

# COUNCIL BUDGET: 2018/19 REVENUE AND CAPITAL MONTH 5 BUDGET MONITORING

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

## HEADLINES

<b>Purpose of report</b>	<p>This report provides the Council's forecast financial position and performance against the 2018/19 revenue budget and Capital Programme.</p> <p>An underspend of £227k is reported against 2018/19 General Fund revenue budgets as of August 2018 (Month 5), representing an improvement of £163k from the position reported to Cabinet at Month 4.</p> <p>The latest positions on other funds and the Capital Programme are detailed within the body of this report, with continuing pressures on High Needs placements in the Schools Budget feeding through to a projected £6,675k cumulative deficit on the ringfenced Dedicated Schools Grant account. This represents an adverse movement of £624k on the previously reported position.</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 budget position as at August 2018 (Month 5) as outlined in Table 1.
2. Note the Treasury Management update as at August 2018 at Appendix E.
3. Continue the delegated authority up until the October 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 27<sup>th</sup> September and 25<sup>th</sup> October 2018 Cabinet meetings, detailed at Appendix F.
4. Agrees to set aside £41k from the development and risk contingency for 2018/19 towards a new six months temporary role for a Community Safety Partnership Manager at POF grade.
5. Agrees to set aside £14k from the development and risk contingency in 2018/19 for the creation of a new FOI and SARS post as a result of the requirements of the recent General Data Protection Regulation legislation 2018.
6. Approve acceptance of gift funding of up to £90k in relation to a Planning Performance Agreement in accordance with the provisions of Section 93 of the Local Government Act 2003 for the major development of the Old Vinyl Factory, Blyth Road, Hayes.
7. Agrees to amend the current flat rate charge for Homecare of £14.40/hr to the actual cost of care incurred by the Council with effect from 31<sup>st</sup> December 2018.

## SUPPORTING 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 5 against budgets approved by Council on 22 February 2018. 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 on use of this delegated authority previously granted by Cabinet.
3. **Recommendation 4** seeks approval for a new temporary role to be created for 6 months, pending a formal BID business case to the Leader, of Community Safety Partnership Manager at a cost of £41k. This role is required to strengthen partnership working and co-ordination with the Police, the London Fire Brigade and other services to help tackle crime and the fear of crime for our residents.
4. The requirements of the General Data Protection Regulation legislation 2018 requires additional staffing to implement the full requirements of the act. **Recommendation 5** seeks approval to create a new post for a FOI and SARS officer at Scale 6. Subject Access Requests (SARS) entitle individuals to the right to find out what personal data is held about them by an organisation, why the organisation is holding it and who their information is disclosed to by that organisation. The part year cost of the post will be funded from the Development and Risk Contingency for 2018/19 with a growth bid for the financial year 2019/20.

5. 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 6** seeks authority from Cabinet to approve the acceptance of £7.5k per month for a minimum of 9 months, with a potential extension to 12 months (up to £90k in total), in relation to the major development of the Old Vinyl Factory, Blyth Road, Hayes.
6. The Council currently charges clients a flat rate of £14.40 for the cost of homecare. However, over the last few years there has been a significant increase in costs due to inflationary pressures, which has resulted in an increase in the cost of home care, which now costs the Council an average of £17 per hour. This has resulted in the Council effectively subsidising people who have the resources to pay for their care, classed as a 'self funder' at an average of £2.60 per hour, against the historical flat rate of £14.40. Currently, self funding clients already in receipt of a direct care package with a provider, approach the Council with the knowledge that the LBH client charge rate is less than the provider charge rate. This has an impact on the number of Social Care assessments and reviews required as well as the increased pressure on social care budgets.
7. In order to address this, **Recommendation 7** proposes that client charges are amended to the actual full cost of care incurred by the Council in meeting a resident's needs. It should be noted that these rates will vary depending on the provider rates across the borough and that this change will only affect residents (317 in total) who are over the threshold for financial support, request the Council to commission their care and have been assessed to pay the full cost at the current rate of £14.40. It is proposed to increase the charge from Monday 31 December 2018 to coincide with the Social Care billing cycle. The notice period will allow any clients that have not declared their finances (as allowed for under the Care Act) but who now wish to because of the increase in rate payable to do so and have a financial assessment undertaken. It will also give time for those that no longer wish to have their Homecare arranged through the Council to arrange it directly. Benchmarking with neighbouring boroughs indicates that all charge the actual rate in order to not subsidise self funders given the pressures on their Social Care budgets.

## SUMMARY

### REVENUE

8. General Fund revenue budgets are projected to underspend by £227k as at Month 5, although this includes a number of reported pressures included growing demand for Children's Services and the cost of fleet management operations being offset through a range of measures including; workforce underspends, reduced capital financing costs, release of General Contingency and deployment of Earmarked Reserves. Within this position, there remains £371k uncommitted General Contingency available to manage emerging issues over the remainder of this financial year.
9. This forecast represents an improvement of £163k from the Month 4 reported position, reflecting £141k net favourable improvement across group positions, together with a £22k improvement in grant funding, which can now be reported through the monitoring process as all corporate grants have been confirmed by awarding bodies.
10. General Fund Balances are expected to total £39,598k at 31 March 2019, under the assumption that the remaining Unallocated Budgets are utilised in-year, and reflecting the planned £950k drawdown from the £40,321k opening General Balances.
11. Of the £10,655k savings included in the 2018/19 budget, £8,655k are either banked or classed as 'on track for delivery', with £2,000k classified as being higher risk or in the early stages of delivery. Ultimately, all £10,655k savings are expected to be delivered in full or met through alternative mechanisms. Any items with potential issues will be covered by alternative in-year savings proposals and management actions.
12. A surplus of £1,167k is reported within the Collection Fund relating to favourable positions on both Council Tax and Business Rates, which is predominantly driven by strong growth in Gross Rates in the Borough and a carry forward surplus within Council Tax and represents a £1k improvement on Month 4. Any surplus realised at outturn will be available to support the General Fund budget in future years.
13. The Dedicated Schools Grant is projecting an in-year overspend of £2,550k at Month 5, an adverse movement of £624k from Month 4. This overspend is largely due to continuing pressures in the cost of High Needs and results in a forecast carry forward cumulative deficit of £6,675k at 31 March 2019. At Month 5, this position on the Schools Budget has been exacerbated by the decision by the Department for Education to clawback £443k Early Years funding due to lower than anticipated demand for the new extended fifteen hours of free childcare.
14. As previously noted, it is becoming increasingly unlikely that this pressure can be contained within the Schools Budget, and therefore the longer-term solution to this pressure may represent a significant risk within the context of the Council's own medium term financial planning. This is a problem across the sector and as such, there is significant lobbying of Government in progress.

### CAPITAL

15. As at Month 5 an underspend of £190k is reported across the £392,113k General Fund Capital Programme, with no material variances reported at individual project level. While a favourable variance of £350k is reported on capital grant income, a £848k shortfall in capital receipts is expected to result in a £808k pressure against £72,377k budgeted Prudential Borrowing. Slippage in planned capital expenditure from 2018/19 is expected to reduce the in year

borrowing requirement by £30,367k and therefore impact favourably on debt financing costs for 2019/20.

## FURTHER INFORMATION

### General Fund Revenue Budget

16. An underspend of £227k is reported across normal operating activities at Month 5, although this includes a number of underlying pressures including Children's Services Placements and Fleet Management. These are being contained at a corporate level through the use of workforce underspends, Earmarked Reserves, uncommitted General Contingency budget and favourable variances on Corporate Operating Budgets arising from slippage in borrowing required to support capital investment.
17. £10,655k of savings are included in the 2018/19 General Fund revenue budget. Currently £6,494k are banked, delivery is currently in progress against £2,161k of savings, £2,000k are tracked as amber due to either being in the early stages of delivery or deemed higher risk although all savings are expected to ultimately be delivered in full or met through alternative measures. Since Month 4, £286k of savings have been moved to banked, amber savings remain at £2,000k, with no movement from Month 4.

**Table 1: General Fund Overview**

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
			Revised Budget £'000	Forecast Outturn £'000			
207,578	(492)	Directorate Operating Budgets	207,084	207,317	233	374	(141)
4,878	(444)	Corporate Operating Budgets	4,434	3,996	(438)	(438)	0
8,929	0	Development & Risk Contingency	8,929	8,929	(0)	0	(0)
200	0	HIP Initiatives	200	200	0	0	0
(1,249)	936	Unallocated Budget Items	(313)	(313)	0	0	0
<b>220,336</b>	<b>0</b>	<b>Sub-total Normal Activities</b>	<b>220,336</b>	<b>220,129</b>	<b>(205)</b>	<b>(64)</b>	<b>(141)</b>
0	0	Exceptional Items None identified	0	0	0	0	0
<b>220,336</b>	<b>0</b>	<b>Total Net Expenditure</b>	<b>220,336</b>	<b>220,129</b>	<b>(205)</b>	<b>(64)</b>	<b>(141)</b>
(219,386)	0	Budget Requirement	(219,386)	(219,408)	(22)	0	(22)
<b>950</b>	<b>0</b>	<b>Net Total</b>	<b>950</b>	<b>721</b>	<b>(227)</b>	<b>(64)</b>	<b>(163)</b>
(40,321)	0	Balances b/fwd	(40,321)	(40,321)			
<b>(39,371)</b>	<b>0</b>	<b>Balances c/fwd 31 March 2019</b>	<b>(39,371)</b>	<b>(39,598)</b>			

18. General Fund Balances are projected to total £39,598k at 31 March 2019 as a result of the planned drawdown of £950k being reduced by the £227k projected in year underspend. The Council's current MTFE 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

19. Directorate Operating Budgets represent the majority of the Council's investment in day-to-day services for residents, with more volatile or demand-led areas of activity tracked separately

through the Development and Risk Contingency. Further information on the latest projections for each service is contained within Appendix A to this report, with salient risks and variances within this position summarised in the following paragraphs.

**Table 2: Directorate Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service		Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
				Revised Budget £'000	Forecast Outturn £'000			
7,591 (1,092)	46 0	Chief Executive's Office	Expenditure	7,637	7,504	(133)	(52)	(81)
			Income	(1,092)	(1,107)	(15)	(13)	(2)
<b>6,499</b>	<b>46</b>		<b>Sub-Total</b>	<b>6,545</b>	<b>6,397</b>	<b>(148)</b>	<b>(65)</b>	<b>(83)</b>
17,262 (3,170)	(17) 0	Finance	Expenditure	17,245	17,402	157	169	(12)
			Income	(3,170)	(3,572)	(402)	(264)	(138)
<b>14,092</b>	<b>(17)</b>		<b>Sub-Total</b>	<b>14,075</b>	<b>13,830</b>	<b>(245)</b>	<b>(95)</b>	<b>(150)</b>
116,355 (43,096)	1,010 (705)	Residents Services	Expenditure	117,365	118,728	1,363	123	1,240
			Income	(43,803)	(44,585)	(782)	377	(1,159)
<b>73,259</b>	<b>305</b>		<b>Sub-Total</b>	<b>73,562</b>	<b>74,143</b>	<b>581</b>	<b>500</b>	<b>81</b>
142,505 (28,777)	587 (1,413)	Social Care	Expenditure	143,092	144,686	1,594	814	780
			Income	(30,190)	(31,739)	(1,549)	(780)	(769)
<b>113,728</b>	<b>(826)</b>		<b>Sub-Total</b>	<b>112,902</b>	<b>112,947</b>	<b>45</b>	<b>34</b>	<b>11</b>
<b>207,578</b>	<b>(492)</b>	<b>Total Directorate Operating Budgets</b>		<b>207,084</b>	<b>207,317</b>	<b>233</b>	<b>374</b>	<b>(141)</b>

20. An underspend of £148k is reported on the Chief Executive's Office budgets at Month 5 as a result of vacancies and non-staffing underspends and the overachievement of income within Human Resources. Across Finance, a net underspend of £245k is projected as a result of vacant posts across the directorate while compensatory variances on income and expenditure relate to revisions to grant funding to support Housing Benefit administration and associated investment in additional staffing.
21. A net pressure of £581k is reported across Residents Services, representing an adverse movement of £81k on the previously reported position at Month 4. Increased pressure of £82k on residual expenditure for staffing costs for Capital and Planned works, adverse projections for agency staff within Private Sector Housing account for £29k of this movement, offset by minor favourable movements across the group.
22. The Residents Services position for Month 5 incorporates pressures of £691k linked to vehicle hire and maintenance in fleet services, £188k residual costs for Capital and Planned works, £171k on Residual Education functions and £208k on reduced Golf Income which are offset by staffing vacancies and the use of Earmarked reserves to support services. A range of management actions are being undertaken which are expected to improve this position and reduce the forecast deployment of Earmarked Reserves to support these priority services.
23. A net £45k pressure is reported across Social Care budgets, representing an adverse movement of £11k from Month 4 which is net impact of a number of minor changes across the service. Overall there is an overspend on the current level of agency staff to cover essential and hard to fill posts, legal costs and the cost of supporting Section 17 cases within Children Services amounting to a net £381k pressure. These pressures are offset by workforce underspends across the wider offset by Directorate and a favourable movement on client income for Adult Social Care Placements. In addition, the headline position incorporates pressures arising from higher placement costs following slippage in opening the Parkview development. Similarly, the management of this position is currently dependent on drawdown

of earmarked reserves which are expected to reduce as the year progresses and the impact of management actions and new ways of working are delivered.

24. The Council is 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 £1,867k for such costs, which will continue to be reviewed 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.

### Progress on Savings

25. Savings of £10,655k were included in the 2018/19 budget, of which £8,655k are either banked or on track for delivery at this early stage of the year no change from the position as at Month 4. £2,000k savings are in the early stages of delivery or potentially subject to greater risk to delivery, no change from Month 4, however ultimately all £10,655k savings are expected to be either delivered in full or replaced with alternative initiatives. Any items with potential issues will be covered by alternative in-year savings proposals and management actions.

**Table 3: Savings Tracker**

2018/19 General Fund Savings Programme	CEOs	Finance	Residents Services	Social Care	Cross-Cutting	Total 2018/19 Savings	
	£'000	£'000	£'000	£'000	£'000	£'000	%
B Banked	(58)	(596)	(2,444)	(3,149)	(247)	<b>(6,494)</b>	<b>60.9%</b>
G On track for delivery	0	(132)	(170)	(1,303)	(556)	<b>(2,161)</b>	<b>20.3%</b>
A Potential significant savings shortfall or a significant or risky project which is at an early stage;	0	0	(500)	(476)	(1,024)	<b>(2,000)</b>	<b>18.8%</b>
R Serious problems in the delivery of the saving	0	0	0	0	0	<b>0</b>	<b>0.0%</b>
<b>Total 2018/19 Savings</b>	<b>(58)</b>	<b>(728)</b>	<b>(3,114)</b>	<b>(4,928)</b>	<b>(1,827)</b>	<b>(10,655)</b>	<b>100.0%</b>

## Corporate Operating Budgets

26. Corporately managed expenditure includes the 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.
27. As a result of anticipated capital expenditure and associated borrowing being slipped from 2018/19, a £501k underspend is forecast, and no change from Month 4. Externally set levies are reporting a pressure of £63k in relation to additional investment to support implementation of the West London District Coroners Service Improvement Plan. All other levies have been confirmed by awarding bodies and are not expected to vary materially over the remainder of the financial year.

**Table 4: Corporate Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
0	0	Interest and Investment Income	Salaries	0	0	0	0	
6,259	(199)		Non-Sal Exp	6,060	5,559	(501)	0	
(371)	0		Income	(371)	(371)	0	0	
<b>5,888</b>	<b>(199)</b>		<b>Sub-Total</b>	<b>5,689</b>	<b>5,188</b>	<b>(501)</b>	<b>(501)</b>	<b>0</b>
480	0	Levies and Other Corporate Budgets	Salaries	480	480	0	0	
11,237	0		Non-Sal Exp	11,237	11,300	63	63	(0)
(11,602)	(245)		Income	(11,847)	(11,847)	0	0	0
<b>116</b>	<b>0</b>		<b>Sub-Total</b>	<b>(130)</b>	<b>(67)</b>	<b>63</b>	<b>63</b>	<b>(0)</b>
0	0	Housing Benefit Subsidy	Salaries	0	0	0	0	
147,529	(199)		Non-Sal Exp	147,529	147,529	0	0	0
(148,654)	(245)		Income	(148,654)	(148,654)	0	0	0
<b>(1,125)</b>	<b>0</b>		<b>Sub-Total</b>	<b>(1,125)</b>	<b>(1,125)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>4,878</b>	<b>(444)</b>	<b>Total Corporate Operating Budgets</b>		<b>4,434</b>	<b>3,996</b>	<b>(438)</b>	<b>(438)</b>	<b>(0)</b>

## Development & Risk Contingency

28. For 2018/19, £8,929k was set aside to manage uncertain elements of budgets within the Development & Risk Contingency, which included £7,929k in relation to specific risk items and £1,000k as General Contingency to manage unforeseen issues. At this stage in the financial year, a breakeven position is projected against this provision, which represents no change from the projection at Month 4. Within this position, £371k of General Contingency remains available to manage emerging risks.

**Table 5: Development & Risk Contingency**

Original Budget £'000	Budget Changes £'000	Service		Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
				Revised Budget £'000	Forecast Outturn £'000			
291	0	Fin.	Uninsured claims	291	291	0	0	0
1,736	0	Residents Services	Impact of Welfare Reform on Homelessness	1,736	1,086	(650)	(571)	(79)
1,172	0		Waste Disposal Levy & Associated Contracts	1,172	1,172	0	0	0
200	0		Heathrow Expansion Challenge Fund	200	200	0	0	0
1,885	0	Social Care	Asylum Service	1,885	1,985	100	(33)	133
797	0		Demographic Growth - Looked After Children	797	1,466	669	471	198
367	0		Demographic Growth - Children with Disabilities	367	731	364	368	(4)
277	0		Social Worker Agency Contingency	277	399	122	336	(214)
443	0		SEN transport	443	443	0	0	0
730	0		Demographic Growth - Adult Social Care	730	759	29	29	0
50	0		Winterbourne View	50	50	0	0	0
381	0	Corp. Items	Apprenticeship Levy	381	376	(5)	(5)	0
(400)	0		Additional Investment Income	(400)	(400)	0	0	0
1,000	0		General Contingency	1,000	371	(629)	(595)	(34)
<b>8,929</b>	<b>0</b>	<b>Total Development &amp; Risk Contingency</b>		<b>8,929</b>	<b>8,929</b>	<b>0</b>	<b>0</b>	<b>0</b>

29. The managed reduction in households accommodated in Bed and Breakfast seen throughout 2017/18 has continued into 2018/19, with projections assuming that the number of households will be maintained at 130, 20 below MTFE assumptions for the remainder of the year. In addition, continuing management action to reduce the costs and use of Temporary Accommodation through maintaining a high number of placements into the private sector is expected to deliver a £650k underspend against contingency provision, an improvement of £79k from Month 4.
30. The call on the Waste contingency reflects the budgeted provision of £1,172k, to fund estimated population driven increases in the cost of disposal via the West London Waste Authority (WLWA) levy and associated waste disposal contracts. The first 5 months of 2018/19 has shown an increase in waste volumes compared to the same period last year, current projections indicate that this can be managed within the existing contingency sum, although

the position is expected to become clearer as the year progresses and the impact of seasonal fluctuations and wider market factors materialise.

31. As at Month 5 the Asylum service is projecting a drawdown of £1,985k from the contingency, an overspend of £100k and an adverse movement of £133k from the Month 5 forecast, due to a reduction in the assumed income that will be received from the Asylum Grant. The Home Office have now released the outcome of their funding review, which clarifies that there will be no change in 2018/19. This has allowed the Council to start submitting funding claims for this financial year, which has resulted in a drop in the projected grant income, due to the Home Office clarifying the eligibility of UASC.
32. There is an adverse movement at Month 5 of £198k with forecast overspend of £669k on the contingency provision for the Looked After Children as result of a continuing increase in the number of high cost Residential placements, where the Service has had to place children outside of the Borough. The unit cost of placement has increased from an average of £3,400 per week to £3,900 per week, and the length of stay is now longer than in previous years due to the complex nature of the support required. The service continues to monitor this position through regular reviews of individual cases, and where possible children are stepped down when it is safe to do so.
33. The Children with Disabilities service is projecting a draw down of £731k from the Contingency, representing a £364k forecast overspend and a slight improvement of £4k on Month 4 projections. This reflects an increasing number of cases that are being assessed with more complex needs, which in many cases require a residential placement, or at a minimum the provision of additional respite care. The service have now taken steps to review individual placements to ascertain whether any of the placements should be part funded by external partners, such as education and health and anticipate that a number of placements will be part funded.
34. The service is projecting a drawdown of £759k from the Demographic Growth for Adult Social Care contingency, a pressure of £29k, no change from Month 4. The Month 5 data continues to show signs of growth in the number of and complexity of Social Care placements especially those with Learning Disability and Mental Health issues which are offset by more certainty in the numbers of new placements for Transitional Children as they transfer into Adult Social Care.
35. The service is projecting a drawdown of £399k from the Social Worker agency contingency, an overspend of £122k and an improvement of £214k on the Month 4 position, reflecting the latest recruitment success of Newly Qualified Social Workers. This contingency reflects the additional cost of using agency staff to cover essential Social Worker posts as the recruitment of Social Workers continues to be very competitive.
36. No other material variances are reported against specific contingency items; with a minor £5k underspend on the Apprenticeship Levy reflecting current payroll expenditure. To date there have been no specific calls on the £1,000k General Contingency, and it has been assumed that £629k of this sum will be applied to fund the pressures outlined above, with the remaining £371k to manage emerging issues. This report includes recommendations to release £155k of this remaining balance to fund the promotion and defence of the Council's response to the Mayor of London's draft London Plan (£100k), a temporary role for a Community Safety Partnership Manager (£41k) and a new post for a FOI and SARS Officer (14k).

## HIP Initiatives

37. £200k of HIP Initiative funding is included in the 2018/19 General Fund revenue budget, which is supplemented by £899k brought forward balances, to provide £1,099k resources. £48k of projects have been approved through HIP Steering Group for funding from resources as at Month 5, leaving £1,051k available for future release.

**Table 6: HIP Initiatives**

Original Budget £'000	Budget Changes £'000	HIP Initiatives	Month 5		
			Revised Budget £'000	Approved Allocations £'000	Unallocated Balance £'000
200	0	HIP Initiatives Budgets	200	0	(200)
0	899	B/fwd Funds	899	48	(851)
<b>200</b>	<b>899</b>	<b>Total HIP Initiatives</b>	<b>1,099</b>	<b>48</b>	<b>(1,051)</b>

## Schools Budget

38. At Month 5 the Dedicated Schools Grant position is an in-year overspend of £2,550k. This is predominantly due to continuing pressures in the cost of High Needs. When the £4,125k deficit brought forward from 2017/18 is taken into account, the forecast deficit to carry forward to 2019/20 is £6,675k. This represents an adverse movement of £624k on the previously reported position, with £645k of this movement attributable to the continuing High Needs pressure, which is expected to worsen following the start of the new academic year.
39. In addition, the Month 5 position includes a £16k improvement on Early Years which reflects the adjustment to the two year old funding to reflect the number of children accessing the entitlement based upon the January 2018 census.

## Collection Fund

40. A £1,167k surplus is projected against the Collection Fund at Month 5, a £1k improvement from Month 4, which is made up of a £704k surplus on Council Tax and a £463k surplus on Business Rates. The Council Tax surplus is largely as a result of strong in-year collection rates contributing £205k and the brought forward surplus of £499k relating to better than expected performance during 2017/18. The favourable variance across Business Rates is due to strong growth in Gross Rates as a number of new developments in the borough have been brought into rating, with a £903k in-year surplus being sufficient to offset the brought forward deficit of £440k.

## Housing Revenue Account

41. The Housing Revenue Account is currently forecasting a £214k favourable variance, resulting in a drawdown of reserves of £21,223k. This results in a projected 2018/19 closing HRA General Balance of £15,885k, with the use of reserves funding investment in new housing stock. The headline monitoring position incorporates underspends of £607k mainly in relation to planned works and contingency, offsetting a £393k pressure on rental income.

## Future Revenue Implications of Capital Programme

42. Appendix D to this report outlines the forecast outturn on the 2018/19 to 2022/23 Capital Programme, with a £190k underspend projected over the five-year programme. Alongside a marginal variance on Government Grant income and a less favourable outlook for Capital Receipts, Prudential Borrowing is projected to be £808k higher than the £178,625k revised

budget. While it is anticipated that this uplift could be managed within the planned £8,133k growth in capital financing costs over the MTFF period, any further reductions in anticipated Capital Receipts or increases in project expenditure may necessitate a review of future financing costs.

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

### Chief Executive's Office (£148k underspend, £83k improvement)

43. The CEO directorate is reporting an underspend of £148k at Month 5, representing an improvement of £83k on Month 4. The position across the group reflects a number of part year vacancies, non-staffing underspends and the overachievement of income within Human Resources.

**Table 7: Chief Executive's Office Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
1,445	0	Democratic Services	Salaries	1,445	1,476	31	41	(10)
1,750	(29)		Non-Sal Exp	1,721	1,691	(30)	(5)	(25)
(602)	0		Income	(602)	(605)	(3)	(1)	(2)
<b>2,593</b>	<b>(29)</b>		<b>Sub-Total</b>	<b>2,564</b>	<b>2,562</b>	<b>(2)</b>	<b>35</b>	<b>(37)</b>
2,012	(13)	Human Resources	Salaries	1,999	1,921	(78)	(80)	2
361	26		Non-Sal Exp	387	356	(31)	(31)	0
(230)	0		Income	(230)	(242)	(12)	(12)	0
<b>2,143</b>	<b>13</b>		<b>Sub-Total</b>	<b>2,156</b>	<b>2,035</b>	<b>(121)</b>	<b>(123)</b>	<b>2</b>
1,954	75	Legal Services	Salaries	2,029	2,004	(25)	23	(48)
69	(13)		Non-Sal Exp	56	56	0	0	0
(260)	0		Income	(260)	(260)	0	0	0
<b>1,763</b>	<b>62</b>		<b>Sub-Total</b>	<b>1,825</b>	<b>1,800</b>	<b>(25)</b>	<b>23</b>	<b>(48)</b>
5,411	62	Chief Executive's Office Directorate	Salaries	5,473	5,401	(72)	(16)	(56)
2,180	(16)		Non-Sal Exp	2,164	2,103	(61)	(36)	(25)
(1,092)	0		Income	(1,092)	(1,107)	(15)	(13)	(2)
<b>6,499</b>	<b>46</b>		<b>Total</b>	<b>6,545</b>	<b>6,397</b>	<b>(148)</b>	<b>(65)</b>	<b>(83)</b>

44. Staffing underspends are reflective of a number of part year vacancies with Legal Services and the early delivery of zero based savings in Human Resources. A fully resourced Democratic Services establishment is leading to an unachievable managed vacancy factor, however, this is almost fully mitigated by a favourable Special Responsibility Allowances forecast with the recent reduction of two SRA's. Income across the directorate is on track to achieve a small surplus, primarily as a result of increased newly qualified social worker placements in Human Resources.

## Finance (£245k underspend, £150k improvement)

45. The overall position for Finance at Month 5 is a forecast underspend of £245k, an improvement of £150k from Month 4. This is predominantly through increased grant income notified to be received within Revenues and Benefits.

**Table 8: Finance Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service		Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
				Revised Budget £'000	Forecast Outturn £'000			
2,058	(155)	Business Assurance	Salaries	1,903	1,812	(91)	(111)	20
1,443	0		Non-Sal Exp	1,443	1,494	51	51	0
(567)	0		Income	(567)	(567)	0	0	0
<b>2,934</b>	<b>(155)</b>		<b>Sub-Total</b>	<b>2,779</b>	<b>2,739</b>	<b>(40)</b>	<b>(60)</b>	<b>20</b>
1,540	0	Procurement	Salaries	1,540	1,584	44	42	2
64	0		Non-Sal Exp	64	55	(9)	(9)	0
(35)	0		Income	(35)	(35)	0	0	0
<b>1,569</b>	<b>0</b>		<b>Sub-Total</b>	<b>1,569</b>	<b>1,604</b>	<b>35</b>	<b>33</b>	<b>2</b>
3,505	0	Corporate Finance	Salaries	3,505	3,487	(18)	(21)	3
1,785	0		Non-Sal Exp	1,785	1,793	8	10	(2)
(151)	0		Income	(151)	(160)	(9)	(9)	0
<b>5,139</b>	<b>0</b>		<b>Sub-Total</b>	<b>5,139</b>	<b>5,120</b>	<b>(19)</b>	<b>(20)</b>	<b>1</b>
4,277	155	Revenues & Benefits	Salaries	4,432	4,526	94	141	(47)
1,847	(17)		Non-Sal Exp	1,830	1,915	85	66	19
(2,090)	0		Income	(2,090)	(2,474)	(384)	(246)	(138)
<b>4,034</b>	<b>138</b>		<b>Sub-Total</b>	<b>4,172</b>	<b>3,967</b>	<b>(205)</b>	<b>(39)</b>	<b>(166)</b>
536	0	Pensions, Treasury & Statutory Accounting	Salaries	536	532	(4)	3	(7)
207	0		Non-Sal Exp	207	204	(3)	(3)	0
(327)	0		Income	(327)	(336)	(9)	(9)	0
<b>416</b>	<b>0</b>		<b>Sub-Total</b>	<b>416</b>	<b>400</b>	<b>(16)</b>	<b>(9)</b>	<b>(7)</b>
11,916	0	Finance Directorate	Salaries	11,916	11,941	25	54	(29)
5,346	(17)		Non-Sal Exp	5,329	5,461	132	115	17
(3,170)	0		Income	(3,170)	(3,572)	(402)	(264)	(138)
<b>14,092</b>	<b>(17)</b>		<b>Total</b>	<b>14,075</b>	<b>13,830</b>	<b>(245)</b>	<b>(95)</b>	<b>(150)</b>

46. Variances within Business Assurance reflects various restructures across the service which are in the process of being implemented with the underspend on Corporate Finance reflecting vacancies within the current establishment.
47. The underspend position within the Revenues & Benefits Service includes staffing pressures reflecting the cost of temporary agency workers employed on grant funded performance based schemes aiming to cut down fraud, and reduce errors in Housing Benefit claims, which are funded through grant monies received. Further grant notifications received and revised assumptions on existing grants, along with revisions to recruitment assumptions, have led to the improved position this month.

48. Pensions, Treasury and Statutory Accounting is reporting an underspend of £16k, principally due to a vacant post held within the service, reduced costs against the external audit contract with Ernst & Young, and increased charges to the Pension Fund for support provided.

## Residents Services (£581k overspend, £81k adverse)

49. Residents Services directorate is showing a projected outturn overspend of £581k at Month 5, excluding pressure areas that have identified contingency provisions.

**Table 10: Residents Services Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
17,187	110	Infrastructure, Waste and ICT	Salaries	17,297	16,907	(390)	(416)	26
35,689	208		Non-Sal	35,897	37,328	1,431	1,359	72
(10,543)	(488)		Exp	(11,031)	(11,380)	(349)	(295)	(54)
<b>42,333</b>	<b>(170)</b>		<b>Income</b>	<b>42,163</b>	<b>42,855</b>	<b>692</b>	<b>648</b>	<b>44</b>
18,547	369	Housing, Environment, Education, Health & Wellbeing	Salaries	18,916	18,414	(502)	(536)	34
23,510	824		Non-Sal	24,334	24,578	244	32	212
(17,361)	(1,037)		Exp	(18,398)	(17,987)	411	629	(218)
<b>24,696</b>	<b>155</b>		<b>Income</b>	<b>24,851</b>	<b>25,005</b>	<b>154</b>	<b>125</b>	<b>29</b>
3,995	16	Planning, Transportatio n & Regeneration	Salaries	4,011	3,875	(136)	(170)	34
685	339		Non-Sal	1,024	1,265	241	238	3
(4,059)	(131)		Exp	(4,190)	(4,242)	(52)	(24)	(28)
<b>621</b>	<b>224</b>		<b>Income</b>	<b>845</b>	<b>898</b>	<b>53</b>	<b>44</b>	<b>9</b>
12,626	6	Administrativ e, Technical & Business Services	Salaries	12,632	12,302	(330)	(269)	(61)
4,116	57		Non-Sal	4,173	4,059	(114)	(115)	1
(11,133)	31		Exp	(11,102)	(10,976)	126	67	59
<b>5,609</b>	<b>94</b>		<b>Income</b>	<b>5,703</b>	<b>5,385</b>	<b>(318)</b>	<b>(317)</b>	<b>(1)</b>
52,355	501	Residents Services Directorate	Salaries	52,285	51,498	(1,358)	(1,391)	33
64,000	1,428		Non-Sal	65,080	67,230	1,802	1,514	288
(43,096)	(1,625)		Exp	(43,803)	(44,585)	136	377	(241)
<b>73,259</b>	<b>303</b>		<b>Income</b>	<b>73,562</b>	<b>74,143</b>	<b>581</b>	<b>500</b>	<b>81</b>

50. The overall variance is a result of non-staffing pressures across Fleet Management, Grounds Maintenance and Residual Education functions being offset by staffing underspends across the directorate.
51. The Council's 2018/19 contingency budget contains provision for areas of expenditure or income within Residents Services for which there is a greater degree of uncertainty. The position against these contingency items is shown in Table 11 below. At Month 5, projected calls on contingency are £650k below the budgeted provision, a £79k improvement on the Month 4 position. The table below shows the breakdown for each contingency item.

**Table 11: Development and Risk Contingency**

Original Budget	Budget Changes	Development & Risk Contingency	Month 5		Variance (As at Month 5)	Variance (As at Month 4)	Movement from Month 4
			Revised Budget	Forecast Outturn			
£'000	£'000		£'000	£'000	£'000	£'000	£'000
1,736	0	Impact of Welfare Reform on Homelessness	1,736	1,086	(650)	(571)	(79)
1,172	0	Waste Disposal Levy & Associated Contracts	1,172	1,172	0	0	0
200	0	Heathrow Expansion Challenge Fund	200	200	0	0	0
<b>3,108</b>	<b>0</b>	<b>Current Commitments</b>	<b>3,108</b>	<b>2,458</b>	<b>(650)</b>	<b>(571)</b>	<b>(79)</b>

52. The Month 5 data in Table 12 below shows a continuation of the reduction achieved in 2017/18 of the use of Temporary Accommodation. The number of Households in higher cost Bed & Breakfast accommodation has now fallen below MTFE assumptions made by officers in modelling Supply and Demand.

**Table 12: Housing Needs performance data**

	June 18	July 18	August 18
All Approaches	213	223	176
Full Assessment Required	175	223	164
New into Temporary Accommodation (Homeless and Relief)	16	12	21
Households in Temporary Accommodation	484	480	476
Households in B&B	130	122	129

53. As in previous years, a contingency has been set aside in 2018/19 to resource the procurement of Private Sector placements or the need for Temporary Accommodation in the borough. The call on contingency relating to homelessness is forecast at £1,086k, £650k below the budgeted provision, a £79k favourable movement from Month 4. The service is forecasting the number of clients in B&B accommodation will stay at 130, 20 below MTFE assumptions, whilst reducing the overall use and cost of Temporary Accommodation. This is expected to be achieved through maintaining a high number of placements into the private sector and the continued close monitoring of unit costs.
54. The Council will continue to closely monitor this risk, given the introduction of the Homeless Reduction Act in April 2018, potential pressures could materialise in the remainder of the financial year. Increased prevention and move-on activity could require the service to draw on the Housing Incentives earmarked reserve, with any drawdown being subject to the usual approvals.
55. The call on the Waste contingency is as per the budgeted provision of £1,172k, to fund estimated population driven increases in the cost of tonnages via the West London Waste Authority (WLWA) levy and associated waste disposal contracts. The first five months of 2018/19 continue to show an increase in waste volumes compared to the same period last year. Current projections indicate that this can be managed within the existing contingency sum with the position expected to become clearer as the year progresses and the impact of seasonal fluctuations and wider market factors materialise across the different waste streams.

## **Infrastructure, Waste and ICT (£692k overspend, £44k adverse)**

56. At Month 5, there is a £692k forecast overspend across the service, from a number of variances across service areas reflecting a combination of ongoing staffing and non-staffing pressures. The overall forecast encompasses a number of management actions, which will be closely monitored during the financial year.
57. The forecast pressure for Fleet Management is £691k, representing a £5k favourable movement and relates primarily to the vehicle repairs and maintenance, with a combination of legacy costs from the outgoing contractor and some additional costs from the new contractor. There are also risks associated with increasing fuel costs, potential risks regarding the service's performance in relation to insurance claims and pressures from hired vehicle costs. There are a range of management actions underway and the service are finalising the capital Vehicle Replacement Programme that should enable some in-year savings to mitigate these pressures.
58. An earmarked reserve drawdown of £500k is offsetting the pressure of £410k in Waste Services (a £5k adverse movement). This projected underlying overspend results from a temporary increase in overtime payments within the Waste Service resulting from performance issues with agency staff and wider recruitment difficulties in the refuse/recycling area owing to demand and competition. Non-staffing costs are forecasting a pressure, due to the cost of refuse sacks for green and garden waste and mixed dry recycling.
59. The Highways and Street Lighting service continues to show an overall underspend of £112k largely reflecting anticipated over-achievement against income targets, attributable to various revenue streams including S38, S278, vehicle crossings and fixed penalties.
60. The Capital and Planned Works service shows a projected pressure of £188k against base budget, an adverse movement of £82k. This reflects the latest forecast of the residual expenditure for staffing costs after forecast fees have been assumed as chargeable to capital projects. The service is reviewing the cost of some of its higher cost agency to improve the position.
61. The Corporate Communications Service is showing an overspend of £19k against budget, attributable to agency cover requirements and printing cost pressures. The favourable movement from Month 4 reflects an expected recruitment delay to a senior vacant post.

## **Housing, Environment, Education, Health & Wellbeing (£154k overspend, £29k adverse)**

62. At Month 5 there is a £154k forecast overspend across the service representing an adverse movement of £29k from the Month 4 position. This largely reflects adverse movements in the Private Sector Housing services due to revised agency staffing costs required to sustain these services.
63. Green Spaces shows an adverse movement of £7k from Month 4 reflecting minor revisions to staffing forecasts for Libraries and Grounds Maintenance. The overall position continues to reflect underspends on hard to recruit posts, reductions in income streams as a result of HS2 implementation within Golf and forecast pressures on non-staffing budgets within Parks and Open Spaces.
64. Underspends from vacant posts within Trading Standards and Community Safety continue to be forecast at Month 5 and this position will continue to be closely monitored given that recruitment is already underway. The Public Health position will be influenced by outcomes from the BID review. The review is currently focused on areas of contract spend and ensuring efficient provision of mandated services.



## **Planning, Transportation & Regeneration (£53k overspend, £9k adverse movement)**

65. A net pressure of £53k is reported across the service at Month 5, with a £136k underspend on workforce budgets across Planning Services and Road Safety and £52k overachievement of income being offset by £241k pressures across non-staffing budgets. A minor £9k adverse movement is reported from Month 4 as a result of additional agency cover being required to cover parental leave within the service.
66. Workforce underspends continue to reflect challenging market conditions for the recruitment and retention of professional Planning Officers, with a corresponding increase in reliance on external consultancy contributing towards the non-staffing pressure. The reported non-staffing position includes a £130k uplift in fees for outsourced planning applications processing, for which a specific funding strategy is still to be determined.
67. A favourable outlook is reported against the £4,084k Development and Building Control revenue streams, although these continue to be closely monitored alongside corresponding contract expenditure given both the potential impact of changing property market conditions and the need to maintain sufficient capacity within the service to support Planning Performance Agreements and Pre-Application Advice. The £52k overachievement of income is directly funding corresponding expenditure noted above.

## **Administrative, Technical & Business Services (£318k underspend, £1k improvement)**

68. Overall, the service is reporting a forecast underspend of £318k at Month 5. The underspend is due primarily to high staff turnover within the support services (Business Services, Technical Administration and the Contact Centre) and the removal of a redundancy budget due to the ongoing ability to capitalise of redundancy costs.
69. Within this position there are ongoing pressures on revenue income streams. The majority of this relates to the current underachievement of budgeted income targets for Cedars and Grainges car parks which have a forecast pressure of £430k. This pressure is being offset by additional on-street parking income of £214k and anticipated drawdown from Earmarked Reserves of £300k. Within the Heathrow Imported Food Unit prolonged warmer weather has created a drop in imported soil products as produce continues to be grown domestically, resulting in reduced testing fees income.

## SOCIAL CARE (£45k overspend, £11k adverse)

70. Social Care is projecting an overspend of £45k as at Month 5, an adverse movement of £11k on the Month 4 projections due to minor movements across all services. It should be noted that the service is managing ongoing cost pressures relating to the cost of Agency Social Workers, Legal Counsel and the provision of Temporary Accommodation for Section 17 cases.

**Table 13: Social Care Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
14,762	(6)	Children's Services	Salaries	14,756	14,826	70	186	(116)
17,224	123		Non-Sal Exp	17,350	17,696	346	200	146
(6,483)	(198)		Income	(6,684)	(6,719)	(35)	(9)	(26)
<b>25,503</b>	<b>(81)</b>		<b>Sub-Total</b>	<b>25,422</b>	<b>25,803</b>	<b>381</b>	<b>377</b>	<b>4</b>
8,358	105	Early Intervention, Prevention & SEND	Salaries	8,463	7,821	(642)	(630)	(12)
6,044	(105)		Non-Sal Exp	5,939	6,050	111	107	4
(2,243)	(14)		Income	(2,257)	(1,954)	303	295	8
<b>12,159</b>	<b>(14)</b>		<b>Sub-Total</b>	<b>12,145</b>	<b>11,917</b>	<b>(228)</b>	<b>(228)</b>	<b>0</b>
4,139	(31)	Social Care, OPS & PD	Salaries	4,108	3,913	(195)	(104)	(91)
38,672	(1,249)		Non-Sal Exp	37,423	38,628	1,205	901	304
(12,159)	66		Income	(12,093)	(13,169)	(1,076)	(865)	(211)
<b>30,652</b>	<b>(1,214)</b>		<b>Sub-Total</b>	<b>29,438</b>	<b>29,372</b>	<b>(66)</b>	<b>(68)</b>	<b>2</b>
4,208	(227)	Learning Disability and Mental Health Service	Salaries	3,981	4,100	119	132	(13)
34,031	743		Non-Sal Exp	34,774	35,301	527	109	418
(7,291)	(1,242)		Income	(8,533)	(9,172)	(639)	(239)	(400)
<b>30,948</b>	<b>(726)</b>		<b>Sub-Total</b>	<b>30,222</b>	<b>30,229</b>	<b>7</b>	<b>2</b>	<b>5</b>
11,719	535	Provider and Commissioned Care	Salaries	12,254	12,173	(81)	(416)	335
3,348	696		Non-Sal Exp	4,044	4,178	134	329	(195)
(601)	(22)		Income	(623)	(725)	(102)	38	(140)
<b>14,466</b>	<b>1,209</b>		<b>Sub-Total</b>	<b>15,675</b>	<b>15,626</b>	<b>(49)</b>	<b>(49)</b>	<b>0</b>
43,186	376	<b>Social Care Directorate Total</b>	Salaries	43,562	42,833	(729)	(832)	103
99,319	211		Non-Sal Exp	99,530	101,853	2,323	1,646	677
(28,777)	(1,413)		Income	(30,190)	(31,739)	(1,549)	(780)	(769)
<b>113,728</b>	<b>(826)</b>		<b>Total</b>	<b>112,902</b>	<b>112,947</b>	<b>45</b>	<b>34</b>	<b>11</b>

## SOCIAL CARE DEVELOPMENT AND RISK CONTINGENCY (£1,284k overspend, £107k adverse)

71. The Council's 2018/19 Development and Risk Contingency includes provisions for areas of expenditure within Social Care for which there is a greater degree of uncertainty and relates to in-year demographic changes, including Asylum seekers and SEN Transport. Table 14 sets out the Month 5 projected position for the Development and Risk Contingency, which is reporting a pressure of £1,284k; an adverse movement of £113k on the Month 4 projections, due to a reduction in the assumed level of Asylum Grant Funding that will be received.

72. The overspend is due to continuing pressures in the costs of Looked After Children and Children with Disabilities placements, where it is evident that the service are supporting more children with complex needs and growth in Adult placements with a Learning Disability and Mental Health primary care need.

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

Original Budget £'000	Budget Changes £'000	Development & Risk Contingency	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
			Revised Budget £'000	Forecast Outturn £'000			
1,885	0	Asylum Service	1,885	1,985	100	(33)	133
797	0	Demographic Growth - Looked After Children	797	1,466	669	471	198
367	0	Demographic Growth - Children with Disabilities	367	731	364	368	(4)
277	0	Social Worker Agency Contingency	277	399	122	336	(214)
443	0	SEN transport	443	443	0	0	0
730	0	Demographic Growth - Adult Social Care	730	759	29	29	0
50	0	Winterbourne View	50	50	0	0	0
<b>4,549</b>	<b>0</b>	<b>Current Commitments</b>	<b>4,549</b>	<b>5,733</b>	<b>1,284</b>	<b>1,171</b>	<b>113</b>

**Asylum Service (£100k overspend, £133k adverse)**

73. The service is projecting a drawdown of £1,985k from the contingency, an adverse movement of £133k on the Month 4 projections due to a reduction in the assumed income that will be received from the Asylum Grant. The Home Office have now released the outcome of their funding review, which clarifies that there will be no change in 2018/19. This has then allowed the Council to submit funding claims for this financial year, which has resulted in a drop in the projected grant income, due to the Home Office clarifying the eligibility of UASC.
74. The introduction of the National Transfer Agreement in 2016, has enabled the Council to transfer a number of under-18 UASC to other local authorities in line with the agreement, which results in a lower volume of under 18's being supported by Hillingdon. However, the Council is starting to see a younger cohort of UASC, generally in the 13 to 14 year old age group, which will require at least a Foster Care placement and a slow down in the number of authorities willing to take UASC, which may have an impact on the projected position.

**Demographic Growth - Looked After Children (£669k overspend, £198k adverse)**

75. The service is projecting a drawdown of £1,466k from the Contingency, an overspend of £669k and an adverse movement of £198k on the Month 4 projections. The majority of this pressure relates to an increase in the number of high cost Residential placements, where the Service has had to place children outside of the Borough. It is also evident that the unit cost has increased from an average of £3,400 per week to £3,900 per week, and that the length of stay is much greater than in previous years due to the complex nature of the support required. It is also evident that the type of places needed are becoming increasingly harder to source as other Councils are trying to secure similar placements.
76. The service continues to monitor this position through regular reviews of individual cases, and where possible children are stepped down when it is safe to do so. It should also be noted that this year could start to see an increase in the number of children looked after, where previously this number has remained constant over the last few years.



### **Demographic Growth – Children with Disabilities (£364k overspend, £4k improvement)**

77. The service is projecting a draw down of £731k from the Contingency, an overspend of £364k and a slight improvement of £4k on the Month 4 projections. This reflects that there is an increase in the number of cases that have more complex needs, which in most cases, require a residential placement or more respite care. The service have now taken steps to review individual placements to ascertain whether any of the placements should be part funded by external partners, such as education and health and anticipate that a number of placements will be part funded.

### **Social Worker Agency (Children's) (£122k overspend, £214k improvement)**

78. The service is projecting a drawdown of £399k from this contingency, an overspend of £122k and an improvement of £214k on the Month 4 position, reflecting the latest recruitment success of Newly Qualified Social Workers. This reflects the additional cost of using agency staff to cover essential Social Worker posts as the recruitment of Social Workers continues to be very competitive. This determination of the contingency is based on a proportion of 90% permanent and 10% agency staff, the additional amount reflecting the premium that the Council pays for agency staff, which is currently assessed as £18k greater than the current total cost of a permanent member of staff. The current figures, based on hard to fill posts, indicates that the current percentage usage of agency staff is 50%. However, the service anticipates the position to improve over the next few months as the Council has been rated as good by Ofsted, although the current lead in times for recruitment are approximately 6 months.

### **Demographic Growth - SEN Transport (Nil variance)**

79. The service is projecting the full drawdown of £443k from the SEN Transport contingency, which is required to cover the increase in the number of pupils that have an Education, Health and Care Plan (EHCP). Based on the number of children starting the new academic year, it is clear that the service can accommodate a significant proportion of new starters, but will need to purchase additional routes for some children, which will result in funding being required from the contingency. It is also anticipated that more children will require SEN transport over the coming months based on last year's patterns. This position is being closely monitored and every effort is being taken to ensure that new children are placed on existing routes.

### **Demographic Growth - Adult Social Care (£29k overspend, no change)**

80. The service is projecting a drawdown of £2,686k from the Transitional Children contingency, an overspend of £29k, no change on the Month 4 projections. It is evident that some of the costs are slightly lower at the beginning of the adult placement, as some of the children choose to stay on in education. However, these individuals will eventually be fully funded from the Adult Social Care budget once they turn 25.
81. The service still anticipates the full drawdown of the saving of £1,877k from the contingency, reflecting that the service have taken steps to improve processes and ensure that the costs of care are met from the appropriate organisation, including education and health. This assumes that the slippage in the Park View Extra Care facility (estimated to be £356k) will be covered by improvements across the placements budget.
82. The Month 5 data continues to show signs of growth in the number of placements, especially those with a Learning Disability primary care need (Headcount as at April 2018 was 664 clients, compared to 622 clients as at April 2017, an increase of 42 clients) and Mental Health (Headcount as at April 2018 was 186 clients, compared to 172 clients as at April 2017, an increase of 14 clients). It is also evident that there is an increase in the complexity of need in

these clients, especially Mental Health, where the average cost per day has increased to £69.85 (April 2018) from £64.87 (April 2017) an increase of £4.98 per day (equivalent to 7.7%).

### **Winterbourne View (Nil variance)**

83. The service is expecting the full drawdown of £50k from the Winterbourne View contingency, no change on last month's projections, reflecting the cost of the last cohort of clients.

### **DIRECTORATE OPERATING BUDGETS (£45k overspend, £11k adverse)**

#### **Children's Services (£381k overspend, £4k adverse)**

84. The service is projecting an overspend of £381k, as at Month 5, a slight adverse movement of £4k on the Month 4 projections. This overspend reflects the current level of agency staff employed by the service to cover essential and hard to fill posts. The service anticipates that the use of agency staff will start to reduce and is very positive about planned recruitment following the recent Ofsted inspection, which resulted in the service being rated good. One such example is that the service have recently recruited 17 Newly Qualified Social Workers, who will start over the next few months. However, the lead in times for recruitment of Senior Social Workers generally exceeds 6 months, as a result, the service are assuming that permanent recruitment will take place in March 2019 for all other vacant posts.
85. The service is currently managing a pressure in Legal costs and the cost of supporting Section 17 cases, through management action and by implementing new ways of working. Additionally, the in house Legal Service has recruited an additional advocate, which should help to reduce external Legal costs.

#### **Early Intervention, Prevention & SEND (£228k underspend, no change)**

86. The service is projecting an underspend of £228k as at Month 5, no change on the Month 4 projections. The majority of the underspend relates to staffing, where the service has put on hold staff recruitment, whilst it undertakes a BID review. Included in this is an underspend of £224k on the Educational Psychological Service, which partially offsets a shortfall in income of £362k, following the cessation of funding from the DSG for Early Years and School based support. The position also includes a projected overspend of £148k in the Early Years Centres budgets, following the transfer of responsibility from the Dedicated Schools Grant into the Council's base budget with effect from 1 September 2018.

#### **Older People and Physical Disabilities (£66k underspend, £2k adverse)**

87. The service is projecting an underspend of £66k as at Month 5, a slight adverse movement of £2k on the Month 4 projections. The service has an underspend of £195k on staffing, where the service has a number of vacant posts. In addition there is a £1,076 forecast overachievement of income of which £780k relates to clients and external organisations and the balance of £296k relates to an increase in the capitalisation of adaptation and minor works costs. These are netted down by an overspend of £1,205k on non staffing costs, which predominantly relates to the cost of care packages.

#### **Learning Disability and Mental Health (£7k overspend, £5k adverse)**

88. The service is projecting an overspend of £7k as at Month 5, a slight adverse movement of £5k on the Month 4 projections. The service is currently reporting an overspend of £119k on staffing costs, which is due primarily to a timing difference of realigning the salary budgets to reflect recent restructures. This is offset by an increase in income received from external organisations totalling £639k, which is netted down by an increase in the cost of placements totalling £527k.

## **Provider and Commissioned Care (£49k underspend, no change)**

89. The service is projecting an underspend of £49k as at Month 5, no change on the Month 4 projections. This includes an underspend of £81k on staffing, which relates predominantly to the Reablement service, a surplus of £102k in income, which relates to CCG grant funding received for one post, netted down by an overspend of £134k on non-staffing costs, which relates to a range of proposed savings that are in the process of being finalised and relevant budgets being realigned.

## Appendix B – Other Funds

### COLLECTION FUND (£1,167k underspend, £1k improvement)

90. A surplus of £1,167k is reported within the Collection Fund at Month 5, relating to favourable positions on both Council Tax and Business Rates, which is predominantly driven by strong growth in Gross Rates in the borough and a carry forward surplus within Council Tax. This represents a £1k improvement from the position reported at Month 4. Any surplus realised at outturn will be available to support the General Fund budget from 2019/20 onwards.
91. During 2018/19 the Council is participating in the 100% Business Rates Retention Pilot Pool for London, which provides scope for retaining additional growth while guaranteeing the level of income the Council would have received under the existing 50% Retention system. Business Rates projections below reflect this guaranteed minimum level of surplus, with any additional funds available from the pool to be captured separately in budget setting reports as appropriate.

**Table 15: Collection Fund**

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
(121,176)	0	Council Tax	Gross Income	(121,176)	(121,383)	(207)	(174)	(33)
10,918	0		Council Tax	10,918	10,920	2	47	(45)
(2,680)	0		Support B/fwd Surplus	(2,680)	(3,179)	(499)	(499)	0
<b>(112,938)</b>	<b>0</b>		<b>Sub-Total</b>	<b>(112,938)</b>	<b>(113,642)</b>	<b>(704)</b>	<b>(626)</b>	<b>(78)</b>
(109,696)	0	Business Rates	Gross Income	(109,696)	(111,178)	(1,482)	(1,637)	155
(3,849)	0		Section 31 Grants	(3,849)	(4,053)	(204)	(204)	0
53,246	0		Less: Tariff	53,246	53,246	0	0	0
7,451	0		Less: Levy	7,451	8,234	783	861	(78)
69	0		B/fwd Deficit	69	509	440	440	0
<b>(52,779)</b>	<b>0</b>	<b>Sub-Total</b>	<b>(52,779)</b>	<b>(53,242)</b>	<b>(463)</b>	<b>(540)</b>	<b>77</b>	
<b>(165,717)</b>	<b>0</b>	<b>Total Collection Fund</b>	<b>(165,717)</b>	<b>(166,884)</b>	<b>(1,167)</b>	<b>(1,166)</b>	<b>(1)</b>	

92. A surplus of £704k is projected against Council Tax at Month 5, predominantly as a result of strong collection rates to be continued into and throughout 2018/19 and the brought forward surplus of £499k relating to better than expected performance during 2017/18. This represents an improvement of £78k from the Month 4 position.
93. A £463k net surplus is reported across Business Rates at Month 5, continuing to be driven by strong growth in Gross Rates due to a number of new developments in the borough being brought into rating. This £903k in-year underspend is sufficient to off-set the brought forward deficit of £440k.

## SCHOOLS BUDGET

### Dedicated Schools Grant (£2,550k overspend, £624k adverse)

94. The Dedicated Schools Grant (DSG) outturn position is an in-year overspend of £2,196k at Month 5. This is an adverse movement of £654k from the Month 4 position, due to continuing pressures in the cost of High Needs placements, predominantly across the post 19 provision. When the £4,125k deficit brought forward from 2017/18 is taken into account, the deficit to carry forward to 2019/20 is £6,675k.

**Table 16: DSG Income and Expenditure 2018/19**

Original Budget	Budget Changes	Funding Block	Month 5			Variance (as at Month 4)	Movement from Month 4
			Revised Budget	Forecast Outturn	Variance		
£'000	£'000		£'000	£'000	£'000	£'000	£'000
(275,559)	2,260	<b>Dedicated Schools Grant Income</b>	(273,299)	(273,299)	0	0	0
214,132	0	<b>Schools Block</b>	214,132	213,821	(311)	(311)	0
26,100	(2,238)	<b>Early Years Block</b>	23,862	24,507	645	661	(16)
2,773	0	<b>Central School Services Block</b>	2,773	2,823	50	55	(5)
32,554	(22)	<b>High Needs Block</b>	32,532	34,698	2,166	1,521	645
<b>0</b>	<b>0</b>	<b>Total Funding Blocks</b>	<b>0</b>	<b>2,550</b>	<b>2,550</b>	<b>1,926</b>	<b>624</b>
0	0	Balance Brought Forward 1 April 2018	4,125	4,125			
<b>0</b>	<b>0</b>	<b>Balance Carried Forward 31 March 2019</b>	<b>4,125</b>	<b>6,675</b>			

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

95. The DSG has now been realigned to reflect known funding adjustments to the Early Years and High Needs blocks. The Early Years block allocations for the free entitlement for two year olds and three and four year olds are updated each July based on data from the January schools and early years censuses.
96. The High Needs block has been adjusted following the import/export adjustment which has been made to reflect any changes either in the placement by a local authority of pupils and students in schools and colleges located in other local authority areas (exports), or in the funding required by schools and colleges accepting pupils and students resident in other local authority areas (imports).

### Schools Block (£311k underspend, no change)

97. The £311k underspend relates to the growth contingency fund which is funded from the Schools Block. Schools that are expanding, in agreement with the local authority, to meet basic need pupil population growth, receive additional funding to provide financial recompense to schools throughout the relevant financial year to cover the cost of this agreed and planned growth. Schools Forum have taken the decision to withhold growth contingency allocations for three schools due to the expectation that pupil growth in September 2018 will not be sufficient to require the need for growth contingency funding, which accounts for the majority of this underspend.
98. There is also a mechanism within the growth contingency policy to allow for schools that have experienced significant in year growth and it is currently anticipated that there will be an underspend on this budget allocation.

### **Early Years Block (£645k overspend, £16k improvement)**

99. Two year old funding has now been adjusted to reflect the number of children accessing the entitlement based on the January 2018 census. This has resulted in a £128k increase in 2018/19 funding which should cover the cost of the increase in two year olds accessing the free entitlement.
100. The three and four year old funding for both the universal and the additional free entitlement has also been adjusted following the January 2018 census and the release of the updated guidance. This guidance clarifies that the funding provided for the new additional 15-hour free entitlement will be adjusted based on actual take up, which is a change to the treatment of previous new initiatives, where the funding provided was not adjusted until sufficient time had been allowed to settle in the initiative. Funding for the universal entitlement has increased slightly, whilst the funding for the additional 15-hour entitlement has reduced significantly as a consequence of lower actual uptake than estimated by the DfE when calculating the original funding allocation. The current projection has been revised following publication of the May census data for early years and the impact of the funding adjustments is estimated to result in a £501k overspend in 2018/19.
101. It has been agreed that DSG will only fund The Early Years Centres up until 31 August 2018 with any over or underspend at this point to be charged to the DSG. Currently the three centres are projecting a £144k overspend as at the end of August. This is a consequence of a shortfall in the levels of income being generated.
102. There is currently a further overspend of £41k in the Early Years Advisory Service where a savings target of £150k has been put in place by Schools Forum which may not be achieved in full in the current year.
103. These overspends are partly offset by a £38k underspend in the Family Information Service where there are currently vacant posts which are yet to be recruited to.

### **Central School Services Block (£50k overspend, £5k improvement)**

104. The overspend follows confirmation from the Education and Skills Funding Agency (ESFA) that the copyright licences for schools should be charged to the centrally retained DSG. The DSG budget was set with the view that these licenses could be charged to the Schools Block, and therefore no budget was included within the Central School Services Block.
105. The overspend is off-set by a projected underspend in the education costs of Looked After Children and additional income projected from schools that have excluded pupils where the local authority is able to recover the Age Weighted Pupil Unit cost for the period following exclusion.

### **High Needs Block (£2,166k overspend, £645k adverse)**

106. There continues to be significant pressure in the High Needs Block with an overspend of £2,166k being projected at month 4. There continues to be pressure linked to the transfer of pupils from statements to Education, Health and Care plans (EHCPs). As pupils are transferred to an EHCP they move onto the new banded funding model often resulting in a higher resource requirement. The transfer process was completed by 31 March 2018, however there are still cases where schools are querying the funding levels allocated. These cases are subject to a further review and following the submission of additional evidence often a higher level of resource is agreed. The 2018/19 budget was increased to reflect this anticipated increase, but the budget is still insufficient.

107. In addition to the cost of pupils with an EHCP, the High Needs Block is now funding Early Intervention Funding (EIF) as an alternative to the allocation of statutory funding for children with SEN who experience significant barriers to learning. This funding allows schools to access funding quicker to enable them to intervene early and have the greatest impact. The current projected spend on EIF in 2018/19 is £134k.
108. There is a projected overspend on the placement of pupils with SEN in independent or non-maintained schools. The High Needs budget for 2018/19 includes a savings target within the budget for Independent and non-maintained school SEN placements which is dependent on a number of pupils leaving at the end of the summer term 2018 and new placements not being made. However, further placements have been made since the budget was set, resulting in an additional pressure on the High Needs block.
109. There is an increase in the projected spend on post-19 SEN placements as this now takes into account some of the new placements from September 2018. The costs here are likely to increase further once full details of the September 2018 cohort are known later in the year.

## Appendix C – HOUSING REVENUE ACCOUNT

110. The Housing Revenue Account (HRA) is currently forecasting a drawdown of reserves of £21,223k, which is £214k more favourable than the budgeted position and the overall movement from Month 4 is a favourable £39k. The 2018/19 closing HRA General Balance is forecasted to be £15,885k. The use of reserves is funding investment in new housing stock. The table below presents key variances by service area:

**Table 17: Housing Revenue Account**

Service	Month 5		Variance (+ adv / - fav)		
	Revised Budget	Forecast Outturn	Variance (As at Month 5)	Variance (As at Month 4)	Movement from Month 4
	£'000	£'000	£'000	£'000	£'000
Rent Income	(55,932)	(55,350)	582	582	0
Other Income	(4,877)	(5,066)	(189)	(189)	0
<b>Net Income</b>	<b>(60,809)</b>	<b>(60,416)</b>	<b>393</b>	<b>393</b>	<b>0</b>
Housing Management	12,819	12,949	131	172	(41)
Tenant Services	4,172	4,110	(62)	(63)	1
Repairs	5,056	5,125	69	34	35
Planned Maintenance	4,360	3,996	(365)	(331)	(34)
Capital Programme Funding	38,728	38,728	0	0	0
Interest & Investment Income	15,371	15,371	0	0	0
Development & Risk Contingency	1,740	1,360	(380)	(380)	0
<b>Operating Costs</b>	<b>82,246</b>	<b>81,639</b>	<b>(607)</b>	<b>(568)</b>	<b>(39)</b>
<b>(Surplus) / Deficit</b>	<b>21,437</b>	<b>21,223</b>	<b>(214)</b>	<b>(175)</b>	<b>(39)</b>
General Balance 01/04/2018	(37,108)	(37,108)	0	0	0
<b>General Balance 31/03/2019</b>	<b>(15,671)</b>	<b>(15,885)</b>	<b>(214)</b>	<b>(175)</b>	<b>(39)</b>

### Income

111. Rental Income is forecast to under recover by £582k and Other Income is forecast to over recover by £189k, no movement on Month 4.

112. The number of RTB applications received in the first five months of 2018/19 was 70 compared to 79 for the same period in 2017/18, a reduction of 11%. There have been 17 RTB completions in the first five months of 2018/19 compared to 24 for the same period in 2017/18, a reduction of 29%. The RTB sales forecast is reviewed on a monthly basis and as at Month 5 the 2018/19 forecast is the same as the budget at 60 RTB sales.

## Expenditure

113. The Housing management service is forecast to overspend by £131k, a favourable movement of £41k on Month 4 due to reduced forecasts on various minor running costs.
114. Tenant services is forecast to underspend by £62k, a minor adverse movement of £1k on Month 4.
115. The Repairs budget is forecast to overspend by £69k, an adverse movement of £35k on Month 4 mainly due to an increase in the forecast expenditure on voids. The Planned Maintenance budget is forecast to underspend by £365k, a favourable movement of £34k on Month 4 due to reductions in the forecast expenditure on surveys and one-off maintenance costs.
116. The forecast for the capital programme funding, interest and investment income and the development and risk contingency budgets remain unchanged from Month 4.

## HRA Capital Expenditure

117. The HRA capital programme is set out in the table below. The 2018/19 revised budget is £83,791k and there is a forecast net variance of £18,161k, £20,291k due to re-phasing and a cost overspend of £2,130k. There is an increase in re-phasing of £1,668k on Month 4.

**Table 18: HRA Capital Expenditure**

Programme	2018/19 Revised Budget	2018/19 Forecast	2018/19 Cost Variance Forecast V Revised Budget	2018/19 Project Re-Phasing	Total Project Budget 2018-23	Total Project Forecast 2018-23	Total Project Variance 2018-23	Movement 2018-23
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Major Projects</b>								
New General Needs Housing Stock	24,147	16,575	0	(7,572)	138,133	138,133	0	0
New Build - Appropriation of Land	8,635	10,765	2,130	0	8,635	10,765	2,130	0
New Build - Shared Ownership	6,382	1,168	0	(5,214)	15,596	15,596	0	0
New Build - Supported Housing Provision	12,884	9,387	0	(3,497)	15,343	15,343	0	0
HRA General Capital Contingency	8,908	8,908	0	0	8,908	8,908	0	0
<b>Total Major Projects</b>	<b>60,956</b>	<b>46,803</b>	<b>2,130</b>	<b>(16,283)</b>	<b>186,615</b>	<b>188,745</b>	<b>2,130</b>	<b>0</b>
<b>HRA Programmes of Work</b>								
Works to stock programme	20,619	16,611	0	(4,008)	57,797	57,797	0	0
Major Adaptations to Property	2,135	2,135	0	0	7,160	7,160	0	0
ICT	81	81	0	0	162	162	0	0
<b>Total HRA Programmes of Work</b>	<b>22,835</b>	<b>18,827</b>	<b>0</b>	<b>(4,008)</b>	<b>65,119</b>	<b>65,119</b>	<b>0</b>	<b>0</b>
<b>Total HRA Capital</b>	<b>83,791</b>	<b>65,630</b>	<b>2,130</b>	<b>(20,291)</b>	<b>251,734</b>	<b>253,864</b>	<b>2,130</b>	<b>0</b>
Movement on Month 4	0	(1,668)	0	(1,668)	0	0	0	0

## Major Projects

118. The 2018/19 Major Projects programme revised budget is £60,956 and the forecast expenditure is £46,803k with re-phasing of £16,283 and a cost variance of £2,130 during the period 2018-2023. The increase in re-phasing on Month 4 is £1,882k.

### New General Needs Housing Stock

119. The 2018/19 General Needs Housing Stock revised budget is £24,147k. There is a forecast re-phasing of £7,572k across the General Needs programme due to the construction works across a number of developments commencing later than initially expected. This represents an increase in re-phasing of £433k on the Month 4 position

120. To date 26 buybacks have been approved with each acquisition at different stages of completion. A further 4 properties are pending approval, combined all the potential buybacks are estimated to cost up to £9,508k.

121. The planning application was approved at Planning Committee on 20 February 2018 for the mixed development of General Needs and Shared Ownership units at the Acol Crescent site. Demolition and tree removal works have been completed and the former nursery site has been cleared. The appointment of a main contractor has now been approved and is in the process of appointment. It is expected that on site works will commence in November 2018.

122. The Housing programme comprising seven units of new build properties and five extensions or conversions at various sites has progressed with all the extensions and conversions now complete. The new build at Cherry Lane is complete with the remaining two due for completion in October 2018.

123. Lead consultants and architects have been appointed for the three developments at Belmore Allotments, Maple and Poplar Day Centre sites and Willow Tree. The employer's agents and appointed architects continue to work on finalising the design of the schemes. The planning application for the Maple and Poplar site has been approved whilst approval for the other two developments remains outstanding, although the planning permission for the Belmore site will progress to committee imminently. Demolition works at all three sites will commence upon approval to appoint the preferred contractor.

### New Build - Appropriation of Land

124. The revised budget of £8,635k is for New Build appropriation of land for two sites at the former Belmore Allotments and Maple / Poplar Day Centre. The forecast spend includes these two sites and appropriations for Woodside Day Centre £1,870k and Bartram Close Garages £260k.

### New Build - Shared Ownership

125. The New Build Shared Ownership 2018/19 revised budget is £6,382k, with a forecast expenditure of £1,168k and a re-phasing of £5,214k. Some of the schemes are being delivered concurrently with the General Needs units and is therefore resulting in the need to re-phase the budget. There is an increase in re-phasing of £162k on Month 4 which is in line with the movement in General Needs Housing Stock budget position.

126. The New Build Shared Ownership budget comprises schemes being delivered across five sites including units at both Belmore and Maple and Poplar. These will deliver 60 units in total.

127. The Woodside Day Centre redevelopment has progressed in-year following approval to submit planning application for mixed-use development of a GP surgery and 20 shared ownership

flats. The planning application was approved at February Planning Committee and consultants have been appointed. Consultants are now progressing designs and preparing tender documents ready to gain expressions of interest.

### New Build - Supported Housing

128. The Supported Housing Programme comprises the build of 160 mixed client group units across three different sites. The 2018/19 revised budget is £12,884k with a re-phasing of £3,497k due to a combination of the Parkview and Yiewsley schemes. The re-phasing has increased by £1,287k when compared to the Month 4 position and is resulting from the on-site works at Parkview, mainly comprising rectification of works already undertaken.
129. The scheme at Yiewsley is a small part of a wider re-development of the whole site and is anticipated to create 12 units of supported housing. The project is at the preliminary stage of feasibility and the multi-disciplinary consultants have now been appointed.
130. The programme at Grassy Meadow is scheduled to complete in August 2018, however the development at Parkview will run beyond its target completion date.

### HRA General Contingency

131. The HRA General Capital Contingency revised budget is £8,908k and is forecast to be fully committed. The contingency budget is included within the HRA capital programme to ensure the Council retains sufficient flexibility to secure additional housing units where opportunities become available.

### **Works to Stock**

132. The Works to Stock re-phasing variance is £4,008k, an increase in re-phasing of £214k on Month 4 relating to re-phasing reductions on the Roofs Programme £34k; Multi Element Renewal Tower Blocks Programme £24k; Fire Safety Programme £185k; and an increase in re-phasing on the Lift Programme of £29k
133. The revised Major Adaptations budget is £2,135k and this is forecast to be fully spent.
134. The HRA ICT budget is £81k and the forecast is break even.

### **HRA Capital Receipts**

135. There have been 17 Right to Buy sales of council dwellings as at the end of August 2018 for a total gross sales value of £3,932k and a further 43 sales are forecast to bring the yearly total to 60, totalling £10,992k in 2018/19.
136. 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 MHCLG.
137. During 2018/19, the £10,642k receipts generated in 2015/16 could potentially become repayable unless the following expenditure profile is achieved: Q1 £10,229k, Q2 £7,170k, Q3 £7,435k and Q4 £10,641k. Cumulative expenditure on 1 for 1 replacement from previous quarters above the minimum requirement can be carried forward.
138. The cumulative spend requirement for 2018/19 Q1 was not met as reported in the Cabinet report for Month 4 and the Q2 position will be reported in Month 6.

## Appendix D - GENERAL FUND CAPITAL PROGRAMME

139. As at Month 5 an under spend of £35,031k is reported on the £125,569k General Fund Capital Programme for 2018/19 due mainly to re-phasing of project expenditure. The forecast outturn variance over the life of the 2018/19 to 2022/23 programme is an under spend of £190k.
140. General Fund Capital Receipts of £18,523k are forecast for 2018/19 with a shortfall of £848k in total forecast receipts to 2022/23
141. Overall Prudential Borrowing required to support the 2018/19 to 2022/23 Capital Programmes is forecast to be over budget by £808k. This is mainly due to the shortfall of £1,348k in forecast capital receipts, partly offset by favourable increases in grants and contributions of £350k and a cost underspend of £190k.

### Capital Programme Overview

142. 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. Forecast for future years include capital projects and programme of work approved by Cabinet and Council in February 2018.

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

	Total Project Budget 2018-2023	Total Project Forecast 2018-2023	Total Project Variance 2018-2023	Movement from Previous Month
	£'000	£'000	£'000	£'000
Schools Programme	72,316	72,226	(90)	-
Self Financing Developments	79,544	79,544	-	-
Main Programme	123,332	123,332	-	-
Programme of Works	109,882	109,782	(100)	-
General Contingency	7,039	7,039	-	-
<b>Total Capital Programme</b>	<b>392,113</b>	<b>391,923</b>	<b>(190)</b>	<b>-</b>
<b>Movement</b>	<b>600</b>	<b>600</b>	<b>-</b>	<b>-</b>

143. The revised five year programme budget has increased by £600k due to a recent Transport for London grant award for Bus Priority Measures.
144. The Schools programme reports a cost saving of £90k on project contingency and highways works for the replacement of Northwood Academy. The expansions at Warrender and Hillside Primary schools are at various stages of progress and are expected to be complete in the first half of 2019. The all weather sports pitch at Vyners Secondary School has been completed and expansion works will be finished towards the end of next year. Tenders are under evaluation for the expansion at Ruislip High and works on site are expected to commence early next year, with completion anticipated in April 2020.
145. The Self-Financing development programme includes two major mixed residential developments at the former Belmore Allotments and Yiewsley pool sites. The Yiewsley sites redevelopment includes the re-provision of the library and discounted market sale housing.

Options are being developed on all sites, including the re-provision of the swimming pool budgeted within the Main Programme. Design work is in progress for the housing development at Belmore Allotments with a planning application to be submitted. The budget also includes £50,000k to finance the newly incorporated housing company Hillingdon First.

146. The Main Programme includes major schemes such as the re-provision of Hillingdon Outdoor Activity Centre (HOAC), which has commenced and is currently on track for completion in 2020/21, with temporary arrangements to be in spring of next year. Public realm works are in progress on several town centre improvements continuing into next year
147. Programmes of Works reports an under spend of £100k on the private sector renewal grants budget which is not expected to be fully committed this year. The CCTV programme has been accelerated with installations of new and upgraded cameras at various locations throughout the borough being carried out this year. The library refurbishment programme is being designed and the bowls club refurbishment programme is planned to commence later this year.
148. The 2018/19 unallocated general contingency budget remains at £1,039k. In total there are £7,039k contingency funds available over the period 2018-23.

### Capital Financing - General Fund

149. Table 20 below outlines the latest financing projections for the Capital Programme, with an adverse medium term variance of £808k reported on Prudential Borrowing, due mainly to a shortfall in other Council resources.

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

	Revised Budget 2018/19 £'000	Forecast 2018/19 £'000	Variance £'000	Total Financing Budget 2018-2023 £'000	Total Financing Forecast 2018-2023 £'000	Total Variance £'000	Movement
Council Resource Requirement	98,370	64,533	(33,837)	277,198	276,658	(540)	-
<b>Financed By Prudential Borrowing</b>							
Service Development	45,517	26,760	(18,757)	100,410	101,218	808	-
Self Financing	26,860	15,250	(11,610)	78,215	78,215	-	-
<b>Total Borrowing</b>	<b>72,377</b>	<b>42,010</b>	<b>(30,367)</b>	<b>178,625</b>	<b>179,433</b>	<b>808</b>	<b>-</b>
<b>Financed By Other Council Resources</b>							
Capital Receipts	21,493	18,523	(2,970)	72,073	71,225	(848)	-
CIL	4,500	4,000	(500)	26,500	26,000	(500)	-
<b>Total Council Resources</b>	<b>98,370</b>	<b>64,533</b>	<b>(33,837)</b>	<b>277,198</b>	<b>276,658</b>	<b>(540)</b>	<b>-</b>
Grants & Contributions	27,199	26,005	(1,194)	114,915	115,265	350	-
<b>Capital Programme</b>	<b>125,569</b>	<b>90,538</b>	<b>(35,031)</b>	<b>392,113</b>	<b>391,923</b>	<b>(190)</b>	<b>-</b>
<b>Movement</b>	<b>600</b>	<b>(2,430)</b>	<b>(3,030)</b>	<b>600</b>	<b>600</b>	<b>-</b>	<b>-</b>

150. Total approved prudential borrowing is £178,576k over the five year programme of which £78,215k is in respect of Self Financing Developments that will generate future income including capital receipts from discounted market sale. There is also £100,410k approved borrowing for the development of services, which remains the principal driver of the £8,133k uplift in capital financing charges borne by revenue over the MTFE period.
151. In 2018/19 forecast capital receipts amount to £18,523k after financing transformation costs and as at the end of August an amount of £532k has been received following the sale of a garage site. In September, Cabinet approved the sale of a major site to Hillingdon First at the market valuation of £3,500k and this is included in the forecast. Forecast receipts in 2018/19 also includes £10,765k for planned appropriations of four General Fund sites to the HRA for residential development and £1,895k General Fund share of Right to Buy (RTB) sales based on a forecast 60 RTB sales in 2018/19.
152. As at the end of August a total of £1,026k Community Infrastructure Levy (CIL) receipts (after administration fees) have been invoiced or received this financial year, a monthly movement of £765k. The monthly profile of CIL income varies depending on the timing and scale of developments with planning permission proceeding throughout the year. The forecast has been reduced by £500k due to uncertainty around the level of receipts that will be received this financial year. Budgeted 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.
153. Forecast grants and contributions are £350k higher than the revised budget due partly to the recently confirmed 2018/19 Schools Conditions Allocation of £2,140k being higher than the original budget estimate set before the announcement. The forecast also includes £205k Healthy Pupil capital grant funding, as there is eligible expenditure within the existing Schools Expansions Programme. The financing budget assumes £13,350k Basic Needs grant for the period 2020/21-2022/23. It is expected that any grant awards below this level would be offset by expenditure reductions as the grant is based on forecast school places demand.
154. An adverse variance of £808k is reported on prudential borrowing due mainly to the forecast shortfalls in other Council sources of funding (capital receipts and CIL), partially offset by increases in grants and contributions and minor cost under spends.

## ANNEX A - Schools Programme

Prior Year Cost	Project	2018/19 Revised Budget	2018/19 Forecast	2018/19 Cost Variance	Forecast Re-phasing	Total Project Budget 2018-2023	Total Project Forecast 2018-2023	Total Project Variance 2018-2023	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>										
137,138	Primary Schools Expansions	93	93	0	0	93	93	0	93	0	0
4,352	New Primary Schools Expansions	8,880	9,516	0	636	10,974	10,974	0	9,774	1,200	0
1,040	Secondary Schools Expansions	19,828	7,276	0	(12,552)	54,960	54,960	0	21,735	33,225	0
45,568	Secondary Schools New Build	399	309	(90)	0	399	309	(90)	309	0	0
0	Meadow School	250	250	0	0	250	250	0	250	0	0
0	Additional Temporary Classrooms	2,400	0	0	(2,400)	4,000	4,000	0	4,000	0	0
0	Schools SRP	0	0	0	0	1,640	1,640	0	0	1,640	0
<b>188,098</b>	<b>Total Schools Programme</b>	<b>31,850</b>	<b>17,444</b>	<b>(90)</b>	<b>(14,316)</b>	<b>72,316</b>	<b>72,226</b>	<b>(90)</b>	<b>36,161</b>	<b>36,065</b>	<b>0</b>

## ANNEX B - Self Financing Developments

Prior Year Cost	Project	2018/19 Revised Budget	2018/19 Forecast	2018/19 Cost Variance	2018/19 Forecast Re-phasing	Total Project Budget 2018-2023	Total Project Forecast 2018-2023	Total Project Variance 2018-2023	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>										
14	Yiewsley Site Development	1,860	250	0	(1,610)	23,000	23,000	0	23,000	0	0
0	Belmore Allotments Development	0	0	0	0	4,605	4,605	0	3,276	0	1,329
0	Housing Company Financing	25,000	15,000	0	(10,000)	50,000	50,000	0	50,000	0	0
	<b>Social Services, Housing, Health and Wellbeing</b>										
0	Woodside GP Surgery	0	0	0	0	1,939	1,939	0	1,939	0	0
<b>14</b>	<b>Total Self Financing Developments</b>	<b>26,860</b>	<b>15,250</b>	<b>0</b>	<b>(11,610)</b>	<b>79,544</b>	<b>79,544</b>	<b>0</b>	<b>78,215</b>	<b>0</b>	<b>1,329</b>

## ANNEX C - Main Programme

Prior Year Cost	Project	2018/19 Revised Budget £'000	2018/19 Forecast £'000	2018/19 Cost Variance £'000	2018/19 Forecast Re-phasing £'000	Total Project Budget 2018-23 £000	Total Project Forecast 2018-23 £000	Total Project Variance 2018-23 £000	Project Forecast Financed by:		
									Council Resources £000	Government Grants £000	Other Cont'ns £000
<b>Community, Commerce and Regeneration</b>											
2,200	Gateway Hillingdon	950	950	0	0	950	950	0	950	0	0
6,274	Hayes Town Centre Improvements	2,687	1,687	0	(1,000)	2,962	2,962	0	306	1,300	1,356
448	Inspiring Shopfronts	247	147	0	(100)	447	447	0	447	0	0
25	Uxbridge Cemetery Gatehouse	549	50	0	(499)	549	549	0	549	0	0
951	Uxbridge Change of Heart	1,045	534	0	(511)	1,045	1,045	0	997	0	48
<b>Central Services, Culture and Heritage</b>											
0	New Museum	525	50	0	(475)	5,632	5,632	0	4,882	0	750
0	New Theatre	300	50	0	(250)	44,000	44,000	0	42,950	0	1,050
<b>Finance, Property and Business Services</b>											
6,438	Battle of Britain Heritage Pride Project	342	342	0	0	342	342	0	342	0	0
36	Battle of Britain Underground Bunker	824	618	0	(206)	1,018	1,018	0	1,018	0	0
97	Bessingby Football/Boxing Clubhouse	1,497	1,247	0	(250)	1,497	1,497	0	1,497	0	0
0	Uniter Building Refurbishment	400	50	0	(300)	400	400	0	400	0	0
0	Purchase of Uxbridge Police Station	5,000	5,000	0	0	5,000	5,000	0	5,000	0	0
0	Botwell Leisure Centre Football Pitch	0	0	0	0	200	200	0	200	0	0
0	Yiewsley Swimming Pool	2,000	250	0	(1,750)	30,000	30,000	0	30,000	0	0
12	Hillingdon Outdoor Activity Centre	6,988	6,988	0	0	26,488	26,488	0	0	0	26,488
<b>Planning, Transportation and Recycling</b>											
0	RAGC Car Park	250	50	0	0	250	250	0	250	0	0
4,017	Street Lighting - Invest to Save	1,483	1,483	0	0	1,483	1,483	0	1,483	0	0
<b>Social Services, Housing, Health and Wellbeing</b>											
0	1 & 2 Merrimans Housing Project	620	50	0	(520)	620	620	0	620	0	0
<b>Cross Cabinet Member Portfolios</b>											
4,356	Projects Completing in 2018/19	449	449	0	0	449	449	0	444	0	5
<b>24,854</b>	<b>Total Main Programme</b>	<b>26,156</b>	<b>19,995</b>	<b>0</b>	<b>(6,161)</b>	<b>123,332</b>	<b>123,332</b>	<b>0</b>	<b>92,335</b>	<b>1,300</b>	<b>29,697</b>

## ANNEX D - Programme of Works

Prior Year Cost	Project	2018/19 Revised Budget	2018/19 Forecast	2018/19 Cost Variance	Forecast Re-phasing	Project Budget 2018-2023	Project Forecast 2018-2023	Project Variance 2018-2023	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	393	393	0	0	1,193	1,193	0	1,193	0	0
	<b>Community, Commerce and Regeneration</b>										
N/A	Chrysalis Programme	1,331	1,331	0	0	5,331	5,331	0	5,331	0	0
N/A	Playground Replacement Programme	250	250	0	0	750	750	0	750	0	0
	<b>Central Services, Culture and Heritage</b>										
N/A	Bowls Clubs Refurbishments	651	651	0	0	1,151	1,151	0	1,151	0	0
N/A	Libraries Refurbishment Programme	1,000	500	0	(500)	3,000	3,000	0	3,000	0	0
N/A	Leisure Centre Refurbishment	1,601	1,351	0	(500)	3,101	3,101	0	3,101	0	0
	<b>Education and Children Services</b>										
N/A	Devolved Capital to Schools	979	979	0	0	2,011	2,011	0	0	1,846	165
N/A	School Building Condition Works	3,059	2,559	0	(500)	9,859	9,859	0	1,667	7,140	1,052
	<b>Finance, Property and Business Services</b>										
N/A	Civic Centre Works Programme	1,564	1,564	0	(200)	3,564	3,564	0	3,564	0	0
N/A	Corporate Technology and Innovation	1,104	1,104	0	(280)	3,596	3,596	0	3,596	0	0
N/A	Property Works Programme	680	680	0	0	2,600	2,600	0	2,600	0	0
N/A	CCTV Programme	708	1,393	0	685	1,758	1,758	0	1,758	0	0
N/A	Youth Provision	1,409	1,000	0	(409)	2,409	2,409	0	2,409	0	0
N/A	<b>Planning, Transportation and Recycling</b>										
N/A	Highways Structural Works	8,265	8,265	0	0	17,265	17,265	0	17,265	0	0
N/A	Road Safety	202	202	0	0	802	802	0	802	0	0
N/A	Transport for London	7,087	6,237	0	(850)	19,979	19,979	0	0	19,223	756
N/A	Purchase of Vehicles	3,911	3,911	0	0	10,551	10,551	0	10,551	0	0
N/A	Harlington Road Depot Improvements	315	315	0	0	315	315	0	315	0	0
	<b>Social Services, Housing, Health and Wellbeing</b>										
N/A	Disabled Facilities Grant	2,300	2,300	0	0	11,500	11,500	0	0	11,500	0
N/A	PSRG / LPRG	225	125	(100)	0	1,125	1,025	(100)	1,025	0	0
	<b>Cross Cabinet Member Portfolios</b>										
N/A	Environmental/Recreational Initiatives	887	687	0	(200)	887	887	0	887	0	0
N/A	Section 106 Projects	267	267	0	0	267	267	0	0	0	267
N/A	Equipment Capitalisation - Social Care	985	985	0	0	4,925	4,925	0	0	4,925	0
N/A	Equipment Capitalisation – General	491	491	0	0	1,943	1,943	0	1,943	0	0
	<b>Total Programme of Works</b>	<b>39,664</b>	<b>36,810</b>	<b>(100)</b>	<b>(2,754)</b>	<b>109,882</b>	<b>109,782</b>	<b>(100)</b>	<b>62,908</b>	<b>44,634</b>	<b>2,240</b>

## Appendix E – Treasury Management Report as at 31 August 2018

**Table 21: Outstanding Deposits - Average Rate of Return on Deposits: 0.53%**

	Actual (£m)	Actual (%)	Benchmark (%)
Up to 1 Month	60.2	65.65	75.00
1-2 Months	3.5	3.82	0.00
2-3 Months	10.0	10.90	0.00
3-6 Months	3.0	3.27	10.00
6-9 Months	0.0	0.00	0.00
9-12 Months	0.0	0.00	0.00
<b>Total</b>	<b>76.7</b>	<b>83.64</b>	<b>85.00</b>
Strategic Funds	15.0	16.36	15.00
<b>Total</b>	<b>91.7</b>	<b>100.00</b>	<b>100.00</b>

155. Deposits are held with UK institutions or overseas institutions, all of which hold a minimum A-Fitch (or lowest equivalent) long-term credit rating. UK deposits are spread between AAA rated Money Market Funds, an AAA rated Pooled Fund, Goldman Sachs International Bank, Lloyds Bank plc, UK Government Treasury Bills, Cheltenham BC, Cornwall Council and Northumberland CC. An overseas deposit is held with DBS (Development Bank of Singapore). There is also an allocation to Strategic Pooled Funds.
156. The average rate of return on day-to-day operational treasury balances is 0.53%. As part of the Council's investment strategy for 18/19, a total of £15m has been invested in three strategic pooled funds (£5m in each). The strategic pooled funds have a 3-5 year investment horizon with dividends being distributed periodically. This means that any return on these funds can only start to be assessed after 6 months.
157. 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 cash flows, it is not possible to fully protect Council funds from bail-in risk. At the end of August, 60% of the Council's total funds have exposure to bail-in risk compared to a June benchmark average of 62% in the Local Authority sector (latest benchmark provided quarterly by the Council's treasury advisors Arlingclose). The Council's exposure reduces to 4% once instant access facilities are removed from the bail-in total.
158. Liquidity was maintained throughout August by placing the majority of surplus funds in instant access accounts and making short-term deposits with the DMADF, Cheltenham Borough Council and Cornwall County Council. The balance of surplus funds was used to place a longer term deposit with DBS and to purchase 3-month UK Government Treasury Bills (T-Bills). Deposit maturities were scheduled to match cash outflows and where required, funds were withdrawn from instant access facilities. During the month there were maturities with the DMADF and scheduled T-Bills settled.

**Table 22: Outstanding Debt - Average Interest Rate on Debt: 3.40%**

	Actual (£m)	Actual (%)
<b>General Fund</b>		
PWLB	45.41	18.24
Long-Term Market	15.00	6.03
<b>HRA</b>		
PWLB	155.57	62.48
Long-Term Market	33.00	13.25
<b>Total</b>	<b>248.98</b>	<b>100.00</b>

159. There were no scheduled debt repayments or early debt repayment opportunities during August. Gilts yields fell over the month, however by the end of August they climbed back to their starting levels. Premiums were too high to make early repayment of debt feasible; however, with the potential need to borrow later in the year repayment of any debt is unlikely.
160. There were no breaches of the Prudential Indicators or non-compliance with the Treasury Management Policy and Practices.
161. In order to maintain liquidity for day-to-day business operations during August, cash balances will be placed in instant access accounts and short-term deposits. Whilst yields on UK government treasury bills remain comparable with most bank deposits, T-bills will be purchased where viable; this should also assuage bail-in exposure.

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

162. 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 22: 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>						
Planning Services	01/11/2015	03/09/2018	30/11/2018	219	27	246
Programme Manager (HOAC), Capital Programme Team	30/01/2017	23/09/2018	23/12/2018	52	23	75
Senior Estates Surveyor	12/02/2018	24/09/2018	21/10/2018	47	9	56
Quantity Surveyor - Capital Programme	02/04/2017	24/09/2018	23/12/2018	121	23	144
Urban Designer	03/07/2018	08/10/2018	07/01/2019	54	27	81
Planning Enforcement Officer	01/04/2018	01/01/2018	31/12/2018	50	22	72
<b>Social Care</b>						
Support Worker	03/04/2017	01/10/2018	28/10/2018	55	2	57
Care Worker	06/07/2016	01/10/2018	28/10/2018	65	2	67
Registered Care Manager	03/07/2017	01/10/2018	28/10/2018	62	3	65
Social Worker	26/07/2017	01/10/2018	28/10/2018	85	5	90
Approved Mental Health Worker	29/05/2016	01/10/2018	28/10/2018	175	6	181
Approved Mental Health Worker	01/06/2015	01/10/2018	28/10/2018	228	4	232
Support Worker	04/04/2016	01/10/2018	28/10/2018	71	2	73
Social Worker/Senior Social Worker	02/10/2017	01/10/2018	28/10/2018	69	5	74
Senior Social Worker	03/10/2016	01/10/2018	28/10/2018	131	5	136
Social Worker	05/06/2017	01/10/2018	28/10/2018	80	4	84
Social Worker	04/12/2017	01/10/2018	28/10/2018	73	6	79
Occupational Therapist	07/10/2013	01/10/2018	28/10/2018	324	5	329
Senior Social Worker	01/05/2017	01/10/2018	28/10/2018	99	5	104
Social Worker/Senior Social Worker	04/09/2017	01/10/2018	28/10/2018	76	5	81
Occupational Therapist	03/12/2015	01/10/2018	28/10/2018	194	5	199
Occupational Therapist	06/06/2016	01/10/2018	28/10/2018	167	5	172
Service Manager for OPSPD	02/04/2018	01/10/2018	28/10/2018	66	10	76
Residential Care Worker	01/04/2012	01/10/2018	28/10/2018	178	2	180
Programme Lead-Urgent & Emergency Care	01/03/2018	01/10/2018	28/10/2018	89	11	100
Social Worker (CHC)	03/01/2017	01/10/2018	28/10/2018	81	3	84
Case Progression Manager	07/04/2014	01/10/2018	28/10/2018	409	8	417
Child Protection Chair	01/07/2015	01/10/2018	28/10/2018	188	7	195
Child Protection Chair	20/07/2015	01/10/2018	28/10/2018	246	6	252
Early Years Practitioner	12/09/2014	01/10/2018	28/10/2018	52	1	53

<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>
Early Years Practitioner	24/02/2014	01/10/2018	28/10/2018	65	1	66
Early Years Practitioner	23/02/2015	01/10/2018	28/10/2018	75	2	77
Education Health and Care Officer	01/07/2017	01/10/2018	28/10/2018	47	4	51
Educational Psychologist	24/01/2017	01/10/2018	28/10/2018	64	2	66
Educational Psychologist	16/10/2016	01/10/2018	28/10/2018	64	3	67
Educational Psychologist	15/08/2016	01/10/2018	28/10/2018	130	7	137
Educational Psychologist	15/11/2015	01/10/2018	28/10/2018	207	7	214
Educational Psychologist	01/03/2016	01/10/2018	28/10/2018	258	12	270
Independent Domestic Violence Advisor	12/01/2015	01/10/2018	28/10/2018	126	4	130
SEND Manager	05/02/2018	01/10/2018	28/10/2018	47	7	54
SENDIASS Manager	02/05/2017	01/10/2018	28/10/2018	49	6	55
Senior Social Worker	29/06/2017	01/10/2018	28/10/2018	107	6	113
Senior Social Worker	01/04/2013	01/10/2018	28/10/2018	107	6	113
Senior Social Worker	06/06/2016	01/10/2018	28/10/2018	110	6	116
Senior Social Worker	21/11/2017	01/10/2018	28/10/2018	117	6	123
Senior Social Worker	05/10/2015	01/10/2018	28/10/2018	162	6	168
Senior Social Worker	30/04/2012	01/10/2018	28/10/2018	311	6	317
Senior Social Worker	19/12/2011	01/10/2018	28/10/2018	400	6	406
Social Worker	02/07/2017	01/10/2018	28/10/2018	57	6	63
Social Worker	23/10/2017	01/10/2018	28/10/2018	67	5	72
Social Worker	10/07/2017	01/10/2018	28/10/2018	68	6	74
Social Worker	14/08/2017	01/10/2018	28/10/2018	90	5	95
Social Worker	06/04/2017	01/10/2018	28/10/2018	99	6	105
Social Worker	13/11/2016	01/10/2018	28/10/2018	116	6	122
Social Worker	21/11/2016	01/10/2018	28/10/2018	119	6	125
Social Worker	26/08/2016	01/10/2018	28/10/2018	124	5	129
Social Worker	27/10/2016	01/10/2018	28/10/2018	128	6	134
Social Worker	07/11/2016	01/10/2018	28/10/2018	130	5	135
Social Worker	16/12/2016	01/10/2018	28/10/2018	133	6	139
Social Worker	01/04/2013	01/10/2018	28/10/2018	140	6	146
Social Worker	21/08/2016	01/10/2018	28/10/2018	144	6	150
Social Worker	07/11/2016	01/10/2018	28/10/2018	146	6	152
Social Worker	11/07/2016	01/10/2018	28/10/2018	154	6	160
Social Worker	28/03/2016	01/10/2018	28/10/2018	159	5	164
Social Worker	01/04/2013	01/10/2018	28/10/2018	165	6	171
Social Worker	03/07/2016	01/10/2018	28/10/2018	170	6	176
Social Worker	01/08/2015	01/10/2018	28/10/2018	181	6	187
Social Worker	04/07/2016	01/10/2018	28/10/2018	183	6	189
Social Worker	04/05/2015	01/10/2018	28/10/2018	217	5	222
Social Worker	04/05/2015	01/10/2018	28/10/2018	240	6	246
Social Worker	13/04/2015	01/10/2018	28/10/2018	241	6	247
Social Worker	05/09/2014	01/10/2018	28/10/2018	312	6	318
Social Worker	11/08/2014	01/10/2018	28/10/2018	321	6	327