

# COUNCIL BUDGET - 2017/18 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 - F

### HEADLINE INFORMATION

<b>Purpose of report</b>	<p>This report provides the Council's forecast financial position and performance against the 2017/18 revenue budget and Capital Programme.</p> <p>A net in-year underspend of £1,329k is projected against 2017/18 General Fund revenue budgets as of February 2018 (Month 11) representing an improvement of £137k 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>Contribution to our plans and strategies</b>	<p><b>Putting our Residents First: <i>Financial Management</i></b></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>Relevant 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 2018 (Month 11).
2. Note the Treasury Management update as at February 2018 at Appendix E.
3. Continue the delegated authority up until the June 2018 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 15 March 2018 and 19 April 2018 Cabinet meetings, detailed at Appendix F.

4. Approve acceptance of gift funding in relation to a Planning Performance Agreement on the following major development in accordance with the provisions of Section 93 of the Local Government Act 2003:
  - a. 1, 10 and 12 Harefield Road Uxbridge, Watkin Jones Group (£23,500)
5. Approve funding of up to £115k from the Youth Provision capital budget as a contribution to 1<sup>st</sup> Northwood Scout Group for the new Scouting Centre.
6. Approve the extension of the exemption from Telecareline charges from residents aged over 80 to those aged over 75 with effect from 1 May 2018.
7. Extend the appointment CBRE consultants to advise the Council on the Southall Gas Works site up to the value of £200k revenue.

## INFORMATION

### Reasons for Recommendations

1. The reason for **Recommendation 1** is to ensure that the Council achieves its budgetary objectives, providing Cabinet with an update on performance at Month 11 against budgets approved by Council on 23 February 2017. An update on the Council's Treasury Management activities is signposted in **Recommendation 2**.
2. **Recommendation 3** is intended to enable continued delegation of approval for appointment of consultancy and agency appointments over £50k to the Chief Executive, with final sign-off from the Leader of the Council. In addition, Appendix F reports back on use of this delegated authority previously granted by Cabinet. As in previous years, no budget monitoring report will be presented to the May meeting of Cabinet with the next update on agency appointments to be included in the outturn report on the June Cabinet agenda.
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 this sum in relation to Planning Performance Agreements.
4. 1<sup>st</sup> Northwood Scout Group are investing in a new Scouting Centre, for which there is a £115k shortfall. The Mayor's Charity is supporting the Scout Group this year and will fund a portion of this shortfall, however, as this amount is currently unknown, **Recommendation 5** seeks authority from Cabinet to approve funding up to £115k from the Youth Provision capital budget to provide the required funding for the Scout Group.
5. **Recommendation 6** seeks authority to amend the Council's schedule of Fees and Charges to exempt residents over the age of 75 from Telecareline charges, which is expected to bring around 500 clients into the scope of this exemption which is currently afforded to those aged over 80. An anticipated £29k reduction in service income from this policy change is to be managed within existing Social Care operating budgets, with any additional investment in equipment to be managed within existing capital funding.
6. **Recommendation 7** seeks to approve and extension of the current appointment of CBRE to advise the Council on the Southall Gas Works site up to a fee of £200k from the £150k previously approved by Cabinet in October 2016. This appointment relates to the valuation of access rights across Council owned land and the negotiation of payments to the Council of capital sums for these rights. This will be funded from the ultimate receipt once secured.

## **Alternative options considered**

7. There are no other options proposed for consideration.

## SUMMARY

### REVENUE

8. At Month 11, General Fund revenue budgets are projected to underspend by £1,329k, with underspends against both Directorate and Corporate Operating Budgets continuing to be offset by a pressure on Development and Risk Contingency. For all material pressures identified across the General Fund, a range of initiatives are in place to contain them both in-year and in future years.
9. In March 2017 the Government announced supplementary funding to the Improved Better Care Fund, frontloading resources previously anticipated to be available from 2018/19 and 2019/20 in order to support local authorities in stabilising the Social Care provider market. The Council's 2017/18 Budget included provision within inflation allocations of £4,903k for this very purpose, which was originally to be funded from a planned £5,000k drawdown from General Reserves. As funding of £4,054k is now available in year, the planned drawdown from reserves can therefore be reduced to £946k by this exceptional item.
10. Assuming the balance of General Contingency and Unallocated Priority Growth monies are released in-year, the £946k planned drawdown from General Balances is utilised and the anticipated surplus is realised, General Fund Balances are expected to total £39,121k at 31 March 2018, an increase of £383k from the opening 2017/18 balance.
11. As at Month 10, £13,747k of £15,508k savings are banked in full and £1,661k on track for delivery. The remaining £100k reported as 'amber' are ultimately expected to be delivered in full. £1,384k of savings have been promoted from 'green' to banked since Month 10, demonstrating continuing progress in the delivery of the 2017/18 savings programme.
12. With the exception of the Collection Fund, there are no material variances on other funds affecting the General Fund position. A surplus of £2,719k is reported within the Collection Fund relating to a favourable position on Council Tax, which is predominantly driven by the 2016/17 outturn surplus and is available to support the General Fund budget in 2018/19.
13. At Month 11 an in-year deficit of £2,371k is projected against the Schools Budget, continuing the trend of the growing cost of funding placements for High Needs children. This will increase the cumulative deficit to £3,507k, which is expected to be funded from future Dedicated Schools Grant allocations and therefore not impact upon the General Fund position.

### CAPITAL

14. The projected underspend against the General Fund Capital Programme for 2017/18 is £19,558k as at Month 11, predominantly as a result of re-phasing of project expenditure. The forecast outturn variance over the life of the programme to 2021/22 is an underspend of £2,224k. Prudential Borrowing required to support the 2017/18 to 2021/22 Capital Programme is forecast to be £6,438k lower than anticipated at budget setting in February 2017. This is as a result of cost underspends of £2,224k and increases in grants and contributions of £12,316k, due mainly to the confirmed Basic Needs grant allocation for 2019/20 being substantially higher than original budget estimates. However, this is partly offset by a forecast shortfall of £8,102k in Capital Receipts and Community Infrastructure Levy.

## FURTHER INFORMATION

### General Fund Revenue Budget

15. Across normal operating activities, an underspend of £1,329k is reported at Month 11 driven by underspends of £1,144k and £460k against Directorate and Corporate Operating Budgets, being off-set by ongoing pressures across Development & Risk Contingency items of £275k.
16. A number of pressures and risk areas within this overall position continue to be closely monitored and are discussed in detail within the appendices to this report. Material variances are highlighted in the summary of Directorate positions below, with limited movement anticipated over the final month of the financial year.
17. The Improved Better Care Fund grant item is being treated as an Exceptional Item as the announcement of the increase in funding was made in March 2017, after the budget was set. This funding represents an increase in Social Care funding of £4,054k for 2017/18 to be used to stabilise the Adult Social Care placements market.
18. The Council's General Fund revenue budget contains £15,508k savings, with £15,408k either banked or on track for delivery at Month 11, no movement from the previously reported position. The projected underspend on operating budgets reflects the status of these savings, which are ultimately expected to be banked in full.

**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			
194,079	12,744	Directorate Operating Budgets	206,823	205,679	(1,144)	(1,035)	(109)
1,495	2,982	Corporate Operating Budgets	4,477	4,017	(460)	(425)	(35)
19,216	(11,156)	Development & Risk Contingency	8,060	8,335	275	268	7
454	0	Priority Growth	454	454	0	0	0
5,451	(4,570)	Unallocated Budget Items	881	881	0	0	0
<b>220,695</b>	<b>0</b>	<b>Sub-total Normal Activities</b>	<b>220,695</b>	<b>219,366</b>	<b>(1,329)</b>	<b>(767)</b>	<b>(137)</b>
0	(4,054)	Exceptional Items IBCF Allocation (announced March 2017)	(4,054)	(4,054)	0	0	0
<b>220,695</b>	<b>(4,054)</b>	<b>Total Net Expenditure</b>	<b>216,641</b>	<b>215,312</b>	<b>(1,329)</b>	<b>(767)</b>	<b>(137)</b>
(215,695)	0	Budget Requirement	(215,695)	(215,695)	0	0	0
<b>5,000</b>	<b>(4,054)</b>	<b>Net Total</b>	<b>946</b>	<b>(383)</b>	<b>(1,329)</b>	<b>(767)</b>	<b>(137)</b>
(38,738)	0	Balances b/fwd	(38,738)	(38,738)			
<b>(33,738)</b>	<b>(4,054)</b>	<b>Balances c/fwd 31 March 2018</b>	<b>(37,792)</b>	<b>(39,121)</b>			

19. As a result of the forecast position detailed above, General Fund Balances are expected to total £39,121k at 31 March 2018. The Council's current MTFF assumes that unallocated balances will remain between £15,000k and £32,000k to manage emergent risks, with any sums above that level earmarked for use to smooth the impact of government funding cuts.

## Directorate Operating Budgets (£1,144k underspend, £109k improvement)

20. Table 2 provides an overview of the forecast outturn on Directorate Operating Budgets as at Month 11 with further detail for each directorate contained within Appendix A to this report.
21. The Council is currently permitted to finance the costs associated with service transformation from Capital Receipts, with both one-off implementation costs and the support for service transformation, including the BID team, being funded from this resource. Current projections include an estimate of £4,695k for such costs, which will remain under review over the remainder of the year and have been excluded from reported monitoring positions. It is anticipated that these costs will be financed from a combination of Capital Receipts and 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			
7,141	323	Chief Executive's Office	Expenditure	7,464	7,474	10	2	8
(1,103)	32		Income	(1,071)	(1,093)	(22)	(7)	(15)
<b>6,038</b>	<b>355</b>		<b>Sub-Total</b>	<b>6,393</b>	<b>6,381</b>	<b>(12)</b>	<b>(5)</b>	<b>(7)</b>
16,640	832	Finance	Expenditure	17,472	17,323	(149)	(74)	(75)
(3,517)	171		Income	(3,346)	(3,513)	(167)	(233)	66
<b>13,123</b>	<b>1,003</b>		<b>Sub-Total</b>	<b>14,126</b>	<b>13,810</b>	<b>(316)</b>	<b>(307)</b>	<b>(9)</b>
109,841	4,582	Residents Services	Expenditure	114,423	114,964	541	583	(42)
(36,991)	(4,590)		Income	(41,581)	(42,541)	(960)	(988)	28
<b>72,850</b>	<b>(8)</b>		<b>Sub-Total</b>	<b>72,842</b>	<b>72,423</b>	<b>(419)</b>	<b>(405)</b>	<b>(14)</b>
129,618	12,282	Social Care	Expenditure	141,900	141,236	(664)	(442)	(222)
(27,550)	(888)		Income	(28,438)	(28,171)	267	124	143
<b>102,068</b>	<b>11,394</b>		<b>Sub-Total</b>	<b>113,462</b>	<b>113,065</b>	<b>(397)</b>	<b>(318)</b>	<b>(79)</b>
<b>194,079</b>	<b>12,744</b>	<b>Total Directorate Operating Budgets</b>		<b>206,823</b>	<b>205,679</b>	<b>(1,144)</b>	<b>(1,035)</b>	<b>(109)</b>

22. The Chief Executive's Office is reporting a £7k improvement from Month 10, largely as a result of an improved outlook on income streams across the directorate, including learning & development and legal services. The Finance directorate is projecting a £9k improvement at Month 11 which arises from minor favourable movements across a number of service areas.
23. Residents Services is projecting a £14k improvement at Month 11 which includes a number of compensatory variances across the directorate. The movements are mainly driven by staffing improvements, adverse income projections within Planning and reduced non-staffing expenditure within Housing, Environment, Education & Health.
24. An improvement of £79k is forecast across Social Care, mainly driven by reductions in non-staffing costs and favourable movements across staffing budgets in Older People & Physical Disabilities Service and Learning Disability & Mental Health Service where delayed recruitment has led to posts remaining vacant for the remainder of the financial year.
25. The overall underspend within Social Care continues to be driven by a large number of staffing underspends where high numbers of posts are being held vacant, off-set by pressures against agency workers in Children's Services, legal counsel, reduced income from the DSG for the Educational Psychology Service and the cost of temporary bed and breakfast accommodation for families supported under the Section 17 regulations.

## Progress on Savings

26. The Council's 2017/18 General Fund revenue budget contains £15,508k savings, with all prior year savings delivered in full during 2016/17. £15,408k savings are reported as banked or on track for delivery at Month 11, with the remaining £100k being classed as Amber. The item reported as Amber is ultimately expected to be delivered in full, with no items are being reported as having serious risks of non-delivery.

**Table 3: Savings Tracker**

2017/18 General Fund Savings Programme	CE's Office & Finance	Residents Services	Social Care	Cross Cutting	Total Savings	
	£'000	£'000	£'000	£'000	£'000	%
B Banked	(1,077)	(6,158)	(6,199)	(313)	(13,747)	88.6%
G On track for delivery	0	(45)	(915)	(701)	(1,661)	10.7%
A Potential significant savings shortfall or a significant or risky project which is at an early stage;	0	0	0	(100)	(100)	0.6%
R Serious problems in the delivery of the saving	0	0	0	0	0	0.0%
<b>Total 2017/18 Savings</b>	<b>(1,077)</b>	<b>(6,203)</b>	<b>(7,114)</b>	<b>(1,114)</b>	<b>(15,508)</b>	<b>100.0%</b>

## Corporate Operating Budgets (£460k underspend, £35k improvement)

27. Corporately managed expenditure includes revenue costs of the Council's Capital Programme, the net impact of Housing Benefit Subsidy arrangements on the Council, externally set levies and income arising from the provision of support services to other funds and ring-fenced budgets.
28. An underspend of £441k is reported across Interest and Investment Income as a result of deferral of external borrowing and an improved outlook for investment income, this is further improved at Month 11 by £35k. Within Levies and Other Corporate Budgets, reduced uptake of the Council Tax Older People's Discount supplements the compensatory variances on New Homes Bonus Refund Grant and the West London District Coroners Services to deliver a £20k net underspend.
29. While there has been no material movement in the net impact of Housing Benefit Subsidy upon the Council's financial position, levels of benefit payments and associated subsidy income from the Department of Work and Pensions continue to exceed original estimates which were based upon DWP projections for claimant numbers.

**Table 4: Corporate 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			
0	0	Interest and Investment Income	Salaries	0	0	0	0	0
5,259	0		Non-Sal Exp	5,259	4,899	(360)	(360)	0
(104)	(167)		Income	(271)	(352)	(81)	(46)	(35)
<b>5,155</b>	<b>(167)</b>		<b>Sub-Total</b>	<b>4,988</b>	<b>4,547</b>	<b>(441)</b>	<b>(406)</b>	<b>(35)</b>
450	0	Levies and Other Corporate Budgets	Salaries	450	450	0	0	0
11,237	28		Non-Sal Exp	11,263	11,349	86	86	0
(14,788)	3,274		Income	(11,514)	(11,620)	(106)	(106)	0
<b>-3,101</b>	<b>3,302</b>		<b>Sub-Total</b>	<b>199</b>	<b>179</b>	<b>(20)</b>	<b>(20)</b>	<b>0</b>
0	0	Housing Benefit Subsidy	Salaries	0	0	0	0	0
144,372	(1,419)		Non-Sal Exp	142,953	144,344	1,391	1,830	(439)
(144,931)	1,268		Income	(143,663)	(145,053)	(1,390)	(1,829)	439
<b>(559)</b>	<b>(151)</b>		<b>Sub-Total</b>	<b>(710)</b>	<b>(709)</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>1,495</b>	<b>2,984</b>	<b>Total Corporate Operating Budgets</b>		<b>4,477</b>	<b>4,017</b>	<b>(460)</b>	<b>(425)</b>	<b>(35)</b>



## Development & Risk Contingency (£275k overspend, £7k adverse movement)

30. The Council set aside £19,216k to manage volatile and uncertain elements of budgets within the Development & Risk Contingency, which included £18,466k in relation to specific risk items and £750k as General Contingency to manage unforeseen issues. £10,656k of this budget was released into base budgets during Month 7 to reflect growth which is no longer contingent, with a further £500k released from General Contingency to meet one-off costs incurred during 2017/18. As expected with such potentially volatile areas of activity, these will continue to be closely monitored over the coming year.

**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			
291	0	Fin.	Uninsured claims	291	291	0	0	0
1,736	0	Residents Services	Impact of Welfare Reform on Homelessness	1,736	1,736	0	0	0
3,522	(2,728)		Waste Disposal Levy & Associated Contracts	794	485	(309)	(309)	0
100	0		High Speed 2 Challenge Fund	100	100	0	0	0
200	0		Heathrow Expansion Challenge Fund	200	200	0	0	0
1,648	0	Social Care	Asylum Service	1,648	1,970	322	322	0
5,298	(5,038)		Demographic Growth - Looked After Children	260	1,465	1,205	1,168	37
277	0		Social Worker Agency Contingency	277	277	0	0	0
184	0		SEN transport - Contingency	184	248	64	94	(30)
2,910	(1,699)		Demographic Growth - Transitional Children	1,211	880	(331)	(331)	0
785	(432)		Demographic Growth - Adults	353	0	(353)	(353)	0
197	0		Winterbourne View	197	50	(147)	(147)	0
759	(759)		Deprivation of Liberty Safeguards	0	0	0	0	0
559	0	Corp. Items	Apprenticeship Levy	559	383	(176)	(176)	0
750	(500)		General Contingency	250	250	0	0	0
<b>19,216</b>	<b>(11,156)</b>	<b>Total Development &amp; Risk Contingency</b>		<b>8,060</b>	<b>8,335</b>	<b>275</b>	<b>268</b>	<b>7</b>

31. The reduction of households in high-cost B&B has continued, with Earmarked Reserves no longer required to finance in-year investment to secure suitable properties and funding being set aside to manage this volatile area in the new financial year.
32. The one-off disbursement from the West London Waste Authority in respect of excess reserves continues to result in a £309k underspend against waste disposal. The wider position on waste disposal costs continues to remain consistent with budget assumptions.
33. The projected drawdown from the Asylum contingency continues to be forecast as a £322k pressure. This is due to the reduction in income following confirmation from the Home Office that a number of supported individuals will no longer be eligible for funding.

34. An adverse movement of £37k is reported against the Looked After Children contingency item at Month 11 due to an increase in the cost of Looked After Children placements. The overall pressure predominantly relates to the cost of CWD placements and adoption, where the service is having to place children outside of the Borough.
35. The SEN transport contingency item is projected to be £64k overspent due to higher than anticipated growth in demand for the service. This is, however, a £30k improvement from Month 10, as a result of continuing effective route planning.
36. As in previous years, the Council retains a General Contingency to meet the costs of exceptional or emerging pressures which had not been specifically provided for at the time of budget setting. At Month 10, £500k of this contingency was allocated to Residents Services budgets in respect of fly tipping and storm damage costs and the extended opening of the Winter Night Shelter. A total of £250k is remaining as unallocated and any balances not required would be available to further supplement General Balances at year end.

### Priority Growth

37. The 2017/18 General Fund revenue budget approved by Council in February 2017 set aside £254k of unallocated Priority Growth, in addition to £200k of base budget available to support HIP Initiatives. The 2017/18 HIP budget is supplemented by £954k brought forward balances, to provide £1,154k resources for HIP Initiatives.
38. £389k of projects have been approved for funding from HIP resources at Month 11, leaving £749k available for future release. The £20k allocation of Priority Growth in Table 6 below is as a result of the recommendation in the December Cabinet Report relating to the refurbishment works at Willow Tree Centre.

**Table 6: Priority Growth**

Original Budget	Budget Changes	Priority Growth	Month 11		
			Revised Budget	Approved Allocations	Unallocated Balance
£'000	£'000		£'000	£'000	£'000
200	0	HIP Initiatives Budgets	200	0	(200)
0	954	B/fwd Funds	954	405	(549)
254	0	Unallocated Priority Growth	254	20	(234)
<b>454</b>	<b>954</b>	<b>Total Priority Growth</b>	<b>1,408</b>	<b>425</b>	<b>(983)</b>

### Schools Budget

39. An in-year overspend of £2,371k is projected against the Dedicated Schools Grant in 2017/18, bringing the brought forward deficit on the centrally retained reserve to £3,507k. This position reflects pressures of £2,871k mainly due to a significant increase in the cost of placements as the service moves all children onto Education & Health Care Plans (EHCPs) being off-set by £500k contingency provision held back to manage such emerging pressures. Any residual deficit on the retained reserve is expected to ultimately be recouped from future Dedicated Schools Grant allocations and therefore not impact directly upon the General Fund position.

### Collection Fund

40. At Month 11, a £108k improvement is reported against the Collection Fund, where a headline surplus of £2,719k is projected, made up of a £2,975k surplus on Council Tax and £256k deficit on the retained share of Business Rates. A projected surplus of £2,611k was reflected in the 2018/19 budget approved by Cabinet and Council in February 2018 and any additional surplus realised at outturn available to support delivery of services in 2019/20.
41. The position on Council Tax includes £2,004k from the release of historic provisions for doubtful debt following the adoption of an improved accounting methodology from 2016/17, alongside an in-year surplus of £971k primarily attributable to strong collection performance. The in-year surplus of £152k on Business Rates activity is not sufficient to fully off-set the £408k pressure against the brought forward from 2016/17, which results in an overall £256k deficit on Business Rates.

### **Housing Revenue Account**

42. The Housing Revenue Account (HRA) is currently forecasting an underspend of £2,610k against the budgeted deficit of £11,664k, an improvement of £86k from Month 10. This position results in a projected closing HRA General Balance of £36,772k.
43. 57 properties have been sold under Right to Buy at the end of Month 11, with a further 8 completions anticipated during 2017/18. Sufficient expenditure on the acquisition of new properties was incurred to fully utilise the initial tranche of retained receipts and therefore avoid any repayment of receipts and penalty interest to the Ministry of Housing, Communities and Local Government during Quarters 1, 2 and 3.

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

44. Appendix D to this report outlines the forecast outturn on the 2017/18 to 2021/22 Capital Programme, with a £2,224k underspend projected over the five year programme. Prudential Borrowing required to support the Council's Capital Programme is projected to be £6,438k lower than the £102,775k revised budget, primarily as a result of a £12,316k favourable variance on Government Grants being off-set by shortfalls of £4,701k in Capital Receipts and £3,401k on Community Infrastructure Levy forecast over the medium term. This favourable variance on borrowing would ultimately result in a reduction in future revenue costs of approximately £350k per annum.
45. Since Month 10 2017/18 capital expenditure is projected to be £2,648k lower than previously reported, with a corresponding £1,416k reduction in forecast Capital Receipts, £71k improvement in grants and contributions and £340k improvement in CIL, resulting in a reduction in borrowing of £1,643k during the year. This will have a limited impact on financing costs in 2018/19.

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

### CHIEF EXECUTIVE'S OFFICE (£12k underspend, £7k improvement)

46. The overall position for the Chief Executive's Office at Month 11 is an underspend of £12k, representing a £7k improvement from Month 10.

**Table 7: Chief Executive's Office 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			
1,466	22	Democratic Services	Salaries	1,488	1,489	1	1	0
1,669	26		Non-Sal Exp	1,695	1,742	47	48	(1)
(596)	(58)		Income	(654)	(613)	41	43	(2)
<b>2,539</b>	<b>(10)</b>		<b>Sub-Total</b>	<b>2,529</b>	<b>2,618</b>	<b>89</b>	<b>92</b>	<b>(3)</b>
2,001	(86)	Human Resources	Salaries	1,915	1,928	13	15	(2)
89	292		Non-Sal Exp	381	317	(64)	(70)	6
(247)	90		Income	(157)	(185)	(28)	(20)	(8)
<b>1,843</b>	<b>296</b>		<b>Sub-Total</b>	<b>2,139</b>	<b>2,060</b>	<b>(79)</b>	<b>(75)</b>	<b>(4)</b>
1,833	69	Legal Services	Salaries	1,902	1,930	28	30	(2)
83	0		Non-Sal Exp	83	68	(15)	(22)	7
(260)	0		Income	(260)	(295)	(35)	(30)	(5)
<b>1,656</b>	<b>69</b>		<b>Sub-Total</b>	<b>1,725</b>	<b>1,703</b>	<b>(22)</b>	<b>(22)</b>	<b>0</b>
5,300	5	Chief Executive's Office Directorate	Salaries	5,305	5,347	42	46	(4)
1,841	318		Non-Sal Exp	2,159	2,127	(32)	(44)	12
(1,103)	32		Income	(1,071)	(1,093)	(22)	(7)	(15)
<b>6,038</b>	<b>355</b>		<b>Total</b>	<b>6,393</b>	<b>6,381</b>	<b>(12)</b>	<b>(5)</b>	<b>(7)</b>

### Democratic Services (£89k overspend, £3k improvement)

47. A small improvement of £3k is reported in Democratic Services relating to revised income costs with Registration services. Staffing costs are projected to broadly breakeven, and include covering a managed vacancy factor of £46k, with pressures anticipated across non salary expenditure and income. Income pressures reflect a sustained fall in demand for Nationality Checking and Citizenship Ceremony services and have been addressed as part of zero based reviews for 2018/19.

### Human Resources (£79k underspend, £4k improvement)

48. At Month 11, Human Resources is reporting an underspend of £79k, a £4k improvement from the position at Month 10, primarily due to increased learning and development income relating to newly qualified social workers.

### Legal Services (£22k underspend, nil movement)

49. Legal Services is reporting no movement at Month 11, a reported underspend of £22k, which primarily relates to the overachievement of income in the year through increased planning and lease fee earning income.

50. For 2017/18, the full £221k savings presented by the Chief Executive's Office have been banked. A further cross-cutting MTFF proposal of £559k for the council's contribution to the Apprenticeship Levy is being managed within HR and is marked as on track for delivery.

### **FINANCE (£316k underspend, £9k improvement)**

51. The Finance Group is reporting an underspend of £316k at Month 11, an improvement of £9k on the position at Month 10.

**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			
942	869	Business Assurance	Salaries	1,811	1,765	(46)	(48)	2
1,404	(29)		Non-Sal Exp	1,375	1,404	29	29	0
(659)	32		Income	(627)	(612)	15	17	(2)
<b>1,687</b>	<b>872</b>		<b>Sub-Total</b>	<b>2,559</b>	<b>2,557</b>	<b>(2)</b>	<b>(2)</b>	<b>0</b>
1,608	0	Procurement	Salaries	1,608	1,592	(16)	(16)	0
75	0		Non-Sal Exp	75	75	0	0	0
(31)	0		Income	(31)	(36)	(5)	(5)	0
<b>1,652</b>	<b>0</b>		<b>Sub-Total</b>	<b>1,652</b>	<b>1,631</b>	<b>(21)</b>	<b>(21)</b>	<b>0</b>
3,127	527	Corporate Finance	Salaries	3,654	3,500	(154)	(149)	(5)
(7)	2,030		Non-Sal Exp	2,023	2,027	4	2	2
(127)	(46)		Income	(173)	(187)	(14)	(14)	0
<b>2,993</b>	<b>2,511</b>		<b>Sub-Total</b>	<b>5,504</b>	<b>5,340</b>	<b>(164)</b>	<b>(161)</b>	<b>(3)</b>
4,382	(30)	Revenues & Benefits	Salaries	4,352	4,498	146	179	(33)
1,841	0		Non-Sal Exp	1,841	1,762	(79)	(41)	(38)
(2,360)	150		Income	(2,210)	(2,373)	(163)	(230)	67
<b>3,863</b>	<b>120</b>		<b>Sub-Total</b>	<b>3,983</b>	<b>3,887</b>	<b>(96)</b>	<b>(92)</b>	<b>(4)</b>
1,034	(531)	Pensions, Treasury & Statutory Accounting	Salaries	503	475	(28)	(28)	0
2,234	(2,004)		Non-Sal Exp	230	225	(5)	(2)	(3)
(340)	35		Income	(305)	(305)	0	(1)	1
<b>2,928</b>	<b>(2,500)</b>		<b>Sub-Total</b>	<b>428</b>	<b>395</b>	<b>(33)</b>	<b>(31)</b>	<b>(2)</b>
11,093	835	Finance Directorate	Salaries	11,928	11,830	(98)	(62)	(36)
5,547	(3)		Non-Sal Exp	5,544	5,493	(51)	(12)	(39)
(3,517)	171		Income	(3,346)	(3,513)	(167)	(233)	66
<b>13,123</b>	<b>1,003</b>		<b>Total</b>	<b>14,126</b>	<b>13,810</b>	<b>(316)</b>	<b>(307)</b>	<b>(9)</b>

### **Business Assurance (£2k underspend, nil movement)**

52. Business Assurance is projecting an underspend of £2k at Month 11, representing no movement from the position at Month 10, although minor compensating movements across staffing and income is presented. Staffing costs, which include covering a managed vacancy factor of £61k, reflect part year vacancies following implementation of restructures within the service and are mitigating pressures in non staffing and income. Income pressures demonstrate a reduced demand for fee earning health and safety courses.

### **Procurement (£21k underspend, nil movement)**

53. Procurement is reporting an underspend of £21k, no movement at Month 11, principally achieved through part year vacancies and maternity leave posts managed within existing resources. The overachievement of income reflects a rebate against council-wide pcard expenditure.

### **Corporate Finance (£164k underspend, £3k improvement)**

54. Corporate Finance is reporting an underspend of £164k at Month 11, a £3k improvement on the month, primarily due to revised staffing costs. The overall staffing underspend reflects implementation of the Finance Phase 1 business case delivering MTFF savings in 2018/19, with the anticipated overachievement of income relating to S46 Receivership Fees.

### **Revenues & Benefits (£96k underspend, £4k improvement)**

55. Revenues and Benefits is reporting a small improvement on the month, with staffing and non staffing improvements offset against adverse income projections. Within the position, staffing pressures reflect the cost of temporary agency workers employed on a performance based scheme, which aims to cut down fraud and reduce errors in Housing Benefit claims, funded directly from grant contributions. Part year vacancies and grant income are contributing to the service underspend.

### **Pensions, Treasury & Statutory Accounting (£33k underspend, £2k improvement)**

56. Pensions, Treasury and Statutory Accounting is reporting an underspend of £33k, a small improvement on the month following confirmed grant audit costs. The favourable position is primarily due a vacant post held within the team.
57. The full £856k Finance savings proposed as part of the MTFF 2017/18 have been banked.

**Table 9: Finance 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
291	0	Uninsured claims	291	291	0	0	0
291	0	<b>Current Commitments</b>	291	291	0	0	0

58. The Development and Risk Contingency budget for Uninsured Claims is forecast to breakeven at Month 11, reporting no movement from the previous assumptions. Contingency budget, alongside base budget of £359k is expected to fully cover the cost of General Fund insurance claim payments below excess limits. Expenditure variances beyond this level can be managed from existing insurance reserves.

## RESIDENTS SERVICES (£419k underspend, £14k improvement)

59. Residents Services directorate is showing a projected outturn underspend of £419k at Month 11, excluding pressure areas that have 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			
15,219	1,303	Infrastructure, Waste and ICT	Salaries	16,522	15,811	(711)	(718)	7
31,833	3,191		Non-Sal	35,024	35,923	899	829	70
(9,790)	(466)		Exp	(10,256)	(10,595)	(339)	(280)	(59)
<b>37,262</b>	<b>4,028</b>		<b>Income</b>	<b>(10,256)</b>	<b>(10,595)</b>	<b>(339)</b>	<b>(280)</b>	<b>(59)</b>
			<b>Sub-Total</b>	<b>41,290</b>	<b>41,139</b>	<b>(151)</b>	<b>(169)</b>	<b>18</b>
16,922	(433)	Housing, Environment, Education, Health & Wellbeing	Salaries	16,489	16,123	(366)	(438)	72
23,024	890		Non-Sal	23,914	25,408	1,494	1,138	356
(16,874)	(636)		Exp	(17,510)	(18,669)	(1,159)	(661)	(498)
			<b>Income</b>	<b>(17,510)</b>	<b>(18,669)</b>	<b>(1,159)</b>	<b>(661)</b>	<b>(498)</b>
<b>23,072</b>	<b>(179)</b>		<b>Sub-Total</b>	<b>22,893</b>	<b>22,862</b>	<b>(31)</b>	<b>39</b>	<b>(70)</b>
7,430	(3,731)	Planning, Transportation & Regeneration	Salaries	3,699	3,741	42	121	(79)
1,901	(1,132)		Non-Sal	769	1,091	322	351	(29)
(6,397)	3,030		Exp	(3,367)	(3,812)	(445)	(605)	160
			<b>Income</b>	<b>(3,367)</b>	<b>(3,812)</b>	<b>(445)</b>	<b>(605)</b>	<b>160</b>
<b>2,934</b>	<b>(1,833)</b>		<b>Sub-Total</b>	<b>1,101</b>	<b>1,020</b>	<b>(81)</b>	<b>(133)</b>	<b>52</b>
1,777	(252)	Performance & Improvement	Salaries	1,525	1,504	(21)	(22)	1
160	0		Non-Sal	160	166	6	6	0
(270)	252		Exp	(18)	(22)	(4)	(3)	(1)
			<b>Income</b>	<b>(18)</b>	<b>(22)</b>	<b>(4)</b>	<b>(3)</b>	<b>(1)</b>
<b>1,667</b>	<b>0</b>		<b>Sub-Total</b>	<b>1,667</b>	<b>1,648</b>	<b>(19)</b>	<b>(19)</b>	<b>0</b>
10,766	1,891	Administrative, Technical & Business Services	Salaries	12,657	11,665	(992)	(972)	(20)
809	2,855		Non-Sal	3,664	3,986	322	288	34
(3,660)	(6,770)		Exp	(10,430)	(9,897)	533	561	(28)
			<b>Income</b>	<b>(10,430)</b>	<b>(9,897)</b>	<b>533</b>	<b>561</b>	<b>(28)</b>
<b>7,915</b>	<b>(2,024)</b>		<b>Sub-Total</b>	<b>5,891</b>	<b>5,754</b>	<b>(137)</b>	<b>(123)</b>	<b>(14)</b>
52,114	(1,222)	Residents Services Directorate	Salaries	50,892	48,844	(2,048)	(2,029)	(19)
57,727	5,804		Non-Sal	63,531	66,574	3,043	2,612	431
(36,991)	(4,590)		Exp	(41,581)	(42,995)	(1,414)	(988)	(426)
			<b>Income</b>	<b>(41,581)</b>	<b>(42,995)</b>	<b>(1,414)</b>	<b>(988)</b>	<b>(426)</b>
<b>72,850</b>	<b>(8)</b>		<b>Total</b>	<b>72,842</b>	<b>72,423</b>	<b>(419)</b>	<b>(405)</b>	<b>(14)</b>

60. The overall variance is a result of staffing underspends across the directorate, with these favourable variances offset in part by pressures in ICT and fleet management, as well as parking income shortfalls at Cedars and Grainges car parks and in Imported Food sampling.
61. The Council's 2017/18 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 2 below.
62. At month 11 projected calls on contingency are £309k below the budgeted provision (no change). 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
1,736	0	Impact of Welfare Reform on Homelessness	1,736	1,736	0	0	0
3,522	(2,728)	Waste Disposal Levy & Associated Contracts	794	485	(309)	(309)	0
100	0	High Speed 2 Challenge Fund	100	100	0	0	0
200	0	Heathrow Expansion Challenge Fund	200	200	0	0	0
<b>5,558</b>	<b>(2,728)</b>	<b>Current Commitments</b>	<b>2,830</b>	<b>2,521</b>	<b>(309)</b>	<b>(309)</b>	<b>0</b>

63. The month 11 data in Table 12 below shows a reduction from the previously reported B&B and temporary accommodation figures earlier in the financial year, following the impact of increased prevention work. The reducing number of Households in higher cost Bed & Breakfast accommodation is in line with MTFF assumptions made by officers in modelling Supply and Demand, with the fluctuation in demand managed with existing budgets.

**Table 12: Housing Needs performance data**

	2017/18		
	December	January	February
Homeless Threat, Priority Need & Eligible	86	101	117
Presenting As Homeless	37	37	21
Duty Accepted	20	16	18
<b>Households in Temporary Accommodation</b>	551	535	526
<b>Households in B&amp;B</b>	171	160	150

64. As in previous years, a contingency has been set aside in 2017/18 to resource the need for Temporary Accommodation in the Borough. The call on contingency relating to homelessness remains as per prior projections of £1,736k, which is as per the budgeted provision.
65. The Council will continue to closely monitor this risk, given the potential seasonal fluctuations which could materialise in the remainder of the financial year. Increased prevention and move-on activity is unlikely to require the service to draw on the Housing Incentives earmarked reserve. Nevertheless, this resource remains available should it be required with any drawdown being subject to the usual approvals.
66. Drawdown of £2,728k has been approved by Cabinet from the contingency of £3,522k set aside to fund estimated increases in waste tonnages via the levy. There is a projected drawdown at year end of £485k from the remaining contingency of £794k, with the £309k variance a result of one-off disbursement of reserves from WLWA earlier in the year.

#### **Infrastructure, Waste and ICT (£151k underspend, £18k adverse movement)**

67. The overall forecast encompasses a quantum of management actions, mainly within Highways, Waste and Fleet services, which will be closely monitored during the remainder of



the financial year. At month 11, the service is reporting a net adverse movement of £16k from the month 10 position.

68. The main movements within this net position are due to changes in the waste management forecast as indicated below. Overtime and standby forecast has marginally increased by £7k to reflect the level of demand within the service over the winter period.
69. The non-staffing forecast contains an increase in recycling costs to reflect the estimated impact of changes to market conditions, particularly paper waste (£59k), netted down by a reduced forecast in the requirement for waste recycling sacks and training costs (£48k)

**Housing, Environment, Education, Health & Wellbeing (£31k underspend, £70k improvement)**

70. The overall forecast contains a number of management actions which will continue to be monitored closely until close of the financial year.
71. At Month 11 the service is reporting an underspend projection of £31k, a net £70k favourable movement. The movement relates in the main to revised forecasts across a number of non-staffing budgets including utility costs, marketing expenses and materials purchases across a number of sites.

**Planning, Transportation & Regeneration (£81k underspend, £52k adverse movement)**

72. At Month 11 there is a projected underspend of £81k across the service area, with the underspend a result of part year vacant posts across the planning services. The adverse movement of £52k is due to realigned income projections for the final quarter of the year for Planning Services.

**Performance & Improvement (£19k underspend, no change)**

73. No change from the forecast from month 10, with the net underspend resulting from delayed recruitment in the Performance & Intelligence team.

**Administrative, Technical & Business Services (£137k underspend, £14k favourable movement)**

74. The service is reporting a £137k underspend at Month 11, representing a net £14k favourable movement from the Month 10 position.
75. A large number of posts in Technical Administration and Business Support continue to remain vacant and recruitment is taking longer than anticipated, resulting in significant underspend in the staffing budget.
76. There were further reductions in the staffing forecast at month 11 due to realignment of agency staff forecast costs for the call centre (£10k), reduced overtime and standby at the Mortuary (£4k) and delayed recruitment for the GIS team with no additional agency cover required (£6k).
77. There is a net favourable movement of £32k in income forecasts for Imported Food this month. This relates to improved income forecasts for (net of analysts' fees) following increased inspection work for imports of New Zealand lamb and green chillies, however the

additional inspection work and one-off refuse costs for rejected consignments broadly net down the improvement.

78. Parking services continue to forecast income shortfalls at Uxbridge car parks, for Month 11 there was an adverse £4k movement against the reported position, bringing the overall pressure to £492k. These are netted down by wider parking income streams including the PRA.

## SOCIAL CARE (£397k underspend, £79k improvement)

79. Social Care is projecting an underspend of £397k at Month 11, an improvement of £79k on the Month 10 position, due to further improvements across most services. The underspend relates predominantly to staffing costs, where there are a number of vacant posts which are not being covered by agency assignments. However, there are still underlying pressures that are being managed across the service, which include the cost of Agency Social Workers in Children's Services, the cost of external legal counsel providing support for Children's Services, reduced income from the Dedicated Schools Grant for the Educational Psychology Service and the cost of temporary bed and breakfast accommodation for families supported under the Section 17 regulations.

**Table 13: Social Care 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			
13,299	244	Children's Services	Salaries	13,543	13,979	436	433	3
12,635	4,873		Non-Sal Exp	17,508	17,708	200	171	29
(7,804)	815		Income	(6,989)	(6,940)	49	24	25
<b>18,130</b>	<b>5,932</b>		<b>Sub-Total</b>	<b>24,062</b>	<b>24,747</b>	<b>685</b>	<b>628</b>	<b>57</b>
7,784	141	Early Intervention, Prevention & SEND	Salaries	7,925	7,513	(412)	(419)	7
6,257	(80)		Non-Sal Exp	6,177	6,073	(104)	(105)	1
(2,370)	(308)		Income	(2,678)	(2,282)	396	412	(16)
<b>11,671</b>	<b>(247)</b>		<b>Sub-Total</b>	<b>11,424</b>	<b>11,304</b>	<b>(120)</b>	<b>(112)</b>	<b>(8)</b>
4,597	(96)	Older People & Physical Disabilities Service	Salaries	4,501	4,256	(245)	(223)	(22)
34,209	3,469		Non-Sal Exp	37,678	37,839	161	236	(75)
(11,146)	(750)		Income	(11,896)	(11,899)	(3)	(109)	106
<b>27,660</b>	<b>2,623</b>		<b>Sub-Total</b>	<b>30,283</b>	<b>30,196</b>	<b>(87)</b>	<b>(96)</b>	<b>9</b>
11,537	(517)	Adult Social Care - Provider & Commissioned Care	Salaries	11,020	10,691	(329)	(336)	7
5,874	674		Non-Sal Exp	6,548	6,266	(282)	(271)	(11)
(590)	(32)		Income	(622)	(592)	30	33	(3)
<b>16,821</b>	<b>125</b>		<b>Sub-Total</b>	<b>16,946</b>	<b>16,365</b>	<b>(581)</b>	<b>(574)</b>	<b>(7)</b>
4,341	(603)	Learning Disability and Mental Health Service	Salaries	3,738	3,705	(33)	10	(43)
29,435	4,114		Non-Sal Exp	33,549	33,488	(61)	55	(116)
(5,264)	(989)		Income	(6,253)	(6,458)	(205)	(236)	31
<b>28,512</b>	<b>2,522</b>		<b>Sub-Total</b>	<b>31,034</b>	<b>30,735</b>	<b>(299)</b>	<b>(171)</b>	<b>(128)</b>
320	(110)	Directorate & Support Services	Salaries	210	215	5	7	(2)
(670)	173		Non-Sal Exp	(497)	(497)	0	0	0
(376)	376		Income	0	0	0	0	0
<b>(726)</b>	<b>439</b>		<b>Sub-Total</b>	<b>(287)</b>	<b>(282)</b>	<b>5</b>	<b>7</b>	<b>(2)</b>
41,878	(941)	<b>Social Care Directorate Total</b>	Salaries	40,937	40,359	(578)	(528)	(50)
87,740	13,223		Non-Sal Exp	100,963	100,877	(86)	86	(172)
(27,550)	(888)		Income	(28,438)	(28,171)	267	124	143
<b>13,299</b>	<b>244</b>		<b>Total</b>	<b>113,462</b>	<b>113,065</b>	<b>(397)</b>	<b>(318)</b>	<b>(79)</b>

## SOCIAL CARE DEVELOPMENT AND RISK CONTINGENCY (£760k overspend, £7k adverse movement)

80. The Council's 2017/18 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. At the Cabinet meeting in November 2017, it was agreed that £7,928k of this budget could be transferred into the Social Care base budget. Table 14 sets out the revised Risk Contingency budget for month 11, which takes into account this adjustment and an updated forecast spend against the Development and Risk Contingency, which is now projecting an overspend of £760k, an adverse movement of £7k on the Month 10 position. This is due to an increase in the cost of Looked After Children placements.

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

Original Budget £'000	Budget Changes £'000	Development & Risk Contingency	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			
1,648	0	Asylum Service	1,648	1,970	322	322	0
5,298	(5,038)	Demographic Growth - Looked After Children	260	1,465	1,205	1,168	37
277	0	Social Worker Agency Contingency	277	277	0	0	0
184	0	SEN transport - Contingency	184	248	64	94	(30)
2,910	(1,699)	Demographic Growth - Transitional Children	1,211	880	(331)	(331)	0
785	(432)	Demographic Growth - Adults	353	0	(353)	(353)	0
197	0	Winterbourne View	197	50	(147)	(147)	0
759	(759)	Deprivation of Liberty Safeguards	0	0	0	0	0
<b>12,058</b>	<b>(7,928)</b>	<b>Current Commitments</b>	<b>4,130</b>	<b>4,890</b>	<b>760</b>	<b>753</b>	<b>7</b>

### Asylum Service (£322k overspend, no change)

81. This service is projecting a drawdown of £1,970k from the contingency, an overspend of £322k as at Month 11 and no change from the Month 10 position. This pressure reflects the impact of a drop in grant income as there are a high proportion of Unaccompanied Asylum Seeking Children (UASC) who have and will turn 18 this year, where the grant funding is less than that provided for under 18's. Additionally, with the introduction of the National Transfer Agreement in 2016, the number of under-18 UASC is growing at a much lower rate.
82. The service continues to review the support provided to UASC to identify where opportunities can be taken to reduce costs, which includes a review of accommodation and allowances costs, which are fed through into the projections once confirmed. Additionally the service is undertaking a review of the status of Care Leavers to provide further clarity on those that do receive grant funding from the Home Office and those that do not. A further check is also being undertaken on cases that do not receive funding to ensure that they have the relevant status that requires the Council to continue to provide support.

83. There are expected to be future changes to the funding regime, as in August 2017, the Home Office started its review of the grant funding that they provide to support UASC for 2018/19. However, as of to date, no updates have been provided.

**Demographic Growth - Looked After Children (£1,205k overspend, £37k adverse movement)**

84. The service is projecting a drawdown of £1,465k from the Contingency, £1,205k above the budget, an adverse movement of £37k on the Month 10 position, due to an increase in the cost of Looked After Children placements. The overspend reported predominantly relates to the cost of CWD placements and the cost of adoption, where the Service is having to place children outside of the Borough. Both of these areas are being reviewed by the service.

**Social Worker Agency (Children's) (Nil variance, no change)**

85. This contingency provides funding to cover the additional cost of using agency staff whilst the service undertakes recruitment activity. For the 2017/18 financial year it was assumed that the service will operate at a level of 90% of posts filled by permanent staff and 10% filled by agency staff. However, the recruitment of Social Workers continues to be very competitive, and as a consequence the permanency rate is currently forecast at approximately 80% for this financial year. Therefore, the full drawdown of this contingency will be required.

**Demographic Growth - SEN Transport (£64k overspend, £30k improvement)**

86. The service is projecting a drawdown of £248k from the SEN Transport contingency, £64k above the budget, a reduction of £30k on the month 10 forecast, due to a number of routes ceasing as the service continues to ensure all routes are maximised. The pressure on this budget corresponds to the increase being experienced in the number of children requiring an Education, Health and Care Plan (EHCP), where there has been in excess of a 15% increase in the number of pupils.

**Demographic Growth - Transitional Children (£331k underspend, no change)**

87. The service is projecting a drawdown of £880k from the Transitional Children contingency, which results in the £331k underspend, no change on the month 10 position. The underspend is as a result of transition clients entering the service at lower than anticipated costs as they are remaining in education settings for longer periods, part of which is funded from the Dedicated Schools Grant up to and including the age of 24. However, the expectation is that these clients will require higher cost care packages in the future once they leave education and where possible this has been reflected in the MTFF forecasts.

**Demographic Growth - Adults Placements (£353k underspend, no change)**

88. The service is projecting no drawdown from the Adults Placements contingency, which results in the £353k underspend, no change on the Month 10 position. The main reason for this is primarily due to ongoing process improvements for placements, including timely assessment and recognition of external funding streams, combined with reduced demand for Physical Disability client placements. It should however be recognised that the adult population is still growing and that more eligible people still require care, however these care needs are being met in a different way, which in most cases will be at a lower cost than previous clients.

**Winterbourne View (£147k underspend, no change)**

89. The service is projecting a drawdown of £50k from the Winterbourne View contingency, £147k below the budget. The current assumption is that these clients will be funded by dowry payments; however, discussions at the Transforming Care Partnership (TCP) meetings are indicating that there may not be sufficient funding to cover this from NHS England. Officers are taking the stance that this is not an issue for the Council, as it should be a matter for the CCG to resolve with NHS England.

**Deprivation of Liberty Safeguards (DoLS) (Nil variance, no change)**

90. This budget has been transferred to the Social Care base budget and as such any variance in this service will be captured within the Learning Disability and Mental Health Service.

**DIRECTORATE OPERATING BUDGETS**

**Children's Services (£685k overspend, £57k adverse movement)**

91. The service is reporting an overspend of £685k as at Month 11, an adverse movement of £57k from the Month 10 position. This is due to an increase in the projected cost of allowances for Looked After Children and legal costs for some legacy cases. The main reason for the overspend relates to the cost and use of agency staff, that are required to cover essential social worker posts, the costs associated with temporary bed and breakfast accommodation, which is a requirement under Section 17 of The Children Act 1989 to support families with children that have become homeless and legal costs relating to a number of legacy cases. Within this position there is still a significant legal cost pressure relating to a number of complex cases and the cost of staff recruitment from overseas, which is being managed through prior-year provisions that are no longer required.

**Early Intervention, Prevention & SEND (£120k underspend, £8k improvement)**

92. The service is reporting an underspend of £120k as at Month 11, an improvement of £8k on the Month 10 position, due to an improvement in the expected levels of income that will be charged to the DSG for Educational Psychologists, where the position is becoming clearer.
93. The overall position relates to an underspend of £413k on staffing costs, due to a review of all vacant posts and the need to recruit to them and an underspend on non-staffing costs of £103k due to effective management action being taken to restrict spend on essential items only. This is netted down by a projected shortfall of £396k in income, which relates to a reduction in funding received from the Dedicated Schools Grant for the Educational Psychology Service, where the service has had difficulties in recruiting Educational Psychologists, although recently this position has improved and statutory workloads have reduced, allowing the service to provide a restricted non-statutory function for schools and a re-phasing of the Troubled Families Grant, following a review of the grant profiling.

**Older People and Physical Disabilities (£87k underspend, £9k adverse movement)**

94. The service is reporting an underspend of £87k as at Month 11, an adverse movement of £9k on the Month 10 position, due to a reduction in projected client income. This relates to an underspend of £245k on staffing, where the service has had a number of staff vacancies, netted down by an overspend on non staffing spend of £161k, where the service have entered into a contract for the provision of Occupational Therapy.

### **Adult Social Care - Provider and Commissioned Care (£581k underspend, £7k improvement)**

95. The service is reporting an underspend of £581k as at Month 11, an improvement of £7k on the Month 10 position. This relates to an underspend of £329k on staffing costs, due to recruitment difficulties within the Reablement Team, posts that were vacant for part of the year in the Positive Behaviour Support Team and recruitment to the new structure taking longer than anticipated. Additionally the non-staffing budget is forecast to underspend by £282k, which predominantly relates to a review of a number of contracts.
96. It should be noted that the Transport Service is reporting an in year overspend of £76k, due to a sustained increase in demand. However, this is a major improvement from the Outturn pressure of £1m in 2016/17 and has been delivered due to the investment in a major service review, which has introduced new and improved ways of working.
97. The service is currently working on a new contract framework and the purchase of a new IT system. Additionally the service plan to undertake a review of the passenger assistant requirement on all SEN home-to-school routes to ensure the agency provision is at an optimum level. As stated above, the Transport service has seen significant client growth for the 2017/18 academic year with an overspend currently projected on contingency.

### **Learning Disability and Mental Health (£299k underspend, £128k improvement)**

98. The service is forecasting an underspend of £299k as at Month 11, an improvement of £128k on the Month 10 position, due to a number of vacancies in the Mental Health Team and a reduction in non staffing costs.
99. This relates to an underspend of £33k on staffing costs, where the service has a number of staff vacancies, an underspend of £61k on non-staffing costs and additional income from external bodies of £205k.

### **Directorate & Support (£5k overspend, £2k improvement)**

100. The Directorate budget is forecasting a marginal pressure of £5k as at Month 11, a small improvement of £2k on the Month 10 position.

## Appendix B – Other Funds

### SCHOOLS BUDGET

#### Dedicated Schools Grant (£2,371k overspend, £298k adverse movement)

101. The Dedicated Schools Grant (DSG) is projecting an in-year overspend of £2,371k as at month 11, an adverse movement of £298k on the Month 10 projections. The movement from month 10 is predominantly due to continuing pressures in the projected cost of High Needs along with an increase in the projected number of children accessing the free entitlement for 2 year olds and 3 & 4 year olds. When the £1,136k deficit brought forward from 2016/17 is taken into account the deficit to carry forward to 2018/19 will increase to £3,507k.

**Table 15: DSG Income and Expenditure 2017/18**

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
(148,436)	5,690	<b>Dedicated Schools Grant Income</b>	(142,746)	(142,746)	0	0	
112,811	(5,490)	<b>Delegated to Schools</b>	107,321	107,483	162	0	162
3,971	(341)	<b>Early Years</b>	3,630	3,673	44	25	19
3,889	0	<b>Centrally Retained</b>	3,889	3,962	73	113	(40)
27,265	141	<b>High Needs</b>	27,406	29,998	2,592	2,435	157
<b>(500)</b>	<b>0</b>	<b>Total Funding Blocks</b>	<b>(500)</b>	<b>2,371</b>	<b>2,871</b>	<b>2,573</b>	<b>298</b>
<b>500</b>	<b>0</b>	<b>Retained Balance</b>	<b>500</b>	<b>0</b>	<b>(500)</b>	<b>(500)</b>	<b>0</b>
<b>(0)</b>	<b>0</b>	<b>Total Schools Budget</b>	<b>0</b>	<b>2,371</b>	<b>2,371</b>	<b>2,073</b>	<b>298</b>
0	0	Balance Brought Forward 1 April 2017	1,136	1,136			
<b>0</b>	<b>0</b>	<b>Balance Carried Forward 31 March 2018</b>	<b>1,136</b>	<b>3,507</b>			

#### Dedicated Schools Grant Income (nil variance, no change)

102. The budget and projections have been realigned to reflect the updated DSG allocation following confirmation from the Education & Skills Funding Agency (ESFA) of the adjustments to reflect the two school conversions to academy status which took place on the 1 September 2017. There are no further anticipated changes to DSG funding for 2017/18 other than the final Early Years adjustment which will happen in July 2018.

#### Delegated to Schools (£162k overspend, £162k adverse movement)

103. The projected expenditure on funding the free entitlement for three and four year olds has increased further now that the full detail of the autumn and spring terms uptake is known. It has been estimated that additional funding will be received to partly off-set this increase when the Early Years block funding is adjusted in July 2018.

104. The projected overspend is as a consequence of the £1.42m funding reduction which was made in July 2017. It had been hoped that it would be possible to absorb this reduction in the current year but the updated estimates indicate that there will be a £162k overspend in 2017/18



### **Early Years (£44k overspend, £19k adverse movement)**

105. The Early Years funding block is projecting an overspend of £44k as at month 11 which is a £19k adverse movement on the position reported at month 10.
106. The Early Years Centres are projecting a £275k overspend due to a shortfall in the levels of income being generated. The focus on increasing occupancy levels continues at the three centres in order to address the shortfall.
107. The projection for the two year old free entitlement has been revised now that full detail of the uptake for the autumn and spring terms is known. Two year old funding was reduced by £341k in July 2017 following a reduction in the number of children accessing the entitlement based on the January 2017 census. It was anticipated that this funding reduction could be absorbed in the current year, however, the number of children increased in the Autumn term which has now led to a projected overspend. There will be a further adjustment to the funding in July 2018 based on numbers recorded in the January 2018 census.
108. The projected overspends are offset by a £179k underspend in the two year old capacity grant funding following a significant reduction in the number of settings applying for grant funding in 2017/18. This is despite the criteria being extended to include early years settings requiring adaptations in order to provide the additional 15 hours free entitlement for 3 & 4 year olds.
109. The Early Years Psychology team are still projecting a £46k underspend where uncertainty continues regarding the delivery model and the capacity of the team to deliver service to the Early Years sector. The current projection is based on the amount of educational psychology time that was allocated to Early Years in 2016/17, though this may actually be lower given the current capacity of the team.
110. There is a £48k underspend across the Early Years Advisory and Family Information Services, both of which currently have vacancies. This underspend has reduced following an increase in planned expenditure in order to meet DfE requirements for the Early Years childcare database following the introduction of the additional 15 hours free entitlement from September 2017.

### **Centrally Retained (£73k overspend, £40k improvement)**

111. The Growth Contingency fund continues to project an overspend due to the diseconomies funding requirement for one of the basic need academies increasing due to low pupil numbers. However, this overspend has been partly off-set by a reduction in the projected expenditure on in-year growth following confirmation of actual pupil numbers from the October census.
112. A further increase in the number of pupil exclusions has resulted in £40k additional income as the local authority is able to reclaim some funding from schools relating to excluded pupils. This funding will be used to partly off-set the increase in funding paid to the in-borough alternative provision setting as a consequence of them being over planned place numbers.
113. There are projected underspends in the School Procurement team following the secondment of one of the team from November onwards and the Admissions team due to a current vacant pos.

## **High Needs (£2,592k overspend, £157k adverse movement)**

114. The High Needs funding block is projecting an overspend of £2,592k as at Month 11, an adverse movement of £157k on the Month 10 projections. The adverse movement is predominantly linked to an increase in the number of out of borough SEN placements due to continuing pressures in placing pupils with additional needs.
115. There is an increase in the overspend on the placement of pupils with SEN in independent or non-maintained schools following an additional placement made in the current term. The High Needs budget included a savings target within the budget for Independent and non-maintained school SEN placements which was dependant on a number of pupils leaving at the end of the summer term 2017 and new placements not being made. However, a number of placements have been made from September 2017, resulting in additional pressure on the High Needs block.
116. There has been a significant increase in the number and cost of post-16 students with special educational needs. The local authority is still negotiating with providers on the level of funding for some of these placements with the possibility that expenditure could rise further when the full financial impact of the September 2017 cohort is fully known.
117. The forecast includes additional projected expenditure to cover the cost of an increase in pupils attending in-borough alternative provision. The unit currently has a planned place number of 70, however recent pupil numbers have been in excess of this following an increase in exclusions across the borough. Income has been received from schools that have excluded which has partly off-set this pressure.
118. There is a projected overspend relating to the cost of young people being temporarily educated in independent hospital settings. The local authority has very little control over these placements as they often occur with short notice following emergency intervention.
119. The above budget pressures are off-set by a projected underspend in the DSG contribution to the non-statutory work of the Educational Psychology team where the service is finding it challenging to recruit and retain Educational Psychologists (there is a national shortage of qualified Educational Psychologists) and in the SEN support services as a result of vacant posts.

## **School Academy Conversions**

120. The Academies Act 2010, allows schools to convert to academy status and by doing so will receive funding directly from the Education & Skills Funding Agency (ESFA). Schools can convert at any point in the year, once they have converted, a number of adjustments are required to realign the DSG income budget and the amount delegated to maintained schools.
121. There are two maintained primary schools which converted on 1 September 2017. There are no further academy conversions planned in the current financial year.

## COLLECTION FUND (£2,719k surplus, £108k improvement)

122. 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. A headline surplus of £2,719k is projected on the Council's share of Collection Fund activity for 2017/18, a favourable movement of £108k from the previously reported position. The surplus is made up of a £2,975k surplus on Council Tax and £256k pressure on the retained share of Business Rates. The projected surplus will be released to support the Council's General Fund budget in 2018/19.

**Table 16: Collection Fund**

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			
(119,465)	0	Council Tax	Gross Income	(119,465)	(120,435)	(970)	(852)	(118)
11,266	0		Council Tax Support	11,266	11,265	(1)	176	(177)
(500)	0		B/fwd Surplus	(500)	(2,504)	(2,004)	(2,004)	0
<b>(108,699)</b>	<b>0</b>		<b>Sub-Total</b>	<b>(108,699)</b>	<b>(111,674)</b>	<b>(2,975)</b>	<b>(2,680)</b>	<b>(295)</b>
(105,520)	249	Business Rates	Gross Income	(105,271)	(105,288)	(17)	(503)	486
(2,350)	523		Section 31 Grants	(1,827)	(2,041)	(214)	(101)	(113)
51,412	0		Less: Tariff	51,412	51,412	0	0	0
6,217	(772)		Less: Levy	5,445	5,524	79	265	(186)
(2,000)	0		B/fwd Surplus	(2,000)	(1,592)	408	408	0
<b>(52,241)</b>	<b>0</b>		<b>Sub-Total</b>	<b>(52,241)</b>	<b>(51,985)</b>	<b>256</b>	<b>69</b>	<b>187</b>
<b>(160,940)</b>	<b>0</b>	<b>Total Collection Fund</b>		<b>(160,940)</b>	<b>(163,618)</b>	<b>(2,719)</b>	<b>(2,611)</b>	<b>(108)</b>

123. An improvement of £295k is reported on Council Tax collection for 2017/18, representing continued strong collection performance. A £1k underspend is reported on the Council Tax Support Scheme, an improvement of £177k from the Month 10 position. The £2,004k brought forward surplus on Council Tax relates primarily to the release of historic provisions following the adoption of an improved methodology in accounting for doubtful debts, which brings the total projected surplus available for release in 2018/19 to £2,975k.
124. An adverse movement of £187k is reported across Business Rates from Month 10 forecasts, mainly as a result of the continued reduction in Gross Rates as reported throughout the year. The in-year surplus on Business Rates activity is not sufficient to off-set the £408k pressure against the brought forward £2,000k surplus from an increase in Empty Property Relief awarded during 2016/17, which results in an overall £256k deficit on Business Rates.

## Appendix C – HOUSING REVENUE ACCOUNT

126. The Housing Revenue Account (HRA) is currently forecasting an in-year overall deficit of £9,054k, which is £2,610k more favourable than the budgeted position. Therefore the 2017/18 closing HRA General Balance is forecasted to be £36,772k. The table below presents key variances by service area.

**Table 17: Housing Revenue Account**

Service	Month 11		Variance (+ adv / - fav)		
	Revised Budget	Forecast Outturn	Variance (As at Month 11)	Variance (As at Month 10)	Movement from Month 10
	£'000	£'000	£'000	£'000	£'000
Rent Income	(55,064)	(55,657)	(593)	(593)	0
<b>Other Income</b>	(5,494)	(5,081)	413	413	0
<b>Net Income</b>	<b>(60,558)</b>	<b>(60,738)</b>	<b>(180)</b>	<b>(180)</b>	<b>0</b>
Housing Management	12,214	12,800	586	476	110
Tenant Services	4,973	4,474	(499)	(436)	(63)
Repairs	5,033	4,864	(169)	(182)	13
Planned Maintenance	4,906	2,965	(1,941)	(1,830)	(111)
Capital Programme Funding	28,237	28,237	0	0	0
Interest & Investment Income	15,121	15,224	103	103	0
Development & Risk Contingency	1,738	1,228	(510)	(475)	(35)
<b>Operating Costs</b>	<b>72,222</b>	<b>69,792</b>	<b>(2,430)</b>	<b>(2,344)</b>	<b>(86)</b>
<b>(Surplus) / Deficit</b>	<b>11,664</b>	<b>9,054</b>	<b>(2,610)</b>	<b>(2,524)</b>	<b>(86)</b>
General Balance 01/04/2017	(45,826)	(45,826)	0	0	0
<b>General Balance 31/03/2018</b>	<b>(34,162)</b>	<b>(36,772)</b>	<b>(2,610)</b>	<b>(2,524)</b>	<b>(86)</b>

### Income

127. A favourable variance of £593k is forecast on rental income and an adverse variance of £413k is forecast on other income, this represents no change from the Month 10 position.

128. The number of RTB applications received in the first eleven months of 2017/18 was 159 compared to 260 for the same period in 2016/17, a reduction of 39%. There have been 57 RTB completions in the first eleven months of 2017/18 compared to 90 for the same period in 2016/17, a reduction of 37%. The Month 11 forecast assumes RTB sales of 65 for the year, an increase of 5 from the Month 10 position.

## Expenditure

129. The Housing management service is forecast to overspend by £586k, an adverse movement of £110k on Month 10, due to a reduced forecast on capitalisation of salaries £80k and an increase forecast expenditure of £30k on running costs.
130. Tenant services is forecast to underspend by £499k, a favourable movement of £63k on Month 10, due to reduced forecast expenditure on running costs.
131. The repairs budget is forecast to underspend by £169k, an adverse movement of £13k on Month 10 on void repairs.
132. The Planned Maintenance budget is forecast to underspend by £1,941k, a favourable movement of £111k on Month 10, due to reduced forecast expenditure on service contracts £76k and environmental improvements £35k.
133. The interest and investment income is forecast to be overspent by £103k, whilst a nil variance is reported for the capital programme funding. This represents no change from the Month 10 position.
134. The development and risk contingency is forecast to underspend by £510k, a favourable movement of £35k on Month 10 due to reduced forecast expenditure on running costs.

## HRA Capital

135. The HRA capital programme is set out in the table below. The 2017/18 original budget is £71,425k and the 2017/18 revised budget is £78,696k.

**Table 18: HRA Capital Expenditure**

Programme	2017/18 Original Budget	2017/18 Revised Budget	2017/18 Forecast	2017/18 Cost Variance Forecast V Revised Budget	2017/18 Project Re- Phasing	Total Project Budget 2017- 2022	Total Project Forecast 2017-22	Total Project Variance 2017-22	Movement 2017-22
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Major Projects</b>									
New General Needs Housing Stock	21,418	17,407	17,044	0	(363)	32,848	32,848	0	0
New Build - Appropriation of Land	8,635	8,635	0	0	(8,635)	8,635	8,635	0	0
New Build - Shared Ownership	1,720	119	106	0	(13)	7,948	7,948	0	0
New Build - Supported Housing Provision	21,434	20,967	18,489	(1,768)	(710)	37,506	33,831	(3,675)	0
ICT	0	0	0	0	0	162	162	0	0
HRA General Capital Contingency	9,500	9,270	0	0	(9,270)	9,270	9,270	0	0
<b>Total Major Projects</b>	<b>62,707</b>	<b>56,398</b>	<b>35,639</b>	<b>(1,768)</b>	<b>(18,991)</b>	<b>96,369</b>	<b>92,694</b>	<b>(3,675)</b>	<b>0</b>
<b>Works to Stock</b>									
Works to stock programme	7,626	19,964	11,482	0	(8,482)	48,996	48,996	0	0
Major Adaptations to Property	1,092	2,334	1,350	0	(984)	6,720	6,720	0	0
<b>Total Works to Stock</b>	<b>8,718</b>	<b>22,298</b>	<b>12,832</b>	<b>0</b>	<b>(9,466)</b>	<b>55,716</b>	<b>55,716</b>	<b>0</b>	<b>0</b>
<b>Total HRA Capital</b>	<b>71,425</b>	<b>78,696</b>	<b>48,471</b>	<b>(1,768)</b>	<b>(28,457)</b>	<b>152,085</b>	<b>148,410</b>	<b>(3,675)</b>	<b>0</b>
<b>Movement on Month 10</b>	<b>0</b>	<b>0</b>	<b>(10,086)</b>	<b>0</b>	<b>(10,086)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Major Projects

136. The 2017/18 Major Projects programme revised budget is £56,398k and the forecast expenditure is £35,639k, with a forecast underspend of £1,768k and a full year re-phasing of £18,991k. This represents an increase in re-phasing of £8,705k compared to Month 10. The major works cost variance during the period 2017-22 remains an underspend of £3,675k.

### New General Needs Housing Stock

137. The 2017/18 General Needs Housing Stock revised budget is £17,407k. There is a forecast re-phasing of £363k across the General Needs programme, representing a reduction in re-phasing of £229k compared to Month 10 due to improved progress on the new build units.
138. To date 9 buybacks have completed. A further 9 properties are currently in progress and due for completion by the end of March 2018.
139. Contractors have been appointed for all 3 elements of the housing programme. The building works with respect to the extensions have been completed with the sites being prepared for handover to the lettings team. The conversion works are due for completion shortly. Contractors are on site with respect to the remaining new build developments across 3 sites, with projected completion by August 2018.
140. Although approval has been obtained for the delivery of 19 units of General Needs Housing stock at Acol Crescent, a revised scheme is currently being reviewed leading to the project being re-phased. A contractor has been appointed to demolish and secure the site prior to commencing development.
141. Lead Consultants and architects have been appointed for the three developments at Belmore allotments, Maple and Poplar Day Centre and Willow Tree. The employer's agents and appointed architects continue to work on finalising the design of the schemes. Planning applications have been submitted for both the Maple/Poplar and Willow Tree sites whilst the submission for Belmore is planned shortly, with further site investigations currently being undertaken.

### New Build - Appropriation of Land

142. There is a re-phasing of £8,635k for New Build appropriation of land for 2 sites at the former Belmore allotments and Maple / Poplar day centre, representing nil movement from Month 10.

### New Build - Shared Ownership

143. New Build Shared Ownership - the 2017/18 revised budget is £119k, with a forecast expenditure of £106k and a re-phasing of £13k, representing a reduction in re-phasing of £4k compared to Month 10. The schemes are being delivered concurrently with the General Needs units.

### New Build - Supported Housing

144. The Supported Housing Programme comprises the build of 160 mixed client group units across three different sites. The development of 14 Supported Housing units at Acol Crescent has now been removed from the programme as there is no longer a requirement for the units. This has resulted in the forecast cost underspend of £3,675k being reported across the life of the programme, of which £1,768k is declared within the 2017/18 budget.

145. There is a reduced re-phasing in 2017/18 of a net £332k compared to Month 10, due to accelerated progress on the Grassy Meadow site of £891k, which is partly offset by £559k rephasing mainly due to delays on the Parkview site following inclement weather. The programme at Grassy Meadow is scheduled to complete by agreed timescales, however there is a risk that the development at Parkview will now run beyond its target completion date.

#### HRA General Contingency

146. HRA General Contingency: A capital contingency budget of £9,270k is included within the HRA capital programme to ensure the Council retains sufficient flexibility to secure additional housing units where opportunities become available. The forecast is zero, with a re-phasing of £9,270k, an increase in re-phasing of £9,270k on Month 10.

#### **Works to Stock**

147. The Works to Stock revised budget for 2017/18 is £19,964k and the forecast expenditure is £11,482k. The phasing variance is £8,482k, across various work-streams, an increase in the phasing variance of £397k compared to Month 10, due to the validation, procurement and consultation timetables required to deliver these works.
148. The major adaptations budget is £2,334k and the forecast expenditure is £1,350k, a full year re-phasing variance and increase compared to Month 10 of £984k, due to the timetable required to deliver these works.

#### **HRA Capital Receipts**

149. There have been 57 Right to Buy sales of Council dwellings as at the end of February 2018 for a total gross sales value of £10.3m and a total of a further 8 sales are forecast to bring the yearly total to 60, totalling £11.9m in 2017/18.
150. The application of retained Right to Buy receipts is limited by the retention agreement to a maximum 30% of the cost of replacement housing. In the event that expenditure does not meet the criteria, funds would be payable to the DCLG.
151. During 2017/18, the £11,733k receipts generated in 2014/15 could potentially become repayable unless the following expenditure profile is achieved: Q1 £10,527k, Q2 £10,663k, Q3 £10,180k and Q4 £7,740k. Cumulative expenditure on 1 for 1 replacement from previous quarters above the minimum requirement can be carried forward. The cumulative expenditure requirement has been met for Q1, Q2 and Q3 and is anticipated to be met in Q4 in 2017/18.

## Appendix D - GENERAL FUND CAPITAL PROGRAMME

152. As at Month 11 an under spend of £19,558k is reported on the £63,473k General Fund Capital Programme for 2017/18 due largely to re-phasing of project expenditure. The forecast outturn variance over the life of the 2017/18 to 2021/22 programme is an under spend of £2,224k.
153. General Fund Capital Receipts of £7,454k are forecast for 2017/18, with a shortfall of £4,701k in total forecast receipts to 2021/22.
154. Overall, Prudential Borrowing required to support the 2017/18 to 2021/22 capital programmes is forecast to be within budget by £6,438k. This is as a result of cost under spends of £2,224k and increases in grants and contributions of £12,316k due mainly to the confirmed Basic Needs grant allocation for 2019/20 being substantially higher than original budget estimates. However, this is partly offset by a forecast combined shortfall of £8,102k in capital receipts and Community Infrastructure Levy.

### Capital Programme Overview

155. Table 19 below sets out the latest forecast outturn on General Fund capital projects, with project level detail contained in annexes A - D to this report. Forecasts for future years include capital projects and programmes of work approved by Cabinet and Council in February 2017.

**Table 19: General Fund Capital Programme Summary**

	Revised Budget 2017/18	Forecast 2017/18	Cost Variance Forecast vs Budget	Project Re-phasing	Total Project Budget 2017-2022	Total Project Forecast 2017-2022	Total Project Variance	Move-ment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Schools Programme	10,985	7,234	(442)	(3,309)	90,783	90,341	(442)	-
Self Financing Developments	150	25	-	(125)	27,619	27,619	-	-
Main Programme	20,645	14,800	(92)	(5,753)	85,882	85,790	(92)	(10)
Programme of Works	30,982	21,856	(979)	(8,147)	85,352	84,373	(979)	(727)
<b>Total Main Programme</b>	<b>62,762</b>	<b>43,915</b>	<b>(1,513)</b>	<b>(17,334)</b>	<b>289,636</b>	<b>288,123</b>	<b>(1,513)</b>	<b>(737)</b>
General Contingency	711	-	(711)	-	6,179	5,468	(711)	(711)
<b>Total Capital Programme</b>	<b>63,473</b>	<b>43,915</b>	<b>(2,224)</b>	<b>(17,334)</b>	<b>295,815</b>	<b>293,591</b>	<b>(2,224)</b>	<b>(1,448)</b>
<b>Movement</b>	462	(2,648)	(1,448)	(1,662)	462	(986)	(1,448)	

156. The 2017/18 revised budget has increased by £462k due to further schools' contributions towards the devolved formula capital and school conditions programmes.
157. The Schools Programme reports a re-phasing under spend in 2017/18 of £3,309k which is mainly due to revised expenditure profiles across financial years of the two primary school expansions (Hillside and Warrender primary schools) that are progressing on site. The expansion of Vyners secondary school is expected to commence on site early next financial



year, however the tendering process is not yet completed for the other secondary school expansion at Ruislip High. The forecast under spend of £442k relates mainly to uncommitted temporary classroom funding from earlier phases of the primary schools expansions programme and unused contingency for the replacement of Northwood School.

158. The five year programme contains two major self financing mixed residential developments at the former Belmore Allotments and Yiewsley pool sites. Consultants are undertaking feasibility and survey work on the Yiewsley site redevelopment, resulting in forecast re-phasing of £125k. Design work is in progress for the housing development at Belmore Allotments with a planning application to be submitted.
159. The main programme reports a small cost under spend of £92k on completion of projects from the previous financial year. Forecast re-phasing has increased to £5,753k on numerous projects and programmes that will continue into future financial years, including Town Centre improvements, the Street Lighting LED upgrade programme and vehicle replacement programme.
160. Programmes of Works are forecast to have increased cost under spends of £979k which is a favourable movement of £727k from Month 10. This is mainly due to elements of programmes where it is anticipated future expenditure can be met from next year's budget allocation, including the Corporate Technology and Innovation budget. There are also forecast under spends on Social Care equipment capitalisation and low demand for Private Sector Renewal Grants. Forecast re-phasing amounts to £8,147k on various existing programmes that will continue into next year. School Condition works are in various stages of progress and elements of the Transport for London, Highways renewal and Civic Centre programmes will be completed next financial year.
161. The remaining unallocated general contingency budget amounts to £711k in 2017/18, after transferring £345k to fund additional enhancements to the new Battle of Britain Visitors Centre. The remaining 2017/18 contingency budget is not anticipated to be spent by the end of the financial year. A further £5,468k contingency funding over the period 2018-22 are forecast to be fully utilised as and when risk issues emerge.

### **Capital Financing - General Fund**

162. Table 20 overleaf outlines the latest financing projections for the capital programme, with a favourable medium term variance of £6,438k reported on Prudential Borrowing, due mainly to an increase in grant funding over original budget estimates.

**Table 20: General Fund Capital Programme Financing Summary**

	<b>Revised Budget 2017/18 £'000</b>	<b>Forecast 2017/18 £'000</b>	<b>Variance £'000</b>	<b>Total Financing Budget 2017-2022 £'000</b>	<b>Total Financing Forecast 2017-2022 £'000</b>	<b>Total Variance £'000</b>	<b>Movement £'000</b>
Council Resource Requirement	42,121	24,793	(17,328)	213,069	198,529	(14,540)	(1,344)
Financed By:							
Capital Receipts	23,475	7,454	(16,021)	83,393	78,692	(4,701)	150
CIL	5,151	3,440	(1,711)	26,901	23,500	(3,401)	-
Prudential Borrowing	13,495	13,899	404	102,775	96,337	(6,438)	(1,494)
<b>Total Council Resources</b>	<b>42,121</b>	<b>24,793</b>	<b>(17,328)</b>	<b>213,069</b>	<b>198,529</b>	<b>(14,540)</b>	<b>(1,344)</b>
Grants & Contributions	21,352	19,122	(2,230)	82,746	95,062	12,316	(104)
<b>Total Programme</b>	<b>63,473</b>	<b>43,915</b>	<b>(19,558)</b>	<b>295,815</b>	<b>293,591</b>	<b>(2,224)</b>	<b>(1,448)</b>

163. Forecast capital receipts amount to £7,454k after financing transformation costs. Planned appropriations of two General Fund sites to the HRA for residential development are forecast in next financial year as the schemes are in early stages. The five year capital receipts forecast reports an under recovery of £4,713k which is due to a reduction in General Fund share of Right to Buy (RTB) receipts of 140 units from 2017-22, although this has improved by £150k as forecast RTB sales in 2017/18 have increased by five from last month's estimate.
164. As at the end of February a total of £3,103k Community Infrastructure Levy (CIL) receipts (after administration fees) have been invoiced or received by the Council this financial year, a monthly movement of £159k. There are also Section 106 receipts in respect of previous planning applications available for financing existing capital expenditure where in accordance with the specific S106 agreement. Eligible activity exceeds the CIL forecast 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.
165. Grants and contributions are £12,316k higher than the revised budget due mainly to the confirmed Basic Needs award for 2019/20 being £11,615k higher than the original budget estimate set before the announcement, although there remain £8,850k in assumed Basic Needs grant for the period 2020-22 that are not yet confirmed. The movement of £104k in month is due to forecast further cost under spends of £201k on the grant funded Disabled Facilities Grants and Social Care Equipment capitalisation programmes, partially offset by a recent award of £97k from the Department for Transport which will be utilised towards the existing Highways programme.
166. A favourable variance of £6,438k is reported on prudential borrowing due mainly to the increase in available grants and contributions noted above, partly offset by the forecast shortfall in other sources of funding. The favourable movement of £1,494k is due mainly to cost under spends on Programmes of Works budgets and the general contingency budget.

## ANNEX A - Schools Programme

Prior Year Cost	Project	2017/18 Revised Budget	2017/18 Forecast	2017/18 Cost Variance	Proposed Re-phasing	Total Project Budget 2017-2022	Total Project Forecast 2017-2022	Total Project Variance 2017-2022	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>										
136,966	Primary Schools Expansions	200	64	(115)	(21)	1,565	1,450	(115)	1,450	0	0
786	New Primary Schools Expansions	6,461	3,880	0	(2,581)	26,614	26,614	0	12,420	14,194	0
482	Secondary Schools Expansions	1,215	413	0	(802)	55,418	55,418	0	34,937	20,481	0
42,721	Secondary Schools New Build	3,097	2,865	(327)	95	3,574	3,247	(327)	465	2,225	557
187	Hearing Impaired Resource Base (Vyners)	12	12	0	0	12	12	0	12	0	0
0	Additional Temporary Classrooms	0	0	0	0	2,400	2,400	0	2,400	0	0
0	Schools SRP	0	0	0	0	1,200	1,200	0	1,200	0	0
<b>181,142</b>	<b>Total Schools Programme</b>	<b>10,985</b>	<b>7,234</b>	<b>(442)</b>	<b>(3,309)</b>	<b>90,783</b>	<b>90,341</b>	<b>(442)</b>	<b>52,884</b>	<b>36,900</b>	<b>557</b>

## ANNEX B - Self Financing Developments

Prior Year Cost	Project	2017/18 Revised Budget	2017/18 Forecast	2017/18 Cost Variance	Proposed Re- phasing	Total Project Budget 2017- 2022	Total Project Forecast 2017- 2022	Total Project Variance 2017- 2022	Project Forecast Financed by:		
									Council Resources	Government Grants	Other Cont'ns
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Self Financing Developments</b>										
	<b>Finance, Property and Business Services</b>										
237	Yiewsley Site Development	150	25	0	(125)	23,014	23,014	0	23,014	0	0
0	Belmore Allotments Development	0	0	0	0	4,605	4,605	0	3,397	0	1,208
<b>237</b>	<b>Total Main Programme</b>	<b>150</b>	<b>25</b>	<b>0</b>	<b>(125)</b>	<b>27,619</b>	<b>27,619</b>	<b>0</b>	<b>26,411</b>	<b>0</b>	<b>1,208</b>

## ANNEX C - Main Programme

Prior Year Cost	Project	2017/18 Revised Budget £'000	2017/18 Forecast £'000	2017/18 Cost Variance £'000	Proposed Re-phasing £'000	Total Project Budget 2017-22 £000	Total Project Forecast 2017-22 £000	Total Project Variance 2017-22 £000	Project Forecast Financed by:		
									Council Resources £000	Government Grants £000	Other Cont'ns £000
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Community, Commerce and Regeneration</b>										
1,702	CCTV Enforcement (SKC's)	40	40	0	0	40	40	0	40	0	0
561	Gateway Hillingdon	2,377	1,366	0	(1,011)	2,590	2,590	0	2,590	0	0
4,897	Hayes Town Centre Improvements	1,770	1,770	0	0	4,372	4,372	0	342	2,504	1,526
224	Inspiring Shopfronts	397	273	0	(124)	471	471	0	447	0	24
15	Uxbridge Cemetery Gatehouse Chapel	50	10	0	(40)	599	599	0	599	0	0
100	Uxbridge Change of Heart	946	867	0	(79)	1,896	1,896	0	1,071	738	87
	<b>Central Services, Culture and Heritage</b>										
883	Bowls Club Refurbishments	510	350	0	(160)	658	658	0	626	0	32
214	Haste Hill Golf Club	66	66	0	0	66	66	0	66	0	0
32,203	Hillingdon Sports & Leisure Centre	650	0	0	(650)	856	856	0	856	0	0
0	Ruislip Lido Railway Society Workshop	382	340	0	(42)	402	402	0	402	0	0
0	Mobile Library	117	117	0	0	117	117	0	117	0	0
	<b>Finance, Property and Business Services</b>										
2,282	Battle of Britain Heritage Pride Project	4,199	4,199	0	0	4,499	4,499	0	4,499	0	0
29	Battle of Britain Underground Bunker	200	10	0	(190)	1,024	1,024	0	1,024	0	0
0	Bessingby FC and Boxing Clubhouse	180	90	0	(90)	1,370	1,370	0	1,370	0	0
0	Uniter Building Refurbishment	100	0	0	(100)	400	400	0	400	0	0
0	New Museum	100	0	0	(100)	5,632	5,632	0	4,882	0	750
0	New Theatre	100	0	0	(100)	44,000	44,000	0	42,950	0	1,050
0	Youth Provision	1,000	250	0	(750)	3,000	3,000	0	3,000	0	0
0	Hillingdon Outdoor Activity Centre	250	25	0	(225)	250	250	0	250	0	0
	<b>Planning, Transportation and Recycling</b>										
57	Ruislip Lido Car Park Improvements	155	155	0	0	155	155	0	0	155	0
2,279	Cedars & Grainges Car Park	391	80	0	(311)	391	391	0	391	0	0
1,343	Harlington Road Depot Improvements	264	107	(7)	(150)	314	307	(7)	307	0	0
0	Purchase of Vehicles	600	0	0	(600)	2,600	2,600	0	2,600	0	0
0	RAGC Car Park	50	0	0	(50)	250	250	0	250	0	0
287	Street Lighting - Invest to Save	4,313	3,558	0	(755)	5,213	5,213	0	5,213	0	0
	<b>Social Services, Housing, Health and Wellbeing</b>										
0	1 & 2 Merrimans Housing Project	50	0	0	(50)	620	620	0	620	0	0
47	Grassy Meadow Dementia Centre	0	0	0	0	2,465	2,465	0	2,465	0	0
	<b>Cross Cabinet Member Portfolios</b>										
233	Environmental/ Recreational Initiatives	834	797	0	(37)	1,078	1,078	0	1,023	0	55
9,234	Projects Completing in 2017/18	554	330	(85)	(139)	554	469	(85)	469	0	0
<b>56,590</b>	<b>Total Main Programme</b>	<b>20,645</b>	<b>14,800</b>	<b>(92)</b>	<b>(5,753)</b>	<b>85,882</b>	<b>85,790</b>	<b>(92)</b>	<b>78,869</b>	<b>3,397</b>	<b>3,524</b>

## ANNEX D - Programme of Works

Prior Year Cost	Project	2017/18 Revised Budget	2017/18 Forecast	2017/18 Cost Variance	Forecast Re-phasing	Total Project Budget 2017-2022	Total Project Forecast 2017-2022	Total Project Variance 2017-2022	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	436	258	0	(178)	1,236	1,236	0	1,236	0	0
	<b>Community, Commerce and Regeneration</b>										
N/A	Chrysalis Programme	1,512	1,186	0	(326)	5,512	5,512	0	5,448	0	64
N/A	Playground Replacement Programme	250	0	0	(250)	1,000	1,000	0	1,000	0	0
	<b>Education and Children Services</b>										
N/A	Formula Devolved Capital to Schools	2,096	1,645	0	(451)	3,269	3,269	0	0	1,935	1,334
N/A	School Condition Building Programme	3,592	1,489	0	(2,103)	6,592	6,592	0	1,908	3,426	1,258
	<b>Finance, Property and Business Services</b>										
N/A	Civic Centre Works Programme	1,610	700	0	(910)	3,610	3,610	0	3,514	0	96
N/A	Corporate Technology and Innovation	671	75	(500)	(96)	4,527	4,027	(500)	4,027	0	0
N/A	Property Works Programme	1,089	900	0	(189)	3,009	3,009	0	3,009	0	0
N/A	<b>Planning, Transportation and Recycling</b>										
N/A	Highways Structural Works	7,369	6,100	0	(1,269)	11,369	11,369	0	11,272	97	0
N/A	Road Safety	150	44	(54)	(52)	750	696	(54)	696	0	0
N/A	Transport for London	7,923	5,637	(17)	(2,269)	24,702	24,685	(17)	0	24,305	380
	<b>Social Services, Housing, Health and Wellbeing</b>										
N/A	Disabled Facilities Grant	2,707	2,574	(133)	0	11,907	11,774	(133)	0	11,774	0
N/A	Adaptations for Adopted Children	17	0	0	(17)	17	17	0	17	0	0
N/A	PSRG / LPRG	100	55	(45)	0	1,000	955	(45)	955	0	0
N/A	Equipment Capitalisation - Adult Social Care	985	755	(230)	0	4,925	4,695	(230)	0	4,695	0
	<b>Cross Cabinet Member Portfolios</b>										
N/A	Section 106 Projects	112	75	0	(37)	112	112	0	0	0	112
N/A	Equipment Capitalisation - General	363	363	0	0	1,815	1,815	0	1,815	0	0
	<b>Total Programme of Works</b>	<b>30,982</b>	<b>21,856</b>	<b>(979)</b>	<b>(8,147)</b>	<b>85,352</b>	<b>84,373</b>	<b>(979)</b>	<b>34,897</b>	<b>46,232</b>	<b>3,244</b>
N/A	General Contingency	711	0	(711)	0	6,179	5,468	(711)	5,468	0	0
	<b>Total GF Capital Programme</b>	<b>63,473</b>	<b>43,915</b>	<b>(2,224)</b>	<b>(17,334)</b>	<b>295,815</b>	<b>293,591</b>	<b>(2,224)</b>	<b>198,529</b>	<b>86,529</b>	<b>8,533</b>

## Appendix E – Treasury Management Report as at 28 February 2018

**Table 21: Outstanding Deposits - Average Rate of Return on Deposits: 0.41%**

	Actual (£m)	Actual (%)	Benchmark (%)
Up to 1 Month	72.6	87.68	90.00
1-2 Months	0.0	0.00	0.00
2-3 Months	5.0	6.04	0.00
3-6 Months	0.0	0.00	5.00
6-9 Months	5.0	6.04	5.00
9-12 Months	0.0	0.00	0.00
12-18 Months	0.0	0.00	0.00
18-24 Months	0.0	0.00	0.00
<b>Subtotal</b>	<b>82.6</b>	<b>99.76</b>	<b>100.00</b>
Unpaid Maturities	0.2	0.24	0.00
<b>Grand Total</b>	<b>82.8</b>	<b>100.00</b>	<b>100.00</b>

167. With the exception of the unpaid Heritable investments, deposits are 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, Lancashire CC, Northumberland CC, Lloyds Bank and Santander UK plc.
168. 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. Currently at the end of February, 85% of the Council's total funds have exposure to bail-in risk compared to a December benchmark average of 61% in the Local Authority sector (latest benchmark provided quarterly by the Council's treasury advisors Arlingclose). Although the Council bail-in risk is significantly higher than the benchmark, it is essential to keep cash in instant access facilities to ensure liquidity over the year end period. The Council has no exposure to bail in risk once instant access balances are removed.
169. Liquidity was maintained throughout February by placing surplus funds in instant access accounts, and once at capacity, short-term deposits with the DMADF. Deposit maturities were scheduled to match outflows and where required, funds were withdrawn from instant access facilities. As well as a number of DMADF maturities, there were long-term deposits maturing with Nationwide Building Society and Thurrock Council during the month.

**Table 22: Outstanding Debt - Average Interest Rate on Debt: 3.38%**

		Actual (£m)	Actual (%)
<b>General Fund</b>	PWLB	47.30	18.72
	Long-Term Market	15.00	5.94
<b>HRA</b>	PWLB	157.32	62.28
	Long-Term Market	33.00	13.06
	<b>Total</b>	<b>252.62</b>	<b>100.00</b>

170. There were no scheduled debt repayments or early debt repayment opportunities during February. Gilts yields stayed fairly level during the month, which meant premiums remained too high to make early repayment of debt feasible. There were no breaches of the Prudential Indicators or non-compliance with the Treasury Management Policy and Practices.
171. In order to maintain liquidity for day-to-day business operations during March, cash balances will be placed in instant access accounts and short-term deposits. Looking forward, opportunities to place longer term deposits will be monitored.

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

172. 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 23: Consultancy and agency assignments**

Post Title	Original Start Date	Approved From	Proposed End Date	Previous Approval £'000	Approved £'000	Total £'000
<b>Residents Services</b>						
Highway Development Engineer	05/05/2016	05/03/2018	01/06/2018	129	18	147
Domestic Abuse Programme Lead	28/08/2017	26/03/2018	22/06/2018	79	35	114
Benefit Officer	03/08/2015	02/04/2018	01/07/2018	136	14	150
Benefit Officer	01/12/2014	02/04/2018	01/07/2018	180	14	194
Benefit Officer	03/04/2017	02/04/2018	01/07/2018	51	12	63
Quantity Surveyor - Capital Programme	04/06/2017	26/03/2018	25/06/2018	74	23	97
Project Manager (Acol & Yiewsley)	07/05/2017	19/03/2018	17/06/2018	88	30	118
Air Quality Officer	21/09/2015	18/06/2018	16/09/2018	74	10	84
Housing Options & Homeless Prevention Mgr	01/01/2017	16/04/2018	08/07/2018	102	28	130
CCTV Programme & Project Manager	25/09/2016	09/04/2018	13/05/2018	85	6	91
Senior Environmental Health Officer	16/01/2017	26/03/2018	13/07/2018	39	20	59
Major Project Officer	20/03/2017	26/03/2018	22/06/2018	105	26	131
<b>Social Care</b>						
Senior Social Worker	19/12/2011	02/04/2018	29/04/2018	355	7	362
Senior Social Worker	30/04/2012	02/04/2018	29/04/2018	276	6	282
Social Worker	01/01/2013	02/04/2018	29/04/2018	321	6	327
Social Worker	01/01/2013	02/04/2018	29/04/2018	310	6	316
Social Worker	01/04/2013	02/04/2018	29/04/2018	129	6	135
Social Worker	01/04/2013	02/04/2018	29/04/2018	111	6	117
Senior Social Worker	01/04/2013	02/04/2018	29/04/2018	85	6	91
Early Years Practitioner	24/02/2014	02/04/2018	29/04/2018	63	1	64
Case Progression Manager	07/04/2014	02/04/2018	29/04/2018	362	8	370
Practice Improvement Practitioner	08/05/2014	02/04/2018	29/04/2018	163	6	169
Social Worker	19/06/2014	02/04/2018	29/04/2018	225	6	231
Social Worker	11/08/2014	02/04/2018	29/04/2018	286	6	292
Social Worker	05/09/2014	02/04/2018	29/04/2018	279	6	285
Special Needs Officer	05/01/2015	02/04/2018	29/04/2018	133	8	141
Early Years Practitioner	23/02/2015	02/04/2018	29/04/2018	65	2	67



Post Title	Original Start Date	Approved From	Proposed End Date	Previous Approval £'000	Approved £'000	Total £'000
Social Worker	13/04/2015	02/04/2018	29/04/2018	210	6	216
Social Worker	04/05/2015	02/04/2018	29/04/2018	189	6	195
Social Worker	04/05/2015	02/04/2018	29/04/2018	175	5	180
Child Protection Chair	01/07/2015	02/04/2018	29/04/2018	167	7	174
Child Protection Chair	20/07/2015	02/04/2018	29/04/2018	206	7	213
Social Worker	01/08/2015	02/04/2018	29/04/2018	157	7	164
Senior Social Worker	05/10/2015	02/04/2018	29/04/2018	119	7	126
Educational Psychologist	15/11/2015	02/04/2018	29/04/2018	189	8	197
Support Worker	20/12/2015	02/04/2018	29/04/2018	60	3	63
Educational Psychologist	01/03/2016	02/04/2018	29/04/2018	203	12	215
Placement Officer	18/03/2016	02/04/2018	29/04/2018	90	5	95
Social Worker	28/03/2016	02/04/2018	29/04/2018	125	5	130
Senior Social Worker	06/06/2016	02/04/2018	29/04/2018	77	6	83
Social Worker	03/07/2016	02/04/2018	29/04/2018	128	7	135
Social Worker	04/07/2016	02/04/2018	29/04/2018	140	6	146
Social Worker	11/07/2016	02/04/2018	29/04/2018	116	6	122
Educational Psychologist	15/08/2016	02/04/2018	29/04/2018	115	7	122
Social Worker	21/08/2016	02/04/2018	29/04/2018	121	6	127
Social Worker	26/08/2016	02/04/2018	29/04/2018	103	6	109
Social Worker	01/09/2016	02/04/2018	29/04/2018	121	6	127
Supervising Social Worker	01/09/2016	02/04/2018	29/04/2018	49	6	55
Social Worker	26/09/2016	02/04/2018	29/04/2018	104	6	110
Social Worker	27/10/2016	02/04/2018	29/04/2018	106	6	112
Social Worker	07/11/2016	02/04/2018	29/04/2018	116	6	122
Social Worker	07/11/2016	02/04/2018	29/04/2018	110	6	116
Social Worker	07/11/2016	02/04/2018	29/04/2018	97	6	103
Social Worker	13/11/2016	02/04/2018	29/04/2018	101	6	107
Social Worker	21/11/2016	02/04/2018	29/04/2018	100	6	106
Special Needs Officer	01/12/2016	02/04/2018	29/04/2018	78	6	84
Social Worker	16/12/2016	02/04/2018	29/04/2018	94	6	100
Social Worker (0.5 FTE)	19/12/2016	02/04/2018	29/04/2018	68	4	72
Team Manager	27/03/2017	02/04/2018	29/04/2018	86	7	93
Social Worker	06/04/2017	02/04/2018	29/04/2018	65	6	71
Senior Social Worker	29/06/2017	02/04/2018	29/04/2018	61	6	67
Team Manager	17/07/2017	02/04/2018	29/04/2018	73	8	81
Senior Social Worker	21/11/2017	02/04/2018	29/04/2018	90	7	97
Educational Psychologist	01/05/2017	02/04/2018	29/04/2018	49	2	51
Social Worker	01/05/2017	02/04/2018	29/04/2018	48	6	54
Educational Psychologist	01/05/2017	02/04/2018	29/04/2018	53	3	56
Care Worker	06/07/2016	02/04/2018	29/04/2018	50	2	52

<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>
Social Worker	01/03/2018	02/04/2018	29/04/2018	49	5	54
Approved Mental Health Worker	29/05/2016	02/04/2018	29/04/2018	134	6	140
Team Manager	26/06/2016	02/04/2018	29/04/2018	129	6	135
Approved Mental Health Worker	01/06/2015	02/04/2018	29/04/2018	197	5	202
Support Worker	04/04/2016	02/04/2018	29/04/2018	57	2	59
Lead Approved Mental Health Practitioner	01/06/2012	02/04/2018	29/04/2018	286	5	291
Senior Social Worker	01/05/2017	02/04/2018	29/04/2018	60	6	66
Social Worker	09/09/2016	02/04/2018	29/04/2018	54	5	59
Residential Care Worker	01/04/2012	02/04/2018	29/04/2018	159	2	161
Occupational Therapist	01/04/2015	02/04/2018	29/04/2018	200	5	205
Occupational Therapist	07/10/2013	02/04/2018	29/04/2018	280	6	286
Occupational Therapist	03/12/2015	02/04/2018	29/04/2018	151	6	157
Social Worker (CHC)	06/06/2016	02/04/2018	29/04/2018	123	6	129
Senior Social Worker	03/01/2017	02/04/2018	29/04/2018	51	4	55
Social Worker	03/10/2016	02/04/2018	29/04/2018	95	5	100