

Budget & Spending Report – Select Committee Monitoring

Committee name	Corporate Resources and Infrastructure Select Committee
Corporate Director(s) responsible	Richard Ennis - Corporate Director of Finance Matthew Wallbridge - Chief Operating Officer Corporate Services Karrie Whelan - Corporate Director Place
Papers with report	N/A
Ward	All

RECOMMENDATION

1. That the Committee agree the proposed approach to financial monitoring at this select committee as set out in this report.

HEADLINES

2. This monitoring report will provide an overview of financial performance relevant to the Select Committee. The proposed structure and approach to this report is detailed in the Supporting Information section below. Corporate Directors, supported by their Finance Business Partners, will attend the meeting to provide further details and clarifications.

SUPPORTING INFORMATION

3. APPROACH

4. The establishment of this select committee is part of our commitment to transparency and ensuring rigorous scrutiny of the council's finances.
5. Table 1 below provides a detailed breakdown of the Corporate Resources and Infrastructure Committee's budget by portfolio and service area. It includes adjustments made to the 2024/25 budget for inflation, corporate adjustments, growth and savings.
6. Table 2 provides a detailed breakdown of the 2025/26 savings by portfolio, and Table 3 provides a detailed breakdown of the 2025/26 growth by portfolio.
7. Table 4 provides a detailed breakdown of the 2025/26 proposed transformation capitalisation expenditure applicable to this Select Committee.
8. Table 5 provides a breakdown of the General Fund Capital Programme budget for 2025/26, while Table 6 offers a detailed breakdown of the HRA Capital Programme budget for 2025/26.
9. In the next select committee meeting on 17th June and in future meetings, we will report on the 2025/26 budget as shown Table 1. These reports will cover:
 - How much has been spent during the year to date against the profiled budget.

- The area's delivery against the savings that are expected of it and any forecast variance.
- Where there are variances against the budget as a whole and what is being done to mitigate any adverse variances.

10. OVERALL FINANCIAL POSITION

11. Future reports will deal with the issues as set out in section 9 above.

12. SAVINGS

13. It is essential that the select committee increases the ability for the council to deliver its services within budget. The report will provide an update on the £11.565m savings to be achieved by the end of 2025/26.

14. Table 2 also outlines the cross-cutting savings proposals that are being jointly led by corporate directors. These include initiatives such as the Target Operating Model, Procurement Savings, and the Review of Employee Terms and Conditions.

15. RISKS & MITIGATIONS

16. The report will identify key risks, along with the actions being taken to mitigate these risks.

Table 1: 2025/26 Budget Position

Portfolio	Service	24/25 Budget	Inflation	Corporate Adjs	Growth	Savings	Budget Transfers	25/26 Budget
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Property, Highways & Transport	Director Property Services	2,206	64	500	0	-836	0	1,934
Property, Highways & Transport	Director Operational Assets	3,534	87	0	0	-6	0	3,615
Property, Highways & Transport	Head of Highways	2,640	28	0	0	-25	0	2,643
Property, Highways & Transport Total		8,380	179	500	0	-867	0	8,192
Finance & Transformation	Director Service Finance	5,363	94	0	0	-92	0	5,365
Finance & Transformation	Director Strategic & Operational Finance	6,660	552	2,672	0	-911	204	9,176
Finance & Transformation	Head of Procurement and Commissioning	7,852	-254	0	1,300	-12	0	9,089
Finance & Transformation	Head of Statutory Accounting Investments & Pensions	17,647	22	1,409	0	-5	-204	18,869
Finance & Transformation	Head of Internal Audit and Risk Assurance	548	17	0	0	-78	0	284
Finance & Transformation	Head of Counter Fraud	1,231	41	0	0	-192	0	1,080
Finance & Transformation	Head of Transformation	68	-25	0	0	0	0	43
Finance & Transformation Total		39,368	446	4,081	1,300	-1,289	0	43,906
Corporate Services	Head of Democratic Services	2,404	132	0	0	-60	0	2,476
Corporate Services	Head of Legal Services	2,320	103	0	0	-357	0	2,066
Corporate Services	Head of Communications	627	17	0	0	64	0	708
Corporate Services	Head of Human Resources	2,417	35	0	0	-164	0	2,288
Corporate Services	Head of Business Intelligence	833	17	0	0	-11	0	838
Corporate Services	Head of Technology	9,298	88	450	0	-195	0	9,642
Corporate Services	Head of Customer Experience	2,561	65	0	0	-1,910	0	715
Corporate Services	Director Digital Data & Technology	-652	0	0	500	-1,000	0	-1,153
Corporate Services	Head of Business Administration	3,648	112	0	0	-57	0	3,703
Corporate Services	Head of Digital	1,368	16	0	0	-18	0	1,366
Corporate Services Total		24,824	584	450	500	-3,708	0	22,650
Corporate Resources & Infrastructure Total		72,572	1,209	5,031	1,800	-5,865	0	74,747

Classification: Public

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Table 2: 2025/26 Savings Proposals

Portfolio	Savings Proposal	2025/26 (£'000)
Property, Highways & Transport	Garrage Voids	-260
Property, Highways & Transport	Fees & Charges Inflationary Uplifts	-252
Property, Highways & Transport	Review of Commercial Leases	-200
Property, Highways & Transport	Council Assets	-75
Property, Highways & Transport	Rateable Savings	-65
Property, Highways & Transport	Increase MVF by 1%	15
Property, Highways & Transport Total		-867
Finance & Transformation	Revenue & Benefits - Automations & Customer Contact	-334
Finance & Transformation	Older People's Discount - Latest Demand	-200
Finance & Transformation	Increase MVF by 1%	-139
Finance & Transformation	Counter Fraud: Review of Capability, Capacity and Activity	-107
Finance & Transformation	Future of Financial Systems - Full Year Effect	-100
Finance & Transformation	Cashflow Measures	-100
Finance & Transformation	Pension Payment Cashflow Measures	-95
Finance & Transformation	Internal Audit Staffing Cost Reduction	-73
Finance & Transformation	Counter Fraud Funding Strategy	-72
Finance & Transformation	ZBB Vacant Post Deletions	-69
Finance & Transformation Total		-1,289
Corporate Services	Reshaping Customer Experience and Business Support	-1,876
Corporate Services	Digital & Intelligence Cost Rebasing Review	-1,000
Corporate Services	Legal Services; Fees & Charges	-326
Corporate Services	Digital and Technology Contract Review	-163
Corporate Services	Increase MVF by 1%	-140
Corporate Services	Human Resources Service Review	-139
Corporate Services	Communications; Outsourcing of the Council's Film Office	-60
Corporate Services	Democratic Services; Registration Service Income	
	Maximisation	-30
	Democratic Services; Remove Hard Copy Agendas for	
Corporate Services	Statutory Meetings	-15
Corporate Services	Fees & Charges Inflationary Uplifts	41
Corporate Services Total		-3,708
Corporate Resources & Infrastructure Total – excluding cross-cutting		-5,865
Cross-Cutting	Target Operating Model	-5,000
Cross-Cutting	Procurement Saving	-600
Cross-Cutting	Employee Terms and Conditions Review	-100
Cross-Cutting Total		-5,700
Corporate Resources & Infrastructure Total - including cross-cutting		-11,565

Table 3: 2025/26 Growth

Portfolio	Savings Proposal	2025/26 (£'000)
Finance & Transformation	Energy Consumption & Costs	1,000
Finance & Transformation	Vehicle Repairs & Maintenance	300
Finance & Transformation Total		1,300
Corporate Services	Digital & Intelligence Cost Rebasing	500
Corporate Services Total		500
Corporate Resources & Infrastructure Total		1,800

Table 4: 2025/26 Transformation Capital Expenditure

Directorate	Detail	25/26 (£'000)
Property, Highways and Transport	Environmental Services Delivery Model: In-depth reviews, options analysis and implementation plans for our key environmental services (targeting a reduction in general fund expenditure)	450
Property, Highways and Transport	Recycling and Food Waste: Work to divert food waste and recycling from the general waste stream to reduce disposal costs.	40
Property, Highways and Transport	Planning and Growth Reform: Capturing revenue and streamlining the planning and growth functions to increase income and reduce costs	70
Property, Highways and Transport Total		560
Finance and Transformation	Finance Improvement Plan: CIPFA expertise to review and modernise end to end financial management systems in order to ensure that our resources are accurately accounted for and spent wisely in Hillingdon	500
Finance and Transformation	DSG and Education Finance: A focussed project to significantly improve the financial systems for the DSG and Education to streamline and better target funding	500
Finance and Transformation Total		1,000
Corporate Services	Digital and Technology Innovation Projects: Implementation costs of providing digital, process and transformation support to the Council's savings initiatives	2,600
Corporate Services	Corporate Services Improvement Programme: Implementation costs of providing more efficient technologies, streamline processes and enabling services to reduce council operating costs	450
Corporate Services Total		3,050
Cross Cutting	Financial Systems Improvement Programme: Technology and digital components of the Finance Improvement Plan	1,500
Cross Cutting	Target Operating Model: Supporting the redesign of the organisations systems, processes, people and policy frameworks (contributing to the £15m of savings in the MTFS)	760
Cross Cutting	Commissioning and Procurement Improvement Project: Programme of work to streamline our procurement approach, reduce contract costs and identify more cost-effective options for service delivery (contributing to the £1.8m of savings in the MTFS)	250
Cross Cutting	Integrated Front Door: Project to integrate access to services	300
Cross Cutting	Service Innovation Fund: This fund will be used to develop and implement innovative savings opportunities	500
Cross Cutting	Restructuring contingency: Support for costs associated with employment changes arising from implementing service reviews	500
Cross Cutting Total		3,810
Corporate Resources & Infrastructure Total		8,420

Table 5: General Fund Capital Programme

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
	Major Projects							
	Property, Highways and Transport							
17,655	New West Drayton Leisure Centre	6,153	12,254	607	0	0	0	19,014
3,372	Hillingdon Water Sports Facility	10,128	3,000	10,000	0	0	0	23,128
6,468	Carbon Zero Initiatives	10,101	3,931	3,000	2,500	500	0	20,032
0	Refurbishment of Crematorium	0	900	5,400	2,700	0	0	9,000
0	Housing Developments	0	20,000	20,000	0	0	0	40,000
3,525	Civic Centre Transformation	5,000	6,048	2,400	2,400	0	0	15,848
10,142	Housing Company Financing	0	0	0	0	0	0	0
3,875	Cranford Park Heritage Lottery Project	244	300	50	0	0	0	594
2	Northwood Hills Library Buyback	0	2,390	0	0	0	0	2,390
3,176	Uxbridge Mortuary Extension	138	0	0	0	0	0	138
	Charville Lane - Children Specialist House	3,030	1,225	86	0	0	0	4,341
0	Staying Close Project - Children's Respite	727	0	0	0	0	0	727
0	Family Hub Programme	1,750	400	66	75	1,325	0	3,616
11	Otterfield Road Library Buyback	0	1,384	464	20	0	0	1,868
0	Harlington Road Depot Fuel Pumps & Canopy	0	290	280	15	0	0	585
1,201	Battle of Britain Underground Bunker	50	380	0	0	0	0	430
67	New Years Green Lane Extension	150	782	0	0	0	0	932

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Prior Year Budget £'000	Project	Project Budget						Prior Year Budget £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
567	Asha Day Centre Refurbishment	20	25	0	0	0	0	45
51	Motor Vehicle Workshop	0	0	0	0	0	0	0
133	Parking Improvements	175	226	0	0	0	0	401
55	Uxbridge Cemetery Gatehouse	46	0	0	0	0	0	46
0	Botwell Leisure Centre Adaptations	250	0	0	0	0	0	250
467	Flood Alleviation - Bessingby Park	62	300	300	50	0	0	712
101	Botwell Leisure Centre Football Pitch	99	0	0	0	0	0	99
2,071	Yiewsley / West Drayton Community Centre	43	0	0	0	0	0	43
2,659	Cedars & Grainges Car Park Improvement Works	10	0	0	0	0	0	10
0	Appropriation of Townfield to General Fund	0	100	0	0	0	0	100
	Finance							
0	DSG Capitalisation Support	4,000	4,000	0	0	0	0	8,000
0	Transformation Capitalisation Support	3,000	10,000	10,000	5,000	3,000	3,000	34,000
	Residents' Services							
1,511	Shopping Parades Initiatives	532	0	0	0	0	0	532
0	Waste Services Improvements	240	258	0	0	150	0	648
0	Green Spaces - Machinery	0	1,500	1,500	1,500	0	0	4,500
	Health & Social Care							
0	Investment in Care Home Capacity	6,000	4,500	10,000	10,000	0	0	30,500
	Children, Families and Education							
15,102	SRP/SEND	21,734	3,785	0	0	0	0	25,519
0	Additional Temporary Classrooms	0	0	0	0	0	0	0
23,453	Secondary Schools Expansions	0	0	0	0	0	0	0

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Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
95,664	Total Major Projects	73,682	77,978	64,153	24,260	4,975	3,000	248,048
	Programme of Works							
	Property, Highways and Transport							
N/A	Highways Structural Works	9,573	11,000	10,000	10,000	10,000	10,000	60,573
N/A	School Building Condition Works	7,028	3,000	3,000	3,000	3,000	3,417	22,445
N/A	Disabled Facilities Grant	4,319	2,146	2,146	2,146	2,146	2,146	15,049
N/A	Transport for London	1,481	1,458	1,458	1,458	1,458	1,458	8,771
N/A	Property Works Programme	1,256	675	1,840	1,480	1,520	766	7,537
N/A	Street Lighting Replacement	925	1,000	1,050	1,100	1,150	925	6,150
N/A	Leisure Centre Refurbishment	748	100	100	100	100	100	1,248
N/A	Highways Bridges and Structures	300	400	415	430	450	300	2,295
N/A	CCTV Programme	349	184	187	187	187	187	1,281
N/A	Road Safety	120	120	120	120	120	120	720
N/A	Environmental and Recreational Initiatives - Pollution Screening	484	0	0	0	0	0	484
N/A	HS2 Road Safety Fund	338	0	0	0	0	0	338
N/A	HS2 Amenity Fund	212	0	0	0	0	0	212
N/A	Bowls Clubs Refurbishments	63	0	0	0	0	0	63
N/A	Emergency Active Travel	41	0	0	0	0	0	41
N/A	Highways Section 106 Projects	109	0	0	0	0	0	109
	Finance							
N/A	Purchase of Vehicles	4,511	2,761	3,375	3,832	9,585	1,750	25,814
	Corporate Services							
N/A	Corporate Technology and Innovation	4,518	6,446	3,384	1,634	1,634	1,634	19,250

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Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
N/A	Older Peoples Initiatives	200	200	200	200	200	200	1,200
	Residents' Services							
N/A	Chrysalis Programme	2,228	1,000	1,000	1,000	1,000	1,000	7,228
N/A	Infrastructure Investment	0	2,000	0	0	0	0	2,000
N/A	Playground Replacement Programme	200	300	200	200	200	200	1,300
N/A	Sports Club Rebuild / Refurb Programme	107	0	0	0	0	0	107
N/A	Environmental and Recreational Initiatives - Green Spaces	677	0	0	0	0	0	677
	Children, Families and Education							
N/A	Devolved Capital to Schools	385	385	385	385	385	385	2,310
N/A	Youth Provision	753	400	0	0	0	0	1,153
	Health and Social Care							
N/A	Equipment Capitalisation - Social Care	2,850	2,850	2,850	2,850	2,850	2,850	17,100
	Total Programme of Works	43,775	36,425	31,710	30,122	35,985	27,438	205,455
	<u>Development & Risk Contingency</u>							
N/A	General Contingency	1,974	0	0	2,000	2,000	2,000	7,974
	Total Development & Risk Contingency	1,974	0	0	2,000	2,000	2,000	7,974
95,664	Total GF Capital Programme	119,431	114,403	95,863	56,382	42,960	32,438	461,477

Table 6: HRA Capital Programme Budget

Project Total £'000	Project	Estimated Unit Numbers	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
	<u>Major Projects</u>							
197,073	Development	430	35,592	31,334	112,979	15,917	603	647
119,049	Acquisitions	302	79,645	39,404	0	0	0	0
24,000	Contingency		4,000	4,000	4,000	4,000	4,000	4,000
340,122	Total Major Projects	732	119,237	74,739	116,979	19,917	4,603	4,647
	<u>Housing Regeneration Programme</u>							
124,652	Housing Regeneration Programme	370	24,152	16,020	13,206	41,812	29,462	0
7,645	Regeneration Land Assembly		7,645	0	0	0	0	0
132,297	Total Housing Regeneration Programme	370	31,797	16,020	13,206	41,812	29,462	0
	<u>HRA Programmes of Work</u>							
190,159	Works to Stock programme		35,426	37,163	34,393	29,728	26,966	26,483
44,888	Green Homes Initiatives		6,756	7,402	7,845	7,483	7,701	7,701
235,047	Total Works to Stock		42,182	44,565	42,238	37,211	34,667	34,184
707,467	Total HRA Capital Programme Expenditure	1,102	193,216	135,324	172,424	98,940	68,732	38,831

PERFORMANCE DATA

N/A

RESIDENT BENEFIT

Regular monitoring of financial performance ensures that spending and savings targets are met, which supports the efficient delivery of services to residents. By closely tracking expenditure and identifying variances, the council can take timely corrective actions to address overspending and mitigate risks. This also enhances public transparency and accountability, providing residents with confidence that their Council is managing finances prudently and prioritising their needs. Overall, regular monitoring supports safeguarding the Council's finances and the delivery of quality services to residents.

FINANCIAL IMPLICATIONS

This is primarily a finance report and the implications are set out in the main body of the report above.

LEGAL IMPLICATIONS

There are no direct legal implications arising from regular monitoring of the council's finances by select committees.

Democratic Services advise that effective overview and scrutiny arrangements require access to the information under the committee's purview and, in accordance with the 2024 Statutory Scrutiny Guidance, such information includes finance and risk information from the Council, and its partners where relevant.

BACKGROUND PAPERS

NIL

APPENDICES

NIL