

BUDGET & SPENDING REPORT - SELECT COMMITTEE MONITORING

Committee name	Corporate Resources and Infrastructure Select Committee
Corporate Director(s) responsible	Steve Muldoon – Corporate Director of Finance Matthew Wallbridge – Chief Operating Officer Daniel Kennedy – Corporate Director of Residents Services
Papers with report	N/A
Ward	All

RECOMMENDATION

That the Committee:

1. Note the 2024/25 outturn position.
2. Note the 2025/26 Month 2 budget monitoring position.

HEADLINES

3. This monitoring report provides an update on the 2024/25 outturn position and 2025/26 Month 2 budget monitoring position relevant to the Select Committee. Corporate Directors, supported by their Head of Finance, will attend the meeting to provide further details and clarifications.

4. 2024/25 OUTTURN POSITION

5. The Committee is advised that the 2024/25 outturn position reflects a favourable variance of £2.156m against budget for the services within its remit.
6. **Finance & Transformation** – Between Month 10 and year-end, this portfolio saw a £3.110m adverse movement, mainly driven by Treasury updates including a £1.976m adjustment to the Minimum Revenue Provision (the amount a local authority must set aside each year from its revenue budget to repay borrowing used to fund capital expenditure). This has arisen from the correction of a historical transfer of assets from the Housing Revenue Account (HRA) to the General Fund. It also included a £2.479m update to the allocation of bank interest charges between the General Fund and the HRA. These adverse movements were offset by a £1.274m favourable movement due to higher-than-expected interest earnings and gains on pooled fund investments. The remainder of the overall movement is attributable to a combination of movements across the portfolio that offset each other.

At Month 12, the Finance and Transformation portfolio reported an underspend of £1.296m. This included a £1.076m overspend in Treasury, primarily due to changes in the Minimum Revenue Provision and the interest allocation calculation. The most significant offsetting factor was a £2.000m dividend received from Hillingdon First Limited, the Council's wholly owned housing company. The remaining variance is attributed to smaller compensating variances across the portfolio.

7. **Corporate Services & Property** – An underspend of £0.860m is reported, primarily due to the reclassification of eligible expenditure to the capital programme. This adjustment also generated

additional recharge income for property-related services, contributing to a favourable movement of £1.838m. However, this net underspend is partially offset by an overspend within Operational Assets, resulting from delays in achieving savings linked to the review of Civic Centre operations.

8. Table 1 provides an overview of this Committee's 2024/25 outturn position by portfolio. It includes adjustments for Earmarked Reserves, Provisions and Transformation Capitalisation.
9. Table 2 provides a detailed breakdown of this Committee's outturn by service area. It also includes adjustments for Earmarked Reserves, Provisions and Transformation Capitalisation.

10. SAVINGS

11. For the services overseen by this Committee, the savings requirement for 2024/25 was £4.657m, as set out in the Council's overall budget strategy.
12. At outturn, £1.695m (36%) of the savings and interventions are recorded as banked. A further £0.397m (9%) are on track for delivery, and another £0.334m (7%) are at the initial stages of delivery. In addition, £0.665m (14%) are being reported as having potential challenges in delivery. Where appropriate, alternative delivery methods are being used, and it is still expected that the savings will be delivered in full. A further £0.378m (8%) of savings have been written out of the Council's budget from 2025/26 and now form part of the Corporate Items in the budget strategy approved by Cabinet and Council in February 2025. Since February 2025, an additional £1.188m (26%) are required to be written out as they can no longer be delivered. These will now form part of the unallocated savings pressure in the 2025/26 monitoring position, until they are written out in the 2026/27 budget, which will be approved by Cabinet and Council in February 2026.
13. Table 3 provides a detailed breakdown of the 2024/25 savings position by portfolio.

14. GENERAL FUND CAPITAL OUTTURN 2024/25

15. At outturn, a £32.9m underspend is reported on the 2024/25 General Fund Capital Programme budget of £119.5m, with the forecast outturn variance over the life of the 2024/25 to 2028/29 programme estimated to breakeven with the exception of the £5.4m cost variance in 2024/25. The in-year underspends were the result of £20.0m of slippage against Major Projects, and a further £10.9m of underspends within Programme of Works with the remaining £2.0m underspend being reported against the capital contingency budget.
16. The main drivers behind these variances within Major Projects relate to the SRP/SEND provision programme as a result of the contractor going into administration, slippage in the delivery of the Hillingdon Watersports Facility due to planning delays and the investment in Care Home Capacity, with this project now complete and the care home being operated by the Council. The Programme of Works underspends are largely driven by School Building Conditions Works, Disabled Facilities Grant spend and the purchase of vehicles.
17. Table 4 provides a detailed breakdown of the 2024/25 General Fund Capital Programme.

18. HRA CAPITAL OUTTURN 2024/25

19. The HRA capital investment has an ambitious delivery programme targeting an increase in housing stock and the maintenance of existing stock, with a £14.9m underspend reported for 2024/25, all of which has been rephased into 2025/26.

20. The net underspend was driven by a £3.6m underspend against the Hayes Regen Programme and £12.7m against Works to Stock and the investment in the existing housing stock. Offsetting this, within HRA Major Projects the Council overspent by £1.4m against a budget of £119.2m for acquisitions and developments, with the Council successfully increasing housing supply. All HRA Capital variances have been rephased into 2025/26.

21. Table 5 provides a detailed breakdown of the 2024/25 HRA Capital Programme.

22. 2025/26 MONTH 2 BUDGET MONITORING POSITION

23. As at Month 2, the forecast for service operating budgets within the remit of this Committee indicates an overspend of £4.178m.

24. **Finance & Transformation** – As at Month 2, this portfolio is reporting a pressure of £3.413m, mainly attributable to a £2.633m pressure on the Council's Treasury interest budget. This is a result of the adverse financial position of the Council, where anticipated cash inflows (including income, grants and capital receipts) are projected to be lower than cash outflows (covering both revenue and capital expenditure, including DSG overspends). Additionally, there is a £0.307m overspend within the Resident Hub, resulting from a delay in the achievement of planned savings. There is also a +£0.473m overspend across service finance teams driven by staffing pressures, primarily linked to agency staff costs.

25. **Corporate Services & Property** - Are reporting an overspend of £0.766m due to income pressures in Property Services from shortfalls against lease income, with £0.274m of this arising from delays in the Civic Centre Transformation saving. Further income pressures are from reduced recharges. There is a net effect within the position, whereby staffing costs have decreased due to less support required for the capital programme; however, the saving is offset by a reduction on funding streams that cover these activities.

26. Table 6 provides an overview of this Committee's Month 2 budget monitoring position by portfolio. It includes adjustments made to the forecast for Earmarked Reserves, Provisions and Transformation Capitalisation.

27. Table 7 provides a detailed breakdown of this Committee's Month 2 budget monitoring position by service area. It includes adjustments made to the 2024/25 outturn for Earmarked Reserves, Provisions and Transformation Capitalisation.

28. SAVINGS

29. For the services within the remit of this Committee, the savings requirement for 2025/26 is £8.272m, as set out in the Council's budget strategy.

30. As of Month 2, £4.205m (51%) of the savings and interventions are being recorded as banked or on track for delivery, with a further £1.905m (23%) being at initial stages of delivery. In addition, £0.974m (12%) are being reported as having potential challenges in delivery, with alternative delivery methods being considered in-year where appropriate, with the savings ultimately expected to be delivered in full. A further £1.188m (14%) of savings have been proposed to be written out of the Council's budget from 2026/27 and will form part of the Corporate Items in the budget strategy to be presented to Cabinet in December 2025, with all of these savings relating to the roll forward balance from prior years.

31. Table 8 provides a detailed breakdown of the 2025/26 Month 2 savings position by portfolio.

32. RISKS AND MITIGATIONS

33. As part of the Month 2 review, the Council has also carried out an analysis of exposure to risks and where further opportunities exist. This review has identified more risks than opportunities, with risks being linked to demand risk from homelessness, adult social care and children's social care with wider corporate risks linked to the Council's treasury position and the possibility of the Council's financial position deteriorating from these risks. Finally, the Council recognises that the interventions reported in the overall council position remain a risk, with the Council planning to allocate these interventions to service budgets to drive accountability.

PERFORMANCE DATA

34. N/A

RESIDENT BENEFIT

35. Regular monitoring of financial performance is used to assess whether spending and savings targets are being met, thereby supporting 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

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

LEGAL IMPLICATIONS

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

38. 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

39. NIL

APPENDICES

1 – Tables 1-8

Table 1 – 2024/25 Outturn Position by Portfolio

Portfolio		Approved Budget	Underlying Forecast	EMR	Provisions	Transformation Capitalisation	Forecast Outturn	Variance	M10 Variance	Movement from M10
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Finance & Transformation	Expenditure	163,061	155,706	(547)	370	(4,383)	151,146	(11,915)	(3,916)	(7,999)
	Income	(106,637)	(96,019)	0	0	0	(96,019)	10,619	(490)	11,108
	Sub-Total	56,424	59,687	(547)	370	(4,383)	55,128	(1,296)	(4,406)	3,110
Corporate Services & Property	Expenditure	28,416	30,779	(14)	0	(728)	30,037	1,622	2,365	(744)
	Income	(11,584)	(14,065)	0	0	0	(14,065)	(2,481)	(1,387)	(1,094)
	Sub-Total	16,831	16,714	(14)	0	(728)	15,972	(860)	978	(1,838)
	Grand Total	73,255	76,401	(561)	370	(5,111)	71,099	(2,156)	(3,428)	1,272

Table 2 – 2024/25 Outturn Position by Service

Portfolio	Service	Report Subjective	Approved Budget (£'000)	Underlying Forecast (£'000)	EMR (£'000)	Provisions (£'000)	Transformation Capitalisation (£'000)	Outturn (£'000)	Variance (£'000)	M10 Variance (£'000)	Movement from M10 (£'000)
Finance & Transformation	Director Service Finance	Expenditure	5,994	7,558	0	293	(991)	6,859	865	(20)	885
		Income	(632)	(509)	0	0	0	(509)	123	119	4
			5,363	7,049	0	293	(991)	6,350	988	99	889
	Director Strategic & Operational Finance	Expenditure	109,851	98,926	(300)	0	(1,599)	97,027	(12,824)	(44)	(12,780)
		Income	(103,191)	(93,994)	0	0	0	(93,994)	9,197	(888)	10,085
			6,660	4,931	(300)	0	(1,599)	3,033	(3,627)	(932)	(2,695)
	Head of Procurement and Commissioning	Expenditure	7,960	9,564	(247)	78	0	9,395	1,435	835	600
		Income	(108)	(141)	0	0	0	(141)	(33)	(55)	21
			7,852	9,423	(247)	78	0	9,253	1,401	780	621
	Head of Statutory Accounting Investments and Pensions	Expenditure	19,798	18,201	0	0	0	18,201	(1,596)	(3,721)	2,125
		Income	(2,151)	451	0	0	0	451	2,602	1,687	914
			17,647	18,652	0	0	0	18,652	1,005	(2,033)	3,039
	Head of Internal Audit and Risk Assurance	Expenditure	548	375	0	0	0	375	(173)	(164)	(10)
		Income	0	0	0	0	0	0	0	0	0
			548	375	0	0	0	375	(173)	(164)	(10)
	Head of Counter Fraud	Expenditure	1,476	1,429	0	0	0	1,429	(47)	(48)	1
		Income	(245)	(263)	0	0	0	(263)	(18)	(62)	44
			1,231	1,166	0	0	0	1,166	(65)	(110)	45
	Head of Transformation	Expenditure	68	846	0	0	(779)	67	(1)	0	(1)
		Income	0	0	0	0	0	0	0	0	0
			68	846	0	0	(779)	67	(1)	0	(1)
	Head of Business Intelligence	Expenditure	899	1,113	0	0	(95)	1,018	119	125	(5)
		Income	(67)	(158)	0	0	0	(158)	(92)	(124)	32
			833	955	0	0	(95)	860	28	1	27
	Head of Technology	Expenditure	9,348	9,845	0	0	(281)	9,564	216	(148)	364
		Income	(50)	(649)	0	0	0	(649)	(599)	(538)	(61)
			9,298	9,196	0	0	(281)	8,915	(383)	(686)	303
	Head of Customer Experience	Expenditure	2,605	2,790	0	0	(230)	2,561	(45)	(73)	28
		Income	(45)	(70)	0	0	0	(70)	(26)	(30)	4
			2,561	2,720	0	0	(230)	2,490	(70)	(102)	32
	Director Digital Data & Technology	Expenditure	(652)	0	0	0	0	0	652	0	652
		Income	0	0	0	0	0	0	0	0	0
			(652)	0	0	0	0	0	652	0	652
	Head of Business Administration	Expenditure	3,797	3,397	0	0	(33)	3,364	(433)	(473)	40
		Income	(149)	(95)	0	0	0	(95)	54	47	7
			3,648	3,301	0	0	(33)	3,269	(379)	(426)	47
	Head of Digital	Expenditure	1,368	1,662	0	0	(377)	1,285	(84)	(186)	102
		Income	0	(589)	0	0	0	(589)	(589)	(647)	58
			1,368	1,073	0	0	(377)	696	(673)	(833)	160
		Sub-Total	56,424	59,687	(547)	370	(4,383)	55,128	(1,296)	(4,406)	3,110
Corporate Services & Property	Director Property Services	Expenditure	7,337	7,510	(57)	0	(74)	7,379	42	426	(383)
		Income	(5,131)	(5,513)	0	0	0	(5,513)	(382)	(592)	210
			2,206	1,997	(57)	0	(74)	1,867	(339)	(167)	(173)
	Director Operational Assets	Expenditure	4,981	5,811	0	0	0	5,811	830	995	(165)
		Income	(1,447)	(2,998)	0	0	0	(2,998)	(1,551)	(719)	(832)
			3,534	2,813	0	0	0	2,813	(721)	276	(997)
	Head of Highways	Expenditure	6,216	6,156	0	0	0	6,156	(60)	(91)	30
		Income	(3,577)	(3,824)	0	0	0	(3,824)	(248)	23	(271)
			2,640	2,332	0	0	0	2,332	(308)	(68)	(240)
	Head of Democratic Services	Expenditure	3,279	3,393	42	0	0	3,435	156	6	150
		Income	(719)	(1,035)	0	0	0	(1,035)	(316)	(49)	(267)
			2,560	2,358	42	0	0	2,400	(160)	(44)	(117)
	Head of Legal Services	Expenditure	2,951	3,898	0	0	(256)	3,642	691	858	(167)
		Income	(457)	(482)	0	0	0	(482)	(25)	(104)	79
			2,494	3,416	0	0	(256)	3,160	665	754	(88)
	R94 Head of Communications	Expenditure	887	886	0	0	0	886	0	(15)	14
		Income	(136)	(63)	0	0	0	(63)	73	79	(6)
			751	824	0	0	0	824	73	64	9
	Head of Human Resources	Expenditure	2,764	3,125	0	0	(398)	2,727	(37)	186	(224)
		Income	(118)	(150)	0	0	0	(150)	(33)	(25)	(8)
			2,647	2,975	0	0	(398)	2,577	(70)	162	(231)
		Sub-Total	16,831	16,714	(14)	0	(728)	15,972	(860)	978	(1,838)
		Grand Total	73,255	76,401	(561)	370	(5,111)	71,099	(2,156)	(3,428)	1,272

Table 3 – 2024/25 Savings Position by Portfolio

Portfolio	Saving Description	RAG Rating 2024/25 & B/fwd savings								Total 2024/25
		Total	B	G	A1	A2	R	W/O Ne	W/O Funde	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Finance & Transformation	Future of Financial Systems	(300)	(130)				(134)	(36)		(300)
Finance & Transformation	Revenues & Benefits Operating Model	(120)	(120)							(120)
Finance & Transformation	Energy Consumption	(928)		(397)			(531)			(928)
Finance & Transformation	Review Civic Centre Opening Times	(105)	(105)							(105)
Finance & Transformation	Overhead Impact	128	128							128
Finance & Transformation	Zero Based Budgeting	(277)						(202)	(75)	(277)
Finance & Transformation	Digital Savings	(500)	(500)							(500)
Finance & Transformation	Business Performance	(100)						(100)		(100)
Finance & Transformation Total		(2,202)	(727)	(397)	0	0	(665)	(338)	(75)	(2,202)
Corporate Services & Property	Legal Services	(700)						(700)		(700)
Corporate Services & Property	Human Resources	(150)						(150)		(150)
Corporate Services & Property	BID Review of Printing, Postage and Mail	0								0
Corporate Services & Property	Mayor's Office Group Support	0								0
Corporate Services & Property	Corporate Director Central Services F	(6)	(6)							(6)
Corporate Services & Property	Complaints and Member Enquiries	(90)	(90)							(90)
Corporate Services & Property	Structure and Operating model	(55)	(55)							(55)
Corporate Services & Property	Filming Income - Commercialisation	0								0
Corporate Services & Property	Overhead Impact	512	512							512
Corporate Services & Property	Mortuary - Provision of External Training	(10)			(10)					(10)
Corporate Services & Property	Review of Civic Centre Operating Costs	(975)	(701)		(274)					(975)
Corporate Services & Property	Civic Centre - Honeywell Contract Review	(240)	(240)							(240)
Corporate Services & Property	Zero Based Review - Operational Assets	(100)	(100)							(100)
Corporate Services & Property	Review Corporate Asset Lease and Licences	(80)	(80)							(80)
Corporate Services & Property	Retendering of Facilities Management Contract	(40)	(40)							(40)
Corporate Services & Property	Business Rates Museums	(68)	(68)							(68)
Corporate Services & Property	Review of VSLP	(50)			(50)					(50)
Corporate Services & Property	Review of VSLP	(100)	(100)							(100)
Corporate Services & Property	Review of Civic Centre Operating Costs	(303)							(303)	(303)
Finance & Transformation Total		(2,455)	(968)	0	(334)	0	0	(850)	(303)	(2,455)
Grand Total		(4,657)	(1,695)	(397)	(334)	0	(665)	(1,188)	(378)	(4,657)

Table 4: General Fund Capital Programme

	Current Year Budget	Outturn Actuals	Current Year Cost Variance	Current Year Rephasing Variance	5-Year Budget	5-Year Forecast Spend	5-Year Forecast Variance	Council Resources	Grants	Other Contributions
GF Major Projects										
Corporate Services & Property										
Fund Appropriation of Townfield to General	0	0	0	0	100	100	0	(100)	0	0
Asha Day Centre Refurbishment	20	23	3	0	25	28	3	(25)	0	0
Battle of Britain Underground Bunker	50	80	0	30	380	380	0	(380)	0	0
Carbon Initiatives	10,101	12,179	0	2,078	9,931	9,931	0	(9,931)	0	0
Cedars & Grainges Car Park										
Improvements	10	147	0	137	0	0	0	0	0	0
Charville Lane - Children Specialist House	3,030	2,911	0	(119)	1,312	1,312	0	(1,312)	0	0
Civic Centre Transformation	5,000	8,510	0	3,510	10,848	10,848	0	(10,848)	0	0
Cranford Park Heritage	244	19	0	(225)	350	350	0	(350)	0	0
Flood Alleviation	62	17	0	(45)	650	650	0	(103)	(547)	0
Harefield Family Hub New Build	1,750	0	0	(1,750)	1,866	1,866	0	(1,866)	0	0
Harlington Road Depot Fuel Pumps & Canopy	0	0		0	585	585	0	(585)	0	0
Hillingdon Water Sports Facility	10,128	627	(4,501)	(5,000)	13,000	8,499	(4,501)	0	(13,000)	0
Housing Company Financing	0	0	0	0	0	0	0	0	0	0
Housing Developments	0	0		0	40,000	40,000	0	(40,000)	0	0
Jubilee Leisure Centre, West Drayton	6,153	8,216	0	2,063	12,861	12,861	(0)	(12,861)	0	0
Motor Vehicle Workshop - Relocation	0	1	0	1	0	0	0	0	0	0
New Years Green Lane Extension	150	59	0	(91)	782	782	0	(732)	(50)	0
Northwood Hills Library (New)	0	7	0	7	2,390	2,390	0	(2,390)	0	0
Otterfield Road library	0	3	0	3	1,868	1,868	0	(1,868)	0	0
Refurbishment of Crematorium	0	7		7	9,000	9,000	0	(6,202)	(2,798)	0
Staying Close Project - Children's Respite	727	0		(727)	0	0	0	0	0	0
Uxbridge Cemetery Gatehouse & Chapel										
Refurbishment	46	45	0	(1)	0	0	0	0	0	0
Uxbridge Mortuary Extension	138	0	(138)	0	0	(138)	(138)	0	0	0
Yiewsley / West Drayton Community Centre	43	0	0	(43)	0	0	0	0	0	0
Corporate Services & Property Total	37,652	32,851	(4,636)	(165)	105,948	101,312	(4,636)	(89,553)	(16,395)	0
Community & Environment										
Botwell Leisure Centre Adaptations	250	0	0	(250)	0	0	0	0	0	0
Botwell Leisure Centre Football Pitch	99	0	(99)	0	0	(99)	(99)	0	0	0

Replacement									
Green Spaces Machinery	0	0		0	4,500	4,500	0	(4,500)	0
Parking Improvements	175	199	0	24	226	226	0	(226)	0

	Current Year Budget	Outturn Actuals	Current Year Cost Variance	Current Year Rephasing Variance	5-Year Budget	5-Year Forecast Spend	5-Year Forecast Variance	Council Resources	Grants	Other Contributions
Waste Services Improvements	240	0	0	(240)	408	408	0	(408)	0	0
Community & Environment Total	764	199	(99)	(466)	5,134	5,035	(99)	(5,134)	0	0
Planning, Housing & Growth										
Shopping Parade Initiatives	532	147	0	(385)	0	0	0	0	0	0
Planning, Housing & Growth Total	532	147	0	(385)	0	0	0	0	0	0
Finance & Transformation										
Capitalisation of Transformation										
Expenditure	3,000	11,368	8,368	(0)	28,000	36,368	8,368	(28,000)	0	0
DSG Capitalisation Support	4,000	0	(4,000)	0	4,000	0	(4,000)	(4,000)	0	0
Finance & Transformation Total	7,000	11,368	4,368	(0)	32,000	36,368	4,368	(32,000)	0	0
Children, Families & Education										
Secondary School Expansions	0	6	0	6	0	0	0	0	0	0
SRP / SEND	21,734	8,503	0	(13,231)	3,785	3,785	0	0	(3,785)	0
Children, Families & Education Total	21,734	8,508	0	(13,226)	3,785	3,785	0	0	(3,785)	0
Health & Social Care										
Investment in Home Care Capacity	6,000	632	0	(5,368)	24,500	24,500	0	(24,500)	0	0
Health & Social Care Total	6,000	632	0	(5,368)	24,500	24,500	0	(24,500)	0	0
GF Major Projects Total	73,682	53,705	(230)	(19,747)	171,367	171,137	(230)	(151,187)	(20,180)	0

	Current Year Budget	Outturn Actuals	Current Year Cost Variance	Current Year Rephasing Variance	5-Year Budget	5-Year Forecast Spend	5-Year Forecast Variance	Council Resources	Grants	Other Contributions
GF Programme of Works										
Corporate Services & Property										
Bowls Club Refurbishment	63	85	22	0	0	22	22	0	0	0
D.F.G. - Mandatory	4,319	883	0	(3,436)	8,584	8,584	0	0	(8,584)	0
Environmental and Recreational Initiatives										
- Pollution Screening	484	0	(484)	0	0	(484)	(484)	0	0	0
Highways Bridges and Structures	300	294	(6)	0	1,695	1,689	(6)	(1,695)	0	0
Highways Structural Works	9,573	9,044	(529)	0	41,000	40,471	(529)	(41,000)	0	0
Property Works Programme	1,256	2,604	1,348	0	5,515	6,863	1,348	(5,515)	0	0
School Building Condition Works	7,028	2,793	24	(4,259)	12,000	12,024	24	0	(12,000)	0
Sports Clubs Rebuild / Refurb Programme	107	107	0	0	0	0	0	0	0	0
Street Lighting Replacement	925	862	(63)	0	4,300	4,237	(63)	(4,300)	0	0
Corporate Services & Property Total	24,055	16,673	312	(7,695)	73,094	73,406	312	(52,510)	(20,584)	0
Community & Environment										
CCTV Programme	349	335	(14)	0	745	731	(14)	(745)	0	0
Chrysalis Programme	2,228	1,199	(1,029)	0	6,000	4,971	(1,029)	(3,412)	0	(2,588)
Environmental and Recreational Initiatives										
- Green Spaces	677	160	0	(517)	0	0	0	0	0	0
Leisure Centre Refurbishment	748	0	(748)	0	400	(348)	(748)	(400)	0	0
Older Peoples Initiative	200	0	(200)	0	800	600	(200)	(800)	0	0
Playground Replacement Programme	200	195	(5)	0	900	895	(5)	(900)	0	0
Community & Environment Total	4,402	1,889	(1,996)	(517)	8,845	6,849	(1,996)	(6,257)	0	(2,588)
Planning, Housing & Growth										
Emergency Active Travel	41	0	(41)	0	0	(41)	(41)	0	0	0
Highways Section 106 Projects	109	323	214	0	0	214	214	0	0	0
HS2 Amenity Fund	212	0	(212)	0	0	(212)	(212)	0	0	0
HS2 Road Safety Fund	338	4	(334)	0	0	(334)	(334)	0	0	0
Road Safety	120	0	(120)	0	480	360	(120)	(480)	0	0
Transport for London	1,481	1,768	0	287	5,832	5,832	0	0	(5,832)	0
Planning, Housing & Growth Total	2,301	2,095	(493)	287	6,312	5,819	(493)	(480)	(5,832)	0
Finance & Transformation										
Corporate Technology and Innovation Programme	4,518	4,868	350	0	13,098	13,448	350	(13,098)	0	0
Purchase of Vehicles	4,511	1,185	(1,376)	(1,950)	19,553	18,177	(1,376)	(19,553)	0	0
Finance & Transformation Total	9,029	6,053	(1,026)	(1,950)	32,651	31,625	(1,026)	(32,651)	0	0
Children, Families & Education										
Devolved Capital to Schools	385	2,297	0	1,912	1,540	1,540	0	0	(1,540)	0

	Current Year Budget	Outturn Actuals	Current Year Cost Variance	Current Year Rephasing Variance	5-Year Budget	5-Year Forecast Spend	5-Year Forecast Variance	Council Resources	Grants	Other Contributions
Youth Provision	753	646	0	(107)	400	400	0	0	(400)	0
Children, Families & Education Total	1,138	2,944	0	1,806	1,940	1,940	0	0	(1,940)	0
Health & Social Care										
Equipment Capitalisation - Social Care	2,850	3,250	0	400	11,400	11,400	0	0	(11,400)	0
Telecare Equipment	0	0	0	0	0	0	0	0	0	0
Health & Social Care Total	2,850	3,250	0	400	11,400	11,400	0	0	(11,400)	0
GF Programme of Works Total	43,775	32,904	(3,203)	(7,669)	134,242	131,039	(3,203)	(91,898)	(39,756)	(2,588)
GF Capital Contingency										
Development & Risk Contingency										
General Fund Capital Contingency	1,974	0	(1,974)	0	4,000	2,026	(1,974)	(4,000)	0	0
Development & Risk Contingency Total	1,974	0	(1,974)	0	4,000	2,026	(1,974)	(4,000)	0	0
GF Capital Contingency Total	1,974	0	(1,974)	0	4,000	2,026	(1,974)	(4,000)	0	0
Grand Total	119,431	86,608	(5,407)	(27,417)	309,609	304,202	(5,407)	(247,085)	(59,936)	(2,588)

Table 5: HRA Capital Programme

	Current Year Budget	Outturn	Current Year Cost Variance	Current Year Rephasing Variance	5-Year Budget	5-Year Forecast Spend	5-Year Forecast Variance	Council Resources	Grants	Other Contributions
HRA Major Projects										
Corporate Services & Property										
Acquisition and Development Unallocated	33,750	125	0	(33,624)	39,404	73,154	0	(39,404)	0	0
Acquisitions	45,896	113,093	0	67,197	0	45,896	0	0	0	0
Development Allocated	35,592	7,402	0	(28,190)	160,833	196,425	0	(160,833)	0	0
HRA General Contingency	4,000	0	0	(4,000)	16,000	20,000	0	(16,000)	0	0
Corporate Services & Property Total	119,237	120,620	0	1,383	216,237	335,474	0	(216,237)	0	0
HRA Major Projects Total	119,237	120,620	0	1,383	216,237	335,474	0	(216,237)	0	0
HRA Regen										
Corporate Services & Property										
Hayes Regeneration	31,797	28,212	0	(3,585)	100,500	132,297	0	(100,500)	0	0
Corporate Services & Property Total	31,797	28,212	0	(3,585)	100,500	132,297	0	(100,500)	0	0
HRA Regen Total	31,797	28,212	0	(3,585)	100,500	132,297	0	(100,500)	0	0
HRA Programme of Works										
Corporate Services & Property										
Green Homes Initiatives Programme	6,756	30	0	(6,726)	30,431	37,187	0	(20,111)	(10,320)	0
House Extension Programme	2,050	239	0	(1,811)	4,000	6,050	0	(4,000)	0	0
HRA Works to Stock Programme	30,919	26,885	0	(4,034)	110,714	141,633	0	(110,714)	0	0
Major Adaptations	2,457	2,308	0	(149)	13,276	15,733	0	(13,276)	0	0
Food Waste Housing Units for Communal Properties	0	0		0	260	260	0	(260)	0	0
Corporate Services & Property Total	42,182	29,462	0	(12,720)	158,681	200,863	0	(148,361)	(10,320)	0
HRA Programme of Works Total	42,182	29,462	0	(12,720)	158,681	200,863	0	(148,361)	(10,320)	0
Grand Total	193,216	178,294	0	(14,922)	475,418	668,634	0	(465,098)	(10,320)	0

Table 6 – 2025/26 Month 2 Budget Monitoring Position by Portfolio

		Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Final Forecast Variance
Finance & Transformation	Expenditure	50,959	55,632	(426)	0	(4,574)	3,739	54,372	3,413
	Income	0	0	0	0	0	0	0	0
	Sub-Total	50,959	55,632	(426)	0	(4,574)	3,739	54,372	3,413
Corporate Services & Property	Expenditure	19,215	21,162	0	0	(624)	(558)	19,980	766
	Income	0	0	0	0	0	0	0	0
	Sub-Total	19,215	21,162	0	0	(624)	(558)	19,980	766
	Grand Total	70,174	76,794	(426)	0	(5,198)	3,181	74,352	4,178

Table 7 – 2025/26 Month 2 Budget Monitoring Position by Service Area

Portfolio	Service	Subjective	Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Final Forecast Variance
			(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Finance and Transformation	Finance	Expenditure	5,717	7,091	(426)	0	(671)	154	6,148	431
		Income	(609)	(483)	0	0	0	0	(483)	126
			5,107	6,608	(426)	0	(671)	154	5,665	558
	Director Strategic & Operational Finance	Expenditure	86,487	87,144	0	0	(903)	0	86,241	(246)
		Income	(77,333)	(77,345)	0	0	0	0	(77,345)	(12)
			9,154	9,799	0	0	(903)	0	8,896	(258)
	Head of Statutory Accounting Investments and Pensions	Expenditure	20,179	20,447	0	0	0	2,545	22,993	2,814
		Income	(1,323)	(1,284)	0	0	0	88	(1,197)	126
			18,856	19,163	0	0	0	2,633	21,796	2,940
	Head of Procurement and Commissioning	Expenditure	1,290	1,603	0	0	(360)	0	1,243	(47)
		Income	(102)	(102)	0	0	0	0	(102)	0
			1,188	1,501	0	0	(360)	0	1,141	(47)
	Head of Internal Audit and Risk Assurance	Expenditure	480	400	0	0	0	0	400	(80)
		Income	0	0	0	0	0	0	0	0
			480	400	0	0	0	0	400	(80)
	Head of Counter Fraud	Expenditure	1,387	1,490	0	0	0	0	1,490	104
		Income	(224)	(357)	0	0	0	0	(357)	(133)
			1,162	1,133	0	0	0	0	1,133	(29)
	Head of Transformation	Expenditure	26	552	0	0	(526)	0	26	0
		Income	0	0	0	0	0	0	0	0
			26	552	0	0	(526)	0	26	0
	Head of Business Intelligence	Expenditure	893	1,221	0	0	(150)	(100)	971	78
		Income	(67)	(55)	0	0	0	(33)	(88)	(22)
			827	1,166	0	0	(150)	(133)	883	56
	Head of Technology	Expenditure	9,645	10,455	0	0	(527)	0	9,928	283
		Income	(50)	(356)	0	0	0	0	(356)	(306)
			9,596	10,099	0	0	(527)	0	9,572	(24)
	RC4: Director Digital Data & Technology	Expenditure	(1,164)	(1,164)	0	0	0	1,164	0	1,164
		Income	0	0	0	0	0	0	0	0
			(1,164)	(1,164)	0	0	0	1,164	0	1,164
	Head of Digital	Expenditure	1,351	1,555	0	0	(1,437)	58	177	(1,174)
		Income	0	0	0	0	0	0	0	0
			1,351	1,555	0	0	(1,437)	58	177	(1,174)
	Head of Resident Hub	Expenditure	4,578	5,063	0	0	0	(9)	5,054	476
		Income	(202)	(243)	0	0	0	(128)	(371)	(169)
			4,376	4,820	0	0	0	(137)	4,683	307
		Sub-Total	50,959	55,632	(426)	0	(4,574)	3,739	54,372	3,413
Corporate Services & Property	Director Property Services	Expenditure	7,849	8,019	0	0	0	(419)	7,600	(249)
		Income	-5,969	-5,579	0	0	0	313	(5,266)	703
			1,880	2,440	0	0	0	(106)	2,334	454
	Director Operational Assets	Expenditure	8,210	8,214	0	0	0	0	8,214	4
		Income	-1,571	-1,366	0	0	0	(85)	(1,451)	120
			6,639	6,848	0	0	0	(85)	6,763	124
	Head of Highways	Expenditure	6,182	6,182	0	0	0	0	6,182	0
		Income	-3,602	-3,602	0	0	0	0	(3,602)	0
			2,580	2,580	0	0	0	0	2,580	0
	Head of Democratic Services	Expenditure	3,353	3,478	0	0	0	(30)	3,448	95
		Income	(735)	(744)	0	0	0	0	(744)	(10)
			2,619	2,734	0	0	0	(30)	2,704	85
	Head of Legal Services	Expenditure	2,963	3,306	0	0	(304)	0	3,002	39
		Income	(783)	(790)	0	0	0	0	(790)	(7)
			2,180	2,516	0	0	(304)	0	2,212	32
	Head of Communications	Expenditure	891	869	0	0	0	0	869	(22)
		Income	(66)	(66)	0	0	0	0	(66)	(0)
			825	803	0	0	0	0	803	(22)
	Head of Human Resources	Expenditure	2,609	3,366	0	0	(320)	(345)	2,701	93
		Income	(117)	(125)	0	0	0	8	(117)	0
			2,491	3,241	0	0	(320)	(337)	2,584	93
		Sub-Total	19,215	21,162	0	0	(624)	(558)	19,980	766
Grand Total			70,174	76,794	-426	0	-5,198	3,181	74,352	4,178

Table 8 – 2025/26 Month 2 Savings Position by Portfolio

Portfolio	Description				RAG Rating 2025/26 & B/fwd savings						Total
		B/fwd £'000	2025/26 £'000	Total £'000	B £'000	G £'000	A1 £'000	A2 £'000	R £'000	W/O £'000	2025/26 £'000
Finance & Transformation	Zero Based Budgeting	(202)		(202)						(202)	(202)
Finance & Transformation	Cashflow Measures		(100)	(100)			(100)				(100)
Finance & Transformation	Future of Financial Systems - Full Year Effect	(170)	(100)	(270)		(35)	(65)		(134)	(36)	(270)
Finance & Transformation	Increase MVF by 1%		(139)	(139)		(139)					(139)
Finance & Transformation	Older People's Discount - Latest Demand		(200)	(200)		(200)					(200)
Finance & Transformation	Pension Payment Cashflow Measures		(95)	(95)		(95)					(95)
Finance & Transformation	Revenue & Benefits - Automations & Customer Contact		(334)	(334)		(334)					(334)
Finance & Transformation	ZBB Vacant Post Deletions		(69)	(69)	(69)						(69)
Finance & Transformation	Business Performance	(100)		(100)						(100)	(100)
Finance & Transformation	Digital & Intelligence Cost Rebasing Review		(1,000)	(1,000)		(1,000)					(1,000)
Finance & Transformation	Digital and Technology Contract Review - phase 1		(43)	(43)	(43)						(43)
Finance & Transformation	Digital and Technology Contract Review - phase 2		(120)	(120)			(120)				(120)
Finance & Transformation	Fees & Charges Inflationary Uplifts		122	122	122						122
Finance & Transformation	Reshaping Customer Experience and Business Support - phase 1		(1,340)	(1,340)	(1,340)						(1,340)
Finance & Transformation	Reshaping Customer Experience and Business Support - phase 2		(536)	(536)			(395)		(141)		(536)
Finance & Transformation	Internal Audit Staffing Cost Reduction		(73)	(73)	(73)						(73)
Finance & Transformation	Counter Fraud Funding Strategy		(72)	(72)	(72)						(72)
Finance & Transformation	Counter Fraud: Review of Capability, Capacity and Activity		(107)	(107)	(107)						(107)
Finance & Transformation Total		(472)	(4,206)	(4,678)	(1,582)	(1,803)	(680)	0	(275)	(338)	(4,678)
Corporate Services & Property	Review of Civic Centre Operating Costs	(274)		(274)			(274)				(274)
Corporate Services & Property	Review of VSLP	(50)		(50)		(50)					(50)
Corporate Services & Property	Energy Consumption	(928)		(928)		(397)			(531)		(928)
Corporate Services & Property	Council Assets		(75)	(75)		(75)					(75)
Corporate Services & Property	Garage Voids		(260)	(260)			(260)				(260)
Corporate Services & Property	Rateable Savings		(65)	(65)	(65)						(65)
Corporate Services & Property	Review of Commercial Leases		(200)	(200)			(200)				(200)
Corporate Services & Property	Legal Services	(700)		(700)						(700)	(700)
Corporate Services & Property	Human Resources	(150)		(150)						(150)	(150)
Corporate Services & Property	Communications; Outsourcing of the Council's Film Office		(60)	(60)			(60)				(60)
Corporate Services & Property	Democratic Services; Registration Service		(30)	(30)			(30)				(30)
Corporate Services & Property	Democratic Services; Remove Hard Copy Agendas for Statutory Meetings		(15)	(15)	(15)						(15)
Corporate Services & Property	Human Resources Service Review		(143)	(143)			(75)		(68)		(143)
Corporate Services & Property	Increase MVF by 1%		(217)	(217)		(217)					(217)
Corporate Services & Property	Legal Fees and Charges Review		(326)	(326)			(326)				(326)
Corporate Services & Property	Workforce Saving (Cross-Cutting)		(100)	(100)					(100)		(100)
Corporate Services & Property Total		(2,102)	(1,491)	(3,593)	(80)	(739)	(1,225)	0	(699)	(850)	(3,593)
Grand Total		(3,046)	(5,698)	(8,272)	(1,662)	(2,543)	(1,905)	0	(974)	(1,188)	(8,272)