

# COUNCIL BUDGET - 2019/20 REVENUE AND CAPITAL MONTH 7 BUDGET MONITORING

<b>Cabinet Member</b>	Councillor Jonathan Bianco
<b>Cabinet Portfolio</b>	Finance, Property and Business Services
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<b>Papers with report</b>	Appendices A - F

## HEADLINE INFORMATION

<b>Purpose of report</b>	<p>This report provides the Council's forecast financial position and performance against the 2019/20 revenue budget and Capital Programme.</p> <p>A net in-year underspend of £610k is reported against 2019/20 General Fund revenue budgets as of October 2019 (Month 7), representing an improvement of £19k on the position reported to Cabinet at Month 6. Unallocated reserves are projected to total £33,178k 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>
<b>Contribution to our plans and strategies</b>	<p><b>Putting our Residents First: <i>Financial Management</i></b></p> <p>Achieving Value for Money is an important element of the Council's Medium Term Financial Plan.</p>
<b>Financial Cost</b>	N/A
<b>Relevant Policy Overview Committee</b>	Corporate Services, Commerce and Communities
<b>Ward(s) affected</b>	All

## RECOMMENDATIONS

That Cabinet:

1. Note the budget position as at October 2019 (Month 7) as outlined in Table 1.
2. Note the Treasury Management update as at October 2019 at Appendix E.
3. Continue the delegated authority up until the January 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 14 November 2019 and 12 December 2019 Cabinet meetings, detailed at Appendix F.

4. Approves to charge a London Affordable Rent for Meadowfield House, West End Road, Ruislip & Otterfield Road, West Drayton.
5. Subject to the bid being successful, approve the acceptance of £74,502 grant funding from the Mayor of London's Small Projects and Equipment Fund to finance investment in Adult and Community Learning service ICT equipment, which will include £74,502 match funding from the Council.

## 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 7 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 F reports back on use of this delegated authority previously granted by Cabinet.
3. **Recommendation 4** - The HRA acquisition of new build flats at 1- 6 Meadowfield House, 287 West End Road and 92 Otterfield Road was approved on the financial viability assumption that these properties would be charged a London Affordable Rent (Studios/One bedroom flats @ £155.13 per week; 2 one bedroom flats @ £155.13 per week) in accordance with the GLA grant that is being used to part fund the acquisitions. Acquisition of these properties is expected to be completed from December 2019 with authority to set rents being sought at this stage.
  - a. Approve to charge a London Affordable Rent for Flats 1-6 Meadowfield House.
  - b. Approve to charge a London Affordable Rent for the five flats at 287 West End Road, Ruislip in 2019/20.
  - c. Approve to charge a London Affordable Rent for the six flats at 92 Otterfield Road, West Drayton in 2019/20.
4. The Council is currently bidding for £74,502 grant funding from the Mayor of London's Small Projects and Equipment Fund to support investment in Adult and Community Learning service ICT equipment, with **Recommendation 5** seeking authority to accept this funding should the bid be successful. This funding will include £74,502 match funding sourced from existing ICT capital budgets and will enable ICT equipment to be renewed and classrooms repurposed at the Brookfield and South Ruislip Adult Education centres.

### Alternative options considered

5. There are no other options proposed for consideration.

## SUMMARY

### REVENUE

6. General Fund revenue budgets are projected to underspend by £610k at Month 7, an improvement of £19k on the position reported at Month 6. An underspend of £6k is projected against Directorate Operating Budgets with reported pressures being partially offset by compensating underspends. An underspend across Corporate Operating Budgets of £602k offsets this pressure. Grant income is in line with budget, with minor variances as grant allocation amounts are confirmed.
7. There is a large call on General Contingency relating to SEN Transport pressures, however the Development Risk and Contingency currently has the capacity to absorb this through other underspends.
8. General Fund Balances are expected to total £33,178k 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 £7,166k from the opening balance of £40,344k, in line with the planned release of £7,776k from reserves to support the 2019/20 budget.
9. Of the £8,141k savings being managed in year, £7,271k are either banked in full or classed as 'on track for delivery', while £870k classified as either higher risk or in the early stages of delivery. This is an improvement on the position reported in Month 6 with £334k moved to on track and £1,297k 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.
10. A surplus of £543k 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.
11. The Dedicated Schools Grant is projecting an in-year overspend of £5,092k at Month 7, a £33k improvement from Month 6. The improvement mainly links to the Early Years vulnerable children budget, and is due to lower than expected number of referrals being made for additional funding. The 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 £13,584k.

### CAPITAL

12. At Month 7 the projected underspend against the 2019/20 General Fund Capital Programme is £11,977k, 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 £181k. The planned investment will require £224,853k Prudential Borrowing, £218k 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. However, the recent announcement of increase borrowing costs for debt sourced from HM Treasury's Public Works Loan Board has scope to materially affect the cost of future borrowing – this issue is addressed in the separate budget setting report on this agenda.

## FURTHER INFORMATION

### General Fund Revenue Budget

13. An underspend of £610k is reported across normal operating activities at Month 7, an improvement of £19k on Month 6, which is primarily linked to an improvement in Directorate Operating budgets of £42k and an adverse movement in Corporate Operating budgets of £23k.
14. There remain significant pressures relating to Early Years Centres, Education and ICT, which are offset primarily by staffing underspends to deliver a net £6k underspend on Directorate Operating Budgets. Together with underspends against Interest and Investment Income and Levies and Other Corporate Budget, this results in the headline £610k underspend. There have been limited month on month movements in this position.
15. Development Risk and Contingency is currently benefitting from three windfall income streams, the additional Better Care Fund monies, Asylum Grant funding and a rebate from the West London Waste Authority, which is mitigating pressures on specific contingencies of £1,388k on SEN Transport, £750k on Adult Social Care placements and £300k on Development Control income. Within this position, an adverse movement of £112k on the cost of Looked after Children has been offset by an improvement of £133k in the homelessness contingency.
16. Savings of £8,141k are being managed within the 2019/20 budget. Currently £4,940k savings are banked, delivery is currently on track against £2,331k of savings, and £870k 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 6 with £334k being moved to on track for delivery and £1,297k of the on track savings being banked.

**Table 1: General Fund Overview**

Original Budget £'000	Budget Changes £'000	Service	Month 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'000
			Revised Budget £'000	Forecast Outturn £'000			
210,620	1,796	Directorate Operating Budgets	212,416	212,410	(6)	36	(42)
7,436	0	Corporate Operating Budgets	7,436	6,834	(602)	(625)	23
12,863	(2,789)	Development & Risk Contingency	10,074	10,074	0	0	0
(991)	993	Unallocated Budget Items	2	2	0	0	0
<b>229,928</b>	<b>0</b>	<b>Sub-total Normal Activities</b>	<b>229,928</b>	<b>229,320</b>	<b>(608)</b>	<b>(589)</b>	<b>(19)</b>
(222,152)	0	Corporate Funding	(222,152)	(222,154)	(2)	(2)	0
<b>7,776</b>	<b>0</b>	<b>Net Total</b>	<b>7,776</b>	<b>7,166</b>	<b>(610)</b>	<b>(591)</b>	<b>(19)</b>
(40,344)	0	Balances b/fwd	(40,344)	(40,344)			
<b>(32,568)</b>	<b>0</b>	<b>Balances c/fwd 31 March 2020</b>	<b>(32,568)</b>	<b>(33,178)</b>			

17. General Fund Balances are expected to total £33,178k at 31 March 2020 as a result of the forecast position detailed above, £610k 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

18. 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 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
8,110 (1,207)	0 (1)	Chief Executive's Office	Expenditure	8,110	8,139	29	20	9
			Income	(1,208)	(1,234)	(26)	(16)	(10)
<b>6,903</b>	<b>(1)</b>		<b>Sub-Total</b>	<b>6,902</b>	<b>6,905</b>	<b>3</b>	<b>4</b>	<b>(1)</b>
19,069 (3,221)	55 (175)	Finance	Expenditure	19,124	19,237	113	43	70
			Income	(3,396)	(3,554)	(158)	(88)	(70)
<b>15,848</b>	<b>(120)</b>		<b>Sub-Total</b>	<b>15,728</b>	<b>15,683</b>	<b>(45)</b>	<b>(45)</b>	<b>0</b>
116,482 (43,966)	1,859 (1,053)	Residents Services	Expenditure	118,341	119,313	972	1,147	(175)
			Income	(45,019)	(45,814)	(795)	(980)	185
<b>72,516</b>	<b>806</b>		<b>Sub-Total</b>	<b>73,322</b>	<b>73,499</b>	<b>177</b>	<b>167</b>	<b>10</b>
148,761 (33,408)	838 273	Social Care	Expenditure	149,599	150,816	1,217	1,454	(237)
			Income	(33,135)	(34,493)	(1,358)	(1,544)	186
<b>115,353</b>	<b>1,111</b>		<b>Sub-Total</b>	<b>116,464</b>	<b>116,323</b>	<b>(141)</b>	<b>(90)</b>	<b>(51)</b>
<b>210,620</b>	<b>1,796</b>	<b>Total Directorate Operating Budgets</b>		<b>212,416</b>	<b>212,410</b>	<b>(6)</b>	<b>36</b>	<b>(42)</b>

19. An overspend of £3k is reported on Chief Executive's Office budgets at Month 7, a £1k improvement on Month 6. Across Finance, a net underspend of £45k is projected, with no movement from Month 6. The underspend is as a result of staffing variances across the directorate with compensating variances on income from additional grant funding.
20. At Month 7 a net pressure of £177k is reported across Residents Services, a £10k adverse movement on Month 6. Within this position there is £362k forecast pressure in ICT due to contract costs, with Education functions reporting a £200k pressure. These pressures are mitigated in the Residents Services position by the projected underspend in Administrative, Technical and Business Services of £515k and number of smaller underspends including Golf staffing and equipment and Crematorium related expenditure. In addition, releases of £385k from Earmarked Reserves are projected to bring the waste service in on budget for 2019/20.
21. A net underspend of £141k is reported across Social Care budgets, with the Month 7 favourable movement of £51k linked to a review on catering and staffing. There are a number of variances in the position including pressures relating 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. These are being offset through additional Troubled Families Grant, settlement of a long running case in the Council's favour and more efficient use of the Better Care Fund.

22. 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 £2,685k 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

23. 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.
24. Of this sum £7,271k are either banked or on track for delivery in full during 2019/20. £870k savings are in the early stages of delivery or potentially subject to greater risk to delivery, however, ultimately all £8,141k is expected to be delivered in full, with any items with potential issues being covered by alternative in-year savings proposals and management actions. This represents an improvement on the position at Month 6, with £334k moving to on track and £1,297k further items being 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	(387)	(501)	(559)	(1,561)	(1,932)	<b>(4,940)</b>	<b>60.68%</b>
G On track for delivery	0	(79)	(1,137)	(1,102)	(13)	<b>(2,331)</b>	<b>28.63%</b>
A Potential significant savings shortfall or a significant or risky project which is at an early stage;	0	(150)	0	(260)	(460)	<b>(870)</b>	<b>10.69%</b>
R Serious problems in the delivery of the saving	0	0	0	0	0	<b>0</b>	<b>0.00%</b>
<b>Total 2019/20 Savings</b>	<b>(387)</b>	<b>(730)</b>	<b>(1,696)</b>	<b>(2,923)</b>	<b>(2,405)</b>	<b>(8,141)</b>	<b>100.00%</b>

### Corporate Operating Budgets

25. Corporate Operating Budgets are currently forecasting a £602k favourable variance, which is an adverse movement of £23k on the Month 6 position with the Housing Benefit Subsidy continuing to be forecast to budget. 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.

26. 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 £286k 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 £602k.

**Table 4: Corporate Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'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	7,491	(286)	(308)	22
(87)	0		Income	(87)	(47)	40	40	0
<b>7,690</b>	<b>0</b>		<b>Sub-Total</b>	<b>7,690</b>	<b>7,444</b>	<b>(246)</b>	<b>(268)</b>	<b>22</b>
490	0	Levies and Other Corporate Budgets	Salaries	490	487	(3)	(3)	0
12,570	0		Non-Sal Exp	12,570	12,574	4	3	1
(12,289)	0		Income	(12,289)	(12,646)	(357)	(357)	0
<b>771</b>	<b>0</b>		<b>Sub-Total</b>	<b>771</b>	<b>415</b>	<b>(356)</b>	<b>(357)</b>	<b>1</b>
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
<b>(1,025)</b>	<b>0</b>		<b>Sub-Total</b>	<b>(1,025)</b>	<b>(1,025)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>7,436</b>	<b>0</b>	<b>Total Corporate Operating Budgets</b>		<b>7,436</b>	<b>6,834</b>	<b>(602)</b>	<b>(625)</b>	<b>23</b>

### Development & Risk Contingency

27. 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 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
1,072	0	Residents Services	Impact of Welfare Reform on Homelessness	1,072	749	(323)	(190)	(133)
1,972	(772)		Waste Disposal Levy & Associated Contracts	1,200	669	(531)	(531)	0
0	0		Development Control - Major Applications	0	300	300	300	0
1,885	0	Social Care	Asylum Service	1,885	1,193	(692)	(692)	0
3,273	(403)		Demographic Growth - Looked After Children	2,870	2,694	(176)	(288)	112
1,017	(367)		Demographic Growth - Children with Disabilities	650	677	27	27	0
277	0		Social Worker Agency Contingency	277	221	(56)	(56)	0
997	(259)		SEN transport	738	2,126	1,388	1,388	0
1,938	(988)		Demographic Growth - Adult Social Care	950	1,700	750	750	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	476	(356)	(377)	21
<b>12,863</b>	<b>(2,789)</b>	<b>Total Development &amp; Risk Contingency</b>		<b>10,074</b>	<b>10,074</b>	<b>0</b>	<b>0</b>	<b>0</b>

28. Within Residents Services, Development Risk and Contingency is showing a reported variance of £554k, a movement of £133k from Month 6, 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 £300k call on contingency relating to a shortfall in Development Control Income, no change from Month 6, this reflects the continued income pressure, which is being closely monitored.
29. Within Social Care there is forecast a £692k 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 has seen an adverse movement in Month 7 of £112k, however, the service is currently reporting a favourable variance on Development Risk and Contingency of £176k.
30. Social Worker Agency Contingency has a reduced call on contingency from budget of £56k reflecting assumed recruitment to permanent posts and changes to agency arrangements. Adult Placements has a £1,700k call on contingency, which is £750k over contingency budget. This reflects the increase in the number of placements particularly in Mental Health. There is a contribution to contingency from additional Better Care Fund grant announced in July 2019.
31. SEN Transport is reporting a £2,126k call on contingency, £1,388k higher than the budgeted amount. This is reflecting the continued growth in the number of children that have an Education, Health and Care Plan (EHCP), which is currently running at approximately 11%, 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.

32. There is a net £356k pressure on identified specific contingency items which will be funded from General Contingency. This leaves £477k provision to manage emerging issues over the remainder of this financial year.

### **Unallocated Priority Growth and HIP Initiatives**

33. There was a budget of £250k Unallocated Priority Growth in 2019/20, following allocation of £40k for CCTV in the Borough and £60k for Little Britain Lake Patrol Officers, there remains £150k 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. £283k of projects have been approved for funding from HIP resources, with £104k underspend relating to projects completed in 2018/19, there is £739k available for future releases.

### **Schools Budget**

34. At Month 7 the Dedicated Schools Grant position is an in-year overspend of £5,092k. This is an improvement of £33k on the Month 6 position with the overspend being predominantly due to increasing pressures in the cost of High Needs. The improvement relates mainly to the Early Years vulnerable children budget, due to lower than expected number of referrals being made for additional funding. The total deficit carry forward is currently forecast at £13,584k.
35. Following 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**

36. A £543k surplus is projected against the Collection Fund at Month 7, which is made up of a £45k deficit on Council Tax and a £588k 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**

37. The Housing Revenue Account is currently forecasting a £31k favourable position, a £5k improvement from Month 6, resulting in a drawdown of reserves of £1,214k. This results in a projected 2019/20 closing HRA General Balance of £17,046k. The use of reserves is funding investment in new housing stock.

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

38. 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 £218k lower than budgeted. The reduction in the borrowing requirement would result in a £12k per annum saving to revenue, which represents a minor variance when set in the context of the current MTFF position on capital financing costs.

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

### CHIEF EXECUTIVE'S OFFICE

39. The overall position for Chief Executive's Office at Month 7 is a forecast pressure of £3k. This position is in line with that reported for Month 6.
40. Income is forecast to achieve budgeted levels at Month 7 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 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
1,479	0	Democratic Services	Salaries	1,479	1,496	17	18	(1)
1,721	1		Non-Sal Exp	1,722	1,706	(16)	0	(16)
(701)	(1)		Income	(702)	(708)	(6)	(6)	0
<b>2,499</b>	<b>0</b>		<b>Sub-Total</b>	<b>2,499</b>	<b>2,494</b>	<b>(5)</b>	<b>12</b>	<b>(17)</b>
1,900	(146)	Human Resources	Salaries	1,754	1,773	19	18	1
830	145		Non-Sal Exp	975	995	20	11	9
(230)	0		Income	(230)	(250)	(20)	(10)	(10)
<b>2,500</b>	<b>(1)</b>		<b>Sub-Total</b>	<b>2,499</b>	<b>2,518</b>	<b>19</b>	<b>19</b>	<b>0</b>
2,124	0	Legal Services	Salaries	2,124	2,111	(13)	(27)	14
56	0		Non-Sal Exp	56	58	2	0	2
(276)	0		Income	(276)	(276)	0	0	0
<b>1,904</b>	<b>0</b>		<b>Sub-Total</b>	<b>1,904</b>	<b>1,893</b>	<b>(11)</b>	<b>(27)</b>	<b>16</b>
5,503	(146)	Chief Executive's Office Directorate	Salaries	5,357	5,380	23	9	14
2,607	146		Non-Sal Exp	2,753	2,759	6	11	(5)
(1,207)	(1)		Income	(1,208)	(1,234)	(26)	(16)	(10)
<b>6,903</b>	<b>(1)</b>		<b>Total</b>	<b>6,902</b>	<b>6,905</b>	<b>3</b>	<b>4</b>	<b>(1)</b>

## FINANCE

41. The overall position for Finance at Month 7 is a forecast underspend of £45k 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 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
6,021	37	Exchequer and Business Assurance Services	Salaries	6,058	6,037	(21)	10	(31)
3,505	12		Non-Sal Exp	3,517	3,547	30	17	13
(2,683)	(174)		Income	(2,857)	(2,924)	(67)	(60)	(7)
<b>6,843</b>	<b>(125)</b>		<b>Sub-Total</b>	<b>6,718</b>	<b>6,660</b>	<b>(58)</b>	<b>(33)</b>	<b>(25)</b>
1,743	0	Procurement	Salaries	1,743	1,731	(12)	(26)	14
3,243	8		Non-Sal Exp	3,251	3,348	97	44	53
(93)	(1)		Income	(94)	(160)	(66)	(32)	(34)
<b>4,893</b>	<b>7</b>		<b>Sub-Total</b>	<b>4,900</b>	<b>4,919</b>	<b>19</b>	<b>(14)</b>	<b>33</b>
3,724	(34)	Corporate Finance	Salaries	3,690	3,685	(5)	(3)	(2)
136	32		Non-Sal Exp	168	168	0	(2)	2
(170)	0		Income	(170)	(160)	10	5	5
<b>3,690</b>	<b>(2)</b>		<b>Sub-Total</b>	<b>3,688</b>	<b>3,693</b>	<b>5</b>	<b>0</b>	<b>5</b>
489	0	Pensions, Treasury & Statutory Accounting	Salaries	489	494	5	(14)	19
208	0		Non-Sal Exp	208	227	19	17	2
(275)	0		Income	(275)	(310)	(35)	(1)	(34)
<b>422</b>	<b>0</b>		<b>Sub-Total</b>	<b>422</b>	<b>411</b>	<b>(11)</b>	<b>2</b>	<b>(13)</b>
11,977	3	Finance Directorate	Salaries	11,980	11,947	(33)	(33)	0
7,092	52		Non-Sal Exp	7,144	7,290	146	76	70
(3,221)	(175)		Income	(3,396)	(3,554)	(158)	(88)	(70)
<b>15,848</b>	<b>(120)</b>		<b>Total</b>	<b>15,728</b>	<b>15,683</b>	<b>(45)</b>	<b>(45)</b>	<b>0</b>

## RESIDENTS SERVICES

42. Residents Services directorate is showing a projected outturn overspend of £177k at Month 7, 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 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
17,619	(43)	Infrastructure, Waste and ICT	Salaries	17,576	17,827	251	324	(73)
32,237	758		Non-Sal Exp	32,995	33,876	881	856	25
(10,590)	(58)		Income	(10,648)	(11,329)	(681)	(741)	60
<b>39,266</b>	<b>657</b>		<b>Sub-Total</b>	<b>39,923</b>	<b>40,374</b>	<b>451</b>	<b>439</b>	<b>12</b>
19,221	594	Housing, Environment, Education, Health & Wellbeing	Salaries	19,815	19,740	(75)	(4)	(71)
24,490	329		Non-Sal Exp	24,819	25,076	257	278	(21)
(18,024)	(667)		Income	(18,691)	(18,688)	3	(128)	131
<b>25,687</b>	<b>256</b>		<b>Sub-Total</b>	<b>25,943</b>	<b>26,128</b>	<b>185</b>	<b>146</b>	<b>39</b>
4,324	25	Planning, Transportation & Regeneration	Salaries	4,349	4,346	(3)	(3)	0
1,240	174		Non-Sal Exp	1,414	1,476	62	55	7
(4,534)	(206)		Income	(4,740)	(4,743)	(3)	4	(7)
<b>1,030</b>	<b>(7)</b>		<b>Sub-Total</b>	<b>1,023</b>	<b>1,079</b>	<b>56</b>	<b>56</b>	<b>0</b>
13,486	50	Administrative, Technical & Business Services	Salaries	13,536	13,077	(459)	(372)	(87)
3,865	(28)		Non-Sal Exp	3,837	3,895	58	13	45
(10,818)	(122)		Income	(10,940)	(11,054)	(114)	(115)	1
<b>6,532</b>	<b>(100)</b>		<b>Sub-Total</b>	<b>6,433</b>	<b>5,918</b>	<b>(515)</b>	<b>(474)</b>	<b>(41)</b>
54,650	626	<b>Residents Services Directorate</b>	Salaries	55,276	54,990	(286)	-55	(231)
61,832	1,233		Non-Sal Exp	63,065	64,323	1,258	1,202	56
(43,966)	(1,053)		Income	(45,019)	(45,814)	(795)	(980)	185
<b>72,515</b>	<b>806</b>		<b>Total</b>	<b>73,322</b>	<b>73,499</b>	<b>177</b>	<b>167</b>	<b>10</b>

43. 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 7, projected calls on contingency are forecast to be £554k less than the budgeted provision, a £133k favourable movement from Month 6. The following table shows the breakdown for each contingency item.

**Table 9: Development and Risk Contingency**

Original Budget £'000	Budget Changes £'000	Development & Risk Contingency	Month 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'000
			Revised Budget £'000	Forecast Outturn £'000			
1,072	0	Impact of Welfare Reform on Homelessness	1,072	749	(323)	(190)	(133)
1,972	(772)	Waste Disposal Levy & Associated Contracts	1,200	669	(531)	(531)	0
0	0	Development Control – Income	0	300	300	300	0
<b>3,044</b>	<b>(772)</b>	<b>Current Commitments</b>	<b>2,272</b>	<b>1,718</b>	<b>(554)</b>	<b>(421)</b>	<b>(133)</b>

44. The Month 7 data in the table below shows the use of Temporary Accommodation. The first 3 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 7, there has been a reduction in the use of Temporary Accommodation from the high recorded at the end of quarter 1. The total number accommodated in Bed and Breakfast is still currently higher than budgeted for in 2019/20, however, management actions to meet the targets continue to be implemented.

**Table 10: Housing Needs performance data**

	August 19	September 19	October 19
All Approaches	246	217	263
Full Assessment Required	170	173	183
New into Temporary Accommodation (Homeless and Relief)	37	41	23
Households in Temporary Accommodation	485	464	435
Households in B&B	188	172	144

45. 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 £749k, £323k below the budgeted provision. The service is forecasting the number of clients in B&B accommodation will average 156 over the financial year. A planned reduction in numbers through increased non-cost prevention and move-on activity has resulted in a projected favourable outturn on accommodation budgets. The Month 7 position also reflects the benefit of reduced unit costs.
46. 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. Specific funding is retained within an earmarked reserve to manage this risk.
47. 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 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.
48. Growth in the cost of waste disposal remains in line with budget, with 3% year on year growth in volumes of waste being collected. 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.
49. There was a marked downturn in volumes of major planning applications submitted to the Council during the first half of 2019/20, with income over this period £300k lower than that secured in the first half of 2018/19. It is unlikely that income over the remaining six months will be sufficient to offset this pressure and therefore a pressure of £300k is reported against General Contingency. This major revenue stream will continue to be closely monitored and any volatility reported over the remainder of this financial year.

### **Infrastructure, Waste and ICT (£451k overspend, £12k adverse movement)**

50. At Month 7, there is a £451k forecast overspend, an adverse movement of £12k from Month 6, arising from a number of material variances across Waste, ICT and Highways, 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.
51. Earmarked reserve drawdowns totalling £385k are offsetting the gross pressure on Waste Services of £396k. The projected underlying pressure includes a staffing overspend of £799k 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.
52. 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 £397k underspend on the budget for a second CA site, given expectations that the current monthly waste weekend operation will increase to a weekly basis with effect from late November. Offsetting the cost pressures is an anticipated £468k income over-achievement, largely reflecting buoyant trade tipping activity at the New Years Green Lane CA site and to a lesser extent, an uplift in commercial waste fees and charges as the service starts to implement changes arising from the recent BID review.
53. The Highways overspend at Month 7 is £162k, comprising staffing pressures resulting from an unachievable vacancy factor (staff turnover levels being very low), street lighting electricity charges arising due to a significant uplift in unit costs and advertising spend resulting from a high volume of temporary road closure notices.
54. ICT is reporting a net overspend of £306k. There is a forecast pressure on contract costs of £569k, though this is partly netted down by a £264k staff costs underspend, due to vacancies and recruitment delays whilst the service progresses a recently approved restructure and more general staff turnover. The service continues to review contracts and the impact of the cloud migration in order to manage down the net pressure.

## **Housing, Environment, Education, Health & Wellbeing (£185k overspend, £39k improvement)**

55. At Month 7 there is an overspend position of £185k across the service, primarily from pressures within the Residual Education function and Greenspaces.
56. Green Spaces is showing a forecast overspend against budget of £27k at Month 7. An adverse movement of £37k from Month 6 is mainly due to increased spending on equipment maintenance and materials in grounds maintenance and a reduction in the income related to HS2 compensation. Non staffing pressures of £43k are driven by the delay in the planned closure of Ruislip Golf from May to September when the next phase of HS2 works commences. There are also pressure in grounds maintenance for equipment maintenance and repair. The position is mitigated by additional income and HS2 compensation at Ruislip Golf course estimated at £108k, 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.
57. 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.
58. The Housing Options, Homelessness and Standards team is projecting an underspend of £23k, an adverse movement of £32k from Month 6. The movement is a result of reduced enforcement income.

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

59. 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 (£515k underspend, £41k favourable movement)**

60. There is an overall improvement of £41k across the service in Month 7, largely driven by an £87k favourable movement in staffing due to general staff turnover and revised recruitment assumptions. This is offset by a £46k adverse movement in non-staffing, mainly attributable to the Licensing Service for an increase in costs in relation to the animal welfare case 'Operation Pompeii' and several other smaller emerging licensing cases for which legal costs are being incurred. Income forecasts are holding steady on the Month 6 forecasted position.

## SOCIAL CARE (£141k underspend, £51k improvement)

61. Social Care is projecting an underspend of £141k as at Month 7, an improvement of £51k on the Month 6 projections, due to a reduction in staffing costs across the service. However, within this position, there are some larger movements, which offset each other overall and include a projected underspend in Children's Services staffing costs, additional Troubled Families Grant income through improved Payment by Results submissions and a projected reduction in income from the CCG relating to a number of clients previously fully funded by the CCG for Continuing Health Care needs. Additionally, included within this position, are a number of ongoing pressures that the service is managing, which relate to a £634k 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 in both 2018/19 and 2019/20.

**Table 11: Social Care Operating Budgets**

Original Budget £'000	Budget Changes £'000	Service	Month 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
18,442	(955)	Children's Services	Salaries	17,487	16,901	(586)	(557)	(29)
17,704	744		Non-Sal	18,448	19,336	888	874	14
(7,656)	(15)		Exp	(7,671)	(8,201)	(530)	(594)	64
<b>28,490</b>	<b>(226)</b>		<b>Income</b>	<b>(7,671)</b>	<b>(8,201)</b>	<b>(530)</b>	<b>(594)</b>	<b>64</b>
			<b>Sub-Total</b>	<b>28,264</b>	<b>28,036</b>	<b>(228)</b>	<b>(277)</b>	<b>49</b>
2,051	(652)	SEND	Salaries	1,399	1,532	133	79	54
186	272		Non-Sal	458	425	(33)	(41)	8
(427)	337		Exp	(90)	(125)	(35)	(34)	(1)
<b>1,810</b>	<b>(43)</b>		<b>Income</b>	<b>(90)</b>	<b>(125)</b>	<b>(35)</b>	<b>(34)</b>	<b>(1)</b>
			<b>Sub-Total</b>	<b>1,767</b>	<b>1,832</b>	<b>65</b>	<b>4</b>	<b>61</b>
7,720	179	Adult Social Work	Salaries	7,899	7,903	4	70	(66)
72,847	405		Non-Sal	73,252	73,822	570	516	54
(21,829)	224		Exp	(21,605)	(21,621)	(16)	(14)	(2)
<b>58,738</b>	<b>808</b>		<b>Income</b>	<b>(21,605)</b>	<b>(21,621)</b>	<b>(16)</b>	<b>(14)</b>	<b>(2)</b>
			<b>Sub-Total</b>	<b>59,546</b>	<b>60,104</b>	<b>558</b>	<b>572</b>	<b>(14)</b>
18,286	116	Provider and Commissione d Care	Salaries	18,402	17,701	(701)	(547)	(154)
11,525	729		Non-Sal	12,254	13,196	942	1,060	(118)
(3,496)	(273)		Exp	(3,769)	(4,546)	(777)	(902)	125
<b>26,315</b>	<b>572</b>		<b>Income</b>	<b>(3,769)</b>	<b>(4,546)</b>	<b>(777)</b>	<b>(902)</b>	<b>125</b>
			<b>Sub-Total</b>	<b>26,887</b>	<b>26,351</b>	<b>(536)</b>	<b>(389)</b>	<b>(147)</b>
46,499	(1,312)	<b>Social Care Directorate Total</b>	Salaries	45,187	44,037	(1,150)	(955)	(195)
102,262	2,150		Non-Sal	104,412	106,779	2,367	2,409	(42)
(33,408)	273		Exp	(33,135)	(34,493)	(1,358)	(1,544)	186
<b>115,353</b>	<b>1,111</b>		<b>Income</b>	<b>(33,135)</b>	<b>(34,493)</b>	<b>(1,358)</b>	<b>(1,544)</b>	<b>186</b>
			<b>Total</b>	<b>116,464</b>	<b>116,323</b>	<b>(141)</b>	<b>(90)</b>	<b>(51)</b>

**SOCIAL CARE DEVELOPMENT AND RISK CONTINGENCY (£910k overspend, £112k 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 7 projected position for the Development and Risk Contingency, which is reporting a pressure of £910k, an adverse movement of £112k on the Month 6 position due to an increase in the call on contingency for Demographic Growth for Looked After Children.
63. The overspend is due to pressures in the cost of Adult placements, where there is growth across Older People and Mental Health placements. 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. Additionally, the service are also experiencing a significant and growing pressure in SEN Transport requirements, where more single occupancy or lower occupancy routes are being required, due to a continued high level of growth in the number of children that have an Education, Health and Care Plan, most of whom cannot be placed in local schools as they are at full capacity. This reflects the growing pressure that is also being reported in the Dedicated Schools Grant Month 7 position later in this report.

**Table 12: Social Care Development & Risk Contingency**

Original Budget	Budget Changes	Development & Risk Contingency	Month 7		Variance (As at Month 7)	Variance (As at Month 6)	Movement from Month 6
			Revised Budget	Forecast Outturn			
£'000	£'000		£'000	£'000	£'000	£'000	£'000
1,885	0	Asylum Service	1,885	1,193	(692)	(692)	0
3,273	(403)	Demographic Growth - Looked After Children	2,870	2,694	(176)	(288)	112
1,017	(367)	Demographic Growth - Children with Disabilities	650	677	27	27	0
277	0	Social Worker Agency Contingency	277	221	(56)	(56)	0
997	(259)	SEN Transport	738	2,126	1,388	1,388	0
1,938	(988)	Demographic Growth - Adult Social Care	950	1,700	750	750	0
0	0	Additional BCF Income	0	(331)	(331)	(331)	0
<b>9,387</b>	<b>(2,017)</b>	<b>Current Commitments</b>	<b>7,370</b>	<b>8,280</b>	<b>910</b>	<b>798</b>	<b>112</b>

**Asylum Service (£692k underspend, no change)**

64. The service is projecting a drawdown of £1,193k from the contingency as at Month 7, no change on the Month 6 position. This 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 and better control and management of rental income due from the UASC.

**Demographic Growth - Looked After Children (£176k underspend, £112k adverse movement)**

65. The service is projecting a drawdown of £2,694k from the Contingency, an underspend of £176k as at Month 7, an adverse movement of £112k on the Month 6 position, due to

continued pressures on the Residential placements budget. This budget can be very volatile, due to the requirement for the service to place children in Residential placements and it is 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. Additionally, the service has implemented new ways of working, with the use of a grant of £400k, 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.

#### **Demographic Growth – Children with Disabilities (£27k overspend, no change)**

67. The service is projecting a drawdown of £677k from the Contingency as at Month 7, no change on the Month 6 position. However, 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. A number of new initiatives have been introduced, including more respite care over the school holidays and weekends.

#### **Social Worker Agency (Children's) (£56k underspend, no change)**

68. The service is projecting a drawdown of £221k from the contingency as at Month 7, no change on the Month 6 position. The underspend reported reflects a reduced use of agency staff, where the cost has reduced by £953k when compared to the 2018/19 outturn position.
69. However, the service continue to have a number of vacancies, which are being covered by agency staff, where the cost is approximately £18k higher than a permanent member of staff, reflecting that the recruitment of Social Workers continues to be very competitive
70. 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 an average of approximately £18k to £13k. This position will be closely monitored as the Social Care market remains highly competitive.

#### **Demographic Growth - SEN Transport (£1,388k overspend, no change)**

71. The service is projecting a drawdown of £2,126k from the SEN Transport contingency as at Month 7, no change on the Month 6 position. The overspend reported reflects the continued growth in the number of children that have an Education, Health and Care Plan (EHCP), which is currently running at approximately 11% and having a major financial impact on the Dedicated Schools Grant budget. Additionally, it is becoming more challenging to avoid having to procure single occupancy or lower occupancy routes, as children are having to be placed in out of borough placements. These are predominantly Independent and Non Maintained Special Schools as local provision is at full capacity, as is most other local authority provision, given that they are experiencing significant and continued growth in the number of pupils with an EHCP. The latest data indicates that 17 children started a new

placement in an Independent or Non-maintained special school in September 2019, where these children have not been able to be placed on an existing route

#### **Demographic Growth - Adult Social Care (£750k overspend, no change)**

72. The service is projecting a drawdown of £1,700k from the Adult Social Care contingency, an overspend of £750k as at Month 7, no change on the Month 6 position. The overspend is due to pressures in the cost of Adult placements, where there is an emerging growth across Older People and Mental Health placements. 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 (£141k underspend, £51k improvement)**

#### **Children's Services (£228k underspend, £49k adverse)**

74. The service is projecting an underspend of £228k, as at Month 7, an adverse movement of £49k on the Month 6 position, due to a reduction in projected income levels. The salary budget is projecting an underspend of £586k, which also reflects the success of the recruitment of newly qualified Social Workers and less reliance on agency staff. 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 (£65k overspend, £61k adverse)**

75. The service is projecting an overspend of £65k as at Month 7, an adverse movement of £61k on the Month 6 position, due to agency staff required to cover a number of critical roles in the SEND Team, with recruitment to the new staffing structure is currently in progress.

#### **Adult Social Work (£558k overspend, £14k improvement)**

76. The service is projecting an overspend of £558k as at Month 7, an improvement of £14k on the Month 6 position. The overspend 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. There are a number of clients previously meeting the Continuing Health Care (CHC) threshold, where a recent assessment has indicated that these clients no longer meet the CHC criteria, but are now funded under other less generous health funding mechanisms. 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. However, it has been agreed that this shortfall can be covered by implementing the new approach to managing the Better Care Fund capital grant.

#### **Provider and Commissioned Care (£536k underspend, £147k improvement)**

77. The service is projecting an underspend of £536k as at Month 7, an improvement of £147k on the Month 6 position, due to an increase in the projected underspend on staffing costs and a review of the cost of catering across all Council run homes. However, it should be noted that this position includes a projected overspend of £634k on the Early Years Centres and an

overspend of £224k on SEN Transport agency staffing costs, which is being mitigated by underspends across the Children's Centres, the cost of catering and through implementing a 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 (£5,092k overspend, £33k favourable)

78. The Dedicated Schools Grant (DSG) outturn position is an in-year overspend of £5,092k at Month 7, a favourable movement of £33k on the Month 6 position. This overspend is due to continuing pressures in the cost of High Needs placements, where growth remains at between 10% and 11%. Where pupils cannot be placed in borough, as local provision is at capacity, they are now more likely to be placed in more costly, Independent and Non Maintained Special Schools. This growing pressure is also evident in the cost of SEN Transport. When the £8,492k deficit brought forward from 2018/19 is taken into account, the cumulative deficit carry forward to 2020/21 is £13,584k.

**Table 13: DSG Income and Expenditure 2019/20**

Original Budget	Budget Changes	Funding Block	Month 7			Variance	
			Revised Budget	Forecast Outturn	Variance (As at Month 7)	Variance (at Month 6)	Change from Month 6
£'000	£'000		£'000	£'000	£'000	£'000	£'000
(278,655)	(414)	<b>Dedicated Schools Grant Income</b>	(279,069)	(279,069)	0	0	0
215,155	0	<b>Schools Block</b>	215,155	215,077	(78)	(80)	2
24,821	107	<b>Early Years Block</b>	24,928	24,882	(46)	(18)	(28)
3,173	14	<b>Central School Services Block</b>	3,187	3,937	750	757	(7)
35,506	293	<b>High Needs Block</b>	35,799	40,265	4,466	4,466	0
<b>0</b>	<b>0</b>	<b>Total Funding Blocks</b>	<b>0</b>	<b>5,092</b>	<b>5,092</b>	<b>5,125</b>	<b>(33)</b>
0	0	Balance Brought Forward 1 April 2018	8,492	8,492			
<b>0</b>	<b>0</b>	<b>Balance Carried Forward 31 March 2019</b>	<b>8,492</b>	<b>13,584</b>			

#### 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 (£78k underspend, £2k adverse)

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.
83. The adverse movement is due to the identification of additional 16-19 funding received in the 2018/19 financial year which has now been correctly paid out to the relevant schools.

#### **Early Years Block (£46k underspend, £28k favourable)**

84. 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.
85. 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.
86. The £28k favourable movement is in relation to the Early Years vulnerable children budget, due to lower than expected number of referrals being made for additional funding.

#### **Central School Services Block (£750k overspend, £7k favourable)**

87. The overspend is predominantly as the 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.
88. 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.
89. There is also a projected £8k 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 (£4,466k overspend, no movement)**

90. 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 £4,466k being projected at Month 6. This is a significant adverse movement of £1,697k on the Month 5 position as it is very evident that the growth in the number of pupils with an EHCP is continuing to grow at the same rate and it is also clear that it is becoming increasingly more difficult to place in borough and indeed in other local authority provision as they are at full

capacity. This then restricts the level of choice, where the Council is now having to place in Independent and Non Maintained Special Schools, who themselves are starting to reach full capacity.

91. Putting this into context, the latest SEN 2 Data analysis 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.
92. Due to a continuing lack of capacity in-borough and across other local authority provision, there is a requirement to place pupils in more costly school placements, with a further increase in the number of children commencing new placements in Independent special schools for the new academic year. This is resulting in significant additional pressure on the High Needs block. There is an expectation that this will become the only route that the Council will be able to take as local provision is substantially occupied.
93. The new academic year 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.
94. 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 and has also been factored in to the Month 7 projections.
95. 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.
96. 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. This enables schools to take early intervention action required to support children, and is ultimately expected to minimise the level of ongoing support required.

## COLLECTION FUND

97. A surplus of £543k is reported within the Collection Fund relating to a favourable position on Business Rates, which is predominantly driven by a carry forward surplus, offset by a small deficit within Council Tax. Any surplus realised at outturn will be available to support the General Fund budget in 2020/21.
98. 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 7		Variance (As at Month 7) £'000	Variance (As at Month 6) £'000	Movement from Month 6 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
(125,113)	0	Council Tax	Gross Income	(125,113)	(125,405)	(292)	(273)	(19)
10,613	0		Council Tax Support	10,613	10,808	195	159	36
(734)	0		B/fwd Surplus	(734)	(592)	142	142	0
<b>(115,234)</b>	<b>0</b>		<b>Sub-Total</b>	<b>(115,234)</b>	<b>(115,189)</b>	<b>45</b>	<b>28</b>	<b>17</b>
(110,633)	0	Business Rates	Gross Income	(110,633)	(112,147)	(1,514)	(2,061)	547
(5,286)	0		Section 31 Grants	(5,286)	(4,827)	459	757	(298)
51,960	0		Less: Tariff	51,960	51,960	0	0	0
8,549	0		Less: Levy	8,549	9,598	1,049	1,324	(275)
(302)	0		B/fwd Surplus	(302)	(884)	(582)	(582)	0
<b>(55,712)</b>	<b>0</b>	<b>Sub-Total</b>	<b>(55,712)</b>	<b>(56,300)</b>	<b>(588)</b>	<b>(562)</b>	<b>(26)</b>	
<b>(170,946)</b>	<b>0</b>	<b>Total Collection Fund</b>		<b>(170,946)</b>	<b>(171,489)</b>	<b>(543)</b>	<b>(534)</b>	<b>(9)</b>

99. At Month 7 a deficit of £45k is projected against Council Tax, which is an adverse movement of £17k from Month 6, the movement includes a favourable position reported against Gross Income of £19k, with an adverse movement of £36k in Council Tax Support. The deficit is predominantly as a result of the shortfall against the brought forward surplus of £142k, alongside a favourable variance of £97k within the current year's activity. Within this position, potential volatility in Discounts, Exemptions and the Council Tax Reduction Scheme continue to be closely monitored.
100. A £588k surplus is reported across Business Rates at Month 7, which is a favourable movement of £26k from Month 6, the movement is being driven by both a reduction in Gross Rates, related to volatility within the Council's Business Rates taxbase, offset by a favourable movement across Section 31 Grants of £298k, and a favourable movement in the pressure on the Levy Adjustment of £275k. 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

101. The Housing Revenue Account (HRA) is currently forecasting a drawdown of reserves of £1,214k, which is £31k more favourable than the budgeted position, with a favourable movement of £5k on Month 6. The 2019/20 closing HRA General Balance is forecast to be £17,046k. 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 7		Variance (+ adv / - fav)		
	Revised Budget	Forecast Outturn	Variance (As at Month 7)	Variance (As at Month 6)	Movement from Month 6
	£'000	£'000	£'000	£'000	£'000
Rent Income	(56,186)	(55,434)	752	618	134
Other Income	(5,224)	(5,397)	(173)	(143)	(30)
<b>Net Income</b>	<b>(61,410)</b>	<b>(60,831)</b>	<b>579</b>	<b>475</b>	<b>104</b>
Housing Management	13,230	13,232	2	(41)	43
Tenant Services	4,411	4,555	144	152	(8)
Repairs	5,294	5,535	241	(10)	251
Planned Maintenance	4,255	3,258	(997)	(602)	(395)
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
<b>Operating Costs</b>	<b>62,655</b>	<b>62,045</b>	<b>(610)</b>	<b>(501)</b>	<b>(109)</b>
<b>(Surplus) / Deficit</b>	<b>1,245</b>	<b>1,214</b>	<b>(31)</b>	<b>(26)</b>	<b>(5)</b>
General Balance 01/04/2019	(18,260)	(18,260)	0	0	0
<b>General Balance 31/03/2020</b>	<b>(17,015)</b>	<b>(17,046)</b>	<b>(31)</b>	<b>(26)</b>	<b>(5)</b>

### Income

102. As at Month 7 the rental income is forecast to under recover by £752k, an adverse movement of £134k on Month 6 which reflects updated assumptions on stock movements and the timing of when new stock is likely to be rented to tenants.

103. Other Income is forecast to over recover by £173k, a favourable movement of £30k on Month 6 due to an increase in leaseholders' charges.

104. The number of RTB applications received in the first seven months of 2019/20 was 104 compared to 99 for the same period in 2018/19, an increase of 5%. There have been 31 RTB completions in the first seven months of 2019/20 compared to 27 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

105. The Housing management service is forecast to overspend by £2k, an adverse movement of £43k on Month 6 due to an increase in forecast spend on staffing mainly relating to building safety.

106. Tenant services is forecast to overspend by £144k, a favourable movement of £8k on Month 6 due to delays in recruitment.
107. The repairs budget is forecast to overspend by £241k, an adverse movement of £251k on Month 6 due to increased forecast spend on day to day repairs £81k ; and repairs on void properties £170k, a mix of volume and cost per property. The planned maintenance budget is forecast to underspend by £997k, a favourable movement of £395k on Month 6 due to reduced forecast spend on external decorations £350k; and other works £45k which includes subsidence.
108. As at Month 7 there is nil movement compared to Month 6 on the capital programme funding, interest and investment income and the development and risk contingency budgets.

## HRA Capital Expenditure

109. The HRA capital programme is set out in the table below. The 2019/20 revised budget is £75,119k. The 2019/20 forecast expenditure is £53,694k with a net variance of £21,425k of which £21,466k is due to re-phasing and £41k is due to a net cost overspend of £41k. The net movement from Month 6 is a reduction of £4,447k due to an increase in re-phasing on schemes continuing into future years of £2,747k and the revised budget increasing by £1,700k to account for GLA grant released for acquisitions.

**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
<b>Major Projects (Note 1)</b>								
New General Needs Housing Stock	40,146	30,608	241	(9,779)	144,495	144,736	241	0
New Build - Shared Ownership	10,607	3,590	0	(7,017)	15,377	15,377	0	0
New Build - Supported Housing Provision	3,960	2,482	(200)	(1,278)	6,418	6,218	(200)	0
<b>Total Major Projects</b>	<b>54,713</b>	<b>36,680</b>	<b>41</b>	<b>(18,074)</b>	<b>166,290</b>	<b>166,331</b>	<b>41</b>	<b>0</b>
<b>HRA Programmes of Work</b>								
Works to stock programme	17,755	14,752	0	(3,003)	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
<b>Total HRA Programmes of Work</b>	<b>20,406</b>	<b>17,014</b>	<b>0</b>	<b>(3,392)</b>	<b>69,867</b>	<b>69,867</b>	<b>0</b>	<b>0</b>
<b>Total HRA Capital</b>	<b>75,119</b>	<b>53,694</b>	<b>41</b>	<b>(21,466)</b>	<b>236,157</b>	<b>236,198</b>	<b>41</b>	<b>0</b>
Movement on Month 2	1,700	(2,747)	0	(4,447)	1,700	1,700	0	0

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

## Major Projects

110. The 2019/20 Major Projects programme revised budget is £54,713k after including GLA grant funding of £1,700k approved by Cabinet in November. Forecast expenditure is £36,680k, with a re-phasing of £18,074k forecast in 2019/20, and a cost variance of £41k during the period 2019-2024. This represents an increase in re-phasing of £2,999k compared to the Month 6 position.

## New General Needs Housing Stock

111. The 2019/20 General Needs Housing Stock revised budget is £40,146k following the allocation of GLA grant funding of £1,700k for the acquisition of 17 new build units over 3 sites. There is a forecast re-phasing of £9,779k across the General Needs programme partly due to the commencement of some projects being later than initially expected. There has been an increase in re-phasing of forecasts of £2,013k compared to Month 6 mainly due to delayed start on site dates for the developments at Belmore Allotments, Willow Tree, Nelson Road, Great Benty and Moorfield Road.
112. In 2019/20 to date 40 buybacks have been or are pending approval with each acquisition at different stages of completion. The potential buybacks are estimated to cost up to £12,809k.
113. The forecast includes £3,873k for the approved purchase of 9 new build properties (Coleridge Way and 191 Harefield Road) and £1,307k for the acquisition of a 28 unit property at TCM House.
114. A total budget of £5,665k has been allocated for the acquisition of 17 new build apartments at the following 3 sites: 6 units at Meadowfield House, 5 units at West End Road and 6 units at Otterfield Road. The acquisitions are being part funded from GLA grant of £1,700k with the remaining £3,965k coming from the New General Needs Housing Stock uncommitted acquisitions budget. The legal exchange is expected to take place in December 2019 for the units at Meadowfield House and West End Road with the purchase of the units at Otterfield Road completing in February 2020. Retention of £270k will be paid out 12 months after the purchases have been completed
115. 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 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 (March 2020).
116. 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.
117. The main contractor is in the process of appointment for the redevelopment of the former Willow Tree depot into general needs housing. Construction works are expected to start on site in January 2020.
118. Works on site in respect of the redevelopment of Maple and Poplar Day Centres are expected to commence shortly. A total of 34 units will be constructed comprising 50% general needs social housing and shared ownership.
119. 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 was lodged. The tendering process for the appointment of the construction works contractor will commence shortly. Due to the length of the tendering process and difficulties in accessing the site, construction works are not expected to start on site until June 2020 at the earliest.

120. The contractor has recently been appointed for the construction of six general needs housing units at Nelson Road. Construction works are expected to start in January 2020.
121. 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. Works are not expected to start until early in 2020/21.
122. 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

123. The New Build Shared Ownership 2019/20 revised budget is £10,607k. The forecast expenditure is £3,590k with a projected re-phasing of £7,017k. This is predominantly stemming from the later than anticipated construction commencement date with respect to the Woodside and Belmore developments.
124. The new build shared ownership budget comprises schemes being delivered across five sites. These are expected to deliver 109 units in total.
125. 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 remains outstanding. The appointed architects have completed the design of the scheme and the tendering process has commenced with bids due back in December 2019.

#### New Build - Supported Housing

126. 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 now been completed and handed over to the Council in October. Liquidated damages continue to be held against the contractor for delays with a legal adjudication process ongoing. Currently the total project costs are expected to come in within the revised budget pending any appeals from the contractor.
127. The scheme at Grassy Meadow completed last year and the final account position has now been agreed with the main contractor

#### **HRA Programmes of Work**

128. The Works to Stock revised budget is £17,755k. The forecast expenditure is £14,752k with a re-phasing variance of £3,003k, across various work streams due to the validation, procurement and consultation timetables required to deliver these works.
129. The major adaptations revised budget is £2,489k and there is forecast re-phasing of £389k as the budget is partly uncommitted at this stage of the financial year.
130. The HRA ICT revised budget is £162k and the budget is forecast to be fully spent.

#### **HRA Capital Receipts**

131. There have been 31 Right to Buy (RTB) sales of council dwellings as at the end of October 2019 for a total gross sales value of £5,434k and a further 29 sales are forecast to bring the yearly total to 60, totalling £11,100k in 2019/20.

132. During 2019/20, the £11,042k retained RTB 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	5,559	55	0	55	6,223	6,223	(0)
2,486	Housing Programme	7	35	35	(0)	(0)	0	35	35	(0)
262	Belmore Allotments	86	5,075	154	(4,921)	0	(4,921)	10,556	10,556	(0)
271	Maple and Poplar Day Centre	34	4,565	1,327	(3,238)	0	(3,238)	6,116	6,116	0
181	Willow Tree	10	2,488	686	(1,802)	0	(1,802)	2,761	2,761	0
84	Housing Programme - Tranche 4	14	2,286	180	(2,106)	0	(2,106)	2,617	2,617	0
107	Nelson Road	6	1,938	397	(1,541)	0	(1,541)	2,201	2,201	(0)
0	Great Bentley (Note 1)	2	756	276	(480)	0	(480)	756	756	0
0	Coleridge Way Acquisition	7	3,289	3,289	0	0	0	3,289	3,289	0
0	TCM House Acquisition	28	1,307	1,307	0	0	0	1,307	1,307	0
0	191 Harefield Road Acquisition	2	584	584	0	0	0	584	584	0
0	Acquisition of 3 Sites	17	5,665	5,395	(270)	0	(270)	5,665	5,665	0
0	Acquisitions Including Buybacks	TBC	13,923	13,923	0	0	0	63,932	63,932	0
0	Internal Developments	TBC	743	743	(0)	0	(0)	50,752	50,752	0
0	Bartram Close (Note 2)	N/A	0	241	241	241	0	0	241	241
343	Woodside Development	20	2,594	102	(2,492)	0	(2,492)	3,077	3,077	(0)
20,149	Grassy Meadow	88	990	790	(200)	(200)	0	990	790	(200)
12,746	Parkview	60	2,641	1,692	(949)	0	(949)	2,641	2,641	(0)
3	Yiewsley	12	330	0	(330)	0	(330)	2,787	2,787	0
<b>37,979</b>		<b>426</b>	<b>54,713</b>	<b>36,681</b>	<b>(18,032)</b>	<b>41</b>	<b>(18,073)</b>	<b>166,290</b>	<b>166,331</b>	<b>41</b>
4,120	New General Needs Housing Stock	157	40,146	30,608	(9,538)	241	(9,779)	144,495	144,736	241
960	New Build - Shared Ownership	109	10,607	3,590	(7,017)	0	(7,017)	15,377	15,377	0
32,899	New Build - Supported Housing	160	3,960	2,482	(1,478)	(200)	(1,278)	6,418	6,218	(200)
<b>37,979</b>		<b>426</b>	<b>54,713</b>	<b>36,681</b>	<b>(18,033)</b>	<b>41</b>	<b>(18,074)</b>	<b>166,290</b>	<b>166,331</b>	<b>41</b>

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

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

## Appendix D - GENERAL FUND CAPITAL PROGRAMME

133. As at Month 7 an under spend of £11,977k is reported on the 2019/20 General Fund Capital Programme of £84,910k, 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 £181k.
134. General Fund Capital Receipts of £6,194k are forecast for 2019/20, with a surplus of £545k in total forecast receipts to 2023/24.
135. Overall, Prudential Borrowing required to support the 2019/20 to 2023/24 capital programmes is forecast to be under budget by £218k. This is due to net surplus of £45k on other sources of funding (capital receipts and CIL) and an increase in grants and contributions applied of £354k, partially offset by net cost over spends of £181k.

### Capital Programme Overview

136. 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	152,664	(119)	(25)
General Contingency	7,500	7,500	-	-
<b>Total Capital Programme</b>	<b>407,062</b>	<b>407,243</b>	<b>181</b>	<b>-</b>
<b>Movement</b>	<b>-</b>	<b>(25)</b>	<b>(25)</b>	

137. 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 were completed in September. Two secondary schools expansions are 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.
138. 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 three schools have been approved totalling £455k for the provision of extra SEND places, and other identified plans are in various stages of development.

139. 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.
140. The Main programme includes major schemes such as the re-provision of Hillingdon Outdoor Activity Centre, for which options are being considered and works will not 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 has been submitted for the new Yiewsley and West Drayton 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, including the expansion of the Rural Activities Garden Centre for which a planning application was submitted in September. Remedial works at the Battle of Britain bunker are expected to commence next year following completion of the tender process.
141. Programmes of Works include £3,000k for the new libraries refurbishment programme that has commenced at Ruislip Manor and Charville libraries and three other sites are planned later in 2019/20. Refurbishment or rebuild of all other sites will be completed in future years. An under spend of £30k is reported on two completed schemes within the Schools Conditions Building Programme, with a number of other schemes within this programme in various stages of progress. Tendering is to commence shortly on the Leisure Centre refurbishment programme. Refurbishment works at several bowls clubs are expected to be completed this financial year.
142. Numerous schemes within the Property Works and Civic Centre Works Programmes are in progress 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 £45k is reported on the PSRG/LPRG budget as this budget is partly uncommitted, this is a movement of £25k in month.
143. There are £1,500k contingency funds per annum over the period 2019-24 available as and when risk issues emerge.

## Capital Financing - General Fund

144. Table 20 below outlines the latest financing projections for the capital programme, with a favourable medium term variance of £218k 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	55,550	45,874	(9,676)	297,672	297,499	(173)	(20)
<b>Financed By Prudential Borrowing</b>							
Self Financing	11,000	11,000	-	77,946	77,946	-	
Invest to Save projects	3,670	2,522	(1,148)	8,090	8,090	-	
Service Delivery	28,082	22,158	(5,924)	139,035	138,817	(218)	(20)
<b>Total Borrowing</b>	<b>42,752</b>	<b>35,680</b>	<b>(7,072)</b>	<b>225,071</b>	<b>224,853</b>	<b>(218)</b>	<b>(20)</b>
<b>Financed By Other Council Resources</b>							
Capital Receipts	8,298	6,194	(2,104)	47,101	47,646	545	-
CIL	4,500	4,000	(500)	25,500	25,000	(500)	-
<b>Total Council Resources</b>	<b>55,550</b>	<b>45,874</b>	<b>(9,676)</b>	<b>297,672</b>	<b>297,499</b>	<b>(173)</b>	<b>(20)</b>
Grants & Contributions	29,360	27,059	(2,301)	109,390	109,744	354	(5)
<b>Capital Programme</b>	<b>84,910</b>	<b>72,933</b>	<b>(11,977)</b>	<b>407,062</b>	<b>407,243</b>	<b>181</b>	<b>(25)</b>
Movement	(24,297)	(14,091)	10,206	-	(25)	(25)	

145. The 2019/20 revised expenditure and financing budget has reduced by £24,297k following November Cabinet approval of re-phasing for various projects continuing into future years. Forecast capital receipts in 2019/20 amount to £6,194k, a net reduction of £387k from last month as some sales may not be completed this financial year. This year's forecast 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. Income of £411k has been received in respect of two sites.

146. As at the end of October, a total of £2,197k Community Infrastructure Levy (CIL) receipts (after administration fees) have been invoiced or received this financial year, a movement of £71k from last month. 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.

147. Forecast grants and contributions are £354k 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.

148. Prudential borrowing in 2019/20 has reduced by £11,368k due to re-phasing of major project budgets into future years, including £10,000k in respect of Housing company financing.

## 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
	<b>Education and Children Services</b>										
137,159	Former Primary School Expansions	10	10	0	0	10	10	0	10	0	0
12,952	New Primary Schools Expansions	2,889	2,937	0	48	3,592	3,592	0	1,430	2,144	18
5,097	Secondary Schools Expansions	12,292	12,292	0	0	40,688	40,688	0	21,437	19,251	0
0	Additional Temporary Classrooms	0	0	0	0	4,000	4,000	0	4,000	0	0
0	Schools SRP	500	500	0	0	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
<b>200,950</b>	<b>Total Schools Programme</b>	<b>16,050</b>	<b>16,098</b>	<b>0</b>	<b>48</b>	<b>52,607</b>	<b>52,607</b>	<b>0</b>	<b>27,236</b>	<b>25,269</b>	<b>102</b>

## 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
	<b>Self Financing Developments</b>										
68	Yiewsley Site Development	1,000	1,000	0	0	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	10,000	10,000	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
<b>68</b>	<b>Total Main Programme</b>	<b>11,000</b>	<b>11,000</b>	<b>0</b>	<b>0</b>	<b>79,490</b>	<b>79,490</b>	<b>0</b>	<b>77,946</b>	<b>0</b>	<b>1,544</b>

## 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
	<b>Community, Commerce and Regeneration</b>										
7,294	Hayes Town Centre Improvements	980	980	0	0	1,980	1,980	0	306	318	1,356
542	Inspiring Shopfronts	145	145	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	10	10	0	0	547	547	0	547	0	0
0	New Museum	50	50	0	0	5,632	5,632	0	4,882	0	750
0	New Theatre	0	0	0	0	44,000	44,000	0	42,950	0	1,050
57	Battle of Britain Underground Bunker	200	200	0	0	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	900	900	0	0	32,000	32,000	0	31,512	0	488
723	Hillingdon Outdoor Activity Centre	50	50	0	0	25,777	25,777	0	0	0	25,777
23	RAGC Expansion	100	100	0	0	1,391	1,391	0	1,391	0	0
2	1 & 2 Merrimans Housing Project	20	20	0	0	619	619	0	619	0	0
10,879	Projects Completing in 2019/20:	559	559	0	0	598	598	0	598	0	0
<b>24,105</b>	<b>Total Main Programme</b>	<b>3,602</b>	<b>3,902</b>	<b>300</b>	<b>0</b>	<b>114,682</b>	<b>114,982</b>	<b>300</b>	<b>85,172</b>	<b>318</b>	<b>29,492</b>

## 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	295	0	(34)	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	1,676	(30)	(2,652)	10,758	10,728	(30)	2,401	7,333	994
N/A	Civic Centre Works Programme	2,686	1,300	0	(1,386)	5,428	5,428	0	5,428	0	0
N/A	Corporate Technology and Innovation	4,289	3,745	0	(534)	8,645	8,645	0	8,645	0	0
N/A	Property Works Programme	1,805	1,300	0	(505)	4,527	4,527	0	4,327	200	0
N/A	Car Park Pay & Display Machines	520	260	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	4,697	3,627	0	(1,070)	18,589	18,589	0	0	17,843	746
N/A	HS2 Road Safety Fund	645	0	0	(645)	645	645	0	0	0	645
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	55	(45)	0	500	455	(45)	230	225	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	721	0	(200)	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	900	0	281	1,153	1,153	0	1,153	0	0
N/A	Youth Provision	1,425	542	0	(883)	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	5,288	0	(2,297)	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	600	(44)	(245)	889	845	(44)	805	40	0
N/A	Section 106 Projects	533	373	0	(160)	533	533	0	0	0	533
	<b>Total Programme of Works</b>	<b>52,758</b>	<b>40,433</b>	<b>(119)</b>	<b>(12,052)</b>	<b>152,783</b>	<b>152,664</b>	<b>(119)</b>	<b>99,645</b>	<b>47,717</b>	<b>5,302</b>



## Appendix E – Treasury Management Report as at 31<sup>st</sup> October 2019

**Table 21: Outstanding Deposits – Average Rate of Return 0.66%**

Period	Actual (£m)	Actual (%)	Benchmark (%)
Call Accounts and MMF's*	17.9	54.41	70.00
Up to 1 Month Fixed-Term Deposits	0.0	0.00	
Over 1 Month Fixed-Term Deposits	0.0	0.00	0.00
<b>Total</b>	<b>17.9</b>	<b>54.41</b>	<b>70.00</b>
Strategic Pooled Funds	15.0	45.59	30.00
<b>Total</b>	<b>32.9</b>	<b>100.00</b>	<b>100.00</b>

\*Money Market Funds

149. 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.
150. The average rate of return on day-to-day operational treasury balances is 0.66%. 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.
151. 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 October, 100% of the Council's day-to-day operational treasury investments had exposure to bail-in risk compared to a September benchmark average of 62% in the Local Authority sector (latest benchmark provided quarterly by the Council's treasury advisors Arlingclose). The Council's exposure reduces to 0% once instant access facilities are excluded from the total bail-in percentage.
152. Liquidity was maintained throughout October by placing surplus funds in instant access accounts and making short-term deposits with the DMADF. To ensure minimum cash levels were maintained another £5m of 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: 3.22%**

**Average Interest Rate on Temporary Borrowing: 0.88%**

	Actual (£m)	Actual (%)
<b>General Fund</b>		
PWLB	49.99	19.35
Long-Term Market	15.00	5.81
Temporary	10.00	3.87
<b>HRA</b>		
PWLB	150.32	58.19
Long-Term Market	33.00	12.78
<b>Total</b>	<b>258.31</b>	<b>100.00</b>

153. There was a scheduled EIP debt repayment during October of £0.38m and repayment of a £5m short-term loan, which was subsequently refinanced later in the month. Gilt yields fell during the first week of October, however on 9<sup>th</sup> October, without notice or consultation, the PWLB increased their margin over gilts by an additional 1% to 1.8%. To reduce interest costs, the £5m refinancing was sourced through Local Authority short-term borrowing, rather than long-term through the PWLB. With the ongoing need to take further borrowing and with restrictive premiums, early repayment of debt remains unfeasible.

154. 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 November, 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 F – Consultancy and agency assignments over £50k approved under delegated authority

156. 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
<b>Chief Executive's Office and Finance Directorate</b>						
Finance Business Partner (HRA & Capital)	12/08/2019	12/08/2019	31/03/2020	24	32	56
Benefit Officer (HB)	03/04/2017	03/04/2017	31/03/2020	126	13	139
<b>Residents Services</b>						
Domestic Abuse – Programme Lead	28/08/2017	18/11/2019	31/03/2020	213	26	239
NEET Officers (X2)	18/11/2019	18/11/2019	31/03/2020	0	51	51
Major Applications (PPA) Planner	03/01/2017	18/11/2019	16/02/2019	206	22	227
Air Quality Officer	21/09/2015	11/11/2019	09/02/2020	105	10	115
Programme Manager (Planned Works)	27/11/2017	24/11/2019	23/02/2020	163	22	184
Housing Options & Homeless Prevention Officers * 3	30/07/2018	06/01/2020	31/03/2020	155	39	194
Housing Options and Homeless Prevention Officers*2	24/09/2018	18/11/2019	05/04/2020	62	34	96
Media & Campaigns Officer	23/07/2018	09/12/2019	01/03/2020	87	17	104
Parking Operations Manager	03/07/2017	11/11/2019	07/02/2020	148	20	168
Senior School Improvement Advisor	07/03/2016	14/12/2019	28/03/2020	379	40	419
Senior School Improvement Advisor	07/03/2016	14/12/2019	28/03/2020	262	17	279
CME Tracker	01/08/2018	01/11/2019	07/02/2020	62	16	78
<b>Social Care</b>						
Senior Residential Worker	03/09/2018	02/12/2019	02/02/2020	56	8	64
Support Worker	03/04/2017	02/12/2019	02/02/2020	91	6	98
Support Worker	03/10/2016	02/12/2019	02/02/2020	75	4	79
Care Worker	06/07/2016	02/12/2019	02/02/2020	98	5	103
AMHP	04/02/2019	02/12/2019	02/02/2020	50	13	63
Approved Mental Health Worker	05/02/2018	02/12/2019	02/02/2020	95	9	104
Approved Mental Health Worker	01/06/2015	02/12/2019	02/02/2020	298	10	308
Care Worker	06/03/2017	02/12/2019	02/02/2020	78	5	83
Social Worker/Senior Social Worker	04/09/2017	02/12/2019	02/02/2020	157		157
AMHP	04/02/2019	02/12/2019	02/02/2020	63	13	77
Online Services Co-ordinator	04/03/2019	02/12/2019	02/02/2020	51	12	62

<b>Post Title</b>	<b>Original Start Date</b>	<b>Approved From</b>	<b>Proposed End Date</b>	<b>Previous Approval £'000</b>	<b>Approved £'000</b>	<b>Total £'000</b>
Nursery Practitioner	01/10/2017	02/12/2019	02/02/2020	70	5	75
Early Years Practitioner	12/09/2014	02/12/2019	02/02/2020	69	2	72
SENDIASS Manager	29/04/2019	02/12/2019	02/02/2020	54	16	69
Early Years Practitioner	24/02/2014	02/12/2019	02/02/2020	83	2	85
Early Years Practitioner	06/02/2017	02/12/2019	02/02/2020	71	5	76
Early Years Practitioner	25/03/2016	02/12/2019	02/02/2020	79	5	83
Nursery Officer	05/09/2016	02/12/2019	02/02/2020	73	5	78
Early Years Practitioner	23/02/2015	02/12/2019	02/02/2020	104	5	109
Service Development & Quality Assurance Officer	01/04/2019	02/12/2019	02/02/2020	79	20	99
FIS Officer	01/04/2018	02/12/2019	02/02/2020	48	7	56
AMHP	03/06/2019	02/12/2019	02/02/2020	38	13	52
Senior Business Analyst (Liquid Logic Implementation)	01/07/2019	02/12/2019	02/02/2020	35	16	51
Senior Business Analyst (Liquid Logic Implementation)	01/07/2019	02/12/2019	02/02/2020	35	16	51
Project Manager/Senior Business Analyst (Liquid Logic Implementation)	01/07/2019	02/12/2019	02/02/2020	39	16	54
Social Worker (CHC)	03/01/2017	02/12/2019	02/02/2020	140	9	149
Team Manager	17/07/2017	02/12/2019	02/02/2020	246	19	265
Senior Social Worker	01/04/2013	02/12/2019	02/02/2020	203	14	217
Social Worker	06/04/2017	02/12/2019	02/02/2020	118	14	132
Social Worker	23/10/2017	02/12/2019	02/02/2020	148	12	160
Social Worker	16/12/2016	02/12/2019	02/02/2020	229	14	243
Social Worker	21/08/2016	02/12/2019	02/02/2020	232	14	246
Social Worker	10/07/2017	02/12/2019	02/02/2020	161	14	175
Social Worker	07/11/2016	02/12/2019	02/02/2020	241	14	255
Social Worker	04/05/2015	02/12/2019	02/02/2020	290	12	302
Social Worker	13/04/2015	02/12/2019	02/02/2020	326	14	340
Social Worker	11/07/2016	02/12/2019	02/02/2020	253	14	267
Social Worker	01/08/2015	02/12/2019	02/02/2020	286	16	302
Team Manager	27/03/2017	02/12/2019	02/02/2020	234	16	250
Social Worker	27/10/2016	02/12/2019	02/02/2020	224	14	238
Social Worker	01/12/2016	02/12/2019	02/02/2020	178	13	191
Educational Psychologist	04/02/2019	02/12/2019	02/02/2020	121	25	146
Educational Psychologist	15/11/2015	02/12/2019	02/02/2020	325	17	342
Special Needs Officer	01/12/2016	02/12/2019	02/02/2020	194	13	207
Social Worker	11/08/2014	02/12/2019	02/02/2020	423	14	437
Social Worker	01/01/2013	02/12/2019	02/02/2020	443	14	457
Social Worker	01/04/2013	02/12/2019	02/02/2020	238	14	252
Social Worker	26/08/2016	02/12/2019	02/02/2020	223	13	236
Support Worker	20/12/2015	02/12/2019	02/02/2020	107	7	114
Social Worker	04/07/2016	02/12/2019	02/02/2020	276	14	290
Social Worker	03/07/2016	02/12/2019	02/02/2020	274	16	290
Social Worker	21/11/2016	02/12/2019	02/02/2020	214	14	228

<b>Post Title</b>	<b>Original Start Date</b>	<b>Approved From</b>	<b>Proposed End Date</b>	<b>Previous Approval £'000</b>	<b>Approved £'000</b>	<b>Total £'000</b>
Social Worker	01/01/2013	02/12/2019	02/02/2020	439	14	453
Senior Social Worker	29/06/2017	02/12/2019	02/02/2020	204	14	218
Education Health and Care Officer	01/07/2017	02/12/2019	02/02/2020	116	11	127
Principal Educational Psychologist	01/08/2015	02/12/2019	02/02/2020	291	25	316
Senior Educational Psychologist	15/08/2016	02/12/2019	02/02/2020	261	25	286
Educational Psychologist	01/03/2016	02/12/2019	02/02/2020	316	27	343
Social Worker	02/07/2017	02/12/2019	02/02/2020	155	14	169
Independent Domestic Violence Advocate	01/10/2018	02/12/2019	02/02/2020	60	9	69
Senior Social Worker	30/04/2012	02/12/2019	02/02/2020	244	14	258
Education Health and Care Officer	04/03/2019	02/12/2019	02/02/2020	43	11	54
Child Protection Chair	01/07/2015	02/12/2019	02/02/2020	162	17	179
Senior Social Worker	21/11/2017	02/12/2019	02/02/2020	57	15	72
Senior Social Worker	19/12/2011	02/12/2019	02/02/2020	60	16	76
Social Worker	01/04/2018	02/12/2019	02/02/2020	132	14	146
Senior SEND Officer	09/05/2019	02/12/2019	02/02/2020	45	13	58
SEND Team Manager - Primary	29/07/2019	02/12/2019	02/02/2020	34	18	52
Social Worker	01/04/2013	02/12/2019	02/02/2020	54	14	68