

COUNCIL BUDGET - 2019/20 REVENUE AND CAPITAL MONTH 5 BUDGET MONITORING

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

HEADLINE INFORMATION

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|---|--|
| Purpose of report | <p>This report provides the Council's forecast financial position and performance against the 2019/20 revenue budget and Capital Programme.</p> <p>A net in-year underspend of £512k is reported against 2019/20 General Fund revenue budgets as of August 2019 (Month 5), representing an improvement of £138k on the position reported to Cabinet at Month 4. Unallocated reserves are projected to total £33,080k at 31 March 2020.</p> <p>The latest positions on other funds and the Capital Programme are detailed within the body of this report.</p> |
| Contribution to our plans and strategies | <p>Putting our Residents First: <i>Financial Management</i></p> <p>Achieving Value for Money is an important element of the Council's Medium Term Financial Plan.</p> |
| Financial Cost | N/A |
| Relevant Policy Overview Committee | Corporate Services, Commerce & Communities |
| Ward(s) affected | All |

RECOMMENDATIONS

That Cabinet:

1. Note the budget position as at August 2019 (Month 5) as outlined in Table 1.
2. Note the Treasury Management update as at August 2019 at Appendix E.
3. Continue the delegated authority up until the November 2019 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 26 September 2019 and 24 October 2019 Cabinet meetings, detailed at Appendix G.

4. Approve the payment of a grant of £165k from the Special Provision Capital Fund to Hedgewood Primary School, in order to enable the school to increase accommodation for children with Social Emotional & Mental Health (SEMH) and children with Autism, with the associated capital release of £165k

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 21 February 2019. 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 G reports back on use of this delegated authority previously granted by Cabinet.
3. **Recommendation 4** is to approve the payment of a grant of £165k. The Special Provision grant payment is funded from the £4,950k Special Educational Needs and Disabilities (SEND) grant awarded to the Council from the Department for Education. The proposed scheme at Hedgewood Primary School enables the school to increase accommodation for children with Social Emotional & Mental Health (SEMH) and children with Autism who experience behavioural difficulties and further develop support to parents. This phase of work will provide 8 places with an overall total of 25 new places being created from this project.

Alternative options considered

4. There are no other options proposed for consideration.

SUMMARY

REVENUE

5. General Fund revenue budgets are projected to underspend by £512k at Month 5, an improvement of £138k on the position reported at Month 4. An overspend of £151k is projected against Directorate Operating Budgets with reported pressures being partially offset by compensating underspends. An underspend across Corporate Operating Budgets of £661k offsets this pressure, with a slight under achievement against grant income of £2k being reported.
6. General Fund Balances are expected to total £33,080k at 31 March 2020, under the assumption that the balance of General Contingency and Unallocated Priority Growth monies are released in-year. This is a reduction of £7,264k from the opening balance of £40,344k.
7. Of the £8,141k being managed in year, £6,016k are either banked in full or classed as 'on track for delivery', while £2,125k classified as either higher risk or in the early stages of delivery. This is an improvement on the position reported in Month 4 with £400k being promoted to on track and £298k savings being banked. Ultimately, all £8,141k of the savings are expected to be delivered in full, with any items with potential issues being covered by alternative in-year savings proposals and management actions.
8. A surplus of £538k is reported within the Collection Fund relating to favourable positions on both Council Tax and Business Rates, which is predominantly driven by a carry forward surplus from 2018/19. Any surplus realised at outturn will be available to support the General Fund budget in 2020/21 and future years.
9. The Dedicated Schools Grant is projecting an in-year overspend of £3,453k at Month 5. This overspend is predominantly due to continuing pressures in the cost of High Needs and results in a forecast carry forward cumulative deficit at 31 March 2020 of £11,945k. Following new direction from the Department for Education, the Council submitted a Deficit Recovery Plan on 30 June 2019. The Deficit Recovery Plan is a three year plan and is being monitored in conjunction with Schools Forum.

CAPITAL

10. At Month 5 the projected underspend against the 2019/20 General Fund Capital Programme is £19,665k, predominantly as a result of rephasing of project expenditure. The forecast outturn over the life of the programme to 2023/24 is an overspend of £206k. The planned investment will require £224,873k Prudential Borrowing, £198k lower than anticipated at budget setting in February 2019. This results from increased grants, contributions and capital receipts, although is not expected to materially impact upon the £11,788k per annum revenue financing charges ultimately required to support this level of investment.

FURTHER INFORMATION

General Fund Revenue Budget

11. An underspend of £512k is reported across normal operating activities at Month 5, with the most significant gross pressures relating to Early Years Centres, Education and ICT. The reduction in the pressures in these areas are primarily staffing costs being reduced in year. These pressures are driving a £151k pressure across Directorate Operating Budgets, which are offset by underspends against Interest and Investment Income and Levies and Other Corporate Budgets as detailed later in this report. A minor movement is reported on Corporate Funding as the exact levels of grant funding for the year are confirmed.
12. Savings of £8,141k are being managed within the 2019/20 budget. Currently £2,822k savings are banked, delivery is currently on track against £3,194k of savings, and £2,125k are either in the early stages of delivery or deemed higher risk although all savings are expected to ultimately be delivered in full. This is an improvement on the position reported in Month 4 with £400k being moved to on track for delivery and £298k of these savings being banked.

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 | | | |
| 210,620 | 1,973 | Directorate Operating Budgets | 212,593 | 212,744 | 151 | 305 | (154) |
| 7,436 | 0 | Corporate Operating Budgets | 7,436 | 6,775 | (661) | (677) | 16 |
| 12,863 | (2,789) | Development & Risk Contingency | 10,074 | 10,074 | (0) | (0) | 0 |
| (991) | 0 | Unallocated Budget Items | (175) | (175) | 0 | 0 | 0 |
| 229,928 | 0 | Sub-total Normal Activities | 229,928 | 229,418 | (510) | (372) | (138) |
| (222,152) | 0 | Corporate Funding | (222,152) | (222,154) | (2) | (2) | 0 |
| 7,776 | 0 | Net Total | 7,776 | 7,264 | (512) | (374) | (138) |
| (40,344) | 0 | Balances b/fwd | (40,344) | (40,344) | | | |
| (32,568) | 0 | Balances c/fwd 31 March 2020 | (32,568) | (33,080) | | | |

13. General Fund Balances are expected to total £33,080k at 31 March 2020 as a result of the forecast position detailed above, £512k higher than projected at budget setting in February 2019. The Council's Medium Term Financial Forecast 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

14. 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 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 | | | | |
| 8,110 (1,207) | 1 (1) | Chief Executive's Office | Expenditure | 8,111 | 8,123 | 12 | 39 | (27) |
| | | | Income | (1,208) | (1,216) | (8) | 1 | (9) |
| 6,903 | 0 | | Sub-Total | 6,903 | 6,907 | 4 | 40 | (36) |
| 19,069 (3,221) | 67 (175) | Finance | Expenditure | 19,136 | 19,194 | 58 | 50 | 8 |
| | | | Income | (3,396) | (3,485) | (89) | (76) | (13) |
| 15,848 | (108) | | Sub-Total | 15,740 | 15,709 | (31) | (26) | (5) |
| 116,482 (43,966) | 1,653 (807) | Residents Services | Expenditure | 118,135 | 119,101 | 966 | 1,140 | (174) |
| | | | Income | (44,773) | (45,585) | (812) | (884) | 72 |
| 72,516 | 846 | | Sub-Total | 73,362 | 73,516 | 154 | 256 | (102) |
| 148,761 (33,408) | 1,299 (64) | Social Care | Expenditure | 150,060 | 151,500 | 1,440 | 1,168 | 272 |
| | | | Income | (33,472) | (34,888) | (1,416) | (1,133) | (283) |
| 115,353 | 1,235 | | Sub-Total | 116,588 | 116,612 | 24 | 35 | (11) |
| 210,620 | 1,973 | Total Directorate Operating Budgets | | 212,593 | 212,744 | 151 | 305 | (154) |

15. An overspend of £4k is reported on Chief Executive's Office budgets at Month 5, an improvement of £36k on Month 4, from the delivery of vacancy management savings. Across Finance, a net underspend of £31k is projected as a result of staffing variances across the directorate with compensating variances on income from additional grant funding.
16. At Month 5 a net pressure of £154k is reported across Residents Services. There is a reduction in the pressure reported in Month 4 primarily relating to staffing forecasts improving in Administrative, Technical & Business Services by £185k. Within this position there is £499k forecast pressure in ICT due to contract costs, this is partially netted down by £164k staff costs underspend, to £335k. Education functions are reporting a £200k pressure which is subject to a BID review. These pressures are mitigated in the Residents Services position by the projected underspend in in Administrative, Technical and Business Services of £443k.
17. A net pressure of £24k is reported across Social Care budgets, with a pressure due to delays in securing additional health contributions towards placements meeting both social care and health needs, alongside the deficit on Early Years Centres transferred from the schools budget being offset through additional Troubled Families Grant and more efficient use of the Better Care Fund. There has been a marginal £11k improvement from the position reported at Month 4.
18. 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 £2,322k for such costs, which will remain under review over the remainder of the year and have been excluded from reported monitoring positions. It is anticipated that these costs will be financed from a combination of Capital Receipts and Earmarked Reserves.

Progress on Savings

19. The savings requirement for 2019/20 is £6,609k. In addition, there are savings of £700k brought forward from 2018/19 which gives an overall total of £7,309k. Within this position there are £832k of funding requirements, covering Troubled Families, Fleet and Parking Services. For reporting from Month 4 onwards the savings have been adjusted to remove the £832k of funding requirements, giving a restated gross savings target of £8,141k with the aim of improving the transparency on the progress of savings.
20. Of this sum £6,016k are either banked or on track for delivery in full during 2019/20. £2,125k savings are in the early stages of delivery or potentially subject to greater risk to delivery, however, ultimately all £8,141k are expected to be delivered in full, with any items with potential issues being covered by alternative in-year savings proposals and management actions.
21. In Month 5 £400k of savings were promoted to on track and £298k Annual promoted to banked.

Table 3: Savings Tracker

| 2019/20 General Fund Savings Programme | CEOs | Finance | Residents Services | Social Care | Cross-Cutting | Total 2019/20 Savings | |
|---|--------------|--------------|--------------------|----------------|----------------|-----------------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | % |
| B Banked | (282) | (359) | (477) | (500) | (1,204) | (2,822) | 34.7% |
| G On track for delivery | (105) | (221) | (955) | (1,593) | (320) | (3,194) | 39.2% |
| A Potential significant savings shortfall or a significant or risky project which is at an early stage; | 0 | (150) | (264) | (830) | (881) | (2,125) | 26.1% |
| R Serious problems in the delivery of the saving | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total 2019/20 Savings | (387) | (730) | (1,696) | (2,923) | (2,405) | (8,141) | 100.0% |

Corporate Operating Budgets

22. Corporate Operating Budgets are currently forecasting a £661k favourable variance, which is an adverse movement of £16k on the Month 4 position. Corporately managed expenditure includes revenue costs of the Council's Capital Programme, the net impact of Housing Benefit Subsidy arrangements on the Council, externally set levies and income arising from the provision of support services to other funds and ring-fenced budgets.
23. As a result of anticipated capital expenditure and associated borrowing being slipped from 2018/19, alongside proactive use of capital grants and alternative funding, a £308k underspend is reported on the revenue costs of debt financing. An ongoing review of the Council's balance sheet has identified up to £357k of historic credit balances, which are expected to be written on during 2019/20, delivering a one-off windfall underspend. Housing Benefit remains on

budget with no variance being reported. No material variances are reported across the remainder of Corporate Budgets, resulting in a headline underspend of £661k.

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 | 0 |
| 7,777 | 0 | | Non-Sal Exp | 7,777 | 7,469 | (308) | (326) | 18 |
| (87) | 0 | | Income | (87) | (47) | 40 | 40 | 0 |
| 7,690 | 0 | | Sub-Total | 7,690 | 7,422 | (268) | (286) | 18 |
| 490 | 0 | Levies and Other Corporate Budgets | Salaries | 490 | 487 | (3) | (1) | (2) |
| 12,570 | 0 | | Non-Sal Exp | 12,570 | 12,537 | (33) | (33) | 0 |
| (12,289) | 0 | | Income | (12,289) | (12,646) | (357) | (357) | 0 |
| 771 | 0 | | Sub-Total | 771 | 378 | (393) | (391) | (2) |
| 0 | 0 | Housing Benefit Subsidy | Salaries | 0 | 0 | 0 | 0 | 0 |
| 147,629 | 0 | | Non-Sal Exp | 147,629 | 147,629 | 0 | 0 | 0 |
| (148,654) | 0 | | Income | (148,654) | (148,654) | 0 | 0 | 0 |
| (1,025) | 0 | | Sub-Total | (1,025) | (1,025) | 0 | 0 | 0 |
| 7,436 | 0 | Total Corporate Operating Budgets | | 7,436 | 6,775 | (661) | (677) | 16 |

Development & Risk Contingency

24. For 2019/20 £12,863k was set aside to manage uncertain elements of budgets within the Development & Risk Contingency, which included £12,031k in relation to specific risk items and £832k as General Contingency to manage unforeseen issues.

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 | | | | |
| 1,072 | 0 | Residents Services | Impact of Welfare Reform on Homelessness | 1,072 | 944 | (128) | 27 | (155) |
| 1,972 | (772) | | Waste Disposal Levy & Associated Contracts | 1,200 | 669 | (531) | (531) | 0 |
| 0 | 0 | | Development Control - Major Applications | 0 | 150 | 150 | 150 | 0 |
| 1,885 | 0 | Social Care | Asylum Service | 1,885 | 1,196 | (689) | (622) | (67) |
| 3,273 | (403) | | Demographic Growth - Looked After Children | 2,870 | 2,581 | (289) | (380) | 91 |
| 1,017 | (367) | | Demographic Growth - Children with Disabilities | 650 | 659 | 9 | 0 | 9 |
| 277 | 0 | | Social Worker Agency Contingency | 277 | 250 | (27) | (27) | 0 |
| 997 | (259) | | SEN transport | 738 | 1,796 | 1,058 | 978 | 80 |
| 1,938 | (988) | | Demographic Growth - Adult Social Care | 950 | 1,735 | 785 | 785 | 0 |
| 0 | 0 | | Additional BCF Income | 0 | (331) | (331) | (331) | 0 |
| (400) | 0 | Corp. Items | Additional Investment Income | (400) | (400) | 0 | 0 | 0 |
| 832 | 0 | | General Contingency | 832 | 825 | (7) | (49) | 42 |
| 12,863 | (2,789) | Total Development & Risk Contingency | | 10,074 | 10,074 | 0 | 0 | 0 |

25. The Development Risk and Contingency is showing a reported variance of £128k, a movement of £27k from Month 4, on Impact of Welfare Reform on Homelessness. The Council will continue to monitor this risk, as following the introduction of the Homeless Reduction Act in April 2018, there are emerging pressures on the demand for Housing assistance. Waste Disposal Levy & Associated Contracts is forecasting a reduced call on contingency due to the distribution of £330k West London Waste Authority reserves, received in July. There is £150k call on contingency relating to a shortfall in Development Control Income.
26. Within Social Care there is forecast a £689k reduced call on contingency in Asylum Service due to an uplift in grant income following a Home Office review of funding rates. There was significant growth built into the Looked After Children budget in 2019/20 and this is currently reporting a variance on Development Risk and Contingency of £289k, a movement of £91k from Month 4.
27. Social Worker Agency Contingency has a reduced call on contingency from budget of £27k reflecting assumed recruitment to permanent posts and changes to agency arrangements. Adult Placements has a £1,735k call on contingency, which is £785k over contingency budget. This reflects the increase in the number of placements particularly in Mental Health.
28. SEN Transport is reporting a £1,796k call on contingency, £978k higher than the budgeted amount, reflecting the continued growth in the number of children that have an Education, Health and Care Plan (EHCP), which is currently running at approximately 10%, and is reflected in the MTFP for 2020/21. The demand for SEN places in schools is outstripping in-borough

supply, resulting in additional transport costs. There is a contribution to contingency from additional Better Care Fund grant announced in July 2019.

29. There is a net £7k pressure on identified specific contingency items will be funded from General Contingency. This leaves £825k provision to manage emerging issues over the remainder of this financial year. This position will be closely monitored.

Unallocated Priority Growth and HIP Initiatives

30. There was a budget of £250k Unallocated Priority Growth in 2019/20, following allocation of £40k for CCTV in the borough, there remains £210k available to support investment in services. There is £200k of HIP Initiative funding included in the 2019/20 budget, funded from Earmarked Reserves, which is supplemented by £718k brought forward balances, to provide total resources of £918k. £232k of projects have been approved for funding from HIP resources as at Month 5, with £104k underspend relating to projects completed in 2018/19, there is £790k available for future releases.

Schools Budget

31. At Month 5 the Dedicated Schools Grant position is an in-year overspend of £3,453k. This is predominantly due to continuing pressures in the cost of High Needs. When the £8,492k deficit brought forward from 2018/19 is taken into account, the deficit to carry forward to 2019/20 is forecast at £11,945k.
32. Following new direction from the Department for Education, the Council was required to submit a Deficit Recovery Plan by 30 June 2019. The three year plan was jointly approved by Council and Schools Forum and supported the broader lobbying effort to secure additional resources to recognise the unfunded implications of the Children's & Families Act 2014.

Collection Fund

33. A £538k surplus is projected against the Collection Fund at Month 5, which is made up of a £37k deficit on Council Tax and a £575k surplus on Business Rates. The reported variance is primarily driven by the brought forward surplus on Business Rates with no material movements in 2019/20.

Housing Revenue Account

34. The Housing Revenue Account is currently forecasting a £21k favourable position, resulting in a drawdown of reserves of £1,224k. This results in a projected 2019/20 closing HRA General Balance of £17,036k. The use of reserves is funding investment in new housing stock.

Future Revenue Implications of Capital Programme

35. Appendix D to this report outlines the forecast outturn on the 2019/20 to 2023/24 Capital Programme, with a balanced position over the five-year programme. Alongside marginal variances on Government Grant income and Capital Receipts, Prudential Borrowing is projected to be £198k lower. The reduction in the borrowing requirement would result in a £11k per annum saving to revenue which represents a minor variance when set in the context of the current MTFE position on capital financing costs.

Appendix A – Detailed Group Forecasts (General Fund)

CHIEF EXECUTIVE'S OFFICE

36. The overall position for CEO at Month 5 is a forecast pressure of £4k. Vacancy management across the group has delivered a further £36k to the wider managed vacancy target accounting for the majority of the improvement across the two months.
37. Income is forecast to achieve budgeted levels at Month 5 and will be closely monitored through the year following statutory uplifts to existing fees and charges at the start of the financial year as well as the introduction of new fees within Democratic Services, to determine the impact of the changes upon demand.

Table 6: 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 | | | |
| 1,479 | 0 | Democratic Services | Salaries | 1,479 | 1,491 | 12 | 18 | (6) |
| 1,721 | 0 | | Non-Sal Exp | 1,721 | 1,721 | 0 | 0 | 0 |
| (701) | (1) | | Income | (702) | (701) | 1 | 1 | 0 |
| 2,499 | (1) | | Sub-Total | 2,498 | 2,511 | 13 | 19 | (6) |
| 1,900 | (146) | Human Resources | Salaries | 1,754 | 1,779 | 25 | 26 | (1) |
| 830 | 147 | | Non-Sal Exp | 977 | 988 | 11 | 4 | 7 |
| (230) | 0 | | Income | (230) | (239) | (9) | 0 | (9) |
| 2,500 | 1 | | Sub-Total | 2,501 | 2,528 | 27 | 30 | (3) |
| 2,124 | 0 | Legal Services | Salaries | 2,124 | 2,088 | (36) | (10) | (26) |
| 56 | 0 | | Non-Sal Exp | 56 | 56 | 0 | 1 | (1) |
| (276) | 0 | | Income | (276) | (276) | 0 | 0 | 0 |
| 1,904 | 0 | | Sub-Total | 1,904 | 1,868 | (36) | (9) | (27) |
| 5,503 | (146) | Chief Executive's Office Directorate | Salaries | 5,357 | 5,358 | 1 | 34 | (33) |
| 2,607 | 147 | | Non-Sal Exp | 2,754 | 2,765 | 11 | 5 | 6 |
| (1,207) | (1) | | Income | (1,208) | (1,216) | (8) | 1 | (9) |
| 6,903 | 0 | | Total | 6,903 | 6,907 | 4 | 40 | (36) |

FINANCE

38. The overall position for Finance at Month 5 is a forecast underspend of £31k due mainly to the benefit of additional external grant funding for revenues inspections and Fleet asset disposals partly offset by increased expenditure within the Fleet Service.

Table 7: 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 | | | | |
| 6,021 | 47 | Exchequer and Business Assurance Services | Salaries | 6,068 | 6,099 | 31 | 30 | 1 |
| 3,505 | 12 | | Non-Sal Exp | 3,517 | 3,539 | 22 | 24 | (2) |
| (2,683) | (174) | | Income | (2,857) | (2,916) | (59) | (59) | 0 |
| 6,843 | (115) | | Sub-Total | 6,728 | 6,722 | (6) | (5) | (1) |
| 1,743 | 0 | Procurement | Salaries | 1,743 | 1,710 | (33) | (36) | 3 |
| 3,243 | 8 | | Non-Sal Exp | 3,251 | 3,281 | 30 | 36 | (6) |
| (93) | (1) | | Income | (94) | (124) | (30) | (20) | (10) |
| 4,893 | 7 | | Sub-Total | 4,900 | 4,867 | (33) | (20) | (13) |
| 3,724 | 0 | Corporate Finance | Salaries | 3,690 | 3,693 | 3 | (11) | 14 |
| 136 | 0 | | Non-Sal Exp | 170 | 168 | (2) | 8 | (10) |
| (170) | 0 | | Income | (170) | (167) | 3 | 3 | 0 |
| 3,690 | 0 | | Sub-Total | 3,690 | 3,694 | 4 | 0 | 4 |
| 489 | 0 | Pensions, Treasury & Statutory Accounting | Salaries | 489 | 479 | (10) | (1) | (9) |
| 208 | 0 | | Non-Sal Exp | 208 | 225 | 17 | 0 | 17 |
| (275) | 0 | | Income | (275) | (278) | (3) | 0 | (3) |
| 422 | 0 | | Sub-Total | 422 | 426 | 4 | (1) | 5 |
| 11,977 | 47 | Finance Directorate | Salaries | 11,990 | 11,981 | (9) | (18) | 9 |
| 7,092 | 20 | | Non-Sal Exp | 7,146 | 7,213 | 67 | 68 | (1) |
| (3,221) | (175) | | Income | (3,396) | (3,485) | (89) | (76) | (13) |
| 15,848 | (108) | | Total | 15,740 | 15,709 | (31) | (26) | (5) |

RESIDENTS SERVICES

39. Residents Services directorate is showing a projected outturn overspend of £154k at Month 5, excluding pressure areas that have identified contingency provisions. The overall variance is a result of pressures across Residual Education and ICT partially netted down by an underspend in Administrative, Technical and Business Services.

Table 8: 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 | | | | |
| 17,619 | (46) | Infrastructure, Waste and ICT | Salaries | 17,573 | 18,026 | 453 | 437 | 16 |
| 32,237 | 768 | | Non-Sal Exp | 33,005 | 33,647 | 642 | 604 | 38 |
| (10,590) | (58) | | Income | (10,648) | (11,374) | (726) | (702) | (24) |
| 39,266 | 664 | | Sub-Total | 39,930 | 40,299 | 369 | 339 | 30 |
| 19,221 | 642 | Housing, Environment, Education, Health & Wellbeing | Salaries | 19,863 | 19,770 | (93) | 182 | (275) |
| 24,490 | 233 | | Non-Sal Exp | 24,723 | 24,981 | 258 | 100 | 158 |
| (18,024) | (539) | | Income | (18,563) | (18,556) | 7 | (129) | 136 |
| 25,687 | 336 | | Sub-Total | 26,023 | 26,195 | 172 | 153 | 19 |
| 4,324 | 25 | Planning, Transportation & Regeneration | Salaries | 4,349 | 4,352 | 3 | 6 | (3) |
| 1,240 | 181 | | Non-Sal Exp | 1,421 | 1,476 | 55 | 52 | 3 |
| (4,534) | (206) | | Income | (4,740) | (4,742) | (2) | (2) | 0 |
| 1,030 | 0 | | Sub-Total | 1,030 | 1,086 | 56 | 56 | 0 |
| 13,486 | (122) | Administrative, Technical & Business Services | Salaries | 13,364 | 13,036 | (328) | (143) | (185) |
| 3,865 | (28) | | Non-Sal Exp | 3,837 | 3,813 | (24) | (98) | 74 |
| (10,818) | (4) | | Income | (10,822) | (10,913) | (91) | (51) | (40) |
| 6,532 | (154) | | Sub-Total | 6,379 | 5,936 | (443) | (292) | (151) |
| 54,650 | 499 | Residents Services Directorate | Salaries | 55,149 | 55,184 | 35 | 482 | (447) |
| 61,832 | 1,154 | | Non-Sal Exp | 62,986 | 63,917 | 931 | 658 | 273 |
| (43,966) | (807) | | Income | (44,773) | (45,585) | (812) | (884) | 72 |
| 72,515 | 846 | | Total | 73,362 | 73,516 | 154 | 256 | (102) |

40. The Council's 2019/20 contingency budget contains provision for areas of expenditure or income within Residents Services for which there is a greater degree of uncertainty. At Month 5, projected calls on contingency are forecast to be £509k less than the budgeted provision, a £155k favourable movement from Month 4. The following table shows the breakdown for each contingency item.

Table 9: 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 |
| 1,072 | 0 | Impact of Welfare Reform on Homelessness | 1,072 | 944 | (128) | 27 | (155) |
| 1,972 | (772) | Waste Disposal Levy & Associated Contracts | 1,200 | 669 | (531) | (531) | 0 |
| 0 | 0 | Development Control – Income | 0 | 150 | 150 | 150 | 0 |
| 3,044 | (772) | Current Commitments | 2,272 | 1,763 | (509) | (354) | (155) |

41. The Month 5 data in the table below shows the use of Temporary Accommodation. The first three months of the financial year saw an increase in the number of Households in higher cost Bed & Breakfast placements, continuing the trend from quarter four of 2018/19. At Month 5, there was a reduction in the use of Temporary Accommodation overall, the majority of which was from reduced B&B placements. The total number accommodated is still currently higher than budgeted for in 2019/20; however, management actions to meet the targets continue to be progressed.

Table 10: Housing Needs performance data

| | June 19 | July 19 | August 19 |
|--|---------|---------|-----------|
| All Approaches | 236 | 254 | 246 |
| Full Assessment Required | 146 | 176 | 170 |
| New into Temporary Accommodation (Homeless and Relief) | 44 | 23 | 37 |
| Households in Temporary Accommodation | 507 | 471 | 485 |
| Households in B&B | 198 | 171 | 188 |

42. As in previous years, a contingency has been set aside in 2019/20 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 £944k, £128k below the budgeted provision. The service is forecasting the number of clients in B&B accommodation will average 168 over the financial year. A planned reduction in numbers through increased prevention activity has resulted in a projected favourable outturn on accommodation budgets. The Month 5 position also includes the continued close monitoring of unit costs.
43. The Council will continue to closely monitor this risk, as following the introduction of the Homeless Reduction Act in April 2018, there are emerging pressures on the demand for Housing assistance.
44. The call on the Waste contingency is £669k, to fund estimated population driven increases in the cost of disposal via the West London Waste Authority (WLWA) levy and associated waste disposal contracts. This reflects a reduction of £531k compared with budget, comprising two key elements:
- The WLWA has recently disbursed excess reserves to boroughs, with Hillingdon having received £331k at the end of July.
 - The retendering of the Council's contract for the collection and processing of highways arising, bulky items and street litter has resulted in the appointment of a new supplier for that element relating to highways arisings and street sweepings, at a reduced cost.

45. The first five months of 2019/20 have seen a 5% increase in residual waste volumes compared to the same period last year. Additionally, market conditions are affecting sales prices for recyclables, impacting on costs of the Council's mixed dry recycling contract with Biffa (with some additional risk arising as a result of high contamination levels) and significant costs have been incurred in relation to fly tipping clearance and disposal. Current projections indicate that these factors can be managed within the remaining contingency sum, with the position expected to become clearer as the year progresses and the impact of seasonal fluctuations and wider market factors on variable contracts emerges
46. There was a marked downturn in volumes of major planning applications submitted to the Council during the first quarter of 2019/20, with income over this period £150k lower than that secured in the first quarter of 2018/19. While there has been an increase during Month 4 back to normal levels of activity, it is unlikely that income over the remaining eight months will be sufficient to offset the pressure experienced in quarter one and therefore a pressure of £150k is reported against General Contingency. This major revenue stream will continue to be closely monitored over the remainder of this financial year.

Infrastructure, Waste and ICT (£369k overspend, £30k adverse movement)

47. At Month 5, there is a £369k forecast overspend, an adverse movement of £30k from Month 4, arising 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 remainder of the financial year.
48. Earmarked reserve drawdowns totalling £363k are offsetting the gross pressure on Waste Services of £364k. The projected underlying pressure reflects a staffing overspend of £775k due to additional agency usage within Street Cleansing, high levels of overtime and an unachievable managed vacancy factor owing to the need to cover permanent staff absences across front-line teams. The underlying non-staffing pressure at Month 5 is £13k.
49. Overspends on refuse sacks, staff training costs and on public convenience costs owing to the timing of removal of several JCDecaux units are largely netted down by a £311k underspend on the budget for a second CA site, given expectations that the current monthly waste weekend operation will increase to weekly with effect from the half year. Offsetting these pressures is an anticipated £424k income over-achievement, reflecting buoyant trade tipping activity at the New Years Green Lane CA site and an uplift in commercial waste fees and charges as the service starts to implement changes arising from the recent BID review.
50. The Highways overspend at Month 5 is £146k, comprising staffing pressures resulting from an unachievable vacancy factor (staff turnover has been very low in recent years), street lighting electricity charges running above budget levels and advertising costs due to a high volume of temporary road closure notices.
51. ICT is reporting a net overspend of £335k. There is a forecast pressure on contract costs of £499k, though this is partly netted down by a £164k staff costs underspend, due to vacancies whilst the service progresses a recently approved restructure, more general staff turnover and several officers having left the pension scheme. The service continues to review contracts and the impact of the cloud migration in order to manage down this pressure.
52. ASBET's forecast overspend is £30k at Month 5, reflecting costs associated with the eviction of trespassers from Council owned green spaces under the remit of the borough wide injunction regarding prevention of encampments and fly tipping, car allowance pressures and an expected shortfall in works in default income.

53. There is a forecast £43k underspend reported within the Corporate Communications, largely reflecting a number of vacancies as the service progresses recruitment following the implementation of last year's BID review.

Housing, Environment, Education, Health & Wellbeing (£172k overspend, £19k adverse movement)

54. At Month 5 there is an overspend position of £172k across the service. Pressures within the Residual Education function and Business Performance are being mitigated by underspends within the wider Housing Options and Standards team.
55. Green Spaces is showing a forecast underspend against budget of £10k at month 5, including a drawdown of £25k earmarked reserve from the Youth Fund. This a favourable movement of £10k from month 4. Non staffing pressures are driven by the delay in the planned closure of Ruislip Golf from May to September when the next phase of HS2 works commences, in addition there are pressure in grounds maintenance for equipment maintenance and repair. The position is mitigated by additional income and HS2 compensation at Ruislip Golf course, under spends from hard to recruit vacant posts within Youth Centres, and forecast income to exceed targets at Battle of Britain Bunker and Visitor Center.
56. There continues to be a £200k pressure within the Residual Education service. The delivery of these functions is currently being reviewed as part of a BID workstream.
57. The Housing Options, Homelessness and Standards team is projecting an underspend of £55k, this is as a result of increased enforcement income.

Planning, Transportation & Regeneration (£56k overspend, no movement)

58. During 2019/20, external consultants have been commissioned to provide legal and other specialist technical support where posts have been vacant, accounting for the adverse variance across staffing and non-staffing expenditure of £56k. With the exception of Development Control income where a shortfall is reported against General Contingency, there are no material variances on income across the service.

Administrative, Technical & Business Services (£443k underspend, £151k improvement)

59. The £151k improvement on Month 4 primarily relates to staffing estimates, with revised recruitment assumptions in the Contact Centre and Technical Administration support teams. The adverse movement in non-staffing relates mainly to a number of repairs that have been identified with the existing CCTV cameras and quotations are awaited.
60. The favourable movement in income reflects improvements in income through the Council's Parking Enforcement supplier. An estimated overachievement of income in the service is largely realised by the sustained high volume, high value testing of import products at the Imported Food Office.

SOCIAL CARE (£24k overspend, £11k improvement)

61. Social Care is projecting an overspend of £24k as at Month 5, a slight favourable movement of £11k on the Month 4 projections. Included in this position is an underspend in Children's Services and SEND staffing costs, additional Troubled Families Grant income through improved Payment by Results submissions and a reduction in income from the CCG relating to a number of clients previously fully funded by the CCG for Continuing Health Care needs. Additionally, the service are managing a number of ongoing pressures including a £548k net pressure in the running costs of the Early Years Centres, ongoing pressures on the cost of Legal Counsel, the provision of Temporary Accommodation for Section 17 cases and the above inflation increase in the cost of agency staff in the SEN Transport Service.

Table 11: 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 | | | | |
| 18,442 | (955) | Children's Services | Salaries | 17,487 | 17,035 | (452) | (346) | (106) |
| 17,704 | 791 | | Non-Sal | 18,495 | 19,092 | 597 | 444 | 153 |
| (7,656) | (15) | | Exp | (7,671) | (8,212) | (541) | (221) | (320) |
| 28,490 | (179) | | Income | 28,311 | 27,915 | (396) | (123) | (273) |
| 2,051 | 104 | SEND | Salaries | 2,155 | 1,872 | (283) | (223) | (60) |
| 186 | 262 | | Non-Sal | 448 | 448 | 0 | 0 | 0 |
| (427) | 0 | | Exp | (427) | (337) | 90 | 17 | 73 |
| 1,810 | 366 | | Income | 2,176 | 1,983 | (193) | (206) | 13 |
| 7,720 | 0 | Adult Social Work | Salaries | 7,720 | 7,711 | (9) | (2) | (7) |
| 72,847 | 409 | | Non-Sal | 73,256 | 74,059 | 803 | 303 | 500 |
| (21,829) | 224 | | Exp | (21,605) | (21,619) | (14) | 26 | (40) |
| 58,738 | 633 | | Income | 59,371 | 60,151 | 780 | 327 | 453 |
| 18,286 | 116 | Provider and Commissione d Care | Salaries | 18,402 | 18,085 | (317) | (111) | (206) |
| 11,525 | 572 | | Non-Sal | 12,097 | 13,198 | 1,101 | 1,103 | (2) |
| (3,496) | (273) | | Exp | (3,769) | (4,720) | (951) | (955) | 4 |
| 26,315 | 415 | | Income | 26,730 | 26,563 | (167) | 37 | (204) |
| 46,499 | (735) | Social Care Directorate Total | Salaries | 45,764 | 44,703 | (1,061) | (682) | (379) |
| 102,262 | 2,034 | | Non-Sal | 104,296 | 106,797 | 2,501 | 1,850 | 651 |
| (33,408) | (64) | | Exp | (33,472) | (34,888) | (1,416) | (1,133) | (283) |
| 115,353 | 1,235 | | Income | 116,588 | 116,612 | 24 | 35 | (11) |

SOCIAL CARE DEVELOPMENT AND RISK CONTINGENCY (£516k overspend, £113k adverse movement)

62. The Council's 2019/20 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 across Adults and Children's, including Asylum seekers and SEN Transport. Table 12 sets out the Month 5 projected position for the Development and Risk Contingency, which is reporting a pressure of £516k, an adverse movement of £113k on the Month 4 position, due to emerging pressures across Adult Placements and SEN Transport. These are being partially offset by improvements in the cost of Looked After Children placements, increased grant income for Unaccompanied Asylum Seeking Children and the estimated additional Better Care Fund Income.
63. The overspend is due to pressures in the cost of Adult placements, where there are indications of significant underlying growth across Mental Health and lower than anticipated mortality rates during winter 2018/19. The service have put in place a range of management actions, including a further review of all high cost placements, a review of all of the block contracts to maximise occupancy rates and a review of all external income. The service are also experiencing a change in SEN Transport requirements, where an increase in single occupancy or lower occupancy routes is being seen, due to a continued high level of growth in the number of children that have an Education, Health and Care Plan. The September 2019 data indicates that there are 17 additional children that have been placed in Independent and Non-Maintained Special schools, the majority of which will not be able to join existing routes.

Table 12: Social Care Development & Risk Contingency

| Original Budget | Budget Changes | Development & Risk Contingency | Month 4 | | 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 |
| 1,885 | 0 | Asylum Service | 1,885 | 1,196 | (689) | (622) | (67) |
| 3,273 | (403) | Demographic Growth - Looked After Children | 2,870 | 2,581 | (289) | (380) | 91 |
| 1,017 | (367) | Demographic Growth - Children with Disabilities | 650 | 659 | 9 | 0 | 9 |
| 277 | 0 | Social Worker Agency Contingency | 277 | 250 | (27) | (27) | 0 |
| 997 | (259) | SEN Transport | 738 | 1,796 | 1,058 | 978 | 80 |
| 1,938 | (988) | Demographic Growth - Adult Social Care | 950 | 1,735 | 785 | 785 | 0 |
| 0 | 0 | Additional BCF Income | 0 | (331) | (331) | (331) | 0 |
| 9,387 | (2,017) | Current Commitments | 7,370 | 7,886 | 516 | 403 | 113 |

Asylum Service (£689k underspend, £67k improvement)

64. The service is projecting a drawdown of £1,196k from the contingency as at Month 5, an improvement of £67k on the month 4 position, due to a net increase in the projected level of grant income that will be received. This improved position reflects an agreed increase in the funding rate for all UASC aged 16 to 17, which has been increased from £91 per day to £114 per day with effect from 1 April 2019.

Demographic Growth - Looked After Children (£289k underspend, £91k adverse movement)

65. The service is projecting a drawdown of £2,581k from the Contingency, an underspend of £289k as at Month 5, an adverse movement of £91k on the month 4 position, due to an increase in the number of Residential placements made over the last month. Additionally it is more evident that the length of stay in a Residential placement has increased, where most are now likely to be in their placement for a year or more. In order to try to mitigate significant increases in costs, the service are placing children in Council run Children's Homes, where no other viable option is available, thereby reducing the need to place in out of borough high cost residential placements.
66. 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. Alongside this, the service has started to implement new ways of working, with the targeted use of a £400k grant, to support vulnerable children and prevent them from entering the care system. Early Indications are that this is having a significant impact on supporting young people and families to remain in their existing environment rather than being brought into the care system and could partly explain why the number of High Cost Placements has stabilised.

Demographic Growth – Children with Disabilities (£9k overspend, £9k adverse movement)

67. The service is projecting the full drawdown of £659k from the Contingency, an improvement of £9k on the Month 4 position. It is evident that there continues to be an increase in the number of cases that have more complex needs, which in most cases, require a residential placement or more respite care. As a result, the service is planning a major review of the support being provided and the range of services on offer for Children with Disabilities, to identify opportunities to reduce the cost of placements.

Social Worker Agency (Children's) (£27k underspend, no movement)

68. The service is projecting a drawdown of £250k from the contingency as at Month 5, no change on the month 4 position. The required drawdown of funds relates to the additional cost of using agency staff to cover essential Social Worker posts, where there is a premium cost of circa £18k for an agency worker, as the recruitment of Social Workers continues to be very competitive
69. At its meeting on 22 July 2019, Cabinet agreed to enter into a contract with Sanctuary Ltd for a specialist agency provision for qualified Social Workers and SEND staff. Based on the new rates proposed in this new contract, the premium cost of an agency worker reduces from on average of approximately £18k to £13k. This position will be closely monitored as the Social Care market remains highly competitive

Demographic Growth - SEN Transport (£1,058k overspend, £80k adverse movement)

70. The service is projecting a drawdown of £1,796k from the SEN Transport contingency as at Month 5, an adverse movement of £80k on the Month 4 position. This reflects the continued growth in the number of children that have an Education, Health and Care Plan (EHCP), which is currently running at approximately 10% per annum and that it is becoming more challenging to avoid having to procure single occupancy or lower occupancy routes as children are being placed further away. It is now evident that the demographic growth is significantly higher than anticipated when the budgets were set in February 2019.

71. The latest data suggests that there has been a net increase in costs of £491k between September 2018 and May 2019 relating to new routes, and an additional cost of £177k for Passenger Assistants. Further analysis indicates that the average cost per route per day has increased from £117 in September 2018 to £135 in June 2019, an increase of £18 which equivalent to 15.4%. A further 17 children are currently indicated to be starting a new SEN placement in an Independent or Non-maintained special school in September 2019 and it is highly likely that these children will not be able to be placed on an existing route.

Demographic Growth - Adult Social Care (£785k overspend, no movement)

72. The service is projecting a drawdown of £1,735k from the Adult Social Care contingency, an overspend of £785k as at Month 5, no change on the Month 4 position. The overspend is due to pressures in the cost of Adult placements, where there are indications of significant underlying growth across Mental Health and lower than anticipated mortality rates during winter 2018/19. The service have put in place a range of management action, including a further review of all high cost placements, a review of all of the block contracts to maximise occupancy rates and a review of all external income to mitigate some of the gross pressure emerging.

Additional Better Care Fund Income (£331k, no movement)

73. Additional Better Care Fund Income of £331k is being reflected in the contingency position for Social Care, to enable Social Care to manage the pressures outlined.

SOCIAL CARE DIRECTORATE OPERATING BUDGETS (£24k overspend, £11k improvement)

Children's Services (£396k underspend, £273k improvement)

74. The service is projecting an underspend of £396k, as at Month 5, an improvement of £273k on the Month 4 position, due to a further review of the staffing costs, and an increase in the level of grant income that has been received relating to the Troubled Families programme and improved levels of claims that are being submitted to draw down Payment by Results funding. The salary budget is projecting an underspend of £452k, which also reflects the success of the recruitment of newly qualified Social Workers. However, the service are still having difficulties recruiting Senior Social Workers and will explore the best approach to addressing this over the coming months.

Special Educational Needs & Disabilities (£193k underspend, £13k adverse movement)

75. The service is projecting an underspend of £193k as at Month 5, an adverse movement of £13k on the Month 4 position. The majority of this relates to an underspend in the staffing budget, where the service put on hold staff recruitment, whilst it undertook a BID review, which has now concluded and has moved to the recruitment stage.

Adult Social Work (£780k overspend, £453k adverse movement)

76. The service is projecting an overspend of £780k as at Month 5, an adverse movement of £453k on the Month 4 position, reflecting delays in securing income from health partners. This includes the impact of a reduction in the amount of income that the Council will receive from a number of clients funded fully or partially from the CCG, as they met the Continuing Health Care (CHC) threshold, where a recent assessment has indicated that these clients have a reduced CHC need. Additionally, a review of all S117 clients (including those not previously funded by the CCG), has indicated that there will be a shortfall in the additional income

generated when compared to the saving proposal. This shortfall can be managed in year through one off management action across the Directorate.

Provider and Commissioned Care (£167k underspend, £204k improvement)

77. The service is projecting an underspend of £167k as at Month 5, an improvement of £204k on the Month 4 position, due to an in depth review of projected staffing costs. It should be noted that this position includes a projected overspend of £548k on the Early Years Centres and an overspend of £229k on SEN Transport agency staffing costs, which is being mitigated by implementing the new approach to managing the Better Care Fund capital grant, where the reported position reflects a £919k positive revenue impact in 2019/20.

Appendix B – Other Funds

SCHOOLS BUDGET

Dedicated Schools Grant (£3,453k overspend, £590k adverse movement)

78. The Dedicated Schools Grant (DSG) outturn position is an in-year overspend of £3,453k at month 5, an adverse movement of £590k on the Month 4 position. This overspend is due to continuing pressures in the cost of High Needs and alternative provision placements. When the £8,492k deficit brought forward from 2018/19 is taken into account, the cumulative deficit carry forward to 2020/21 is £11,945k.

Table 13: DSG Income and Expenditure 2019/20

| Original Budget | Budget Changes | Funding Block | Month 5 | | | Variance (at Month 4) | Movement from Month 4 |
|-----------------|----------------|--|----------------|------------------|--------------|-----------------------|-----------------------|
| | | | Revised Budget | Forecast Outturn | Variance | | |
| | | | £'000 | £'000 | £'000 | | |
| (278,655) | (414) | Dedicated Schools Grant Income | (279,069) | (279,069) | 0 | 0 | 0 |
| 215,155 | 0 | Schools Block | 215,155 | 215,075 | (80) | (80) | 0 |
| 24,821 | 107 | Early Years Block | 24,928 | 24,912 | (16) | (12) | (4) |
| 3,173 | 14 | Central School Services Block | 3,187 | 3,967 | 780 | 555 | 225 |
| 35,506 | 293 | High Needs Block | 35,799 | 38,568 | 2,769 | 2,400 | 369 |
| 0 | 0 | Total Funding Blocks | 0 | 3,453 | 3,453 | 2,863 | 590 |
| 0 | 0 | Balance Brought Forward 1 April 2018 | 8,492 | 8,492 | | | |
| 0 | 0 | Balance Carried Forward 31 March 2019 | 8,492 | 11,945 | | | |

Dedicated Schools Grant Income (no variance, no movement)

79. The DSG has been adjusted to reflect the actual uptake of the free entitlement for eligible two, three and four year olds. This adjustment was based on the January 2019 census and includes a retrospective change to the 2018/19 funding, as well as a recalculation of the 2019/20 Early Years block funding. This has resulted in an increase to the Early Years block allocation following an uptake in the number of eligible children accessing the additional hours free entitlement. There has also been an amendment to the High Needs block allocation following confirmation of the import/export adjustment for 2019/20 which updates funding to reflect the local authority in which pupils with SEND are resident.

Schools Block (£80k underspend, no movement)

80. The Schools Block includes all funding paid directly to mainstream schools as part of their delegated budget share, including the funding recouped by the ESFA and paid to mainstream academies.
81. There is also a 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.
82. Schools Forum took the decision to withhold growth contingency allocations for two schools due to insufficient projected pupil growth in September 2019. Based on projected Reception class numbers for September, it is therefore anticipated that there will be an underspend

relating to this allocation, however, officers are still in negotiation with one school on the level of diseconomies of scale funding that is being requested; which could significantly affect this position.

Early Years Block (£16k underspend, £4k improvement)

83. Two year old funding has been adjusted to reflect the number of children accessing the free entitlement recorded on the January 2019 census. This has resulted in a decrease in funding of £140k relating to 2019/20. This potentially could cause an additional pressure in the Early Years block if the number of children accessing the free entitlement increases, as any funding adjustment will be based on numbers recorded in the January 2020 census.
84. The 3 and 4 year old funding for both the universal and the additional free entitlement has also been adjusted in July following the January 2019 census. As anticipated the funding allocation has increased as the number of children accessing the additional free entitlement has increased significantly over the past year. There was also a retrospective adjustment relating to 2018/19, however, this was lower than anticipated.

Central School Services Block (£780k overspend, £225k adverse movement)

85. The adverse movement is as a result of an increase in the number of placements of looked after children. These placements are generally high cost out of borough residential placements, and if the setting is providing education, a proportion of the cost is funded from the DSG.
86. There is also a projected overspend in relation to the number of young people accessing alternative provision. The local authority currently commissions fifty places at the in-borough alternative provision setting and the historic trend is for numbers at the start of the academic year to be below this number before gradually building up. Currently numbers are projected to be in excess of the commissioned number, resulting in an additional cost pressure. As a result of this, the local authority are working with the provider to review the number of commissioned places.
87. There is also a projected overspend in the Admissions team, where the additional workload as a result of the growth in the secondary pupil population along with a secondment covering a maternity, has resulted in a cost pressure.

High Needs Block (£2,400k overspend £738k adverse movement)

88. There continues to be significant pressure in the High Needs Block in 2019/20, with an increase in the number of pupils with SEN resulting in an overspend of £2,769k being projected at month 5. Putting this into context, the Department for Education recently released the latest SEN 2 Data analysis, which indicates that across England the number of pupils with a plan has grown from a baseline of 287,290 plans in 2016/17 to 353,995 plans in 2018/19 an increase of 66,705 plans over the two year period, equivalent to an increase of 23%. Additionally, the proportion of the pupil population that have a plan has increased from 3.31% in 2016/17 to 4.1% in 2018/19. There is an expectation that this trend will continue into 2019/20.
89. September has seen a further increase in the number of in-borough special schools that are now over their commissioned place number. Where a special school is over its planned place number there is a requirement to fund £10k per place plus the agreed top-up funding which is placing additional pressure on the High Needs block.
90. There is a projected overspend in expenditure on the placement of pupils with SEN in independent or non-maintained schools. Due to a continuing lack of capacity in-borough, there

is a requirement to place pupils in more costly school placements, with seventeen children commencing new placements in Independent special schools from September 2019. This is resulting in significant additional pressure on the High Needs block.

91. There was a further increase in the cohort of post-16 SEN placements in 2018/19. This increase is expected to continue in the current year, though at this stage the projection does not include detail of all September 2019 placements as the full cost implication is not yet known.
92. There has been an increase in the number of mainstream schools applying for exceptional SEN funding to address the needs of pupils before and during the EHCP process. The increase is a consequence of the increasing complexity being seen in some cases with schools needing additional resource in order to maintain the placement in mainstream provision.
93. In addition to the cost of pupils with an EHCP, the High Needs Block is now funding Extra Support Funding (ESF) 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 ESF in 2019/20 is £325k.

COLLECTION FUND

94. A surplus of £538k is reported within the Collection Fund relating to a favourable position on Business Rates, which is predominantly driven by a carry forward surplus. Any surplus realised at outturn will be available to support the General Fund budget in 2020/21.
95. The Council is participating in the 75% 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 16: 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 | | | | |
| (125,113) | 0 | Council Tax | Gross Income | (125,113) | (125,356) | (243) | (141) | (102) |
| 10,613 | 0 | | Council Tax Support | 10,613 | 10,751 | 138 | 40 | 98 |
| (734) | 0 | | B/fwd Surplus | (734) | (592) | 142 | 142 | 0 |
| (115,234) | 0 | | Sub-Total | (115,234) | (115,197) | 37 | 41 | (4) |
| (110,633) | 0 | Business Rates | Gross Income | (110,633) | (112,723) | (2,099) | (2,090) | (9) |
| (5,286) | 0 | | Section 31 Grants | (5,286) | (4,499) | 770 | 787 | (17) |
| 51,960 | 0 | | Less: Tariff | 51,960 | 51,960 | 0 | 0 | 0 |
| 8,549 | 0 | | Less: Levy | 8,549 | 9,872 | 1,336 | 1,323 | 13 |
| (302) | 0 | | B/fwd Deficit | (302) | (884) | (582) | (582) | 0 |
| (55,712) | 0 | Sub-Total | (55,712) | (56,274) | (575) | (562) | (13) | |
| (170,946) | 0 | Total Collection Fund | | (170,946) | (171,467) | (538) | (521) | (17) |

96. At Month 5 a deficit of £37k is projected against Council Tax, which is a favourable movement of £4k from Month 4, the movement includes an improvement in Gross Income of £102k, offset by an adverse movement of £98k in Council Tax Support. The deficit is predominantly as a result of the shortfall against the brought forward surplus of £142k, offset by the net forecast variance of £105k within the current year's activity. This in year surplus represents 78% of the overall surplus shown in Appendix 1. Within this position, potential volatility in Discounts, Exemptions and the Council Tax Reduction Scheme continue to be closely monitored.
97. A £575k surplus is reported across Business Rates at Month 5, which is a favourable movement of £13k from Month 4, the favourable movement is being driven by both an improvement in Gross Rates and Section 31 Grants totalling £26k, being offset by an increase in the pressure on the Levy Adjustment of £13k. The Gross Income favourable variance of £1,693 represents 30% of the surplus shown in Appendix 2. The net surplus is driven by growth in Gross Rates due to a number of new developments in the borough being brought into rating. Within this position, potential volatility in respect of Reliefs and Appeals continues to be closely monitored.

Appendix C – HOUSING REVENUE ACCOUNT

98. The Housing Revenue Account (HRA) is currently forecasting a drawdown of reserves of £1,224k, which is £21k more favourable than the budgeted position, with a favourable movement of £10k on Month 4. The 2019/20 closing HRA General Balance is forecast to be £17,036k. 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 | (56,186) | (55,568) | 618 | 618 | 0 |
| Other Income | (5,224) | (5,367) | (143) | (143) | 0 |
| Net Income | (61,410) | (60,935) | 475 | 475 | 0 |
| Housing Management | 13,230 | 13,199 | (31) | (15) | (16) |
| Tenant Services | 4,411 | 4,507 | 96 | 88 | 8 |
| Repairs | 5,294 | 5,285 | (9) | (7) | (2) |
| Planned Maintenance | 4,255 | 3,703 | (552) | (552) | 0 |
| Capital Programme Funding | 18,820 | 18,637 | (183) | (183) | 0 |
| Interest & Investment Income | 15,385 | 15,568 | 183 | 183 | 0 |
| Development & Risk Contingency | 1,260 | 1,260 | 0 | 0 | 0 |
| Operating Costs | 62,655 | 62,159 | (496) | (486) | (10) |
| | | | | | |
| (Surplus) / Deficit | 1,245 | 1,224 | (21) | (11) | (10) |
| General Balance 01/04/2019 | (18,260) | (18,260) | 0 | 0 | 0 |
| General Balance 31/03/2020 | (17,015) | (17,036) | (21) | (11) | (10) |

Income

99. As at Month 5 the rental income is forecast to under recover by £618k and Other Income is forecast to over recover by £143k, a nil movement on Month 4.

100. The number of RTB applications received in the first five months of 2019/20 was 79 compared to 70 for the same period in 2018/19, an increase of 13%. There have been 19 RTB completions in the first five months of 2019/20 compared to 17 for the same period in 2018/19. The 2019/20 RTB sales forecast for the year is the same as the budget at 60 sales.

Expenditure

101. The Housing management service is forecast to underspend by £31k, a favourable movement of £16k on Month 4 due to delays in recruiting staff.

102. Tenant services is forecast to overspend by £96k, an adverse movement of £8k on Month 4 relating to increased forecast expenditure on salary costs.

103. The repairs budget is forecast to underspend by £9k, a minor favourable movement of £2k on Month 4.

104. The planned maintenance budget is forecast to underspend by £552k, nil movement on Month 4.

105. As at Month 5 the forecast for the capital programme funding is an underspend of £183k and this is funding the overspend on interest and investment income of £183k, which is the interest payable to MHCLG on the 2019/20 quarter 1 repayable RTB 1-4-1 capital receipts. This represents nil movement on the Month 4 position.

106. The development and risk contingency budget is forecast to break even, nil movement on Month 4.

HRA Capital Expenditure

107. The HRA capital programme is set out in the table below. The 2019/20 revised budget is £73,419k. The 2019/20 forecast expenditure is £57,631k with a net variance of £15,788k of which £15,829k due to rephasing and a net cost overspend of £41k. The net movement from Month 4 is a reduction of £2,464k due to an increase in rephasing of projects continuing into future years.

Table 18: HRA Capital Expenditure

| Programme | 2019/20 Revised Budget | 2019/20 Forecast | 2019/20 Cost Variance Forecast V Revised Budget | 2019/20 Project Re-Phasing | Total Project Budget 2019-24 | Total Project Forecast 2019-24 | Total Project Variance 2019-24 | Movement 2019-24 |
|---|------------------------|------------------|---|----------------------------|------------------------------|--------------------------------|--------------------------------|------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Major Projects (Note 1) | | | | | | | | |
| New General Needs Housing Stock | 39,025 | 32,021 | 241 | (7,245) | 143,374 | 143,615 | 241 | 0 |
| New Build - Shared Ownership | 10,028 | 4,549 | 0 | (5,479) | 14,798 | 14,798 | 0 | 0 |
| New Build - Supported Housing Provision | 3,960 | 2,525 | (200) | (1,235) | 6,418 | 6,218 | (200) | 0 |
| Total Major Projects | 53,013 | 39,095 | 41 | (13,959) | 164,590 | 164,631 | 41 | 0 |
| HRA Programmes of Work | | | | | | | | |
| Works to stock programme | 17,755 | 16,274 | 0 | (1,481) | 59,501 | 59,501 | 0 | 0 |
| Major Adaptations to Property | 2,489 | 2,100 | 0 | (389) | 10,204 | 10,204 | 0 | 0 |
| ICT | 162 | 162 | 0 | 0 | 162 | 162 | 0 | 0 |
| Total HRA Programmes of Work | 20,406 | 18,536 | 0 | (1,870) | 69,867 | 69,867 | 0 | 0 |
| Total HRA Capital | 73,419 | 57,631 | 41 | (15,829) | 234,457 | 234,498 | 41 | 0 |
| Movement on Month 2 | 0 | (2,464) | 0 | (2,464) | 0 | 0 | 0 | |

Note 1: see Annex A for a detailed breakdown of the major projects by scheme

Major Projects

108. The 2019/20 Major Projects programme revised budget is £53,013k. The forecast expenditure is £39,095k, with a rephasing of £13,959k forecast in 2019/20, and a cost variance of £41k during the period 2019-2024. This represents an increase in rephasing of £1,674k compared to the Month 4 position.

New General Needs Housing Stock

109. The 2019/20 General Needs Housing Stock revised budget is £39,025k. There is a forecast re-phasing of £7,245k across the General Needs programme partly due to the commencement of some projects being later than initially expected. There has been an increase in rephasing of forecasts of £1,302k compared to Month 4 mainly due to minor delays to start on site dates for Belmore Allotments, Maple & Poplar Day Centre and Willow Tree.
110. To date 26 buybacks have been or are pending approval with each acquisition at different stages of completion. The potential buybacks are estimated to cost up to £8,308k. Note the position has been updated to reflect any buybacks that were previously submitted for approval but are no longer progressing. The cost of the buybacks will be funded from the New General Needs Housing Stock uncommitted acquisitions budget.
111. The forecast includes the approved purchase of 7 new properties on the Coleridge Way development for a combined acquisition cost of £3,289k inclusive of SDLT. The legal exchange is now complete and deposit has been paid.
112. The development at Acol Crescent consists of 33 housing units being developed of which 19 are General Needs Housing with the remaining 14 being Shared Ownership housing. The contractor has been appointed and is currently on site with the project progressing as planned. The estimated programme duration is 12 months with completion expected in the first quarter of next year.
113. The Housing programme comprising seven units of new build properties and five extensions or conversions at various sites are all now complete. The final account position remains outstanding with the contractor for the new build developments. The project is however expected to be within the approved budget.
114. Approval has recently been obtained to appoint the contractor for the redevelopment of the former Willow Tree depot into general needs housing and works are expected to start on site shortly.
115. Approval is currently being sought to appoint the main contractor for the development at Maple and Poplar Day Centre. The development will comprise of 17 units for general needs social housing and 17 units for shared ownership. Works are expected to start on site towards the end of this year.
116. Planning permission has been obtained for the mixed residential development at the former Belmore Allotments site following the need for re-consultation after a petition being lodged. The tendering process for the appointment of the construction works contractor is expected to commence shortly
117. The contractor has recently been appointed for the construction of six general needs housing units at Nelson Road. Works are expected to be complete in August 2020.
118. The £756k budget for the development at Great Benty comprising the build of 2 bungalows includes £276k to appropriate the site back to the Council's Housing Revenue Account. Planning permission has been granted for the development. The next stage will be to procure detailed design for the two bungalows and once completed will go out to tender.
119. There is a forecast cost overspend of £241k with respect to the appropriation of Bartram Close to the Council's Housing Revenue Account.

New Build - Shared Ownership

120. The New Build Shared Ownership 2019/20 revised budget is £10,028k. The forecast expenditure is £4,549k with a projected rephasing of £5,477k. This is predominantly stemming from the later than anticipated construction commencement date with respect to the Woodside and Belmore developments.
121. The new build shared ownership budget comprises schemes being delivered across five sites. These are expected to deliver 109 units in total.
122. Planning permission has been received for the former Woodside day centre development. The final agreement with the GP providers with respect to the Heads of Terms are close to resolution although remains outstanding. The appointed architects have completed the design of the scheme and the tendering process is commencing.

New Build - Supported Housing

123. The Supported Housing Programme comprises the build of 160 mixed client group units across three different sites. The approved scheme at Yiewsley is currently under review. The scheme at Parkview has run beyond its target completion date and is now expected to become operational in October 2019. Liquidated damages continue to be held against the contractor, although this along with other aspects of the project, remain subject to a legal adjudication process.
124. The scheme at Grassy Meadow completed last year and the final account position has now been agreed with the main contractor. Some further works will need to be carried out to the entrance to improve access for residents and there may be some minor dementia centre works required to get full accreditation following inspection. The additional costs if materialised are expected to be covered by the budget set aside for project contingency and are not expected to affect the projected underspend of £200k.

HRA Programmes of Work

125. The Works to Stock revised budget is £17,755k. The forecast expenditure is £16,274k with a rephasing variance of £1,481k, an increase in rephasing on Month 4 of £790k across various work streams due to the validation, procurement and consultation timetables required to deliver these works.
126. The major adaptations revised budget is £2,489k and there is forecast rephasing of £389k as the budget is partly uncommitted at this stage of the financial year.
127. The HRA ICT revised budget is £162k and the budget is forecast to be fully spent.

HRA Capital Receipts

128. There have been 19 Right to Buy sales of council dwellings as at the end of July 2019 for a total gross sales value of £3,441k and a further 41 sales are forecast to bring the yearly total to 60, totalling £11,678k in 2019/20.
129. 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. However it is expected that these monies will be paid back to the HRA in due course as Hillingdon Council has opted in to the Mayor of London's Right to Buy Ring-Fence Offer, whereby Right to Buy 1-4-1 capital receipts and interest returned to MHCLG, is re-routed back to individual councils through the GLA as a grant.

130. During 2019/20, the £11,042k receipts generated in 2016/17 could potentially become repayable unless the following expenditure profile is achieved: Q1 £11,710k, Q2 £5,675k, Q3 £8,960k and Q4 £10,462k. Cumulative expenditure on 1 for 1 replacement from previous quarters above the minimum requirement can be carried forward.

Annex A: HRA Capital Expenditure – Major Projects breakdown by scheme

| Prior Years | Scheme | Unit Numbers | 2019/20 Total Revised Budget | 2019/20 Total Revised Forecast | 2019/20 Variance | 2019/20 Cost Variance | Proposed Re-phasing | Total Project Budget 2019-2024 | Total Project Forecast 2019-2024 | Total Project Variance 2019-2024 |
|---------------|---------------------------------|--------------|------------------------------|--------------------------------|------------------|-----------------------|---------------------|--------------------------------|----------------------------------|----------------------------------|
| £'000 | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| 1,347 | Acol Crescent Development | 33 | 5,504 | 5,573 | 69 | 0 | 69 | 6,223 | 6,223 | (0) |
| 2,486 | Housing Programme | 7 | 35 | 35 | (0) | (0) | 0 | 35 | 35 | (0) |
| 262 | Belmore Allotments | 86 | 5,075 | 883 | (4,192) | 0 | (4,192) | 10,556 | 10,556 | (0) |
| 271 | Maple and Poplar Day Centre | 34 | 3,398 | 2,029 | (1,369) | 0 | (1,369) | 4,949 | 4,949 | 0 |
| 181 | Willow Tree | 10 | 2,488 | 1,123 | (1,365) | 0 | (1,365) | 2,761 | 2,761 | 0 |
| 84 | Housing Programme - Tranche 4 | 14 | 2,286 | 471 | (1,815) | 0 | (1,815) | 2,617 | 2,616 | (1) |
| 107 | Nelson Road | 6 | 1,938 | 648 | (1,290) | 0 | (1,290) | 2,201 | 2,202 | 1 |
| 0 | Great Benty (Note 1) | 2 | 756 | 489 | (267) | 0 | (267) | 756 | 756 | 0 |
| 0 | Coleridge Way Acquisition | 7 | 3,289 | 3,289 | 0 | 0 | 0 | 3,289 | 3,289 | 0 |
| 0 | Acquisitions Including Buybacks | TBC | 10,747 | 10,747 | 0 | 0 | 0 | 60,756 | 60,756 | 0 |
| 0 | Internal Developments | TBC | 10,942 | 10,942 | 0 | 0 | 0 | 60,951 | 60,951 | 0 |
| 0 | Bartram Close (Note 2) | N/A | 0 | 241 | 241 | 241 | 0 | 0 | 241 | 241 |
| 343 | Woodside Development | 20 | 2,594 | 100 | (2,494) | 0 | (2,494) | 3,077 | 3,077 | 0 |
| 20,149 | Grassy Meadow | 88 | 990 | 790 | (200) | (200) | 0 | 990 | 790 | (200) |
| 12,746 | Parkview | 60 | 2,641 | 1,735 | (906) | 0 | (906) | 2,641 | 2,641 | (0) |
| 3 | Yiewsley | 12 | 330 | 0 | (330) | 0 | (330) | 2,787 | 2,787 | 0 |
| 37,979 | | 379 | 53,013 | 39,095 | (13,918) | 41 | (13,959) | 164,590 | 164,631 | 41 |
| 4,120 | New General Needs Housing Stock | 110 | 39,025 | 32,021 | (7,005) | 241 | (7,246) | 143,374 | 143,615 | 241 |
| 960 | New Build - Shared Ownership | 109 | 10,028 | 4,549 | (5,477) | 0 | (5,477) | 14,798 | 14,798 | 0 |
| 32,899 | New Build - Supported Housing | 160 | 3,960 | 2,525 | (1,435) | (200) | (1,235) | 6,418 | 6,218 | (200) |
| 37,979 | | 379 | 53,013 | 39,095 | (13,918) | 41 | (13,959) | 164,590 | 164,631 | 41 |

Note 1: Includes £276k appropriation cost for the Great Benty Site

Note 2: Includes £241k appropriation cost for Bartram Close

Appendix D - GENERAL FUND CAPITAL PROGRAMME

131. As at Month 5 an under spend of £19,665k is reported on the 2019/20 General Fund Capital Programme of £109,207k, due mainly to rephasing of project expenditure into future years. The forecast outturn variance over the life of the 2019/20 to 2023/24 programme is an over spend of £206k.
132. General Fund Capital Receipts of £7,329k are forecast for 2019/20, with a surplus of £545k in total forecast receipts to 2023/24.
133. Overall, Prudential Borrowing required to support the 2019/20 to 2023/24 capital programmes is forecast to be under budget by £198k. This is due to a combined forecast surplus of £45k on other sources of funding (capital receipts and CIL), and an increase in grants and contributions of £359k, partially offset by net cost over spend of £206k.

Capital Programme Overview

134. 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 programmes of work approved by Cabinet and Council in February 2019.

Table 19: General Fund Capital Programme Summary

| | Total Project Budget 2019-2024 | Total Project Forecast 2019-2024 | Total Project Variance | Movement |
|--------------------------------|--------------------------------|----------------------------------|------------------------|-------------|
| | £'000 | £'000 | £'000 | £'000 |
| Schools Programme | 52,607 | 52,607 | - | - |
| Self Financing Developments | 79,490 | 79,490 | - | - |
| Main Programme | 114,682 | 114,982 | 300 | - |
| Programme of Works | 152,783 | 152,689 | (94) | (74) |
| General Contingency | 7,500 | 7,500 | - | - |
| Total Capital Programme | 407,062 | 407,268 | 206 | (74) |
| Movement | 108 | 34 | (74) | |

135. The revised budget has increased by £108k due to a recent award of £48k funding from Transport for London for Bridge Assessment and Strengthening and an allocation of £60k Section 106 monies for a new Highways scheme.
136. The Schools programme includes works on two primary schools expansions at Hillside and Warrender primary schools. The new buildings are complete including external works and final accounts with the contractor are under negotiation. Further adaptation works of the existing building at Hillside primary school are expected to be complete by the end of September 2019. Two secondary schools expansions are currently in progress. The new building at Vyners Secondary School is expected to be complete by October half term and the re-modelling of the existing school by the end of this year. Works at Ruislip High are underway and expected to be completed in the summer of 2020.

137. The Department for Education have awarded Hillingdon with an additional £1,356k SEND grant funding taking total funding to £4,950k over three years. Grant payments to two schools have been approved totalling £290k for the provision of extra SEND places, and other identified plans are in various stages of development.
138. The Self-Financing development programme includes £50,000k prudential borrowing to finance the housing company Hillingdon First with construction work in progress at the residential development site in South Ruislip. The programme also includes two major mixed residential developments at the former Belmore Allotments and Yiewsley pool sites. Architects have undertaken design work on the Yiewsley sites redevelopment, which includes discounted market sale housing and the provision of a new library and community centre. Options for each site are under review. A revised planning application has recently been approved for the mixed residential scheme at the former Belmore Allotments site and works are anticipated to commence on site in spring of next year, following completion of the tender process.
139. The Main programme includes major schemes such as the re-provision of Hillingdon Outdoor Activity Centre, for which options are being considered and works are not anticipated to commence on site this year. A forecast over spend of £300k is reported on the Gateway Hillingdon town centres project, due to construction costs of a rain garden in Eastcote being higher than initial design estimates. A planning application is due to be submitted shortly for the new Yiewsley leisure centre with works planned to commence on site next year. Works on various other projects are in early stages of development and forecast to continue into future years.
140. Programmes of Works include £3,000k for the new libraries refurbishment programme that has commenced at Ruislip Manor in September 2019 and two other sites are planned later in 2019/20. Refurbishment or rebuild of all other sites will be completed in future years. There are numerous schemes in various stages of progress within the Schools Conditions Building Programme and Civic Centre Works Programmes with some projects continuing into next year. There is a net under spend of £44k on completed schemes within the Environmental and Recreational Initiatives budget. An under spend of £30k is forecast on the ICT equipment capitalisation budget based on the level of commitments so far this financial year.
141. There are £1,500k contingency funds per annum over the period 2019-24 available as and when risk issues emerge.

Capital Financing - General Fund

142. Table 20 below outlines the latest financing projections for the capital programme, with a favourable medium term variance of £198k reported on Prudential Borrowing.

Table 20: General Fund Capital Programme Financing Summary

| | Revised Budget 2019/20 £'000 | Forecast 2019/20 £'000 | Variance £'000 | Total Financing Budget 2019-2024 £'000 | Total Financing Forecast 2019-2024 £'000 | Total Variance £'000 | Movement |
|--|------------------------------|------------------------|-----------------|--|--|----------------------|-------------|
| Council Resource Requirement | 73,250 | 59,684 | (13,566) | 297,672 | 297,519 | (153) | (74) |
| Financed By Prudential Borrowing | | | | | | | |
| Self Financing | 22,000 | 21,150 | (850) | 77,946 | 77,946 | - | - |
| Invest to Save projects | 3,670 | 3,220 | (450) | 8,090 | 8,090 | - | - |
| Service Delivery | 34,782 | 23,985 | (10,797) | 139,035 | 138,837 | (198) | 40 |
| Total Borrowing | 60,452 | 48,355 | (12,097) | 225,071 | 224,873 | (198) | 40 |
| Financed By Other Council Resources | | | | | | | |
| Capital Receipts | 8,298 | 7,329 | (969) | 47,101 | 47,646 | 545 | (114) |
| CIL | 4,500 | 4,000 | (500) | 25,500 | 25,000 | (500) | - |
| Total Council Resources | 73,250 | 59,684 | (13,566) | 297,672 | 297,519 | (153) | (74) |
| Grants & Contributions | 35,957 | 29,858 | (6,099) | 109,390 | 109,749 | 359 | - |
| Capital Programme | 109,207 | 89,542 | (19,665) | 407,062 | 407,268 | 206 | (74) |
| Movement | 108 | (3,318) | (15,465) | 108 | (34) | (74) | |

143. Forecast capital receipts in 2019/20 amount to £7,329k after financing transformation costs. This amount includes £1,942k General Fund share of Right to Buy (RTB) sales based on a forecast 60 RTB sales this year and sales of several identified sites, including former garages. This year's forecast has reduced by £922k due mainly to three sites now likelier to be sold in 2020/21.
144. As at the end of August, a total of £1,699k Community Infrastructure Levy (CIL) receipts (after administration fees) have been invoiced or received this financial year. This is a movement of £1,647k due mainly to two relatively large developments. The forecast for 2019/20 is an under recovery of £500k, as the profile of CIL varies depending on the timing and scale of external developments. 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.
145. Forecast grants and contributions are £359k higher than the revised budget, due mainly to Capital Maintenance grant award being higher than original budget assumptions. There are £7,500k assumed Basic Needs grant for the period 2021-24 in the financing budget that are not yet confirmed.
146. The adverse movement of £40k reported on prudential borrowing is due to a reduction in forecast capital receipts, offset by under spends on Council resourced programmes.

ANNEX A - Schools Programme

| Prior Year Cost | Project | 2019/20 Revised Budget | 2019/20 Forecast | 2019/20 Cost Variance | Forecast Re-phasing | Total Project Budget 2019-2024 | Total Project Forecast 2019-2024 | Total Project Variance 2019-2024 | Project Forecast Financed by: | | |
|-----------------|--|------------------------|------------------|-----------------------|---------------------|--------------------------------|----------------------------------|----------------------------------|-------------------------------|-------------------|---------------|
| | | | | | | | | | Council Resources | Government Grants | Other Cont'ns |
| £'000 | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| | Education and Children Services | | | | | | | | | | |
| 137,159 | Former Primary School Expansions | 10 | 10 | 0 | 0 | 10 | 10 | 0 | 10 | 0 | 0 |
| 12,952 | New Primary Schools Expansions | 3,359 | 2,876 | 0 | (483) | 3,592 | 3,592 | 0 | 1,430 | 2,144 | 18 |
| 5,097 | Secondary Schools Expansions | 14,040 | 12,032 | 0 | (2,008) | 40,688 | 40,688 | 0 | 21,704 | 18,984 | 0 |
| 0 | Additional Temporary Classrooms | 600 | 0 | 0 | (600) | 4,000 | 4,000 | 0 | 4,000 | 0 | 0 |
| 0 | Schools SRP | 2,610 | 1,000 | 0 | (1,610) | 3,958 | 3,958 | 0 | 0 | 3,874 | 84 |
| 45,742 | Secondary Schools Replacement | 119 | 119 | 0 | 0 | 119 | 119 | 0 | 119 | 0 | 0 |
| 0 | Meadow School | 240 | 240 | 0 | 0 | 240 | 240 | 0 | 240 | 0 | 0 |
| 200,950 | Total Schools Programme | 20,978 | 16,277 | 0 | (4,701) | 52,607 | 52,607 | 0 | 27,503 | 25,002 | 102 |

ANNEX B - Self Financing Developments

| Prior Year Cost | Project | 2019/20 Revised Budget | 2019/20 Forecast | 2019/20 Cost Variance | 2019/20 Forecast Re-phasing | Total Project Budget 2019-2024 | Total Project Forecast 2019-2024 | Total Project Variance 2019-2024 | Project Forecast Financed by: | | |
|-----------------|------------------------------------|------------------------|------------------|-----------------------|-----------------------------|--------------------------------|----------------------------------|----------------------------------|-------------------------------|-------------------|---------------|
| | | | | | | | | | Council Resources | Government Grants | Other Cont'ns |
| £'000 | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| | Self Financing Developments | | | | | | | | | | |
| 68 | Yiewsley Site Development | 2,000 | 1,150 | 0 | (850) | 22,946 | 22,946 | 0 | 22,946 | 0 | 0 |
| 0 | Belmore Allotments Development | 0 | 0 | 0 | 0 | 4,605 | 4,605 | 0 | 3,061 | 0 | 1,544 |
| 0 | Housing Company Financing | 20,000 | 20,000 | 0 | 0 | 50,000 | 50,000 | 0 | 50,000 | 0 | 0 |
| 0 | Woodside GP Surgery | 0 | 0 | 0 | 0 | 1,939 | 1,939 | 0 | 1,939 | 0 | 0 |
| 68 | Total Main Programme | 22,000 | 21,150 | 0 | (850) | 79,490 | 79,490 | 0 | 77,946 | 0 | 1,544 |

ANNEX C - Main Programme

| Prior Year Cost | Project | 2019/20 Revised Budget £'000 | 2019/20 Forecast £'000 | 2019/20 Cost Variance £'000 | 2019/20 Forecast Re-phasing £'000 | Total Project Budget 2019-24 £000 | Total Project Forecast 2019-24 £000 | Total Project Variance 2019-24 £000 | Project Forecast Financed by: | | |
|-----------------|---|------------------------------|------------------------|-----------------------------|-----------------------------------|-----------------------------------|-------------------------------------|-------------------------------------|-------------------------------|------------------------|--------------------|
| | | | | | | | | | Council Resources £000 | Government Grants £000 | Other Cont'ns £000 |
| | Community, Commerce and Regeneration | | | | | | | | | | |
| 7,294 | Hayes Town Centre Improvements | 1,980 | 980 | 0 | (1,000) | 1,980 | 1,980 | 0 | 306 | 318 | 1,356 |
| 542 | Inspiring Shopfronts | 253 | 253 | 0 | 0 | 353 | 353 | 0 | 282 | 0 | 71 |
| 3,092 | Gateway Hillingdon | 58 | 358 | 300 | 0 | 58 | 358 | 300 | 358 | 0 | 0 |
| 1,466 | Uxbridge Change of Heart | 530 | 530 | 0 | 0 | 530 | 530 | 0 | 530 | 0 | 0 |
| 27 | Uxbridge Cemetery Gatehouse | 134 | 45 | 0 | (89) | 547 | 547 | 0 | 547 | 0 | 0 |
| 0 | New Museum | 500 | 50 | 0 | (450) | 5,632 | 5,632 | 0 | 4,882 | 0 | 750 |
| 0 | New Theatre | 1,000 | 50 | 0 | (950) | 44,000 | 44,000 | 0 | 42,950 | 0 | 1,050 |
| 57 | Battle of Britain Underground Bunker | 997 | 747 | 0 | (250) | 997 | 997 | 0 | 997 | 0 | 0 |
| 0 | Botwell Leisure Centre Football Pitch | 0 | 0 | 0 | 0 | 200 | 200 | 0 | 200 | 0 | 0 |
| 0 | Yiewsley and West Drayton Pool | 1,300 | 1,300 | 0 | 0 | 32,000 | 32,000 | 0 | 31,512 | 0 | 488 |
| 723 | Hillingdon Outdoor Activity Centre | 3,537 | 850 | 0 | (2,687) | 25,777 | 25,777 | 0 | 0 | 0 | 25,777 |
| 23 | RAGC Expansion | 540 | 340 | 0 | (200) | 1,391 | 1,391 | 0 | 1,391 | 0 | 0 |
| 2 | 1 & 2 Merrimans Housing Project | 544 | 100 | 0 | (444) | 619 | 619 | 0 | 619 | 0 | 0 |
| 10,879 | Projects Completing in 2019/20: | 598 | 559 | 0 | (39) | 598 | 598 | 0 | 598 | 0 | 0 |
| 24,105 | Total Main Programme | 11,971 | 6,162 | 300 | (6,109) | 114,682 | 114,982 | 300 | 85,172 | 318 | 29,492 |

ANNEX D - Programme of Works

| Prior Year Cost | Project | 2019/20 Revised Budget | 2019/20 Forecast | 2019/20 Cost Variance | Forecast Re-phasing | Total Project Budget 2019-2024 | Total Project Forecast 2019-2024 | Total Project Variance 2019-2024 | Project Forecast Financed by: | | |
|-----------------|--|------------------------|------------------|-----------------------|---------------------|--------------------------------|----------------------------------|----------------------------------|-------------------------------|-------------------|---------------|
| | | | | | | | | | Council Resources | Government Grants | Other Cont'ns |
| £'000 | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| N/A | Leader's Initiative | 329 | 329 | 0 | 0 | 1,129 | 1,129 | 0 | 1,129 | 0 | 0 |
| N/A | Chrysalis Programme | 1,124 | 1,124 | 0 | 0 | 5,124 | 5,124 | 0 | 5,124 | 0 | 0 |
| N/A | Playground Replacement Programme | 250 | 252 | 0 | 2 | 750 | 750 | 0 | 750 | 0 | 0 |
| N/A | Libraries Refurbishment Programme | 1,000 | 750 | 0 | (250) | 3,000 | 3,000 | 0 | 3,000 | 0 | 0 |
| N/A | Leisure Centre Refurbishment | 500 | 200 | 0 | (300) | 3,101 | 3,101 | 0 | 3,101 | 0 | 0 |
| N/A | Devolved Capital to Schools | 759 | 759 | 0 | 0 | 1,696 | 1,696 | 0 | 0 | 1,586 | 110 |
| N/A | School Building Condition Works | 4,358 | 2,062 | 0 | (2,296) | 10,758 | 10,758 | 0 | 2,164 | 7,600 | 994 |
| N/A | Civic Centre Works Programme | 2,686 | 2,000 | 0 | (686) | 5,428 | 5,428 | 0 | 5,428 | 0 | 0 |
| N/A | Corporate Technology and Innovation | 4,289 | 3,909 | (30) | (350) | 8,645 | 8,615 | (30) | 8,615 | 0 | 0 |
| N/A | Property Works Programme | 1,805 | 1,500 | 0 | (305) | 4,527 | 4,527 | 0 | 4,327 | 200 | 0 |
| N/A | Car Park Pay & Display Machines | 520 | 520 | 0 | 0 | 1,040 | 1,040 | 0 | 1,040 | 0 | 0 |
| N/A | Highways Structural Works | 11,537 | 11,202 | 0 | (335) | 43,537 | 43,537 | 0 | 41,263 | 0 | 2,274 |
| N/A | Road Safety | 189 | 189 | 0 | 0 | 789 | 789 | 0 | 789 | 0 | 0 |
| N/A | Transport for London | 5,342 | 4,970 | 0 | (372) | 19,234 | 19,234 | 0 | 0 | 18,488 | 746 |
| N/A | Disabled Facilities Grant | 2,852 | 2,365 | 0 | (487) | 14,560 | 14,560 | 0 | 0 | 14,560 | 0 |
| N/A | PSRG / LPRG | 100 | 80 | (20) | 0 | 500 | 480 | (20) | 250 | 230 | 0 |
| N/A | Equipment Capitalisation - Social Care | 1,172 | 1,172 | 0 | 0 | 5,860 | 5,860 | 0 | 0 | 5,860 | 0 |
| N/A | Equipment Capitalisation - General | 921 | 921 | 0 | 0 | 3,721 | 3,721 | 0 | 3,721 | 0 | 0 |
| N/A | Public Health England Alcohol Fund | 70 | 70 | 0 | 0 | 70 | 70 | 0 | 0 | 70 | 0 |
| N/A | Bowls Club Refurbishments | 1,034 | 882 | 0 | (152) | 1,034 | 1,034 | 0 | 1,034 | 0 | 0 |
| N/A | CCTV Programme | 503 | 503 | 0 | 0 | 1,153 | 1,153 | 0 | 1,153 | 0 | 0 |
| N/A | Youth Provision | 1,425 | 1,416 | 0 | (9) | 1,425 | 1,425 | 0 | 1,425 | 0 | 0 |

| | | | | | | | | | | | |
|-----|--|---------------|---------------|-------------|----------------|----------------|----------------|-------------|---------------|---------------|--------------|
| N/A | Harlington Road Depot Improvements | 439 | 239 | 0 | (200) | 639 | 639 | 0 | 639 | 0 | 0 |
| N/A | Purchase of Vehicles | 7,585 | 5,359 | 0 | (2,226) | 10,765 | 10,765 | 0 | 10,765 | 0 | 0 |
| N/A | Street Lighting Replacement | 547 | 547 | 0 | 0 | 2,876 | 2,876 | 0 | 2,876 | 0 | 0 |
| N/A | Environmental/Recreational Initiatives | 889 | 750 | (44) | (95) | 889 | 845 | (44) | 805 | 40 | 0 |
| N/A | Section 106 Projects | 533 | 383 | 0 | (150) | 533 | 533 | 0 | 0 | 0 | 533 |
| | | | | | | | | | | | |
| | Total Programme of Works | 52,758 | 44,453 | (94) | (8,211) | 152,783 | 152,689 | (94) | 99,398 | 48,634 | 4,657 |

Appendix E – Treasury Management Report as at 31 August 2019

Table 21: Outstanding Deposits – Average Rate of Return 0.67%

| Period | Actual (£m) | Actual (%) | Benchmark (%) |
|-----------------------------------|-------------|---------------|---------------|
| Call Accounts and MMF's* | 14.1 | 48.45 | 70.00 |
| Up to 1 Month Fixed-Term Deposits | 0.0 | 0.00 | 0.00 |
| Over 1 Month Fixed-Term Deposits | 0.0 | 0.00 | 0.00 |
| Total | 14.1 | 48.45 | 70.00 |
| Strategic Pooled Funds | 15.0 | 51.55 | 30.00 |
| Total | 29.1 | 100.00 | 100.00 |

*Money Market Funds

147. Deposits are held with UK institutions, all of which hold a minimum A- Fitch (or lowest equivalent) long-term credit rating and AAA rated Money Market funds. UK deposits are currently held in Lloyds Bank plc. There is also an allocation to Strategic Pooled Funds.
148. The average rate of return on day-to-day operational treasury balances is 0.67%. As part of the Council's investment strategy for 19/20 the Council continues to hold a total of £15m in three long-dated strategic pooled funds (£5m in each). The strategic pooled funds have a 3-5 year investment horizon with dividends being distributed periodically.
149. The Council aims to minimise its exposure to bail-in risk by utilising bail-in exempt instruments and institutions whenever possible. However, with average balances being lower than historic levels, the majority of funds need to be held in instant access facilities to manage daily cashflow. It is therefore not possible to fully protect Council funds from bail-in risk. At the end of August, 100% of the Council's day-to-day operational treasury investments had exposure to bail-in risk compared to a June benchmark average of 61% in the Local Authority sector (latest benchmark provided quarterly by the Council's treasury advisors Arlingclose). The Council's exposure reduces to 3.55% once instant access facilities are excluded from the total bail-in percentage.
150. Liquidity was maintained throughout August by placing surplus funds in instant access accounts and making short-term deposits with the DMADF. To ensure minimum cash levels were maintained, £5m short-term temporary borrowing was arranged. Cash-flow was managed by ensuring deposit maturities with the DMADF were matched to outflows and where required, funds were withdrawn from instant access facilities.

Table 22: Outstanding Debt - Average Interest Rate on Debt: 3.21%
Average Interest Rate on Temporary Borrowing: 0.63%

| | Actual (£m) | Actual (%) |
|---------------------|---------------|---------------|
| General Fund | | |
| PWLB | 51.63 | 20.11 |
| Long-Term Market | 15.00 | 5.84 |
| Temporary | 5.00 | 1.95 |
| HRA | | |
| PWLB | 152.07 | 59.24 |
| Long-Term Market | 33.00 | 12.86 |
| Total | 256.70 | 100.00 |

151. There were no scheduled debt repayments during August. Gilt yields fell further this month, which reduced the cost of potential new PWLB borrowing. However to reduce interest costs temporary borrowing was taken from a Local Authority. With the ongoing need to take further borrowing and with restrictive premiums, early repayment of debt remains unfeasible.

152. There were no breaches of the Prudential Indicators or non-compliance with the Treasury Management Policy and Practices. In order to maintain liquidity for day-to-day business operations during September, cash balances will be placed in instant access accounts and short-term deposits. In addition opportunities to take further borrowing will be monitored and taken if required.

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

154. 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 31: Consultancy and agency assignments

| Post Title | Original Start Date | Approved From | Proposed End Date | Previous Approval £'000 | Approved £'000 | Total £'000 |
|---|---------------------|---------------|-------------------|-------------------------|----------------|-------------|
| Chief Executive's Office and Finance Directorate | | | | | | |
| Benefit Officer (HB) | 03/04/2017 | 03/04/2017 | 31/03/2020 | 114 | 12 | 126 |
| Senior Lawyer (ECS) | 14/05/2018 | 14/05/2018 | 31/01/2020 | 84 | 57 | 141 |
| Senior Lawyer(ASC) | 01/10/2019 | 30/09/2020 | 30/09/2020 | 0 | 58 | 58 |
| Finance Business Partner(ASC) | 29/04/2019 | 29/04/2019 | 22/12/2019 | 29 | 47 | 76 |
| Assistant Buyer (Procurement) | 17/06/2019 | 17/06/2019 | 01/03/2020 | 54 | | 54 |
| Residents Services | | | | | | |
| Senior Programme Manager | 06/08/2018 | 23/09/2019 | 22/12/2019 | 119 | 30 | 148 |
| Programme Manager, Capital Programme Work | 14/08/2016 | 09/09/2019 | 08/12/2019 | 183 | 25 | 208 |
| Housing Options and Homeless Prevention Officer | 11/03/2019 | 14/10/2019 | 05/04/2020 | 27 | 26 | 53 |
| Private Sector Housing Officer | 01/03/2018 | 09/09/2019 | 08/12/2019 | 76 | 18 | 94 |
| Housing Options and Homeless Prevention Officer | 24/09/2018 | 19/08/2019 | 10/11/2019 | 52 | 10 | 62 |
| Planning Service Manager | 01/07/2019 | 01/10/2019 | 30/12/2019 | 26 | 29 | 55 |
| Housing Options & Homeless Prevention Officers * 3 | 30/07/2018 | 21/10/2019 | 12/01/2020 | 124 | 31 | 155 |
| Interim Pre-Applications Manager | 04/06/2018 | 01/10/2019 | 23/12/2019 | 139 | 26 | 165 |
| Social Care | | | | | | |
| Senior Residential Worker | 03/09/2018 | 30/09/2019 | 03/11/2019 | 48 | 4 | 53 |
| Support Worker | 03/04/2017 | 30/09/2019 | 03/11/2019 | 85 | 4 | 89 |
| Support Worker | 03/10/2016 | 30/09/2019 | 03/11/2019 | 71 | 2 | 73 |
| Support Worker | 03/04/2017 | 30/09/2019 | 03/11/2019 | 71 | 3 | 74 |
| Care Worker | 06/07/2016 | 30/09/2019 | 03/11/2019 | 93 | 3 | 96 |
| Social Worker | 26/07/2017 | 30/09/2019 | 03/11/2019 | 158 | 7 | 165 |
| Approved Mental Health Worker | 05/02/2018 | 30/09/2019 | 03/11/2019 | 86 | 5 | 91 |
| Approved Mental Health Professional (AMHP) | 03/09/2018 | 30/09/2019 | 03/11/2019 | 91 | 8 | 99 |
| Approved Mental Health Worker | 01/06/2015 | 30/09/2019 | 03/11/2019 | 287 | 6 | 293 |
| Care Worker | 05/06/2017 | 30/09/2019 | 03/11/2019 | 53 | 2 | 56 |
| Care Worker | 06/03/2017 | 30/09/2019 | 03/11/2019 | 73 | 3 | 76 |

| Post Title | Original Start Date | Approved From | Proposed End Date | Previous Approval £'000 | Approved £'000 | Total £'000 |
|---|----------------------------|----------------------|--------------------------|--------------------------------|-----------------------|--------------------|
| Support Worker | 04/04/2016 | 30/09/2019 | 03/11/2019 | 99 | 3 | 102 |
| Social Worker | 05/06/2017 | 30/09/2019 | 03/11/2019 | 139 | 6 | 145 |
| Social Worker | 29/10/2018 | 30/09/2019 | 03/11/2019 | 67 | 7 | 74 |
| Social Worker/Senior Social Worker | 04/09/2017 | 30/09/2019 | 03/11/2019 | 150 | 7 | 157 |
| Social Worker | 04/06/2018 | 30/09/2019 | 03/11/2019 | 112 | 8 | 120 |
| Night Care Worker | 04/06/2017 | 30/09/2019 | 03/11/2019 | 65 | 3 | 68 |
| Approved Mental Health Professional (AMHP) | 04/02/2019 | 30/09/2019 | 03/11/2019 | 50 | 7 | 58 |
| Nursery Practitioner | 01/10/2017 | 30/09/2019 | 03/11/2019 | 65 | 3 | 68 |
| Early Years Practitioner | 12/09/2014 | 30/09/2019 | 03/11/2019 | 67 | 1 | 68 |
| Early Years Practitioner | 24/02/2014 | 30/09/2019 | 03/11/2019 | 81 | 1 | 82 |
| Early Years Practitioner | 06/02/2017 | 30/09/2019 | 03/11/2019 | 66 | 3 | 69 |
| Early Years Practitioner | 25/03/2016 | 30/09/2019 | 03/11/2019 | 74 | 3 | 76 |
| Nursery Officer | 05/09/2016 | 30/09/2019 | 03/11/2019 | 68 | 3 | 71 |
| Early Years Practitioner | 23/02/2015 | 30/09/2019 | 03/11/2019 | 100 | 3 | 102 |
| Service Development & Quality Assurance Officer | 01/04/2019 | 30/09/2019 | 03/11/2019 | 58 | 11 | 70 |
| Social Worker (CHC) | 03/01/2017 | 30/09/2019 | 03/11/2019 | 132 | 5 | 137 |
| Programme Lead-Urgent & Emergency Care | 01/03/2018 | 29/07/2019 | 29/09/2019 | 215 | 27 | 242 |
| Team Manager | 17/07/2017 | 30/09/2019 | 03/11/2019 | 227 | 10 | 237 |
| Senior Social Worker | 01/04/2013 | 30/09/2019 | 03/11/2019 | 189 | 8 | 197 |
| Social Worker | 06/04/2017 | 30/09/2019 | 03/11/2019 | 104 | 8 | 112 |
| Social Worker | 23/10/2017 | 30/09/2019 | 03/11/2019 | 137 | 6 | 143 |
| Social Worker | 16/12/2016 | 30/09/2019 | 03/11/2019 | 216 | 8 | 224 |
| Social Worker | 21/08/2016 | 30/09/2019 | 03/11/2019 | 218 | 8 | 226 |
| Social Worker | 10/07/2017 | 30/09/2019 | 03/11/2019 | 148 | 8 | 156 |
| Social Worker | 07/11/2016 | 30/09/2019 | 03/11/2019 | 227 | 8 | 235 |
| Social Worker | 04/05/2015 | 30/09/2019 | 03/11/2019 | 277 | 7 | 284 |
| Social Worker | 13/04/2015 | 30/09/2019 | 03/11/2019 | 320 | 8 | 328 |
| Social Worker | 11/07/2016 | 30/09/2019 | 03/11/2019 | 239 | 8 | 247 |
| Social Worker | 01/08/2015 | 30/09/2019 | 03/11/2019 | 271 | 9 | 280 |
| Team Manager | 27/03/2017 | 30/09/2019 | 03/11/2019 | 218 | 9 | 227 |
| Social Worker | 27/10/2016 | 30/09/2019 | 03/11/2019 | 210 | 8 | 218 |
| Social Worker | 01/12/2016 | 30/09/2019 | 03/11/2019 | 192 | 7 | 199 |
| Educational Psychologist | 04/02/2019 | 30/09/2019 | 03/11/2019 | 95 | 14 | 109 |
| Educational Psychologist | 15/11/2015 | 30/09/2019 | 03/11/2019 | 308 | 10 | 318 |
| Special Needs Officer | 01/12/2016 | 30/09/2019 | 03/11/2019 | 181 | 7 | 188 |
| Social Worker | 11/08/2014 | 30/09/2019 | 03/11/2019 | 410 | 8 | 418 |
| Social Worker | 01/01/2013 | 30/09/2019 | 03/11/2019 | 429 | 8 | 437 |
| Social Worker | 01/04/2013 | 30/09/2019 | 03/11/2019 | 224 | 8 | 232 |
| Social Worker | 26/08/2016 | 30/09/2019 | 03/11/2019 | 210 | 7 | 217 |
| Support Worker | 20/12/2015 | 30/09/2019 | 03/11/2019 | 100 | 4 | 104 |
| Social Worker | 04/07/2016 | 30/09/2019 | 03/11/2019 | 262 | 8 | 270 |
| Social Worker | 03/07/2016 | 30/09/2019 | 03/11/2019 | 259 | 9 | 268 |
| Social Worker | 21/11/2016 | 30/09/2019 | 03/11/2019 | 200 | 8 | 208 |
| Social Worker | 01/01/2013 | 30/09/2019 | 03/11/2019 | 425 | 8 | 433 |

| Post Title | Original Start Date | Approved From | Proposed End Date | Previous Approval £'000 | Approved £'000 | Total £'000 |
|--|----------------------------|----------------------|--------------------------|--------------------------------|-----------------------|--------------------|
| Senior Social Worker | 29/06/2017 | 30/09/2019 | 03/11/2019 | 190 | 8 | 198 |
| Education Health and Care Officer | 01/07/2017 | 30/09/2019 | 03/11/2019 | 105 | 6 | 111 |
| Principal Educational Psychologist | 01/08/2015 | 30/09/2019 | 03/11/2019 | 266 | 14 | 280 |
| Senior Educational Psychologist | 15/08/2016 | 30/09/2019 | 03/11/2019 | 236 | 14 | 250 |
| Educational Psychologist | 01/03/2016 | 30/09/2019 | 03/11/2019 | 289 | 15 | 304 |
| Social Worker | 02/07/2017 | 30/09/2019 | 03/11/2019 | 141 | 8 | 149 |
| Independent Domestic Violence Advocate | 01/10/2018 | 30/09/2019 | 03/11/2019 | 50 | 5 | 55 |
| Senior Social Worker | 30/04/2012 | 30/09/2019 | 03/11/2019 | 238 | 8 | 246 |
| Practice Improvement Practitioner | 08/05/2014 | 30/09/2019 | 03/11/2019 | 188 | 8 | 196 |
| Child Protection Chair | 01/07/2015 | 30/09/2019 | 03/11/2019 | 145 | 9 | 154 |
| Senior Social Worker | 21/11/2017 | 30/09/2019 | 03/11/2019 | 42 | 8 | 50 |
| Senior Social Worker | 19/12/2011 | 30/09/2019 | 03/11/2019 | 45 | 9 | 54 |
| Social Worker | 01/04/2018 | 30/09/2019 | 03/11/2019 | 119 | 8 | 127 |