

Committee/Meeting:	Date:	Classification:	Report No:
Cabinet	13/03/13	Unrestricted	CAB 88/123
Report of: Corporate Director Resources		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q3 2012/13 (Month 9)	
Originating officer(s) Alan Finch, Service Head Financial Services, Risk & Accountability Louise Russell, Service Head Corporate Strategy and Equality		Wards Affected: All	
Community Plan Theme	All		
Strategic Priority	All		

1. **SUMMARY**

1.1 This monitoring report details the financial position of the Council at the end of Quarter 3 compared to budget, and service performance against targets. This includes year-end projection updates for the:

- General Fund Revenue and Housing Revenue Account;
- Capital Programme; together with
- An overview of performance for all of the reportable strategic measures.

1.2 This report will be considered by Overview & Scrutiny on 12th March.

1.3 Finance Overview

1.3.1 General Fund

As at the end of December 2012, Directorates forecast an overspend of £0.482m for the year end on an overall net budget of £292m. This is the same as the position reported at the end of quarter 2 and has therefore been taken into account within the budget reports/ medium term financial plan.

1.3.2 HRA

The HRA is projecting an overall underspend of £1.1m. Further information on this is provided both in Section 3 and Appendix 3 of this report.

1.3.3 Capital Programme

Directorates have spent 52% of their capital budgets for the year (£94.6m against budgets of £181.5m). Programme slippage of £21.5m is currently being projected, due in the main part to delays in negotiation of repurchase of leasehold properties in Blackwall Reach and planning permission is being

sought for development of St.Clements hospital site, the costs of which will instead be incurred in future years. Further information is provided in section 4 of the report and Appendix 4.

1.4 Strategic Measures

1.4.1 The strategic measures set enables the Council to monitor progress against our priorities. Of the 31 measures reportable this quarter (including subset of measures), 9 (29%) are at or above the standard target (lower bandwidth), with 11 (35.5%) meeting or exceeding the stretched target (GREEN).

1.4.2 Detailed monitoring information for the strategic measures is contained in the report and Appendix 5.

1.5 Appendices

More detailed performance and financial information is contained in the following report appendices:

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and for the capital budget.
- Appendix 2 - provides the budget outturn forecast by Directorate and explanations of any major variances.
- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances.
- Appendix 5 - provides an overview of performance for all of the reportable strategic measures.

2. **DECISIONS REQUIRED**

The Mayor in Cabinet is recommended to:-

2.1. Review and note the Quarter 3 2012/13 performance; and

2.2. Note the Council's financial position as detailed in sections 3 and 4 and Appendices 1-4 of this report.

3. **REVENUE**

3.1 The following table summarises the current expected outturn position for the General Fund.

SUMMARY	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Forecast Outturn £'000	Variance £'000
Adults Health and Wellbeing	100,854	68,526	68,319	(207)	100,854	0
Children, Schools and Families	81,513	61,107	84,414	23,307	80,995	(518)
<u>SUBTOTAL</u>						
Education, Social Care and Wellbeing	182,367	129,633	152,733	23,100	181,849	(518)
Chief Executive	9,547	7,163	7,010	(153)	9,547	0
Communities, Localities and Culture	79,026	49,649	51,893	2,244	79,026	0
Development and Renewal	20,240	15,180	12,518	(2,662)	20,240	0
Resources	11,810	8,856	9,408	552	12,810	1,000
Corporate Costs / Capital Financing	(10,724)	7,969	14,083	6,114	(10,724)	0
Total	292,266	218,450	247,645	29,195	292,748	482

3.2 Year-to-date variances are explained in the detailed budget analysis in Appendix 2.

3.3 Adults, Health and Wellbeing **NIL**

The directorate continues to forecast a breakeven position for the financial year 2012/13. This includes the use of budget contingencies to offset slippage in savings relating to Domiciliary Care Commissioning and In-House Home Care, which have been agreed for one-year only by the Lead-Member for Resources.

3.4 Children, Schools and Families **£0.518m Underspend**

Overall, the CSF budget is expected to break-even with the exception of the Mayor's Educational Allowance where originally estimated rates of claims and eligibility have proven to be too high, with the experience of the first full academic year of the initiative. The projected underspend on this activity for 2012/13 financial year is £0.518m.

3.5 Chief Executive **NIL**

A breakeven position is forecast for the financial year.

3.6 Communities, Localities & Culture **NIL**
A breakeven position is forecast for the financial year.

3.7 Development and Renewal **NIL**
A breakeven position is forecast for the financial year.

3.8 Resources **£1 million Reduced Income**
Housing Benefit subsidy has reduced since the start of the financial year because the introduction of new systems has improved the DWP's performance in identifying benefit recipients coming out of benefit. The knock-on effect of this is that overpayments have reduced and the Authority consequently no longer receives housing benefit subsidy at the same level. Over the course of a year, this is expected to cost an additional £1 million.

In addition, the audit of grant claims reduced the value of the Council Tax Benefit claim for 2011/12 by £826,000 (0.3%). The underspend position at the end of 2011/12 was therefore inflated by this amount which will now need to be taken into account during 2012/13 and may need to be funded from General Reserves at the end of the financial year

3.9 Corporate Costs & Capital Financing **NIL**
A breakeven position is forecast for the financial year. Spend to date variance is due to items such as depreciation, severance payments and minimum revenue provision being processed at year-end.

3.10 Projected General Fund Overspend
The net projected overspend of £482,000 represents a 0.2% variance on total budget. Officers are required by standing orders to seek to contain costs within available budgets. Any overspend that exists at the year-end will need to be met in the first instance from budget contingencies.

3.11 Housing Revenue Account (HRA) **£1.1m Underspend**
The overall projected HRA underspend relates primarily to; a projected underspend of £0.4m on the energy budget (the 2012/13 budget anticipated that gas & electricity prices would increase by 30%, whereas in actual fact the increases will be substantially lower than that), and anticipated one-off income of approximately £0.5m in respect of the recovery of costs incurred by the council as part of a number of stock transfers carried out a few years ago. A detailed analysis of the HRA is attached as Appendix 3.

3.12 Income Collection Performance Targets

Details of income collection during 2012/13 are shown below.

Income Stream	Collected in 2011/12 %	2012/13 Target to 31.12.12 %	2012/13 Collected to 31.12.12 %	Direction of Travel
Business Rates	99.40	73.49	88.40	↑
Central Income	93.00	88.00	83.00	↓
Council Tax	95.40	71.30	70.88	↓
Housing Rents	99.61	99.60	99.78	↑
Penalty Charges Notice (Parking Control)	61.09	60.00	63.71	↑
Service Charges	£12.850m (102%)	£9.95m	£9.574m (96.2%)	↓

The central income collection is slightly below target but expected to recover in January.

Council tax collection is marginally behind target and is down on the same period last year following reductions in benefit, however the increase in the council tax base means a higher volume of income is being collected.

4. **CAPITAL**

- 4.1 The capital budget now totals £181.5m, compared to £192.8m in previous quarter. The main reason for the decrease in this budget is the re-profiling of Decent Homes backlog programme, Building Schools for the Future and Corporate General Fund provision for schemes under development.
- 4.2 Details of all the changes to the capital budget are set out in Appendix 1.
- 4.3 Total capital expenditure to the end of Quarter 3 represented 52% of the revised capital programme budget for 2012/13 as follows:

	Annual Budget as at 31-Dec-12	Spent to 31-Dec-12	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	13.007	7.038	54.1%
Children, Schools and Families	17.029	9.859	57.9%
Resources	0.128	0.000	0.0%
Adults, Health and Wellbeing	0.242	0.063	26.0%
Development and Renewal	20.429	1.867	9.1%
Building Schools for the Future (BSF)	73.009	54.459	74.6%
Housing Revenue Account (HRA)	57.658	21.279	36.9%
Corporate GF provision for schemes under development	0.000	0.000	0.0%
GRAND TOTAL	181.502	94.565	52.1%

This compares with 62.8% at the same stage last year.

4.4 Projected capital expenditure for 2012/13 compared to budget is as follows:

	Annual Budget as at 31-Dec-12	Projection 31-Mar-13	Forecast Variance
	£m	£m	£m
Communities, Localities and Culture	13.007	11.630	-1.377
Children, Schools and Families	17.029	14.983	-2.046
Resources	0.128	0.000	-0.128
Adults, Health and Wellbeing	0.242	0.202	-0.040
Development and Renewal	20.429	11.325	-9.104
Building Schools for the Future (BSF)	73.009	73.009	0.000
Housing Revenue Account (HRA)	57.658	48.849	-8.809
Corporate GF provision for schemes under development	0.000	0.000	0.000
GRAND TOTAL	181.502	159.998	-21.504

Programme slippage of £21.5m is currently being projected, due in the main part to delays in negotiations of re-purchase of leasehold properties in Blackwall Reach area which is currently taking place and partners for development of St.Clements Hospital site has now been procured however, planning permission is still being sought, the costs of which will instead be incurred in future years. Potential schemes are being evaluated for Affordable Housing programme to utilise current slippage which will be considered for February 2013 cabinet.

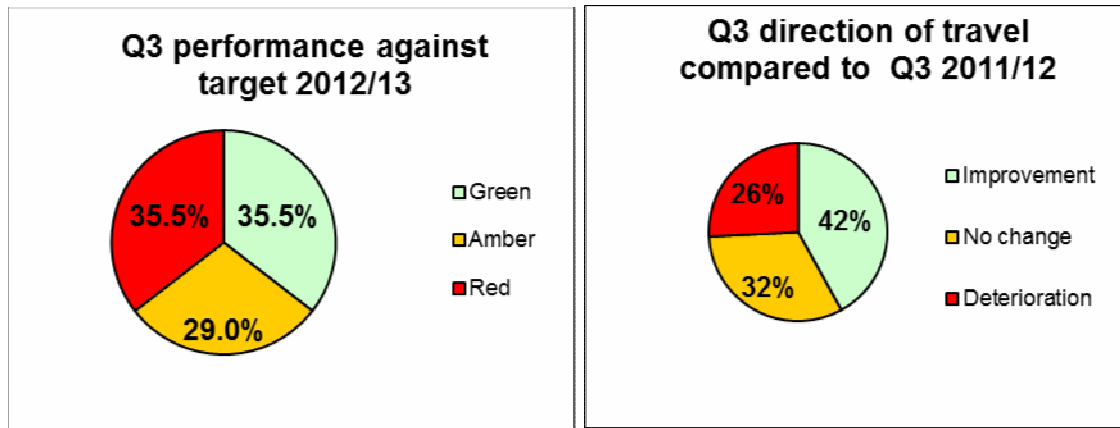
4.5 The total approved budget, taking into account the whole life of all capital schemes, is currently £793.6m against which spend of £762m is forecast resulting in a total underspend variance of £31.6m. The main reason for this underspend is that a £30m that was set aside in the budget for new General Fund schemes has not been allocated although £25m for this is earmarked to Poplar Baths/Dame Colet House schemes.

	All year budget as at 31-Dec-12	Projection 30-Dec-12	Variance
	£m	£m	£m
Communities, Localities and Culture	62.528	62.529	0.001
Children, Schools and Families Resources	92.544	92.546	0.002
Adults, Health and Wellbeing	2.236	2.236	0.000
Development and Renewal	0.840	0.840	0.000
Building Schools for the Future (BSF)	34.505	34.402	-0.103
Housing Revenue Account (HRA)	325.889	325.890	0.001
Corporate GF provision for schemes under development	245.008	243.508	-1.500
	30.000	0.000	-30.000
GRAND TOTAL	793.550	761.951	-31.599

5. STRATEGIC PERFORMANCE MEASURES

- 5.1 The strategic measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The strategic measures set reflect the Council's continued commitment to set itself stretching targets. It is reviewed on an annual basis as part of the refresh of the Strategic Plan to ensure that it remains fit for purpose. Where necessary, there will also be in-year reviews of the measures.
- 5.2 Appendix 5 illustrates the latest performance against our strategic measures. Performance against the current stretching target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should performance fall below the standard target – indicated as the dotted red line, it is marked as 'Red'. Should it be at or better than the standard target, but below the stretched target – indicated as the solid green line, it is 'Amber'. Where performance is at or better than the stretched target, it is 'Green'. Performance is also measured against the equivalent quarter for the previous year, as a 'direction of travel'. Where performance is deteriorating compared to the same time last year, it is indicated as a downward arrow ↓, if there is no change (or less than 5% change) it is neutral ↔, and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.
- 5.3 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 47 measures in the strategic set, including subset of measures, 31 are reportable this quarter. Of these
- 11 (35.5%) are meeting or exceeding their stretch target (Green), with 9 of these an improvement from last year (↑);

- 9 (29%) are above the standard target but below the stretch target (Amber), with 3 of these improving (↑) and 1 deteriorating (↓) compared to last year's performance; and
- 11 (35.5%) are below the standard target (Red), with performance remaining unchanged for 4 measures and deteriorating for 6 measures (↓).



Performance Summary

- 5.4 The following sections detail our performance under three key headings:
- High performing areas;
 - Areas of improvement; and
 - High risk areas

5.5 High Performing Areas

The following measures exceeded their stretch targets.

Homelessness prevention through casework intervention

This outturn is the latest available and relates to September (Q2) rather than December. The outturn for Quarter 2 is above the stretch target, although there has been a slight reduction in performance compared to the same period last year. Due to a data collection time lag, the Q3 outturn will be available in late February.

Street cleanliness – litter

The outturn for this quarter is better than the stretch target. Litter levels remain very low. The outturn represents a significant improvement when compared to the same quarter in 2011/12.

Street cleanliness – detritus

The outturn for this quarter is better than the stretch target. The outturn represents an improvement when compared to the same quarter in 2011/12.

Achievement at level 4 or above in both English and Maths at Key Stage 2

The final result for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2012/13 (academic year 2011/12) is 82%. This exceeds the target and is a significant improvement from the previous year. Tower Hamlets is above the national average of 80%.

Overall Employment Rate – Gap between the borough and London average rate

The latest employment figures relate to the period ending September 2012, and show a gap of 6.6 percentage points (pp) between the borough's employment rate and the London average. This is a further reduction of 1pp since the last reported period. Whilst the employment rate for TH improved by 1.5pp, the corresponding increase in the London average was only 0.6pp.

It could be suggested that employment initiatives and activities, including the Olympic Games time jobs, are a contributing factor for this larger increase in employment rate for Tower Hamlets. When comparing the employment rate to previous years since 2004, the current employment rate of 62.0% is the highest that it's been for the borough.

In addition to this, a recent study by Local Futures (in conjunction with the Municipal Journal) concluded that in relation to economic performance, Tower Hamlets is the top performing borough across the country in terms of our attraction to inward investors and businesses considering location. This rating considered several key measures concerning productivity, knowledge-driven businesses, business and enterprise, economic scale and growth in business stock.

JSA Claimant Rate – Gap between the borough and London average rate

Over the last year Tower Hamlets has performed well and exceeded the stretch target of a 2.0pp gap with London. The last four quarter updates show a steady positive trend in narrowing the gap. In December 2011, the JSA rate for the borough was 5.9%; in December 2012 the outturn is 5.6%. It is useful to look at the quarter updates against the same period from the year before as this will take into account seasonal adjustments. In terms of the number of claimants, there has been a total reduction of 529 JSA claimants from December 2011 to December 2012.

Crime - rate of residential burglary

This measure is on target and should remain so until the end of the current financial year.

Crime - rate of motor vehicle crime incident

This measure is on target and should remain so until the end of the current financial year.

Smoking cessation

This outturn is the latest available and relates to September (Q2) rather than December. The quarter 2 outturn (cumulative) far exceeds the stretch target and the standard target. Tower Hamlets continues to perform well and benchmarking data places us as the best performing London borough on this measure.

Carers receiving needs assessment or review and a specific carer's service, or advice and information

34% of carers received a needs assessment, review or carer's service in Quarter 3, above the target. This figure is provisional and finalised data will be available in February 2013.

5.6 Areas of Improvement

In addition to the high performing measures, three measures have also improved compared to last year.

Workforce to Reflect the Community - Percentage of senior staff that have a disability

Performance remains under target but has increased compared to last quarter. It is expected that in time, the outputs of the Navigate programme will help to continue improved performance against this indicator.

Work is on-going to develop action plans within directorates to improve performance. However, it is to be noted that reduced vacancies at this level will impact on performance.

Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy

The final results show that 55% of children achieved at least 78 points across the Early Years Foundation Stage, with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy. This is an improvement when compared to last year's outturn of 49.9% but falls short of the 60% stretch target.

Social care clients and carers in receipt of Self Directed Support

51.3% of social care clients are in receipt of self-directed support, as at Quarter 3. This figure is provisional and final data will be available in February 2013. Current interim performance is lower than the local quarterly target (58.6%) by 7.3 percentage points. Performance is showing an improvement trend and is far better than Quarter 1 (39.8%) and Quarter 2 (43.5%). A robust action plan is in place to help ensure that the annual target of 70% is achieved.

CAD calls for ASB

The Q3 outturn is slightly above the stretch target but substantially better than the standard target. This is a new indicator for 2012/13 and further commentary will be provided shortly.

5.7 High Risk Areas

As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual targets. This includes measures that are below their standard target and have deteriorated since the corresponding quarter for the previous year. This quarter, the following measures have been identified as high risk, with commentary provided below.

Number of affordable homes delivered

Three schemes have been completed this quarter providing a total of 44 units. A number of other schemes due in Quarter 3 have now slipped to Quarter 4. Performance is therefore below the quarter's targets but the overall annual forecast remains at 580 for the year, which is 97% of the standard target of 600 units.

Major housing schemes take a number of months or years to complete and it is difficult to predict in exactly which month they will be completed. Nonetheless, we are confident that Tower Hamlets will remain a top performer nationally for this measure and we will deliver the Mayor's target of 4,000 affordable homes. Work is on-going with Registered Partners to ensure that issues are dealt with in a timely manner so that all schemes complete on time.

Number of social rented housing completion for family homes (gross)

In line with the decline in overall affordable homes delivered, this measure is also below the quarterly target. This is due to reprofiling of schemes; some schemes were in fact delivered early and fell into 2011/12 and others have been delayed into 2013/14. The Council is continuing to work with its partners to ensure that, where possible, all schemes complete on time. We are confident that Tower Hamlets will remain a top performer nationally for this measure.

Street cleanliness – graffiti

The outturn for this quarter is off- target. Three of the wards which were surveyed are known hotspots for graffiti and this is reflected in the elevated score. The majority of the graffiti was found on private property. Graffiti was high in the Spitalfields and Banglatown area which attracts international graffiti artists and there are a number of graffiti tours which are having a negative impact in the area. The Streetcare Team is meeting with Town Centre Police Teams to flag graffiti related criminal damage with an aim to increase profile and enforcement.

Street cleanliness – fly-posting

The outturn for this quarter is above target and higher than expected. An accumulation of stickers advertising shutter companies in Bow East ward increased the outturn – these stickers, usually stuck on newly installed or repaired shutters, advertise the services of the shutter company. Although they are small, these stickers are still classified as fly-posting as they are considered unlawful advertising. Fly-posting and unlawful advertising found on private property have impacted negatively on performance. Enforcement action by Streetcare Officers is being increased in hotspot areas to bring down the level of fly-posting.

16 to 19 year olds who are not in education, employment or training (NEET)

The outturn for this quarter is below target. It is normal for NEET figures to vary from month to month and the target of 4.5% is most applicable to the end of year value.

There has been an overall decline in performance across the whole of the East London Partnership (Barking & Dagenham, Bexley, Greenwich, Havering, Lewisham, Newham, Redbridge, and Tower Hamlets).

The calculation for the measure has changed, and now includes a larger cohort of young people. As this is the first year on the new count, the target may have been too ambitious but we will have a fuller picture once January figures are confirmed.

Out of the 629 currently classified as unknown 407 of these come in the category 'Cannot be contacted'. This means that the phone number they previously had is no longer valid and they are not at the address we had for them on the system. When these clients are visited at the address where they used to be unless we can confirm their new address with a neighbour or the

current occupant they remain on our register and cannot be classified as 'moved away' as previously. We are in touch with social landlords in the borough to see if they have a forwarding address for these clients. Under the standard formula a certain percentage of the unknown are added to the NEET figure and raise the NEET percentage.

The Youth Connexions Service is delivering a targeted programme for encouraging NEET youths to engage with Positive Activities for Young People (PAYP) which is aimed at reducing NEET levels in the borough.

Crime - rate of violence with injury

Although performance against this measure is the same when compared to the same quarter in 2011/12, it has been identified as a risk. The cumulative outturn for Q3 is off-target. However, when looking at just Q3, performance has improved and the Q3 outturn (2.07) is better than the stretch target for that period (2.1).

Although the violent crime rate has gone up, particularly in the area of Domestic Violence, this is due to changes to the method of recording Domestic Violence incidents rather than its occurrence as the number of people calling in regarding Domestic Violence has not increased.

The Council is committed to increasing the reporting of incidents of domestic abuse and the DV Team currently facilitate 3 weekly drop-in surgeries in partnership with other agencies in order to offer support to all victims of domestic abuse. The current arrest rate for domestic violence offences is 85.4%, that is, 85.4% of all reported domestic violence incidents lead to an arrest. This is a 2.3 percentage point increase compared to the same period in the previous year and Tower Hamlets is the 3rd best performing borough in London.

Two thirds of violent crime occurred in public spaces. Joint work is taking place between the Police and the THEOs in Brick Lane and Whitechapel. This area has the second largest night-time economy in London, after Westminster, and is a major ASB hotspot. In addition, the Police are doubling the town centre team in that area from 20 to 40. The THEOs are now working later hours in order to provide a response service to residents' concerns around ASB issues and provide more visible patrolling on estates. This allows the Police to concentrate activities in hot-spot locations and on any peaks in disorder, helping to reduce incidents of crime and disorder including those that may involve violence.

The Police have established a partnership Gang Unit, as part of the Council funded Partnership Taskforce, to address gang and serious youth violence.

6. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 6.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management actions will need to be taken over the remainder of the financial year to avoid overspend.
- 6.2 Any overspend we incur at the end of 2012/13, or at any time over the forthcoming period, will risk the financial position and would increase the savings targets required to meet funding cuts, with a potential impact on front-line services. The projected figures at this stage do not indicate that this is a significant risk.

7. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 7.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 7.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 7.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 7.4 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don’t. Relevant information is set out in section 8 of the report and officers must consider the need for equality analysis when carrying out any action in discharge of the Council’s functions.

8. ONE TOWER HAMLETS CONSIDERATIONS

- 8.1 The Council's Strategic Plan and strategic measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of strong community cohesion and are measured by a variety of strategic indicators.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 An element of the monitoring report deals with environment, through the Great Place to Live theme.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 In line with the Council's risk management strategy, the information contained within the strategic measure set will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.
- 10.2 There is a risk to the integrity of the authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.
- 10.3 The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 11.1 The strategic measure set contains a number of crime and disorder items under the Safe & Cohesive theme, however there are no specific crime and disorder reduction implications.

12. EFFICIENCY STATEMENT

- 12.1 Efficiencies for 2012/13 are incorporated within the estimated forecast outturn.

13. APPENDICES

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and for the capital budget
- Appendix 2 - provides the estimate budget outturn forecast by Directorate for the General Fund and explanations of any major variances.

- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 – provides details of the capital programme and explanations of any major variances
- Appendix 5 – provides an overview of performance for the reportable strategic measures.

Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012

List of “Background Papers” used in the preparation of this report

No “background papers” were used in writing this report