

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 19<sup>th</sup> June 2017

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**WARD(S):** All

**PORTFOLIO:** Councillor Munawar, Cabinet Member for Finance & Strategy

### **PART I** **NON-KEY DECISION**

#### **FINANCIAL REPORT – FINAL OUTTURN 2016-17**

1 **Purpose of Report**

This report provides Cabinet with the Final Outturn figures for the 2016-17 financial year.

2 **Recommendation(s)/Proposed Action**

That the final outturn for the financial year 2016-17 be noted.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

The report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4 **Other Implications**

(a) Financial - The financial implications are contained within this report.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None

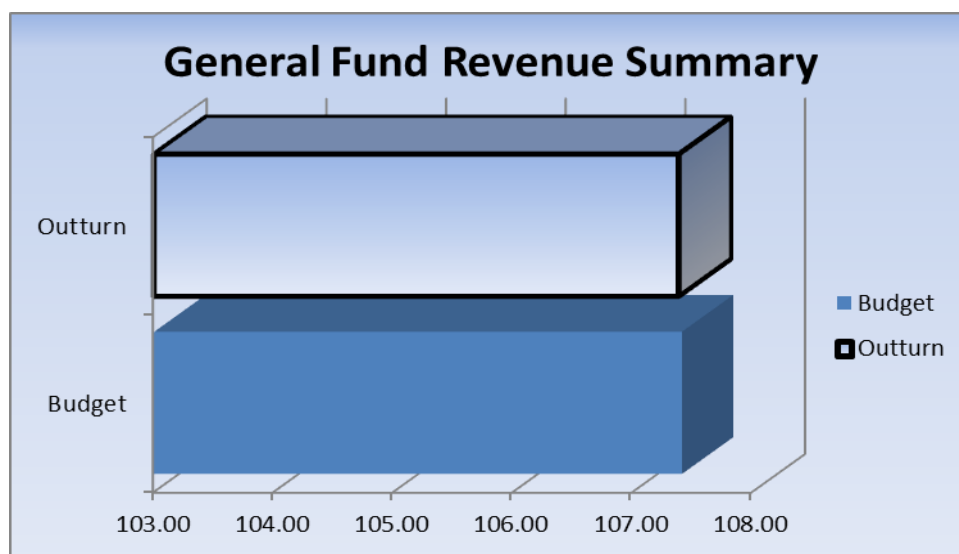
(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

5 **Key Messages**

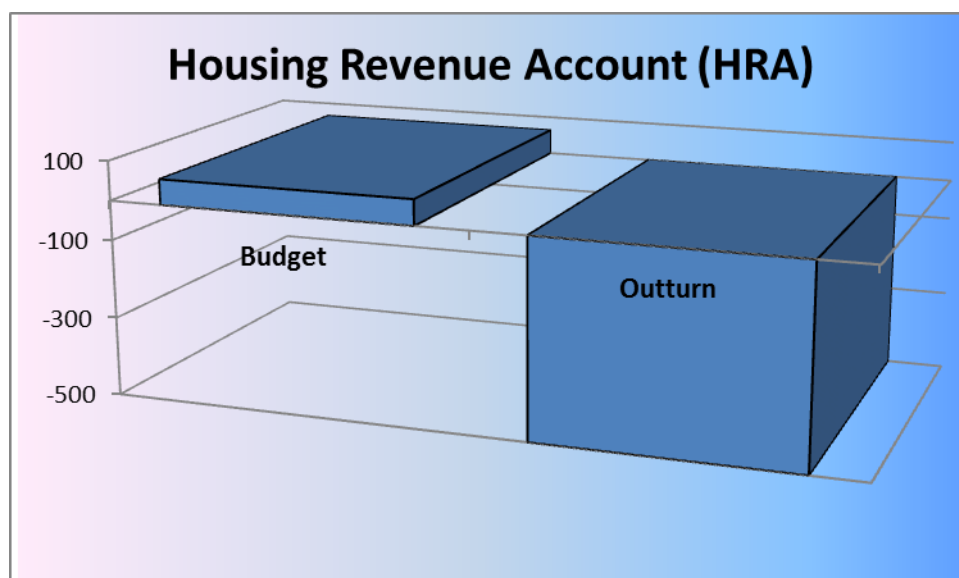
5.1 **General Fund**

5.1.1 The Council's final outturn for the 16/17 financial year is an underspend of **£0.026m** on its General Fund. This means that the final outturn is about the same (£8k less) than the underspend reported last month when the Council was forecast to underspend by **£0.018m**. The final position is summarised in the graph below:



5.2 **Housing Revenue Account (HRA)**

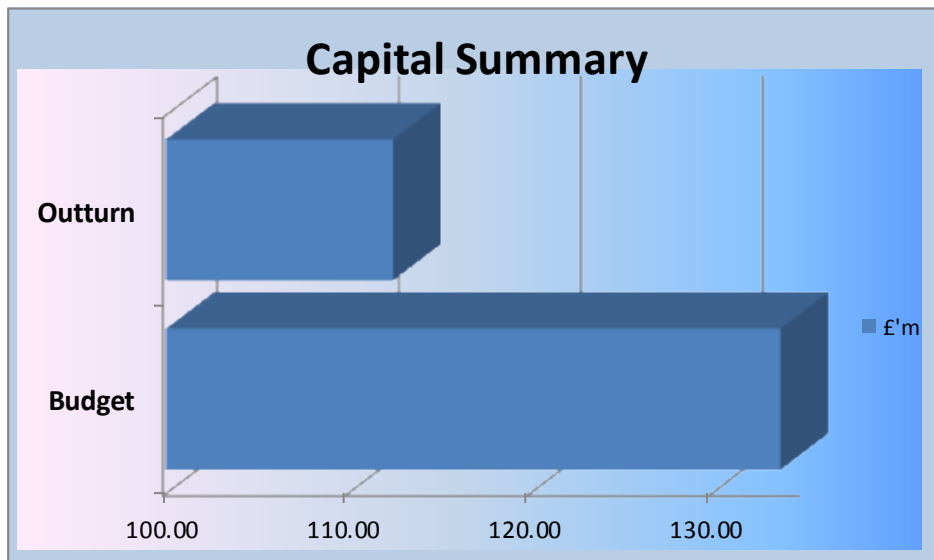
5.2.1 The final position on the Housing Revenue Account for 2016/17 is a surplus of **£0.564m**. This compares with a reported forecast surplus of **£0.396m** last month.



5.2.2 Further details on the HRA is given in paragraph 6.8

### 5.3 Capital

5.3.1 The overall (HRA and General Fund) consolidated capital programme for 2016/17 is **£133.8m**. The final outturn is **£112.5m** which is **84%** of the funds available and net variance of **£21.3m** (16%).



Further details are given in paragraph 7 below.

## EXECUTIVE REPORT

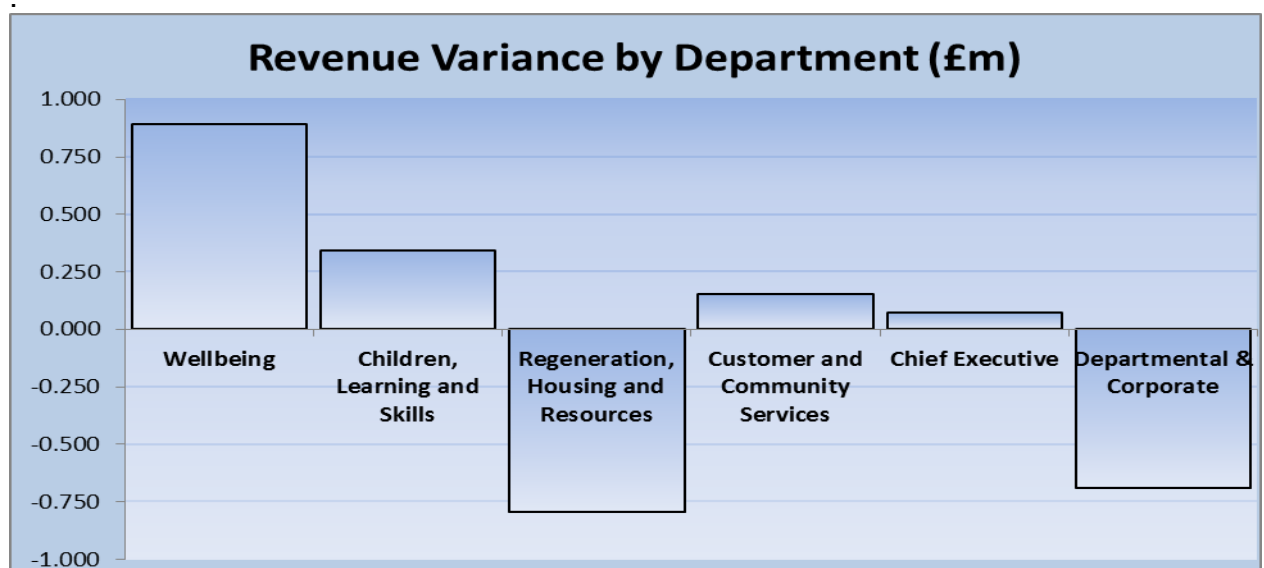
### 6 Revenue Expenditure

#### 6.1 Outturn by Directorate

Although the Council underspent overall by £0.026m, there were some areas of significant overspend. The largest being the adverse variance of **£774k** on Adult Social Care within the Wellbeing Directorate. This has improved in the last month but it has been a budget pressure for most of the financial year.

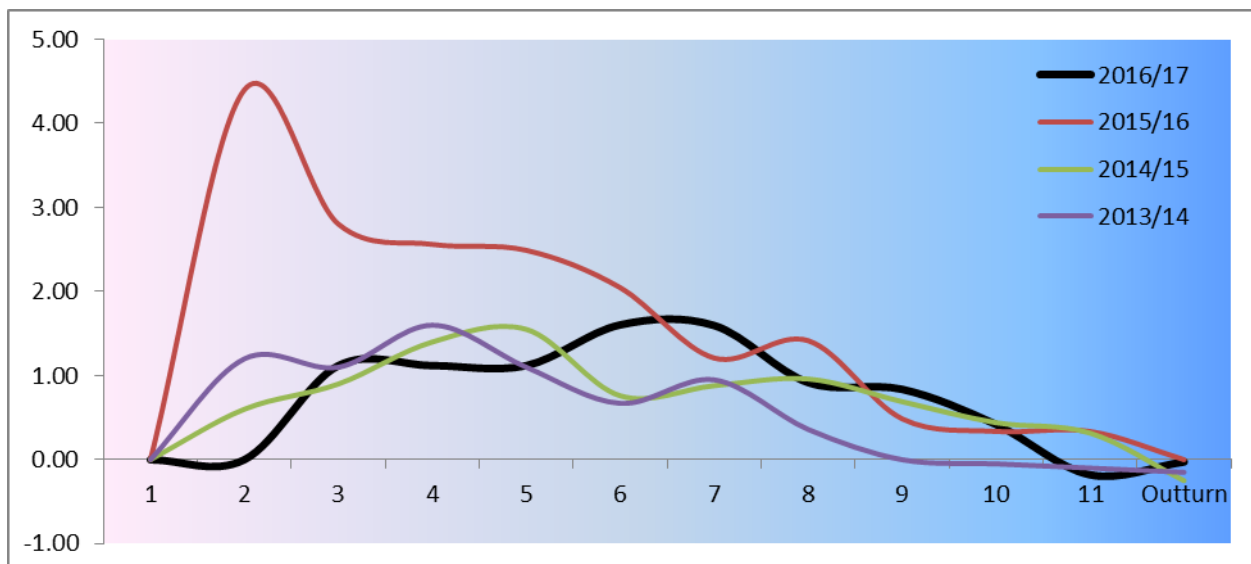
This has been offset by underspends elsewhere, chiefly, the underspends within the RHR Directorate relating to better than expected income performance in a number of areas. These are explained in greater detail later in the report.

The final outturn by Directorate is summarised in the graph below



#### 6.2 Outturn Trend

The final outturn of **£0.026m** is the lowest reported for the current year and is broadly in keeping with the variance reported last month. The trend over the past year alongside those over the previous 4 years can be seen below.



### 6.3 Wellbeing Directorate

The overspend on the Wellbeing service is **£891k** this is mainly due to the pressure on the Adult Social Care budget of **£774k**. The main Adult Social Care pressures is on the domiciliary care budgets due mostly to increasing levels of need for existing clients. The service has reduced this pressure in recent months from a high point of **£1m** in the summer.

<u>Wellbeing</u>	Net Current Budget	Projected Outturn	Variance:	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Adult Social Care	31.695	32.469	0.774	0.859	(0.085)
Central Management	(0.118)	0.000	0.118	0.000	0.118
Public Health	(0.449)	(0.449)	(0.000)	0.000	(0.000)
<b>Total Wellbeing</b>	<b>31.128</b>	<b>32.020</b>	<b>0.891</b>	<b>0.859</b>	<b>0.032</b>

### 6.4 Children, Learning & Skills

This Directorate has ended the year with a budget pressure of **£341k**. Most of which relate to historical expenses incurred for services now run by the Trust. These are one off pressures that are not expected to recur in 17/18.

<u>Children Learning &amp; Skills</u>	Net Current Budget	Projected Outturn	Variance	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Leadership & Management	0.274	0.283	0.009	0.007	0.002
Education Standards & Inclusive	27.527	27.732	0.205	(0.096)	0.301
Early Years & Development	0.821	0.840	0.019	(0.003)	0.022
Access & Inclusion	1.293	1.548	0.255	0.197	0.058
Other	0.424	0.276	(0.148)	(0.108)	(0.040)
<b>Sub Total - CLS (General Fund)</b>	<b>30.338</b>	<b>30.679</b>	<b>0.341</b>	<b>(0.003)</b>	<b>0.344</b>
<b>Sub Total - Schools</b>	<b>(0.337)</b>	<b>(0.337)</b>	<b>(0.000)</b>	<b>0.000</b>	<b>(0.000)</b>
<b>Total Children Learning &amp; Skills</b>	<b>30.001</b>	<b>30.342</b>	<b>0.341</b>	<b>(0.003)</b>	<b>0.344</b>

### 6.5 Customer and Community Services

The final position on this Directorate is for an overspend of **£0154m**, which compares to an expected underspend of £0.017m in Period 11, This movement is due to lower than expected corporate recharge income.

<u>Customer and Community Services</u>	Net Current Budget	Projected Outturn	Variance	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Community and Skills	2.436	1.965	(0.471)	(0.515)	0.044
Wellbeing & Community	3.125	3.481	0.355	0.457	(0.102)
Enforcement and Regulation	1.757	1.774	0.017	0.063	(0.046)
Improvement and Development	0.407	0.395	(0.012)	(0.048)	0.036
Transactional Services	9.307	9.504	0.197	0.310	(0.113)
Contracts, Commissioning & Procurement	0.355	0.423	0.068	(0.284)	0.352
<b>Total</b>	<b>17.387</b>	<b>17.541</b>	<b>0.154</b>	<b>(0.017)</b>	<b>0.171</b>

## 6.6 Regeneration, Housing and Resources

This directorate has underspent its budget by **£0.792k**. This is about the same as the **£0.783m** estimated last month. The underspend is the result of greater than expected investment income.

Regeneration, Housing and Resources	Net Current Budget	Projected Outturn	Variance	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Strategic Management	0.160	0.472	0.312	0.000	0.312
Corporate Resources	0.132	0.645	0.513	(1.069)	1.582
Housing and Environment	14.199	15.119	0.920	1.005	(0.084)
Assets, Infrastructure and Regeneration	7.550	5.012	(2.537)	(0.719)	(1.819)
<b>Total Regeneration, Housing and Resources</b>	<b>22.040</b>	<b>21.248</b>	<b>(0.792)</b>	<b>(0.783)</b>	<b>(0.009)</b>

6.7 A full detailed review of all General Fund budgets is shown on Appendix A.

## 6.8 Housing Revenue Account

The final Housing Revenue Account for 2016/17 shows a surplus of **£0.500m**. This is better than the surplus of **£0.396m** reported last month. The main reasons for the surplus are savings caused by lower loan interest rates and better than expected income generation.

Full details are shown in the table below.

Division	Outturn 31st March 2017			Main Variances
	Budget £ 000's	Outturn £ 000's	Variance £ 000's	
<b>HRA Expenditure</b>				
<i>Tenant Services</i>	2,187	1,689	(498)	Lower Internal recharges
<i>Neighbourhood Housing Areas</i>	1,228	1,318	90	
<i>Areas &amp; Investigation</i>	511	528	17	
<i>Tenant Participation</i>	270	247	(23)	
<i>Housing Allocations/Lettings</i>	164	347	183	
<i>Leaseholder Team</i>	249	153	(96)	
<i>Housing Repairs</i>	8,500	9,809	1,309	Increase in final costs
<i>Management &amp; Services</i>	5,309	4,655	(654)	
<i>Loans, Bad Debt, Council Tax</i>	6,378	5,770	(608)	Lower loan interest
<i>Depreciation and Funding Of Capital Projects</i>	12,306	12,495	189	
	<b>37,102</b>	<b>37,011</b>	<b>(91)</b>	
<b>HRA Income</b>				
<i>Dwelling Rents</i>	(32,730)	(32,783)	(53)	
<i>Garage Rents</i>	(489)	(472)	17	
<i>Shop Rent</i>	(660)	(641)	19	
<i>Other Rent</i>	(474)	(849)	(375)	
<i>Chargeable Works</i>	(726)	(1,269)	(543)	Higher works income
<i>General Service Charges</i>	(1,934)	(1,423)	511	
<i>Interest</i>	(25)	(74)	(49)	
	<b>(37,038)</b>	<b>(37,511)</b>	<b>(473)</b>	
<b>Final HRA Outturn Position</b>	<b>64</b>	<b>(500)</b>	<b>(564)</b>	

## 7 Capital Expenditure

7.1 The Council has spent **84%** of its capital programme for the 2016/17 financial year. The final summary by Directorate is as follows:

Directorate	Revised Budget	Actual	Slippage %
	£000s	£000s	£000s
Resources	58,354	40,918	30%
Education and Wellbeing	20,382	23,906	-17%
Customer & Community Services	27,148	22,273	18%
Chief Executive	33	24	27%
Housing Revenue Account	17,957	14,301	20%
Affordable Housing	9,920	11,061	-12%
<b>Total</b>	<b>133,794</b>	<b>112,483</b>	<b>16%</b>

7.2 The complete capital programme can be seen in Appendix B

## 8 Virements

8.1 There have been no Virements during period 12.

## 9 Write Offs

9.1 There have been no write offs during period 12.

## 10 Conclusion

10.1 The final General Fund position for the Council is an underspend of **£0.026m**. The HRA has a final surplus of **£0.500m**. Capital Expenditure shows a total expenditure level of **84%** against the approved budget.

## 11 Appendices Attached

- 'A' - General Fund Revenue Summary
- 'B' - GF Capital Programme

## 12 Background Papers

- '1' - Supporting working papers held in finance

Directorate	Net Current Budget	Projected Outturn	Variance: Over/(Under) Spend	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
<b>Wellbeing</b>					
Adult Social Care and Health Partnerships	31.695	32.469	0.774	0.859	(0.085)
Central Management	(0.118)	0.000	0.118	0.000	0.118
Public Health	(0.449)	(0.449)	(0.000)	0.000	(0.000)
<b>Total Wellbeing</b>	<b>31.128</b>	<b>32.020</b>	<b>0.891</b>	<b>0.859</b>	<b>0.032</b>
<b>Children Learning &amp; Skills</b>					
Leadership & Management	0.274	0.283	0.009	0.007	0.002
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<b>Customer and Community Services</b>					
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<b>Total Customer and Community Services</b>	<b>17.387</b>	<b>17.541</b>	<b>0.154</b>	<b>(0.017)</b>	<b>0.171</b>
<b>Regeneration, Housing and Resources</b>					
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<b>Total Regeneration, Housing and Resources</b>	<b>22.040</b>	<b>21.248</b>	<b>(0.792)</b>	<b>(0.783)</b>	<b>(0.009)</b>
<b>Chief Executive</b>					
Chief Executive Office	0.654	0.734	0.080	0.090	(0.010)
Corporate & Member Services	1.481	1.445	(0.036)	(0.045)	0.009
Communications	0.227	0.230	0.003	0.003	0.000
Strategy & Engagement	0.704	0.723	0.019	0.018	0.001
Organisation Development & HR	1.281	1.286	0.005	(0.140)	0.145
<b>Total Chief Executive</b>	<b>4.347</b>	<b>4.418</b>	<b>0.071</b>	<b>(0.074)</b>	<b>0.145</b>
<b>Total Corporate &amp; Departmental</b>	<b>2.508</b>	<b>1.816</b>	<b>(0.691)</b>	<b>0.000</b>	<b>(0.691)</b>
<b>Total General Fund</b>	<b>107.411</b>	<b>107.385</b>	<b>(0.026)</b>	<b>(0.018)</b>	<b>(0.008)</b>

% of revenue budget over/(under) spent in total	-0.02%
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## 2016-17 Spend against Approved Revised Budget – GENERAL FUND

<i>Scheme Name</i>	<i>16-17 Approved Budget*</i>	<i>Adjustment **</i>	<i>16-17 Revised Budget</i>	<i>FINAL SPEND</i>	<i>Variance</i>	<i>Slippage</i>
<b>Education Services</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Primary Expansions (Phase 2 for 2011)	8,038	(209)	7,829	9,716	1,887	24%
Town Hall Conversion	5,412	(412)	5,000	4,207	(793)	-16%
Schools Modernisation Programme	1,045	413	1,458	1,844	386	26%
SEN Resources Expansion	817	(217)	600	744	144	24%
Children's Centres Refurbishments	40	0	40	19	(21)	-53%
Schools Devolved Capital	130	12	142	399	257	181%
Haymill/Haybrook College Project		10	10	0	(10)	-100%
DDA/SENDA access Works	50	0	50	3	(47)	-94%
Youth/Community Centres Upgrade	25	0	25	0	(25)	
2 year old expansion programme	0	314	314	171	(143)	-46%
Special School Expansion	3,100	(2,420)	680	296	(384)	-56%
Children's Centres IT		18	18	14	(4)	-22%
School meals provision		135	135	0	(135)	-100%
Secondary Expansion Programme	1,675	(1,045)	630	787	157	25%
PRU Expansion	1,900	(1,880)	20		(20)	-100%
Arbour Park	3,300	(3,300)	0		0	
<b>Total Education Services</b>	<b>25,532</b>	<b>(8,581)</b>	<b>16,951</b>	<b>18,200</b>	<b>1,249</b>	
<b>Customer &amp; Community Services</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Cemetery Extension		1,521	1,521	24	(1,497)	-98%
Repairs to Montem & Ice	100	4	104	82	(22)	-21%
Crematorium Project		2,360	2,360	2,612	252	11%
Financial System Upgrades		1,164	1,164	1,693	529	45%
Baylis Park Restoration		318	318	389	71	22%
Upton Court Park Remediation		3	3	0	(3)	-100%
Salt Hill Park		54	54	0	(54)	-100%
Bloom Park Regeneration Project			0	140	140	
Civica E-Payment Upgrade		20	20	125	105	525%
Accommodation Strategy		121	121	454	333	275%
Expansion of DIP Servers		150	150		(150)	-100%
IT Disaster Recovery		821	821		(821)	-100%
Cippenham Green		500	500		(500)	-100%
Hub Development		200	200		(200)	-100%
Digital Transformation - Phase 1		165	165		(165)	-100%
Mayrise Insourcing		56	56	100	44	79%
IT Infrastructure Refresh	350	(40)	310	925	615	198%
Replacement of SAN		148	148		(148)	-100%
Community Investment Fund	500	511	1,011	441	(570)	-56%
CCTV Relocation		77	77	90	13	17%
Community Leisure Facilities	150	0	150	21	(129)	-86%
Langley Leisure Centre				317	317	
Salt Hill Leisure				235	235	
Arbour Park Community Sports Facility	4,100	5,145	9,245	10,303	1,058	11%
Leisure Centre Farnham Road	5,000	100	5,100	2,589	(2,511)	-49%
New Ice	3,500	50	3,550	1,733	(1,817)	-51%
<b>Total Customer &amp; Community Services</b>	<b>13,700</b>	<b>13,448</b>	<b>27,148</b>	<b>22,273</b>	<b>(4,875)</b>	

Scheme Name	16-17 Approved Budget*	Adjustment **	16-17 Revised Budget	FINAL SPEND	Variance	Slippage
Wellbeing	£'000	£'000	£'000	£'000	£'000	£'000
Care Act: Social Care IT Developments	380	(48)	332	192	(140)	-42%
DAAT Service Re provision	500	0	500	146	(354)	-71%
Learning Disability Change Programme	300	600	900	2	(898)	-100%
Extra Care Housing	150	699	849	16	(833)	-98%
Children's Trust - Invest to Save	850	0	850	850	0	0%
Flexible Use of Capital Receipts				4,500		
<b>Total Wellbeing</b>	<b>2,180</b>	<b>1,251</b>	<b>3,431</b>	<b>5,706</b>	<b>(2,225)</b>	
<b>Chief Executive</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Superfast Broadband	0	33	33	24	(9)	-27%
<b>Total Chief Executive</b>	<b>0</b>	<b>33</b>	<b>33</b>	<b>24</b>	<b>(9)</b>	<b>(0)</b>
<b>Resources, Housing and Regeneration</b>						
Disabled Facilities Grant	350	0	350	350	0	0%
Housing Renovation Grant	64	426	490	418	(72)	-15%
Street Lighting Improvement Phase 2		0	0	(65)	(65)	
Highway & Land Drainage Improvm'ts	70	(44)	26	105	79	304%
Catalyst Equity Loan Scheme		27	27	27	0	0%
The Curve		1,189	1,189	2,062	873	73%
Corporate Property Asset Mgm't	250	0	250	292	42	17%
Major Highways Programmes	765	89	854	738	(116)	-14%
LED Upgrade	930	3,672	4,602	9,162	4,560	99%
Highway Reconfigure & Resurface	500	(3)	497	346	(151)	-30%
Chalvey Hub		143	143	11	(132)	-92%
Colnbrook By-pass	131	0	131		(131)	-100%
Demolitions	100	220	320	325	5	2%
Stoke Poges Footbridge		410	410		(410)	-100%
Windsor Road Widening Scheme		0	0	22	22	
Purchase 81-83 High Street	555	130	685	568	(117)	-17%
Pendeen Court		2,450	2,450		(2,450)	-100%
A332 Windsor Road Widening Scheme	4,800	1,373	6,173	565	(5,608)	-91%
A355 Tuns Lane LEP Transport Scheme	4,800	1,728	6,528	55	(6,473)	-99%
Slough MRT	4,700	(570)	4,130	9,826	5,696	138%
Flood Defence Measures SBC/EA	100	0	100		(100)	-100%
Plymouth Road (dilapidation works)	120	185	305	13	(292)	-96%
Relocation of Age Concern		19	19	11	(8)	-42%
Air Quality Monitoring	100	67	167	13	(154)	-92%
DEFRA Air Quality		24	24	5	(19)	-79%
Local Safety Scheme Programme		60	60	(35)	(95)	-158%
Station Forecourt		15	15	9	(6)	-40%
Infrastructure		20	20	6	(14)	-70%
Bath Road Redevelopment	100	299	399		(399)	-100%
Northborough Park		250	250		(250)	-100%
Redevelopment - Thomas Grey Centre	2,000	50	2,050		(2,050)	-100%
Electric Vehicle Network		200	200		(200)	-100%
Carbon Management-Fleet Challenge	500	100	600	16	(584)	-97%
Re-fit Programme		75	75	3	(72)	-96%
Burnham Station LEP	2,000	(40)	1,960	529	(1,431)	-73%
LAAP Mortgage Scheme	5,000	0	5,000		(5,000)	-100%
Asset Condition Survey		150	150	75	(75)	-50%
LTP Implementation Plan	400	0	400		(400)	-100%

Scheme Name	16-17 Approved Budget*	Adjustment **	16-17 Revised Budget	FINAL SPEND	Variance	Slippage
<b>Resources, Housing and Regeneration (continued)</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
TVU development			0	80	80	
Strategic Acquisition fund		16,890	16,890	15,350	(1,540)	-9%
Hotel development			0	36	36	
A4 Cycle		415	415		(415)	-100%
<b>Total RHR</b>	<b>28,335</b>	<b>30,019</b>	<b>58,354</b>	<b>40,918</b>	<b>(17,436)</b>	
<b>GRAND TOTAL</b>	<b>69,747</b>	<b>36,170</b>	<b>105,917</b>	<b>87,121</b>	<b>(23,296)</b>	

			16-17 Revised Budget	FINAL SPEND	
<b>FUNDING</b>					
Grant Funded			44,944	32,242	
Borrowing			58,950	44,983	
Section 106			2,023	2,046	
Capital Receipts				7,850	
<b>Total</b>			<b>105,917</b>	<b>87,121</b>	

16-17 approved budget\* - Approved by cabinet 8 February 2016 Adj\*\* - represents any brought forward unused budget, virements and new projects approved by CSB

## 2016-17 Spend against Approved Revised Budget – HRA

<i>Scheme Name</i>	<i>16-17 Approved Budget*</i>	<i>Adjustment **</i>	<i>16-17 Revised budget</i>	<i>FINAL SPEND</i>	<i>Variance</i>	<i>Slippage</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<b>Decent Homes</b>						
Boiler Replacement	1,001	0	1,001	1,223	222	22%
Heating / Hot Water Systems	320	0	320	683	363	113%
Insulation programmes	788	0	788	3,399	2,611	331%
Front / Rear Door replacement	269	(203)	66	410	344	521%
Kitchen Replacement	1,121	1,037	2,158	560	(1,598)	-74%
Bathroom replacement	554	542	1,096		(1,096)	-100%
Electrical Systems	263	213	476		(476)	-100%
Roof Replacement	187	149	336	413	77	23%
Structural	321	(169)	152	404	252	166%
<b>Total Decent Homes</b>	<b>4,824</b>	<b>1,569</b>	<b>6,393</b>	<b>7,092</b>	<b>699</b>	
<b>Planned Maintenance - Capital</b>						
Garage Improvements	170	105	275	197	(78)	-28%
Mechanical Systems /Lifts	123	(197)	(74)	76	150	-203%
Capitalised Repairs		0	0	0	0	
Security & Controlled Entry Modernis'n	44	91	135	25	(110)	-81%
Darvills Lane - External Refurbs		0	0	0	0	
Est. Improvem'ts/Environmental Wks	150	667	817	371	(446)	-55%
Replace Fascias, Soffits, Gutters etc	501	(122)	379	1,222	843	222%
Upgrade Lighting/Communal Areas	250	(122)	128	314	186	146%
Communal doors	28	47	75	22	(53)	-71%
Balcony / Stairs / Walkways areas	49	81	130	1	(129)	-99%
Paths	65	65	130	0	(130)	-100%
Store areas	34	57	91		(91)	-100%
Sheltered / supported upgrades	250	250	500		(500)	-100%
<b>Total Planned Maintenance - Capital</b>	<b>1,664</b>	<b>922</b>	<b>2,586</b>	<b>2,228</b>	<b>(358)</b>	
<b>Other</b>						
Environmental Improvements	100	198	298	0	(298)	-100%
Stock Condition Survey	160	1,440	1,600	433	(1,167)	-73%
Commissioning of Repairs Maintenance and Investment Contract	945	564	1,509	738	(771)	-51%
Tower and Ashbourne	4,094	321	4,415	2,719	(1,696)	-38%
Major Aids & Adaptations	250	(83)	167	272	105	63%
Affordable Homes	4,000	5,920	9,920	11,061	1,301	13%
Britwell Regeneration		989	989	818	(161)	-16%
<b>Total Other</b>	<b>9,549</b>	<b>9,349</b>	<b>18,898</b>	<b>16,211</b>	<b>(2,687)</b>	
<b>GRAND TOTAL</b>	<b>16,037</b>	<b>11,840</b>	<b>27,877</b>	<b>25,362</b>	<b>(2,346)</b>	
<b>Funding</b>						
Section 106				(3,000)		
Capital Receipts	(1,200)	(1,200)	(1,200)	(3,284)		
Major Repairs Reserve	(6,500)	(6,500)	(13,000)	(10,578)		
RCCO	(8,337)	(4,140)	(13,677)	(8,500)	(2,346)	
<b>TOTAL</b>	<b>(16,037)</b>	<b>(11,840)</b>	<b>(27,877)</b>	<b>(25,362)</b>	<b>(2,346)</b>	