remains at £2.216m
Community Infrastructure Levy	- 4,320					Assume all required as part of £33.7m contribution to Hammersmith Town Hall refurbishment
Bishops Park (ENV)	- 159	- 158				Assume equally spent over 2 years
Insurance Fund						Assume no net reduction. Balance remains at £6.312m.
	<b>10,820</b>	<b>8,898</b>	<b>8,593</b>	<b>8,592</b>	<b>8,592</b>	
	2019/20	2020/21	2021/22	2022/23	2023/24	
	£000s	£000s	£000s	£000s	£000s	
<b>General Balances</b>						
Opening Balance	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	
Forecast Movement	-	-	-	-	-	
Closing Balance	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	
	2019/20	2020/21	2021/22	2022/23	2023/24	
	£000s	£000s	£000s	£000s	£000s	
<b>All Balances</b>						
Opening Balance	<b>81,313</b>	<b>68,862</b>	<b>62,420</b>	<b>54,020</b>	<b>63,351</b>	
Forecast Movement	- 12,451	- 6,442	- 8,400	9,331	- 1,228	
<b>Closing Balance</b>	<b>68,862</b>	<b>62,420</b>	<b>54,020</b>	<b>63,351</b>	<b>62,123</b>	
Other Potential Uses	- 15,540	- 5,801	- 4,566	- 3,356	- 2,837	
Prior Years other potential uses		- 15,540	- 21,341	- 25,907	- 29,263	
Impact Reserves Action Plan	600	9,000	10,200	11,400	11,400	
<b>Updated Closing Balance</b>	<b>53,922</b>	<b>41,079</b>	<b>28,113</b>	<b>34,088</b>	<b>41,423</b>	

	Modelling Based on 5 Year Civic Campus Programme					
<b>Reserves Forecast - Cash Flow</b>						
	2019/20	2020/21	2021/22	2022/23	2023/24	Assumptions
	£000s	£000s	£000s	£000s	£000s	
<b>Earmarked Reserves</b>						
<b>Balance brought forward</b>	<b>44,820</b>	<b>39,038</b>	<b>34,518</b>	<b>26,423</b>	<b>17,955</b>	
<b>Expenditure</b>						
Facilities Management	-	625	- 625	- 625	- 625	No spend this year. Spend equally the next 4 years.
Civic Campus	- 6,922	- 6,922	- 6,922	- 6,922	- 6,922	High level assumption that spend equally spread over 5 years. Before Reserves Action Plan
Demands & Pressures	- 906	- 347				Updated cash flow from current commitments. Existing commitment is £171,000 modelled to spend in 2019/20. Balance brought forward spread over next 4 years
Invest to Save	- 171	- 1,154	- 1,154	- 1,154	- 1,153	Budgeted to be fully spent in 2019/20.
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JV Profit Share					11,100	
<b>Closing Balance</b>	<b>39,038</b>	<b>34,518</b>	<b>26,423</b>	<b>17,955</b>	<b>26,805</b>	
<b>Other Potential Uses</b>						
Available balance	<b>39,038</b>	<b>34,518</b>	<b>26,423</b>	<b>17,955</b>	<b>26,805</b>	
Less prior year further movements		- 15,540	- 21,341	- 25,907	- 29,263	
Current year overspend	- 9,500					As per CRM 6.
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<b>Total further movements</b>	<b>- 15,540</b>	<b>- 5,801</b>	<b>- 4,566</b>	<b>- 3,356</b>	<b>- 2,837</b>	
Updated cash	<b>23,498</b>	<b>13,177</b>	<b>716</b>	<b>- 11,108</b>	<b>- 5,095</b>	

	2019/20	2020/21	2021/22	2022/23	2023/24	
	£000s	£000s	£000s	£000s	£000s	
<b>Restricted Reserves</b>						
<b>Balance brought forward</b>	<b>17,489</b>	<b>10,820</b>	<b>8,898</b>	<b>8,593</b>	<b>8,592</b>	
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	<b>10,820</b>	<b>8,898</b>	<b>8,593</b>	<b>8,592</b>	<b>8,592</b>	
<b>General Balances</b>						
Opening Balance	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	
Forecast Movement	-	-	-	-	-	
Closing Balance	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	<b>19,004</b>	
<b>All Balances</b>						
Opening Balance	<b>81,313</b>	<b>68,862</b>	<b>62,420</b>	<b>54,020</b>	<b>45,551</b>	
Forecast Movement	- 12,451	- 6,442	- 8,400	- 8,469	8,850	
<b>Closing Balance</b>	<b>68,862</b>	<b>62,420</b>	<b>54,020</b>	<b>45,551</b>	<b>54,401</b>	
Other potential uses	- 15,540	- 5,801	- 4,566	- 3,356	- 2,837	
Prior years other potential uses		- 15,540	- 21,341	- 25,907	- 29,263	
Impact Reserves Action Plan	600	9,000	10,200	11,400	13,200	
<b>Updated Closing Balance</b>	<b>53,922</b>	<b>50,079</b>	<b>38,313</b>	<b>27,688</b>	<b>35,501</b>	