

TRAFFORD COUNCIL

Report to: Executive

Date: 24th July 2023

Report for: Information

**Report of: Executive Member for Finance, Change and Governance and the
Director of Finance and Systems**

Report Title:

Budget Monitoring 2023/24 Period 2 (April 2023 to May 2023)

Summary:

The purpose of this report is to inform Members of the 2023/24 projected outturn figures relating to both Revenue and Capital budgets.

It also summarises the projected outturn position for Council Tax and Business Rates.

Following on from the revised format used in the 2022/23 outturn report, the report is divided into three parts:-

- **Part 1** – Provides at “At a Glance” high level summary of the key aspects of the budget monitoring position
- **Part 2** – An Executive Narrative of the Projected Outturn and Outlook
- **Part 3** – A list of annexes containing specific detail on the individual directorate positions, capital programme, savings programme and schools’ budgets.

Recommendation(s)

It is recommended that the Executive:

- a) note the report and the estimated revenue outturn position showing a budget overspend of £1.299m;
- b) note the update on the Capital Programme as detailed in Section 5 and Annex 3.
- c) Note the management actions and mitigating actions as detailed in Section 2.4 in the delivery of a balanced budget and effective financial management.

Contact person for access to background papers and further information:

David Muggeridge, Head of Financial Management Extension: 4534

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Relationship to GM Policy or Strategy Framework	Expenditure is aligned to meet the priorities with the Corporate Plan which is aligned to the GM policy and strategy where required.
Financial	It is the responsibility of the Executive to operate within the budgetary framework set by the Council when it agreed the budget for 2023/24 at the Council Meeting on 15 February 2023. Revenue and capital expenditure to be contained within available resources in 2023/24.
Legal Implications:	Non arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Resource Implications e.g. Staffing / ICT / Assets	Not applicable
Risk Management Implications	Not applicable
Carbon Reduction	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

PART 1 - At a Glance Executive Summary

This Period 2 report provides an “At a Glance Executive Summary” which focuses on a high level summary of the estimated outturn. Supporting annexes provide detailed explanations and movements.

At a Glance Sections

- Section 1 - Revenue Service Budget Outturn and Variance
- Section 2 - Revenue Funding Budget Outturn and Variance
- Section 3 - Earmarked Reserve movements
- Section 4 - Delivery of in-year savings programme
- Section 5 - Capital and Asset Investment Programme and Prudential Indicators
- Section 6 - Dedicated Schools Grant Outturn

Total Revenue Budget 2023/24

Approved Revenue Budget

£209.81m (*)

Projected Outturn at Period 2

£1.30m Overspend

Comprising of Overspend on Service Revenue Budgets of **£1.30m**
Revenue Funding budgets (Council Tax and Business Rates) are on budget

(*) The Net Revenue Budget has increased since that agreed in February 2023 at Council from £209.38m to £209.81m as a result of a late notification of an increase in the Public Health Grant allocation of £430k. Full Council also approved delegated authority to the Director of Finance and Systems to vary the net Revenue Budget for any changes in the assumed level of this grant.

Section 1- Revenue Service Budget

Revenue Service Budget 2023/24

Approved Revenue Service Budget

£209.81m

Projected Outturn at Period 2

£1.30m Overspend

Comprising of

Overspend on Directorate Budgets

£3.52m

Underspend on Council Wide Budgets

£2.22m

Table 1 - At a Glance – Variance by Service Directorate

Service Directorate	2023/2024 Budget £000	Outturn (£000's)	Full Year Variance £000
Children's Services	48,656	51,130	2,474
Adult Services	60,678	60,728	50
Public Health	13,374	13,338	(36)
Place	38,303	39,202	899
Strategy & Resources	9,909	10,032	123
Finance & Systems	9,217	9,258	41
Governance & Community Strategy	3,535	3,504	(31)
Total Directorate Budget/Act/Variance	183,672	187,192	3,520
Council-wide budgets	26,134	23,913	(2,221)
Net Service Budget/OT/Variance	209,806	211,105	1,299

Table 2 - At a Glance – Variance by cause		
Directorate Budgets	Variance (£000's)	Comment Ref
Children's placements	1,580	5
Children's Home to School	940	7
Staffing (Children's, Adults, Public Health)	(69)	2/10
Staffing (all other areas)	(776)	2/10
Strategic Property	81	8
Energy Costs	(104)	3
Savings not met (inc 22/23 slippage)	240	9
Other	1,628	2/10
Directorate Budget Sub-Total	3,520	
Council Wide		
Treasury Management	(2,013)	1
Inflation 23/24 pay award	1,600	6
Contribution from Inflation Risk Reserve	(1,600)	6
Enhanced Pension on historic Early Retirements	(150)	4
Council Wide Other	(58)	4
Council Wide Sub-Total	(2,221)	
Net Service Budgets	1,299	

Further details on individual directorate positions are included at **Annex 1**.

Favourable Outturn Movements

- Treasury Management – a favourable outturn of £2.01m** the escalating increase in interest rates is resulting in a favourable return above budget on investment income from surplus cash.
- Staffing budgets** across all service areas are projecting to **underspend by £850k**. This was an area of significant underspend in the previous financial year, largely due to difficulties in recruitment and this pattern is continuing in this early period monitor. The recruitment management controls introduced last year to manage the overall budget pressures have remained in place and also contribute towards the underspend.
- Energy Costs** – The energy budget was increased by 200% in 2023/24 to address the escalating costs of inflation. There is an estimated favourable outturn of £104k indicating the additional resources were sufficient to manage the ongoing impact. Although the situation is stable at the moment, any deterioration would be managed through the use of the Inflation Risk Reserve.
- Other favourable variances - £208k**. A small number of favourable variances of which £150k relates to enhanced pension costs. This is a

recurrent saving as costs reduce over time and will be released to close the budget gap in 2024/25.

Adverse Outturn Movements

5. **Children's placements - £1.58m overspend.** It was anticipated when setting the budget that any new children coming into the system would be offset by children exiting. Since then, 9 new children have entered the system requiring external residential placements which are expected to cost over £2m. A contingency budget of £657k remains for additional demand in the year.
6. **Inflation –** The cost of the 2023/24 local government pay award is still unknown however additional costs above budget of £1.6m have been assumed based on the draft pay offer being rejected by the Trade Unions. The earmarked Inflation Risk Reserve was bolstered during the 2022/23 closedown for this purpose and will be drawn down in 2023/24 to neutralise the impact in year. The additional pressure will need to be added to our budget plans for 2024/25.
7. **Home to School Transport £940k** overspend due to the continued increase in demand in passenger numbers and complexity of cases. The service is revisiting all options to address this deficit and will be subject to Finance and Change Board scrutiny.
8. **Strategic Investment Programme –** The Strategic Investment Property Portfolio budget was reduced by £1.5m in 2023/24 in recognition of the recurrent shortfall in this budget due to the downturn in the economy. The revised budget is £5.69m and there is a small shortfall of £81k in forecast outturn. The Council is working to bring forward new investments to meet the challenge of those being repaid.
9. **Service Area savings not met - £240k –** includes an element of savings delayed from 2022/23. A detailed savings update is provided in Section 4.
10. **Other net adverse movements of £1.63m across all areas.** Large items within this figure includes a shortfall in Planning income of £370k and a general service budget capacity/efficiency target of £1.0m across all service areas. This efficiency target was increased in the 2023/24 budget to reflect a general expectation that services will underspend in all areas as a result of vacancy management and reductions in general administration such as travel and stationery supplies.

Section 2 – Revenue Funding Budget

Revenue Funding Budget 2023/24

Approved Revenue Funding Budget
Business Rates £81.48m
Council Tax £120.92m
Reserves £7.40m

Outturn at Period 2
Business Rates on budget
Council Tax on budget
Reserves on budget

Total £209.81m

Total - nil variance

Uncertainty in timing of rates benefit from major refurbishments at Trafford Centre.
Business Rates Risk Reserve will be used to smooth any impact

Uncertainty in Council Tax income due to increase in exemptions
Council Tax Risk Reserve of £0.5m is available to smooth any impact

Council Tax

- Early monitoring is showing a substantial increase in the number of claims for Council Tax exemptions and single person discounts. Examples of exemptions include discounts for properties undergoing probate and where residents are students.
- Work is ongoing to understand the reason for the increase and legitimacy of claims.
- A more detailed update will be provided at Period 4 once patterns of exemptions, discounts, Council Tax Support Awards and collection rates become firmer.
- Options to use the Council Tax Risk Reserve (£0.5m balance) established in 2022/23 will be considered, along with the long term impact on budget plans.

Business Rates

- At this early stage in the year, monitoring indicates an outturn broadly in line with budget. The budget included growth in rateable value of £11.8m for the major retail refurbishments at the Trafford Centre, with sites expected to reopen early in 2023/24. Early monitoring indicates a positive move towards some of these sites being reinstated into the rating system. Regular monitoring of remaining sites undergoing refurbishment will be carried out during the year.
- As in previous years, there is a significant risk in forecasting the temporary pressures caused by delays in major refurbishments, changes and new sites at the Trafford Centre. The Business Rate Risk Reserve will be utilised should the need arise, to smooth any timing issues in the delivery of benefits and to mitigate any unforeseen risk.

Section 3 – Earmarked Reserves

Earmarked Reserves (excluding COVID)

Opening Balance April 2023 (pre audit)

£73.98m

Estimated Balance March 2024

£66.84m

Estimated decrease in the year

£7.14m

A detailed update on reserves was provided in the Period 12 outturn for 2022/23 and a detailed review will be undertaken again in preparation of the draft 2024/25 budget later in the year.

The key themes to note at this stage in the year are.

A decrease in reserves of £7.14m is estimated during the year and includes many previously planned items.

Key items include :-

Reductions

- **£7.40m** from the Budget Support Reserve to support the 2023/24 budget as planned.
- **£0.76m** of a possible £1.5m approved to support the Transformation and Change Programme.
- **£2.79m** net reduction in Strategic Priority Reserves required to smooth and support priorities such as the Strategic Investment Programme and Leisure Centre redevelopments.
- **£1.36m** reduction in corporate reserves associated with the timing of the release of benefits in the Council Tax and Business Rates Collection Fund.
- **£3.03m** reduction in Service Earmarked Reserves, such as planned support of the Winter Pressures/Hospital Discharge Programme.

Increases

- **£6.44m** increase in the Business Rate Risk Reserve as planned from the rates benefits above budget in 2022/23. This will be released to support our budget plans in 2024/25 and 2025/26 as agreed.
- **£2.60m** from Greater Manchester Combined Authority relating to the redistribution of their waste reserves (anticipated to be received in 2022/23 but delayed until 2023/24). Used to support the 2023/24 budget as planned.
- Other movements of **£0.9m**

There is a balance brought forward on the Inflation Risk Reserve of £4.5m and this will be available to manage the higher than anticipated costs of inflation, associate costs of the 23/24 pay award.

Section 4 – Delivery of In-year savings programme

Savings Programme 2023/24

Savings Target

£11.76m

Savings Achieved

£11.67m (99% Achieved)

Below Target by

£90k

Further details in **Annex 2**

A forecast outturn of £11.570m, with only 3 schemes forecasting a shortfall of £190k. Mitigating action/ alternative savings have been identified on 3 schemes of £100k reducing the net shortfall to £90k.

The savings on Children's placements of £1.0m is the largest scheme classified as Red status in terms of delivery risk, this is due to pressure on new placements potentially offsetting the reduction in costs from step down activity (children reducing or leaving care).

Section 5 – Capital Programme

Capital Programme 2024/2027

Original 3 year Capital Programme
agreed Feb 2023

£199.17m

Revised 3 year Capital Programme

£215.28m

Increase in three year programme

£16.12m

Prudential Indicators

Details of these will be reported in the Council's Period 4 Budget Monitoring Report

Further details in **Annex 3**

An increase in the overall three year programme of £16.12m. Largely due to

- Re-profiling of expenditure slippage from 2022/23 of £18.60m.
- Removal of the scheme to support Manchester Airport – Project Mere (COVID Support Loan) – £3.27m as the additional resource is no longer required by the airport group.
- Increase in schemes due to additional grant allocations for the school's maintenance programme and additional pothole funding, a combined total of £0.80m.

The Capital Programme Board made up of both senior officers and those delivering schemes will continue to meet on a regular basis throughout the year in order to review and challenge delivery and effective management of schemes. The Board will undertake a full review of the overall three year programme as part of the Period 4 monitoring process and will produce a reprofiled capital programme for each of the three years. This will also include a review of funding streams such as the assumptions made on receipts from land sales and mitigating action if required.

Prudential indicators are now reported quarterly as part of the Capital monitoring report and an update will be provided at Period 4.

Section 6 – Schools Related Expenditure

Dedicated Schools Grant

Schools, Central and Early Years Blocks - **Forecast Underspend £0.026m**

High Needs Block - **Forecast Overspend £4.40m**

Total Outturn

£4.37m Adverse

DSG Reserve

Combined Deficit brought forward April 2023 overdrawn **£1.47m**

Of which High Needs overdrawn **£4.10m**

Estimated combined deficit at year end £5.84m

Details in **Annex 1**

Schools Related Expenditure (Dedicated Schools Grant this is a separate ring fenced account and not part of general outturn detailed above) – There is a net overspend across all four grant blocks of £4.37m. An overspend of £4.40m in the High Needs Block has been offset by an underspend of £26k on the remaining blocks.

The overspend in 2023/24 will result in a yearend accumulated DSG deficit of £5.84m, consisting of a High Needs deficit of £8.53m, offset by a surplus on other blocks of £2.69m.

Funding for HNB was increased by £3.9m in 2023/24 and was a welcome recognition that the existing funding is not sufficient, however the overspend provides evidence that funding remains insufficient.

It is expected that LA's balance their in year spending by 2025/26, there is a real risk that Trafford will not be able to do that.

Work continues to take place on the DSG deficit management plan with proposals and options being discussed with the DfE. The plan has been scrutinised by the SEND Board and will be presented to Funding Forum and the Finance and Change Board at the next opportunity.

PART 2 – Executive Narrative Summary of Outturn and Outlook

Revenue Outturn Summary

1. There is a net projected outturn overspend of £1.299m for the year.

- 1.1. As with previous early period monitoring reports, a cautious approach is generally taken when preparing forecasts. In particular, assumptions are made that vacant positions will be filled successfully, which as the year progresses does not always transpire. Likewise, the contingency budgets, held within service areas and Council Wide are released with caution in the early stages of the year.
- 1.2. This period 2 monitoring report can be used to give a general direction of travel and highlight any significant areas of concern which may not just impact on the current year, but also when preparing future budgets.
- 1.3. It is fair to say that projecting the financial outturn in recent years has been challenging given the level of uncertainty in the economy from the conflict within Ukraine and the high levels of inflation. This situation does not appear to be easing for the foreseeable future given the volatile situation with headline inflation remaining close to historical highs at 8.7% in the 12 months to May 2023. The escalation in Bank of England Base Rate to levels not seen for over 15 years is likely to cause further pressures in household income, which may in turn have consequences in the support required from the Council.
- 1.4. The additional pressures caused by inflation were recognised during 2022/23 and an opportunity was taken to bolster the Inflation Risk Reserve by £1.5m to £4.5m. The cost of the provisional 2023/24 Local Government pay award at approximately 6% across the pay scale is already above our budget assumptions and may be higher following its rejection by employee Trade Union bodies.
- 1.5. Inflation related to energy costs has dropped significantly from the highs seen last year and should be contained within the growth built into the 2023/24 budget. However, given the volatility in energy markets seen last year, it cannot be assumed that long term stability has returned. The Inflation Risk Reserve will be drawn down should it be required.
- 1.6. With regard to the net outturn position, the following issues are worthy of being highlighted along with issues to consider on their impact on future plans :-
Service underspends include: -
 - **Treasury Budget** - The interest rate at the time of setting the budget has increased significantly and forecasts suggest that further increases are expected later in the year. This average investment rate has seen an increase in income, which along with careful cash management has enabled a delay in taking on new external borrowing until later in the year has generated additional investment income of £2.01m above budget.

- **Staffing budgets** net forecast underspend of £850k, due to delays in recruitment and service restructures. This underspend was a significant factor in the overall favourable outturn in the last financial year, however it is of particular concern that posts supporting critical services should not remain vacant in the long term. As such, active recruitment and marketing campaigns continue to promote the social care career opportunities within the Council. Whilst significant underspends on staffing budgets are welcomed from a finance perspective, they should not become a recurrent theme if the recruitment exercises are successful.

Pressures include:-

- **Children's placements** £1.58m overspend due to an increase in the number of children entering care. An additional 9 children have entered the system requiring external residential placements which are expected to cost over £2m. The savings programme includes £1.0m target to reflect activity aimed at children stepping down from care. Although the Step Down programme is expected to achieve its target, the fact that incoming placements have increased has placed the total budget under pressure.
- **Inflation** – The escalating levels of inflation caused significant pressure in the previous financial year and continues to be an area of concern. The cost of the 2023/24 local government pay award is still unknown, however additional costs above budget of £1.6m have been assumed based on the draft pay offer being rejected by the Trade Unions. The earmarked Inflation Risk Reserve was bolstered during the 2022/23 closedown for this purpose and will be drawn down in 2023/24 to neutralise the impact in year. The additional pressure will need to be added to our budget plans for 2024/25.

Current projections relating to Energy suggest that the current budget, which was increased by 200% in 2023/24, is sufficient to meet the current demand.

- **Home to School Transport** pressures of £940k due to increases in demand and complexity of cases in the current passenger numbers. This pressure is concerning, given that an extra £1.30m was added to our 2023/24 budget to address pressures. The Transformation and Change Board are due to focus on options to contain pressures and existing work continues to ensure suitable challenge and value for money is achieved.
- **Strategic Investment Programme** – The investments made through the Council's Asset Investment Fund are forecast to generate a net benefit to the revenue budget in 2023/24 of £5.61m, which is a deficit of £0.08m compared to the budgeted net income target. The 2023/24 budget assumes additional net income of £1.58m from schemes that are yet to be committed to. This figure represents the recycling of funds into new schemes from those that have matured and been repaid. The Council is working to bring forward new investments to meet this challenge, and a new investment has sufficiently advanced to allow an inclusion of £250k net income against this target in the 2023/24 forecast.
- The current high interest rate environment is predicted to provide an additional £640k of net income from investments linked to variable interest

rates. This is partially offset by an increase in insurance premium costs of £120k.

- The Risk Reserve level at the start of the year was £5.00m. This level of reserve is currently considered to be sufficient in relation to the immediate risks that the portfolio is exposed to. Therefore, the Council is making reduced contributions in 2023/24, and a net £710k will instead be used to mitigate the shortfalls in investment income against the target.
- **Other net adverse movements of £1.63m across all areas.** Large items within this figure includes a shortfall in Planning income of £370k and a general service budget capacity/efficiency target of £1.0m across all service areas. This efficiency target was increased in the 2023/24 budget to reflect a general expectation that services will underspend in all areas as a result of vacancy management and reductions in general administration such as travel and stationery supplies.

Other considerations - Contingency Budgets

Within the estimated outturn there are several contingency budgets held back to absorb any unforeseen changes in demand for the remainder of the year. Contingency budgets of £657k and £1.80m remain in Children's and Adults client placement budgets and £1.50m remains of the £2.3m general Council Wide contingency after £800k of commitments have been made.

Revenue Budget Funding and Collection Fund

1.7. Council Tax

- 1.7.1. At Period 2 it is difficult to forecast a likely outturn given the patterns of cash collection, claims for Council Tax Support and exemptions have not yet matured. However, initial monitoring is showing a substantial increase in the number of claims for Council Tax exemptions and single person discounts. Examples of exemptions include discounts for properties undergoing probate and where residents are students. Work is ongoing to understand the reason for the increase and legitimacy of claims and a more detailed update will be provided in the Period 4 monitor.
- 1.7.2. A Council Tax Risk Reserve of £0.5m was established during the previous financial year and will be utilised to smooth any significant impact of any shortfall in Council Tax income in 2023/24. The ongoing impact will need to be considered when preparing the 2024/25 budget, should the shortfall be deemed recurrent.

1.8. Business Rates

- 1.8.1. At this early stage in the year, monitoring indicates an outturn broadly in line with budget. The budget included growth in rateable value of £11.8m for the major retail refurbishments at the Trafford Centre, with sites expected to reopen early in 2023/24. Early monitoring indicates a positive move towards some of

these sites being reinstated into the rating system. Regular monitoring of remaining sites undergoing refurbishment will be carried out during the year.

- 1.8.2. As in previous years, there is a significant risk in forecasting the temporary pressures caused by delays in major refurbishments, changes and new sites at the Trafford Centre. The Business Rate Risk Reserve, which was bolstered by a further £1.0m in 2022/23, will be utilised should the need arise, to smooth any timing issues in the delivery of benefits and to mitigate any unforeseen risk.

1.9. Earmarked Reserves

- 1.9.1. A full review of all reserves was completed as part of the 2023/24 budget preparations and supplementary review during the 2022/23 closedown and was reported in detail in the final budget report presented to Council in February 2023 and Period 12 Outturn Report. A further update will be provided at the time the draft budget is prepared.

2. Outlook and Summary

- 2.1. The economic uncertainty will continue to be felt for some time to come and must be managed alongside a significant budget gap of £17.1m in our Medium Term Financial Plan for 2024/25 to 2025/26. The budget plans for 2024/25 are being prepared and the gap for the following two years is being updated for evolving pressures such as higher inflation and themes from the 2022/23 outturn and this early monitor.
- 2.2. It is essential that a cautious approach is maintained in managing the budget. The following management actions and mitigating items will be available during the year.
 - The management action undertaken during the mid-part of the last financial year, which included a policy on vacancy management and a review of all non-essential spend, undoubtedly had a positive effect in managing our services within the budget. Given the substantial budget gap faced over the medium term this policy will remain in place for the foreseeable future.
 - A detailed examination of areas of consistent budget underspend will be undertaken. Significant staffing underspends have been evident in the last two financial years and the vacancy factor/general budget efficiency factor was increased to reflect this. As the staffing vacancies are filled, attention needs to be paid on the adverse impact this has on the delivery of the wider vacancy factor.
 - Several contingency items are included in the outturn which have yet to be released. These include £657k and £1.80m in Children's and Adults services for potential client demand and £1.5m general contingency.
 - As part of the work being undertaken by the Finance and Change Board, to provide additional focus and challenge on recurrent pressures within demand led budgets, such as Child placements and Home to School Transport. This will include a review of alternative delivery models.

- Delivery of the 2023/24 savings programme is progressing well with 99% estimated to be achieved, however vigilance should remain in ensuring that forecasts are achieved. Particularly in those areas classed as Red or Amber on delivery risk.

2.3. The scale of the challenge faced means that the Council must continue to, identify significant permanent savings, lobby the Government to address the unfairness of the funding formula and maintain prudent financial management.

Recommendations

It is recommended that the Executive:

- note the report and the estimated revenue outturn position showing a budget overspend of £1.299m;
- note the update on the Capital Programme as detailed in Section 5 and Annex 3.
- Note the management actions and mitigating actions as detailed in Section 2.4 in the delivery of a balanced budget and effective financial management.

Other Options

No Applicable.

Consultation

Not Applicable

Reasons for Recommendation

Not applicable

Finance Officer ClearanceDM.....

Legal Officer Clearance ...DS.....

DIRECTOR'S SIGNATUREGB.....

PART 3 - Annexes

Main variances, changes to budget assumptions and key risks

The main variances contributing to the projected overspend of £1.299m, any changes to budget assumptions and associated key risks are highlighted below:

Table : Main variances	Forecast Variance (£000's)	Explanation/Risks
Children's Services	2,474	<p>Projected outturn variance £2.474m adverse.</p> <p>Below is the projected position on children's placements and other budget areas.</p> <ul style="list-style-type: none"> • £1.580m over budget on Children's placements (note 1); • £29k under budget on staffing (note 2); • £940k over budget on home to school transport (note 3); • £17k under budget on other running costs and income across the service (note 4). <p>Note 1 Children's placements currently projects an overspend of £1.580m. At the time of setting the budget for 2023/24 and based on placements in December 2022 the service had a contingency of £657k for additional demand with savings of £1m to achieve. It was expected that any new children coming into the system should be offset by children exiting the system.</p> <p>Since then, 9 new children have entered the system requiring external residential placements which are expected to cost over £2m. This has had a significant impact on the children's placement position for 2023/24.</p> <p>This overspend assumes that the £1m savings target will be met. 26 children who are expected to be stepped down have been identified and will be closely monitored throughout the year. However, placement costs are increasing as providers demand price increases.</p> <p>The numbers of children as at the end of May 2023 compared to those at the end of March 2023 are as follows:-</p> <ul style="list-style-type: none"> • children in care 365, an increase of 19; • child protection 237, an increase of 15; • children in need 760, a decrease of 111. <p>Note 2 The favourable variance in staffing is £29k. The service continues with its redesign and recruitment drive during 2023/24 and it has been assumed in the projections that this will be complete this year.</p>

		<p>Note 3</p> <p>The projected overspend on Home to School Transport is £940k. In April 2023 there were 830 pupils being transported (costing £5.365m).</p> <p>This is broken down as follows :</p> <ul style="list-style-type: none"> • average costs of £24 per day for the 645 pupils attending Trafford special schools (costing £2.905m); • average costs of £104 per day for the 99 pupils that travel to out of borough schools (costing £1.913m); • average costs of £34 per day for 86 pupils using Trafford mainstream provision (costing £547k). <p>The service is revisiting all options to address this deficit and will be subject to Finance and Change scrutiny.</p> <p>Note 4</p> <p>The favourable variance in running costs and income across the service is £17k, as outlined below: -</p> <ul style="list-style-type: none"> • £105k adverse variance on Partington & Sanyu nurseries due to a shortfall in income; • £209k adverse variance in running costs due to: - <ul style="list-style-type: none"> ➢ S17 costs £182k adverse. S17 payments are made where, for children in need, the authority identifies the needs for these children and ensures that the family are given the appropriate support in enabling them to safeguard and promote the child's welfare. As with placements the type of need required by each family can vary depending on the complexities. A review of all S17 payments will take place to assess likely future years requirements. ➢ Other costs £27k adverse • £331k favourable variance on income and minor variances, due to the receipt of grants to support the development and implementation of the Family Help model, Stronger Families and Homes for Ukraine.
Adult Services	50	<p>Projected outturn variance £50k adverse.</p> <p>Below is the projected position on Adult clients and other budget areas.</p> <ul style="list-style-type: none"> • Nil variance on Adults Clients (note 1); • £50k adverse variance on staffing and running costs (note 2);

Note 1

Adults Clients projected nil variation.

This budget remains high in complexity and volatility as it is in part driven by wider system pressures in health in addition to direct adult social care demands: -

- assessing the impact of people experiencing long covid
- assessing the long-term impact on people unable to access services during this period now requiring care and support
- supporting the NHS with rapid discharges from hospitals as they deal with the backlog of patients waiting treatments
- increased mental health support
- assessing the impact of the cost of living and inflationary pressures on client contributions.
- an aging population within the borough and demographic pressures
- workforce pressures across the health and social care system.

Packages of Care – The projected outturn position is a nil variance, within this projection is a contingency of £1.8m to mitigate rising costs as a result of increasing complexity of existing clients and demand from new clients.

Savings – The savings target for 23/24 is £1.131m and £172k have been achieved to date. It is assumed that the savings target will be achieved in full by the end of the financial year.

Discharge to Assess –The government announced additional funding with effect from 1 April 2023 for Adult Social Care to enable local authorities to continue to expediate hospital discharges, the Trafford locality received an allocation of £2.197m to be utilised to maintain capacity in Discharge to Assess Beds and temporary homecare until the 31 March 2024. In addition the Council has elected to direct a further £1.289m of funding towards this programme meaning the total budget for 23/24 amounts to £3.486m. It is anticipated that this budget will be utilised in full by the end of the financial year.

Note 2

The projected outturn position for staffing and running costs is a £50k adverse variance due to projected expenditure in excess of budget on running costs. Within the £50k variance is an assumption that the £955k vacancy factor included within the budget will be achieved in full by the end of the financial year, £365k of this target has been achieved to date.

		<p>Also included within the £50k net variance is £132k of funding from Homes for Ukraine and a £366k contribution from reserves for the Internal supported living service.</p> <p>Savings – The savings target for 23/24 is £50k. It is assumed that the savings target will be achieved in full by the end of the financial year.</p> <p>Internal Supported Living Service – Work continues to progress to assess the cost of a safe staffing establishment aligned with the individual needs of the whole cohort for 2023/24 and future years. As at period 2 the service is forecasting an overspend of £366k this is mitigated by a planned contribution from reserves in this financial year.</p>
Public Health	(36)	Public Health is forecasting a £36k favourable variance as at period 2. This is due to projected expenditure on staffing below budget of (£40k) offset by minor variations in running costs of £4k.
Place	899	<p>Total forecast outturn variance £899k adverse.</p> <p>Place Revenue Budget £818k adverse:</p> <ul style="list-style-type: none"> • There is an increase in property running costs of £111k, including Sale Waterside PFI and Trafford Town Hall security. Other running costs are £32k above budget. Energy costs are £104k below expectations due to current market conditions being more favourable than previously predicted when the budget was set. • There are projected shortfalls in income of £220k in Parking Services (including for the rephased opening of Regent Road car park), £42k in Building Control and £97k from previously assumed rental income at Altrincham Market. • There are also estates savings of £180k not expected to be achieved in full in the current year, and £60k from the installation of EV points which has now been rephased to 2024/25. • Additional projected income above budget includes Altair £120k, Manchester Airport £51k and other let estate £25k. • There is an overall staffing underspend of £300k relating to vacancies across the year (excluding the ringfenced Planning account), which is approximately 3.5% of the staffing budget. This is offset by a Directorate-wide efficiency saving of £346k – giving a net shortfall of £46k. • The Planning service is a ringfenced account and has a shortfall in income of £370k which is offset by an underspend of £40k in staffing, running costs and reserve

		<p>contributions. This is a forecast net overspend of £330k for the year.</p> <p>Strategic Investment Programme £81k adverse:</p> <ul style="list-style-type: none"> • The investments made through the Council's Asset Investment Fund are forecast to generate a net benefit to the revenue budget in 2023/24 of £5.61m, which is £81k below the budgeted target. • The 2023/24 budget assumes additional net income of £1.58m from the recycling of investments into new schemes from those that have matured and been repaid in-year. The Council is working to bring forward new investments to meet this challenge, and at this early stage of the year there is proposed investment of £250k which is sufficiently advanced to be included in the forecast outturn against this budgeted target. • Current high interest rates are predicted to provide an additional £640k of net income from investments linked to variable interest rates. This is partially offset by an increase in insurance premium costs of £120k. • The Council has a Risk Reserve to protect against movements in investment returns in and across financial years. At the start of 2023/24 this was £5.00m, and is currently considered to be sufficient in relation to the immediate risks that the portfolio is exposed to. The Council is hence expecting to make reduced reserve contributions in 2023/24, and a net £710k is included in the forecast outturn to mitigate shortfalls in investment income against budget. This will continue to be monitored throughout the year.
Strategy & Resources	123	<p>Total forecast outturn variance £123k adverse.</p> <ul style="list-style-type: none"> • Staff costs are estimated to be £275k less than budget across the Directorate based on actual and forecast vacancies across the whole year, which is 2.7% of the total staffing budget; • Running costs are forecast to be £3k overspent; • Income is projected to be £19k above budget. This includes £47k from Bereavement Services offset by shortfalls of £19k in Catering and Cleaning trading services and £13k Waterside Arts Centre. Other income is £4k above budget. <p>These are offset by the budgeted Directorate-wide efficiency saving target of £414k.</p>

Finance & Systems	41	<p>Total forecast outturn variance £41k adverse.</p> <ul style="list-style-type: none"> • Staff costs are estimated to be £69k less than budget across the Directorate based on actual and forecast vacancies for the whole year, which is 0.7% of the total staffing budget; • Running costs are forecast to be underspent by £39k across all services; • Income is projected to be £100k above budget, which relates to confirmed income from CCG for ICT services. <p>These are offset by the budgeted Directorate-wide efficiency saving target of £249k.</p>
Legal and Governance	(31)	<p>Total forecast outturn variance £(31)k favourable.</p> <ul style="list-style-type: none"> • Staff costs are estimated to be £132k below budget and includes for agency costs covering vacancies; • Running costs are projected to be overspent by £78k and includes for a one-off increase in the 2023 local election costs; • There is a projected shortfall in income of £23k compared to budget. This includes a £49k shortfall in land charges and £8k in capital fee income which is related to staff vacancies. This is offset by SLA income of £34k above budget assumptions.
Council-wide	(2,221)	<p>Projected Outturn variance, £2.221m favourable</p> <p>Pay Award</p> <p>The cost of the 2023/24 local government pay award is still unknown. The original offer made by Employers of an average 5.87% was rejected by the Trade Union. However, a ballot of Trade Union members is currently taking place to determine whether to take strike action.</p> <p>The Council's budget agreed in February 2023 includes for 4% in Services and a further Contingency in Councilwide of £950k has also been set aside, approximating to a further 1.1%.</p> <p>An additional pressure of £1.6m is included in the estimated outturn pending the outcome of the settlement.</p> <p>The Inflation Risk Reserve was also increased by £1.5m in 2023/24 (equivalent to a further 1.7%) in order to help smooth the impact of the pressure caused by the 2023/24 pay award should it be needed.</p> <p>Treasury Management</p>

		<p>Due to the continuing relatively high interest rate environment, the Council is managing its cash balances to limit costly borrowing whilst investing any surplus cash to generate investment income to support the revenue budget. This careful cash management is forecast to delay the requirement to take on new external borrowing until later in the year. A combined favourable variance of £2.013m is forecast for 2023/24.</p> <p>Contingencies</p> <p>The Councilwide budget includes a general contingency of £2.3m. There are currently a number of commitments totalling £800k, leaving an uncommitted balance of £1.5m.</p> <p>Enhanced Pension payments</p> <p>Recurrent savings relating to enhanced pension costs were previously highlighted in the 2022/23 Outturn report. And these savings have been included in our budget plans for 2024/25.</p> <p>Estimated savings for 2023/24 of £150k are included in the Councilwide figures above.</p> <p>Government Grants</p> <p>The final announcement for the 2023/24 Services Grant was received in June 2023 at £1,472,905, which is £58k above budget.</p> <p>Savings</p> <p>The Councilwide budget includes a saving of £200k for Digital Strategy, which includes £100k not achieved in 2022/23. Timescales for the Council's Digital Strategy programme have been delayed pending further development of the platform. Mitigating savings have been identified within the CRM licenses budget and will be used to offset the savings shortfall in the current year.</p>
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Dedicated Schools Budget	4,369	Projected Outturn variance, £4.369m adverse																								
		<table border="1"> <thead> <tr> <th>P2 monitoring</th> <th>Grant £000's</th> <th>Forecast outturn £000's</th> <th>P2 Variance £000's</th> </tr> </thead> <tbody> <tr> <td>Schools Block</td> <td>110,214</td> <td>110,214</td> <td>0</td> </tr> <tr> <td>Central Schools Services Block</td> <td>1,503</td> <td>1,477</td> <td>(26)</td> </tr> <tr> <td>High Needs Block</td> <td>34,973</td> <td>39,368</td> <td>4,395</td> </tr> <tr> <td>Early Years Block</td> <td>18,465</td> <td>18,465</td> <td>0</td> </tr> <tr> <td>TOTAL DSG</td> <td>165,155</td> <td>169,524</td> <td>4,369</td> </tr> </tbody> </table>	P2 monitoring	Grant £000's	Forecast outturn £000's	P2 Variance £000's	Schools Block	110,214	110,214	0	Central Schools Services Block	1,503	1,477	(26)	High Needs Block	34,973	39,368	4,395	Early Years Block	18,465	18,465	0	TOTAL DSG	165,155	169,524	4,369
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		<p>The High Needs Block is expected to overspend on the budget set by £2.523m however, the budget set was £1.872m more than the grant allocation received, therefore the in-year over spend is £4.395m.</p> <p>This is due to :</p> <ul style="list-style-type: none"> • Special Schools - £45k due to increased cost of top ups; • Education Health Care Plans (EHCPs) £1.058m – the first termly adjustment for EHCPs has seen numbers increase by 10% on last year from 134 additional plans being funded to 147. We are also seeing increases in the average cost of plans of 10%; • Out of Borough Placements £1.218m – since the budget was set, 37 new placements have been made, costing £1.2m & costs have increased on existing placements by £523k. This has been offset by children leaving placements; • £239k further education placements - funding an additional 40 placements at £6k each with no additional grant. Additional funding in the current formula is not provided by central government for any increases in 19-25 year olds; • This is offset by a minor favourable variance of £37k. <p>There is a negative High Needs Block reserve of £4.138m, leaving an overall NHB deficit of £8.533m at year end.</p> <p>It is expected that LA's balance their in year spending by 2025/26, there is a real risk that Trafford will not be able to do that.</p> <p>There is the risk that the number of Education Health Care Plans (EHCPs) will continue to grow and dependence on costly out of borough places will increase as capacity in borough isn't sufficient, which will impact on our ability to reduce the deficit.</p> <p>Work continues to take place on the DSG deficit management plan with proposals and options being discussed with the DfE. The plan has been scrutinised by the SEND Board and will be presented to Funding Forum and the Finance and Change Board at the next opportunity.</p>																								

Savings Programme

ANNEX 2

Theme/Title	Service Area	Budget 2023/24 £000's	Outturn Projection 2023/24 £000's	Gross Variance 2023/24 P2 £000's	Mitigating action undertaken in year £000's	Overall net variance in year after mitigating action £000's	Description of Saving	Financial RAG 23/24	Financial RAG 24/25	Financial RAG comments
Children Placements	Children's	(1,000)	(1,000)	0	0	0	A review of demand and placements for looked after children	RED	RED	The 2023/24 savings should be achieved as 26 young people have been identified to step down. However to note there is a pressure for new placements.
Staffing Efficiencies Children's Services	Children's	(45)	(45)	0	0	0	Review of staffing establishment outside of the main redesign programme	GREEN	GREEN	The saving has been identified.
Troubled Families Funding/Strengthening Families	Children's	(275)	(275)	0	0	0	Continuation of the service redesign	GREEN	GREEN	The saving will be achieved against the additional Supporting Families grant
VCSFE service/children's commissioning	Children's	(63)	(63)	0	0	0	Undertake strategic needs assessment of commissioned services and offer	GREEN	GREEN	The saving will be achieved.
Increase Vacancy Factor/Budget utilisation	Children's	(134)	(134)	0	0	0	Increase vacancy management period across all services	GREEN	RED	Although there are currently vacancies across the service, the next stage of the restructure will be completed this year so will make future savings unlikely.

Weight Management	Adults	(31)	(31)	0	0	0	Reduce the prevalence of community obesity and thereby reduce long-term health conditions that result and the support required.	GREEN	GREEN	Savings continue to be achieved.
Bad debt provision - Adults Social Care	Adults	(50)	(50)	0	0	0	Review level of contribution to bad debt provision	AMBER	AMBER	The ASC bad debt position is monitored on an ongoing basis and is subject to fluctuation. It will not be known until year end reviews whether the target is achievable.
Homecare	Adults	(1,000)	(1,000)	0	0	0	Rephase Council contribution once Transformation Funding ceases	GREEN	GREEN	Savings met
Demographic Growth Control	Adults	(100)	(100)	0	0	0	Demographic Growth Control	GREEN	GREEN	Savings currently met within the 2023/24 budget allocation.
Electric vehicle (EV) charging points	Place	(10)	0	10	0	10	Expand number of EV charging points on a revenue share model	RED	AMBER	Installation progressing well. Profit share model re-phased to 24/25
Strategic Investment Income	Place	(1,800)	(1,800)	0	0	0	Investment Programme - Recycling of receipts to maintain net income at achievable levels	AMBER	AMBER	
Review of operational and strategic estates	Place	(80)	0	80	0	80	Efficiency review of operational estate and lease/rent reviews to ensure full cost recovery	RED	AMBER	Savings programme of works taking longer than expected - saving re-phased to 24/25

							a cross the Council's estate			
Regulatory Services - cost recovery	Place	(25)	(25)	0	0	0	The cost of safety certificates / recover more from taxi tests to increase.	GREEN	GREEN	
Reduce Place Contingency	Place	(30)	(30)	0	0	0	Removal of a contingency budget from an earlier restructure	GREEN	GREEN	
Housing Service	Place	(50)	(50)	0	0	0	Removal of temporary posts/vacancies	GREEN	GREEN	
Housing Service	Place	(100)	(100)	0	0	0	Better cost recovery from support grant	GREEN	GREEN	
Street Lighting	Place	(100)	(100)	0	0	0	Review option in relation to Trimming, 1hr warm up, cool down at start and end of day	AMBER	AMBER	Need to review impact on bills during year.
Illuminated signs / bollards	Place	(40)	(40)	0	0	0	Invest to save to declutter and de-illumination to reduce energy cost impacts	AMBER	AMBER	Need to review impact on bills during year.
Street Lighting	Place	(200)	(200)	0	0	0	Look at further options to trim earlier / later and switch off street lighting in low risk areas	AMBER	AMBER	Need to review impact on bills during year.
Unadopted highways/access roads	Place	(50)	(50)	0	0	0	Reduce budget provision	GREEN	GREEN	

Increase Vacancy Factor/Budget utilisation	Place	(241)	(241)	0	0	0	Increase vacancy management period across all services	AMBER	AMBER	Review over the year
Traded Services	Finance & Systems	(56)	(56)	0	0	0	Traded Services income - increase in contributions to offset pay and cost inflation.	GREEN	GREEN	
Review of Subscriptions	Finance & Systems	(10)	(10)	0	0	0	A range of subscriptions for external services to be reviewed	GREEN	GREEN	
Increase Vacancy Factor/Budget utilisation	Finance & Systems	(98)	(98)	0	0	0	Increase vacancy management period across all services	AMBER	AMBER	Review over the year
Traded Services	Strategy & Resources	(390)	(390)	0	0	0	Review Traded Services income - increase in charges to offset pay and cost inflation.	AMBER	AMBER	Review over the year
Change Charging basis for Modernisation Team	Strategy & Resources	(850)	(850)	0	0	0	We already charge the majority of the team to the capital programme. The flexible use of capital receipts will be used to cover all team members to continue to support efficiency and change programmes across the council for a further two years.	GREEN	GREEN	
Review of Sale Waterside Arts Centre	Strategy & Resources	(25)	(25)	0	0	0	A review of the operational effectiveness of asset.	AMBER	AMBER	Review over the year

Review Music Service	Strategy & Resources	(30)	(30)	0	0	0	Continue to remove the remaining Corporate overhead subsidy and continue with expansion of offer with a view to broadening reach	GREEN	GREEN	
Increase Vacancy Factor/Budget utilisation	Strategy & Resources	(93)	(93)	0	0	0	Increase vacancy management period across all services	AMBER	AMBER	Review over the year
Treasury Management Budget	Councilwide	(4,682)	(4,682)	0	0	0	Realignment of the Treasury Management Budget to support the latest forecast position and activity relating to borrowing and Investments	GREEN	GREEN	Saving achieved
Review of Subscriptions	Councilwide	(2)	(2)	0	0	0	A range of subscriptions for external services to be reviewed	GREEN	GREEN	Budget saving achieved
Digital Strategy	Councilwide	(100)	0	100	(100)	0	Increased use of digital technology to deliver better and more efficient services.	AMBER	AMBER	Programme delayed pending individual business cases. Mitigating action to achieve saving in 23/24 through reduction in CRM licence costs.
TOTAL SAVINGS AND INCOME PROPOSALS		(11,760)	(11,570)	190	(100)	90				

Approved Budget

1. The value of the three year capital programme for 2023/24 to 2025/26 that was set in February 2023 was £199.16m. Subsequently there have been a number of factors which have increased the overall three year programme by £16.12m to £215.28m, as follows;

- Re-profiling of expenditure slippage from 2022/23 of £18.60m.
- Increase in Capital Maintenance allocation of £261k for 2023/24 to 2025/26 advised from the DFE, this will be utilised to support the programme of maintenance works across the school's estate.
- Schools Devolved Formula Capital allocations have increased by £18k for future years. This grant is passported directly to schools and as such there is no additional programme of works.
- Additional Pothole funding of £515k for 2023/24, a programme of works is currently being developed.
- Removal of the scheme to support Manchester Airport – Project Mere – £(3.27)m as the additional resource is no longer required by the airport group.

As a result, the indicative for the next three years by service area including variations to the approved programme is detailed in the table below; Details of each scheme are shown in Annex 3(B).

Capital Programme (Revised Programme 2023-26)	Original Approved Programme Feb 23 £m	Revised Programme £m	Variance £m
Service Analysis:			
Children's Services	36.13	39.26	3.13
Adult Social Care	9.08	10.25	1.17
Place	148.53	159.78	11.25
Finance & Systems	5.42	5.99	0.57
General Programme Total	199.16	215.28	16.12

2. A full review of the overall programme will be undertaken as part of the P4 monitoring process to produce a profiled capital programme for each of the three years and that can be realistically delivered over the period of 2023/26 within the available resources.

Resources

3. The capital programme is resourced by a combination of both internal and external funding. A review of the current funding of the programme will also be

undertaken as part of the P4 monitoring process to ensure that the programme of works is funded in the most effective manner to limit the potential risk if capital receipts are not being realised at current assumed levels or timescales.

Issues / Risks

4. A key risk in the area of the capital programme is related to cost and the timely delivery. This is mitigated through the regular monitoring process and including review by the Capital Programme Board.
5. There is also a risk around the level and timing of Capital receipts that will be realised in the future and the extent that these vary from current assumptions. A prudent approach to asset receipts and development returns will continue to be taken with only receipts that have a significant level of certainty being included.

Annex 3 (B)

2023/2026 CAPITAL PROGRAMME			
	Total 2023/26 Prog Agreed Feb 2023	Total 2023/26 Revised Indicative Prog	Change
DESCRIPTION	£m	£m	£m
Schools			
Basic Need – School Places	9.78	9.57	(0.21)
Firs Primary School	0.39	0.7	0.31
Willows Primary School	1.52	1.61	0.09
Templemoor Infant School	2.38	2.09	(0.29)
Moorlands Junior School	2.17	2.75	0.58
School Access Initiative	0.05	0.12	0.07
Devolved Formula Capital	1.35	2.47	1.12
Capital Maintenance Grant	9.22	10.63	1.41
SEND Capital	8.72	8.8	0.08
Sub-total	35.58	38.74	3.16
Children's Services			
Foster Carers – Adaptations to Registered Social Landlord Properties	0.35	0.35	0.00
Children Services – Data Capture	0.20	0.17	(0.03)
Sub-total	0.55	0.52	(0.03)
Adults Social Care			
Disabled Facility Grants	8.98	9.92	0.94
Assistive Technology/Technology Innovation	0.10	0.33	0.23
Sub-total	9.08	10.25	1.17
Place			
Town Centres Loans Fund	0.21	0.27	0.06
Altrincham Town Centre – Public Realm	0.77	1.35	0.58
Stretford Town Centre – Public Realm	1.50	1.53	0.03
Greater Manchester Full Fibre	0.07	0.07	0.00
Manchester Airport – Project Mere	3.26	0.00	(3.26)
Market Street Altrincham	0.00	0.24	0.24
Future High Street Fund	13.66	14.61	0.95
Public Building Repairs & Compliance Prog	1.35	1.91	0.56
Sale Waterside/ Trafford Town Hall Improvements	0.38	0.38	0.00
Update Working Arrangements			
Watling Gate – Preservation/Conservation	0.16	0.16	0.00
Estates Savings Requirements	0.64	0.64	0.00
De-Carbonisation Programme	0.00	0.59	0.59
Corporate Building Security Review	0.20	0.2	0.00
Install UPS and Fuel Fill Point at Trafford Town Hall	0.02	0.02	0.00
Altrincham Leisure Centre incl. PSDS	19.08	19.89	0.81

Leisure Strategy – Refurbishment and Essential Works	31.38	31.55	0.17
Partington Sports Village – Levelling Up Fund	20.71	20.61	(0.10)
Football Facility Provision	1.80	2.18	0.38
Timperley Sports Club - Artificial Pitch	0.00	0.35	0.35
Longford Park Sports – Track Replacement	0.53	0.53	0.00
Parks - Tennis Courts Programme (indicative budget level dependant on amount of external funding)	0.47	0.47	0.00
New Chapel and Installing Resomation cremators	1.95	1.95	0.00
Integrated Transport Schemes	0.77	1.07	0.30
Mayors Cycling and Walking Challenge Fund	15.80	18.14	2.34
Residents Parking Scheme	0.10	0.12	0.02
Boroughwide – Boundary / Village Entry Signs	0.09	0.10	0.01
Electric Vehicle Charging Points	0.50	0.47	(0.03)
Active Travel	0.38	0.4	0.02
Moving Traffic Offences - Boroughwide Cameras	0.47	0.47	0.00
Tree Unit - Insurance Audit IT requirements	0.04	0.04	0.00
Highways Structural Maintenance	10.37	10.79	0.42
Surface Dressing & Treatment Programme	3.00	3.00	0.00
CRSTS - Key Route Network Programme	1.00	2.27	1.27
Highways Tree Programme	0.05	0.07	0.02
Park Map - ICT Upgrade	0.02	0.03	0.01
Street Lighting	1.10	1.28	0.18
Electric Street Furniture Replacement	0.05	0.13	0.08
Bridge Assessments and Strengthening	0.95	1.55	0.60
Carrington Junction and Relief Road	6.10	9.47	3.37
Parks Infrastructure	0.35	0.61	0.26
Play Area Refurbishment	0.30	0.49	0.19
Longford Park, Stretford: Heritage Lottery Fund Bid Support incl. Section 106	0.89	0.88	(0.01)
Allotments Infrastructure Programme	0.02	0.04	0.02
Green Flag Parks - Rainwater Harvesting	0.12	0.13	0.01
Parks & Open Space, Outdoor Sports & City Of Trees – S.106 Funded	0.23	0.43	0.20
Parking Services	0.00	0.22	0.22
Assistance to Owner Occupiers	0.03	0.03	0.00
Housing Standards / Empty Property Initiatives	0.03	0.03	0.00
Local Authority Housing Fund	7.42	7.42	0.00
Affordable Housing Fund	0.05	0.05	0.00
CCTV Cameras – Fly-tipping Prevention	0.16	0.55	0.39
Sub-total	148.53	159.78	11.25
Finance & Systems			
SAP Systems Landscape - Upgrades	0.22	0.22	0.00
Systems & Data Architecture	0.09	0.09	0.00
Business Intelligence - Data Warehouse Solution	0.00	0.16	0.16
Office 365 - Implementation, training etc.	0.00	0.11	0.11
Windows 10 Implementation - Additional Devices	0.00	0.03	0.03
IT and Digital Service Transformation	0.00	0.04	0.04
Networking Infrastructure	0.00	0.06	0.06
Telephony System / Disaster Recovery (initial Phase)	0.00	0.05	0.05
ICT System Disaster Recovery	0.00	0.04	0.04
Digital Inclusion	0.04	0.04	0.00

Development / Low Code Solution	0.11	0.13	0.02
CRM - Update/Replacement	1.50	1.56	0.06
Digital and Hardware Investment	0.50	0.50	0.00
Device Replacement Programme	1.00	1.00	0.00
Managed Print Service	0.23	0.23	0.00
Content Management System	0.14	0.14	0.00
Local Full Fibre Networks WAN Interconnections	0.04	0.04	0.00
SAP migration and Landscape	0.01	0.01	0.00
Unsupported Server O/S Migration	0.11	0.11	0.00
Network Replacement	0.55	0.55	0.00
I Trent Replacement	0.27	0.27	0.00
Information Management Services for Regulatory Services	0.61	0.61	0.00
Sub-total	5.42	5.99	0.57
GENERAL PROGRAMME TOTAL	199.16	215.28	16.12