

13 December 2023		ITEM: 15
		Decision: 110685
Cabinet		
2023/24 Quarter 2 Forecast Revenue and Capital Outturn		
Wards and communities affected:	Key Decision:	
All	Key	
Report of: Councillor Graham Snell, Cabinet Member for Finance, Human Resources and Payroll		
Accountable Assistant Director: Jonathan Wilson, Assistant Director Finance		
Accountable Director: Steve Mair, Chief Financial Officer, and S151 Officer		
This report is Public		

Executive Summary

This report sets out the estimated forecast revenue outturn position for 2023/24 for the General Fund, Housing Revenue Account (HRA), Dedicated Schools Grant (DSG) and Public Health Grant.

General Fund

The quarter 2 general fund position is a forecast underspend of £1.512m including the current assumed capitalisation directive of £180.159m. This is an improvement of £0.476m on quarter 1 as set out below:

General Fund	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Variance £'000	Quarter 1 Variance £'000	Movement £'000	Direction of Travel
Directorate position	169,383	171,744	2,361	2,605	(244)	▲
Intervention and Commissioners Process	6,206	6,206	0	0	0	No change
Transformation Implementation (One-off)	12,515	12,515	0	0	0	No change
Central Financing	(158,768)	(158,768)	0	0	0	No change
Treasury	154,855	150,982	(3,873)	(3,641)	(232)	▲
Use of Reserves	(4,032)	(4,032)	0	0	0	No change
Capitalisation Directive	(180,159)	(180,159)	0	0	0	No change
	0	(1,512)	(1,512)	(1,036)	(476)	▲

The directorate position is forecast to overspend by £2.361m against a revised budget of £169.383m, equivalent to 1.4%.

An estimated underspend within the Treasury management function of £3.873m reduces the overall position to £1.512m less than the assumed general fund budgeted levels.

It is noted this projected underspend would reduce the planned capitalisation direction by £1.512m.

The financial accounts of the Council remain open from 2020/21 onwards and further issues could be identified which impact on the current position.

Housing Revenue Account (HRA)

The HRA is forecast to achieve an operating surplus of £0.817m for the year as set out in section 5 of the report.

Dedicated Schools Budget (DSG)

The current projected outturn for 2023/24 is a breakeven position as set out in section 6 of the report.

Public Health

The current projected outturn for 2023/24 is a breakeven position as set out in section 7 of the report.

Capital Programme

The General Fund (GF) and HRA Capital Programme positions are set out in section 8. There is forecast slippage on the GF programme of £22.13m against a budgeted programme of £48m. Forecast slippage on the HRA capital programme is £12.59m against a budgeted programme of £44.04m.

Expenditure Control Panels

The expenditure control panels remain in place and the impact of these has been reported to the Finance Recovery Board. The presentation to the Board is included in Appendix 6 to this report to provide the Committee with oversight of this ongoing process.

Recommendation(s)

That Cabinet:

- 1.1. Note and comment on the overall forecast general fund outturn position for quarter 2 is an underspend of £1.512m.**
- 1.2. Note that directors with adverse variances will continue to review directorate budgets and identify mitigating actions to resolve the forecast pressure against the 2023/24 budget.**
- 1.3. Note the potential risks to the position listed noted in section 4 and the following specific risks noted within the report:**
 - a) Note there is an ongoing assessment of the investment portfolio values which remains under assessment pending reporting in quarter 3.**
 - b) Note there are ongoing wider financial accounting assessments related to prior periods which may also need to be considered.**
- 1.4. Note and comment on the positions set out in respect of the HRA, DSG and Public Health which project to deliver the budget within the existing funding envelopes.**
- 1.5. Note and comment on the capital programme, the current projected General Fund slippage of £22.13m, the HRA slippage of £12.59m and the outcomes of the external capital programme review**
- 1.6. Approve the proposed changes to the capital programme for 2023-24 as set out in section 8 and Appendices 7 and 8.**
- 1.7. Note that the position will remain provisional as further substantive work is undertaken, notably in preparation of historic accounts, which could have an impact on current or future years.**
- 1.8. Approve Thurrock's 2024-25 Schools funding formula to be implemented as set out in section 6.**
- 1.9. Note the review of the Expenditure Control Panels included at Appendix 6.**

2. Introduction and Background

- 2.1. On 1 March 2023, Full Council agreed the 2023/24 budget proposals which enabled a balanced budget to be set based on the following key assumptions:**
 - 9.99% council tax increase, including a hardship fund of £0.616m,**
 - £8.146m of service savings, including £2m vacancy factor,**
 - 4% staff pay award for 2023/24 and budget adjustment to reflect the change to the 22/23 pay policy,**

- Exceptional Financial Support from Central Government in the form of a capitalisation direction of £180m.

- 2.2 The budget was set in the context of the scale of the financial risk faced by the Council which had been provisionally quantified as part of the 2022/23 Quarter 2 financial report presented to Cabinet on 14 December 2022. This confirmed the need for exceptional financial support from government. This is because the actions the Council can take to mitigate the scale of financial losses reflected will not be sufficient to address these losses. Consequently, there was, and remains, no clear path to financial sustainability without exceptional support from government and discussions continue with officials at DLUHC to consider this position.
- 2.3 The current economic climate provides further relevant context for this report. The Bank of England has announced interest rates will be rising to 5% and inflation is still exceeding 7%. The cost-of-living crisis is a well-publicised national issue impacting residents and businesses. The Council is not immune to the effects of the wider economic position and accurately forecasting for income and expenditure remains difficult in these challenging times.

3. Quarter 2 General Fund Budget monitoring

3.1 Overall Position

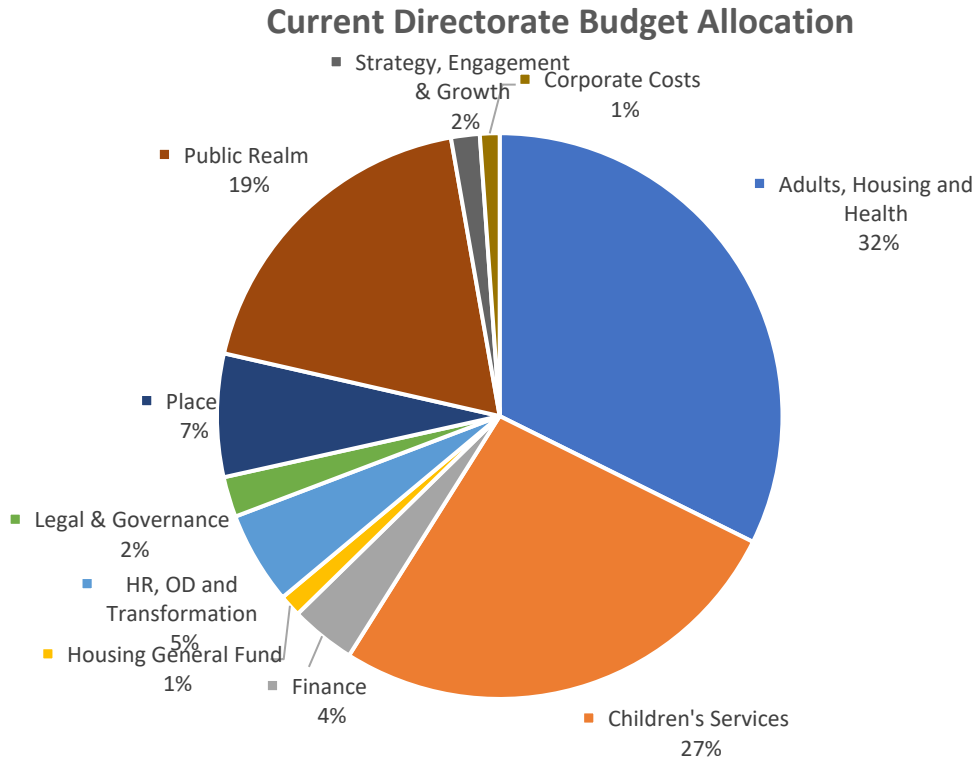
- 3.1.1 The quarter 2 forecast outturn position for 2023/24 is set out in the following table. There is a pressure within the directorate position of £2.361m, against a revised budget of £169.383m (including planned use of reserves), this is equivalent to a 1.4% overspend.

Table 1 Quarter 2 General Fund forecast outturn:

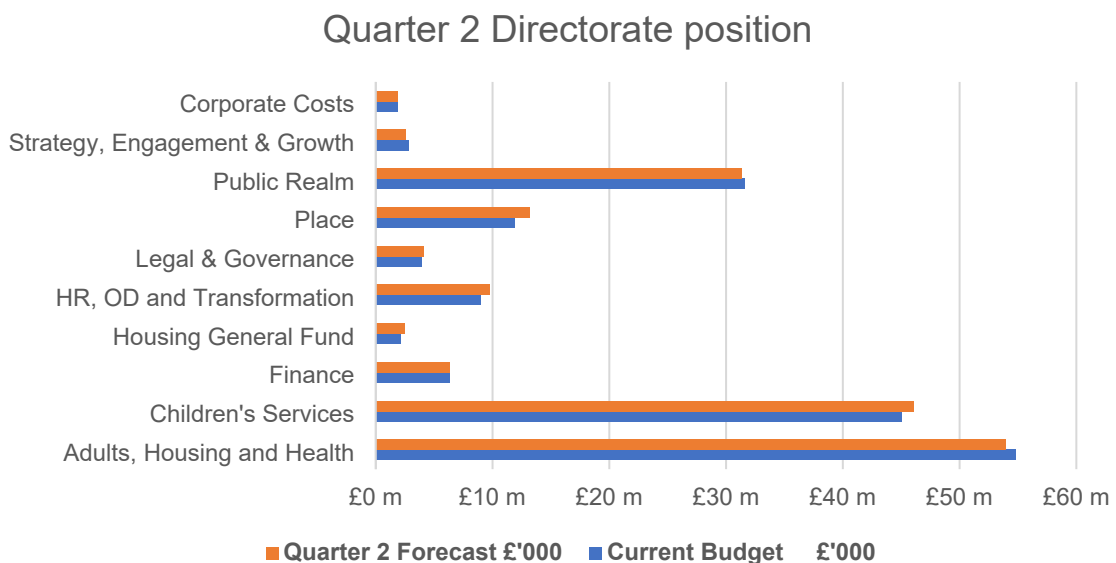
Interim Directorate Structure	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 Forecast Variance £'000	Movement £'000	Direction of Travel
Adults, Housing and Health	54,771	53,985	(786)	(672)	(114)	▲
Children's Services	45,066	46,056	989	1,040	(51)	▲
Finance	6,319	6,351	32	102	(70)	▲
Housing General Fund	2,133	2,499	366	59	307	▼
HR, OD, and Transformation	8,960	9,759	799	1,176	(377)	▲
Legal & Governance	3,906	4,111	205	77	128	▼
Place	11,914	13,166	1,252	998	254	▼
Public Realm	31,630	31,377	(253)	(47)	(206)	▲
Strategy, Engagement & Growth	2,776	2,534	(242)	(128)	(114)	▲
Corporate Costs	1,907	1,907	0	0	0	
Directorate position	169,383	171,744	2,361	2,605	(244)	▲
Additional Resource & Capacity	5,870	5,870	0	0	0	
Commissioner Support	336	336	0	0	0	
Intervention and Commissioners Process	6,206	6,206	0	0	0	no change
Transformation Implementation (One-off)	12,515	12,515	0	0	0	no change
Central Financing	(158,320)	(158,320)	0	0	0	no change
Housing Benefits	(448)	(448)	0	0	0	no change
Treasury	154,855	150,982	(3,873)	(3,641)	(232)	▲
Use of Earmarked Reserves	(1,031)	(1,031)	0	0	0	no change
Use of General Reserves	(3,001)	(3,001)	0	0	0	no change
Capitalisation Directive	(180,159)	(180,159)	0	0	0	no change
Total Funding	(188,104)	(191,977)	(3,873)	(3,641)	(232)	▲
Quarter 2 position	0	(1,512)	(1,512)	(1,036)	(476)	▲

Directorate Position

3.1.2 The £169.4m general fund directorate budgets are allocated as follows, with 60% supporting social care and housing support services, these areas provide services for some of the borough's most vulnerable residents:



3.1.3 The quarter 2 forecast outturn position is summarised in the below chart and supporting narrating for directorate included in the following sections:



Key variances are set out below for each directorate:

3.2 Table 2 Adult Social Care

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
Assistive Equipment & Technology	699	768	69	0	69	▼
Commissioning & Service Delivery	(1,110)	(1,192)	(82)	6	(88)	▲
Community Development	2,149	2,124	(25)	(41)	16	▼
External Placements	38,843	38,682	(161)	(562)	401	▼
Fieldwork Services	5,067	4,954	(114)	8	(122)	▲
Provider Services	9,123	8,648	(475)	(83)	(392)	▲
	54,771	53,985	(786)	(672)	(114)	▲

3.2.1 Forecast underspend of £0.786m (1%) against a revised budget of £54.8m, this is an improvement of £0.114m from the quarter 1 reported position. The key variances are:

3.2.2 £0.161m forecast underspend within the provision for External Placements. This budget represents the biggest expenditure item within the ASC budget (£38.8m). This is a demand-led budget, which is held at client need level and includes care packages for residential and nursing care, domiciliary homecare and supported living. This is the current projected outturn position and includes planned expenditure for uplifts in the contract cost for working age adults, which are agreed on an individual basis.

3.2.3 The Adult Social Care Leadership Team have put in place a programme of measures to avoid and reduce unnecessary placement spend that have contributed to the current underspend position. These have included:

- continuing to implement and expand strengths-based integrated care models that prevent and delay demand,
- a targeted programme of more frequent care package reviews that allows more timely reduction in the acuity of care packages where care is no longer needed, and
- The development of Power BI ASC placement dashboard that allows front line social care staff oversight of volume, acuity, and cost placement data of different client groups, settings, and teams including trend data over time. The system increases accountability and ability of front-line staff to use resources more effectively and acts as a starting point for positive challenge about strength-based practice at both team meetings and a placement spending control panel.

£0.114m predominantly relates to vacant social worker posts which are difficult to recruit to.

3.2.4 Furthermore, this also takes into account assumed packages where children are transitioning into adulthood, and subsequently their care costs are transferred over to Adult Social Care throughout the year. Both will be subsumed into the outturn position once formalised and will form part of the core budget.

3.2.5 £0.475m forecast underspend within internal Provider Services. Provider services are primarily mainly demand led. Action has been taken to actively reduce overtime, additional bank usage and agency staff from those in the previous forecast. A current vacancy freeze has been agreed, which is linked to savings identified for 2024/25, and this is improving the forecast outturn position. Demand is currently lower than capacity, but the provider remains in place where services cannot be sourced externally.

3.2.6 £0.025m underspend within Community Development. An operational underspend due to current vacancies, all savings within community development are on target to be achieved. This service area includes the provision of libraries and community hubs.

3.2.7 £0.015m underspend within Fieldwork services. These are front line social work and operational staff.

3.3 Children's Services

Table 3 Children's Services breakdown

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
Children and Family Services	35,615	37,287	1,671	986	685	▼
Education & Skills	5,115	4,814	(301)	54	(355)	▲
School Transport	4,336	3,955	(381)	0	(381)	▲
	45,066	46,056	989	1,040	(51)	▲

3.3.1 Forecast overspend of £0.989m (2%) against a revised budget of £45m. This is a small improvement of £0.051m from the quarter 1 reported position. The key variances are:

3.3.2 Education and Skills are reporting an underspend of £0.301m, a favourable movement of £0.355m compared to quarter 1. The movement is a result of the early achievement of 2024/25 reduction plans.

3.3.3 Home to School Transport are reporting an underspend of £0.381m. Risks remain with the unprecedented increase in pupils moving into Thurrock causing pressure with school placements and potential transport implications. This is a favourable movement compared to quarter 1 because of changes for the new academic year.

3.3.4 Children and Family Services are reporting an overspend of £1.671m, an increase from the £0.986m reported at Quarter 1. The key variances are:

3.3.5 Placements £2.153m (16%) overspend within Placement Support as shown in the below table:

Table 4 Placements Support

Placement Type	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
Placed with Parent / Adoption	0	0	0	0	0	
Supported Accommodation	1,000	1,551	551	288	263	▼
External Fostering	5,054	4,150	(904)	(1,009)	105	▼
External Residential	7,960	7,560	(400)	(1,794)	1,394	▼
Secure Placement	0	168	168	193	(25)	▲
Unregulated	0	3,127	3,127	2,993	134	▼
Joint Funded Contribution	(500)	(1,391)	(891)	(124)	(767)	▲
Contingency Inflation/Demand	0	502	502	109	393	▼
Total	13,514	15,667	2,153	656	1,497	▼

3.3.6 The current projected outturn position within the placements budget is an overspend of £2.153m, this includes contingency of £0.502m for demand, price, and increased packages of care. This contingency would allow for 4 additional residential placements for the remainder of the year at an average cost of £0.006m per week for 26 weeks. Compared to Quarter 1, this is an increase of £1.497m. The key components of this are:

3.3.7 The key movement area is within external residential placements. In addition to the additional contingency of £0.502m there has been 4 specific high costs cases totalling £362k. These were:

- 2 placements moved from internal to external provision
- 1 case required significant additional support
- 1 case moved to a significantly higher cost placement

3.3.8 The external placements can be partially offset by additional joint funded contributions.

3.3.9 Children With Disabilities are reporting an overspend of £0.684m due to an increase in Direct payments and short break packages to support young people remaining in their home. This is essential early intervention that supports the child to remain with parents. This is an increase compared to quarter 1 of £0.338m due to outstanding updated data received from the service that has provided robust monitoring information.

3.3.10 Unaccompanied Asylum Seekers is reporting an overspend of £0.197m. There is currently a substantial shortfall between the funding local government receives and the actual cost of caring for UASC, as well as costs associated with providing age assessments.

3.3.11 Savings to budget have been achieved through early achievement of 2023/24 and 2024/25 reduction plans and the receipt of additional Youth Justice Board and remand grant.

3.4 Finance

Table 5 Finance

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarte 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
Chief Executive's Support Services	502	575	72	22	50	▼
Contract & Procurement Management	869	839	(30)	(30)	0	no change
Corporate Finance	1,480	1,448	(32)	26	(58)	▲
Insurance	828	856	28	29	(1)	▲
Revenues and Benefits	2,640	2,633	(7)	55	(62)	▲
Quarter 2 position	6,319	6,351	32	102	(70)	▲

3.4.1 Forecast overspend of £0.032m (0.5%) against a revised budget of £6.3m. This is an improvement of £0.070m from the quarter 1 reported position. The key variances are:

3.4.2 The Chief Executive area is forecasting an overspend of £0.072m. This is due to ongoing subscriptions costs to various professional bodies and additional support staff.

- 3.4.3 Corporate Finance can contain costs within budget, but it should be noted that there remains a pressure due to accounting software licenses which can no longer be capitalised and were unbudgeted within the revenue account (£0.075m). This follows a confirmed change of approach to the accounting treatment of cloud-based software licenses. This is mitigated by additional income within the finance function and the utilisation of alternative funding streams to support the interim resource requirements whilst the formal restructure of the team is being finalised.
- 3.4.4 The Insurance service is forecasting to overspend by £0.028m, there is a pressure related to the non-recovery of income, the team are no longer delivering services to schools.
- 3.4.5 All teams continue to manage their vacant posts with a view to mitigate the remaining pressure by the end of the financial year.

3.5 Housing General Fund:

Table 6 Housing General Fund.

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
Homelessness	986	1,235	249	59	190	▼
Private Sector Housing	1,094	1,242	147	0	147	▼
Travellers	53	22	(31)	0	(31)	▲
	2,133	2,499	366	59	307	▼

- 3.5.1 Forecast overspend of £0.366m (17%) against a revised budget of £2.1m. The key variances are:
- 3.5.2 £0.249m overspend against the homelessness budget due to the high level of demand for temporary accommodation above and beyond the utilisation of more cost-effective temporary accommodation portfolio. This is a demand led service supporting some of the most vulnerable people and the cost-of-living and high levels of inflation continues to impact the number of people requiring support.
- 3.5.3 It is likely the number of cases will continue to grow steadily throughout the year, currently there are on average 354 placements per month. Significant investment has been made into the service to find alternative accommodation solutions to bed and breakfast by offering people furnished lettings within the Council owned stock as an alternative to privately owned nightly lets. The ongoing utilisation of the council existing stock is one of the few ways in which the department can manage costs in the face of rising demand. It also offers a better solution to people that are in need of temporary accommodation. There

remains the risk of further pressure on this budget, and this will be assessed in subsequent periods.

3.6 HR, OD & Transformation

Table 7 HROD

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
HR; OD and Transformation	4,800	4,671	(129)	222	(351)	▲
ICT	4,160	5,088	928	954	(26)	▲
	8,960	9,759	799	1,176	(377)	▲

3.6.1 Forecast overspend of £0.799m (9%) against a revised budget of £8.96m. This is an improvement of £0.377m from the quarter 1 reported position. The key variances are:

3.6.2 £0.928m overspend against the ICT budget of £4.1m due to of £0.550m software licence costs which can no longer be capitalised and £0.633m pressure from unachieved capitalisation target, partly offset against (£0.255m) ICT service's mitigating actions resulting in savings on rationalisation of other contracts and further efficiencies.

3.6.3 This reflects the consequence of accounting for IT expenditure through revenue rather than capital. The technical accounting treatment remains under review and the associated impact on corresponding MRP is also being assessed.

3.6.4 There remains further risk from the assessment of prior years as part of the financial accounting work which will reconsider costs back to 2018/19. Once complete the impact will be considered.

3.6.5 £0.129m underspend within human resources team budgets reflects a full review of staffing resource requirements and updated contract end dates. There is an assumed utilisation of one-off funding to support interim staffing arrangements.

3.7 Legal & Governance

Table 8 Legal

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
Democratic Services	264	284	20	14	6	▼
Electoral Services	457	443	(14)	14	(28)	▲
Legal Services	2,281	2,530	248	74	174	▼
Members Services	904	854	(50)	(24)	(26)	▲
	3,906	4,111	205	78	127	▼

3.7.1 Forecast overspend of £0.205m (5%) against a revised budget of £3.9m. This is £0.127m worse than the quarter 1 reported position. The key variances are:

3.7.2 £0.248m within the Legal Services team - this represents an increase in the caseloads charged through the SLA with another local authority (£0.111m) a shortfall in the assumed capitalisation of staff time (£0.086m). There is also a shortfall in the recovery of legal fees and charges due to a slowing property market impacting the number of requests.

3.7.3 Members services are forecast to underspend by £0.050m due to a review of staffing requirements and non-pay budget lines.

3.8 Place

Table 9 Place

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
Economic Growth & Partnerships	643	732	90	12	78	▼
Lower Thames Crossing & Transport Infrastructure Service	145	462	318	317	1	▼
Place Delivery	286	308	22	0	22	▼
Planning; Transportation and Public Protection	5,890	5,890	0	56	(56)	▲
Property	4,950	5,773	823	613	210	▼
	11,914	13,166	1,252	998	254	▼

3.8.1 Forecast overspend of £1.252m (11%) against a revised budget of £11.9m. This is £0.254m worse than the quarter 1 reported position. The key variances are:

- 3.8.2 The Economic Development service is forecasting to overspend by £0.090m at quarter 2. This largely relates to a revised reduced forecast for income from Thameside. This remains under review following the decision to keep the complex open for the remainder of the year.
- 3.8.3 Lower Thames Crossing is forecast to overspend by £0.317m. This is due to (predominantly legal) costs which cannot be funded from the National Highways PPA. These costs are estimated at £0.594m but they will be partly mitigated with the Lower Thames Crossing core budget and the dedicated reserve leaving the remaining pressure as £0.317m
- 3.8.4 A review of the planning service has improved the forecast outturn position by £0.056m to enable costs to be contained within budget. This relates to work being carried out and charged appropriately to other councils and confirmation of available capital budget to charge relevant staff costs against.
- 3.8.5 The Property service is forecasting to overspend by £0.823m which is an increase in costs of £0.210m from quarter 1, the movement in the forecast is due to an increase in repairs and maintenance costs of £0.034m for both Civic 2 and the Town Hall and budgeted costs which cannot be capitalised (following wider restrictions to the capital programme) of £0.500m. This is partially mitigated by a reduction in the utility forecasts of (£0.228m) and a reduction in the agency staff forecast of (£0.096m).
- 3.8.6 The pressures within the property budget totalling £0.823m are set out below:
- Asset Management £0.740m – there is a pressure from Asset management team costs of £0.201m. There has been a large turnover of staff and a heavy reliance on agency personnel. A programme of recruitment is being progressed to reduce the number of agency staff. The budget included an assumption that eligible staff costs would be charged to the capital programme. As noted above, this is no longer the case and has resulted in a £0.500m worsening of the position. There is a further pressure of £0.039m from specialist software licences used within the team.
 - Corporate Landlord £0.239m, contained within this service is a pressure of £0.442m which relates to the expected use of the Thameside complex – the assumption in the budget was the running costs would be required for part of the year and the expectation is the complex will remain in use for the whole year. The running of the theatre is reflected within the Economic Development service above. A review of utility costs across the property portfolio mitigates part of this pressure back down to £0.239m.
 - £0.152m underspend against the Land & Buildings budget, this includes £0.253m rental income in excess of budget following a review of existing leases and new tenants secured. This position continues to

be closely monitored as the time taken to complete the legal process associated with this activity can impact the in-year position.

3.9 Public Realm

Table 10 Public Realm

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
Counter Fraud & Enforcement	(1,197)	(1,133)	64	137	(73)	▲
Emergency Planning and Resilience	479	452	(27)	(11)	(16)	▲
Environment and Highways	1,553	1,536	(17)	(64)	47	▼
Highways; Fleet and Logistics	8,233	8,630	397	201	196	▼
Street Scene and Leisure	22,562	21,892	(670)	(310)	(360)	▲
	31,630	31,377	(253)	(47)	(206)	▲

3.9.1 Forecast underspend of £0.253m (1%) against a revised budget of £31.6m. This is £0.206m improvement on quarter 1 reported position. The key variances are:

3.9.2 £0.064m Counter Fraud & Enforcement overspend largely due to a forecast under-recovery on Penalty Charge Notices (income). This service requires a full staffing establishment to generate income and is currently in the process of recruiting to vacancies. On and off-street parking income recovery levels have however improved in this area.

3.9.3 £0.397m Highways, Fleet & Logistics forecast overspend primarily due to traffic management costs including pothole repairs. Late billing of street lighting costs has added an in-year pressure of £0.080m. The accounts remain open for 2022-23 so the option to accrue for these costs will be explored and reflected appropriately as part of the quarter 3 update.

3.9.4 £0.670m Street Scene & Leisure underspend primarily due to a positive waste disposal position and reduced staff costs in Cleaner Greener. The changes to the Waste service continue to be monitored. There remains a variable element to disposal contracts which can be impacted by volume and type of waste being disposed of. Bi-weekly collections have commenced for garden and recycling and budgetary impacts continue to be monitored to manage the budgetary impact.

3.10 Strategy, Communication & Customer Service

Table 11 Strategy

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 reported variance £'000	Movement £'000	Direction of Travel
Corporate Communications	341	337	(5)	(1)	(4)	▲
Customer Services	1,458	1,333	(124)	(168)	44	▼
Social Care Performance	726	711	(15)	43	(58)	▲
Strategy Team	251	153	(98)	(3)	(95)	▲
	2,776	2,534	(242)	(129)	(113)	▲

3.10.1 Forecast underspend of £0.242m (9%) against a revised budget of £2.8m, this is an improvement of £0.113m against the quarter 1 reported position. The key variances are:

3.10.2 Staffing underspends across the directorate, the establishment has been reviewed and vacant posts have been held in preparation for 2024/25 savings plans.

3.10.3 Contained within the position is an income shortfall of £0.030m for the Registrars service due to a reduction in the number of ceremonies that the service has been able to accommodate.

3.11 Other Corporate Costs

3.11.1 Forecast to contain costs within the budgeted allocation of £1.9m. This covers items such as audit fees, pension/overheads, and levies.

3.12 Savings

3.12.1 Extensive work has been undertaken by the Change Team and service areas to provide clarity on the position of the 70 savings initiatives agreed by Full Council on 1 March 2023.

3.12.2 As has been reported previously, proposed changes to the original proposals require a formal change control process. This includes documentation to capture the justification for the change as well as a business case for the replacement saving.

3.12.3 This work is ongoing; the quarter 2 review shows 96% of the savings have either been achieved or are on track to be achieved by the end of the financial year. Appendix 5 shows the quarter 2 delivery risk assessment extract by directorate.

3.12.4 The Expenditure Control process introduced in December 2022 continues to operate across the authority and provides challenge to all requested spend exceeding £500, an updated progress paper is included as Appendix 6

3.13 Intervention & Commissioner Support

3.13.1 There is a £6.2m budget for the Resources & Capacity Plan –this covers commissioner costs, additional capacity to support the recovery plan and specialist advice regarding the investment’s portfolio. The quarter 2 position currently assumes this allocation will be spent in full but has £0.138m yet to be allocated to a specific theme. The plan remains under review and will be updated to respond to the demands of the business. Indicative spend is set out below:

Table 12 Indicative Intervention & Commissioner costs

Theme	Estimated cost £'000
Financial Sustainability	4,383
Governance & Control	93
Leadership for Change	1,255
Contingency	138
Total Resource & Capacity	5,870
Commissioners & BVI	336
Total Commissioner support	336
Total Intervention & Commissioner support	6,206

3.13.2 There is the potential for costs associated with the legal action/administration process to be recouped but at this stage remain a cost to the council. These costs are included within the Financial Sustainability theme in the above table.

3.14 Transformation Implementation

3.14.1 There is a one-off £12m Transformation Implementation budget for 2023/24. This allocation is intended to meet the cost of implementing wider transformational change – the Change Team are in place and have commenced the programme of work and potential requirements against this budget for 2023/24 will be identified.

3.14.2 Alongside the Change Team, external resource has been procured to determine wider opportunities for transformational change and ongoing budgetary savings. Invest-to-save projects may be identified as part of this workstream.

3.14.3 The projected position is prudently forecast to spend this allocation in full whilst work continues to confirm requirements. There are current quantified commitments to the value of £2.2m. The budget remains under review and any remaining balance will be placed into an earmarked reserve and carried forward to 2024/25 to further support the Authority through this period of change.

3.15 Treasury

3.15.1 The in-year treasury position is shown below. It is assumed that £6.6m will be placed into the Treasury Equalisation Reserve to provide further protection from adverse pressures arising in this area:

Table 13 Treasury

Service	Current Budget	Quarter 2 Forecast	Variance to Budget	Quarter 1 Variance
	£'000	£'000	£'000	£'000
MRP on Capital Programme				
MRP - Asset Life (Supported)	1,488	2,229	741	741
MRP - Asset Life (Unsupported)	8,632	6,960	(1,672)	(1,671)
	10,120	9,189	(931)	(930)
Borrowing Costs				
Interest - PWLB - Existing		39,152		
Interest - PWLB - Refinancing	50,501	17,061	(4,256)	(1,698)
Less HRA Recharges		(9,967)		
	50,501	46,245	(4,256)	(1,698)
Interest - Market Loans	1,810	1,911	101	101
Interest - CD Premium	950	695	(255)	(113)
	53,261	48,851	(4,410)	(1,710)
Total Costs	63,381	58,040	(5,341)	(2,640)
Investment Income	(9,114)	(14,327)	(5,213)	(4,600)
Other Treasury Costs				
Brokerage Fees	1,928	1,928	0	0
Internal Deposits	405	405	0	0
Premiums and Discounts	421	421	0	0
	2,754	2,754	0	0

MRP on Investments	74,976	74,976	0	0
MRP on CD	22,619	22,619	0	0
	97,595	97,595	0	0
Total Treasury	154,616	144,062	(10,554)	(7,240)
Contribution to Reserves			6,681	3,600
Treasury Outturn Forecast			(3,873)	(3,641)

3.15.2 Key variances have been explained below:

MRP on existing capital programme

3.15.3 A reduction in the projected capital expenditure in the previous financial year has resulted in a reduction in associated MRP charges in 2023/24.

Borrowing Costs

3.15.4 Interest expenditure costs are forecast to be £4.3m under budget during the financial year. The reasons for this variance are as follows:

- Deferral of the dates for which the Council expected to draw down borrowing based on an improved cash flow position.
- Management of the cash flow position ensures the most efficient use of borrowing.
- Improvement in the investment income position at the end of the previous financial year which further reduced the borrowing requirement of the Council.

Investment Income

3.15.5 - An additional level of investment income of £5.2m, above the budget is predicted for 2023/24. This is largely linked to one specific investment in the renewable energy sector which has made a higher level of equity distribution than planned. This was based on improved performance of the underlying assets. The additional income is planned to be transferred to the Treasury Equalisation reserve, to provide further contingency against potential treasury pressures in future years.

Investment Valuations

3.15.6 The valuation of the investment portfolio remains under ongoing review. There are no further changes to report as part of the quarter 2 reporting but there will be further updates in quarter 3. There remains potential for both upside and downside risk from the position reported as part of the provisional outturn for 2022/23. These will ultimately impact on the final balance of the capitalisation direction sought from government.

3.16 Central Financing

3.16.1 There are currently no significant variances identified within the central financing allocation which covers council tax, NNDR and government grants. The collection fund will continue to be monitored throughout the year.

3.17 Capitalisation Direction

3.17.1 The current budget assumes £180.159m of further exceptional support in 2023/24 and this position continues to be monitored alongside wider reviews of the financial position. It is noted the projected underspend would reduce the planned capitalisation direction for 2023/24 by £1.440m.

4. Risk

4.1 The period 3 forecast outturn position is based on several assumptions, and it is noted there are several risks which could affect the position as the year progresses and these are set out below:

Table 14 Key risks

Risk Area	Concern
Inflation	<ul style="list-style-type: none"> • Inflation remains high (over 7%) and continues to impact supply chain costs across many services. Whilst there is some evidence that this has tailed off recently, it remains an area of focus for the authority. • Energy costs continue to fluctuate impacting Corporate Landlord services. • Potential changes to the national position on public sector pay could impact in-year staffing costs, the 2023-24 budget assumes a 4% increase across pay bands A-I
Provider Failure	<ul style="list-style-type: none"> • There are significant additional financial pressures on external providers to deliver core services commissioned by the Council, around energy costs, inflation, and wage pressures. Fee uplifts required to maintain care packages for vulnerable people could exceed budgeted levels.
Ongoing Demand Volatility	<ul style="list-style-type: none"> • Following the pandemic, the level of demand for key services within the system and particularly within the Social Care services has risen. • Increases in the level of need for people being discharge from hospital requiring continuing social care support to live independently outside of residential care. • Increased complexity and the associated requirement for additional care support for Looked After Children • Demand of people facing potential homelessness including mental health issues, substance abuse, domestic violence, as well as people experiencing financial hardship in the current economic climate
Delivery Risk	<ul style="list-style-type: none"> • Savings which were applied to the 2023/24 budget allocation need to be achieved and further savings identified, effective monitoring through the DRA process needs to remain in place and mitigating action taken where non-delivery of savings is identified.
Interest rates	<ul style="list-style-type: none"> • Changes to the Bank of England interest rate may further impact the cost of borrowing.
Waste Collection	<ul style="list-style-type: none"> • There have been several changes to the waste collection service and the wider strategy is under review which could impact staff requirements and disposal costs.
School Transport	New academic year changes to routes, contracts, numbers, and inflation uplift, based on September RPI. Funds available to support but a risk until pupil movement and value of contracts is known.

5. Housing Revenue Account

5.1 The summary position of the Housing Revenue Account is shown in the Table below, although a breakeven position – this assumes a contribution to capital of £0.817m which derives from an operational surplus:

Table 15 Housing Revenue Account

Service	Current Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 Forecast Variance £'000	Movement £'000	Direction of Travel
Housing Development	293	887	595	0	595	▼
Financing and Recharges	26,101	26,134	33	(504)	537	▼
Rent and Income	(54,955)	(55,184)	(229)	0	(229)	▲
Repairs and Maintenance	13,337	13,552	216	203	13	▼
Operational Activities	15,225	13,794	(1,431)	151	(1,582)	▲
Contribution to Reserves	0	817	817	150	667	▼
Grand Total	0	0	0	0	0	No Change

5.2 The overall HRA budget position is projecting £0.817m surplus at the end of the year. This funding will be transfer to the HRA general reserves and will be used to fund expenditure in the next financial year.

5.3 There are areas several posts which remain vacant within the operational activities area, that the service area seeking to recruit to. This is included under the forecast within the operation activities heading.

5.4 The significant change in the forecast represents the revised forecast within the timing to recruit to the posts, and therefore results in an underspend of £1.431m within operational activities.

5.5 Where possible, development costs will be capitalised at the end of the financial year, if they form part of an agreed Capital scheme. At the moment however, these are included in the revenue outturn forecast.

6. Dedicated Schools Budget

6.1 The current projected outturn for 2023/24 is a breakeven position as shown below:

Table 16 DSG

Block	DSG Budget £'000	Quarter 2 Forecast £'000	Quarter 2 Forecast Variance £'000	Quarter 1 Reported Variance £'000	Movement £'000	Direction of Travel
Schools	5,450	5,194	(256)	(276)	20	▼
Central Services	1,632	1,622	(10)	(49)	39	▼
High Needs	31,073	31,368	295	355	(60)	▲
Early Years	13,599	13,569	(30)	(30)	0	No change
Total	51,754	51,754	0	0	0	No change

6.2 The outturn position reflects the following key areas:

- Schools Block – Pupil Growth, in line with projections, has an underspend of £0.256m.
- Central Services Block – Staffing underspends and maximisation of external funding.
- High Needs Block – An overspend of £0.295m, an improvement from Quarter 1. The overspend relates to increased Education Health Care Plans (EHCP's) awarded to mainstream academies and the increase in cost of Out of Authority specialist placements.

6.3 The DSG has a carried forward deficit of £0.534m into 2023/24. No change to this is currently forecasted in 2023/24.

6.4 Thurrock with a DSG deficit of £0.534m, is part of the Delivering Better Value in SEND programme that aims to support LA's to improve delivery of SEND services for children and young people while ensuring services are sustainable. The programme will provide dedicated support and funding to 55 local authorities. Thurrock is engaged in Wave 8 of the DBV programme, with an expected grant application to be made January 2024, for additional one-off funding to be received for the financial year 2024/25.

6.5 Grays Convent High School is reporting a breakeven position.

Dedicated Schools Grant 2024/25

6.6 In July, the Secretary of State for Education announced details of the provisional Dedicated Schools Grant (DSG) allocations for 2024/25. These have subsequently been revised with updated information received in October. The change was made when the Department for Education uncovered an error made by DfE officials during the initial calculations of the NFF. Specifically, there was an error processing forecast pupil numbers, which means that the overall cost of the core schools budget would be 0.62% greater than allocated. The department has therefore issued new NFF allocations to correct that error while continuing to deliver, in full, the £59.6 billion core schools budget that has been promised.

6.7 The table below shows the provisional information received and includes the 2023/24 allocation for the Schools Block Growth fund and the Early Years Block. These amounts along with the final DSG allocations, updated to reflect the Oct-23 School census, will be published in December 2023.

Dedicated Schools Grant	Funding Allocation 2023/24	Indicative Settlement 2024/25	Provisional Increase 2024/25
	£m	£m	£m
Schools Block	156.834	165.604	8.770
Central School Services Block	1.633	1.599	(0.034)
High Needs Block	37.356	38.958	1.602
Early Years Block	13.599	13.599	0.000
Total	209.421	219.760	10.339

6.8 The key changes made by the ESFA to the National Funding Formula (NFF) in 2024/25 are:

- The mainstream schools additional grant 2023/24 has been rolled into 2024/25 funding formula baselines. In Thurrock this accounts for £5.438m of the £8.770m increase. The true increase for schools is 2.58%.
- Increasing NFF factor values (on top of the amounts added for the schools supplementary grant) by:
 - o 1.4% to the following factors: basic entitlement, low prior attainment (LPA), FSM6, income deprivation affecting children index (IDACI), English as an additional language (EAL), mobility, and sparsity factors, and the lump sum.
 - o 1.4% to the minimum per pupil levels (MPPL). This will mean that, next year, every primary school will be allocated at least £4,610 per pupil, and every secondary school at least £5,771.

- o 1.6% to the free school meal (FSM) factor value.
 - o 0.5% to the floor and
 - o 0% on premises factors.
 - Introducing for the first time, a methodology for calculating and allocating funding for falling rolls.
- 6.9 In 2024/25, each local authority will continue to set a local schools funding formula, in consultation with local schools. Local authorities were required to bring their own formulae closer to the schools NFF from 2023/24. This transition will continue in 2024/25. In particular, local authorities must:
- move their local formula factors at least 10% closer to the NFF values, except where local formula is classed as mirroring the NFF. Thurrock is deemed to be mirroring the NFF.
 - follow the requirements for growth and falling rolls funding.
- 6.10 Thurrock's funding formula will implement the following principles consistent with the decision made by Cabinet from 2020/21:
- National Funding Formula including Area Cost Adjustment values to be applied.
 - Where this is unaffordable the Basic Entitlement value, to be included, will be reduced to contain within the funding available. The reduction to be applied will be weighted, consistent with the distribution of funding between Primary and Secondary.
 - Growth fund to be retained to support sufficiency of school places.
- These principles have been discussed with the Schools Forum on 7 December 2023.

Decision Required

- 6.11 Cabinet are asked to agree that Thurrock's 2024/25 Schools funding formula to be implemented as stated in paragraph 6.8 above. This being consistent with previous Cabinets decisions made since 2020/21.

7. Public Health Grant

- 7.1 The Public Health Grant was increased by £0.384m in 2023/24, to give an overall allocation of £12.295m for the main grant. This is supplemented by the planned use of reserves as set out below.
- 7.2 The increase in funding has been allocated to meet the costs of rising contractual arrangements for the provision of services relating to staffing and treatment contracts, and in the main, has been passported directly to primary care providers to ensure continuity in our services for residents.
- 7.3 There is active discussion underway to identify any savings though the assessment of contracts that are due to be re-commissioned at the end of the financial year. Contracts are progressing through the tender and approval processes.

Public Health Reserves

- 7.4 In the current year, it is planned to fully use the health inequalities and the specific grant funding reserve.

Table 17 Public Health Reserves

Reserve	Opening Reserve 2023/24
Public Health Grant	(684)
Health inequalities funding	(350)
Specific Grant Funding	(226)
Total	(1,260)

Capital Programme

- 8.1. Since the last out-turn report was reported to Cabinet (13-Sep-2023), a review of the capital programme has been undertaken to:
- minimise prudential borrowing for capital purposes, given the recent Direction from DLUHC that the Council should, as a priority, implement a debt reduction strategy, and to
 - ensure that the revised capital programme is financially sustainable in terms of future years' revenue budgets and is focussed on essential spending which supports delivery of statutory services.
- 8.2 The proposed changes to the capital programme arising from the review are attached in appendices 7 and 8 and this will be considered by overview and scrutiny in February 2023. This follows initial consideration at the Finance Recovery Board. This update reflects the proposed changes.
- 8.3 Capital schemes and resources are identified in two specific categories:
- **Mainstream schemes** – capital expenditure funded through prudential (unsupported) borrowing, from capital receipts, from the capital contribution from revenue budget or from earmarked capital reserves; and
 - **Specific schemes** – capital expenditure funded through external funding sources, for example, government grants and Section 106 monies which are ring fenced for specific projects.

General Fund Schemes

- 8.4. The current position for General Fund schemes for 2023/24 is summarised below:
Table 18 - Capital Programme – Projected Outturn as at Quarter 2

Summary of the 2023/24 General Fund Capital Programme – by Directorate	Latest Agreed Budget	Projected Outturn	Projected Outturn Variance
	£'000	£'000	£'000
Expenditure:			
Adults; Housing and Health	1,425	764	(661)
Children's Services	14,007	2,245	(11,762)
Corporate	1,532	1,437	(95)
Place	21,973	12,362	(9,611)
Public Realm	9,064	9,062	(2)
Total Expenditure	48,001	25,870	(22,131)
Resources:			
Prudential Borrowing	(12,993)	(13,241)	(248)
Capital Receipts	(123)	(123)	0
Government Grants	(33,652)	(11,325)	22,327
Other Grants	(757)	(753)	4
Developer Contributions (S106)	(476)	(428)	48
Total Resources	(48,001)	(25,870)	22,131
Forecast Deficit/(Surplus) in Resources	0	0	0

- 8.5 The table above also shows a projected outturn at the end of the financial year of £25.870m, which is £22.131m less than the latest agreed budget of £48.001m for the year.
- 8.6 The in-year underspend is principally due to slippage on current schemes (£22.356m). Consequently, the funding remains allocated to specific current schemes and will be re-profiled into subsequent years. The impact of the reprofiling will be an ongoing exposure to inflationary pressures on costs and hence capital budgets. This continues to be assessed on a project-by-project basis.

Table 19 - Capital Programme Carry Forward by Project Stage

Project Stage	Slippage Amount	Reason
	£'000	
Projects Demand Led	9,623	Funding for projects that is utilised as needed. For example, Government funding for schools to make building improvements and providing classroom expansions.
Early Design Stages	12,706	Projects at an early stage of design/feasibility where decisions to proceed will be taken later in the financial year for implementation at a future date.
Projects Commenced	28	Projects include works on the highways network and IT infrastructure which are

		expected to complete in the next financial year.
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- 8.7 Following the quarter 2 review, projects that have either completed under budget or are no longer proceeding (£0.320m) will have their associated budgets removed from the programme.
- 8.8 Following the review of the capital programme and the removal of budgets, some final expenditure continues will be incurred on the Stanford le Hope and Purfleet projects to consider wider options in respect of these schemes. These will be brought back to members for further consideration in due course.

Slippage on Capital Programme

- 8.9 The slippage on the capital programme schemes over £1m is shown in the table below. A full schedule is shown in appendix x and the most significant projects are set out below:

Table 20 – Capital Slippage by Project

Description	Carry Forward £'000
Secondary and Primary Schemes (to be Identified)	4,580
TTF Heart - Civic Square	4,192
SEN Capital	4,100
TTF Hub - Station Gateway	3,169
Tilbury Pioneer Academy	2,750
TTF Heart - Youth Zone	1,251

- Secondary and Primary School Schemes – Funded by Government Basic Needs grant and will be used on improvements and expansions at the borough’s schools. As improvements and expansions are identified, reports will be brought back to Cabinet for approval to proceed.
- Tilbury Towns Fund – Civic Square – the main part of the works will commence in 2024/25 with improvements to the public realm.
- SEN Capital is likely to spend around £0.170m this financial year with the remainder to be profiled in future years. Children’s services are looking to build a new Special Education Needs facility within the borough, possible locations for the new building are still be investigated.

- Tilbury Towns Fund – Station Gateway –improvement works on the public realm and pontoon will commence in 2024.
 - Tilbury Pioneer Academy – Design and surveys are continuing this financial year, with new options expected to be presented to Cabinet in March 2024. Improvement/construction costs are expected to be incurred in 2024/25 with an estimated completion of May 2025.
- 8.10 The financial impact resulting in the delay of the projects will be assessed and included within the 2024/25 programme. This will range across the schemes and will be subject to further viability assessment.
- 8.11 A schedule of General Fund projects is included in Appendix x.
- 8.12 Several capital schemes are expected to complete construction in future years with expenditure totalling £45.016m. Budgets for these schemes have already been profiled accordingly.
- 8.13 Major projects are reported within the current annual budget envelopes as part of this report. The wider detailed updates on project progress will be shared with Cabinet by the lead officers as soon as practicable.

Housing Revenue Account Capital Schemes

- 8.14 The out-turn position for Housing Revenue Account schemes for 2023/24 is summarised below.

Table 21 - HRA Capital Programme

Summary of the 2023/24 HRA Capital Programme	Latest Agreed Budget	Projected Outturn	Projected Outturn Variance
	£'000	£'000	£'000
Expenditure:			
Housing Development	2,829	2,829	0
Transforming Homes	41,207	28,622	(12,585)
Total Expenditure	44,036	31,451	(12,585)
Resources:			
Prudential Borrowing	(32,632)	(20,047)	12,585
Reserves	(230)	(230)	0
Government and Other Grants	(5)	(5)	0
Revenue Contribution to Capital (MRR)	(11,169)	(11,169)	0
Total Resources	(44,036)	(31,451)	12,585
Forecast Deficit/(Surplus) in Resources	0	0	0

Transforming Homes

- 8.15 The budget for Transforming Homes in 2023/24 is £41.207m and the out-turn spend is £28.622m.
- Tower Block Refurbishment (£12.426m) – current contractual issues have resulted in delays to the work being undertaken. Works are expected to be completed during 2024/25.

HRA New Build Schemes

- 8.16 The outturn position for 2023/24 for HRA New Build Schemes are set out in Appendix 2 and primarily covers Loewen Road and feasibility and design works for Teviot Avenue and Blackshots. Projects will utilise receipts held under Right to Buy sharing agreement between the Council and the DLUHC and are forecast to be delivered with the current timeframes and budgets allocations.

9. Reasons for Recommendation

- 9.1 The Council has a statutory requirement to set and deliver a balanced budget annually and this can include the use of reserves.
- 9.2 This report sets out the budget pressures in 2022/23 and notes that exceptional financial support is required to deliver a breakeven position.

10. Consultation (including Overview and Scrutiny, if applicable)

- 10.1 This report is based on consultation with the services, Senior Leadership Team, and Commissioners (Essex County Council).
- 10.2 The report is an agenda item at the Corporate Overview and Scrutiny Committee on 7 December 2023. Comments and feedback will be shared with Cabinet ahead of this meeting.

11. Impact on corporate policies, priorities, performance, and community impact

- 11.1 The budget gap identified in the report requires ongoing engagement with the Department for Levelling-up Housing and Communities (DLUHC) regarding exceptional financial support. The outcome of this engagement in terms of conditions applied to the support may require further savings within budgets to be made, potentially impacting on the ability to deliver services to the current levels.

12. Implications

12.1 Financial

Implications verified by: **Jonathan Wilson**
Assistant Director of Finance

The financial implications are set out in the body of the report.

12.2 Legal

Implications verified by: **Mark Bowen**
Interim Project Lead - Legal

There are no specific legal implications set out in the report. There are statutory requirements of the Council's Section 151 Officer in relation to setting a balanced budget.

Under section 28 of the Local Government Act 2003, the Council is under a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. The Council is facing a challenging situation in relation to its budgetary position.

All information regarding Community Equality Impact Assessments can be found here: <https://intranet.thurrock.gov.uk/services/diversity-and-equality/ceia/>

12.3 Diversity and Equality

Implications verified by: **Natalie Smith**
Strategic Lead - Community Development and Equalities

The Equality Act 2010 places a public duty on authorities to consider the impact of proposals on people with protected characteristics so that positive or negative impacts can be understood and enhanced or mitigated as appropriate. Services will be required to consider the impact on any proposals to reduce service levels

through a community equality impact assessment which should seek to involve those directly affected.

12.4 Other implications (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder, or Impact on Looked After Children

None

13. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

There are various working papers retained within the finance and service sections.

14. Appendices to the report

- Appendix 1 – Capital Programme – General Fund – Projected Outturn
- Appendix 2 – Capital Programme – HRA – Projected Outturn
- Appendix 3 – Capital Programme – General Fund – Projected Outturn (Portfolio Analysis)
- Appendix 4 – General Fund Capital Project Slippage
- Appendix 5 – Delivery Risk Assessment extract
- Appendix 6 – Expenditure Control update
- Appendix 7 – Capital Programme Funding to be removed.
- Appendix 8 – Items on hold excluded from the Capital Programme

Report Author:

Steve Mair

Chief Finance Officer

