
REPORT FOR: CABINET

Date of meeting:	15 June 2017
Subject:	Revenue and Capital Outturn 2016/17
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance
Portfolio Holder:	Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
Exempt:	No, except for Appendix 7, which is exempt on the grounds that it contains “exempt information” under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 (as amended) in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information
Decision subject to Call-in:	Yes
Wards affected:	All wards
Enclosures:	Appendix 1 - Revenue Carry forward Schedule Appendix 1a- Contributions to/Draw Downs from Reserves (Departmental). Appendix 2 – MTFS - 2016/17 to 2019/20 Savings Tracker Appendix 3 – Capital Monitoring Appendix 4 – Reserves Movements 2016/17 Appendix 5 – Capital Receipts Flexibility Appendix 6 – HRA Revenue Outturn Appendix 7 – Concilium Business Services Performance Report (Part II – Exempt)

Section 1 – Summary and Recommendations

This report sets out the Council's revenue and capital outturn position for 2016/17

Recommendations:

1. That Cabinet notes the revenue and capital outturn position for 2016/17
2. Cabinet to note the additional grant for Adult Social Care as detailed in paragraph 11, 12 and 13.
3. That Cabinet notes the movement between reserves outlined in paragraph 24 to 36.
4. That Cabinet notes the revenue carry forwards outlined at paragraphs 35 and 36 and detailed in Appendix 1.
5. That Cabinet notes the carry forwards on the capital programme outlined in table 6 (paragraph 54) and set out at Appendix 3 that have been approved under delegated authority by the Director of Finance.
6. That Cabinet approve the virement in the 2016/17 capital programme detailed in paragraph 54 and delegate Authority to the Director of Finance and Portfolio Holder for Finance and Commercialisation to reallocate the Capital to alternative projects.
7. That Cabinet notes the timetable for preparation of draft statement of account and external audit review as outlined in paragraphs 77 and 78.

Reason (for recommendation)

To report the financial position as at 31 March 2017

Section 2 – Report

EXECUTIVE SUMMARY

1. The revenue outturn position of the Council at the end of the financial year 2016/17 year is showing a balanced position before transfers to and from reserves. The gross Directorate spend shows an overspend of £10.982m. The £10.982m includes carry forwards into 2017/18 of £2.336m and net contributions to reserves of £745k. The balanced position is arrived at as follows:

	£m
• Inflation and Corporate Items	(3.882)
• Contingency	(1.329)
• Capital Financing and Interest Charges	(1.589)
• Government Grants	(0.805)
• Corporate Reserves	(1.000)
• Use of Capital Receipts Flexibility	<u>(2.377)</u>
	<u>(10.982)</u>

2. 2016/17 has remained a very challenging financial environment with continuing demand pressures on the budget, with gross savings included within the 2016/17 budget totalling £17.553m.

3. It is recommended that the carry forward of £2.336m is added to reserves in 2016/17 for use in 2017/18 and there will be a further net contribution into reserves of £745k.
4. All outturn positions detailed in this report are provisional until agreed by Cabinet and are subject to minor technical changes, prior to the finalisation of the Statement of Accounts.
5. Total spend on the capital programme for the year is £89.751m (53%) against a budget of £167.438m, giving a variance of £77.686m. The variance of £77.686m is made up of total slippage of £70.839m which will be carried forward into 2017/18 and underspends of £6.847m. More detail is included in table 6, including the split between the general fund and the HRA.

REVENUE OUTTURN

6. The revenue outturn on General Fund for the Council after transfers to ear marked reserves for the financial year 2016/17 is showing a nil variance against the approved budget of £164.987m, and there is no addition or reduction to general Fund balances of £10.008m. Table 1 sets out the Revenue Outturn position.

Table 1: Revenue Outturn 2016/17 Summary

2016/17 Original Budget		Latest Budget	Provisional Outturn	2016/17			
				Outturn Variance	Draw down from / contribution to reserve	Carry Fwd	Variance adj for draww down and carry Fwd
£'000	Directorate	£'000	£'000		£'000	£'000	£'000
21,798	Resources & Commercial	21,581	22,520	939	-1,110	60	-111
33,272	Environment & Community	34,493	35,208	715	-363	296	648
6,758	Housing General Fund	6,474	8,712	2,238	-51	86	2,273
40,030	Community Total	40,967	43,920	2,953	-414	382	2,921
58,191	Adult & Public Health Service	63,129	63,608	479	-428	1761	1,812
37,120	Children & Family	35,135	43,337	8,202	-2,310		5,892
95,311	People Total	98,264	106,945	8,681	-2,738	1,761	7,704
2,014	Regeneration	2,192	-2,480	-4,672	5,007	133	468
159,153	Sub Total Directorate	163,004	170,905	7,901	745	2,336	10,982
7,625	Inflation and Corporate Items	7,725	3,843	-3,882			
1,248	Contingency	1,329	0	-1,329			
-49	Capital Financing and Interest	-40	-1,871	-1,831			
-1,768	Interest on Balances	-1,768	-1,526	242			
-7,551	Grants	-8,423	-9,228	-805			
0	Carry Forwards from 2016/17	-1,794	-1,794	0			
6329	Corporate Reserves Contribution	4954	3954	-1,000			
	Use of Capital Receipt		-2377	-2,377			
164,987	Sub Total	164,987	161,906	-3,081	745	2,336	0
	Other adjustments , addition /Reduction to/From Reserves						
	Departmental Reserves	0	745	745			
	Carry Forwards to 2017/18		2,336	2,336			
164,987	Total Budget Requirement	164,987	164,987	0			

Directorates' Position

The outturn for the Directorates is a net over spend of £10.982m after taking into consideration the net contribution to reserves of £745k and a carry forward assumed of £2.336m. The £745k net contribution into reserves was made up of draw downs from reserves of £5.407m and contributions into reserves of £6.152m. Of the £6.152m contribution into reserves, £5.521m relates to Community Infrastructure Levy (CIL) income. Excluding this the contribution into reserves was £631k. The

breakdown is set out at Appendix 1a. The position for each directorate is summarised as follows:

Resources

7. The outturn position for Resources is an under spend of (£111k) after allowing for a net contribution from reserves of £1.110m and a carry forward of £60k. The key reasons for the under spend are detailed below:

- Customer Services is reporting an under spend of (£799k). The under spend predominately relates to the recovery of Housing Benefits overpayments, coupled with receipt of Government subsidy. In addition, the Business Transformation Partnerships team has delivered spending reductions from previous identified savings opportunities relating to negotiated service credits and IT support costs.
- Legal and Governance is reporting an under spend of (£368k) due to the receipt of an unbudgeted £208k from Central Government for the costs of European Elections incurred in 2015-16 alongside an over achievement of income within the Registration service.
- HRD & Shared Services is reporting an under spend of (£414k) mainly due to the phase 1 implementation of the shared services with Buckinghamshire County Council.
- There are other minor underspend across the service totalling (£77k).

The above is offset by over spends listed below

- In Procurement, Pan Organisational savings were not fully achieved and a service budgetary pressure relating to West London Alliance membership fees resulted in an over spend of £197k.
- Strategic Commissioning report an over spend of £127k for the financial year due the under achievement of income which the service has reported throughout the financial year would not be received. This pressure has been mitigated going forward.
- An over spend of £81k accrued in the Finance division. This overspend relates to the increased cost of agency staff covering key roles within the service.
- Business Support is reporting an over spend of £1.153m. The majority of the over spend relates to increased demand within Children's services impacting on Business Support staffing requirements. The on-going pressure has been accounted for within the MTFs for the 2017/18 financial year, with growth funding provided to help remove the existing pressure.

The recommended carry forward requests of £60k are set out at Appendix 1

Community

8. The outturn position for Community is an over spend of £2.921m after taking into consideration a net draw down from reserves of £414k and carry forward of £382k. The key reasons for the net over spend are detailed below:

- Housing General Fund services are over spent by £2.273m, due mainly to the cost of homelessness partially offset by net rental income from the Council's Property Acquisition Programme and increased fees in respect of the disabled adaptations programme
- The MTFs saving associated with the changes of garden and food waste collection system was partially achieved, resulting in a pressure of £1.3m (income shortfall of £0.5m against the original target for garden waste and additional operational costs of £0.8m).
- A pressure of £1.15m on the Arts and Heritage service arose in relation to the non transfer to Cultura. This takes into account a drawdown from TPIF of £170k to meet some of the transition costs and a carry forward request of £270k in relation to grant funding that is no longer available for the Headstone Manor project.
- There is a £92k overspend on Leisure & Libraries in relation to the contract indexation price increase.
- A pressure of £90k on car park income due to the closure of Gayton Road Car Park for regeneration activity. This is allowed for within the Regeneration funding model.

The pressures are partially offset by:

- £0.870m savings on waste disposal costs.
- £0.607m income from parking as a result of a change in accounting policy from cash accounting to accrual accounting.
- £94k directorate management savings in relation to computer software costs, which form part of future MTFs savings and a recharge to HRA for 25% of the Corporate Director salary costs.
- £418k one off in year savings delivered as part of the spending protocol.

The recommended carry forward requests of £382k are set out at Appendix 1

People Services

9. People Services is reporting an over spend of £7.704m after taking into consideration a net draw down from reserve of £2.738m and a carry forward of £1.761m (in relation to specific unspent external funding for commitments in 2017-18) . The net over spend of £7.704m is made up of an under spend of (£911k) on Public Health, an over spend of £2.723m on Adults and an over spend of £5.892m on Children's Services. The key reasons for the over spends are detailed below:

Public Health

Public Health is reporting an under spend of (£911k), £184k of which was budgeted to fund wider public health outcomes. The key variances are as below;

- A lower level of spend on wider health improvement as a result of the cessation of planned projects (£375k).
- An underspend against contracted activity (£290k)
- An underspend against the sexual health budget (£332k) reflecting a lower of activity in relation to statutory demand led open access services.
- Additional underspends have been offset by various additional pressures of £86k.

The under spend above represents grant capacity, against which, increased expenditure for wider public health outcomes incurred across the Council will be charged.

Adult Services

10. Adult Services is reporting an over spend of £2.723m. The key reasons for the over spend are detailed below:

- A net overspend of £3.062m in relation to Adult Social Care. This comprises gross pressures of £3.269m, representing largely placement costs but also includes £203k in relation to Deprivation of Liberties (DoLs) and £198k for the Mental Health services managed by Central North West London (CNWL). These pressures are offset by underspends across a range of budget heads, including Children and Young Adults (CYAD), of £61k.
- An overspend of £0.722m on in-house provided services. This is largely due to pressures of £1.025m in relation to delays in achieving MTFs proposals (including Kenmore of £420k), offset by underspends over a range of budgets, including reductions in staffing costs.
- Safeguarding quality assurance net underspend of £20k – this includes reductions in staffing costs.
- Strategic Management underspend of £1.041m – this relates to the impact of spending control reductions across the division held centrally to mitigate wider pressures.

Adult Social Care Budget in 17/18

11. The March 2017 Budget announced that Councils would receive an extra £2bn to fund adult social care over the next three years to help stabilise the social care system. One off funding of £3.628m will be allocated to Harrow in 2017-18 (£2.743 2018-19 and 1.367m 2019-20). This additional one off funding is to be spent on adult social care and used for the purposes of meeting adult social care needs, reducing pressures on the NHS - including supporting more people to be discharged from hospital when they are ready - and stabilising the social care provider market.

12. The grant will be pooled into, and agreed as part of the Better Care Fund, although the funding will be paid directly to Councils. The grant includes a small number of conditions to ensure that the money is spent on adult social care services and supports improved performance at the health and social care interface.
13. The government has committed to setting out proposals for future social care funding in a green paper later this year and it is hoped that this will deliver the reforms that are necessary to put social care systems on a stable footing and provide longer term sustainable solutions.

Children's Services

14. At outturn the over spend for the Directorate is £5.892m, this is after taking into consideration a net draw down from reserves of £2.310m.

The majority of Children's budgets are demand led and the Council has a statutory duty to meet vulnerable children's needs. It is therefore challenging to balance the budget. The total headline pressures are £8.202m. The main areas of over spend are detailed below:

- **Special Needs Transport £1.182m overspend.** Special Needs Transport underwent a significant review in 2014/15 with a view to achieving a £0.570m savings target. It was only possible to meet approximately half of this savings target due in main to contract prices being higher than anticipated. This contributes to part of the over spend. There has also been an increase in demand, particularly for transport from home to colleges as the SEND reforms that extends special educational provision to age 25 years has led to an increased number of young adults with complex needs continuing in education. The revised transport policy required for the 2016/17 MTFS savings target was approved by Cabinet in September but minimal savings resulted from this. This saving line has subsequently been reversed by growth agreed in the 2017/18 MTFS.
- **Placements £3.673m overspend** - The overspend mainly resulted from an increase in the number of children in high cost residential placements. A number of these placements have been needed in response to significant risks relating to child sexual exploitation and gangs involvement. Any high cost residential placement now requires the agreement of two heads of service to ensure that it is needed, and that no lower cost alternative would be suitable. The Divisional Director is now chairing the access to resources panel to ensure that tight time limits are agreed for any such high cost residential placement. Only the Divisional Director can now agree a high cost residential placement to be used in an emergency, outside of the access to resources panel.
- **Children and Young People's Service staffing £1.666m overspend** - Approximately half of this pressure resulted from around 19 FTE supernumery staff being employed, the majority of which to tackle a large backlog of casework and increased demand. Going forward these posts will be funded by MTFS growth agreed in the 2017/18 budget. The volume of referrals from the police to the Multi Agency Safeguarding Hub increased by 37%, many of these referrals are about domestic abuse and risk. In addition the volume of referrals linked to homelessness increased significantly meaning that children are particularly vulnerable in temporary housing. The number of children on child protection plans increased by

12% and this included all forms of child abuse especially neglect and court proceedings increased by 30% compared to 2015/16. The remainder of the pressure mainly results from agency cover for sickness, maternity and vacant posts together with additional staffing costs related to the recent Ofsted inspection.

- **Families with no Recourse to Public Funds (NRPF) overspend £0.814m -**
These are families being supported by the Council because they have no recourse to public funds (NRPF). The welfare reforms, along with stricter enforcement of Asylum Legislation are the main causal factors for this demand, which is unpredictable in terms of volume and costs. The exit routes for ceasing funding are dependent on variable factors, many of which cannot be controlled by the Council. 1.5 FTE bespoke workers have been recruited to focus specifically on these families to help reduce costs and mitigate the financial pressures on this budget. One recent case of NRPF was closed to the Department with a saving of £70k per year for that one family as a direct result of intervention from the NRPF worker and fraud team.
- **Business Support Staffing in Children's Services £304k overspend**
The model of practice within Children's Services is to integrate business support throughout the children's pathway. These are specialist posts supporting social work pods, and the specialist panels e.g. Adoption Panel which supports the multiple statutory functions throughout Children's Services. The rise in demand in Children's Services which has resulted in additional social workers as set out above has also increased the requirement for additional business support staff. Growth for these posts has now been agreed in the 2017/18 MTFS.
- **Early Intervention Service Transformation £358k overspend**
The re modelling of the Youth Development, Early Intervention and Children Centre's teams was scheduled to be completed by 1st October 2016. This transformation process encountered significant delays and many redundancies didn't take place until the end of March. The full year saving is anticipated in 2017-18.
- **Other directorate wide net overspends £207k** of which £105k relates to legal costs that are funded from the litigation budget that sits within the corporate budget.

These over spends were offset by:

- Use of one off children's social care reserve of £219k.
- Other net draw down from reserve of £2.091m

The recommended carry forward for People Services of £1.761m which is mainly related to Public Health is set out in Appendix 1.

Regeneration, Enterprise and Planning

15. The outturn position for Regeneration, Enterprise and Planning division is an over spend of £468k, after taking into consideration the net contribution to reserves of £5.007m. (This sum consists of a contribution of £5.521m into the reserve in relation to CIL income, offset by a drawdown of £514k from reserves in relation to the New Homes Bonus). The key reasons for the net over spend are detailed below:

- Overspend of £564k relating to the revenue costs of regeneration activity, this will be met from the Minimum Revenue Provision that sits within the corporate budget.
- Underspend in operating costs of £21k for Economic Development
- A net underspend of £75k in Planning & Building Control due mainly to additional income achieved.

The recommended carry forward requests of £133k are set out at Appendix 1.

CORPORATE ITEMS

Inflation and other Corporate Items

16. The net underspend for 2016/17 for inflation and corporate items is £3.882m. There are a number of items that make up this underspend, these include:

- £1.037m relates to the Utility Inflation and other inflation provisions against which no draw downs were made.
- £1m homelessness budget, the related expenditure for this budget is included in the Housing outturn position.
- £650k was written back on the Good Received /Invoice Received suspense account.
- £236k – legal provision that is no longer required.
- £375k relates to litigation against which £106k legal cost in children is funded from.
- £296k in relation to over recovery of employer's pension contribution.
- £129k relates to reduction in the subscription charges paid in the year.

Contingency

17. There have been no calls on the contingency for unforeseen items therefore an underspend of £1.329m is contributing to the overall underspend position.

Capital Financing and Interest on Balances

18. The net underspend of £1.831m is mainly as a result of a reduction in Minimum Revenue Provision charge. There was also a small adverse variance of £242k on Interest on Balances.

Government Grants

19. Additional grant income of £805k was received during 2016/17 which contributes towards the underspend.

Capital Receipts Flexibility 2016/17

20. In the Spending Review 2015, it was announced that to support local authorities to deliver more efficient and sustainable services, the government will allow local authorities to spend up to 100% of their Capital receipts on the revenue costs of reform projects. This flexibility is being offered to the sector for the three financial years 2016/17 to 2018/19. Qualifying expenditure is expenditure on any project that is designed to generate on-going revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.
21. The Council signified its intent to make use of this flexibility in its final budget report to Cabinet and Council in February 2016 and February 2017.
22. The actual sum identified as qualifying expenditure in 2016/17 was £2.377m as attached at Appendix 5.
23. Capital receipts have been received in 2016/17 totalling £6.7m in respect of a number of asset disposals. After the application of £2.377m in 2016/17, there will be in excess of £4.3m capital receipts remaining which can be used for future capital receipts flexibility applications in 2017/18 and 2018/19 or they can be applied to fund future capital expenditure.

RESERVES

24. The movement on the main reserves is set out in the following table, supported by narrative. A more detailed analysis of the movement in reserves is set out in Appendix 4.

Table 2: Main movement in Reserves

	Balance B/F 1.4.16	Drawdown From Reserve	Contribution to Reserve	Balance c/f 31.03.17
Revenue grant reserve	1,304,511	-902,649	506,770	908,632
Revenue Carryforwards	1,793,000	-1,793,000	2,336,000	2,336,000
Business Risk	2,109,000			2,109,000
MTFS Implementation cost	875,054	-1,286,349	3,268,000	2,856,705
TPIF	3,188,928	-654,519		2,534,409
Commercialisation	520,620	-116,000		404,620
IT reserve	1,854,000	-1,176,000		678,000
Welfare Reform Reserve	1,000,000	-1,000,000		0
Budget Planning Reserve			2,000,000	2,000,000
Harrow and Mayor CIL	766,965		5,521,000	6,287,965
General Fund Balances	10,008,000			10,008,000

25. **Revenue Grant Reserve** – This reserve contains revenue grants to be used for specific purposes or which may be subject to claw back if conditions of the grant are not met. The opening balance was £1.304m, with a £903k draw down in year and additions of £507k in year to bring the total to be carried forward to £909k. The £909k closing balance relates to the following grants:

- £60k - Anti Fraud Grant
- £138k - Planning Delivery Grant
- £204k - New Homes Bonus grant
- £111k - High Need Strategic Planning
- £10k - London Fire Brigade hoarders project
- £38k - Community Housing Fund
- £348k - Estate Regeneration

26. Business Risk Reserve - This reserve was established as part of the 2012/13 outturn to provide for a number of identified business risks. £2.109m was available at the start of 2016/17 with no drawdowns during the year.

27. Medium Term Financial Strategy Implementation Reserve – This reserve was established to facilitate the achievement of MTFs savings. The balance at the start of the year was £875k, to which £3.268m has been added (this includes the £314k IT reserve that is no longer required and the planned contribution of £2.954m as agreed as part of the 2016/17 Budget), £1.286m has been drawn down in the year, which leaves a balance of £2.857m. The £1.286m of draw downs were as follows:

- Severance costs £936k
- The bridge £350k

28. Transformation and Priority Initiatives Fund - The balance at 1 April 2016 was £3.189m. During the year £654k was drawn down from the reserve, which leaves a balance of £2.534m. There were a number of draw downs totalling the £654k but the main items that were funded are as follows:

- Project Infinity £152k
- Arts Centre £170k
- Improving the street scene (Fly tipping) £100k
- Community Click £96k
- Fighting Domestic Violence £45k

29. Commercialisation Reserve – The balance at the beginning of the year 1 April 2016 was £521k. During the year £116k was drawn down which leaves a balance of £405k, the main items of drawn down are as follows:

- Project infinity - £95k
- Oxygen Finance - £21k

30. IT Implementation Reserve – The reserve was established as a result of Cabinet agreeing to fund £2.854m of transformation and transition costs arising from the ICT Procurement award of contract in March 2015. The balance at the beginning to 1 April 2016 was £1.854m. During the year £862k was drawn down to cover the transition and transformation cost. There was also a review of the amount that is required going forward it was agreed that £314k is no longer required. It is recommended that this sum be added to the MTFs Implementation reserve, which will bring the closing balance to £678k.

31. Welfare Reform Reserve – The balance at the start of 1 April 2016 was £1m, this has now been drawn down to cover the homelessness cost in the Housing General Fund as previously reported to Cabinet in the budget monitoring reports.

32. **Budget Planning Reserve** - £2m has been added to this reserve, £1m is assumed used as part of the 2017/18 budget setting, the other £1m will be held as a contingency should it be required.
33. **Harrow and Mayor CIL Reserve** – The **Community Infrastructure Levy** is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area.
34. Harrow has £767k in the reserve as at 31st March 2016 and £5.521m has been added during the year, giving a closing balance of £6.288m. £4.8m of this funding is earmarked to fund Highways Improvements in the Capital Programme in 2017/18 and 2018/19.
35. **Revenue Carry forward requests** were received, mainly in relation to projects not completed and government grants not yet spent. The carry forward requests are summarised below and listed in appendix 1:-

Table 3 Summary of Revenue Carry Forwards

	Council Funding	Grant Funding	Total
	£'000	£'000	£'000
Resources	-	60	60
Community	270	112	382
People Services	-	1,761	1,761
Regeneration	-	133	133
Carry Fwd Total	270	2,067	2,336

36. It is recommended that £2.336m is added to reserves in respect of these carry forwards. Carry Forward requests have been agreed in line with the criteria set out in the Financial Regulations.

GENERAL RESERVES

37. Harrow's level of General Reserves is towards the lower end of what is considered prudent at £10.008m, but is considered adequate given the level of earmarked reserves. It is not recommended to increase the level of General Reserve at this point.

MTFS Implementation Tracker

38. The 2016/17 budget includes approved MTFS savings of £17.553m. The progress on implementation is summarised in table 4 below and shown in more detail in Appendix 2:

Table 4 Summary of MTFS Tracker

	Resources	Community	People	Regeneration	Pan Organisation	Total at outturn	Percentage	Total at Period 11	Movement
	£000	£000	£000	£000	£000	£000		£000	£000
Red	774	207	2,588	30	0	3,599	21%	3,405	194
Amber	944	1,911	1,116	0	220	4,191	24%	4,753	-562
Green	288	2,080	1,108	50	0	3,526	20%	3,028	498
Blue	2,558	776	2,893	10	0	6,237	36%	6,367	-130
Purple	0	0	0	0	0	0		0	0
Total	4,564	4,974	7,705	90	220	17,553	1	17,553	0

39. Of the £17.553m of savings in 2016/17, a total of £3.599m have been categorised as red savings which means they were not achieved in 2016/17. Some of these savings are red as the implementation was delayed and so although not achieved in 2016/17, the saving will be progressed in 2017/18. Others relate to savings which will not be progressed at all and have been reversed as part of the 2017/18 Budget setting process. The detail of the red savings is as follows:

Analysis of the Red Savings

40. In the Resources directorate £774k of savings were not achieved and therefore classified as red. Detail of these savings are detailed as follows:

- Business Support savings of £649k was not achieved due to the additional demand from Children's Services relating to increased activity at the front door. The saving has been reversed as part of the 2017/18 budget setting.
- Strategic Commissioning highlighted risk of £125k relating to the profit share gain agreement with LamCo as part of the contract for the running of the Communications team. The service was aware that this level of income was unlikely to be achieved. A report has been approved by cabinet to bring the Communications service back in house. The report proposes changes to the service which will enable financial stability.

41. In Community the red savings of £207k relates to the following;

- Harrow Art Centre £173k – this savings has now been reversed as part of 2017/18 budget setting process as the service remains as an in-house provision.
- £59k relates to the review of management savings in Housing and will be achieved in 2017/18. There was an offsetting growth on Watkins House of £25k included which brings the figure to a net £34k.

42. People Services savings of £2.588m were rated as red as they were not achieved this year, details of these savings are as follows;

Children Services - £387k

- SEN transport savings £257k - this has been reversed as part of 2017/18 budget setting.

- Harrow Schools Improvement Partnership savings £130k was delayed due to a significant reduction to income achieved in 2016/17. A new operating model for HSIP is being developed to ensure this saving is achieved in 2017/18.

43. Adult Services - £2.2m

- Supporting people savings of £276k in relation to services at the Bridge. Following consultation Members decided to continue to fund these services from the TPIF in 2016-17 and with funding of £490k over the next three years as the service moves to a fully self financed model.

The Kenmore NRC Savings of £609k was not achieved this year as it was not possible to establish a community model as anticipated through the procurement process. This is expected to be partially delivered in 2017-18 through the revised Sancroft local authority trading company as a Phoenix project. Any shortfall in 2017-18 is expected to be mitigated by the Adult Social Care grant allocation.

- Reduce Commissioning team of £150k has been delayed; a restructure is currently being consulted on and as a result this saving is expected to be fully achieved in 2017/18.
- Demography savings of £1m have not been achieved. The Adult Social Care placement growth of £4.353m allocated in 2017/18 is expected to mitigate any ongoing placement pressures.
- Sancroft savings of £166k - These savings were expected to be delivered from contractual renegotiations around the provision of day care services which are currently underutilised. The legal review of the contract has confirmed that it is not possible to renegotiate the contract to deliver the planned savings, and given the further savings anticipated in 2017/18 (of £334k), alternative options are now being explored under the banner of project Phoenix and the new Sancroft model. Any shortfall in 2017-18 is expected to be mitigated by the Adult Social Care grant allocation.

44. Regeneration – Savings from development and management building control service of £30k has been delayed due to resource constraints. The income target will be fully achieved in 2017/18.

45. Of the £220k Pan Organisation savings, £120k was achieved and the rest of the £100k is delayed, a number of projects are in the pipeline to deliver this in 2017/18.

Analysis of the Amber Savings

46. The amber rating indicates that a saving was partially achieved in the year but not fully achieved. Therefore, the £4.191m of amber savings (in Table 4) have been further analysed as follows:

Table 5: Analysis of 2016/17 Amber Savings

	Resources	Community	People		Regeneration	Pan Organisation	Total	% Split
			Adult	Children				
	£000	£000	£000	£000	£000	£000	£000	£000
Amber	944	1,911	0	1,116	0	220	4191	
Red	237	1420	0	547	0	100	2304	55%
Green	707	491	0	569	0	120	1887	45%
Total	944	1911	0	1116	0	220	4191	100%

47. **Resources** – of the £944k of Amber savings, the element that was achieved and would therefore be green is £707k and the element not achieved and therefore would be shown as red is £237k. The £237k is explained below:

- In addition the Division reported additional saving risks of £87k related to Commissioning Capacity in the Council. This will be fully achieved next year.
- Finance reported a risk of £100k following the restructure of the service. 3 key posts remained covered by agency staff but have now been recruited to. The cost of agency cover to back fill staff and absence due to sickness created the pressure.
- Legal & Governance reported a risk of £50k after the proposal of a shared Registrars service with Brent Council did not proceed.

48. **Community** – of the £1.911m of amber savings, £1.420m were not achieved in year as follows:

- Of the £2.68m garden waste savings (of which £1.7m being profiled in 2016/17), £1.3m was not achieved. The directorate continues to review the scheme and take mitigating actions to address the on-going pressure.
- £120k was not achieved from the £200k contractual/commissioned/SLA savings this year; various contractual agreements are now put in place to achieve the rest of the £120k savings in 2017/18.

49. **People's Services** – of the £1.116m of Amber savings, £547k savings were not achieved as follows:

- Early intervention and Youth Development savings £358k - delayed due to some Human Resources issues which have now been resolved and savings are expected to be fully achieved in 2017/18.
- Placement savings £700k - of the total saving of £700k, the bulk has been achieved with £189k of savings not achieved this year. There has been a significant increase in demand for children's placements, in particular for high cost residential placements which has caused pressures on this budget.

50. **Pan Organisation Savings** – of the £200k amber savings, £100k is delayed, a number of projects are in the pipeline to deliver this in 2017/18.

HOUSING REVENUE ACCOUNT (HRA)

51. Provisional results for the HRA indicate a surplus of £157k against a budgeted surplus of £144k. This includes higher than expected repair costs due mainly to unforeseen repairs expenditure required to meet legislative requirements and discharge mandatory health and safety obligations, costs of compulsory upgrade of IT systems, and unbudgeted Depot bin hire recharges, offset by underspends in operating expenditure and reduced contributions to the bad debt provision. The outturn also includes reduced depreciation charges which result in only a transfer of resources to the Major Repairs Reserve which is used to finance capital expenditure. A more detailed analysis of the HRA Outturn position is set out at Appendix 6.

Concilium Business Services

52. The Quarter 2 performance of Concilium Business Services was reported to Cabinet in December 2017. The December Cabinet report set out the principle that any profits generated from trading companies can be used to support the general fund, subject to agreement with the respective Board of Directors. Any retained losses must be held against Council reserves in light of potential realisation. The Quarter 4 performance of the Company is set out in Confidential Appendix 7.

CAPITAL

53. Total spend on the capital programme for the year is £89.751m, which is 53% of the approved budget. (£78.148m General Fund and £11.603m HRA). This compares to an approved budget of £167.438m (£137.616m General Fund and £29.822m HRA). The variance of £77.687m comprises of slippage of £53.621m General Fund and £17.219m HRA with underspends of £5.847m General Fund and £1m HRA. The summary position and funding of the programme is shown in table 6. The slippage identified in Table 6 and detailed in Appendix 3 has been approved under delegated authority as carry forwards by the Chief Finance Officer.

Table 6: Summary Capital Outturn 2016/17

Directorate	Original Programme	CFWD's	Adjustments	External	LBH	Total Budget	Actual	Variance	Slippage	Under spend
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community	38,980	8,438	-23	5,851	41,544	47,395	38,475	-8,920	4,837	-4,083
People	17,920	19,287	1,650	34,871	3,986	38,857	17,017	-21,840	20,533	-1,307
Resources	20,525	10,344	-931	0	29,938	29,938	12,200	-17,738	17,738	0
Regeneration	19,058	3,264	-896	1,547	19,879	21,426	10,456	-10,970	10,513	-457
Cross Cutting Investment in Infrastructure	5,000	0	-5,000	0	0	0	0	0	0	0
TOTAL GENERAL FUND	101,483	41,333	-5,200	42,269	95,347	137,616	78,148	-59,468	53,621	-5,847
HRA	25,550	16,684	-12,412	0	29,823	29,822	11,603	-18,219	17,219	-1,000
TOTAL GENERAL FUND & HRA	127,033	58,017	-17,612	42,269	125,170	167,438	89,751	-77,687	70,840	-6,847
TOTAL CAPITAL PROGRAMME	127,033	58,017	-17,612	42,269	125,170	167,438	89,751	-77,687	70,840	-6,847
NOTE										
General Fund Funding:										
Grant	-23,616	-15,647	-2,558	-41,821		-41,821	22,160	-19,661	-19,231	430
Section 106	-143	-1,109	804	-448		-448	401	-47	-47	0
RCCO	0	0	0	0		0	0	0	0	0
Borrowing	-77,724	-24,577	6,954		-95,347	-95,347	55,587	-39,760	-34,343	5,417
TOTAL GENERAL FUND	-101,483	-41,333	5,200	-42,269	-95,347	-137,616	78,148	-59,468	-53,621	5,847
HRA Funding:										
Revenue (MMR)	-22,285	-2,546	13,872	0	-10,959	-10,959	6,448	-4,511	-3,254	1,257
Grant	0	0	0	0	0	0	48	48	0	-48
Contribution	-70	0	70	0	0	0	209	209	0	-209
Main Programme	-22,355	-2,546	13,942	0	-10,959	-10,959	6,705	-4,254	-3,254	1,000
Affordable Housing (Sec 106)	-1,495	0	1,495	0	0	0	1,046	1,046	1,046	0
Contribution	0	0	0	0	0	0	0	0	0	0
Capital Receipt - Right to buy	-1,700	-14,138	-3,025	0	-18,864	-18,864	3,013	-15,851	-15,851	0
Capital Receipt - Others	0	0	0	0	0	0	0	0	0	0
Borrowing	0	0	0	0	0	0	0	0	0	0
Revenue (MRR)	0	0	0	0	0	0	839	839	839	0
Affordable Housing	-3,195	-14,138	-1,530	0	-18,864	-18,864	4,898	-13,966	-13,966	0
TOTAL HRA	-25,550	-16,684	12,412	0	-29,823	-29,823	11,603	-18,220	-17,220	1,000
TOTAL CAPITAL PROGRAMME	-127,033	-58,017	17,612	-42,269	-125,170	-167,438	89,751	-77,687	-70,840	6,847

54. Virements in the Capital Programme

The following virements in relation to General Fund underspends are recommended for approval by Cabinet. This underspend will be carried forward to 2017/18 for future use.

Table 7: Virements in the Capital Programme 2016/17

Directorate	Underspend
From	£'000
Community	-4,083
People	-1,307
Regeneration	-457
	-5,847
To	
Unused Capital Budget	5,847

DIRECTORATE PERFORMANCE ON CAPITAL

55. The capital programme by directorate is included at Appendix 3 showing performance against the latest approved budget for each programme line. Set out below is narrative to explain the capital outturn and the major variances:

RESOURCES

The directorate spent £12.2m against a budget of £29.937m, a 41% spend. The balance of £17.7m under spend has been slipped to 2017/18 as set out in Appendix 3. The key reason for slippage is as follows;

56. Property Investment Portfolio – £5.401m of the £15m budget has been spent in 2016/17 and the remaining £9.629m will be slipped to 2017/18 whilst the search for appropriate investment opportunities continues.

57. The majority of the slippage relates to the transition of the ICT service (£2.005M) and the on-going refresh and enhancement of ICT (£1.956M) to fund the on-going transformation of ICT within the authority. A number of projects included in the transformation programme - Middleware Replacement, Enterprise Portfolio Assessment and Microsoft Exchange Upgrade - have been delayed resulting in related capital payments moving into subsequent financial year(s).

58. The on-going refreshment and enhancement projects have slipped due to significant issues coping with the volume of work and pipeline of requests, Sopra Steria were unable to define solutions and cost projects for delivery within the 2015/16 and 2016/17 financial years. Headway has now been made and the pipeline of work is now beginning to filter into deliverable projects.

COMMUNITY DIRECTORATE

The net variance for the Community Directorate is an outturn of £38.5m against the budget of £47.4m, a variance of £8.9m. (£4.8m of slippage and £4.1m underspend).

Commissioning and Environmental Services

59. The services spent £19.586m against a budget of £19.289m, so a total of £297k above the budget. The negative slippage means that £297k will be deducted from the 2017/18 budget.

60. The capital funding has been invested in the Boroughs infrastructure in order to improve the Borough, both for residents and staff. Some of these improvements have led to the generation of additional income, particularly from disused parks buildings that were brought back into use. Others, such as the rationalisation of accommodation have yielded savings both on maintenance and utilities. Likewise, investment on the highways network including additional capital on street lighting to accelerate the replacement of old lamp columns will reduce both reactive maintenance and electricity costs in the future. Some projects contributed significantly to social regeneration by making available more facilities for community use.

61. Some of the key projects and outcomes were;

- Highways: Re-surfaced 23km of Harrow's 460km road network and carried out 1,718 repairs to carriageways including potholes related work. Reconstructed 18,701 linear meters of footways and carried out 3,416 repairs to footways to improve safety to residents and visitors.
- Street Lights: Replaced around 2,000 lighting columns with LED technology to improve safety and energy efficiency. Additionally completed the removal of lit bollards and replaced with highly reflective units, circa 800 no.
- Parking Management Programme: A number of schemes agreed by Traffic and Road Safety Advisory Panel (TARSAP) have been completed. These include Headstone Lane Station Area, Somerset Road Area, West Avenue, Bethacar Road, CPZs at Wealdstone, South Harrow and Hatch End, extension of existing CPZ on Pangbourne Drive, and the installation of P&D parking in Kenton Land and Kingshill Drive car parks.
- Harrow Weald Cemetery – refurbishment works to building housing public and staff facilities, addressing structural issues and ensuring provision of suitable, working, facilities within one of our operational cemeteries.
- Parks Infrastructure: Improvements made to a number of buildings including
 - Installation of new playground at Weald Village and a borough wide programme of works for the replacement and upgrade of deteriorating playground surfacing, to ensure continued provision of a safe environment for our children to enjoy a range of play equipment
 - Centenary Park improvement works to football pitches to provide improved and additional 3G pitches to meet demand and generate additional income for the Council as well as the provision of a new café.
 - Headstone Manor and Kenton Rec pavilions, redecoration of changing rooms and works to make pavilions DDA compliant
 - Refurbishment work on tennis Courts at Pinner Village Gardens and Rayners Mead to bring them back into use and encourage increased participation in sports.

Cultural Services

62. The service spent £2.1m against a budget of £4.3m, a 49% spend. £1.186m of the variance has been slipped to 2017/18. The capital grant of £1m originally assigned to the Harrow Art Centre will now no longer be required. The spend related to the following projects:

- Libraries: Refurbishment work at Stanmore Library was completed, including the provision of open + technology. 14 self-service kiosks were replaced as part of the refresh programme.
- Leisure: Installation of new lockers at Harrow Leisure Centre and improvement to the changing rooms at Hatch End pool as well as roofing work to weather proof the building in advance of internal redecoration.
- Headstone Manor project is on-going. A new visitors centre and café is now open.

Housing General Fund

63. The service spent £23.8m against a budget of £16.8m, 71% of the budget was spent. This includes the property purchase initiative and if excluded the spend on the remaining Housing General Fund projects was £1.968m against a budget of £2.477m, a 79% spend. Of this variance of £509k, £435k of the variance has been slipped to 2017/18, with a net underspend of £74k on Empty Property Grants. The external funded element of Empty Property Grants not spent will be carried forward.

Property Purchase Initiative

64. £14.794m was spent against a budget of £21.3m, a 69% spend. £3.513m of the variance has been slipped to 2017/18. This will result in a net underspend of £3.0m. Fifty eight have been purchased to 31 March 2017, with a further forty two dwellings to complete in 2017/18.

PEOPLE SERVICES

The net variance for People Service is an outturn of £17.017m against the budget of £38.857m, a variance of £21.840m. (£20.533m of slippage and £1.307m underspend).

Children's Service

65. The final outturn in 2016-17 for the schools capital programme is spend of £16.403m against a total budget of £36.046m. This represented expenditure of 46% against the budget. £19.643m of the variance has been slipped to 2017/18. This is slightly changed position from Q3 which anticipated spend of 54% due to the on-going work to close the final accounts on the SEP2 programme including some aspects of secondary and SEN expansion. In addition to this £4.2m of funding in relation to SEN expansion was agreed to be rephased into 2017-18 and this is now shown as slippage on the 2016-17 outturn

Secondary Expansion Programme 1 and 2 including Secondary and SEN

66. The Council employs cost consultants to provide valuations of the works carried out by the contractors. However, the account valuations provided by the contractor vary significantly to those provided by the council's cost consultants and this could be a further pressure, and may require council borrowing to fund.

67. The forecasts continue to be monitored and updated as projects are completed and the accounts clarified and agreed with the contractors. Work is being undertaken with Legal Services to support the process of closing the programme with Keepmoat.

Secondary Expansion Programme 3

68. Three schemes are complete and Welldon Park Junior School is still going through the value engineering process and this scheme is still subject to planning approval there could be further works or redesigns required to meet any additional planning conditions which could put further financial pressure on this programme. Any

pressure on this programme will result in an overspend which would have to be funded from Council borrowing.

69. Weald Rise Primary School, also part of SEP3, is being rebuilt as part of the Priority School Building Programme. However the expansion of the school is in addition to the works being provided by the EFA. Therefore the council has funded a top up fee in order to deliver the expansion element of this programme, totalling £2.28m. This is included in the overall outturn for the programme.

SLIPPAGE

The reported slippage for 2016-17 is £19.643m. The majority of these items are set out as follows;

School Expansion Programme 3

70. Slippage relates to Stag Lane and Welldon Park Junior Schools which are part of phase 3 of the expansion programme for which the majority of the work will be undertaken in 2017-18. There is minimal impact to the schools as a result of these delays since the expanded year group at Welldon Park is still working its way through the infants (which is on a separate site and whose building works were completed for September 2016). There will be sufficient capacity in the junior school until building works are completed for September 2017. In relation to Stag Lane the school expanded its pupil numbers from September 2016 and there will also be sufficient capacity within the school to accommodate the increased numbers until the building works are completed for September 2017.

Secondary School Expansion 1 and 2

71. Slippage relates to work is being undertaken with Legal Services to support the process of closing the programme with contractor. There is no impact on school provision as a result of the slippage as buildings have been handed over and schools are operational.

Secondary

72. The position with the school projections reported to Cabinet in July 2016, indicate that the demand for secondary school places is lower than previously expected and there will be a shortfall at a later stage than anticipated, from 2022. It is therefore proposed to slip secondary provision funding into 2017-18.

Special Education Needs

73. The specification for SEN provision is still being scoped and the LA is working closely with the existing special schools and the EFA to look at possible free school and the outcome of this will determine the need for SEN provision in the borough.

Amalgamations, bulge classes and capital maintenance

These are rolling programmes.

Adult Services

74. The service spent £614k against a budget of £2.811m, a 22% spend. £3.351m of the £890k variance has been slipped to 2017/18 with an underspend on the programme of £1.307m. There have been delays on a number of schemes within the programme resulting in slippage. The most significant ones are:

- a. MOSAIC (£272k) - The project has been delayed by Sopra Steria capacity issues – the carry forward is required for the project to go live .
- b. Bedford House reconfiguration (£284k). Delays with planning and contractor procurement have delayed the project so the remaining budget will be spent in 17/18 to assist in delivering the planned MTFs savings.
- c. Integrated Health Model (£85k) Other capital projects have taken priority this year (MOSAIC) but there is still a requirement to have 95% NHS Numbers so work will carry on into 17/18 .
- d. Maintenance of Adult Properties (£149k) This work had been hoped to be part of reconfiguration of Adult day centre properties before end of year but work has been delayed.
- e. In - House Residential (£100k) Original plans for improvements against in - house residential properties did not take place, reviews are to take place as to requirements for 2017/18 and budget has been slipped .

Regeneration, Enterprise and Planning

The net variance for the Regeneration, Enterprise and Planning Directorate is an outturn of £10.456m against the budget of £21.426m, a variance of £10.970m. (£10.513m of slippage and £457k underspend).

75. The division has continued the major regeneration programme and associated Town Centre improvements in line with the Regeneration Strategy which will see a new civic centre and some 5,500 new homes within the Heart of Harrow Opportunity Area and Mayor of London Housing Zone and will provide a major impetus for business development, creating around 3,000 new jobs overall.

The division spent £9.660m against a budget of £19.754m, a 49% spend. £9.641m of the variance has been slipped to 2017/18.

Some of key projects and outcomes were:

- Regeneration Programme: planning and design work has commenced on all key sites. A design team has been appointed for Poets' Corner (existing Civic Centre site), Byron Quarter (leisure centre site) and Wealdstone Project/New Civic to take forward the schemes and scope initial phases for detailed delivery. Feasibility studies for Greenhill Way and Waxwell Lane completed and engagement activities led on all sites including Vaughan Road, which is due to be submitted for planning Qtr 1.
- Works have started at the Haslam House site which will complete in 17/18 and deliver the first pilot of build to rent units for the private market Fairview commenced capital works at Gayton Road site towards delivering social and build to rent for the Council
- Exchange of contract for purchase of social club in Poets Corner site
- Regeneration Unit capacity and skills built up to service current workload planning and delivery
- £1.5m grant funding was secured in 2016/17 through the GLA's London Regeneration Fund. This is for a 2 year capital programme, the funding is allocated between the creation of artists studios / workspace and a gallery at Whitefriars Studios (formerly known as Artisan Studios and Wealdstone Square (formerly known as Trinity Square). Funding allocated to Whitefriars Studios is £660k, and £850k to Wealdstone Square. The artists studios are near to completion and £109,394 GLA funding will be carried forward into 2017/18. The

Square is at RIBA Stag 3 and £762,732 will be carried forward and spent to complete the work in 2017/18.

Housing Revenue Account

76. HRA spent £11.604m against a budget of £29.823m, including Homes-4-Harrow, a spend of 39%. £17.219m will be carried forward to 2017-18 leaving £1m underspend against the planned investment programme to assist with achieving the savings targets in the HRA. £3.254m will be carried forward for the main planned investment programme with the full variance of £13.965m carried forward in respect of the Homes-4-Harrow programme. With regard to Homes-4-Harrow, planning objections for the Grange Farm Estate regeneration scheme are being addressed and demolition notices have been served with right to buy applications suspended. The scheme is in the design phase and we continue to buy back properties owned by leaseholders. Council's Infill programme, aimed at developing under-utilised pockets of Council land in and around the Borough is in build phase and properties will start to become available during 2017-18.

TIMETABLE FOR PREPARATION OF DRAFT STATEMENT AND EXTERNAL AUDIT REVIEW

77. New regulations bringing forward publication dates for the production and audit of Local Authority Statement of Accounts comes into effect for the 2017/18 financial year. Harrow along with many other Councils have amended their closure of accounts timetables to allow practice runs of issuing the draft accounts by 31st May (previous deadline was 30th June each year).

78. Work is progressing on the production of the draft accounts (including Pension Fund) with the aim of them being completed by 31st May. In future years the audit of the Statement of Accounts will have to be completed by 31st July (currently 30th September).

LEGAL IMPLICATIONS

79. Section 151 of the Local Government Act 1972 states that, "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs"

80. Section 28 of the Local government Act 2003 imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against budget calculations.

FINANCIAL IMPLICATIONS

81. Financial implications are contained within the body of the report.

PERFORMANCE

82. Good financial monitoring is essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of Council priorities and targets as set out in the Corporate Plan. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.

83. Financial performance is considered quarterly at Cabinet.

RISK MANAGEMENT IMPLICATIONS

84. The risks to the council and how they are being managed are clearly set out in the report:

Risks included on Directorate risk registers? Yes

EQUALITIES IMPLICATIONS

85. There are no direct equalities impacts arising from the decisions within this report.

CORPORATE PRIORITIES

The Council's vision is:

Working Together to Make a Difference for Harrow

The administrations priorities are:

Making a difference for the vulnerable

Making a difference for communities

Making a difference for local businesses

Making a difference for families.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Director of Finance
Date: 2 June 2017		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 June 2017		

Ward Councillors notified:	NO
EqlA carried out:	NO
EqlA cleared by:	N/A

Section 4 - Contact Details and Background Papers

Contact: Sharon Daniels, Head of Strategic and Technical Finance (Deputy Section 151 Officer)
(Sharon.daniels@harrow.gov.uk)

Background Papers:

[..\..\..\..\BUDGET\Budget 2017-18\February Cabinet\Final report\Final Report Appendices for Daksha\V4 Final Budget Report 070217.doc](#)

[..\..\..\..\BUDGET\Budget 2016-17\Feb Cabinet\Final version for Cabinet\report and Final appendices to Daksha\Final Budget report 18 February 2016 v4.doc](#)

[..\..\..\Period 6\Final Cabinet Report\Cabinet Report Template Q2 \(Autosaved\).xlsx](#)

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call –in applies]</i>
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