

# COUNCIL BUDGET - 2016/17 MONTH 11 REVENUE AND CAPITAL BUDGET MONITORING

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<b>Cabinet Portfolio</b>	Finance, Property and Business Services
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<b>Papers with report</b>	Appendices A - G

## HEADLINE INFORMATION

<b>Purpose of report</b>	<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 £2,428k is projected against 2016/17 General Fund revenue budgets as of February 2017 (Month 11), representing an improvement of £242k 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>
<b>Putting our Residents First</b>	<p>This report supports the following Council objectives of: <i>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>
<b>Financial Cost</b>	N/A
<b>Policy Overview Committee</b>	Corporate Services and Partnerships
<b>Ward(s) affected</b>	All

## RECOMMENDATIONS

That Cabinet:

1. Note the forecast budget position as at February 2017 (Month 11).
2. Note the Treasury Management update as at February 2017 at Appendix E.
3. Continue the delegated authority up until the June 2017 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 16th March 2017 and 20th April 2017 Cabinet meetings, detailed at Appendix F.

4. Approve acceptance of gift funding in relation to Planning Performance Agreements on major developments within the Borough in accordance with the provisions of Section 93 of the Local Government Act 2003, in respect of the following applications:
  - a) Old Vinyl Factory, Blyth Road, Hayes (up to £92,000)
  - b) Southall Gasworks Redevelopment, Minet Park, Hayes (£40,000)
  - c) Stockley Park Phase 1 (£23,500)
5. Approve the amendments to fees and charges for 2017/18 relating to Marlborough Crescent (previously known as Berkeley Park) as contained in Appendix G.
6. Approve the amendments and supplementary fees and charges for 2017/18 relating to Golf Courses and Bereavement Services as contained in Appendix H.
7. a) Authorise Officers to order £192,078 of CRC carbon allowances in the April 2017 forecast sale for the projected carbon emissions in the final two compliance years of the CRC Energy Efficiency Scheme Phase II (2017-2018 to 2018-2019). Payment for these allowances will be made in June 2017.  
b) Authorise Officers to purchase any remaining CRC carbon allowances required in the final compliance year 2018-19 in the 'buy to comply sale' in July 2019.  
c) Request the Chairman of the Executive Scrutiny Committee waive the scrutiny call-in period on this matter, in light of the submission deadline, so any decision can take immediate effect.
8. Ratify the following decision taken by the Leader of the Council and Cabinet Member for Education and Children's Services on 28 March 2017, that would ordinarily be reserved to the Cabinet:
  - a) That the contract for Occupational Therapy and Speech and Language Therapy for children in mainstream schools and young people, within the London Borough of Hillingdon, be let by means of a Single Tender Action combining the two services into one Integrated Therapies Contract and;
  - b) Agree the tender being awarded directly to Central & North West London NHS Foundation Trust for the continuation of statutory services.

## 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. Appendix E provides an update to Cabinet on Treasury Management performance during this financial year.
3. Gift funding has been offered by developers which if accepted by Cabinet will be utilised to fund dedicated staff to support this pre-application and application work. **Recommendation 4** seeks authority from Cabinet to approve the acceptance of these sums in relation to Planning Performance Agreements.
4. Marlborough Crescent (previously known as Berkeley Park) is a recently acquired Council owned (HRA) general needs temporary accommodation facility for homeless households. The blocks of flats at Marlborough Crescent were previously used as 'serviced apartments' which is similar to a hotel. As a direct result of this, the approval of the on site management services contract in March 2017 and the change of use to temporary accommodation, a number of specific service charges need to be raised to recover costs for this site. Appendix G provides further background and a proposed schedule of charges, with **Recommendation 5** presented for Cabinet's approval.

5. Appendix H contains a number of amendments and supplementary fees and charges relating to the Council's Golf Courses and Bereavement Services which are in addition to those agreed as part of the 2017/18 budget in February. **Recommendation 6** presents these changes for Cabinet's approval. Where increases have been proposed these have been benchmarked against neighbouring authorities to ensure that they do not exceed 90% of the average charge.
6. In order to comply with the requirements of the CRC the Council will need to purchase additional CRC allowances to cover emissions in the final two years of the scheme, 2017-18 to 2018-19. As carbon allowances are less expensive during the pre-purchase phase, rather than at the later compliance phase, the Council is able to secure savings where energy usage and resulting requirements for allowances can be accurately forecast.
7. Projected CRC allowances to be purchased for the remaining period of the scheme are 15,998. 11,571 are to be purchased in advance at the forecast sale price of £16.60 per tonne of carbon dioxide (tCO<sub>2</sub>) at a total price of £192,078, with the remaining 4,427 to be purchased in the July 2019 buy to comply sale at a rate of £18.30 per tCO<sub>2</sub>, total cost of £81,014. These purchase plans reflect forecast reductions in emissions from the Street Lighting and Civic Centre LED replacement projects.
8. As the purchase period is limited to 3rd April to 28th April 2017, it is recommended that the scrutiny call in period is waived. The adoption of the **Recommendation 7** will save the Council an estimated £15,385 in CRC Allowance costs, and will be funded from the £209k base budget.
9. 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. The decision outlined in **Recommendation 8** provided for continuation of statutory responsibilities for children and young people who reside in the Borough and who are subject to a Statement of Special Educational Needs (SEN) or Education, Health and Care (EHC) plan. The contract will cover a two year period to 31 March 2019 and is funded from the Dedicated Schools Grant. This decision combined previous separate contracts for Occupational Therapy and Speech and Language Therapy into one integrated therapy contract.

#### **Alternative options considered**

10. There are no other options proposed for consideration.

## FURTHER INFORMATION

### General Fund Revenue Budget

11. An underspend of £2,428k is reported on normal operating activities at Month 11. This position incorporates a £3,227k net underspend across Directorate Operating Budgets and an underspend of £800k across Corporate Operating Budgets, offset by contingency pressures of £1,599k, primarily relating to Looked After Children placement expenditure and a smaller pressure on unfunded Deprivation of Liberty Safeguards (DoLS) assessments. There are no exceptional items reported at this stage in the financial year.
12. The headline underspend of £2,428k represents an improvement of £242k on the position reported at Month 10, consisting of a £157k improvement across Directorate budgets and an £85k improvement across contingency items.
13. The Council's General Fund revenue budget contains £13,309k savings, with £11,749k already banked and £688k on track for delivery. Those savings classed as amber total £872k at Month 11, no change from Month 10. 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 11		Variance (As at Month 11) £'000	Variance (As at Month 10) £'000	Movement from Month 10 £'000
			Revised Budget £'000	Forecast Outturn £'000			
179,081	(499)	Directorate Operating Budgets	178,582	175,355	(3,227)	(3,070)	(157)
1,841	2,518	Corporate Operating Budgets	4,359	3,559	(800)	(800)	0
18,453	(1,881)	Development & Risk Contingency	16,572	18,171	1,599	1,684	(85)
1,134	(138)	Priority Growth	996	996	0	0	0
<b>200,509</b>	<b>0</b>	<b>Sub-total Normal Activities</b>	<b>200,509</b>	<b>198,081</b>	<b>(2,428)</b>	<b>(2,186)</b>	<b>(242)</b>
<b>200,509</b>	<b>0</b>	<b>Total Net Expenditure</b>	<b>200,509</b>	<b>198,081</b>	<b>(2,428)</b>	<b>(2,186)</b>	<b>(242)</b>
(196,293)	0	Budget Requirement	(196,293)	(196,293)	0	0	0
<b>4,216</b>	<b>0</b>	<b>Net Total</b>	<b>4,216</b>	<b>1,788</b>	<b>(2,428)</b>	<b>(2,186)</b>	<b>(242)</b>
(39,005)	0	Balances b/fwd	(39,005)	(39,005)			
<b>(34,789)</b>	<b>0</b>	<b>Balances c/fwd 31 March 2017</b>	<b>(34,789)</b>	<b>(37,217)</b>			

14. At 31 March 2016 General Fund Balances totalled £39,005k. With the budgeted drawdown of £4,216k and the projected £2,428k surplus, the forecast closing balance at 31 March 2017 is £37,217k. The Council's current MTFF assumes that balances will remain between £15,000k and £32,000k to manage emergent risks, with sums above that level earmarked for use to smooth the impact of government funding cuts.

### Directorate Operating Budgets (£3,227k underspend, £157k improvement)

15. 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.

16. 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 (including redundancy costs) and transformation staffing costs. The Month 11 forecast assumes that £2,356k of these projected costs will be funded from Capital Receipts and a further £2,330k will be funded from earmarked reserves.

**Table 2: Directorate Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 11		Variance (As at Month 11) £'000	Variance (As at Month 10) £'000	Movement from Month 10 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
10,762	(357)	Admin.	Expenditure	10,405	10,266	(139)	(121)	(18)
(1,288)	5		Income	(1,283)	(1,213)	70	36	34
<b>9,474</b>	<b>(352)</b>		<b>Sub-Total</b>	<b>9,122</b>	<b>9,053</b>	<b>(69)</b>	<b>(85)</b>	<b>16</b>
15,768	357	Finance	Expenditure	16,125	15,860	(265)	(241)	(24)
(2,475)	(61)		Income	(2,536)	(2,655)	(119)	(116)	(3)
<b>13,293</b>	<b>296</b>		<b>Sub-Total</b>	<b>13,589</b>	<b>13,205</b>	<b>(384)</b>	<b>(357)</b>	<b>(27)</b>
109,096	(1,301)	Residents Services	Expenditure	107,795	105,741	(2,054)	(1,842)	(212)
(56,005)	1,522		Income	(54,483)	(53,888)	595	457	138
<b>53,091</b>	<b>221</b>		<b>Sub-Total</b>	<b>53,312</b>	<b>51,853</b>	<b>(1,459)</b>	<b>(1,385)</b>	<b>(74)</b>
141,576	(49)	Social Care	Expenditure	141,527	142,680	1,153	1,236	(83)
(38,353)	(615)		Income	(38,968)	(41,436)	(2,468)	(2,479)	11
<b>103,223</b>	<b>(664)</b>		<b>Sub-Total</b>	<b>102,559</b>	<b>101,244</b>	<b>(1,315)</b>	<b>(1,243)</b>	<b>(72)</b>
<b>179,081</b>	<b>(499)</b>	<b>Total Directorate Operating Budgets</b>		<b>178,582</b>	<b>175,355</b>	<b>(3,227)</b>	<b>(3,070)</b>	<b>(157)</b>

17. At Month 11, a £69k underspend is reported on Administration operating budgets, an adverse movement of £16k from Month 10. An underspend of £384k within the Finance Directorate is reported at Month 11, an improvement of £27k on Month 10 projections.
18. An underspend of £1,459k is reported across Residents Services at Month 11, with £2,370k staffing underspends from vacant posts and the capitalisation of transformation resource, alongside pressures of £911k across non-staffing and income budgets. The favourable movement from Month 10 relates to lower forecast staffing and non-staffing spend, off-set by a reduction in anticipated income across the Group. 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.
19. An improvement of £72k is reported on Social Care budgets, reflecting a number of reduced forecasts across the directorate. Overall the group is reporting a £1,315k underspend, inclusive of net staffing underspends of £1,373k from posts being held vacant and capitalisation of transformation workforce costs. Within this reported position, there is remains a risk around supplier inflation on care placements which will remain under review over the coming months.

### Progress on Savings

20. The Council's 2016/17 General Fund revenue budget contains £13,309k savings, with all prior year savings delivered in full during 2015/16. As at Month 11, £12,437k savings are now reported as being banked or on track for delivery in full during 2016/17, with the remaining £872k or 6.6% remaining at amber primarily due to the phasing of delivery and no savings being identified as having a serious risk of non-delivery in the longer term.

**Table 3: Savings Tracker**

2016/17 General Fund Savings Programme	Admin	Finance	Residents Services	Social Care	Total 2016/17 Savings	
	£'000	£'000	£'000	£'000	£'000	%
B Banked	(890)	(1,127)	(5,575)	(4,157)	<b>(11,749)</b>	<b>88.3%</b>
G On track for delivery	(17)	0	(207)	(464)	<b>(688)</b>	<b>5.2%</b>
A Potential significant savings shortfall or a significant or risky project which is at an early stage;	0	0	0	(872)	<b>(872)</b>	<b>6.6%</b>
R Serious problems in the delivery of the saving	0	0	0	0	<b>0</b>	<b>0.0%</b>
<b>Total 2016/17 Savings</b>	<b>(907)</b>	<b>(1,127)</b>	<b>(5,782)</b>	<b>(5,493)</b>	<b>(13,309)</b>	<b>(13,309)</b>

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

21. 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, the on-going benefits of which have been reflected in the 2017/18 revenue budget. Forecasts across all other corporately managed expenditure lines are consistent with budget assumptions.

**Table 4: Corporate Operating Budgets**

Original Budget	Budget Changes	Service	Month 11		Variance (As at Month 11)	Variance (As at Month 10)	Movement from Month 10	
			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	872		Non-Sal Exp	6,258	5,458	(800)	(800)	0
(405)	0		Income	(405)	(405)	0	0	0
<b>4,981</b>	<b>872</b>		<b>Sub-Total</b>	<b>5,853</b>	<b>5,053</b>	<b>(800)</b>	<b>(800)</b>	<b>0</b>
431	0	Levies and Other Corporate Budgets	Salaries	431	431	0	0	0
9,379	2,017		Non-Sal Exp	11,396	11,396	0	0	0
(12,390)	(371)		Income	(12,761)	(12,761)	0	0	0
<b>(2,580)</b>	<b>1,646</b>		<b>Sub-Total</b>	<b>(934)</b>	<b>(934)</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>(560)</b>	<b>0</b>		<b>Sub-Total</b>	<b>(560)</b>	<b>(560)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1,841</b>	<b>2,518</b>	<b>Total Corporate Operating Budgets</b>		<b>4,359</b>	<b>3,559</b>	<b>(800)</b>	<b>(800)</b>	<b>0</b>

## Development & Risk Contingency (£1,599k overspend, £85k improvement)

22. 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 11		Variance (As at Month 11) £'000	Variance (As at Month 10) £'000	Movement from Month 10 £'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	2,428	(300)	(300)	0
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	1,827	(385)	(313)	(72)
3,734	0		Demographic Growth - Looked After Children	3,734	6,185	2,451	2,541	(90)
277	0		Social Worker Agency	277	277	0	0	0
1,699	0		Demographic Growth - Transitional Children	1,699	1,832	133	(80)	213
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	565	565	701	(136)
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
<b>18,453</b>	<b>(1,881)</b>	<b>Total Development &amp; Risk Contingency</b>		<b>16,572</b>	<b>18,171</b>	<b>1,599</b>	<b>1,684</b>	<b>(85)</b>

23. Movements from Month 10 on reported positions are limited to the Asylum Service, Deprivation of Liberty Safeguards, Transitional Children and Looked after Children with projections across all other areas having been reviewed. Material variances within 2016/17 Development and Risk Contingency have been reviewed and where appropriate funding levels adjusted for within the 2017/18 budget approved by Cabinet and Council in February 2017.
24. An improvement from Month 10 is reported on Asylum expenditure, with the projected cost of supporting Unaccompanied Asylum Seeking Children being reduced by £72k. This reduction reflects on-going management action to minimise the cost to the local taxpayer of this function, although numbers of clients remains consistent despite introduction of the National Transfer agreement in July 2016.
25. A reduction of £90k is reported on Looked After Children's placements, indicating the continuing success of stronger challenge within decision making processes in avoiding further sharp rises in the cost of provision.

26. The drawdown from Transitional Children contingency has increased by £213k from Month 10, due primarily to two placements transitioning into the Adults service earlier than expected.
27. Further refinement of projections for Deprivation of Liberty Safeguards has released £136k, leaving a residual pressure of £565k for 2016/17 on this unfunded new burden.
28. To date there have been no calls on General Contingency, and if this remains the case in outturn then a further £500k will be added to General Reserves.

### Priority Growth

29. 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, increasing total growth monies available for the year to £1,954k.
30. To date £143k has been released from Priority Growth to meet costs associated with traveller incursions within the Borough and finance a new Members Enquiries Support Officer. The corporate monitoring position assumes all remaining budgeted growth will be spent or committed during the current financial year. Release of £287k from HIP monies has been approved to support new initiatives from the £1,220k available resources, leaving £933k available for further allocations in year.

**Table 6: Priority Growth**

Original Budget	Budget Changes	Priority Growth	Month 10		
			Available Growth	Approved Allocations	Unallocated Balance
£'000	£'000		£'000	£'000	£'000
400	0	HIP Initiatives Budgets	400	0	(400)
0	820	B/fwd Funds	820	287	(533)
734	(143)	Unallocated Priority Growth	591	N/A	(591)
<b>1,134</b>	<b>677</b>	<b>Total Priority Growth</b>	<b>1,811</b>	<b>287</b>	<b>(1,524)</b>

### Schools Budget, Parking Revenue Account and Collection Fund

31. The latest forecasts on the Schools Budget show a pressure of £365k to be recouped from 2017/18 Dedicated Schools Grant, with other funds indicating favourable positions at year end and therefore will not adversely impact upon the General Fund in 2016/17.
32. The projected drawdown from Dedicated Schools Grant balances for the Schools Budget has increased by £72k to £1,230k from the position reported at Month 10, exceeding available reserves by £365k. This drawdown from reserves reflects the continuing increase in the number and cost of post-16 high needs placements as a consequence of the changes in the Children's and Families Act 2014, alongside planned use of balances in support of the two year old childcare offer. As this will result into the fund going into deficit during 2016/17, the 2017/18 Dedicated Schools Grant will be topsliced to return the Schools Budget to a breakeven position.
33. A £53k surplus is reported on the Parking Revenue Account at Month 11, representing a favourable movement of £45k from Month 10 forecasts.
34. A surplus of £2,000k is projected on the Council's share of Business Rates revenues at Month 11, in line with the position reported in previous months. This favourable position is principally driven by the 2015/16 outturn surplus, which included significant backdated



increases in Rateable Value at Heathrow Airport. A surplus of £500k is reported on Council Tax in line with the position reported at Month 10, including lower than previously estimated levels of demand within the Council Tax Reduction Scheme and continuing strong collection performance.

### **Housing Revenue Account**

35. The Housing Revenue Account (HRA) is currently forecasting an in-year overall surplus of £12,795k which is a £3,533k improvement on the budgeted surplus of £9,262k. This represents a £15k adverse movement on the position reported at Month 10. As a result, HRA General Balances are projected to total £46,739k by 31 March 2017, with a significant element of this sum earmarked to support investment in new housing stock.
36. There have been 90 Right to Buy sales of Council dwellings as at the end of February 2017 and a further 10 sales are forecast to bring the yearly total to 100 in 2016/17. Sufficient expenditure was incurred on the acquisition of new properties during Quarters 1, 2 & 3 to avoid repayment of Right to Buy Receipts to DCLG, with projects underway to avoid repayment during Quarter 4.

### **Future Revenue Implications of Capital Programme**

37. Appendix D outlines the forecast outturn on the 2016/17 to 2020/21 Capital Programme, with a £6,786k underspend projected over the five year programme, representing a £558k improvement from Month 10. Prudential Borrowing required to support the Council's Capital Programme is projected to be £7,618k lower than the revised budget, as a result of the projected underspend of £6,786k and £6,352k additional assumed grant income for school expansions and Disabled Facilities Grants being sufficient to offset a £5,520k fall in projected Capital Receipts.
38. This favourable variance on borrowing would result in a marginal reduction in future revenue costs of approximately £389k per annum, however, given that £14,490k 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.
39. Slippage in project expenditure now shows an underspend of £22,363k in the current financial year. This is an underspend against the £76,014k budget, which had already been amended downwards to rebase the 2017/18 Capital Programme, 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 £5,524k of the revised budget of £6,918k will be secured during 2016/17.

## Appendix A – Detailed Group Forecasts (General Fund)

### ADMINISTRATION (£69k underspend, £16k adverse movement)

40. The Administration group is showing a projected outturn underspend of £69k at Month 11, representing a £16k adverse movement on the month. The movement primarily relates revised income projections in Legal and Democratic Services.

**Table 7: Administration Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 11		Variance (As at Month 11) £'000	Variance (As at Month 10) £'000	Movement from Month 10 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
1,490	(12)	Democr. Services	Salaries	1,478	1,462	(16)	(6)	(10)
1,645	111		Non-Sal Exp	1,756	1,762	6	(8)	14
(629)	(97)		Income	(726)	(693)	33	21	12
<b>2,506</b>	<b>2</b>		<b>Sub-Total</b>	<b>2,508</b>	<b>2,531</b>	<b>23</b>	<b>7</b>	<b>16</b>
2,307	(326)	Human Resources	Salaries	1,981	1,954	(27)	(26)	(1)
534	(4)		Non-Sal Exp	530	516	(14)	(3)	(11)
(248)	61		Income	(187)	(207)	(20)	(17)	(3)
<b>2,593</b>	<b>(269)</b>		<b>Sub-Total</b>	<b>2,324</b>	<b>2,263</b>	<b>(61)</b>	<b>(46)</b>	<b>(15)</b>
1,979	(124)	Legal Services	Salaries	1,855	1,821	(34)	(25)	(9)
87	(1)		Non-Sal Exp	86	65	(21)	(16)	(5)
(341)	41		Income	(300)	(231)	69	39	30
<b>1,725</b>	<b>(84)</b>		<b>Sub-Total</b>	<b>1,641</b>	<b>1,655</b>	<b>14</b>	<b>(2)</b>	<b>16</b>
579	0	Policy & Partnership s	Salaries	579	542	(37)	(36)	(1)
2,141	(1)		Non-Sal Exp	2,140	2,144	4	(1)	5
(70)	0		Income	(70)	(82)	(12)	(7)	(5)
<b>2,650</b>	<b>(1)</b>		<b>Sub-Total</b>	<b>2,649</b>	<b>2,604</b>	<b>(45)</b>	<b>(44)</b>	<b>(1)</b>
6,355	(462)	Admin. Directorat e	Salaries	5,893	5,779	(114)	(93)	(21)
4,407	105		Non-Sal Exp	4,512	4,487	(25)	(28)	3
(1,288)	5		Income	(1,283)	(1,213)	70	36	34
<b>9,474</b>	<b>(352)</b>		<b>Total</b>	<b>9,122</b>	<b>9,053</b>	<b>(69)</b>	<b>(85)</b>	<b>16</b>

## FINANCE (£384k underspend, £27k improvement)

41. The Finance directorate is currently projecting an outturn underspend of £384k at Month 11, representing a £27k improvement on the month. The group is reporting an underspend of £312k in staffing budgets relating to a number of vacant posts in the service.

**Table 8: Finance Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 11		Variance (As at Month 11) £'000	Variance (As at Month 10) £'000	Movement from Month 10 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
519	418	Business Assurance	Salaries	937	897	(40)	(38)	(2)
30	592		Non-Sal Exp	622	669	47	47	0
(10)	(92)		Income	(102)	(109)	(7)	(7)	0
<b>539</b>	<b>918</b>		<b>Sub-Total</b>	<b>1,457</b>	<b>1,457</b>	<b>0</b>	<b>2</b>	<b>(2)</b>
1,555	0	Procurement	Salaries	1,555	1,626	71	71	0
92	(1)		Non-Sal Exp	91	124	33	14	19
0	0		Income	0	(9)	(9)	(9)	0
<b>1,647</b>	<b>(1)</b>		<b>Sub-Total</b>	<b>1,646</b>	<b>1,741</b>	<b>95</b>	<b>76</b>	<b>19</b>
3,321	118	Operation: Finance	Salaries	3,439	3,194	(245)	(225)	(20)
611	(589)		Non-Sal Exp	22	25	3	1	2
(158)	31		Income	(127)	(200)	(73)	(64)	(9)
<b>3,774</b>	<b>(440)</b>		<b>Sub-Total</b>	<b>3,334</b>	<b>3,019</b>	<b>(315)</b>	<b>(288)</b>	<b>(27)</b>
4,101	(113)	Revenues & Benefits	Salaries	3,988	3,991	3	7	(4)
1,634	(68)		Non-Sal Exp	1,566	1,574	8	9	(1)
(2,023)	0		Income	(2,023)	(2,034)	(11)	(16)	5
<b>3,712</b>	<b>(181)</b>		<b>Sub-Total</b>	<b>3,531</b>	<b>3,531</b>	<b>0</b>	<b>0</b>	<b>0</b>
1,348	0	Strategic Finance	Salaries	1,348	1,247	(101)	(100)	(1)
2,557	0		Non-Sal Exp	2,557	2,513	(44)	(27)	(17)
(284)	0		Income	(284)	(303)	(19)	(20)	1
<b>3,621</b>	<b>0</b>		<b>Sub-Total</b>	<b>3,621</b>	<b>3,457</b>	<b>(164)</b>	<b>(147)</b>	<b>(17)</b>
10,844	423	Finance Directorate	Salaries	11,267	10,955	(312)	(285)	(27)
4,924	(66)		Non-Sal Exp	4,858	4,905	47	44	3
(2,475)	(61)		Income	(2,536)	(2,655)	(119)	(116)	(3)
<b>13,293</b>	<b>296</b>		<b>Total</b>	<b>13,589</b>	<b>13,205</b>	<b>(384)</b>	<b>(357)</b>	<b>(27)</b>

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

**Table 9: Development and Risk Contingency**

Original Budget £'000	Budget Changes £'000	Development & Risk Contingency	Month 10		Variance (As at Month 10) £'000	Variance (As at Month 9) £'000	Movement from Month 9 £'000
			Revised Budget £'000	Forecast Outturn £'000			
341	0	Uninsured Claims	341	291	(50)	(50)	0
<b>341</b>	<b>0</b>	<b>Current Commitments</b>	<b>341</b>	<b>291</b>	<b>(50)</b>	<b>(50)</b>	<b>0</b>

## RESIDENTS SERVICES (£1,459k underspend, £74k improvement)

43. Residents Services directorate is showing a projected outturn underspend of £1,459k at Month 11, excluding identified contingency provisions.

**Table 10: Residents Services Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 11		Variance (As at Month 11) £'000	Variance (As at Month 10) £'000	Movement from Month 10 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
15,008	(1,405)	Deputy Director Residents Services	Salaries	13,603	13,224	(379)	(464)	85
15,752	821		Non-Sal	16,573	17,454	881	575	306
(7,981)	371		Exp	(7,610)	(7,042)	568	400	168
<b>22,779</b>	<b>(213)</b>		<b>Income</b>	<b>22,566</b>	<b>23,636</b>	<b>1,070</b>	<b>511</b>	<b>559</b>
4,951	223	Development and Assets	Salaries	5,174	5,074	(100)	(32)	(68)
11,174	(4)		Non-Sal	11,170	11,110	(60)	(20)	(40)
(5,072)	(454)		Exp	(5,526)	(5,428)	98	97	1
<b>11,053</b>	<b>(235)</b>		<b>Income</b>	<b>10,818</b>	<b>10,755</b>	<b>(63)</b>	<b>45</b>	<b>(108)</b>
487	(53)	Estates and Tenancy Management	Salaries	434	352	(82)	(80)	(2)
1,154	71		Non-Sal	1,225	809	(416)	(170)	(246)
(3,279)	0		Exp	(3,279)	(3,205)	74	73	1
<b>(1,638)</b>	<b>18</b>		<b>Income</b>	<b>(1,620)</b>	<b>(2,043)</b>	<b>(423)</b>	<b>(177)</b>	<b>(246)</b>
1,730	(47)	Planning, Transportation and Community Projects	Salaries	1,683	1,444	(239)	(241)	2
1,534	(12)		Non-Sal	1,522	1,533	11	13	(2)
(10,706)	0		Exp	(10,706)	(10,800)	(94)	(94)	(0)
<b>(7,442)</b>	<b>(59)</b>		<b>Income</b>	<b>(7,501)</b>	<b>(7,823)</b>	<b>(322)</b>	<b>(322)</b>	<b>(0)</b>
1,774	0	Planning and Enforcement	Salaries	1,774	1,710	(64)	(107)	43
854	(50)		Non-Sal	804	804	0	(4)	4
(2,782)	0		Exp	(2,782)	(3,154)	(372)	(372)	0
<b>(154)</b>	<b>(50)</b>		<b>Income</b>	<b>(204)</b>	<b>(640)</b>	<b>(436)</b>	<b>(483)</b>	<b>47</b>
11,739	(65)	Green Spaces, Sport & Culture	Salaries	11,674	11,754	80	82	(2)
7,567	(1,022)		Non-Sal	6,545	6,530	(15)	(14)	(1)
(9,916)	17		Exp	(9,899)	(10,185)	(286)	(286)	0
<b>9,390</b>	<b>(1,070)</b>		<b>Income</b>	<b>8,320</b>	<b>8,099</b>	<b>(221)</b>	<b>(218)</b>	<b>(3)</b>
7,994	(3,414)	Digital Strategy & Communications	Salaries	4,580	4,528	(52)	(53)	1
5,714	(791)		Non-Sal	4,923	4,847	(76)	(82)	6
(3,058)	2,658		Exp	(400)	(252)	148	150	(2)
<b>10,650</b>	<b>(1,547)</b>		<b>Income</b>	<b>9,103</b>	<b>9,123</b>	<b>20</b>	<b>15</b>	<b>5</b>
6,027	3,252	Business and Technical Support	Salaries	9,279	8,138	(1,141)	(986)	(155)
1,051	(12)		Non-Sal	1,039	1,194	155	167	(12)
(4,197)	(694)		Exp	(4,891)	(4,376)	515	545	(30)
<b>2,881</b>	<b>2,546</b>		<b>Income</b>	<b>5,427</b>	<b>4,956</b>	<b>(471)</b>	<b>(274)</b>	<b>(197)</b>
4,131	588	Policy and Standards - Education, Housing and Public Health	Salaries	4,719	4,326	(393)	(381)	(12)
10,455	619		Non-Sal	11,074	10,910	(164)	(45)	(119)
(9,014)	(376)		Exp	(9,390)	(9,446)	(56)	(56)	0
<b>5,572</b>	<b>831</b>		<b>Income</b>	<b>6,403</b>	<b>5,790</b>	<b>(613)</b>	<b>(482)</b>	<b>(131)</b>
53,841	(921)	Residents Services	Salaries	52,920	50,550	(2,370)	(2,262)	(108)
55,255	(380)		Non-Sal	54,875	55,191	316	420	(104)
(56,005)	1,522		Exp	(54,483)	(53,888)	595	457	138
<b>53,091</b>	<b>221</b>		<b>Income</b>	<b>53,312</b>	<b>51,853</b>	<b>(1,459)</b>	<b>(1,385)</b>	<b>(74)</b>

44. The overall variance is a result of staffing underspends across the group and favourable income projections in planning, offset mainly by pressure on the Adaptions backlog in development & assets and in fleet management. In addition, there are sustained income shortfalls at Cedars and Grainges car parks and increasing pressure against Imported Food sampling income targets.
45. 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.
46. At Month 11 projected calls on contingency are £300k below the budgeted provision (no change), following detailed modelling of the projected levy rebate from WLWA as part of MTF development work. The table below shows the breakdown for each contingency item.

**Table 11: Development and Risk Contingency**

Original Budget	Budget Changes	Development & Risk Contingency	Month 11		Variance (As at Month 11)	Variance (As at Month 10)	Movement from Month 10
			Revised Budget	Forecast Outturn			
£'000	£'000		£'000	£'000	£'000	£'000	£'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	2,428	(300)	(300)	0
200	0	High Speed 2 Challenge Fund	200	200	0	0	0
200	0	Heathrow Expansion Challenge Fund	200	200	0	0	0
<b>5,153</b>	<b>0</b>	<b>Current Commitments</b>	<b>5,153</b>	<b>4,853</b>	<b>(300)</b>	<b>(300)</b>	<b>0</b>

47. Financial year 2016/17 continues to see the numbers of temporary accommodation requirements consistently above the original MTF forecast.

**Table 12: Housing Needs performance data**

	2016/2017		
	December	January	February
Homeless Threat, Priority Need & Eligible	90	98	86
Presenting As Homeless	51	43	50
Duty Accepted	22	25	30
Households in Temporary Accommodation	618	634	652
Households in B&B	232	248	258

48. As in previous years, a 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 remains at £2,025k, which is as per the budgeted provision.
49. Given the continuing high levels of households in high cost B&B, and challenges in procuring affordable private rental sector accommodation, this risk will continue to be closely monitored during the remainder of the financial year. There is the option to utilise earmarked reserves should the position deteriorate.
50. A contingency of £2,728k has been set aside to fund estimated increases in waste tonnages via the levy. Work has now concluded between WLWA and the six Boroughs to develop the

estimates for 2017/18 and future years, with the resulting Levy figures factored into the final projections for the MTFP.

51. There is still the prospect of a one-off disbursement of reserves in 2017/18 following year-end accounts finalisation by WLWA. Boroughs have been advised that a reserves position will be communicated as part of the papers for the June partnership meeting at which point there should be a final figure available following accounts closure (including year-end accounting revaluations).

#### **Deputy Director Residents Services (£1,070k overspend, £559k adverse movement)**

52. Fleet management continues to experience significant pressures, with current forecasts showing a pressure of £657k (£331k adverse). The main drivers of the increase are vehicle maintenance contracts, vehicle damage and vehicle contract hire. The service is currently under review from an external consultant, review vehicle utilisation levels and further efficiency options.
53. Following prior notification of the ongoing risk of additional costs in relation to contaminated recycling loads, there is an adverse movement of £155k at month 11 in the forecast, reflecting additional costs incurred via the contractor. The service is working closely with procurement to actively manage down this ongoing pressure, in addition the contract is currently out to tender with the current contract ending in June of this year. Waste services are also reporting additional pressures of £53k and £85k in respect of projected refuse bag costs and additional agency costs at CA sites respectively.
54. The income pressure within the Imported Food service is currently forecast at (£571k, £65k favourable) with net income currently 8.5% below the run rate experienced last year. The forecast pressures result 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 high risk list, such that no inspections are required.

#### **Development and Assets (£63k underspend, £108k improvement)**

55. At Month 11 the Highways service is reporting a £51k favourable movement relating mainly to a reduction in the required level of salt supplies (£25k) and standby pay (£17k) following the milder than expected winter.
56. Across other areas of the service, favourable movement in relating to staffing forecasts is reported in Corporate Construction (£27k) and Property Services (£24k), with an additional non-staffing improvement in Facilities Management (£6k).

#### **Estates and Tenancy Management (£423k underspend, £246k improvement)**

57. The service is reporting a £246k overall favourable movement for Month 11, following an NNDR band decreases resulting in additional refunds being received in-year. As a result, the service is reporting a favourable movement totalling £222k. The remaining favourable movement of £24k is attributable to a reduced projection for repairs at Colne Park caravan site, based on spend to date.

#### **Planning, Transportation and Community Projects (£322k underspend, no change)**

58. At month 11, the service is reporting no change from the forecast as at Month 10, with an underspend of £322k expected to be delivered.

#### **Planning and Development (£436k underspend, £47k adverse movement)**

59. There is a revised projection in the agency staffing forecast (£43k adverse) following the extension of a number of interim resources which are required until the new approved structure has been fully recruited to.
60. A number of posts continue to be funded from gift funding income, with additional resources in an Earmarked reserve required to be drawdown in the current financial year to allow for timing differences of the gift funding received. Income streams across the planning service remain robust, with variances income targets expected to remain as per previously reported.

**Green Spaces & Culture (£221k underspend, £3k improvement)**

61. At Month 11, the service is reporting a £3k favourable movement reflected by minor variations to staffing and non-staffing budgets.

**Digital Strategy & Communications (£20k overspend, £5k adverse movement)**

62. ICT is reporting minor adjustments to staffing, non-staffing and income budgets to give a net adverse movement of £5k for the month. The ICT service is currently forecasting a net pressure 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 (£471k underspend, £197k improvement)**

63. 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 and a reduction in daily parking income. The most recent income projection forecasts a pressure of £543k (£26k favourable).
64. There is a revised projected underspend of £1,130k (£144k favourable) on staffing budgets relating to delays in recruitment following the restructure in Technical Admin and Business Support. There are minor favourable adjustments to the forecast for month 11, relating to Mortuary (£11k staffing, £4k non-staffing) and Land Charges (£4k income).

**Policy and Standards - Education, Housing and Public Health (£613k underspend, £131k improvement)**

65. Staffing projections across a range of service show an improvement for the month of £12k, with the main movement attributable to Performance & Intelligence. At Month 11 there is a £11k favourable movement for Community Safety, relating to a review of non-staffing projections for the service. There is a reduction in forecast legal fees (£108k favourable) following a review of the likely risk emanating from current caseloads.
66. Interim resources deployed to smooth the transition to the new structure can be funded via capital receipts, as previously reported.

## SOCIAL CARE (£1,315k underspend, £72k improvement)

67. Social Care is projecting an underspend of £1,315k as at Month 11, an improvement of £72k from Month 10, reflecting the continued management action taken by the service to delay the use of agency staff and defer expenditure until 2017/18. However, it should be noted that the service is continuing to manage a number of ongoing challenges including staff recruitment, especially Social Workers; providing housing accommodation and support for Section 17 designated families; pressures relating to the cost of transport; and requests from 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	Budget Changes	Service	Month 11		Variance (As at Month 11)	Variance (As at Month 10)	Movement from Month 10	
			Revised Budget	Forecast Outturn				
£'000	£'000		£'000	£'000	£'000	£'000	£'000	
1,826	(250)	Safeguarding Children	Salaries	1,576	1,628	52	57	(5)
1,612	(1,352)		Non-Sal Exp	260	347	87	98	(11)
(165)	1		Income	(164)	(226)	(62)	(62)	0
<b>3,273</b>	<b>(1,601)</b>		<b>Sub-Total</b>	<b>1,672</b>	<b>1,749</b>	<b>77</b>	<b>93</b>	<b>(16)</b>
4,678	(341)	Early Intervention Services	Salaries	4,337	3,961	(376)	(371)	(5)
3,406	(258)		Non-Sal Exp	3,148	3,061	(87)	(30)	(57)
(1,712)	310		Income	(1,402)	(1,355)	47	(4)	51
<b>6,372</b>	<b>(289)</b>		<b>Sub-Total</b>	<b>6,083</b>	<b>5,667</b>	<b>(416)</b>	<b>(405)</b>	<b>(11)</b>
11,888	(1,225)	Children's Social Care	Salaries	10,663	11,868	1,205	1,164	41
9,996	1,867		Non-Sal Exp	11,863	12,786	923	950	(27)
(6,899)	(391)		Income	(7,290)	(8,196)	(906)	(874)	(32)
<b>14,985</b>	<b>251</b>		<b>Sub-Total</b>	<b>15,236</b>	<b>16,458</b>	<b>1,222</b>	<b>1,240</b>	<b>(18)</b>
8,669	299	All-Age Disabilities	Salaries	8,968	7,900	(1,068)	(1,087)	19
44,634	294		Non-Sal Exp	44,928	45,662	734	721	13
(9,536)	(201)		Income	(9,737)	(10,081)	(344)	(336)	(8)
<b>43,767</b>	<b>392</b>		<b>Sub-Total</b>	<b>44,159</b>	<b>43,481</b>	<b>(678)</b>	<b>(702)</b>	<b>24</b>
4,460	331	Social Work	Salaries	4,791	4,394	(397)	(397)	0
28,082	887		Non-Sal Exp	28,969	30,015	1,046	1,059	(13)
(8,570)	(625)		Income	(9,195)	(10,197)	(1,002)	(1,013)	11
<b>23,972</b>	<b>593</b>		<b>Sub-Total</b>	<b>24,565</b>	<b>24,212</b>	<b>(353)</b>	<b>(351)</b>	<b>(2)</b>
8,873	707	Early Intervention & Prevention	Salaries	9,580	9,036	(544)	(535)	(9)
3,067	(268)		Non-Sal Exp	2,799	2,863	64	46	18
(10,897)	320		Income	(10,577)	(10,537)	40	54	(14)
<b>1,043</b>	<b>759</b>		<b>Sub-Total</b>	<b>1,802</b>	<b>1,362</b>	<b>(440)</b>	<b>(435)</b>	<b>(5)</b>
2,574	(182)	Safeguarding, Quality & Partnerships	Salaries	2,392	2,336	(56)	(66)	10
6,531	(96)		Non-Sal Exp	6,435	6,413	(22)	24	(46)
(541)	82		Income	(459)	(668)	(209)	(214)	5
<b>8,564</b>	<b>(196)</b>		<b>Sub-Total</b>	<b>8,368</b>	<b>8,081</b>	<b>(287)</b>	<b>(256)</b>	<b>(31)</b>
631	0	Directorate & Support Services	Salaries	631	442	(189)	(189)	0
649	(462)		Non-Sal Exp	187	(32)	(219)	(208)	(11)
(33)	(111)		Income	(144)	(176)	(32)	(30)	(2)
<b>1,247</b>	<b>(573)</b>		<b>Sub-Total</b>	<b>674</b>	<b>234</b>	<b>(440)</b>	<b>(427)</b>	<b>(13)</b>
43,599	(661)	<b>Social Care Directorate Total</b>	Salaries	42,938	41,565	(1,373)	(1,424)	51
97,977	612		Non-Sal Exp	98,589	101,115	2,526	2,660	(134)
(38,353)	(615)		Income	(38,968)	(41,436)	(2,468)	(2,479)	11
<b>103,223</b>	<b>(664)</b>		<b>Total</b>	<b>102,559</b>	<b>101,244</b>	<b>(1,315)</b>	<b>(1,243)</b>	<b>(72)</b>



**SOCIAL CARE DEVELOPMENT AND RISK CONTINGENCY (£2,449k overspend, £85k improvement)**

68. 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, 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 £2,449k, an improvement of £85k on the Month 10 projections, due to a range of improvements across the service.

**Table 14: Social Care Development & Risk Contingency**

Original Budget	Budget Changes	Development & Risk Contingency	Month 11		Variance (As at Month 11)	Variance (As at Month 10)	Movement from Month 10
			Revised Budget	Forecast Outturn			
£'000	£'000		£'000	£'000	£'000	£'000	£'000
2,212	0	Asylum Service	2,212	1,827	(385)	(313)	(72)
3,734	0	Demographic Growth - Looked After Children	3,734	6,185	2,451	2,541	(90)
277	0	Social Worker Agency	277	277	0	0	0
1,699	0	Demographic Growth - Transitional Children	1,699	1,832	133	(80)	213
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	565	565	701	(136)
1,331	0	Care Act New Burdens Funding	1,331	1,331	0	0	0
<b>10,078</b>	<b>0</b>	<b>Current Commitments</b>	<b>10,078</b>	<b>12,527</b>	<b>2,449</b>	<b>2,534</b>	<b>(85)</b>

**Asylum Service (£385k underspend, £72k improvement)**

69. This service is projecting a drawdown of £1,827k from the contingency, £385k below the budget, and an improvement of £72k on the month 10 projections, due to a continued reduction in the projected cost of support provided to Unaccompanied Asylum Seeking Children (UASC), reflecting the tightening up of the financial processes, ensuring that funds are provided for those that are entitled.
70. The £385k underspend reflects the benefits that the service is delivering through a major review of the support provided to UASC to ensure that individual UASC are accessing all available funding sources from a range of Central Government departments, rather than relying solely on Council funding. It also reflects the impact of the review of all financial policies relating to the provision of allowances, which will ensure that there is a consistent approach to the financial support provided.
71. Hillingdon continues to receive new applications from UASC, however it is now apparent that the National Transfer arrangements are working more effectively as most new UASC are successfully being transferred to other local authorities. This position will continue as Hillingdon's UASC numbers are still above the 0.07% cap based on the child population, where Hillingdon currently has 95 UASC under 18 years of age compared to the cap limit of 48 children.

### **Demographic Growth - Looked After Children (£2,451k overspend, £90k improvement)**

72. The service is projecting a drawdown of £6,185k from the Contingency, £2,451k above budget, an improvement of £90k on the Month 10 projections, due to a positive shift in the proportionate split between In House and IFA placements. The service implemented a number of changes to the approval and review process at the beginning of this financial year, which provides a much stronger challenge in the decision making process and is now being reflected in the projected cost of placements.
73. 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. Additionally, the number of IFA placements have increased, reflecting 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. The current split for foster care placements stands at 41% IFA and 59% In-House.
74. 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 £457k. However, it should be noted that the position with the CCG has improved significantly, where they are now discussing individual cases at the tripartite funding panel, which has been set up to reach funding agreements for children requiring an Education, Health and Care Plan. To date, the CCG have agreed to provide funding for a number of children resulting in a contribution of £115k for this financial year. A number of other cases have been presented to the panel, where it is expected that further funding will be provided by the CCG, totalling £125k.

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

75. 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. The recruitment of Social Workers remains very competitive, and as a consequence the permanency rate will remain at approximately 77.5% for the remainder of this financial year. It is anticipated that the full drawdown of this contingency will be required.

### **Demographic Growth - Transitional Children (£133k overspend, £213k adverse movement)**

76. The drawdown from the Transitional Children contingency is forecast at £1,832k, resulting in an overspend of £133k, an adverse movement of £213k from Month 10, due primarily to two placements transitioning into the Adults service earlier than expected. To date 34 new children have transferred, 4 have had an increase in their package costs as they are no longer supported by Education no further transfers are expected this financial year.

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

77. At Month 11 it is forecast that the full drawdown of the £432k contingency for Adult Demographic changes will be required, no change from the Month 10 projections. The demographic forecasting tool is regularly refreshed and expenditure areas are kept under close review.

### **Winterbourne View (£315k underspend, nil movement)**

78. It still remains that only £78k of the contingency is forecast to be drawn down in respect of the Winterbourne View transfer cases, resulting in an underspend of £315k, no change from Month 10. No further step downs are anticipated this financial year.
79. However, although the current assumption is that 6 clients will be funded by dowry payments (with an additional 1 still in query), recent discussions at the Transforming Care Partnership (TCP) meetings are indicating that there may not be sufficient funding to cover this from NHS England. This could result in a significant financial risk as the Winterbourne contingency for 2017/18 has been reduced based on the receipt of dowry funding.

### **Deprivation of Liberty Safeguards (DoLS) (£565k overspend, £136k improvement)**

80. The number of DoLS referrals received to the end of February 2017 was 1,255 (1,138 in January 2017), an average of 26 per week. The forecast pressure for Month 11 is showing an improvement of £136k from the Month 10 forecast, which is due to lower than expected court costs for community DoLS. 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 (£883k overspend, £45k improvement)**

#### **Safeguarding Children (£77k overspend, £16k improvement)**

81. The service is reporting an overspend of £77k, an improvement of £16k on the Month 10 projections, due to a slight reduction in the projected cost of non-staffing budgets, as the Head of Service is only approving essential expenditure items for the remainder of this financial year. The overspend predominantly relates to staffing costs, where the service has a number of vacant posts, which are being covered by agency staff.

#### **Children's Early Intervention & Prevention Services (£416k underspend, £11k improvement)**

82. The service is reporting an underspend of £416k, a slight improvement of £11k on the Month 10 projections, due to the Head of Service maintaining the implementation of a freeze on all non essential expenditure until the end of the financial year and deferring the recruitment of new agency staff until the 2017/18 financial year. The underspend reported relates to staffing costs, which are projecting an underspend of £376k 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. It also includes 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.

#### **Children's Social Care (£1,222k overspend, £18k improvement)**

83. The service is projecting an overspend of £1,222k, an improvement of £18k from Month 10. This relates to an overspend of £1,205k on staffing costs, reflecting the latest projections on timing of permanent recruitment and resulting use of agency staff, where the latest forecast assumes that there will be no new permanent appointments in this financial 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. However, it is proposed that £132k of staffing costs will be capitalised to reflect the work that staff are undertaking on transformation projects.

84. The overspend also reflects the impact of 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 service. It is now evident that the current arrangement will continue until the end of the financial year, whilst the service undertakes a targeted recruitment campaign.
85. 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.
86. Additionally, the service has an overspend of £923k on non-staffing costs, which relates primarily to the cost of staff recruitment (an additional cost of £276k), 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 £265k) and ad-hoc crisis support (an additional cost of £84k). These costs will be met from a drawdown of £841k from the earmarked reserves.

#### **ADULT SOCIAL CARE (£2,198k underspend, £267 improvement)**

##### **All Age Disabilities (AAD) (£678k underspend, £24k adverse movement)**

87. The service is reporting an underspend of £678k, an adverse movement of £24k on the Month 10 projections, due to a slight increase in the projected cost of staff.
88. The salaries budget for AAD is currently forecast to underspend by £1,068k, a slight adverse movement of £19k on the month 10 projections. The underspend is due to vacancies being held during the year and management action being taken to manage the overall budget of the directorate.
89. The non-staffing budget is forecasting a pressure of £734k, a slight adverse movement of £13k from the Month 10 projections. It should be noted that the service is 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 the use of vehicles. It is evident that there was a significant demographic increase in September 2016, which resulted in an increase in the pressure, however this is still being contained by one off savings across the department.
90. The income budget is forecasting an underspend of £344k, a slight improvement of £8k from the Month 10 projections. The improvement this month is from additional Health Income for clients who now meet Continuing Health Care criteria.

##### **Social Work (£353k underspend, £2k improvement)**

91. The service is reporting an underspend of £353k, a slight improvement of £2k from the Month 10 projections.
92. The staffing budget is forecast to underspend by £397k, due to a number of posts being vacant longer than previously anticipated.

93. The non-staffing budget is forecast to overspend by £1,046k a slight improvement of £13k from the Month 10 position, due to a reduction in forecast for clients transferring from self funding to local authority support, due to depletion of capital (known as 'capital limits' cases). However, it should be noted that this pressure is offset by additional income.
94. The income budget is forecast to underspend by £1,002k a slight adverse movement of £11k from the Month 10 position, this underspend is covering the pressure in non staffing.
95. It should be noted that the demand for residential and nursing beds across the Social Care sector remains high and average unit costs have increased during this financial year.

#### **Adults Early Intervention & Prevention (£440k underspend, £5k improvement)**

96. An underspend of £544k is forecast against salaries budgets, a slight improvement of £9k on the Month 10 projections. The movement this month is again due to recruitment difficulties within the Reablement team.
97. There is a pressure of £64k forecast on non staffing costs, a slight adverse movement of £18k from Month 10. The pressure remains in delivering the preventative savings target, where there is an ongoing review. It is anticipated that savings can be delivered but is now unlikely to be implemented in the current year. This pressure is being offset by other one off savings across the department.
98. There is a pressure on income of £40k a decrease of £14k from month 10.

#### **Safeguarding Quality & Partnerships (£287k underspend, £31k improvement)**

99. Staffing costs are forecast to underspend by £56k a slight adverse movement of £10k from month 10.
100. The non staffing budget is now reporting an underspend of £22k, an improvement of £46k from month 10. The improvement is due to reduced forecast for supported living placements. The pressure of £100k in respect of the Complex Care Service remains as the new delivery model will not be in place until the new financial year. However, these pressures are offset by a reduced recharge against the combined adults and children's safeguarding structure.
101. Additional income of £209k is forecast, £264k of this additional income is from Health for joint S117 placements, which is netted down by a pressure from reduced client contributions.

#### **Directorate & Support (£440k underspend, £13k improvement)**

102. The Directorate budget is forecast to underspend by £440k, a slight improvement of £13k from the Month 10 position. The improvement is from reduced forecast for equipment and Legal costs. £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 and lower forecast expenditure in relation to the Care Act work.

## Appendix B – Other Funds

### Schools Budget

#### Dedicated Schools Grant (£778k overspend, £72k adverse movement)

103. The Dedicated Schools Grant (DSG) is projecting an in-year overspend of £778k, an adverse movement of £72k on the month 10 projections due to a deduction made to the DSG allocation in relation to the cost of copyright licences. The overspend predominantly relates to continuing pressure in High Needs spend particularly in relation to post-16 pupils and those pupils being educated in alternative provision facilities, where the pupils are unable to be placed in a mainstream school (this relates predominantly to year 10 and year 11 pupils).
104. The overall position on the DSG, is projecting that the surplus balance brought forward, will be required in full this year, with the DSG now projecting to end the year with a £365k deficit. In determining the DSG budget for 2017/18, it was assumed that the deficit would be £209k, which is £156k lower than the projected figure. The 2017/18 DSG budget includes a reserve of £500k, which will be able to absorb the projected shortfall.

**Table 15: Schools Budget**

Original Budget	Budget Changes	Funding Block	Month 11		Variance (+ adv / - fav)		
			Revised Budget	Forecast Outturn	Variance (As at Month 11)	Variance (As at Month 10)	Change from Month 10
£'000	£'000		£'000	£'000	£'000	£'000	£'000
(140,664)	0	<b>Dedicated Schools Grant Income</b>	(140,664)	(140,585)	77	(33)	110
105,361	451	<b>Delegated to Schools</b>	105,812	105,959	147	(2)	149
4,805	0	<b>Early Years</b>	4,805	4,649	(156)	12	(168)
3,740	(0)	<b>Centrally Retained</b>	3,740	3,670	(70)	(3)	(67)
26,758	(0)	<b>Special Needs</b>	26,758	27,585	781	733	48
<b>0</b>	<b>451</b>	<b>Total Schools Budget</b>	<b>451</b>	<b>1,231</b>	<b>778</b>	<b>706</b>	<b>72</b>
0	0	Balance Brought Forward 1 April 2016	(866)	(866)			
	(451)	Use of Balances	(451)	(1,231)			
<b>0</b>	<b>0</b>	<b>Balance Carried Forward 31 March 2017</b>	<b>(415)</b>	<b>365</b>			

#### Dedicated Schools Grant Income (£77k overspend, £110k adverse movement)

105. The overspend relates to a deduction in the DSG allocation relating to copyright licensing where the DfE meets the cost of a number of licences and then recharges local authorities through a reduction in DSG allocation. The overspend is offset by a £34k surplus relating to the Early Years Pupil Premium where Early Years settings have identified less children eligible for payment of early years pupil premium than we have been funded for. The funding allocation for 2016/17 has been adjusted by the DfE, however we still expect a small underspend and it is expected that the Early Years Pupil Premium funding allocation will be reduced further in 2017/18 to reflect the actual take-up of funding.

#### Delegated to Schools (£146k overspend, £149k adverse movement)

106. 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. The change in the forecast outturn follows receipt of updated actual numbers for all school nurseries and PVI's for the full financial year. Any required adjustment to Early Years funding will be made to the DSG allocation in 2017/18.

### **Early Years (£156k underspend, £168k improvement)**

107. The favourable movement in month 11 is due to a projected underspend in two year old funding following the final payments of the financial year to settings providing free places to vulnerable two year olds.
108. The three Early Years Centres continue to forecast a shortfall in income with the centres focusing on increasing occupancy levels in order to address the current shortfall, but will end the year with a significant overspend of £360k.
109. There are a number of budgets within the Early Years which are forecasting to be under budget. The Early Years Psychology team will underspend by £146k as the delivery method has still not been finalised and expenditure is limited to a part-time educational psychologist who is working with Early Years providers.
110. The vulnerable children funding is projecting to be £310k under spent, as the relevant teams continue to work towards identifying relevant children to utilise the resource. The budget has been reduced in 2017/18 to reflect the underspend in the current year.
111. The Early Years Advisory team still has a vacant post leading to a projected £36k underspend. This post is yet to be advertised and therefore will not now be filled this year.
112. There continues to be a planned use of balances on the two year old capacity grant budget where 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. For this financial year, Schools Forum have not discussed or agreed any new commitments.

### **Centrally Retained (£70k underspend, £67k improvement)**

113. There is a £46k projected underspend relating to a vacant Procurement Officer post, where funding was agreed for two posts but for part of the year only one was filled, a second procurement officer has now been appointed. There are also underspends projected in the Admissions budget and also the Education Safeguarding budget due to a vacant Domestic Violence officer post.
114. This is offset by a projected £14k overspend on the cost of the Courier Service to schools along with a £61k overspend on the Growth Contingency fund following the expansion of Hillside Infants school from September 2016.
115. The favourable movement in month 11 relates to non-staffing underspends in the Education Safeguarding budget along with less Local Leaders in Education spend than planned.

### **High Needs (£781k overspend, £48k adverse movement)**

116. The movement in month 11 follows clarity from the majority of FE colleges on the amount of additional resources required to meet the needs of post-16 students with special educational needs. Several colleges requested a significant increase in the number of students that they consider have special educational needs and the authority needed to negotiate with providers in order to determine resource requirements.
117. There is a continuing pressure on the cost of those pupils being educated in alternative provision facilities, where the pupils are unable to be placed in a mainstream school (this relates predominantly to year 10 and year 11 pupils).

118. The number of Looked After Children being placed out of borough is also contributing to the overspend on High Needs. This is off-set by a number of joint-funded placements where contributions are expected from social care and health towards the costs being charged to the DSG.
119. A £110k 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.
120. There is a projected overspend of £101k on the SEN support teams due to the recruitment of additional visual impairment specialist teachers and increased funding of the Inclusion team as previously agreed by Schools Forum.

### School Academy Conversions

121. 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.
122. There are two maintained school, which are looking to convert as a sponsored academy, where the conversion process is currently in progress, but there are no definitive timeframes yet on when the actual conversions will take place. We have also been made aware of a number of other schools which are considering academy conversion in 2017/18.

### Maintained School Balances & Budgets

123. 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 licensed 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.
124. 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:

**Table 16: Schools Balances**

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
<b>Total</b>	<b>56</b>	<b>4</b>	<b>823</b>	<b>2</b>

125. 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 staffing costs, due to changes in National Insurance and Pension rate contributions.



## Parking Revenue Account: £53k in year surplus (£45k improvement)

126. 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 17: Parking Revenue Account**

Original Budget £'000	Budget Changes £'000	Service	Month 11		Variance (+ adv / - fav)		
			Revised Budget £'000	Forecast Outturn £'000	Month 11 £'000	Month 10 £'000	Movement £'000
(4,079)	0	Income	(4,079)	(4,115)	(36)	(31)	(5)
4,079	0	Expenditure	4,079	4,062	(17)	23	(40)
<b>0</b>	<b>0</b>	<b>In-year (Surplus) / Deficit</b>	<b>0</b>	<b>(53)</b>	<b>(53)</b>	<b>(8)</b>	<b>(45)</b>

127. An in-year surplus of £53k is forecast for the 2016/17 financial year. The overachievement forecast for PRA income is attributable to favourable variances for (a) PCN income (a consequence of a catch up in the previous backlog achieved partly by use of agency assignments, plus school keep clear and HGV enforcement revenue (b) for Residents Permits and (c) re Parking Bay Suspensions, offset by a projected shortfall in pay and display income.

128. There a net 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 agency staff employed on a project to reduce the aforementioned PCN backlog and now assisting with issues arising from the recently implemented School Keep Clear cameras.

129. The key components of the non-staff variance are (a) the parking enforcement contract with APCOA, (b) unbudgeted costs of £46k, £13k and £11k respectively relating to the renewal of ASLAN, ParkMap and the Videalert unattended CCTV system at Sidmouth Drive (c) £16k re Cabinet Approved Schemes (public notices and parking signs/markings costs) (d) £43k re Invest to Save charges and (e) various other areas including OAP brown badges, stationery (re residents parking permits), bailiff fees, printing and equipment hire. These overspends are partly offset by savings across several account lines including buildings maintenance, credit card fees, postage, scanning, PATAS and debt registration. The £40k favourable movement this month follows a detailed review of forecasts based on actual payments to date and anticipated spend over the final month of the year. This has resulted in a fall in the projected outturn for (most significantly), buildings maintenance and enforcement contract costs, partly negated by an increase in Invest to Save charges for 2016/17.

## COLLECTION FUND (£2,500k surplus, no movement from Month 11)

### Collection Fund

130. 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. This surplus of £2,500k as previously reported was included in the Council's General Fund 2017/18 Budget as approved by Cabinet and Council in February 2017. Any subsequent movement in the position will impact upon the Council's General Fund Budget for 2018/19.

**Table 18: Collection Fund**

Original Budget	Budget Changes	Service	Month 11		Variance (As at Month 11)	Variance (As at Month 10)	Movement from Month 10	
			Revised Budget	Forecast Outturn				
£'000	£'000		£'000	£'000	£'000	£'000	£'000	
(118,703)	0	Council Tax	Gross Income	(118,703)	(119,043)	(340)	(340)	0
12,118	0		Council Tax Support	12,118	11,718	(400)	(400)	0
(2,625)	0		B/fwd Surplus	(2,625)	(2,385)	240	240	0
<b>(109,210)</b>	<b>0</b>		<b>Sub-Total</b>	<b>(109,210)</b>	<b>(109,710)</b>	<b>(500)</b>	<b>(500)</b>	<b>0</b>
(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
<b>(47,431)</b>	<b>0</b>	<b>Sub-Total</b>	<b>(47,431)</b>	<b>(49,431)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>0</b>	
<b>(156,641)</b>	<b>0</b>	<b>Total Collection Fund</b>	<b>(156,641)</b>	<b>(159,141)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>0</b>	

131. There has been no movement in the reported position across the Collection Fund at Month 11, with surpluses of £500k on Council Tax and £2,000k on Business Rates reported.

132. At Month 11, a surplus of £500k is projected on 2016/17 Council Tax income in contrast to larger surpluses recorded in recent years. Strong taxbase growth, declining demand for the Council Tax Reduction Scheme and high collection rates reducing the level of bad debt provision are being off-set by an exceptional one-off pressure on discounts. This relates the continuation of historic empty property reliefs discounts awarded before these were reduced from 1 April 2016.

133. A surplus of approximately £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. It is expected that new properties coming on stream alongside a review of the approach to providing for appeal losses will secure additional income over the remainder of the year and deliver an overall £2,000k surplus for release in 2017/18.

## Appendix C – Housing Revenue Account

134. The Housing Revenue Account (HRA) is currently forecasting an in-year overall surplus of £12,795k which is £3,533k more favourable than the budgeted surplus of £9,262k. Therefore the 2016/17 closing HRA General Balance is forecasted to be £46,739k. The Month 11 forecast shows a reduction in the underspend of £15k compared to the reported Month 10 forecast. The table below presents key variances by service area:

**Table 19: Housing Revenue Account**

Service	Month 11		Variance (+ adv / - fav)		
	Revised Budget	Forecast Outturn	Variance (As at Month11)	Variance (As at Month 10)	Movement from Month 10
	£'000	£'000	£'000	£'000	£'000
Rent Income	(56,215)	(56,512)	(297)	(297)	0
Other Income	(5,272)	(5,026)	246	246	0
<b>Net Income</b>	<b>(61,487)</b>	<b>(61,538)</b>	<b>(51)</b>	<b>(51)</b>	<b>0</b>
Housing Management	11,081	11,550	469	435	34
Tenant Services	5,225	4,470	(755)	(755)	0
Repairs	5,249	4,705	(544)	(527)	(17)
Planned Maintenance	4,616	1,948	(2,668)	(2,666)	(2)
Capital Programme Funding	9,249	9,249	0	0	0
Interest & Investment Income	15,067	15,083	16	16	0
Development & Risk Contingency	1,738	1,738	0	0	0
<b>Operating Costs</b>	<b>52,225</b>	<b>48,743</b>	<b>(3,482)</b>	<b>(3,497)</b>	<b>15</b>
<b>(Surplus) / Deficit</b>	<b>(9,262)</b>	<b>(12,795)</b>	<b>(3,533)</b>	<b>(3,548)</b>	<b>15</b>
General Balance 01/04/2016	(33,944)	(33,944)	0	0	0
<b>General Balance 31/03/2017</b>	<b>(43,206)</b>	<b>(46,739)</b>	<b>(3,533)</b>	<b>(3,548)</b>	<b>15</b>

### Income

135. Rental Income is forecast to be favourable by £297k for the year, no change from Month 10. Other Income is forecast to be under recovered by £246k, no change from Month 10.

136. The number of RTB applications received in February was 15. The first eleven months RTB applications total 260 compared to 201 for the same period last year. There have been 8 RTB completions in February. In the first eleven months of 2016/17 there have been 90 RTB completions compared to 119 for the same period last year. The MTFE assumed 115 RTB sales and the latest forecast assumes 100 sales, a reduction of 15 sales. The forecast of 100 RTB sales is lower compared to 130 RTB sales in 2015/16, however the forecast reflects officers' expectation of a reduction in the numbers of completed RTB sales due to the ongoing increase in house prices and affordability issues for tenants.

### Expenditure

137. The Housing management service is forecast to overspend by £469k, an adverse movement of £34k on Month 10 due to a £20k reduction in fee income on capital projects and a £14k reduction in RTB sales administration income.

138. Tenant services overall forecast is an underspend of £755k, no change from Month 10.

139. The overall repairs budget is forecast to underspend by £544k, a net favourable movement of £17k on Month 10. There is a favourable movement of £24k due to increased rechargeable income from garages and an adverse movement of £7k due to an increase in vehicle repairs. The key variances and movements are summarised in the table below.

**Table 20: Repairs variances and movements**

<b>Repairs</b>	<b>Variance Month 11 £'000</b>	<b>Movement from Month 10 £'000</b>
Staffing	(362)	0
Pooled Transport	(163)	7
Materials	(105)	0
Rechargeable repairs income	(94)	(24)
Consultancy fees	(85)	0
Non salary costs	(158)	0
Responsive repairs and voids	41	0
Redundancies	382	0
<b>Total</b>	<b>(544)</b>	<b>(17)</b>

140. The Planned Maintenance budget has been reduced by £50k, from £4,666k to £4,616k, this relates to an underspend on minor adaptations. The Capital Programme funding budget has subsequently increased by £50k to fund the major adaptations for disabled tenants, as agreed with the Leader of the Council in March. The Planned Maintenance budget is forecast to underspend by £2,668k, a net favourable movement of £2k on Month 10. This is due to a favourable movement of £35k on Better Neighbourhood funds, and a net £33k adverse movement on surveys and works (£50k budget reduction due to the virement on minor adaptations and a £17k reduction in structural survey forecast spend). The key variances and movements are summarised in the table below and overall are due to the validation, procurement and consultation timetables required to deliver these.

**Table 21: Planned Maintenance variances and movements**

<b>Planned Maintenance</b>	<b>Variance Month 11 £'000</b>	<b>Movement from Month 10 £'000</b>
External cyclical decorations	(1,376)	0
Gas servicing and breakdowns	(372)	0
Service Contracts	(153)	0
Fencing	(199)	0
Housing road network maintenance	(173)	0
Better neighbourhood funds	(156)	(35)
Surveys/works incl minor adaptations	(239)	33
<b>Total</b>	<b>(2,668)</b>	<b>(2)</b>

141. The Capital Programme funding budget has increased by £50k compared to Month 10, from £9,199k to £9,249k, to fund major adaptations for disabled tenants. The forecast variance is break even.

142. Development and Risk Contingency - there are significant legal and consultancy costs arising from the Triscott House dispute. There is a provision of £729k, which was included in the accounts for costs relating to specialist consultants and legal fees. At this stage, costs are expected to be contained within the Development and Risk Contingency budget. The Development and Risk Contingency budget will also be used, if required, to increase the level of the bad debt provision, which will be reviewed during the 2016/17 closing process. Overall the budget is forecast to break even.

## HRA Capital Expenditure

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

**Table 22 - HRA Capital Expenditure**

Prior Years Cost	Programme	Revised Budget	Forecast	Cost Variance Forecast V Budget	Project Re-Phasing	Total Project Budget 2016-2021	Total Project Forecast 2016-21	Total Project Variance	Movement
		2016/17				2016-2021			
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Major Projects</b>								
9,370	New General Needs Housing Stock	20,806	19,611	0	(1,195)	53,216	53,216	0	0
3,878	New Build - Appropriation of Land	1,481	2,525	1,044	0	1,481	2,525	1,044	1,044
778	New Build - Supported Housing Provision	11,539	4,965	(1,592)	(4,982)	44,733	41,823	(2,910)	0
<b>14,026</b>	<b>Total Major Projects</b>	<b>33,826</b>	<b>27,101</b>	<b>(548)</b>	<b>(6,177)</b>	<b>99,430</b>	<b>97,564</b>	<b>(1,866)</b>	<b>1,044</b>
	<b>Works to Stock</b>								
N/A	Works to stock programme	13,092	1,990	(2,106)	(8,996)	40,103	37,997	(2,106)	(915)
N/A	Major Adaptations to Property	1,610	900	0	(710)	6,302	6,302	0	0
	<b>Total Works to Stock</b>	<b>14,702</b>	<b>2,890</b>	<b>(2,106)</b>	<b>(9,706)</b>	<b>46,405</b>	<b>44,299</b>	<b>(2,106)</b>	<b>(915)</b>
	<b>Total HRA Capital</b>	<b>48,528</b>	<b>29,991</b>	<b>(2,654)</b>	<b>(15,883)</b>	<b>145,835</b>	<b>141,863</b>	<b>(3,972)</b>	<b>129</b>
	<b>Movement</b>	<b>50</b>	<b>(2,329)</b>	<b>129</b>	<b>(2,508)</b>	<b>50</b>	<b>179</b>	<b>129</b>	<b>129</b>

### MAJOR PROJECTS

144. As at Month 11 the Major Projects programme reports increased re-phasing totalling £6,177k, due mainly to further slippage on the Supported Housing programme of £4,982k and £1,195k within the General Needs Housing Stock programme. The Supported Housing programme is forecast to underspend by £1,592k in 2016/17 and £2,910k over the period 2016-2021.

### New General Needs Housing Stock

145. The 2016/17 General Needs Housing Stock budget is expected to be largely utilised with the bulk of expenditure incurred on the purchase and repair of housing stock. Currently 26 properties have been purchased. Forecast re-phasing has increased by £442k from Month 10 to £1,195k due to re-profiling of expenditure on the provision of seven new builds and five extensions and conversions combined with the re-phasing of the contingency budget associated with the acquisition of Berkeley's apartments.

146. Approval has been obtained for the delivery of 19 units of General Needs Housing stock at Acol Crescent to be delivered by 2018/19. However following a more detailed review and consultation with housing services, a revised scheme continues to be considered.

147. Consultants have been appointed to undertake initial feasibility works for the redevelopment of Belmore Allotments.

148. Contracts have been exchanged for the acquisition of Berkeley apartments for future use as a homeless hostel site and the total cost of £9,977k is included in the New General Needs Housing Stock forecast. A total of 9 flats have already been occupied following the transfer of families that were residing in temporary accommodation.

### New Build - Appropriation of Land

149. Appropriations from the General Fund to the HRA that have been approved by Cabinet include £1,400k for the Acol Crescent site in order to develop both supported housing units and general needs units, and £81k for the appropriation of the land at Fir Tree Avenue for the construction of three new houses.
150. There are two further appropriations to the HRA included in the Capital Programme above, that were approved by Cabinet in March 2017. The site to the rear of 113-127 Moorfield Road, Cowley, is proposed to be re-developed to provide five 3-bedroom houses as shared ownership housing. It is also proposed that vacant commercial premises at 15 and 16 Welbeck Court, Welbeck Avenue, Hayes, are converted to residential development to provide a four bedroom flat for rental within the HRA. The appropriations will be accounted for as a notional Capital Receipt at market value for which the estimated land values of £887k for the Moorfield Road site and £157k for Welbeck Court can be managed within the overall HRA Capital Programme. This results in an increase of £1,044k in the land appropriations forecast compared to Month 10.

### **New Build - Supported Housing**

151. The Supported Housing Programme comprises the build of 174 mixed client group units across four different sites. The developments of the housing units are at various different stages of the project lifecycle.
152. The overall £2,910k underspend being reported for the supported housing programme is due mainly to the Chippendale Way scheme that is not proceeding, resulting in an underspend of £2,510k. Cost underspends of £400k are also forecast on the Grassy Meadow and Parkview projects following a value engineering exercise.
153. The site set up and demolition works at both Grassy and Parkview are complete. The contractor design works are ongoing with sub-contractors appointed for various items. There is a combined increase of £1,137k in forecast re-phasing of expenditure on both Grassy Meadow and Parkview, based on revised cashflow estimates resulting mainly from site contamination and utilities disconnection issues. However it is expected that works will subsequently accelerate and continue to progress based on the scheduled timetable.
154. The Supported Housing Development at Acol Crescent is being undertaken concurrently with the General Needs Housing Units at the same site. The scheme design has changed marginally with options and cost implications being assessed. However the project will still deliver 14 supported housing units for clients with learning difficulties which remains consistent with the original proposal.

### **Works to Stock**

155. The 2016/17 Works to Stock Programme has an overall forecast favourable variance of £11,102k, of which £8,996k is due to phasing. This is an increase in the phasing variance of £669k compared to Month 10 mainly due to a later start to the full roll-out of kitchens and bathrooms following pilot renovations, leaseholder consultation for communal heating schemes, and revisions to the phasing of the playground replacement programme.
156. The remainder of the 2016/17 overall forecast favourable variance is a cost underspend of £2,106k, an increase of £915k compared to Month 10. This is mainly due to the reduced opportunity this financial year to deliver fire safety works.
157. Overall the variances across all work-streams are due to the validation, procurement and consultation timetables required to deliver these works. Elements of the programme contributing to the variance are shown in the table below:

**Table 23: HRA Works to Stock Programme 2016/17**

<b>Workstream</b>	<b>Variance Month 11 £'000</b>	<b>Movement from Month 10 £'000</b>
Kitchens / Bathrooms	(3,700)	(448)
Lifts	(1,618)	0
Windows	(953)	0
Electrical Upgrades	(893)	0
Communal Doors	(720)	0
External Doors	(303)	0
Communal Heating	(423)	(150)
Other Communal Areas	(264)	(74)
Walls	(172)	0
Roofing	(317)	(16)
Warm Safe and Dry	(1,592)	(749)
Playgrounds	(147)	(147)
<b>Works to Stock Total</b>	<b>(11,102)</b>	<b>(1,584)</b>

158. Major Adaptations - the budget has increased in Month 11 by £50k from £1,560k to £1,610k for major adaptations for disabled tenants, as agreed by the Leader of the Council. This is funded from the HRA revenue budget (Capital Programme funding). Overall there is an increase in re-phasing of £260k compared to Month 10.

### **HRA Capital Receipts**

159. There have been 90 Right to Buy sales of council dwellings as at the end of February 2017 for a total sales value of £13,950k and a total of a further 10 sales are forecast to bring the yearly total to 100, totalling approximately £15,500k in 2016/17.

160. 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.

161. The table below sets out the total level of retained receipts since the inception of the agreement:

**Table 24: Retained RTB Receipts**

Period	Number of Sales	Retained Right to Buy Receipts Total (£'000)	Allowable Debt Provisional (£'000)	One for One Replacement Provisional (£'000)	Deadline for Utilisation of 1 for 1 Receipts
2012/13 Q4 Actual	33	3,541	946	2,595	Mar-16
2013/14 Q1 Actual	13	910	291	619	Jun-16
2013/14 Q2 Actual	35	3,046	1,006	2,040	Sep-16
2013/14 Q3 Actual	24	1,918	598	1,320	Dec-16
2013/14 Q4 Actual	34	2,678	945	1,733	Mar-17
2014/15 Q1 Actual	56	4,817	1,659	3,158	Jun-17
2014/15 Q2 Actual	49	4,679	1,480	3,199	Sep-17
2014/15 Q3 Actual	50	4,583	1,529	3,054	Dec-17
2014/15 Q4 Actual	36	3,412	1,090	2,322	Mar-18
2015/16 Q1 Actual	42	4,335	1,266	3,069	Jun-18
2015/16 Q2 Actual	30	2,901	750	2,151	Sep-18
2015/16 Q3 Actual	28	2,894	664	2,230	Dec-18
2015/16 Q4 Actual	30	4,048	856	3,192	Mar-19
2016/17 Q1 Actual	33	4,374	861	3,513	Jun-19
2016/17 Q2 Actual	18	2,100	398	1,702	Sep-19
2016/17 Q3 Actual	24	3,309	621	2,688	Dec-19
<b>Total Retained Receipts</b>	<b>535</b>	<b>53,545</b>	<b>14,960</b>	<b>38,585</b>	

162. As at the end of December 2016 there have cumulatively been £53,545k 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.

163. 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; Q4 £5,777k

164. Cumulative expenditure on 1 for 1 replacement from previous quarters above the minimum requirement contributes to the cumulative spend requirement as at the quarterly deadline. The cumulative spend requirement has been met for the quarterly deadlines of June 2016, September 2016 and December 2016.



## Appendix D - GENERAL FUND CAPITAL PROGRAMME

165. As at Month 11 an underspend of £28,773k is reported on the £76,014k General Fund Capital Programme for 2016/17, with £6,410k favourable cost variances and £22,363k slippage on project expenditure. The forecast outturn variance over the life of the 2016/17 to 2020/21 programme is £6,786k net underspend relating to various schemes.
166. General Fund Capital Receipts of £5,524k are forecast for 2016/17, with total receipts to 2020/21 expected to reach £70,196k, representing an adverse variance of £5,520k against budget.
167. Overall, Prudential Borrowing required to support the 2016/17 to 2020/21 capital programmes is forecast to be within budget by £7,618k due to additional available capital grants and contributions of £6,352k and scheme cost underspends of £6,786k, partly offset by the shortfall of £5,520k in forecast Capital Receipts.

### Capital Programme Overview

168. Table 25 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 25: 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	32,202	22,256	(2,737)	(7,209)	159,015	156,278	(2,737)	(301)
Main Programme	16,580	9,928	(1,111)	(5,541)	93,495	92,384	(1,111)	23
Programme of Works	26,619	15,057	(1,949)	(9,613)	73,280	70,955	(2,325)	333
<b>Total Main Programme</b>	<b>75,401</b>	<b>47,241</b>	<b>(5,797)</b>	<b>(22,363)</b>	<b>325,790</b>	<b>319,617</b>	<b>(6,173)</b>	<b>55</b>
Development & Risk Contingency:								
General Contingency	613	-	(613)	-	6,613	6,000	(613)	(613)
<b>Total Capital Programme</b>	<b>76,014</b>	<b>47,241</b>	<b>(6,410)</b>	<b>(22,363)</b>	<b>332,403</b>	<b>325,617</b>	<b>(6,786)</b>	<b>(558)</b>
<b>Movement</b>	<b>10</b>	<b>(2,709)</b>	<b>(558)</b>	<b>(2,161)</b>	<b>10</b>	<b>(548)</b>	<b>(558)</b>	<b>-</b>

169. The movement in the budget relates to a recent allocation of £10k Section 106 monies to a new project.
170. The Schools Programme reports a cost underspend of £2,737k which is partly due to release of contingencies on the completed Primary Schools expansions programme and cost savings on the replacement of Secondary schools. The forecast underspend has increased by £301k due to release of contingency that is no longer required and value engineering on the Northwood School replacement project. Further information on the performance of the Schools Programme is provided in the Cabinet School Capital Programme Update Report.

171. The main programme forecasts a phasing underspend of £5,541k on a number of projects in various stages of progress that will be completed in future years. Refurbishment works are underway at several bowls clubs which will be completed shortly. The next phase of works to further enhance Cedars and Grainges car parks are expected to commence early in the new financial year. The major cost underspend relates mainly to the implementation of CCTV enforcement at School Keep Clear zones which was completed significantly under budget.
172. Programmes of Works are forecast to underspend by £2,325k over the life of the programme on several schemes. This is partly due to lower required expenditure over the medium term on replacement of defective street lighting with the roll out of the new street lighting LED programme. Forecast expenditure over the life of the programme has increased by £333k which is mainly due to there being a growing number of identified works required at various Council properties that potentially need investment over the next year.
173. The remaining unallocated contingency funds of £613k will not be required in 2016/17. There are £6,000k further contingency funds over the period 2017-21 which at this stage are forecast to be fully utilised as and when risk issues emerge.

### Capital Financing - General Fund

174. Table 26 below outlines the latest financing projections for the Capital Programme, with a favourable medium term variance of £7,618k reported on Prudential Borrowing, due mainly to an increase in grant funding over original budget estimates and scheme cost underspends, partially offset by a forecast shortfall in Capital Receipts.

**Table 26: Capital Financing**

	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	56,502	28,844	(27,658)	260,113	246,975	(13,138)	(603)
Financed by							
Capital Receipts	6,918	5,524	(1,394)	75,567	70,047	(5,520)	(149)
CIL	3,580	3,700	120	25,080	25,080	-	-
Prudential Borrowing	46,004	19,620	(26,384)	159,466	151,848	(7,618)	(454)
<b>Total Council Resources</b>	<b>56,502</b>	<b>28,844</b>	<b>(27,658)</b>	<b>260,113</b>	<b>246,975</b>	<b>(13,138)</b>	<b>(603)</b>
Grants & Contributions	19,512	18,397	(1,115)	72,290	78,642	6,352	45
<b>Total Programme</b>	<b>76,014</b>	<b>47,241</b>	<b>(28,773)</b>	<b>332,403</b>	<b>325,617</b>	<b>(6,786)</b>	<b>(558)</b>

175. The Capital Receipts forecast reports a shortfall of £5,520k which is mainly due to a forecast reduction in the General Fund share of Right to Buy (RTB) receipts as the forecast 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 latest HRA business plan calculations. The 2016/17 forecast now includes recently approved appropriations of two sites at market value to the HRA for residential development.

176. As at the end of February a total of £3,679k CIL receipts (after administration fees) have been invoiced or received by the Council this financial year which represents nil movement in month. The current year income budget for the year has been exceeded which is reported as a favourable phasing movement as the timing and scale of future receipts is not certain. Spend to date on eligible activity exceeds the receipts to date, with spend on Highways investment, community assets through the Chrysalis Programme and other major community infrastructure such as schools meeting the criteria for application of CIL monies.
177. Grants and contributions are £6,352k higher than the revised budget partly due to confirmed Basic Needs and Capital Maintenance awards being higher than the original budget estimate over the life of the programme however there remains £14,490k in assumed Basic Needs Grant in future years that are not yet confirmed. In addition the grant announcement for 2016/17 Disabled Facilities Grant (DFG) within the Better Care Fund is substantially higher than the original budget assumption and it is assumed in the forecast that this will also be the case in future years.
178. In March the Education Funding Agency paid £797k 2017/18 Basic Needs Grant in advance and £238k towards fixtures, fittings, equipment and ICT costs for the replacement of Abbotsfield School project. These are now included in the 2016/17 forecast deferring prudential borrowing for a year. The minor overall favourable movement of £45k relates to cumulative third party contributions to several projects.
179. The favourable movement of £454k on forecast prudential borrowing is mainly as a result of further cost savings on the Schools Expansions programme and unspent general contingency funding that will not be required before the end of the financial year, offset by a small adverse movement in forecast General Fund share of RTB Capital Receipts.

## APPENDIX 1a - 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	Government Grants	Other Cont'ns
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Education and Children Services</b>										
136,118	Primary Schools Expansions	2,662	1,329	(783)	(550)	3,519	2,736	(783)	2,659	0	77
265	New Primary Schools Expansions	807	600	0	(207)	27,135	27,135	0	27,135	0	0
198	Secondary Schools Expansions	1,202	385	0	(817)	95,702	95,702	0	69,592	26,110	0
17,405	Secondary Schools New Build	27,421	19,927	(1,959)	(5,535)	30,849	28,890	(1,959)	22,380	4,674	1,836
184	Hearing Impaired Resource Base (Vyners)	10	15	5	0	10	15	5	15	0	0
0	Additional Temporary Classrooms	100	0	0	(100)	1,800	1,800	0	1,800	0	0
<b>154,171</b>	<b>Total Schools Programme</b>	<b>32,202</b>	<b>22,256</b>	<b>(2,737)</b>	<b>(7,209)</b>	<b>159,015</b>	<b>156,278</b>	<b>(2,737)</b>	<b>123,581</b>	<b>30,784</b>	<b>1,913</b>

## APPENDIX 1b - 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
<b>Community, Commerce and Regeneration</b>											
0	CCTV Enforcement (SKC's)	2,657	1,850	(807)	0	2,657	1,850	(807)	1,440	410	0
79	Gateway Hillingdon	1,747	423	0	(1,324)	2,411	2,411	0	2,411	0	0
1,470	Hayes Town Centre Improvements	3,045	2,476	0	(569)	3,545	3,545	0	338	3,040	167
136	Inspiring Shopfronts	200	172	0	(28)	1,221	1,221	0	1,212	0	9
12	Uxbridge Cemetery Gatehouse	25	3	0	(22)	988	988	0	988	0	0
0	Uxbridge Change of Heart	150	106	0	(44)	1,996	1,996	0	1,110	799	87
<b>Central Services, Culture and Heritage</b>											
38	Bowls Club Refurbishments	730	310	0	(420)	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	245	0	(35)	280	280	0	280	0	0
32,198	Hillingdon Sports & Leisure Centre	50	3	0	(47)	862	862	0	862	0	0
0	Mobile Library	117	0	0	(117)	117	117	0	117	0	0
<b>Finance, Property and Business Services</b>											
31	Battle of Britain Heritage Pride Project	1,750	1,750	0	0	5,956	5,956	0	5,956	0	0
0	Battle of Britain Underground Bunker	100	38	0	(62)	1,053	1,053	0	1,053	0	0
0	Bessingby FC Boxing Clubhouse	150	0	0	(150)	950	950	0	950	0	0
0	New Museum	100	0	0	(100)	5,000	5,000	0	4,250	0	750
0	New Theatre	50	0	0	(50)	44,000	44,000	0	42,950	0	1,050
0	Yiewsley Site Development	50	0	0	(50)	4,302	4,302	0	4,302	0	0
97	Youth Centre Projects x 3	0	0	0	0	0	0	0	0	0	0
0	231 Swakeleys Road Land Purchase	25	0	(25)	0	25	0	(25)	0	0	0
<b>Planning, Transportation and Recycling</b>											
0	Car Park Resurfacing	250	63	0	(187)	250	250	0	250	0	0
1,720	Cedars & Grainges Car Park	932	543	0	(389)	951	951	0	951	0	0
1,284	Harlington Road Depot Refurbishment	227	81	0	(146)	227	227	0	227	0	0
5,620	Purchase of Vehicles	682	142	0	(540)	4,072	4,072	0	4,072	0	0
0	RAGC Car Park	50	0	0	(50)	250	250	0	250	0	0
0	Street Lighting - Invest to Save	300	230	0	(70)	5,500	5,500	0	5,500	0	0
<b>Social Services, Housing, Health and Wellbeing</b>											
0	1 & 2 Merrimans Housing Project	420	0	0	(420)	620	620	0	620	0	0
47	Dementia Centre	47	0	(47)	0	2,512	2,465	(47)	2,465	0	0
<b>Cross Cabinet Member Portfolios</b>											
0	Environmental Recreational Initiatives	600	288	0	(312)	1,000	1,000	0	995	0	5
16,711	Projects Completing in 2016/17	1,684	1,066	(209)	(409)	1,776	1,567	(209)	1,555	0	12
<b>59,599</b>	<b>Total Main Programme</b>	<b>16,580</b>	<b>9,928</b>	<b>(1,111)</b>	<b>(5,541)</b>	<b>93,495</b>	<b>92,384</b>	<b>(1,111)</b>	<b>85,254</b>	<b>4,249</b>	<b>2,881</b>

## APPENDIX 1c - 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	180	0	(346)	1,326	1,326	0	1,326	0	0
	<b>Community, Commerce and Regeneration</b>										
N/A	Chrysalis Programme	1,275	780	0	(495)	5,275	5,275	0	5,273	0	2
N/A	Playground Replacement Programme	250	0	0	(250)	1,250	1,250	0	1,250	0	0
	<b>Education and Children Services</b>										
N/A	Formula Devolved Capital to Schools	1,520	1,071	0	(449)	2,634	2,634	0	0	1,981	653
N/A	Urgent Building Condition Works	3,808	1,890	0	(1,918)	5,949	5,949	0	2,419	2,532	998
	<b>Finance, Property and Business Services</b>										
N/A	Civic Centre Works Programme	1,969	225	(388)	(1,356)	3,969	3,581	(388)	3,581	0	0
N/A	ICT Single Development Plan	824	475	0	(349)	2,424	2,424	0	2,424	0	0
N/A	Property Works Programme	480	211	0	(269)	2,400	2,400	0	2,400	0	0
N/A	<b>Planning, Transportation and Recycling</b>										
N/A	Highways Localities Programme	206	0	0	(206)	1,030	1,030	0	1,030	0	0
N/A	Highways Structural Works	4,032	2,041	0	(1,991)	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	44	(159)	0	803	644	(159)	615	29	0
N/A	Street Lighting	191	54	(137)	0	567	54	(513)	54	0	0
N/A	Transport for London	5,752	3,507	(352)	(1,893)	21,062	20,710	(352)	0	19,796	914
	<b>Social Services, Housing, Health and Wellbeing</b>										
N/A	Disabled Facilities Grant	2,300	2,100	(200)	0	11,500	11,300	(200)	0	11,166	134
N/A	Adaptations for Adopted Children	200	0	(200)	0	1,000	800	(200)	800	0	0
N/A	Private Sector Renewal Grant	450	50	(400)	0	2,250	1,850	(400)	1,838	0	12
N/A	Landlord Property Renovation Grant	148	35	(113)	0	148	35	(113)	35	0	0
	<b>Cross Cabinet Member Portfolios</b>										
N/A	Section 106 Projects	485	394	0	(91)	485	485	0	0	0	485
	<b>Total Programme of Works</b>										
		<b>26,619</b>	<b>15,057</b>	<b>(1,949)</b>	<b>(9,613)</b>	<b>73,280</b>	<b>70,955</b>	<b>(2,325)</b>	<b>32,140</b>	<b>35,617</b>	<b>3,198</b>
	Capital Priority Growth	0	0	0	0	0	0	0	0	0	0
N/A	General Contingency	613	0	(613)	0	6,613	6,000	(613)	6,000	0	0
	<b>Total GF Capital Programme</b>										
		<b>76,014</b>	<b>47,241</b>	<b>(6,410)</b>	<b>(22,363)</b>	<b>332,403</b>	<b>325,617</b>	<b>(6,786)</b>	<b>246,975</b>	<b>70,650</b>	<b>7,992</b>

## Appendix E – Treasury Management Report as at 28 February 2017

**Table 27: Outstanding Deposits - Average Rate of Return on Deposits: 0.57%**

	Actual (£m)	Actual (%)	Bench-mark (%)
Up to 1 Month	45.3	43.18	40.00
1-2 Months	0.0	0.00	5.00
2-3 Months	10.0	9.53	10.00
3-6 Months	20.0	19.07	15.00
6-9 Months	14.4	13.73	10.00
9-12 Months	5.0	4.77	5.00
12-18 Months	5.0	4.77	10.00
18-24 Months	5.0	4.77	5.00
<b>Subtotal</b>	<b>104.7</b>	<b>99.82</b>	<b>100.00</b>
Unpaid Maturities	0.2	0.18	0.00
<b>Grand Total</b>	<b>104.9</b>	<b>100.00</b>	<b>100.00</b>

180. With the exception of the unpaid Heritable investments, deposits are currently only held with UK 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, Cambridgeshire County Council, Enfield Council, Guildford Council, Lancashire CC, North Tyneside Council, Northumberland CC, Stockport BC, Goldman Sachs International, Lloyds Bank and Santander UK plc.
181. 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 needed to manage daily cashflows, it is not possible to fully protect Council funds from bail-in risk. At the end of February, 36% of the Council's total funds have exposure to bail-in risk compared to a December benchmark average of 67% in the Local Authority sector (latest benchmark provided quarterly by the Council's treasury advisors Arlingclose). The Council's exposure reduces to 13% once instant access facilities are removed from the bail-in total.
182. During the month, cash was mainly placed and withdrawn from instant access accounts, with the exception of two deposits with the DMADF, which were short-dated and matured before the end of February. A fixed-term deposit with DBS Bank Ltd, an overseas institution, also reached maturity during February.

**Table 28: Outstanding Debt - Average Interest Rate on Debt: 3.36%**

		Actual (£m)	Actual (%)
<b>General Fund</b>	PWLB	61.07	22.63
	Long-Term Market	15.00	5.56
<b>HRA</b>	PWLB	160.82	59.59
	Long-Term Market	33.00	12.22
	<b>Total</b>	<b>269.89</b>	<b>100.00</b>

183. There were no scheduled debt repayments or early debt repayment opportunities during February. Gilts went down slightly this month, however premiums remained too high to make repayment feasible. There were no breaches of the prudential indicators or non-compliance with the treasury management policy and practices.
184. In order to maintain liquidity for day-to-day business operations and over the year-end period, cash balances will be placed in instant access accounts.

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

2. 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 29: Consultancy and agency assignments**

Post Title	Original Start Date	Approved From	Proposed End Date	Previous Approval £'000	Approved £'000	Total £'000
<b>Administration and Finance</b>						
Benefit Officer	04/07/2016	24/03/2017	02/07/2017	76	12	88
Benefit Officer	01/12/2014	24/03/2017	02/07/2017	120	14	134
Benefit Officer	03/08/2015	24/03/2017	02/07/2017	93	13	106
<b>Residents Services</b>						
Homeless Prevention Caseworker	24/02/2014	13/03/2017	07/05/2017	118	7	125
Homeless Prevention Caseworker	24/02/2014	13/03/2017	07/05/2017	118	7	125
Homeless Prevention Caseworker	24/02/2014	13/03/2017	07/05/2017	118	7	125
Homeless Prevention Caseworker	24/02/2014	13/03/2017	07/05/2017	118	7	125
Homeless Prevention Caseworker	24/02/2014	13/03/2017	07/05/2017	118	7	125
Homeless Prevention Caseworker	24/02/2014	13/03/2017	07/05/2017	118	7	125
Homeless Prevention Caseworker	24/02/2014	13/03/2017	07/05/2017	118	7	125
Homeless Prevention Caseworker	24/02/2014	13/03/2017	07/05/2017	118	7	125
Homeless Prevention Caseworker	24/02/2014	13/03/2017	07/05/2017	118	7	125
Project Manager, Capital Programme Team	07/02/2016	27/03/2017	25/06/2017	69	22	91
Project Engineer (Design)	10/06/2013	24/03/2017	22/06/2017	199	16	214
Project Engineer (Works)	10/06/2013	01/04/2017	30/06/2017	247	17	264
Building Control Surveyor	23/08/2012	10/04/2017	09/07/2017	149	9	158
Interim Head of Waste Services	02/05/2017	02/05/2017	30/10/2017	0	94	94
Education Strategy & Quality Assurance Manager	29/04/2015	08/03/2017	23/07/2017	254	46	300
Senior School Improvement Advisor	07/03/2016	08/03/2017	03/07/2017	95	23	118
Senior School Improvement Advisor	07/03/2016	27/03/2017	03/07/2017	119	30	149
System Support Analyst	14/12/2015	08/03/2017	01/07/2017	46	9	55
System Support Analyst	07/12/2015	08/03/2017	02/07/2017	49	6	54
<b>Social Care</b>						
Social Worker	03/07/2016	03/04/2017	30/04/2017	48	5	53
Social Worker	21/08/2016	03/04/2017	30/04/2017	49	6	55
Social Worker	11/07/2016	03/04/2017	30/04/2017	50	5	55
Social Worker	06/06/2016	03/04/2017	30/04/2017	50	5	55
Early Years Practitioner	24/02/2014	03/04/2017	30/04/2017	54	1	55
Placement Officer	18/03/2016	03/04/2017	30/04/2017	52	5	57



Post Title	Original Start Date	Approved From	Proposed End Date	Previous Approval £'000	Approved £'000	Total £'000
Social Worker	01/04/2013	03/04/2017	30/04/2017	51	6	57
Social Worker	01/08/2016	03/04/2017	30/04/2017	51	6	57
LSAB Coordinator	24/11/2015	03/04/2017	30/04/2017	53	4	57
Social Worker	04/07/2016	03/04/2017	30/04/2017	52	6	58
Early Years Practitioner	29/10/2014	03/04/2017	30/04/2017	58	2	60
Early Years Practitioner	02/03/2015	03/04/2017	30/04/2017	59	2	61
Receptionist/ Administrative Assistant	01/09/2014	03/04/2017	30/04/2017	60	2	62
Early Years Practitioner	12/01/2015	03/04/2017	30/04/2017	60	2	62
Early Years Practitioner	06/10/2014	03/04/2017	30/04/2017	65	2	67
Early Years Practitioner	30/03/2015	03/04/2017	30/04/2017	68	2	70
Social Worker	28/03/2016	03/04/2017	30/04/2017	67	5	72
Social Worker	01/08/2015	03/04/2017	30/04/2017	74	5	79
Child Protection Chair	01/07/2015	03/04/2017	30/04/2017	84	7	91
Local Children & Adult Safeguarding Board Training & Quality Assurance Officer	01/12/2015	03/04/2017	30/04/2017	89	6	95
Team Manager	03/04/2016	03/04/2017	30/04/2017	89	7	96
Independent Domestic Violence Advisor	12/01/2015	03/04/2017	30/04/2017	98	4	102
Social Worker	04/05/2015	03/04/2017	30/04/2017	103	6	109
Social Worker	04/05/2015	03/04/2017	30/04/2017	105	5	110
Early Years Practitioner	01/05/2015	03/04/2017	30/04/2017	116	2	118
Independent Reviewing Officer	05/10/2015	03/04/2017	30/04/2017	111	7	118
Quality Assurance Manager	01/02/2016	03/04/2017	30/04/2017	118	11	129
Child Protection Chair	20/07/2015	03/04/2017	30/04/2017	129	7	136
Practice Improvement Practitioner	08/05/2014	03/04/2017	30/04/2017	134	7	141
Social Worker	27/10/2014	03/04/2017	30/04/2017	137	6	143
Social Worker	13/04/2015	03/04/2017	30/04/2017	142	6	148
Social Worker	19/06/2014	03/04/2017	30/04/2017	149	6	155
Social Worker	05/09/2014	03/04/2017	30/04/2017	202	6	208
Social Worker	11/08/2014	03/04/2017	30/04/2017	207	7	214
Senior Social Worker	30/04/2012	03/04/2017	30/04/2017	212	6	218
Child Sexual Exploitation (CSE) Co-ordinator	03/11/2014	03/04/2017	30/04/2017	216	6	222
Independent Reviewing Officer	27/05/2014	03/04/2017	30/04/2017	222	7	229
Team Manager - MASH	28/09/2014	03/04/2017	30/04/2017	231	7	238
Social Worker	01/01/2013	03/04/2017	30/04/2017	243	5	248
Social Worker	01/04/2013	03/04/2017	30/04/2017	247	6	253
Social Worker	01/01/2013	03/04/2017	30/04/2017	252	6	258
Case Progression Manager	07/04/2014	03/04/2017	30/04/2017	264	7	271
Advanced Practitioner	19/12/2011	03/04/2017	30/04/2017	300	6	306
MASH Manager	13/01/2014	03/04/2017	30/04/2017	339	10	349
Residential Care Worker	01/04/2012	03/04/2017	30/04/2017	134	2	136

<b>Post Title</b>	<b>Original Start Date</b>	<b>Approved From</b>	<b>Proposed End Date</b>	<b>Previous Approval £'000</b>	<b>Approved £'000</b>	<b>Total £'000</b>
Approved Mental Health Worker	01/03/2014	03/04/2017	30/04/2017	164	6	170
Lead Approved Mental Health Practitioner	01/06/2012	03/04/2017	30/04/2017	221	5	226
Occupational Therapist	07/10/2013	03/04/2017	30/04/2017	214	5	219
Special Needs Officer	05/01/2015	03/04/2017	30/04/2017	73	2	75
Occupational Therapist	01/04/2015	03/04/2017	30/04/2017	136	5	139
Contract Management Officer	24/08/2015	03/04/2017	30/04/2017	198	9	207
AMHP	01/06/2015	03/04/2017	30/04/2017	132	6	138
Principle Educational Psychologist	01/06/2015	03/04/2017	30/04/2017	207	0	207
AMHP	12/09/2015	03/04/2017	30/04/2017	112	6	118
LD Programme Review	29/07/2015	03/04/2017	30/04/2017	195	10	205
Occupational Therapist	03/12/2015	03/04/2017	30/04/2017	87	4	91
Senior Social Worker	06/01/2016	03/04/2017	30/04/2017	80	8	88
Advanced Practitioner	29/02/2016	03/04/2017	30/04/2017	87	2	89
Educational Psychologist	01/03/2016	03/04/2017	30/04/2017	137	12	149
Approved Mental Health Worker	19/06/2016	03/04/2017	30/04/2017	51	0	51
Approved Mental Health Worker	29/05/2016	03/04/2017	30/04/2017	52	6	58
Occupational Therapist	06/06/2016	03/04/2017	30/04/2017	58	5	63
Team Manager	26/06/2016	03/04/2017	30/04/2017	47	5	52
AMPH Social Worker	18/08/2015	03/04/2017	30/04/2017	109	5	114
Educational Psychologist	15/11/2015	03/04/2017	30/04/2017	148	0	148

## Appendix G - Fees & Charges 2017/18 - Marlborough Crescent (previously known as Berkeley Park)

185. The following amendments to fees and charges are proposed further to proposals contained in Appendix 8 to the report to February Cabinet and these charges are specific to Marlborough Crescent (previously known as Berkeley Park):

**Table 30: Fees & Charges - Marlborough Crescent**

Type of Fee / Charge	Current Charge (£)	New Proposed Charge (£)	Percentage Change (%)
Marlborough Crescent - Enhanced housing management charge (per bed space per week)	N/A	2.27	N/A
Marlborough Crescent - Electrical usage (per bed space per week)	N/A	4.45	N/A
Marlborough Crescent - Water usage (per property type per week)	N/A	Studio 2.37 1 bed 4.47 3 bed 5.93 4 bed 7.00	N/A
Marlborough Crescent - Caretaking (per bed space per week)	N/A	2.15	N/A
Marlborough Crescent - Furniture and furnishings (per property per week)	N/A	1.00	N/A

### Enhanced housing management service charge

186. Enhanced housing management is included in the on site management services contract that was approved in March 2017. In essence it means housing management services provided at a more intensive level than those that a standard general needs tenancy would include. In practice at Marlborough Crescent this will include, but not be limited to:

- Taking inventories at the start and end of a placement
- Advice and assistance on how to use all fixtures, fittings and equipment provided
- Advice and assistance in relation to personal safety and security of accommodation including fire safety
- Maintaining a daily register
- Weekly room checks

### Electrical usage service charge

187. Marlborough Crescent is an 'all electric' site. The fees & charges schedule provides for charges relating to communal electricity. However, there are no approved charges in place

relating to personal electrical consumption within an individual dwelling unit let. An electrical usage service charge is therefore necessary to enable the Council to recover its total costs associated with the provision of light, power and heating. It will be necessary for the Council to vary this charge as actual costs are quantified. Whilst historical costs are known this only provides indicative values given that they were based on a different client base and level of occupancy.

### **Water usage service charge**

188. In a similar way there is only one main metered supply to Marlborough Crescent. The individual self-contained flats are not the subject of individual metered supplies. A water charge is therefore necessary to enable the Council to recover its total costs associated with the provision of water to individual flats. Water charges are not eligible for housing benefit and are payable by the individual tenant. The proposal is to charge on the basis of property type per week e.g. studio £2.37. Again it will be necessary for the Council to vary this charge as actual costs are quantified. Whilst historical costs are known this only provides indicative values given that they were based on a different client base and level of occupancy.

### **Caretaking service charge**

189. The caretaking costs are included in the on site management services contract that was approved in March 2017. The costs are higher than the existing caretaking charges for the general needs HRA stock. A specific caretaking charge is therefore necessary for Marlborough Crescent.

### **Furniture and furnishings service charge**

190. All flats are fully furnished and include a fully fitted kitchen. A charge is therefore necessary to enable the Council to recover its total costs associated with the provision of replacements due to fair wear and tear. In recognition of this the proposal is to charge a nominal flat rate of £1.00 per week per property. Again it will be necessary for the Council to vary this charge as actual costs are quantified.

## Appendix H - Supplementary Fees & Charges 2017/18 - Golf Courses & Bereavement Services

191. The following minor amendments to fees & charges are proposed further to proposals contained in Appendix 8 to the budget report to February Cabinet:

### Golf courses - Bring a Friend Green Fees (Haste Hill / Ruislip) (Season Ticket Holders Only)

192. The changes shown below in Table 31 (Residents) and Table 32 (Non-Residents) align the discount to the revised full price rate.

**Table 31: Green Fees (Residents Charges)**

Type of Fee / Charge	Current Charge (£)	New Proposed Charge (£)	Percentage Change (%)
Adult 18 holes (Monday to Friday)	12.60	13.50	7.14%
Adult 18 holes (weekends and bank holidays)	18.00	18.90	5.00%
Adult dusk (Monday to Friday)	9.00	9.90	10.00%
Adult 12noon to 2pm (weekends and bank holidays)	13.50	14.40	6.67%
Adult dusk (weekends and holidays)	9.00	9.90	10.00%
Senior / Junior / Student (Monday to Friday) concession	9.00	9.90	10.00%
Junior / Student (weekends and bank holidays) concession	9.00	9.90	10.00%

**Table 32: Green Fees (Non-Residents Charges)**

Type of Fee / Charge	Current Charge (£)	New Proposed Charge (£)	Percentage Change (%)
Adult 18 holes (Monday to Friday)	15.30	16.20	5.88%
Adult 18 holes (weekends and bank holidays)	20.70	22.50	8.70%
Adult dusk (Monday to Friday)	9.00	9.90	10.00%
Adult 12noon to 2pm (weekends and bank holidays)	15.30	17.10	11.76%
Adult dusk (weekends and holidays)	15.30	16.20	5.88%
Senior / Junior / Student (Monday to Friday) concession	9.00	9.90	10.00%
Junior / Student (weekends and bank holidays) concession	9.00	9.90	10.00%

**Golf Courses - Driving Range.**

193. The table below shows proposed increases that were omitted from February Cabinet report.

**Table 33: Driving Range - Residents and Non-Residents Charges**

Type of Fee / Charge	Current Charge (£)	New Proposed Charge (£)	Percentage Change (%)
50 balls	3.00	3.50	16.67%
100 balls	5.00	5.50	10.00%
500 balls	20.00	22.00	10.00%
1000 balls	35.00	40.00	14.29%

## Breakspears Crematorium

194. Table 34 shows charges that have not been previously included in the full fees & charges schedule approved by Cabinet in February. All Crematorium fees are applicable to both residents and non-residents.

**Table 34: Breakspears Crematorium Fees**

Type of Fee / Charge	Current Charge (£)	New Proposed Charge (£)	Percentage Change (%)
Use of Chapel (prior to burial) 40 mins	325.00	325.00	0%
Surcharge 10 mins overrun	65.00	65.00	0%
Surcharge 20 mins overrun	130.00	130.00	0%
Surcharge 30 mins overrun	195.00	195.00	0%
Surcharge = flat base	42.00	42.00	0%
Surcharge + late paper fee	45.00	45.00	0%
Fee for DVD service	50.00	50.00	0%
Fee to view Webcast of service	65.00	65.00	0%
Cancellation fee (if less than 48 hours notice)	130.00	130.00	0%
Memorial vase 5 year renewal	289.00	289.00	0%
Kerb vase 10 year lease	262.00	262.00	0%
Kerb vase inscription plate	158.00	158.00	0%
Small photoplaque	120.00	120.00	0%

## Breakspear Crematorium - Niche fees

195. The increases shown for the S2000 Niche were approved in aggregate at February Cabinet (£1,770). Table 35 shows the split between the lease and the plate for the service to apply.

**Table 35: Breakdown of Niche Fees**

Type of Fee / Charge	Current Charge (£)	New Proposed Charge (£)	Percentage Change (%)
Niche Garden/walk			
-10 year lease	367.00	367.00	0%
- Inscription plate	189.00	189.00	0%
Combined Niche			
-Initial 10 year lease	1,170.00	1,170.00	0%
Inscription plate	154.00	154.00	0%
-Renewal lease for 10 years	566.00	566.00	0%
S2000 Niche			
Initial Lease 10 years	1,605.00	1,605.00	0%
Inscription Plate	165.00	165.00	0%
Renewal of Garden Seat 10 years	830.00	830.00	0%

## Breakspear Crematorium - Mushroom Memorials

196. An increase of 5% is recommended in line with the approved increases to other memorials at February Cabinet. The benchmarking shows this increase to be within the 90% average of comparable charges at other Crematoria.

**Table 36: Breakspear Crematorium - Mushroom Memorials Fees**

Type of Fee / Charge	Current Charge (£)	New Proposed Charge (£)	Percentage Change (%)
Mushroom Memorial (10 years)	238.00	250.00	5.04%