

Medium Term Budget Requirement

	Year 1 2013/14 £'000	Year 2 2014/15 £'000	Year 3 2015/16 £'000
2012/13 Net General Fund Base Budget	200,817	200,817	200,817
Less : Expenditure aligned with specific grants	(561)	(561)	(561)
2013/14 Net General Fund Base Budget	200,256	200,256	200,256
New Burdens	1,026	1,015	1,015
Contract and Income Inflation	3,000	6,000	9,000
Contribution to reserves for Managed Services	2,300	0	0
Growth	3,100	5,210	5,789
Savings	(21,431)	(38,234)	(50,027)
General Contingency (pay and new burdens)	1,389	2,389	4,889
Non-domestic rates tariff payment to Government	2,826	2,913	2,986
Gross Budget Requirement	192,466	179,549	173,908
Less			
New Homes Bonus Grant	(2,963)	(3,913)	(4,863)
Other unringfenced specific grants	(2,984)	(2,694)	(2,131)
Grant funding for new burdens	(1,026)	(1,015)	(1,015)
Safety Net Grant re localised element of Non-Domestic Rates	(3,549)	0	0
Revenue Grants and Use of Reserves	(10,522)	(7,622)	(8,009)
Net Budget Requirement	181,944	171,927	165,899
Funded by			
Revenue Support Grant	81,225	66,039	58,650
Localised Element of Non Domestic Rates	49,261	54,430	55,791
Council Tax - 3% reduction Year 1, then freeze for planning purposes	51,458	51,458	51,458
Gross Resources	181,944	171,927	165,899
Adjusted Net Budget Gap	0	0	0

Risks

21,566

30,767

37,087

Adult Social Care Budget Proposals

Service	Description	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Departmental savings				
Provided Services & Mental Health Partnerships	Alternative home support for placements for people with Mental Health conditions and Learning Disabilities.	(360)	(360)	(360)
Commissioning	Reprioritisation of 3rd Sector Investment Funds. The proposal is to review the Councils 3rd sector providers contracts with a reallocation of the investment fund and fast track budget.	(150)	(150)	(150)
Commissioning	Mental Health - Recommissioning of psychological therapies	(34)	(34)	(34)
Commissioning	Drug Intervention Programme - recommissioning of service with RBKC	(46)	(46)	(46)
Commissioning	Supporting People Grant - Re-procuring with other boroughs to reduce prices and share management costs	(369)	(369)	(369)
Provided Services & Mental Health Partnerships	Review of Support Planning	(120)	(245)	(245)
Tri Borough	Commissioning, Finance and In-house Services	(0)	(480)	(480)
Tri Borough	Overheads (Training, Project management)	0	(252)	(252)
Tri Borough	Clinical Commissioning Group and support services with GP consortia	0	(433)	(433)
Tri Borough	Procurement savings	(105)	(212)	(212)
Tri Borough	Better gate keeping into residential and nursing care	(1,450)	(1,800)	(1,800)
Tri Borough	Increase capacity in extra care and sheltered accommodation	0	(1,100)	(1,100)

Service	Description	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Operations & Provided Services	Reduction anticipated in demand for all aged people with care placements and care packages.	(450)	(450)	(450)
Procurement & Business Intelligence	Manage inflation requests from providers	(200)	(200)	(200)
Commissioning	Review of West London Alliance arrangement	(60)	(60)	(60)
Commissioning	Reprioritisation of 3rd Sector Investment Funds	(126)	(126)	(126)
Provided Services	Day service review- Ellerslie	(70)	0	0
Provided Services	Joint Tri-Borough tendering of meals service	(256)	(256)	(256)
Operations	Limiting the cost of operational services	(150)	(300)	(300)
Procurement & Business Intelligence	Extension of Frameworkki contract inline with Tri-Borough partners	0	(100)	(100)
Provided Services	Transport Review	0	(150)	(150)
Commissioning	Reprocurement of Supporting People contracts	(300)	(300)	(300)
Provided Services	Review of no recourse to public fund clients	(40)	(40)	(40)
Commissioning	Third Sector Grants - 10% reduction across all areas as contracts end and review of "small pot".	(168)	(100)	(100)
	Total Efficiencies	(4,454)	(7,563)	(7,563)

Service	Description	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Growth				
Operations	Increase in demand for learning disabled people placements and care packages.	700	905	1,110
Operations	Increase in demand, due to demographic and other factors, for care placements and packages.	450	450	450
MH Placements	Increase in demand for Mental health placements.	250	250	250
	Growth totalled	1,400	1,605	1,810
	<u>Net Total</u>	(3,054)	(5,958)	(5,753)

Children's Services Budget Proposals

Service	Description	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Departmental savings				
Social Care	More efficient procurement of the workers providing support in the home for disabled children and their families thereby reducing agency costs.	(75)	(75)	(75)
Social Care	It is anticipated that following the publication of the Munro Review it will be possible to deliver process efficiencies, reducing staffing requirements.	(250)	(250)	(250)
Social Care	Senior management/ senior business support - delaying of management tiers.	(135)	(135)	(135)
Social Care	Continuing to reduce the population of children in care with better preventative services [see Locality teams] and more timely permanent placements [Adoption/Special Guardianship/Residence]; thereby reducing placement costs	(320)	(320)	(320)
Social Care	Transport costs reduced as a result of there being fewer children in care	(60)	(60)	(60)
Social Care	Independent Reviewing Officer costs being reduced as a result of there being fewer children in care	(50)	(50)	(50)
Social Care	More efficient procurement of placements for children in care from Independent Fostering Agencies and from Private & Voluntary Residential Care Services arising from joint working and joint negotiating with the other Local Authorities forming the West London Alliance. (LBHF uni-borough Saving)	(128)	(128)	(128)
Social Care	Reduced expenditure on leaving care services resulting from there being fewer children in care	(60)	(60)	(60)
Market Management / Tri Borough	Possible stretch related to merger - Traded Services More work is required to better understand the nature of these mergers and the developing strategies, although a further stretch of £175k on traded services if Royal Borough of Kensington and Chelsea is involved seems reasonable.	(50)	(50)	(50)

Service	Description	2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Tri Borough	Sharing of education services with WCC / RBKC with a potential to review and revise the statutory delivery component to more efficient ways, and better use of joint commissioning and sharing of overhead, management and support costs	(350)	(350)	(350)
Tri Borough	BSF Core Funding & Schools Resourcing Reorganisation following the ending of the BSF and Primary Capital programmes and a further reorganisation following the completion of the merger work	(50)	(50)	(50)
Market Management / Tri Borough	Transfer of Traded Services relating to schools into a 'Mutual'/Social Enterprise. Efficiencies as expected to be achieved through further commercialisation of the services.	(100)	(100)	(100)
Tri Borough	Merging the Looked After Children [LAC] and Young Peoples Service [YPS] to create one 0 - 18 service for children in care, reducing handovers of cases, so improving the service quality for children, their families and carers.	(125)	(125)	(125)
Tri Borough	Savings in foster care costs as a result of there being fewer children in care, and subsequent possible reprovion as part of Tri Borough working	(250)	(250)	(250)
Tri Borough	More efficient procurement of placements for children in care from Independent Fostering Agencies and from Private & Voluntary Residential Care Services arising from joint working and joint negotiating with the other Local Authorities forming the West London Alliance. (Tri Borough Saving)	(172)	(172)	(172)
Tri Borough	Single Mgt Team - joint appointments of Executive team, directors and more efficient use of overheads through shared support	(270)	(270)	(270)
Tri Borough	Sharing of education services with WCC / RBKC with a potential to review and revise the statutory delivery component to more efficient ways, and better use of joint commissioning and sharing of overhead, management and support costs	0	(370)	(370)
Tri Borough	Commissioning staff - a single joint commissioning team across 3 boroughs allowing efficiencies in staffing and achieving best value contracts through rationalisation	(500)	(500)	(500)
	Finance Staff. Integrated finance team to support one integrated Children's Service executive team and services.	0	(170)	(170)

Service	Description	2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Tri Borough	Fostering - Trading with other boroughs.	0	(160)	(160)
Tri Borough	Further Finance Savings - revised structure for one shared cross-borough finance team	0	(80)	(80)
Social Care	Savings Created by use of Preventative Services.	(700)	(700)	(700)
Tri Borough	Further Tri borough mergers and reorganisations	(316)	(316)	(316)
Social Care	Childrens' Commissioning	(200)	(200)	(200)
Social Care	Central fund for supporting investment in Childrens' Centres	(33)	(33)	(33)
	Total Efficiencies	(4,194)	(4,974)	(4,974)
		0	0	0
	Growth totalled	0	0	0
	Net Total	(4,194)	(4,974)	(4,974)

Environment, Leisure & Residents' Services Budget Proposals

Service	Description of Budget Change	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Departmental Savings				
Cleaner Greener & Cultural Services	Bi-Borough Review of the Cemeteries Service with Royal Borough of Kensington and Chelsea (RBKC)	(13)	(13)	(13)
Cleaner Greener & Cultural Services	Bi-Borough review of Parks Teams with RBKC	(50)	(50)	(50)
Cleaner Greener & Cultural Services	Review of Sports & Leisure Development Services	(25)	(25)	(25)
Cleaner Greener & Cultural Services	Review of community toilet arrangements	(134)	(134)	(134)
Cleaner Greener & Cultural Services	Bi-Borough Review of the Commercial Waste service with RBKC	(25)	(25)	(25)
Cleaner Greener & Cultural Services	Further Review of Triborough Library Service	(46)	(46)	(46)
Safer Neighbourhoods	Bi-Borough Review of Closed Circuit Television (CCTV) service - potential service integration with RBKC	(62)	(62)	(62)
Safer Neighbourhoods	Review of Anti Social Behaviour Unit (part of wider HRD review)	(15)	(15)	(15)
Safer Neighbourhoods	Review management of Enhanced Town Centre Policing teams to ensure they complement the Metropolitan Police Service Local Policing Model for Safer Neighbourhood Team management to be introduced from April 2013	(100)	(100)	(100)
Safer Neighbourhoods	Review of Community Safety Admin Function	(32)	(32)	(32)
Safer Neighbourhoods	Bi-Borough Review of Parks Constabulary with RBKC	(66)	(66)	(66)
Safer Neighbourhoods	Review the Council's Vehicle Maintenance arrangements	(90)	(90)	(90)
Safer Neighbourhoods	Identify £240k new one-off commercial funding and £40k new ongoing commercial funding for Enhanced Policing	(280)	(40)	(40)

Service	Description of Budget Change	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
ELRS Cross Cutting	Cross Cutting Income growth	(88)	(88)	(88)
ELRS Cross Cutting	Implement joint Environment, Leisure & Residents' Services (ELRS) Senior Management Structure across LBHF and RBKC and review Admin Support	(222)	(238)	(238)
Finance	Implement joint ELRS single Finance Structure across LBHF and RBKC	(25)	(101)	(101)
	Total Efficiencies	(1,272)	(1,124)	(1,124)
Cleaner Greener & Cultural Services	Western Riverside Waste Authority Growth	230	597	971
Cleaner Greener & Cultural Services	New Charge for disposing of recyclable waste	150	150	150
	Growth totalled	380	747	1,121
	<u>Net Total</u>	(892)	(377)	(3)

Finance & Corporate Services Budget Proposals

Service	Description of Budget Change	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Communications	Print Service - Savings from enhanced contract management	(50)	(50)	(50)
Communications	Increased revenue from website advertising	(50)	(50)	(50)
Departmental	Spans & tiers review e.g.. through Tri Borough Corporate Services Review	(200)	(200)	(200)
Customer Access & Service Delive	E Services 1 a - Increasing My Account Functionality	(200)	(200)	(200)
Customer Access & Service Delive	E Services Carousel	(256)	(256)	(256)
Customer Access & Service Delive	Face to Face Post Office Contract	(20)	(20)	(20)
Transforming Business	Transformational Business: Business Support Review	(140)	(290)	(290)
Tri Borough	Role of the Council - Integration of London Borough of Hammersmith & Fulham and Royal Borough of Kensington & Chelsea Legal Teams	(45)	(45)	(45)
Tri Borough	Tri Borough Insurance Saving	(14)	(14)	(14)
Tri Borough	Finance & Corporate Services Tri Borough Savings	(21)	(400)	(1,300)
Core	Reduction in contribution to the HR Reserve	(400)	(400)	(400)
Trade unions	Trade Union Facility reduced in 2012/13	(170)	(170)	(170)
Audit	Reduction in Audit Fees	(150)	(150)	(150)
Insurance	Insurance tenders have now been returned and a saving is achievable.	(100)	(100)	(100)

Service	Description of Budget Change	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Audit	Bi Borough Audit and Risk Service	(50)	(50)	(50)
Fraud	Fraud Team Staffing	(40)	(40)	(40)
Communications	Printing, Publications and more use of online services	(10)	(10)	(10)
Electoral Services	Electoral Services	(40)	(40)	(40)
	Total Efficiencies	(1,956)	(2,485)	(3,385)
Growth				
H&F Direct	Freedom Passes- Introduction of a new apportionment basis which shifts costs from Outer to Inner London and cost increase	670	670	670
London Boroughs Grant Levy	Shortfall of Funding	0	138	138
	Growth totalled	670	808	808
	<u>Net Total</u>	(1,286)	(1,677)	(2,577)

Transport & Technical Services Budget Proposals

Service	Description of Budget Change	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Building & Property Management	Advertising Hoardings income	(200)	(200)	(200)
Building & Property Management	Total Facilities Management (TFM) savings	(333)	(667)	(667)
Transport & Highways	Lane Rental	0	0	0
Parking	Full effect of previous increase in Pay and Display charges	(250)	(250)	(250)
Transforming Business	Accommodation Savings	0	(460)	(1,549)
Transforming Business	Bi-Borough Joint Parking Office	(100)	(100)	(100)
Tri Borough	Bi-Borough review of Transport & Technical Services (TTS)	(433)	(919)	(919)
Planning	Match Council activity with existing unallocated s106 funding where legal agreements permit.	(240)	(240)	(240)
Environmental Health	Licensing fee increase (set nationally).	(10)	(10)	(10)
Planning	Planning fee increase (set nationally).	(50)	(50)	(50)
Building & Property Management	Charges to Lyric Theatre.	(50)	(50)	(50)
Parking	Consequential increase in income re charges already agreed and implemented in 2012	(263)	(263)	(263)
Building & Property Management	Advertising Hoardings 10% Management Charge	(50)	(50)	(50)

Service	Description of Budget Change	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Planning	Redistribution of Access Functions in Planning	(21)	(21)	(21)
TTS	Advertising - recovery of appropriate costs from Housing Revenue Account (HRA).	(151)	(151)	(151)
Transport & Highways	Pilot trial of pavement advertising	(50)	(50)	(50)
Finance & Resource	One off use of balances in 2013/14	(30)	0	0
Market Management	Metro Wireless	(300)	(300)	(300)
	Total Efficiency Savings	(2,531)	(3,781)	(4,870)
Transport & Highways	One-off Footway Planned Maintenance saving (33%) in 12/13 - restoration of budget in 13/14	150	150	150
Parking	Restoration of budget in respect of in year savings in 2012/13 through increased income arising from parking enforcement to tackle congestion and safety compliance.	500	500	500
	Growth totalled	650	650	650
	Net Total	(1,881)	(3,131)	(4,220)

Housing and Regeneration Department Budget Proposals

Service	Description of Budget Change	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Customer Access & service	Transforming Housing Options	(240)	(240)	(240)
Housing Options	Elimination of Housing Benefit Subsidy Loss on Housing Association Leasing Direct (HALD) portfolio	(300)	(300)	(300)
Housing Options	Reorganisation of Elderly Resettlement Service	(27)	(27)	(27)
Housing Options	Reducing costs and financial risks associated with Hamlet Gardens	(350)	(350)	(350)
Director Office	Reallocation of costs as a result on changes in responsibilities	(21)	(21)	(21)
Finance & Resource	Passing on savings on amenity shared cost from the HRA	(79)	(79)	(79)
Housing Options	Withdrawal from the Hamlet Gardens Temporary Accommodation Contract	(200)	(200)	(200)
	Total Efficiencies	(1,217)	(1,217)	(1,217)
Growth				
	Growth totalled	0	0	0
	<u>Net Total</u>	(1,217)	(1,217)	(1,217)

Centrally Managed Budgets Budget Proposals

Service	Description of Budget Change	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Departmental Savings				
Capital Debt Reduction	Debt Reduction Strategy (assumes 25% slippage in forecast receipts)	(2,036)	(3,372)	(3,372)
Corporate Human Resources (CHR)	Reduced cost of added years	(50)	(50)	(50)
Centrally Managed Budgets	Redundancy Savings	(300)	(300)	(300)
Market Management	Contract review and renegotiation - savings to be realised	(1,695)	(3,695)	(3,695)
Cross-Cutting	Further productivity and other efficiencies from outsourcing and new ways of working	0	(6,887)	(15,751)
	Total Efficiency Savings	(4,081)	(14,304)	(23,168)
Growth				
Corporate	Re-alignment of overheads re the HRA transformation programme.	0	700	700
Corporate	Impact of Transformation Programme on Service level agreements apportioned to HRA.	0	700	700
	Growth Total	0	1,400	1,400
	Net Total	(4,081)	(12,904)	(21,768)

New Transformational Savings

Service	Description of Budget Change	Budget Change		
		2013-14 Budget Change (£,000's)	2014-15 Budget Change Cumulative (£,000's)	2015-16 Budget Change Cumulative (£,000's)
Council Wide	Additional Stretch targets for contract renegotiation and renewals.	(500)	(1,000)	(1,500)
I.T.	Reduced IT spend through transforming contract management and IT management within departments (linked to saving above).	(100)	(200)	(200)
Corporate	Review Debt Management, including analytics and fraud taken to another level with Agilysis. (Enhanced Revenue Collection)	(300)	(400)	(400)
Council Wide	Changing working patterns	(110)	(176)	(281)
Council Wide	Internships	(566)	(760)	(995)
Council Wide	Pay Strategy	(150)	(250)	(350)
	Total Efficiency Savings	(1,726)	(2,786)	(3,726)

Departmental Risk/Challenges

Division	Short Description of Risk	Risk	Risk	Risk	Comment
		2013/14 Value £000k	2014/15 Value £000k	2015/16 Value £000k	
Environment, Leisure and Residents Services					
Cleaner Greener & Cultural Services	Retender of the Waste & Street Cleansing service.	-	-	750	The current contract delivers an estimated £0.5m-£0.75m loss to the contractor.
Cleaner Greener & Cultural Services	New charge for disposing of recyclable waste	153	153	153	Cost increase may exceed growth provision of £150k
Environment, Leisure and Residents Services Total		153	153	903	
Transport and Technical Services					
Parking	Moving Traffic Offences	2,400	2,400	2,400	
Building & Property Management	Total Facilities Management	333	667	667	The key risk is that we do not achieve the £2m minimum savings due to the best and final offer being higher than expected.
Highways and Engineering	Wi-Fi on Lamp Columns	300	300	300	Main risks are that the tender price does not deliver the level of planned income, or the way companies bid may result in a different timing of cash flows.
Building & Property Management	Advertising Hoarding Income	1,300	1,300	1,300	The Council is exposed to the risk changes in market demand for advertising.
Commercialisation	Income	300	300	300	Full year developer and regeneration related income was £1.2m in 2011/12. Risk that developers may change their plans and income may fall. Assume fall of 50% but cost reduction only 33%.
Finance and Corporate Services	Land Charges Income	450	450	450	
Planning	Increasing incidence of exceptional costs of dealing with legal challenges, public inquiries etc	500	500	500	
Planning	Localism Act - supporting neighbourhood planning	50	50	50	
Transport and Technical Services Total		5,633	5,967	5,967	
Housing & Regeneration					

Government	Cap on Household Benefits - potential impact on Housing Association Leasing Scheme (HALS) portfolio	1,705	1,705	1,705	
Government	Cap on Household Benefits - potential impact on B&B portfolio	76	76	76	
Government	Cap on Household Benefits - potential impact on Private Sector Leasing (PSL) portfolio	1,709	1,709	1,709	
		3,490	3,490	3,490	
Government	Direct Payment of benefits under Universal Credit - potential impact on B&B portfolio	0	288	288	
Government	Direct Payment of benefits under Universal Credit - potential impact on Private Sector Leasing (PSL) portfolio	0	722	722	
		0	1,010	1,010	
Housing & Regeneration Total		3,490	4,500	4,500	
Children's' Services					
Social Care	Continued Reduction in the number of Looked After Children	570	570	570	
Tri Borough	Single Joint Commissioning Team	500	500	500	
Social Care	Saving created by use of Preventative Services	700	700	700	
	Troubled Families	120	240	360	
School Improvement	Change in Education provision	750	750	750	
Social Care	Increases in Looked After Children (LAC) numbers.	500	500	500	
Schools	Academy funding	tbc	tbc	tbc	
Schools	Academies	tbc	tbc	tbc	
Social Care	Youth Offending Service, children on remand becoming looked after. Impact on looked after and leaving care service provision.	200	300	400	
Children's' Services Total		3,340	3,560	3,780	

Adult Social Care					
Operations	There is an aging population, in London Borough of Hammersmith & Fulham growth is expected to be 1% per annum. At some stage the reduction in client numbers that we are currently experiencing will plateau and should actually start to rise.	450	900	1,350	
Operations & Provided Services and MH Partnerships.	Increases due to continuing care transfers into social care	500	500	500	
Operations	Increased pressure on equipment budgets as a whole as the Health & Social Care community work together to deliver on admission avoidance & delaying the admission to Residential or Nursing Facilities	100	100	100	
Operations	Maximising revenue from Careline.	400	400	400	The service is being reviewed with Commissioning to look at recommissioning a telephony /Monitoring service on a bi or triborough basis following the conclusion of the Sheltered Schemes currently being conducted by Housing. A local response service will be developed as part of the wider rapid Response Service developments.
Commissioning	NHS Funding for social care ending in 2013/14 and assumed to be on going in the MTFs model.	0	3,287	3,287	Funding unknown from 2014/15
Adult Social Care Total		1,450	5,187	5,637	
Centrally Managed Budgets					
Corporate	Resource Review - Increase in Council Tax Benefit Caseload	600	600	600	Cost of caseload increase will fail to be fully met by local authorities. Increase possible regarding demographic changes and economic downturn.
Corporate	Asset Disposal Programme - delay	700	700	700	20% slippage in the disposals programme based on £35m of sales in 12/13. Also possible downturn in receipts and interest rate adjustments
Corporate	Public Sector Pensions Reform	300	300	300	2% increase in cost modelled. Based on £45m estimated national cost of auto enrolment
Corporate	Contract Inflation -Above expectation	2,900	5,800	9,700	The mainstream forecast assumes inflation of 2.5%. Current rate is 3.5%.
Corporate	Pay inflation - Above expectation	1,000	2,000	3,000	1% pay award currently assumed for 13/14 and 14/15. 2.5% in 15/16.
Corporate	Potential breach of VAT Partial exemption	2,000	2,000	2,000	The Council is able to reclaim VAT incurred on VAT-exempt activities providing this does not exceed 5% of the Council's overall VAT liability in any one year. If this threshold is breached, no VAT can be reclaimed on expenditure incurred in support of these activities.
Centrally Managed Budgets Total		7,500	11,400	16,300	
		21,566	30,767	37,087	