

COUNCIL BUDGET - 2016/17

MONTH 5 REVENUE AND CAPITAL BUDGET MONITORING

Cabinet Member	Councillor Jonathan Bianco
Cabinet Portfolio	Finance, Property and Business Services
Report Author	Paul Whaymand, Corporate Director of Finance
Papers with report	Appendices A - F

HEADLINE INFORMATION

Purpose of report	<p>This report provides the Council's forecast financial position and performance against the 2016/17 revenue budget and Capital Programme.</p> <p>A net in-year underspend of £1,145k is projected against 2016/17 General Fund revenue budgets as of August 2016 (Month 5), representing an improvement of £416k from the position previously reported to Cabinet.</p> <p>The latest positions on other funds and the Capital Programme are detailed within the body of this report.</p>
Putting our Residents First	<p>This report supports the following Council objectives of: <i>Strong Financial Management; Our People; Our Built Environment; Our Natural Environment; Our Heritage and Civic Pride</i></p> <p>Achieving Value for Money is an important element of the Council's Medium Term Financial Plan.</p>
Financial Cost	N/A
Relevant Policy Overview Committee	Corporate Services and Partnerships
Ward(s) affected	All

RECOMMENDATIONS

That Cabinet:

1. Note the forecast budget position as at August 2016 (Month 5).
2. Continue the delegated authority up until the November 2016 Cabinet meeting to the Chief Executive to approve any consultancy and agency assignments over £50k, with final sign-off of any assignments made by the Leader of the Council. Cabinet are also asked to note those consultancy and agency assignments over £50k approved under delegated authority between the 22 September 2016 and 20 October 2016 Cabinet meetings, detailed at Appendix F.

3. **Extend the appointment CBRE consultants to advise the Council on the Southall Gas Works site up to the value of £150k revenue.**
4. **Approve acceptance of Planning Performance Agreement income in respect of the following applications:**
 - a) **St Andrew's Park Phase 6, Uxbridge (£18,500)**
 - b) **St Andrew's Park Dice and TCE Residential (£30,000)**
 - c) **Silverdale Road Residential, Hayes (£23,000)**
5. **Ratify a Cabinet-level decision taken by the Leader of the Council and the Cabinet Member for Planning, Transportation and Recycling on 3 October 2016 under special urgency rules to:**
 - a) **agree to externalise the Street Lighting Installation and Maintenance Service and that the Council embarks upon a major investment programme for Street Lighting including the replacement of all lights across the Borough with modern, efficient LED lighting.**
 - b) **agree to award the Street Lighting Works Term Services contract for installation, maintenance and test works; effective from November 2016 (with the commencement of the 18 month LED street lamp replacement programme in January 2017) to JMcCann Limited.**
 - c) **agree the Street Lighting Works Term Services contract is awarded for an initial period of 5 years, commencing November 2016, with the possibility of extending the contract for a further two years, subject to contractor performance and commercial terms.**
 - d) **authorise the grant of a 5 year lease to JMcCann Limited for a workshop at Harlington Road Depot. This lease will be outside the security of tenure provisions and will enable the Council to terminate concurrently with the commercial contract as detailed in this report and instructs Legal Services to complete the appropriate lease documentation.**

INFORMATION

Reasons for Recommendations

1. The reason for the monitoring recommendation is to ensure that the Council achieves its budgetary objectives, providing Cabinet with an update on performance at outturn against budgets approved by Council on 25 February 2016.
2. Recommendation 3 seeks to approve and extension of the current appointment of CBRE to advise the Council on the Southall Gas Works site up to a fee of £150k from the £100k previously approved by Cabinet in October 2015. This appointment relates to the valuation of access rights across Council owned land and the negotiation of payments to the Council of capital sums for these rights. This will be funded from the ultimate receipt once secured.
3. Recommendation 4 seeks authority to accept Planning Performance Agreement income in order to expedite the processing of three major planning applications, gift funding has been offered by developers which if accepted by Cabinet will be utilised to fund dedicated staff to support these.
4. Recommendation 5 - A urgent decision was made to award a contract for the provision of the Street Lighting Term Services Contract within the Borough, commencing November 2016, following receipt of a tender offering best value to the Council. Members also agreed proposals to restructure and transform the Service, previously delivered in-house, to achieve cost efficiencies and service quality improvements for residents, including a 24 hour service.

In the absence of a Cabinet meeting, the Leader of the Council is authorised in the Council's Constitution to take such decisions, where deemed urgent, which will be reported to a subsequent Cabinet meeting for ratification. Full details are in the confidential report issued by Democratic Services on 3 October, available for Members only on request. This recommendation is not subject to scrutiny call-in as the decision has previously been made.

Alternative options considered

5. There are no other options proposed for consideration.

FURTHER INFORMATION
General Fund Revenue Budget

6. An underspend of £1,145k is reported on normal operating activities at Month 5. This position incorporates a £1,703k net underspend across Directorate Operating Budgets and an underspend of £800k across Corporate Operating Budgets, offset by contingency pressures of £1,358k, primarily relating to Looked After Children placement expenditure and Deprivation of Liberty Safeguards (DoLS) assessments. There are no exceptional items reported at this stage in the financial year.
7. The headline underspend of £1,145k represents an improvement of £416k on the position reported at Month 4, consisting of a £101k improvement on Social Care operating budgets; a net £10k improvement across other Directorate budgets; a £50k contingency reduction in the cost of waste disposal and a £255k improvement on Looked After Children contingency due to stepping down of high cost placements.
8. The Council's General Fund revenue budget contains £13,309k savings, with £8,037k already banked and £3,409k on track for delivery. Those savings classed as amber due to being at an early stage of implementation total £1,863k at Month 5, representing an improvement of £579k from Month 4. The reported position on operating budgets reflects the status of these savings.

Table 1: General Fund Overview

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
			Revised Budget £'000	Forecast Outturn £'000			
178,502	843	Directorate Operating Budgets	179,345	177,642	(1,703)	(1,592)	(111)
2,420	1,038	Corporate Operating Budgets	3,458	2,658	(800)	(800)	0
18,453	(1,881)	Development & Risk Contingency	16,572	17,930	1,358	1,663	(305)
1,134	0	Priority Growth	1,134	1,134	0	0	0
200,509	0	Sub-total Normal Activities	200,509	199,364	(1,145)	(729)	(416)
		-					
200,509	0	Total Net Expenditure	200,509	199,364	(1,145)	(729)	(416)
(196,293)	0	Budget Requirement	(196,293)	(196,293)	0	0	0
4,216	0	Net Total	4,216	3,071	(1,145)	(729)	(416)
(39,005)	0	Balances b/fwd	(39,005)	(39,005)			
(34,789)	0	Balances c/fwd 31 March 2017	(34,789)	(35,934)			

9. At 31 March 2016 General Fund Balances totalled £39,005k. With the budgeted drawdown of £4,216k and the projected £1,145k surplus, the forecast closing balance at 31 March 2017 is £35,934k. The Council's current MTFF assumes that balances will remain between £15,000k and £31,000k to manage emergent risks, with sums above that level earmarked for use to smooth the impact of government funding cuts.

Directorate Operating Budgets (£1,703k underspend, £111k improvement)

10. An overview of the forecast outturn on Directorate Operating Budgets is contained in Table 2, with further detail for each directorate contained within Appendix A. Variances relating to those more volatile areas of activity being managed through Development and Risk Contingency are expanded upon below.
11. From 1 April 2016 the Council is able to utilise Capital Receipts, rather than revenue resources, to finance the costs of service reform, both one-off implementation costs and transformation staffing costs. Across the Council, all staff working on transformation have been assigned to the BID team and at this stage it is proposed to capitalise £996k of that staffing cost; resulting in staffing underspends across various services. In addition, £816k of further transformation costs are forecast to be met from Capital, although this position will be refreshed as the year progresses.

Table 2: Directorate Operating Budgets

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
10,762	183	Admin.	Expenditure	10,945	10,815	(130)	(126)	(4)
(1,288)	(72)		Income	(1,360)	(1,342)	18	12	6
9,474	111		Sub-Total	9,585	9,473	(112)	(114)	2
15,189	363	Finance	Expenditure	15,552	15,383	(169)	(168)	(1)
(2,475)	0		Income	(2,475)	(2,520)	(45)	(43)	(2)
12,714	363		Sub-Total	13,077	12,863	(214)	(211)	(3)
109,096	859	Residents Services	Expenditure	109,955	108,930	(1,025)	(1,117)	92
(56,005)	(224)		Income	(56,229)	(56,135)	94	195	(101)
53,091	635		Sub-Total	53,726	52,795	(931)	(922)	(9)
141,576	(21)	Social Care	Expenditure	141,555	142,996	1,441	1,431	10
(38,353)	(245)		Income	(38,598)	(40,485)	(1,887)	(1,776)	(111)
103,223	(266)		Sub-Total	102,957	102,511	(446)	(345)	(101)
178,502	843	Total Directorate Operating Budgets		179,345	177,642	(1,703)	(1,592)	(111)

12. Within the Administration Directorate an underspend of £112k is reported at Month 5, representing a marginal £2k adverse movement on prior month projections. This position consists of staffing underspends arising from vacant posts, with pressures reported on income being offset by favourable variances on non-staffing budgets.
13. An underspend of £214k is reported on Finance operating budgets at Month 5, representing a small £3k improvement on Month 4. This variance consists of staffing underspends across the group arising from vacant posts and additional income within the Revenues & Benefits Service.
14. An underspend of £931k is reported within Residents Services at Month 5, with £1,475k staffing underspends from vacant posts and the capitalisation of transformation resource, and pressures of £544k across non-staffing and income budgets. Reported pressures include a shortfall in income from the Cedars & Grainges car parks, estates income and Imported Food sampling, with non-staffing pressures from increased recycling volumes, fleet hire & maintenance and the adaptations budget within Development & Assets. The £9k improvement from Month 4 represents the net effect of a £140k pressure of vehicle hire and maintenance being offset by favourable movements on income forecasts across the Directorate.

15. An improvement of £101k is reported on Social Care group budgets, reflecting a reduction in the cost of support for young adults in semi-independent accommodation. Removal of legacy income targets has resulted in this movement showing under income. Overall the group is reporting a £446k underspend, inclusive of net staffing underspends of £1,226k from posts being held vacant and capitalisation of transformation workforce costs. Within this reported position, there is an emerging risk around supplier inflation on care placements which will remain under review over the coming months.

Progress on Savings

16. The Council's 2016/17 General Fund revenue budget contains £13,309k savings, with all prior year savings delivered in full during 2015/16. An improved outlook for savings delivery is reported at Month 5, with banked savings increasing by £2,679k to £8,037k and a £579k reduction in those items continuing to be reported as at risk. £11,446k savings are now reported as being banked or on track for delivery in full during 2016/17, with the remaining £1,863k or 14% remaining at an earlier stage of delivery and no savings being identified as having a serious risk of non-delivery.

Table 3: Savings Tracker

2016/17 General Fund Savings Programme	Admin.	Finance	Residents Services	Social Care	Total Savings	
	£'000	£'000	£'000	£'000	£'000	%
B Banked	(635)	(452)	(2,829)	(4,121)	(8,037)	60.4%
G On track for delivery	(130)	(615)	(2,512)	(152)	(3,409)	25.6%
A Potential significant savings shortfall or a significant or risky project which is at an early stage;	(142)	(60)	(441)	(1,220)	(1,863)	14.0%
R Serious problems in the delivery of the saving	0	0	0	0	0	0.0%
Total 2015/16 Savings	(907)	(1,127)	(5,782)	(5,493)	(13,309)	100.0%

Corporate Operating Budgets (£800k underspend, nil movement)

17. Corporately managed expenditure includes revenue costs of the Council's Capital Programme, externally set levies and income arising from the provision of support services to other funds and ring-fenced budgets. An £800k underspend has been identified against Interest and Investment Income as a result of continuing work in reviewing financing options, representing early delivery of a potential 2017/18 saving. Forecasts for all other corporately managed budgets are consistent with budget assumptions.
18. The reduction in the Bank of England base rate from 0.5% to 0.25% will reduce the gross yield from investments from August 2016, however, this is not expected to impact upon income received by the Council's General Fund as a combination of fixed term investments entered into prior to the rate cut and the resulting movement in the HRA's share of investment income are expected to offset any loss in revenue.

Table 4: Corporate Operating Budgets

Original Budget	Budget Changes	Service	Month 5		Variance (As at Month 5)	Variance (As at Month 4)	Movement from Month 4	
			Revised Budget	Forecast Outturn				
£'000	£'000		£'000	£'000	£'000	£'000	£'000	
0	0	Interest and Investment Income	Salaries	0	0	0	0	0
5,386	(195)		Non-Sal Exp	5,191	4,391	(800)	(800)	0
(405)	0		Income	(405)	(405)	0	0	0
4,981	(195)		Sub-Total	4,786	3,986	(800)	(800)	0
431	0	Levies and Other Corporate Budgets	Salaries	431	431	0	0	0
9,958	1,564		Non-Sal Exp	11,522	11,522	0	0	0
(12,390)	(331)		Income	(12,721)	(12,721)	0	0	0
(2,001)	1,233		Sub-Total	(768)	(768)	0	0	0
0	0	Housing Benefit Subsidy	Salaries	0	0	0	0	0
142,055	0		Non-Sal Exp	142,055	142,055	0	0	0
(142,615)	0		Income	(142,615)	(142,615)	0	0	0
(560)	0		Sub-Total	(560)	(560)	0	0	0
2,420	1,038	Total Corporate Operating Budgets		3,458	2,658	(800)	(800)	0

Development & Risk Contingency (£1,358k pressure, £305k improvement)

19. The Council set aside £18,453k to manage volatile and uncertain elements of budgets within the Development & Risk Contingency, which included £17,453k in relation to specific risk items and £1,000k as General Contingency to manage unforeseen issues. As expected with such volatile areas, a number of variances are reported, including significant growth in the cost of supporting Looked After Children.

Table 5: Development & Risk Contingency

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
341	0	Fin.	Uninsured Claims	341	291	(50)	(50)	0
2,025	0	Residents Services	Impact of welfare reform on homelessness	2,025	2,025	0	0	0
2,728	0		Waste Disposal Levy	2,728	2,580	(148)	(98)	(50)
200	0		High Speed 2 Challenge Fund	200	200	0	0	0
200	0		Heathrow Expansion Challenge Fund	200	200	0	0	0
2,212	0	Social Care	Asylum Service	2,212	1,936	(276)	(276)	0
3,734	0		Demographic Growth - Looked After Children	3,734	5,822	2,088	2,343	(255)
277	0		Social Worker Agency	277	277	0	0	0
1,699	0		Demographic Growth - Transitional Children	1,699	1,449	(250)	(250)	0
432	0		Demographic Growth - Adults	432	432	0	0	0
393	0		Winterbourne View	393	78	(315)	(315)	0
0	0		Deprivation of Liberty Safeguards	0	809	809	809	0
1,331	0		Care Act New Burdens Funding	1,331	1,331	0	0	0
1,881	(1,881)	Corp. Items	Increased National Insurance Contributions	0	0	0	0	0
1,000	0		General Contingency	1,000	500	(500)	(500)	0
18,453	(1,881)	Total		16,572	17,930	1,358	1,663	(305)

20. Movement from Month 4 on reported positions is limited to the Waste Disposal Levy and Looked After Children, with projections across all other areas having been reviewed. The reduction on Waste Disposal relates to further reductions in tonnage volumes since Month 4, with continuation of current trends expected to deliver further improvement over the remainder of the financial year.
21. An improved outlook is reported on Looked After Children, where management action to step down a number of high cost placements has reduced the reported pressure by £255k to £2,088k above the £3,734k contingency. The remaining pressure being reported in this area relates to the high levels of complexity in the current caseload of Looked After Children.

22. To date there have been no calls on General Contingency, with the reported position assuming that £500k will be required later in the financial year.

Priority Growth

23. The 2016/17 General Fund revenue budget approved by Council in February 2016 set aside £734k of unallocated Priority Growth, in addition to £400k of specific growth monies to support HIP Initiatives. The 2016/17 HIP budget is supplemented by £820k brought forward balances.
24. As at Month 5, no Priority Growth has been allocated to services. The corporate monitoring position assumes all budgeted growth will be spent or committed during the current financial year. Release of £125k from HIP monies has been approved to support new initiatives from the £1,220k available resources, leaving £1,095k available for further allocations in year.

Table 6: Priority Growth

Original Budget	Budget Changes	Priority Growth	Month 5		
			Revised Budget	Approved Allocations	Unallocated Balance
£'000	£'000		£'000	£'000	£'000
400	0	HIP Initiatives Budgets	400	0	(400)
0	820	B/fwd Funds	820	125	(695)
734	0	Unallocated Priority Growth	734	0	(734)
1,134	820	Total Priority Growth	1,954	125	(1,829)

Schools Budget, Parking Revenue Account and Collection Fund

25. The latest forecasts on other funds indicate favourable positions at year end and therefore will not adversely impact upon the General Fund in 2016/17.
26. The projected drawdown from Dedicated Schools Grant balances for the Schools Budget has reduced by £369k to £483k at Month 5, reflecting slippage in the capacity building programme for two year old provision for which balances were earmarked during 2015/16. The overall drawdown from balances includes the planned release of earmarked balances to support the roll out of two year old childcare provision and release of £451k additional funding to schools through their formula allocations. A number of compensatory variances are reported within the Schools Budget; including £83k underspend across centrally retained expenditure. Remaining balances are projected to total £383k at 31 March 2017.
27. A £21k surplus is reported on the Parking Revenue Account at Month 4, representing an adverse movement of £12k from Month 4, reflecting projected growth in use of agency staff to cover vacant posts and improve the efficiency of the appeals process.
28. A surplus of £2,000k is projected on the Council's share of Business Rates revenues at Month 5, with a breakeven position on Council Tax in line with the Month 4 outlook. The favourable position on Business Rates is principally driven by the 2015/16 outturn surplus, which included significant backdated increases in Rateable Value at Heathrow Airport.

Housing Revenue Account

29. The Housing Revenue Account (HRA) is currently forecasting an in-year overall surplus of £11,136k, £1,874k more than the budgeted surplus of £9,262k. This represents a £38k improvement on the position reported at Month 4. This variance includes underspends against Planned Maintenance & Tenant Services, partially offset by a forecast shortfall on the

budgeted income contribution from Leaseholders towards the cost of improvement works to Council housing stock. In addition, rental income remains strong, with lower than anticipated numbers of void properties contributing towards a £329k overachievement of income. As a result, HRA General Balances are projected to increase to £45,080k by 31 March 2017, with a significant element of this sum earmarked to support investment in new housing stock.

30. 40 properties have been sold under Right to Buy arrangements as at Month 5, with a total of 115 sales forecast for 2016/17. Sufficient expenditure was incurred on the acquisition of new properties during Quarter 1 to avoid repayment of Right to Buy Receipts to DCLG, with projects underway to avoid repayment during Quarter 2.

Future Revenue Implications of Capital Programme

31. Appendix D outlines the forecast outturn on the 2016/17 to 2020/21 Capital Programme, with a £2,270k underspend projected over the five year programme, representing a £273k improvement from Month 4. Prudential Borrowing required to support the Council's Capital Programme is projected to be £5,068k lower than the £164,469k revised budget, as a result of this projected underspend and £6,528k additional assumed grant income for school expansions and Disabled Facilities Grants being sufficient to offset a £3,730k fall in projected Capital Receipts.
32. This favourable variance on borrowing would result in a marginal reduction in future revenue costs of approximately £260k per annum, however given that £14,990k of projected grant income is yet to be confirmed by awarding bodies and asset sales remain a volatile income stream this position will remain under review.
33. Further reductions in 2016/17 capital expenditure are reported at Month 5 with a £9,213k increase in slippage to reach a £17,873k underspend in the current financial year. This is an underspend against the £96,350k budget, which had already been amended downwards from initial estimates, indicating that the Council will be able to defer new borrowing into later years and therefore deliver savings against capital financing budgets in 2017/18. Slippage in delivery of Capital Receipts will reduce any such saving, with current forecasts showing that £15,072k of the planned £22,038k will be secured during 2016/17, in line with the position reported at Month 4.

Appendix A – Detailed Group Forecasts (General Fund)

ADMINISTRATION (£112k underspend, £2k adverse movement)

34. The Administration group is forecasting an underspend of £112k at Month 5, mainly due to staffing costs with vacancies across Democratic Services and Legal Services where recruitment is ongoing, and in Partnerships and Policy due to maternity leave. A minor adverse movement of £2k is reported from Month 4. The movement relates to regarding of staff in the new structures in HR and Democratic Services.

Table 7: Administration Operating Budgets

Original Budget	Budget Changes	Service	Month 5		Variance (As at Month 5)	Variance (As at Month 4)	Movement from Month 4	
			Revised Budget	Forecast Outturn				
£'000	£'000		£'000	£'000	£'000	£'000	£'000	
1,490	0	Democr. Services	Salaries	1,490	1,457	(33)	(37)	4
1,645	111		Non-Sal Exp	1,756	1,697	(59)	(59)	0
(629)	(113)		Income	(742)	(684)	58	58	0
2,506	(2)		Sub-Total	2,504	2,470	(34)	(38)	4
2,307	0	Human Resources	Salaries	2,307	2,290	(17)	(21)	4
534	74		Non-Sal Exp	608	651	43	43	0
(248)	0		Income	(248)	(270)	(22)	(22)	0
2,593	74		Sub-Total	2,667	2,671	4	0	4
1,979	0	Legal Services	Salaries	1,979	1,953	(26)	(30)	4
87	(1)		Non-Sal Exp	86	79	(7)	2	(9)
(341)	41		Income	(300)	(306)	(6)	(12)	6
1,725	40		Sub-Total	1,765	1,726	(39)	(40)	1
579	0	Policy & Partnerships	Salaries	579	547	(32)	(26)	(6)
2,141	(1)		Non-Sal Exp	2,140	2,141	1	2	(1)
(70)	0		Income	(70)	(82)	(12)	(12)	0
2,650	(1)		Sub-Total	2,649	2,606	(43)	(36)	(7)
6,355	0	Admin. Directorate	Salaries	6,355	6,247	(108)	(114)	6
4,407	183		Non-Sal Exp	4,590	4,568	(22)	(12)	(10)
(1,288)	(72)		Income	(1,360)	(1,342)	18	12	6
9,474	111		Total	9,585	9,473	(112)	(114)	2

FINANCE (£214k underspend, £3k improvement)

35. The Finance group is forecasting an underspend of £214k at Month 5, a £3k favourable movement from month 4. This is due to staffing vacancies in Operational and Strategic Finance. The small adverse movement in Procurement relates to the utilisation of agency resources, whilst permanent staff are recruited.

Table 8: Finance Operating Budgets

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
519	50	Internal Audit	Salaries	569	579	10	20	(10)
30	0		Non-Sal Exp	30	30	0	0	0
(10)	0		Income	(10)	(10)	0	0	0
539	50		Sub-Total	589	599	10	20	(10)
1,555	0	Procurement	Salaries	1,555	1,570	15	0	15
92	(1)		Non-Sal Exp	91	93	2	0	2
0	0		Income	0	(2)	(2)	0	(2)
1,647	(1)		Sub-Total	1,646	1,661	15	0	15
3,321	142	Operational Finance	Salaries	3,463	3,276	(187)	(187)	0
611	0		Non-Sal Exp	611	611	0	0	0
(158)	0		Income	(158)	(158)	0	0	0
3,774	142		Sub-Total	3,916	3,729	(187)	(187)	0
4,101	(113)	Revenues & Benefits	Salaries	3,988	4,033	45	45	0
1,634	(5)		Non-Sal Exp	1,629	1,627	(2)	(2)	0
(2,023)	0		Income	(2,023)	(2,066)	(43)	(43)	0
3,712	(118)		Sub-Total	3,594	3,594	0	0	0
1,348	0	Strategic Finance	Salaries	1,348	1,296	(52)	(44)	(8)
1,978	290		Non-Sal Exp	2,268	2,268	0	0	0
(284)	0		Income	(284)	(284)	0	0	0
3,042	290		Sub-Total	3,332	3,280	(52)	(44)	(8)
10,844	79	Finance Directorate	Salaries	10,923	10,754	(169)	(166)	(3)
4,345	284		Non-Sal Exp	4,629	4,629	0	(2)	2
(2,475)	0		Income	(2,475)	(2,520)	(45)	(43)	(2)
12,714	363		Total	13,077	12,863	(214)	(211)	(3)

36. A £50k underspend is reported on the projected drawdown from the Insurance Contingency, reflecting lower levels of outstanding claims than previously experienced.

Table 9: Insurance Contingency

Original Budget £'000	Budget Changes £'000	Development & Risk Contingency	Month 5		Variance (+ adv / - fav)		Movement from Month 4 £'000
			Revised Budget £'000	Forecast Outturn £'000	Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	
341	0	Uninsured Claims	341	291	(50)	(50)	0
341	0	Current Commitments	341	291	(50)	(50)	0

RESIDENTS SERVICES GENERAL FUND (£931k underspend, £9k improvement)

37. Residents Services directorate is forecasting an underspend of £931k at Month 5, excluding pressure areas that have identified contingency provisions.

Table 10: Residents Services Operating Budgets

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
15,008	(937)	Deputy Director Residents Services	Salaries	14,071	13,865	(206)	(233)	27
15,752	1,176		Non-Sal Exp	16,928	17,237	309	169	140
(7,981)	240		Income	(7,741)	(7,711)	30	(41)	71
22,779	479		Sub-Total	23,258	23,391	133	(105)	238
4,951	228	Development and Assets	Salaries	5,179	5,157	(22)	(22)	0
11,174	(45)		Non-Sal Exp	11,129	11,294	165	167	(2)
(5,072)	(339)		Income	(5,411)	(5,340)	71	71	0
11,053	(156)		Sub-Total	10,897	11,111	214	216	(2)
487	(53)	Estates and Tenancy Management	Salaries	434	362	(72)	(77)	5
1,154	(3)		Non-Sal Exp	1,151	1,084	(67)	(15)	(52)
(3,279)	0		Income	(3,279)	(3,174)	105	184	(79)
(1,638)	(56)		Sub-Total	(1,694)	(1,728)	(34)	92	(126)
1,730	(47)	Planning, Transport and Community Projects	Salaries	1,683	1,461	(222)	(243)	21
1,534	(480)		Non-Sal Exp	1,054	1,054	0	0	0
(10,706)	0		Income	(10,706)	(10,801)	(95)	(95)	0
(7,442)	(527)		Sub-Total	(7,969)	(8,286)	(317)	(338)	21
1,774	0	Planning and Enforcement	Salaries	1,774	1,604	(170)	(170)	0
854	(50)		Non-Sal Exp	804	804	0	0	0
(2,782)	0		Income	(2,782)	(3,088)	(306)	(265)	(41)
(154)	(50)		Sub-Total	(204)	(680)	(476)	(435)	(41)
11,739	19	Green Spaces, Sport & Culture	Salaries	11,758	11,797	39	25	14
7,567	(303)		Non-Sal Exp	7,264	7,296	32	21	11
(9,916)	92		Income	(9,824)	(9,966)	(142)	(156)	14
9,390	(192)		Sub-Total	9,198	9,127	(71)	(110)	39
7,994	(2,497)	Digital Strategy & Communications	Salaries	5,497	5,510	13	(7)	20
5,714	89		Non-Sal Exp	5,803	5,700	(103)	(73)	(30)
(3,058)	767		Income	(2,291)	(2,148)	143	143	0
10,650	(1,641)		Sub-Total	9,009	9,062	53	63	(10)
6,027	2,899	Business and Technical Support	Salaries	8,926	8,340	(586)	(562)	(24)
1,051	(8)		Non-Sal Exp	1,043	1,178	135	135	0
(4,197)	(919)		Income	(5,116)	(4,772)	344	354	(10)
2,881	1,972		Sub-Total	4,853	4,746	(107)	(73)	(34)
4,131	277	Policy and Standards - Education, Housing and Public	Salaries	4,408	4,159	(249)	(211)	(38)
10,455	594		Non-Sal Exp	11,049	11,028	(21)	(21)	0
(9,014)	(65)		Income	(9,079)	(9,135)	(56)	0	(56)
5,572	806		Sub-Total	6,378	6,052	(326)	(232)	(94)
53,841	(111)	Residents Services	Salaries	53,730	52,255	(1,475)	(1,500)	25
55,255	970		Non-Sal Exp	56,225	56,675	450	383	67
(56,005)	(224)		Income	(56,229)	(56,135)	94	195	(101)
53,091	635		Total	53,726	52,795	(931)	(922)	(9)

38. The overall variance results from staffing underspends across the group and favourable income projections in planning, offset mainly by pressure on the adaptations backlog in Development & Assets and in Fleet Management. In addition there are continuing income shortfalls at Cedars and Grainges car parks and in Imported Food sampling.
39. The Council's 2016/17 contingency budget contains provision for areas of expenditure or income within Residents Services for which there is a greater degree of uncertainty. The position against these contingency items is shown in Table 11 below. At Month 5 projected calls on contingency are £148k below the budgeted provision (£50k favourable), following a revision to a projected levy rebate from WLWA.

Table 11: Development and Risk Contingency

Original Budget £'000	Budget Changes £'000	Development & Risk Contingency	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
			Revised Budget £'000	Forecast Outturn £'000			
2,025	0	Impact of welfare reform on homelessness	2,025	2,025	0	0	0
2,728	0	Waste Disposal Levy	2,728	2,630	(148)	(98)	(50)
200	0	High Speed 2 Challenge Fund	200	200	0	0	0
200	0	Heathrow Expansion Challenge Fund	200	200	0	0	0
5,153	0	Current Commitments	5,153	5,092	(148)	(98)	(50)

40. Experience in the 2016/17 financial year continues to see the numbers of temporary accommodation requirements consistently above the original MTFE forecast.

Table 12: Housing Needs performance data

	2016		
	June	July	August
Homeless Threat, Priority Need & Eligible	110	138	80
Presenting As Homeless	38	32	41
Duty Accepted	28	13	23
Households in Temporary Accommodation	590	600	595
Households in B&B	217	211	205

41. As in previous years, contingency has been set aside in 2016/17 to resource the need for temporary accommodation in the borough. The call on contingency relating to homelessness at this early stage of the financial year is currently projected to be £2,025k, which is as per the budgeted provision.
42. Given the continuing high levels of households in high cost B&B and challenges in procuring affordable private rental sector accommodation, this risk will be closely monitored throughout the year. There is the option to utilise earmarked reserves should the position deteriorate.
43. A contingency of £2,728k has been set aside to fund estimated increases in waste tonnages via the levy. West London Waste Authority (WLWA) had previously indicated potential disbursement of excess reserves, further to finalisation of their 2015/16 year end position.

44. At the latest partnership meeting of the authority, boroughs were given a status update to the commencement of full services at Severnside Energy Recovery Facility (SERC). The latest estimate of full service commencement is 17 November 2016, owing to disputes between various contractors working on the site. The financial impact to WLWA remains unchanged at £5.2m. As previously indicated, any future unforeseen closures of the SERC during commissioning could result in additional costs of a smaller magnitude.
45. The impact on boroughs is that the disbursement of excess reserves remains not appropriate in the view of WLWA, as the additional reserves of circa £3,000k from the 2015/16 surplus are required to manage the impact of the delay at the SERC. WLWA have assured officers that they will not ask for further resources from boroughs should further delays to full service commencement materialise.

Deputy Director Residents Services (£133k overspend, £238k adverse movement)

46. There is a forecast underspend of £206k (£27k adverse) relating to staffing budgets across the service, netted down by a forecast pressure of £169k on non-staffing costs, owing to increased expenditure on tipping costs via the Grundon recycling contract (£126k) and projected refuse bag costs (£43k).
47. Current projections show the fleet management budget position to be forecasting an emerging pressure of £140k, from increases in contract hire and maintenance costs. Work is underway to alleviate this one-off pressure.
48. There is a forecast favourable income variance of £236k relating to improved income projections at New Years Green Lane (NYGL) following a review of first quarter income. Year to date income is already at £234k against a full year income target of £384k. The service now forecasts full year income of £620k.
49. There continues to be an income pressure within the Imported Food service (£266k, £71k adverse) with forecast pressures resulting from regular legislative changes and seasonal variations. Part of the pressure experienced this year results from a reduction in Kenyan imports and the removal of Kenyan beans from the high risk list, such that no inspections are required.
50. As reported throughout 2015/16, short-term funding in support of weekly recycling and food waste collections has been built up in an earmarked reserve. Following drawdown of approximately 50% of this reserve during 2015/16, the remaining resource of £327k is expected to be drawdown in full at the end of this financial year (2016/17).

Development and Assets (£214k overspend, £2k improvement)

51. At Month 5 the service continues to report an overspend of £195k on additional resources being deployed to cover the backlog of work for home adaptations. The pressure relates to additional interim arrangements to cover backlog of work including a financial assessment officer and a consultant.
52. The service is also reporting a minor favourable movement of £2k for non-staffing costs across the service at Month 5.

Estates and Tenancy Management (£34k underspend, £126k improvement)

53. The service is reporting an improvement of £126k at Month 5 in relation to a revised staffing projection, after factoring in agency costs against the vacant posts currently held within the service.
54. The non-staffing forecast has been revised to show a net £52k favourable movement following the handback of Warnford Industrial Estate at the end of September 2016.
55. The service is forecasting an improvement in the garages income pressure of £79k, reducing the pressure to £105k with any further improvement in the position to be closely monitored during the second half of the financial year as work continues to improve the condition of garages across the borough.

Planning, Transportation and Community Projects (£317k underspend, £21k adverse movement)

56. At Month 5, the service is reporting a favourable salary projection of £222k (£21k adverse), relating to revised salary forecasts in Planning Specialists (£10k), LDF Planning (£8k) and Road Safety (£8k).
57. There is a forecast overachievement on income of £95k relating to a favourable position on grants, with the main movement relating to notification of the final New Homes Bonus refund from DCLG.

Planning and Enforcement (£476k underspend, £41k improvement)

58. The recently approved BID review for planning services has now been approved by the Leader of the Council and the relevant steps to implement the new structure are underway.
59. A number of posts continue to be funded from gift funding income, with additional resources in an earmarked reserve to be utilised dependent on the final value of gift funding received.
60. Income streams across the planning service remain robust, with income targets expected to be exceeded by £306k (£41k favourable).

Green Spaces, Sport & Culture (£71k underspend, £39k adverse movement)

61. The service is projecting a staffing overspend of £39k (£14k adverse) within the group, reflecting revised forecasts across the group at Month 5.
62. There is an £11k adverse movement in non-staffing costs following additional costs incurred for purchase and maintenance of musical instruments within the Music service.
63. The service is forecasting overachievement of income targets at Month 5 of £142k (£14k adverse).

ICT & Communications (£53k overspend, £10k improvement)

64. At Month 5 the Communications team is reporting an overspend of £5k, comprised of a £3k underspend on staffing and a £8k pressure on non-staffing costs.
65. The ICT service is currently forecasting a net pressure of £48k, resulting from the current transition from the phase 1 restructure and the net residual pressure from the winding down of the HGfL service.

Business and Technical Support (£107k underspend, £34k improvement)

66. The off-street parking income at the Cedars and Grainges multi-storey car parks continues to experience pressure relating to the loss of season ticket income at both car parks. The most recent income projection forecasts a pressure of £344k (£10k favourable).
67. There is a revised projected underspend of £586k (£24k favourable) on staffing budgets relating to delays in recruitment following the restructure in Technical Admin and Business Support.

Policy and Standards - Education, Housing and Public Health (£326k underspend, £94k improvement)

68. Month 5 forecasts for the staffing costs in this service, project an underspend of £249k (£38k favourable) as a result of vacant posts across a number of services.
69. There is a forecast favourable variance of £56k at Month 5 owing to over recovery of rental income within the Housing service.

SOCIAL CARE (£446k underspend, £101k improvement)

70. Social Care is projecting an underspend of £446k as at Month 5, an improvement of £101k from Month 4, due to a projected reduced cost of providing support for young adults in semi independent accommodation. The service continues to experience and has to manage a number of ongoing challenges including staff recruitment, especially Social Workers, providing housing accommodation and support for Section 17 designated families and pressures relating to the cost of transport within the Social Care Budget. Over the last few months the service has seen a growing number of requests from external providers for above inflation price uplifts, with some exceeding 14% and backdated to 1 April 2016. The service is working with Category Management to address these and assess the extent of mitigation that can be achieved given the underlying pressures in the Social Care market.

Table 13: Social Care Operating Budgets

Original Budget £'000	Budget Changes £'000	Service		Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
				Revised Budget £'000	Forecast Outturn £'000			
1,826	(60)	Safeguarding Children	Salaries	1,766	1,766	0	1	(1)
1,612	12		Non-Sal Exp	1,624	1,639	15	102	(87)
(165)	0		Income	(165)	(237)	(72)	(71)	(1)
3,273	(48)		Sub-Total	3,225	3,168	(57)	32	(89)
4,678	(337)	Early Intervention Services	Salaries	4,341	4,090	(251)	(286)	35
3,406	(209)		Non-Sal Exp	3,197	3,359	162	112	50
(1,712)	216		Income	(1,496)	(1,550)	(54)	36	(90)
6,372	(330)		Sub-Total	6,042	5,899	(143)	(138)	(5)
4,293	0	Looked After Children	Salaries	4,293	4,638	345	269	76
608	(29)		Non-Sal Exp	579	516	(63)	(24)	(39)
(8)	0		Income	(8)	(8)	0	0	0
4,893	(29)		Sub-Total	4,864	5,146	282	245	37
7,595	(142)	Children's Resources	Salaries	7,453	7,678	225	245	(20)
9,388	642		Non-Sal Exp	10,030	10,910	880	829	51
(6,891)	0		Income	(6,891)	(7,566)	(675)	(665)	(10)
10,092	500		Sub-Total	10,592	11,022	430	409	21
8,669	299	All-Age Disabilities	Salaries	8,968	8,145	(823)	(777)	(46)
44,634	294		Non-Sal Exp	44,928	45,352	424	433	(9)
(9,536)	(206)		Income	(9,742)	(9,523)	219	196	23
43,767	387		Sub-Total	44,154	43,974	(180)	(148)	(32)
4,460	118	Social Work	Salaries	4,578	4,485	(93)	(93)	0
28,082	389		Non-Sal Exp	28,471	29,517	1,046	1,040	6
(8,570)	(607)		Income	(9,177)	(10,168)	(991)	(981)	(10)
23,972	(100)		Sub-Total	23,872	23,834	(38)	(34)	(4)
8,873	(471)	Early Intervention & Prevention	Salaries	8,402	7,973	(429)	(461)	32
3,067	6		Non-Sal Exp	3,073	3,217	144	182	(38)
(10,897)	320		Income	(10,577)	(10,576)	1	10	(9)
1,043	(145)		Sub-Total	898	614	(284)	(269)	(15)
2,574	(135)	Safeguarding, Quality & Partnerships	Salaries	2,439	2,470	31	12	19
6,531	(46)		Non-Sal Exp	6,485	6,697	212	231	(19)
(541)	82		Income	(459)	(774)	(315)	(301)	(14)
8,564	(99)		Sub-Total	8,465	8,393	(72)	(58)	(14)
631	0	Directorate & Support Services	Salaries	631	400	(231)	(231)	0
649	(352)		Non-Sal Exp	297	144	(153)	(153)	0
(33)	(50)		Income	(83)	(83)	0	0	0
1,247	(402)		Sub-Total	845	461	(384)	(384)	0
43,599	(728)	Social Care Directorate Total	Salaries	42,871	41,645	(1,226)	(1,321)	95
97,977	707		Non-Sal Exp	98,684	101,351	2,667	2,752	(85)
(38,353)	(245)		Income	(38,598)	(40,485)	(1,887)	(1,776)	(111)
103,223	(266)		Total	102,957	102,511	(446)	(345)	(101)

SOCIAL CARE DEVELOPMENT AND RISK CONTINGENCY (£2,056k overspend, £255k improvement)

71. The Council's 2016/17 Development and Risk Contingency includes a provision for areas of expenditure within Social Care for which there is a greater degree of uncertainty. In part, this is caused by in year demographic changes in the number of adults and children requiring care and support for a range of care needs, including Asylum seekers and SEN Transport. Table 14 sets out the forecast spend against the Development and Risk Contingency, which is projecting an overspend of £2,056k, an improvement of £255k on the Month 4 projections, due to an improvement in the projected cost of Looked After Children placements.

Table 14: Social Care Development & Risk Contingency

Original Budget	Budget Changes	Development & Risk Contingency	Month 5		
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£'000	£'000		Revised Budget £'000	Forecast Outturn £'000	Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
2,212	0	Asylum Service	2,212	1,936	(276)	(276)	0
3,734	0	Demographic Growth - Looked After Children	3,734	5,822	2,088	2,343	(255)
277	0	Social Worker Agency	277	277	0	0	0
1,699	0	Demographic Growth - Transitional Children	1,699	1,449	(250)	(250)	0
432	0	Demographic Growth - Adults	432	432	0	0	0
393	0	Winterbourne View	393	78	(315)	(315)	0
0	0	Deprivation of Liberty Safeguards	0	809	809	809	0
1,331	0	Care Act New Burdens Funding	1,331	1,331	0	0	0
10,078	0	Current Commitments	10,078	12,134	2,056	2,311	(255)

Asylum Service (£276k underspend, nil movement)

72. This service continues to project a drawdown of £1,936k from the contingency, £276k below the budget. This reflects the benefits that the service expects to deliver through undertaking a major review of the support provided to Unaccompanied Asylum Seeking Children (UASC) to ensure that individual UASC are accessing all available funding sources from a range of Central Government departments. The service is also undertaking a major review of all financial policies relating to the provision of allowances, to ensure that there is a consistent approach to the financial support provided. Early indications are that these reviews will reduce the cost to the Council, but not necessarily reduce the amount of funding that the individual will receive, as they will be able to access levels of financial support from Central Government departments.
73. The National Transfer arrangements for UASC have now been in operation for 2 months. Hillingdon continues to receive new applications but it is now apparent that a number of UASC are being successfully transferred to other local authorities, where in total Hillingdon has been able to transfer two UASC. However, it should be noted that this is currently a voluntary scheme and was effective from 1 July 2016, applicable only to new entrants. This agreement proposes a cap on the number of UASC that any authority should be looking after at any given time, which has been set at 0.07% of the child population. For Hillingdon, this equates to 48 children, however, Hillingdon currently provides support for 113 UASC, which is 65 above the cap. This would imply that Hillingdon would not have to take on any new UASC with effect from 1 July 2016.

Demographic Growth - Looked After Children (£2,088k overspend, £255k improvement)

74. The service is projecting a drawdown of £5,822k from the Contingency, £2,088k above budget, an improvement of £255k on the Month 4 projections, due to a continued and planned reduction in the use of high cost residential placements. There are a number of reasons for this projected overspend, which are explained in the following paragraphs. Additionally, the service has implemented a number of changes to the approval and review

process, which provide a much stronger challenge in the decision making process, and is now being reflected in the projected cost of placements.

75. Looked After Children numbers have been consistently within the range of 340 to 360 placements over the months from May 2015 to April 2016, but are starting to show signs of reducing, where at the end of August 2016, there were 319 Looked After Children. Those with a Child Protection Plan are consistently within the range of 340 to 380 placements, and those where children have been identified as Children in Need is relatively consistent standing at approximately 645 cases. It should be noted that this consistent picture has been maintained despite the number of contacts and referrals increasing by 164 cases per month from an average of 1,724 per month in the period between August 2015 and March 2016, to 1,888 per month in the period between April 2016 and August 2016.
76. The main saving built into the base budget relates to the change in the number of children placed through an Independent Fostering Agency (IFA), linked to the October 2015 Foster Care recruitment initiative. The service is continuing to manage the pressure on this saving within the wider placements budget as the actual recruitment has slipped from the profile included in the saving. The number of IFA placements are expected to increase, as they represent a key element of the strategy for stepping down high cost placements, although the age profile and needs of the cases forecasts these to be at a higher average cost than other IFA placements. However, the current split for foster care placements has remained constant throughout this financial year and stands at 46% IFA and 54% In-House.
77. The projected outturn position also assumes that a proportion of the cost of placements will be met from Health contributions and to a lesser extent from the Dedicated School Grant (DSG), where additional education costs are incurred. Based on the current placement profile, there is a gross projected shortfall in income of £332k. . A number of cases have now been discussed at the Education, Health and Care Plan Panel, where the CCG agreed health contributions towards the cost of placements, totalling £115k. A number of new cases will be presented to this panel over the coming months, and it is anticipated that further agreements will be reached.

Social Worker Agency (Children's) (Nil variance, nil movement)

78. The contingency to provide funding to cover the additional cost of using agency staff whilst the service undertakes recruitment activity, assumed that the service will operate at a level of 90% of posts filled by permanent staff and 10% filled by agency staff. Currently, the service is projecting to be at 80% permanency (currently it stands at approximately 77.5%) and so it is anticipated that the full drawdown of this contingency will be required.

Demographic Growth - Transitional Children (£250k underspend, nil movement)

79. The number of children who transferred to adult care services for 2015/16 was lower than anticipated and based on this reduced number it is currently estimated that £250k of this contingency will not be needed in the current financial year, no change from the Month 4 projections. The number transferred to date in 2016/17 is 16 clients with further transfers expected during the rest of the year. This will be closely monitored and any changes to anticipated spend reflected in future forecasting.

Demographic Growth - Adults Placements (Nil variance, nil movement)

80. At Month 5 it is forecast that the full drawdown of the £432k contingency for Adult Demographic changes will be required, no change from the Month 4 projections. The demographic forecasting tool is regularly refreshed and expenditure areas are kept under close review.

Winterbourne View (£315k underspend, nil movement)

81. At Month 5 it is forecast that only £78k of the contingency will need to be drawn down in respect of the Winterbourne View transfer cases, resulting in an underspend of £315k, no change from Month 4.

Deprivation of Liberty Safeguards (DoLS) (£809k overspend, nil movement)

82. The number of DoLS referrals received to the end of August is 557 (472 in July). This is an average of 26 per week. From 1 September 2016, the Council has entered into a contract with a provider to undertake this task. The forecast for Month 5 remains unchanged from Month 4 and will be kept under close review during the year. It should be noted that central government has provided no new specific grant funding to cover this pressure, which was anticipated when the budget was set.

DIRECTORATE OPERATING BUDGETS: CHILDREN'S SERVICES (£512k overspend, £36k improvement)

Safeguarding Children (£57k underspend, £89k improvement)

83. The service is reporting an underspend of £57k, an improvement of £89k on the Month 4 projections, due to a review of the projected costs of the Supported Living contract. The underspend relates to the receipt of additional income from a recharge to Adult Services for the cost of running a joint safeguarding board operation covering both children's and adults, netted down by a slight overspend in non-staffing costs, which relates predominantly to the increased cost of Family Group Conferences and Safeguarding activity.

Children's Early Intervention & Prevention Services (£143k underspend, £5k improvement)

84. The service is reporting an underspend of £143k, an improvement of £5k on the Month 4 projections. The underspend reported relates to staffing costs, which are projecting an

underspend of £251k across the whole service and in particular within the local authority run Children Centre budgets and the Targeted Support Programme, where these services have a number of vacant posts. This reflects the management action that has been taken over the last few months, to ensure that the Social Care Directorate budget operates within its allocated base budget.

85. This is netted down by a projected overspend of £162k on non staffing costs, predominantly relating to the Children Centre review savings proposal of £215k, which has been slightly delayed, but through management action will be covered by delivering underspends across the rest of the service and in particular the Targeted Support Programme budgets.

Looked After Children (£282k overspend, £37k adverse movement)

86. This service is reporting an overspend of £282k, an adverse movement of £37k on the Month 4 projections, reflecting the latest projections on timing of permanent recruitment and resulting use of agency staff, where the latest forecast indicates that the profile is more likely to be weighted towards the end of the 2016 calendar year, reflecting the very competitive Social Worker recruitment market. The service continues to work very closely with the HR Service, to review recruitment progress and identify further opportunities to engage with the recruitment market that will attract the right calibre of staff. The use of agency staff is also being limited to the cover for essential posts.
87. There is an overspend of £345k on staffing costs, an adverse movement of £76k. This is due to the continuation of the Skylakes managed service for longer than originally expected, which ended at the beginning of June 2016 and the time taken to recruit permanent staff to the newly established duty team that replaced the Skylakes managed. The assumption is that this delivery model will need to run for a few months to retain stability and enable the service to undertake a targeted recruitment campaign, which will be launched in October 2016. It is then anticipated that permanent staff will not be recruited until the start of the new year.
88. The one-off cost of the Skylakes managed service will be met by drawing down £216k from earmarked reserves, which has been reflected in the monitoring report by grossing up the salary and income budgets.

Children's Resources (£430k overspend, £21k adverse movement)

89. The service is reporting an overspend of £430k at Month 5, an adverse movement of £21k on the Month 4 projections, due to a projected increase in the cost of providing emergency support for Section 17 families. The adverse movement reflects the difference between the original assumptions built in for staff recruitment in Month 2, which assumed a monthly recruitment profile spread evenly across the year, where the reality indicates that the actual profile is more likely to be weighted towards the end of the 2016 calendar year, reflecting the very competitive Social Worker recruitment market. The service continues to work very closely with the HR Service, to review recruitment progress and identify further opportunities to engage with the recruitment market that will attract the right calibre of staff. The use of agency staff is also being limited to the cover for essential posts.
90. The service is projecting an overspend of £225k on staffing costs, due to the use of agency staff to cover essential posts, whilst the service continues its recruitment campaign. However, it is proposed that £132k of staffing costs will be capitalised to reflect the work that staff are undertaking on transformation projects.
91. Additionally, the service has an overspend of £880k on non-staffing costs, which relates primarily to the cost of staff recruitment (an additional cost of £250k), where the service is using a range of services to access the market place, including temp-to-perm arrangements,

a major recruitment campaign through Penna and overseas recruitment through HCL; the cost of providing support for families under Section 17 regulations or who have No Recourse to Public Funds (NRPF) relating to temporary Bed and Breakfast accommodation (an additional cost of £396k) and ad-hoc crisis support (an additional cost of £69k). These costs will be met from a drawdown of £715k from the earmarked reserves.

ADULT SOCIAL CARE (£958k underspend, £65k improvement)

92. Over the last few months it has become evident that the sustainability of the employment market within the Adult Social Care Sector is leading to significant price increase requests from providers, which exceed the inflation allocation within the current budget. Service Managers are working through these with Category Management to try to contain these pressures within the current budget but due to the significant increased rates being requested (one provider has requested an increase of 14.7%) it may not be possible to contain price increases within the budget. It should be noted that this emerging pressure has not been included in the current forecast and is being kept under close review.

All Age Disabilities (AAD) (£180k underspend, £32k improvement)

93. The service is reporting an underspend of £180k, an improvement of £32k on the Month 4 projections, predominantly due to a reduction in the projected staffing costs, where the service has a number of staff vacancies.
94. The salaries budget for AAD is currently forecast to underspend by £823k, due to vacancies being held during the year and management action being taken to manage the overall budget of the directorate. Of this, the transport service is forecast to underspend against staffing by £151k, which is being delivered as part of the ongoing review of the service and the Special Educational Needs staffing is projected to underspend by £295k. Additionally the Social Work Teams are forecasting an underspend of £249k, with the remaining balance of £128k relating to the capitalisation of transformation costs. However, it should be noted that £135k of the total underspend is offset by reduced DSG income recharges.
95. The service is currently managing down a pressure within the transport service across both Special Educational Needs children and adult care users through a range of management actions including an in-depth review of contracts, routes and use of vehicles. The Month 5 forecast assumes that this action will bring the service costs close to budget by the year end.
96. The non-staffing budget is forecasting a pressure of £424k, an improvement of £9k from the Month 4 projection. The placements budget remains under pressure due to a number of Independent Living Fund (ILF) cases that transferred in July 2015 (approximately £100k) which was not fully funded by Government Grant. Additionally it is evident that pressures are emerging from an increase in unit costs for placements.
97. The income budget is forecasting a pressure of £219k, an adverse movement of £23k on the Month 4 projections. £135k of this is from reduced DSG income in respect of SEN staff which is offset by an underspend on salaries, as noted above. The balance is from reduced income forecast for Transport from contributions from other Local Authorities and reduced client contributions.

Social Work (£38k underspend, £4k improvement)

98. The service is reporting an underspend of £38k, an improvement of £4k on the Month 4 projections. The staffing budget is forecast to underspend by £93k, no change from the Month 4 forecast and reflects the management action being taken to offset pressures within the Social Care budget.
99. The non-staffing and income budgets are forecast to overspend by a net £55k, which relates to pressures emerging within the placements and homecare budgets, which in part are being offset by additional income from Health in respect of joint S117 Mental Health Act placements (these are currently being contained within the overall position of the service but will be kept under close review). These pressures are netted down by a net underspend of £107k in the community equipment budget, reflecting the management controls that have been put in place in the service. Within this there is also an increase in Homecare inflation equating to £134k (this was agreed with providers in February 2016) and a pressure of £60k for the Telecareline savings, which are unlikely to be delivered, which will be funded by drawing down £194k from earmarked reserves.
100. It should be noted that the service is starting to see an increase in unit costs as the demand for residential and nursing care across the sector is high which is leading to price increases.

Adults Early Intervention & Prevention (£284k underspend, £15k improvement)

101. The service is reporting an underspend of £284k, an improvement of £15k on the Month 4 projections. The overall underspend is as a direct result of management action being taken across Social Care to manage the identified pressures in the service.
102. The salary budget is forecast to underspend by £429k, an adverse movement of £32k on the Month 4 projections. The adverse position is offset by an improved position in the non staffing budget as the savings relating to the transfer of the Asha Day Service to the Wren Centre has now been reflected in the budget.
103. There is a pressure of £144k forecast on the non-staffing budget, which relates to delays in delivering the preventative savings target, where there is an ongoing review. It is anticipated that savings can be delivered, but it is currently uncertain how much of this can be delivered in the current year. This cost pressure is offset by the underspend against staffing and an underspend against meals purchased.

Safeguarding Quality & Partnerships (£72k underspend, £14k improvement)

104. The service is reporting an underspend of £72k at Month 5, an improvement of £14k on the Month 4 projections. The staffing budget is forecasting an overspend of £31k, an adverse movement of £19k from Month 4. This is due to a number of Approved Mental Health Practitioner (AMP) posts that are being covered by agency staff and the premium rate for these posts is resulting in this pressure on the budget.
105. The non staffing budget has a net pressure of £212k. This relates to the cost of Placements, which are forecast to overspend by £301k, although these costs are offset by the receipt of £343k on Health contributions to S117 Mental Health Act joint placements, and a £100k pressure relating to the savings target in respect of the review of the Complex Care Service. This service is still under review and at present the saving that can be delivered from changing the delivery model of this service in the current year is uncertain. These pressures are offset by a reduced recharge of £159k against the combined adults and children's safeguarding structure.

106. Additional income of £315k is forecast, £345k of this additional income is from Health for joint S117 placements as referred to above, which is netted down by a pressure from reduced client contributions.

Directorate & Support (£384k underspend, nil movement)

107. The Directorate budget is forecast to underspend by £384k, no change from the Month 4 position. £345k of this underspend relates to expenditure on transformational work, which it is anticipated will be capitalised. The balance of the underspend is from a reduced forecast for equipment purchase.

Better Care Fund (£45k underspend, £45k improvement)

108. The latest forecast for the Pooled Better Care Fund is an underspend of £45k.

109. The CCG are forecasting an underspend of £110k against Scheme 5: Integrated Community based Care and Support.

110. The pressure from Social Care in the main is against Scheme 3: Rapid response and joined up intermediate care, £98k. This pressure is from Care placements and is being in part offset by an underspend of £37k against Scheme 5. Each party within the pooled budget are responsible for their own risks and the Social Care pressure is contained within the overall forecast reported above.

Appendix B – Other Funds

SCHOOLS BUDGET

Dedicated Schools Grant (£32k overspend, £369k improvement)

111. The Dedicated Schools Grant (DSG) is projecting an in-year overspend of £401k. The overspend, in the main, relates to the capacity building programme for two year old provision where the funding was agreed for a number of projects last financial year, but works did not actually begin till the current year.

Table 15: Schools Budget

Original Budget	Budget Changes	Funding Block	Month 5		Variance (+ adv / - fav)		
			Revised Budget	Forecast Outturn	Variance (As at Month 5)	Variance (As at Month 4)	Change from Month 4
£'000	£'000		£'000	£'000	£'000	£'000	£'000
(140,664)	0	Dedicated Schools Grant Income	(140,664)	(140,697)	(33)	(33)	0
105,361	451	Delegated to Schools	105,812	105,812	0	0	0
4,805	0	Early Years	4,805	4,802	(3)	452	(455)
3,740	0	Centrally Retained	3,740	3,657	(83)	(52)	(31)
26,758	0	Special Needs	26,758	26,909	151	34	117
0	451	Total Schools Budget	451	483	32	401	(369)
0	0	Balance Brought Forward 1 April 2016	(866)	(866)			
	(451)	Use of Balances	(451)	(483)			
0	0	Balance Carried Forward 31 March 2017	415	383			

Dedicated Schools Grant Income (£33k underspend, no movement)

112. The projected £33k surplus relates to the Early Years Pupil Premium where Early Years settings have so far identified less children eligible for payment of early years pupil premium than we have been funded for. The funding allocation for 2016/17 has now been adjusted by the DfE, however we still expect a small underspend unless additional eligible children are identified throughout the year.

Delegated to Schools (nil variance, no movement)

113. The projection for Early Years funding delegated to schools has been amended to reflect the actual numbers of three and four year olds accessing the free entitlement. There has been a decrease in the forecasted spend compared to the estimated position at the start of the year due to a slight reduction in actual numbers in the summer term.

Early Years (£3k underspend, £455k improvement)

114. The £455k improvement in the Early Years projected spend predominantly relates to the capacity building programme for two year old provision. The funding was agreed for a number of projects last financial year, but works did not actually begin till the current year. £610k of the DSG underspend from 2015/16 was allocated for these projects and it is expected that no additional large projects will be agreed this financial year.

Centrally Retained (£83k underspend, £31k improvement)

115. £55k of the underspend in the Centrally Retained relates to a vacant Procurement Officer post, where funding has been agreed for two posts but only one is currently filled. There is also an underspend projected in the Admissions budget.
116. These underspends are offset by a projected £14k overspend on the cost of the Courier Service to schools which is to be reviewed by Schools Forum in the coming months as part of their review of all centrally retained DSG budgets.

High Needs: (£151k overspend, £117k adverse movement)

117. There is a continuing budget pressure of £244k linked to the number of Looked After Children being placed out of borough. This is off-set by a projected underspend due to SEN growth that has been budgeted but not yet realised. This budget may be needed later in the year as the number of SEN assessments coming through the system has been on the increase in recent months.
118. A further £82k underspend is projected on the SEN contingency budget as less expenditure is expected on additional therapies for SEN pupils now that the new banded funding model has been adopted and top-up funding should be sufficient to meet all the needs of these pupils.
119. There is a projected overspend of £83k on the SEN support teams due to the recruitment of additional visual impairment specialist teachers as previously agreed by Schools Forum.

School Academy Conversions

120. The Academies Act 2010, allows schools to convert to academy status and by doing so will receive funding directly from the Education Funding Agency (EFA). Schools can convert at any point in the year, once they have converted, a number of adjustments are required to realign the DSG income budget and the amount delegated to maintained schools.
121. We have been made aware of one maintained school where the conversion process is currently in progress.

Maintained School Balances & Budgets

122. A review of balances at the end of the 2015/16 financial year identified an increase in the number of maintained schools in deficit. In Hillingdon only one school had a licenced deficit in 2015/16. However a further three primary schools ended the year in deficit. Any schools that fall into deficit are subject to more focused monthly monitoring by LA officers to ensure that everything possible is being done to address the situation.
123. The table below provides an update on the financial position of schools maintained by the Council (this excludes academy schools), based on school outturns and three year budget plans. Two schools have requested a licensed deficit in 2016/17, but there are a further eleven schools with balances below £50k who have been classified as at risk of falling into deficit and are subject to closer monitoring and support from the Schools Finance team:

School Type	Total Number of Schools	Number of Schools In Deficit 2015/16	Value of Deficit £000	Number of Schools In Deficit 2016/17
Nursery	1	0	0	0
Primary	51	3	62	1
Secondary	2	1	761	1
Special	2	0	0	0
Total	56	4	823	2

124. Maintained schools started the 2016/17 year with an opening surplus balance of £12.8m (revenue & capital). This was a slight increase of £0.3m from the previous year. Despite this increase in balances a number of schools are beginning to experience financial difficulties due to funding being cash-limited and significant increases in costs.

PARKING REVENUE ACCOUNT (£21k in year surplus, £12k adverse movement)

125. The Parking Revenue Account is established to govern the use of income from Penalty Charges Notices (PCNs), together with other on-street parking income streams, in accordance with Section 55 of the Road Traffic Regulation Act 1984.

Table 16: Parking Revenue Account

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (+ adv / - fav)		
			Revised Budget £'000	Forecast Outturn £'000	Month 5 £'000	Month 4 £'000	Movement £'000
(4,079)	0	Income	(4,079)	(4,097)	(18)	(19)	1
4,079	0	Expenditure	4,079	4,076	(3)	(14)	11
0	0	In-year (Surplus) / Deficit	0	(21)	(21)	(33)	12
		Unallocated Balances b/fwd			0	0	0
0	0	Unallocated Balances C/fwd	0	(21)	(21)	(33)	12

126. An in-year surplus of £21k is forecast for the 2016/17 financial year. There is a total income surplus of £18k (£1k adverse). The £18k overachievement forecast for PRA income is attributable to a favourable £127k variance re bailiff payments (the projection reflecting actual receipts to date), partly offset by anticipated shortfalls of £81k re on-street PCN income and £28k re pay and display income (the latter projected based on pro-rating actual receipts for weeks 1-21).

127. There is a net £152k projected underspend in relation to PRA staff costs, attributable to vacant post savings across the Traffic Management, Parking Management and Parking Admin areas, partly offset by a £23k forecast for agency staff employed on a project to reduce the current PCN backlog. The key components of the adverse non-staff variance are (a) the parking enforcement contract with APCOA, £88k over-budget (b) unbudgeted costs of £13k and £11k relating to the renewal of ParkMap the Videalert unattended CCTV system at Sidmouth Drive respectively and (c) a £14k pressure re parking signs and road-marking.

COLLECTION FUND (£2,000k surplus, no movement)

128. The collection of local taxes is managed through the Council's Collection Fund in order to avoid short-term volatility in income impacting on provision of services. Sums quoted relate to the Council's own share of income and disregard monies collected on behalf of the Greater London Authority and Central Government. The projected surplus will be available to support the Council's General Fund revenue budget in 2017/18.

Table 17: Collection Fund

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
(118,703)	0	Council Tax	Gross Income	(118,703)	(118,754)	(51)	(51)	0
12,118	0		Council Tax Support	12,118	11,929	(189)	(189)	0
(2,625)	0		B/fwd Surplus	(2,625)	(2,385)	240	240	0
(109,210)	0		Sub-Total	(109,210)	(109,210)	0	0	0
(112,408)	0	Business Rates	Gross Income	(112,408)	(113,535)	(1,127)	(1,127)	0
(2,278)	0		Section 31 Grants	(2,278)	(2,138)	140	140	0
60,790	0		Less: Tariff	60,790	60,790	0	0	0
5,340	0		Less: Levy	5,340	5,834	494	494	0
1,125	0		B/fwd Deficit	1,125	(382)	(1,507)	(1,507)	0
(47,431)	0	Sub-Total	(47,431)	(49,431)	(2,000)	(2,000)	0	
(156,641)	0	Total Collection Fund	(156,641)	(158,641)	(2,000)	(2,000)	0	

129. A breakeven position is projected on 2016/17 Council Tax income in contrast to the surpluses recorded in recent years. Strong taxbase growth and projected high collection rates reducing the level of bad debt provision are being offset by exceptional pressures across discounts and exemptions. A pressure of £600k arising from the continuation of reformed discounts into the new financial year, with an additional £400k from increased volumes of discounts at this early stage in the year. This position assumes continuation of Corporate Fraud activity to reduce numbers of Single Person Discounts being awarded. Reduced demand for the Council Tax Reduction Scheme is broadly offsetting a lower than anticipated 2015/16 surplus to deliver an overall breakeven position.

130. A surplus of £2,000k is projected on Business Rates Revenues for 2016/17, including £1,507k brought forward from 2015/16 in respect of the significant backdated increases in Rateable Value at Heathrow Airport. As at Month 5 it is expected that lower than budgeted levels of empty property relief and growth in the taxbase will deliver an additional £495k income to the General Fund by outturn.

Appendix C – HOUSING REVENUE ACCOUNT

The Housing Revenue Account (HRA) is forecasting an in-year surplus of £11,136k, £1,874k more favourable than the budgeted surplus of £9,262k. As a result, 2016/17 closing HRA General Balance is forecast to be £45,080k. The Month 5 forecast shows an increase in underspend of £38k compared to the reported Month 4 forecast. The table below presents key variances by service area:

Table 18: Housing Revenue Account

Service	Month 5		Variance (+ adv / - fav)		
	Revised Budget	Forecast Outturn	Variance (As at Month 5)	Variance (As at Month 4)	Movement from Month 4
	£'000	£'000	£'000	£'000	£'000
Rent Income	(56,215)	(56,544)	(329)	(296)	(33)
Other Income	(5,272)	(5,137)	135	225	(90)
Net Income	(61,487)	(61,681)	(194)	(71)	(123)
Housing Management	11,081	11,073	(8)	(55)	47
Tenant Services	5,225	4,836	(389)	(386)	(3)
Repairs	5,249	5,249	0	0	0
Planned Maintenance	4,666	3,367	(1,299)	(1,324)	25
Capital Programme Funding	9,199	9,199	0	0	0
Interest & Investment Income	15,067	15,083	16	0	16
Development & Risk Contingency	1,738	1,738	0	0	0
Operating Costs	52,225	50,545	(1,680)	(1,765)	85
(Surplus) / Deficit	(9,262)	(11,136)	(1,874)	(1,836)	(38)
General Balance 01/04/2016	(33,944)	(33,944)	0	0	0
General Balance 31/03/2017	(43,206)	(45,080)	(1,874)	(1,836)	(38)

Income

131. Rental income is forecast to be favourable by £329k, an improvement of £33k from the position in Month 4. This is due to a lower than forecast loss of income from voids (£14k), RTB (£16k) and income from buybacks (£3k).
132. Other Income is forecast to be under recovered by £135k. This is a £90k improvement compared to Month 4 as this includes the updated leaseholders' service charges 2016/17 estimates.
133. The number of RTB applications received in August was 20. The first five months RTB applications total 113 compared to 87 for the same period last year. There have been 40 RTB completions so far in the first five months of 2016/17 compared to 63 for the same period last year. The MTFF assumed 115 RTB sales and the latest forecast assumes the same.

Expenditure

134. The housing management service is forecast to underspend by £8k, an adverse movement of £47k on Month 4. The key changes in Month 5 include staffing costs (£28k), redundancy costs (£37k) and ICT (£38k).
135. Tenant services overall forecast is an underspend of £389k, an improvement of £3k on Month 4 due to staffing.

136. The overall repairs budget is currently forecast to be breakeven. It should be noted however that the responsive repairs and voids budget line is forecasting an overspend of £318k, redundancies £311k and other non salary costs £31k. This is being offset by key underspends on staffing - vacancies and delays in recruitment (£155k), consultancy fees (£85k), materials (£130k), savings on pooled transport (£170k) and higher than budgeted income on rechargeable repairs (£120k).
137. Planned Maintenance is forecast to underspend by £1,299k, which represents an adverse movement of £25k compared to Month 4, due to service contracts. Full year variances relate to External Cyclical Decorations (£726k), fencing (£98k), service contracts and surveys (£194k) and gas servicing and breakdowns (£281k).
138. Development and Risk Contingency - there are significant legal and consultancy costs arising from the Triscott House dispute, however this is covered by a provision of £729k, which was included in the accounts for costs relating to specialist consultants and legal fees. At this stage it is not expected that costs will rise above the provision value. This budget will also be used, if required, to increase the level of the bad debt provision, which will be reviewed later in the year.

HRA Capital Expenditure

The forecast HRA capital programme is set out in the table below:

Table 19 - HRA Capital Expenditure

Prior Years Cost	Programme	Revised Budget	Forecast	Cost Variance Forecast V Budget	Project Re-phasing	2016-2021		Total Project Variance
						Total Project Budget 2016-2021	Total Project Forecast 2016-21	
		2016/17				2016-2021		
		£000	£000	£000	£000	£000	£000	£000
Major Projects								
9,370	New General Needs Housing Stock	9,420	9,420	0	0	43,830	43,830	0
3,878	New Build - Appropriation of Land	1,400	1,400	0	0	1,400	1,400	0
778	New Build - Supported Housing Provision	21,046	9,366	(400)	(11,280)	44,733	44,333	(400)
N/A	HRA General Capital Contingency	9,467	9,467	0	0	9,467	9,467	0
14,026	Total Major Projects	41,333	29,653	(400)	(11,280)	99,430	99,030	(400)
Works to Stock								
N/A	Works to stock programme	13,092	8,641	0	(4,451)	40,103	40,103	0
N/A	Major Adaptations to Property	1,560	1,110	0	(450)	6,252	6,252	0
	Total Works to Stock	14,652	9,751	0	(4,901)	46,355	46,355	0
	Total HRA Capital	55,985	39,404	(400)	(16,181)	145,785	145,385	(400)

Major Projects

139. The Revised budget for the 2016/17 HRA Major Projects programme is £41,333k, inclusive of £162k re-phasing from 2015/16 as approved by Cabinet in June 2016. It also includes the capital release decision taken in July 2016 to fund £5,533k of the New Build Supported Housing (Grassy Meadow and Parkview schemes) from the HRA General Capital Contingency. The budget has also increased by £2,000k following Cabinet approval in

September 2016 to re-phase the New General Needs Housing Stock budget from 2017/18 for the purchase of additional buy-back properties.

140. As at Month 5 the Major Projects programme is forecast to underspend by £400k in 2016/17 and over the period 2016-2021 as a result of main contract expenditure for both the aforementioned Supported Housing schemes reducing following a value engineering exercise to reduce the total project costs.
141. Following revised cashflow projections received from the consultants overseeing the Supported Housing Programme, £11,280k will require re-phasing into future years, an increase in the re-phasing variance of £8,144k compared to Month 4. This is resulting from a substantial element of the construction works being undertaken in 2017/18 and 2018/19

New General Needs Housing Stock

142. The 2016/17 budget is expected to be fully utilised with regular approval being obtained for the purchase and repair of housing stock. Currently 6 properties have been purchased with a further 23 approved for completion. The remaining budget is anticipated to be absorbed as works commence on the two schemes that have been approved to date (Acol Crescent and 7 new build / 5 extensions).
143. Previously £3,888k was approved for the delivery of 19 units of General Needs Housing stock at the Acol Crescent site to be delivered by 2018/19. Consultants for professional, technical and construction services have been appointed to take the scheme to tender. Approval is currently being sought to appoint specialist design consultants for architectural services up to the planning stage.
144. Cabinet in July 2016 approved a budget of £2,139k to meet the costs associated with the construction of a housing programme comprising 7 units of new build properties and 5 extensions / conversions at various sites. This will be funded from the General Needs Housing Stock budget of £43,830k. Following the appointment of consultants the scheme is progressing to scheduled timescale with an estimated project completion date of June 2017.
145. The remaining budget is anticipated to be absorbed as and when approval is obtained for new housing developments to meet the overall general needs housing strategy.

New Build - Appropriation of Land

146. The £1,400k budget provides for the appropriation to the HRA of the Acol Crescent site in order to develop both supported housing units and general needs units.

New Build - Supported Housing

147. The Supported Housing Programme comprises the build of 186 mixed client group units across five different sites. Developments of the housing units are at various different stages of the project lifecycles. The tendered prices were significantly higher than pre-tender estimates for Grassy Meadow and Parkview Day Centre. Following a value engineering exercise the costs of the main contracts have reduced by £400k. The cost has reduced by £289k for the project at Grassy Meadow with a further £111k reduction being attributed towards the Parkview project.
148. The Supported Housing Development at Acol Crescent is being undertaken concurrently with the General Needs Housing Units at the same site and consultants have been appointed to progress the scheme to tender stage.

HRA General Capital Contingency

149. It is expected that the £9,467k contingency budget will be absorbed to meet the cost of emerging risks stemming from the overall Major Projects programme.
150. Approval has been given for the budget to be utilised to meet the purchase costs of 217 & 219 Horton Road, estimated to be £360k.
151. A further £81k from the contingency budget will be required towards the appropriation of the land at Fir Tree Avenue to the Council's Housing Revenue Account.

Works to Stock

152. The Works to Stock programme has an overall forecast re-phasing variance of £4,451k, an increased re-phasing movement of £1,337k compared to Month 4 due to kitchens and bathrooms.
153. Elements of the Works to Stock programme contributing to the £4,451k re-phasing variance include lift renewals (£976k), external doors (£120k), kitchens and bathrooms (£2,173k), electrical upgrades (£446k) and windows replacement (£736k), due to the validation, procurement and consultation timetables required to deliver these works.
154. Major Adaptations - this has a forecast re-phasing variance in 2016/17 of £450k due to delays in the tendering process.

HRA Capital Receipts

155. There have been 40 Right to Buy sales of council dwellings as at end of August 2016 for a total sales value of £5,899k and a total of a further 75 sales are forecast to bring the yearly total to 115, totalling approximately £17,000k in 2016/17.
156. The Council has signed an agreement with Department for Communities & Local Government to re-invest the proceeds in housing stock regeneration. This enables the Council to retain a higher level of receipts because of reduced pooling, however the terms of the agreement stipulate that receipts must be spent within three years or otherwise are returned to government with the addition of punitive interest. The revised General Needs housing programme for 2015-2021 approved by Cabinet in February has been phased to utilise these receipts within the allowed timescales.
157. As at the end of June 2016 there have cumulatively been £48,136k retained Right to Buy receipts retained for allowable debt purposes and 1 for 1 housing replacement of which £3,044k has been applied as capital financing. In the current 2016/17 financial year, the deadline for utilisation of 1 for 1 receipts will now fall quarterly as the receipts from 2013/14 begin to hit their 3 year deadline.
158. The use of retained Right to Buy receipts are limited by the regulations to the agreement to a maximum 30% of the cost of replacement housing although regulations also allow 50% of the cost of purchase and repairs expenditure to be financed from retained receipts however this is capped at 6.5% of the total level of receipts in that quarter. Therefore in order to utilise the £5,712k retained receipts from 2013/14 a minimum of £19,040k is required to be spent on 1 for 1 replacement. The target spend requirement for each quarter falling due is as follows: Q1 £2,063k, Q2 £6,800k, Q3 £4,400k and Q4 £5,777k. It is anticipated that the cumulative spend requirement for the quarterly deadline for September 2016 will be met.

Appendix D - GENERAL FUND CAPITAL PROGRAMME

159. As at Month 5 an underspend of £17,873k is reported on the £96,350k General Fund Capital Programme for 2016/17, with £2,270k favourable cost variances and £15,603k slippage on project expenditure. The forecast outturn variance over the life of the 2016/17 to 2020/21 programme is £2,270k net underspend relating to various schemes.
160. General Fund Capital Receipts of £14,911k are forecast for 2016/17, with total receipts to 2020/21 expected to reach £71,837k, representing an adverse variance of £3,730k against budget.
161. Overall, Prudential Borrowing required to support the 2016/17 to 2020/21 capital programmes is forecast to be within budget by £5,068k due to additional available capital grants of £6,528k and scheme cost under spends of £2,270k, partly offset by the shortfall of £3,730k in forecast Capital Receipts.

Capital Programme Overview

162. Table 21 below sets out the latest forecast outturn on General Fund capital projects, with project level detail contained in annexes A - C to this report. Forecasts for future years include capital projects and programmes of work approved by Cabinet and Council in February 2016.

Table 21: General Fund Capital Programme Summary

	Revised Budget 2016/17	Forecast 2016/17	Cost Variance Forecast vs Budget	Project Re-phasing	Total Project Budget 2016-2021	Total Project Forecast 2016-2021	Total Project Variance	Movement
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Schools Programme	36,181	33,578	(898)	(1,705)	158,997	158,099	(898)	(137)
Main Programme	32,558	22,133	(781)	(9,644)	97,247	96,466	(781)	(47)
Programme of Works	25,747	20,902	(591)	(4,254)	72,408	71,817	(591)	(89)
Total Main Programme	94,486	76,613	(2,270)	(15,603)	328,652	326,382	(2,270)	(273)
Development & Risk Contingency:								
Capital Priority Growth	965	965	-	-	965	965	-	-
General Contingency	899	899	-	-	6,899	6,899	-	-
Total Capital Programme	96,350	78,477	(2,270)	(15,603)	336,516	334,246	(2,270)	(273)
Movement	-	(9,213)	(273)	(8,940)	-	(273)	(273)	-

163. The Schools Programme reports a cost underspend of £898k which is partly due to release of contingencies on the completed Primary Schools expansions programme. This is an improvement of £137k from the previous month. Further information on the performance of the Schools Programme is provided in the Cabinet School Capital Programme Update Report.
164. The main programme forecasts a phasing underspend of £9,644k on a number of major developments which are in early stages, such as the Battle of Britain Heritage Pride and new Theatre and Museum projects. Slippage has increased by £5,208k on numerous schemes

including revised profiling of the Street Lighting replacement programme and various Town Centre Initiative projects. There is a forecast net cost under spend of £734k over the life of the programme which is mainly due to a forecast underspend on CCTV enforcement (School Keep Clear Zones) following receipt of tenders where the price was under pre-tender estimates.

165. Programmes of Works are forecast to underspend by £591k on several schemes which is partly due to expenditure on Road Safety and School Keep Clear Zones being eligible to be funded from Transport for London grant resulting in a saving on Council resources. It is also anticipated that an element of the Private Sector Renewal Grant will be uncommitted. Projected re-phasing has increased by £2,886k due mainly to unallocated Highways programme funding and some schemes within the Civic Centre works programme which are now forecast to be completed next financial year.
166. As at the end of August an amount of £601k has been allocated from the General Fund capital contingency budget to support projects including the provision of a new dementia centre at Grassy Meadow, which now forecasts an under spend of £47k after completion of a value engineering exercise. There remain £6,899k unallocated contingency funds over the life of the five year programme which at this stage are forecast to be fully utilised as and when risk issues emerge. The 2016/17 programme also contains a £965k Capital Priority Growth budget for new developments and is unallocated.

Capital Financing - General Fund

167. Table 22 below outlines the latest financing projections for the capital programme, with a favourable medium term variance of £5,068k reported on Prudential Borrowing, due mainly to an increase in grant funding partially offset by a forecast shortfall in capital receipts.

Table 22: General Fund Capital Programme Financing Summary

	Revised Budget 2016/17 £'000	Forecast 2016/17 £'000	Variance £'000	Total Financing Budget 2016-2021 £'000	Total Financing Forecast 2016-2021 £'000	Total Variance £'000	Movement £'000
Council Resource Requirement	76,566	60,063	(16,503)	265,116	256,318	(8,798)	(273)
Financed by							
Capital Receipts	22,038	14,911	(7,712)	75,567	71,837	(3,730)	-
CIL	3,580	3,580	-	25,080	25,080	-	-
Prudential Borrowing	50,948	41,572	(9,376)	164,469	159,401	(5,068)	(273)
Total Council Resources	76,566	60,063	(16,503)	265,116	256,318	(8,798)	(273)
Grants & Contributions	19,784	18,414	(1,370)	71,400	77,928	6,528	-
Total Programme	96,350	78,477	(17,873)	336,516	334,246	(2,270)	(273)

168. The 2016/17 Capital Receipts forecast is £7,127k below budget which reflects increased degree of risk in the timing of receipts with some sale completions likely to fall into next year. Overall there is an adverse variance of £3,730k which is due to a forecast reduction in the General Fund share of Right to Buy (RTB) receipts as the number of RTB sales has fallen

since the original budget estimates were set and the forecast attribution of the RTB receipt available to the General Fund has reduced based on the latest pooling return calculation.

169. As at the end of August a total of £2,771k CIL receipts (after administration fees) have been invoiced or received by the Council this financial year which represents a movement of £94k in month. At this stage the income budget for the year is expected to be fully achieved. Spend to date on eligible activity exceeds the receipts to date, with spend on Highways investment and community assets through the Chrysalis Programme meeting the criteria for application of CIL monies. Budgeted expenditure across these projects totals £7,907k for 2016/17, with scope to apply funds in support of schools, libraries and other major community investment in the event of substantial slippage in these areas.
170. Grant announcements from the Department for Education in respect of Basic Needs grant and Capital Maintenance grant are £3,971k higher than the original budget estimate over the life of the programme and this has been reflected in the financing forecast with the grant increase largely resulting in a reduction in prudential borrowing for the Schools Expansions Programme. However there remains £14,990k in assumed Schools grants in future years that are not yet confirmed.
171. The grant announcement for 2016/17 Disabled Facilities Grant (DFG) within the Better Care Fund is substantially higher than the original budget assumption meaning that the approved Council resources allocated to the DFG programme of £531k per annum can be financed by grant instead. It is assumed in the forecast that this will also be the case in future years.
172. The revised prudential borrowing budget reports a favourable variance of £5,068k due to the increase in available Schools and DFG grants and scheme cost under spends partially offset by the shortfall on forecast capital receipts.

ANNEX A - Schools Programme

Prior Year Cost	Project	2016/17 Revised Budget	2016/17 Forecast	2016/17 Cost Variance	Project Re-phasing	Total Project Budget 2016-2021	Total Project Forecast 2016-2021	Total Project Variance 2016-2021	Project Forecast Financed by:		
									Council Resources		
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Education and Children Services										
136,118	Primary Schools Expansions	3,446	2,157	(443)	(846)	3,501	3,058	(443)	3,030	0	28
265	New Primary Schools Expansions	1,225	1,225	0	0	27,135	27,135	0	27,135	0	0
198	Secondary Schools Expansions	2,314	2,314	0	0	95,702	95,702	0	66,485	28,019	1,198
17,405	Secondary Schools New Build	28,986	27,667	(460)	(859)	30,849	30,389	(460)	27,862	2,527	0
184	Hearing Impaired Resource Base (Vyners)	10	15	5	0	10	15	5	15	0	0
0	Additional Temporary Classrooms	200	200	0	0	1,800	1,800	0	1,800	0	0
154,171	Total Schools Programme	36,181	33,578	(898)	(1,705)	158,997	158,099	(898)	126,327	30,546	1,226

ANNEX B - Main Programme

Prior Year Cost	Project	2016/17 Revised Budget £'000	2016/17 Forecast £'000	2016/17 Cost Variance £'000	Project Re-phasing £'000	Total Project Budget 2016-21 £000	Total Project Forecast 2016-21 £000	Total Project Variance 2016-21 £000	Project Forecast Financed by:		
									Council Resources £000	Government Grants £000	Other Cont'ns £000
Community, Commerce and Regeneration											
0	CCTV Enforcement (SKC's)	2,657	1,929	(728)	0	2,657	1,929	(728)	1,519	410	0
79	Gateway Hillingdon	1,747	1,747	0	0	2,411	2,411	0	2,411	0	0
1,470	Hayes Town Centre Improvements	3,533	3,033	0	(500)	3,533	3,533	0	330	3,040	163
136	Inspiring Shopfronts	786	200	0	(586)	1,221	1,221	0	1,221	0	0
12	Uxbridge Cemetery Gatehouse	638	150	0	(488)	988	988	0	988	0	0
0	Uxbridge Change of Heart	525	150	0	(375)	1,996	1,996	0	1,109	800	87
Central Services, Culture and Heritage											
38	Bowls Club Refurbishments	812	730	0	(82)	812	812	0	150	0	662
156	Harlington/Pinkwell Bowls & Pavillion	162	139	(23)	0	162	139	(23)	0	0	139
0	Haste Hill Golf Club	280	280	0	0	280	280	0	280	0	0
32,198	Hillingdon Sports & Leisure Centre	862	100	0	(762)	862	862	0	862	0	0
0	Mobile Library	117	117	0	0	117	117	0	117	0	0
Finance, Property and Business Services											
31	Battle of Britain Heritage Pride Project	2,980	2,500	0	(480)	4,912	4,912	0	4,912	0	0
0	Battle of Britain Underground Bunker	500	400	0	(100)	1,053	1,053	0	53	1,000	0
0	Bessingby FC Boxing Clubhouse	950	500	0	(450)	950	950	0	950	0	0
0	New Museum	1,000	300	0	(700)	5,000	5,000	0	4,250	0	750
0	New Theatre	1,625	300	0	(1,325)	44,000	44,000	0	42,950	0	1,050
0	Yiewsley Site Development	500	250	0	(250)	4,302	4,302	0	4,302	0	0
97	Youth Centre Projects x 3	2,200	1,800	0	(400)	5,003	5,003	0	5,003	0	0
0	231 Swakeleys Road Land Purchase	25	25	0	0	25	25	0	25	0	0
Planning, Transportation and Recycling											
0	Car Park Resurfacing	250	250	0	0	250	250	0	250	0	0
1,720	Cedars & Grainges Car Park	951	932	0	(19)	951	951	0	951	0	0
1,284	Harlington Road Depot Refurbishment	227	227	0	0	227	227	0	227	0	0
5,620	Purchase of Vehicles	1,204	1,204	0	0	4,072	4,072	0	4,072	0	0
0	RAGC Car Park	250	125	0	(125)	250	250	0	250	0	0
0	Street Lighting - Invest to Save	3,000	900	0	(2,100)	5,500	5,500	0	5,500	0	0
Social Services, Housing, Health and Wellbeing											
0	1 & 2 Merrimans Housing Project	620	620	0	0	620	620	0	620	0	0
47	Dementia Centre	1,576	627	(47)	(902)	2,512	2,465	(47)	2,465	0	0
Cross Cabinet Member Portfolios											
	Environmental Recreational Initiatives	1,000	1,000	0	0	1,000	1,000	0	1,000	0	0
16,711	Projects Completing in 2016/17	1,581	1,598	17	0	1,581	1,598	17	1,534	0	64
59,599	Total Main Programme	32,558	22,133	(781)	(9,644)	97,247	96,466	(781)	88,301	5,250	2,915

ANNEX C - Programme of Works

Prior Year Cost	Project	2016/17 Revised Budget	2016/17 Forecast	2016/17 Cost Variance	Project Re-phasing	Total Project Budget 2016-2021	Total Project Forecast 2016-2021	Total Project Variance 2016-2021	Project Forecast Financed by:		
									Council Resources	Government Grants	Other Cont'ns
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
N/A	Leaders Initiative	526	400	0	(126)	1,326	1,326	0	1,326	0	0
	Community, Commerce and Regeneration										
N/A	Chrysalis Programme	1,275	1,275	0	0	5,275	5,275	0	5,275	0	0
N/A	Playground Replacement Programme	250	250	0	0	1,250	1,250	0	1,250	0	0
	Education and Children Services										
N/A	Formula Devolved Capital to Schools	1,033	1,033	0	0	2,147	2,147	0	0	1,981	166
N/A	Urgent Building Condition Works	3,775	3,583	0	(192)	5,916	5,916	0	2,557	2,532	827
	Finance, Property and Business Services										
N/A	Civic Centre Works Programme	1,969	1,300	(139)	(530)	3,969	3,830	(139)	3,830	0	0
N/A	ICT Single Development Plan	824	632	0	(192)	2,424	2,424	0	2,424	0	0
N/A	Property Works Programme	480	480	0	0	2,400	2,400	0	2,400	0	0
N/A	Planning, Transportation and Recycling										
N/A	Highways Localities Programme	206	206	0	0	1,030	1,030	0	1,030	0	0
N/A	Highways Structural Works	4,032	2,169	0	(1,863)	7,208	7,208	0	7,095	113	0
N/A	Pavement Priority Growth	2,000	2,000	0	0	2,000	2,000	0	2,000	0	0
N/A	Road Safety	203	203	0	0	803	803	0	774	29	0
N/A	Street Lighting	191	97	0	(94)	567	567	0	567	0	0
N/A	Transport for London	5,571	4,010	(352)	(1,209)	20,881	20,529	(352)	0	19,699	830
	Social Services, Housing, Health and Wellbeing										
N/A	Disabled Facilities Grant	2,300	2,300	0	0	11,500	11,500	0	0	11,500	0
N/A	Adaptations for Adopted Children	200	200	0	0	1,000	1,000	0	1,000	0	0
N/A	Private Sector Renewal Grant	450	350	(100)	0	2,250	2,150	(100)	2,150	0	0
N/A	Landlord Property Renovation Grant	148	100	0	(48)	148	148	0	148	0	0
	Cross Cabinet Member Portfolios										
N/A	Section 106 Projects	314	314	0	0	314	314	0	0	0	314
	Total Programme of Works	25,747	20,902	(591)	(4,254)	72,408	71,817	(591)	33,826	35,854	2,137
	Capital Priority Growth	965	965	0	0	965	965	0	965	0	0
N/A	General Contingency	899	899	0	0	6,899	6,899	0	6,899	0	0
	Total GF Capital Programme	96,350	78,477	(2,270)	(15,603)	336,516	334,246	(2,270)	256,318	71,650	6,278

Appendix E – Treasury Management Report as at 31 August 2016

Table 23: Outstanding Deposits - Average Rate of Return on Deposits: 0.62%

	Actual (£m)	Actual (%)	Bench-mark (%)
Up to 1 Month	53.4	32.97	40.00
1-2 Months	21.0	12.96	5.00
2-3 Months	17.5	10.80	10.00
3-6 Months	27.5	16.98	20.00
6-9 Months	15.0	9.26	10.00
9-12 Months	10.0	6.17	5.00
12-18 Months	12.4	7.65	5.00
18-24 Months	5.0	3.09	5.00
Subtotal	161.8	99.88	100.00
Unpaid Maturities	0.2	0.12	0.00
Grand Total	162.0	100.00	100.00

173. With the exception of the unpaid Heritable investments, deposits are held with UK or overseas institutions, all of which hold a minimum A- Fitch (or lowest equivalent) long-term credit rating. UK deposits are currently held in AAA-rated Money Market Funds, Pooled Funds, Blaenau Gwent CBC, Birmingham CC, Enfield Council, Guildford Council, Herefordshire Council, Lancashire CC, Monmouthshire CC, North Tyneside Council, Northumberland CC, Salford CC, Stockport BC, Woking BC, Wolverhampton CC, Coventry Building Society, Nationwide Building Society, Close Brothers, Goldman Sachs International, Lloyds Bank and Santander UK plc. Overseas deposits are held with Svenska Handelsbanken, DBS Bank Ltd and National Australia Bank. The Council also holds a Certificate of Deposit with Nordea Bank and a Covered Bond with Bank of Scotland (Lloyds Banking Group).
174. The Council aims to minimise its exposure to bail-in risk by utilising bail-in exempt instruments and institutions whenever possible. However, due to the significant amount held in instant access facilities to manage daily cashflows, it is not possible to fully protect Council funds from bail-in risk. Currently 43% of the Council's total funds have exposure to bail-in risk compared to a June benchmark average of 64% in the Local Authority sector (latest benchmark provided quarterly by the Council's Treasury Advisors Arlingclose). The Council's exposure reduces to 26% once instant access facilities are removed from the bail-in total.
175. During the month cash was placed and withdrawn from instant access accounts. Two forward dated fixed term investments with Birmingham City Council and London Borough of Enfield, which were placed in July, reached settlement date. There were also two maturing fixed term deposits with OCBC and Leeds City Council.

Table 24: Outstanding Debt - Average Interest Rate on Debt: 3.01%

	Actual (£m)	Actual (%)
General Fund		
PWLB	62.96	20.08
Long-Term Market	15.00	4.78
HRA		
PWLB	202.57	64.61
Long-Term Market	33.00	10.53
Total	313.53	100.00

176. There were no scheduled debt repayments or early debt repayment opportunities during August. Gilt yields continued to fall resulting in higher premiums. There were no breaches of the prudential indicators or non-compliance with the treasury management policy and practices.

177. In order to maintain liquidity for day-to-day business operations, daily cash balances will either be placed in instant access accounts or short term deposits. Opportunities to place longer term deposits will be monitored and placed if viable.
178. At its meeting in August, the Monetary Policy Committee voted to cut the Base Rate to 0.25%, increase its stock of purchases of gilts to £425bn and purchase £10bn of corporate bonds.

Appendix F – Consultancy and agency assignments over £50k approved under delegated authority

179. The following Agency staff costing over £50k have been approved under delegated powers by the Chief Executive in consultation with the Leader and are reported here for information.

Table 24: Consultancy and agency assignments

Post Title	Original Start Date	Approved From	Proposed End Date	Previous Approval £'000	Approved £'000	Total £'000
Residents Services						
Project Engineer	10/06/2013	12/09/2016	11/12/2016	208	19	227
Development Manager	01/10/2016	01/10/2016	24/03/2017	0	52	52
ASBIT Officer	05/07/2015	09/09/2016	25/11/2016	48	10	58
Building Control Surveyor	02/09/2012	26/09/2016	23/12/2016	127	9	136
Architect	01/07/2013	19/09/2016	09/12/2016	158	12	170
Financial Assessment Officer	20/04/2015	17/10/2016	14/04/2017	44	17	61
Social Care						
Early Years Practitioner	12/01/2015	03/10/2016	06/11/2016	48	3	51
Team Manager	03/04/2016	03/10/2016	06/11/2016	45	9	54
Early Years Practitioner	06/10/2014	03/10/2016	06/11/2016	52	3	55
Early Years Practitioner	30/03/2015	03/10/2016	06/11/2016	56	2	58
LSCB Training & Quality Assurance Officer	01/12/2015	03/10/2016	06/11/2016	60	8	68
Social Worker	04/05/2015	03/10/2016	06/11/2016	73	7	80
Social Worker	04/05/2015	03/10/2016	06/11/2016	74	6	80
Child Protection Chair	01/07/2015	03/10/2016	06/11/2016	72	9	81
Independent Domestic Violence Advisor	12/01/2015	03/10/2016	06/11/2016	77	5	82
Independent Reviewing Officer	05/10/2015	03/10/2016	06/11/2016	73	9	82
Quality Assurance Manager	01/02/2016	03/10/2016	06/11/2016	69	14	83
Participation Worker YOS - NEET	15/06/2014	03/10/2016	06/11/2016	86	3	89
Early Years Practitioner	01/05/2015	03/10/2016	06/11/2016	90	3	93
Social Worker	04/02/2015	03/10/2016	06/11/2016	94	6	100
Panel Advisor	10/08/2015	03/10/2016	06/11/2016	92	9	101
Child Protection Chair	20/07/2015	03/10/2016	06/11/2016	94	9	103
Social Worker	27/10/2014	03/10/2016	06/11/2016	101	7	108
Social Worker	01/10/2013	03/10/2016	06/11/2016	103	6	109
Social Worker	13/04/2015	03/10/2016	06/11/2016	108	7	115
Social Worker	06/01/2015	03/10/2016	06/11/2016	112	7	119
Practice Improvement Practitioner	08/05/2014	03/10/2016	06/11/2016	128	8	136
Social Worker	13/05/2014	03/10/2016	06/11/2016	145	7	152
Social Worker	19/06/2014	03/10/2016	06/11/2016	146	7	153
Social Worker	05/09/2014	03/10/2016	06/11/2016	156	7	163
Social Worker	11/08/2014	03/10/2016	06/11/2016	168	8	176
Child Sexual Exploitation (CSE) Co-ordinator	03/11/2014	03/10/2016	06/11/2016	170	8	178
Social Worker	02/12/2013	03/10/2016	06/11/2016	177	7	184
Senior Social Worker	30/04/2012	03/10/2016	06/11/2016	182	7	189

Post Title	Original Start Date	Approved From	Proposed End Date	Previous Approval £'000	Approved £'000	Total £'000
Team Manager - MASH	28/09/2014	03/10/2016	06/11/2016	183	9	192
Independent Reviewing Officer	27/05/2014	03/10/2016	06/11/2016	186	8	194
Social Worker	01/04/2013	03/10/2016	06/11/2016	210	7	217
Social Worker	01/01/2013	03/10/2016	06/11/2016	212	6	218
Social Worker	01/01/2013	03/10/2016	06/11/2016	218	7	225
Case Progression Manager	07/04/2014	03/10/2016	06/11/2016	218	8	226
Advanced Practitioner	19/12/2011	03/10/2016	06/11/2016	239	7	246
Social Worker	19/12/2011	03/10/2016	06/11/2016	261	7	268
Team Manager	01/01/2013	03/10/2016	06/11/2016	267	9	276
MASH Manager	13/01/2014	03/10/2016	06/11/2016	271	13	284
Social Worker	19/12/2011	03/10/2016	06/11/2016	282	7	289
Social Worker	05/03/2012	03/10/2016	06/11/2016	295	7	302
Residential Care Worker	01/04/2012	03/10/2016	30/10/2016	121	2	123
Approved Mental Health Worker	01/03/2014	03/10/2016	30/10/2016	130	6	136
Lead Approved Mental Health Practitioner	01/06/2012	03/10/2016	30/10/2016	190	5	195
Occupational Therapist	07/10/2013	03/10/2016	30/10/2016	184	5	189
Special Needs Officer	05/01/2015	03/10/2016	30/10/2016	65	2	67
Occupational Therapist	01/04/2015	03/10/2016	30/10/2016	101	5	106
Contract Management Officer	24/08/2015	03/10/2016	30/10/2016	140	9	149
OT (Childrens)	07/09/2015	03/10/2016	30/10/2016	63	6	69
AMHP	01/06/2015	03/10/2016	30/10/2016	99	6	105
Maingrade Educational Psychologist	15/11/2015	03/10/2016	30/10/2016	107	2	109
Principle Educational Psychologist	01/06/2015	03/10/2016	30/10/2016	138	12	150
Senior Social Worker	01/08/2015	03/10/2016	30/10/2016	71	5	76
LD Programme Review	29/07/2015	03/10/2016	30/10/2016	140	10	150
Occupational Therapist	03/12/2015	03/10/2016	30/10/2016	55	6	61
Senior Social Worker	06/01/2016	03/10/2016	30/10/2016	48	5	53
Advanced Practitioner	29/02/2016	03/10/2016	30/10/2016	53	6	59
Educational Psychologist	01/03/2016	03/10/2016	30/10/2016	61	12	73
Safeguarding and DOLS Co-ordinator	19/10/2014	03/10/2016	30/10/2016	102	6	108
AMPH Social Worker	18/08/2015	03/10/2016	30/10/2016	75	7	82
Administration and Finance						
Senior Category Manager	11/05/2015	19/09/2016	02/12/2016	161	27	188
Benefit Officer	11/08/2015	03/11/2016	01/01/2017	58	13	71
Benefit Officer	23/09/2015	03/11/2016	01/01/2017	51	12	63
Benefit Officer	03/08/2015	03/11/2016	01/01/2017	67	15	82
Benefit Officer	03/08/2015	03/11/2016	01/01/2017	66	14	80
Housing Lawyer	01/10/2015	10/10/2016	08/01/2017	55	13	68
Benefit Officer	01/12/2014	03/11/2016	01/01/2017	92	13	105