

# **Children and Young People Overview and Scrutiny Committee**

#### 07 March 2024

## Capital Budget Monitoring - Round 3 2023/24

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#### Summary

This report presents the results of the third round of the Council's capital budget monitoring process for 2023/24.

#### 1. Recommendations

- 1.1. The Children and Young People Overview and Scrutiny Committee is asked to note the results of the third round of capital budget monitoring for 2023/24 and the management actions to resolve the projected overspend in Children's and Adults.
- 1.2. The Children and Young People Overview and Scrutiny Committee is asked to note the changes made to the capital programme as set out in 8.1 to 8.3 to this report.
- 1.3. The Children and Young People Overview and Scrutiny Committee is asked to note that Cabinet of 13 February 2024 recommended to Council the removal of the following budget relating to a scheme that is complete or no longer required:
  - Aiming Higher for Children with Disabilities, funded from Capital Grants.

#### 2. Budget and policy framework

- 2.1. Cabinet is responsible for ensuring that capital expenditure remains within the budget approved by Council. Where required, the report will give details relating to additional schemes (capital additions) or movements in budgets between schemes (virements). Virements below £150,000 can be approved by Directors under delegated authority. Virements between £150,000 and £1million can be approved by Cabinet and those in excess of £1million are a matter for Council.
- 2.2. The Chief Operating Officer has delegated authority to approve in year additions to the capital programme, in consultation with the Finance Portfolio Holder, subject to the following criteria:

- funding coming from external sources, to be used for a specific purpose on a specific asset,
- no financial contribution coming from the Council,
- funding being ringfenced for specific purposes.

Any additions made under delegated authority are reported through the next budget monitoring report.

#### 3. Background

3.1. The approved capital programme for 2023/24 and beyond is £273.676million. Together with spend incurred on this programme in prior years, the total approved cost of these schemes in the approved programme is £555.361million. This report consolidates the third round of capital budget forecasts for 2023/24, based on returns submitted by individual budget managers during November 2023. An analysis is provided below for each service area within the remit of this committee detailing both financial forecasts and providing an update as to the current progress of capital schemes, and any management action required to deal with either budgetary or progress issues. Where schemes are projected to complete later than the current financial year, a forecast of the anticipated spend profile is given.

#### 4. Overview and Scrutiny

4.1. At its meeting on 20 July 2023 Full Council approved changes to the terms of reference to the Overview and Scrutiny committees. From 2023/24 financial year the budget monitoring reports are included in the terms of reference of all four overview & scrutiny committees not just the Business Support and Digital Overview and Scrutiny committee. As such, though this report includes a summary of the overall Council position at Section 5 for information and context, this remainder of this report provides detailed information about the services within the remit of this Committee only.

## 5. Summary Capital Budget Position 2023/24

5.1. Table 1 below summarises the capital programme and Round 3 forecast position. Table 2 details how the approved programme will be funded.

**Table 1: Round 3 Capital Monitoring Summary** 

Directorate	Total Approved Cost	Total Expenditure to 31/03/23	Remaining Budget	Forecast Spend 2023/24	Forecast Spend in Future Years	Forecast (Under)/ overspend
	£000s	£000s	£000s	£000s	£000s	£000s
Children and Adults (including Public Health)	78,472	36,927	41,545	13,030	28,464	(51)
Regeneration, Culture and Environment	406,461	213,181	193,280	58,302	102,438	(32,540)
Housing Revenue Account	67,220	28,921	38,298	14,765	23,533	0
Business Support Department	3,116	2,645	471	119	352	0
Members Priorities	93	12	81	75	0	(6)
Total	555,361	281,685	273,676	86,293	154,786	(32,597)

**Table 2: Funding the Capital Budget** 

Funding Source	Total	C&A	RCE	HRA	BSD	Members Priorities
	£000s	£000s	£000s	£000s	£000s	£000s
Capital Grants	83,994	33,638	45,273	5,082	1	0
Developer Contributions	6,061	3,952	2,074	0	0	35
Capital Receipts	1,229	0	887	0	296	46
RTB Receipts	6,972	0	0	6,972	0	0
Revenue / Reserves	11,160	0	129	11,031	0	0
Prudential Borrowing	101,363	3,954	82,020	15,213	175	0
Borrowing in lieu of Capital Receipts	20,659	0	20,659	0	0	0
Borrowing in lieu of Future Business Rates	19,993	0	19,993	0	0	0
Borrowing in lieu of Future Rent	11,760	0	11,760	0	0	0
Borrowing in lieu of Future Section 106 Contributions	137	0	137	0	0	0
Borrowing in lieu of Future NHS Grant	10,348	0	10,348	0	0	0
Total	273,676	41,545	193,280	38,298	471	81

## 6. Children and Young People

6.1. The Children and Adults programme is forecast to underspend by £5,000 on services within the remit of this Committee. Please note that there is one scheme relating to the Family Hubs and Start for Life, included below under the Children's Social Care service area, which is included in reports for both this Committee and the Health and Adult Social Care Overview and Scrutiny Committee as it contains elements of both Children's Social Care and Public Health.

SERVICE	Total Approved Cost	Total Exp to 31/03/23	Remaining Budget	Forecast Spend 2023/24	Forecast Spend in Future Years	Total Scheme Variance
	£000s	£000s	£'000	£'000	£'000	£'000
Basic Needs - Primary	6,529	2,237	4,293	2,564	1,729	0
Basic Needs - Secondary	24,257	6,548	17,709	3,741	13,968	0
Commissioning	824	824	0	0	0	0
School Condition Programme	6,475	5,700	775	750	24	0
Schools Devolved Capital	1,740	1,604	136	136	0	0
Basic Needs - SEND	35,489	18,589	16,900	5,559	11,290	(51)
Children's Social Care (Incl. Family Hubs and Start For	4.004	400	4.700	000	4 450	, ,
Life)	1,834 <b>77,148</b>	102 <b>35,604</b>	1,732 <b>41,544</b>	280 <b>13,029</b>	1,452 <b>28,463</b>	( <b>51</b> )

					Forecast	
	Total	Total		Forecast	Spend in	Total
	Approved	Exp to	Remaining	Spend	Future	Scheme
	Cost	31/03/23	Budget	2023/24	Years	Variance
	£000s	£000s	£000s	£000s	£000s	£000s
Basic Needs - Primary	6,529	2,237	4,293	2,564	1,729	0

The purpose of the schemes within this area are to provide additional primary school places at both Hundred of Hoo, St Nicholas Infants, and Luton Primary Schools.

- Hundred of Hoo 1fe Primary Expansion (Remaining Budget £1.86million), project to expand Hundred of Hoo primary to 2 Form Entry (FE). Additional budget of £800,000 was agreed by Council in April 2023 and has been added to the scheme budget. The main build was completed as expected in September 2023. There are however some additional car park works which are still outstanding which may extend into 2024/25 however at the moment we are forecasting to fully expend the budget in 2023/24.
- St Nicholas Infants (Remaining Budget £2.03million), project to expand St Nicholas Infants School. The Gateway 3 process is now complete. Contractors are still expected to start on site in January 2024, and completion is still expected for September 2024.
- Luton Primary (Remaining Budget £400,000), project to provide a new standalone nursery building to replace the current one which is no longer fit for purpose. We are currently at the design stage, with no date as yet for contractors to start, however we still anticipate completion this financial year.
- Wayfield Primary Expansion (Remaining Budget £500), Project to provide additional capacity to enable the bulge classes taken in recent years. The project started on site in June 2022 and was mostly complete by September 2022 as expected. Additional budget has now been agreed to cover the forecast overspend of £500.
- Halling Primary Phase 2 (Remaining Budget £975), scheme to provide the school with sufficient classrooms to become a 2-form entry school. This scheme is now complete with no further spend expected.

Funding - the above schemes are funded by way of a mixture of Section 106 Developer Contributions and Capital Grants.

Budgetary Forecast – schemes within this area are anticipated to spend within the allocated budget.

					Forecast	
	Total	Total		Forecast	Spend in	Total
	Approved	Exp to	Remaining	Spend	Future	Scheme
	Cost	31/03/23	Budget	2023/24	Years	Variance
	£000s	£000s	£000s	£000s	£000s	£000s
Basic Needs - Secondary	24,257	6,548	17,709	3,741	13,968	0

The purpose of the schemes within this area are to provide additional secondary school places at Robert Napier School, Hoo, Greenacre, Maritime and Victory Academies, and Chatham, Holcombe and Fort Pitt Grammar Schools

- Hoo Academy Dining and Changing Rooms (Remaining Budget £1.140million), the scheme to provide
  additional dining and changing room facilities to enable the school to admit additional pupils, both recent
  and immediate future, to be catered for. Contractors started on site as expected over the summer, however
  completion is now slightly delayed from the initial December date and is now expected in February 2024.
- Hoo Academy 6<sup>th</sup> Form (Remaining Budget £3.24million), project to provide additional classrooms, specialist rooms and changing facilities to enable the 1FE expansion at the school. Contractors started on site as expected in autumn 2023 with completion expected in autumn 2024.
- Greenacre Extra Class Spaces (Remaining Budget £26,500), this project to create additional classroom space to enable the school to admit additional pupils as well as enable the full curriculum offered to be delivered to recent additional pupils admitted in bulge classes is now complete, we are awaiting the final invoices.
- Sir Joseph Williamson (Remaining Budget £6,000), £6,000 has been added to this budget since Round 2 monitoring in order to pay the retention payment.
- Thomas Aveling (Remaining Budget £1,000), this scheme is now complete, however due to the contractor going into administration there are still some works required to rectify identified defects.
- Greenacre Academy Science Block (Remaining Budget £3.49million), project to provide a new science block at the school, which will enable a 1FE expansion at by reconfiguration and refurb of the current science areas which are no longer fit for purpose. Project expected to start on site in Spring 2024 and completion for autumn 2024.
- Victory Academy 6<sup>th</sup> Form (Remaining Budget £3.44million), project to provide a new 6th form block at Victory Academy which will in turn enable a 1FE expansion of the main school. The current PAN of 210 will increase to 240 permanently. Work is expected to start on site in Spring 2024 with completion expected in Autumn 2024.
- Chatham Grammar Co-Ed (Remaining Budget £897,000), project to adapt current facilities at the school to accommodate co-ed. This scheme has been delayed due to delays in a decision from DfE. We are still expecting a decision in Spring 2024, so we continue to forecast this scheme taking place wholly in 2024/25. Target date for completion is still March 2025.
- Holcombe Grammar Co-Ed (Remaining Budget £897,000), project to adapt current facilities at the school
  to accommodate co-ed. This scheme has been delayed due to delays in a decision from DfE. We are still
  expecting a decision in Spring 2024, so we continue to forecast this scheme taking place wholly in
  2024/25. Target date for completion is still March 2025.
- Fort Pitt Grammar Co-Ed (Remaining Budget £871,000), project to adapt current facilities at the school to accommodate co-ed. This scheme has been delayed due to delays in a decision from DfE. We are still expecting a decision in Spring 2024, so we continue to forecast this scheme taking place wholly in 2024/25. Target date for completion is still March 2025.
- Maritime Academy Science Block (Remaining Budget £434,000), project to provide one year of temp capacity at the Twydall site for a science laboratory and a Design and Technology room. We have appointed Portakabin and temporaries were on site as planned in August. Project is now complete.
- Robert Napier Extension (Remaining Budget £2.94million), project to expand Robert Napier secondary school by 1 FE to PAN 210 currently 180. The project is at the design stage and expenditure expected to be shared over this and next financial year. Expected completion date for September 2024.
- Leigh Academy Canopy (Remaining Budget £325,000), project to provide additional dining facilities to cater for higher pupil numbers due to bulge classes. We currently anticipate completion this financial year.

**Funding** - the above schemes are funded by way of a mixture of Section 106 Developer Contributions and Capital Grant. It is anticipated that all schemes will be completed on budget.

Budgetary Forecast - schemes within this area are anticipated to spend within the allocated budget.

					Forecast	
	Total	Total		Forecast	Spend in	Total
	Approved	Exp to	Remaining	Spend	Future	Scheme
	Cost	31/03/23	Budget	2023/24	Years	Variance
	£000s	£000s	£000s	£000s	£000s	£000s
Commissioning	824	824	0	0	0	0

The purpose of the schemes within this area is to develop and improve the overnight short breaks in residential buildings to ensure a better service is received for children with disabilities (under the banner Aiming Higher for Children with Disabilities) as well as the refurbishment of the Elaine Centre to enable the Leaving Care Team to take up occupancy.

- Aiming Higher for Children with Disabilities (Remaining Budget £113), works on the mural to enhance the home and make it more child friendly are now complete. There is a remaining unspent budget of £75 and officers request that this completed scheme now be removed from the Capital Programme.
- Elaine Centre Refurbishment (Remaining Budget £306), the small remaining budget will be spent on completing the Care Leavers' Hub.

**Funding** - the above schemes are funded by way of a mixture of Government Grant (Aiming Higher) and Capital Receipts (Elaine Centre).

Budgetary Forecast - it is estimated that the schemes will be completed within the allocated budget.

	Total Approved Cost £000s	Total Exp to 31/03/23 £000s	Remaining Budget £000s	Forecast Spend 2023/24 £000s	Forecast Spend in Future Years £000s	Total Scheme Variance £000s
Condition Programme	6,475	5,700	775	750	25	0

The condition programme is a combination of planned and reactive works within Medway schools funded by an annual capital grant allocation from the Department for Education. Types of works undertaken include those for Boilers/Heating, Roofing, Electrical, Water Management, Fire Risk and Security.

- Condition Programme Unallocated (Remaining Budget £18,000), this is a holding code for the condition programme until projects are identified and funding re-allocated.
- Condition Programme Boilers (Remaining Budget £81,000), the budget will be fully utilised with
  planned boiler and heating works. Any additional spend on school heating will be funded from
  elsewhere within the suite of condition programme projects. Planned works for this financial year
  include boiler works at St Peters.
- Condition Programme Roofing (Remaining Budget £319,000), works scheduled for this financial
  year include roofing works at Horsted and Hempstead schools, and to repair the boiler room roof at
  Crest due to water ingress.
- Condition Programme Electrical (Remaining Budget £0), this is for projects within the condition programme to ensure electrical safety and compliance. There are no planned works for this financial year.
- Condition Programme Water Management (Remaining Budget £44,000), this project within the condition programme relates to safe water management and drainage issues. There are no planned works this financial year.
- Condition Programme Fire Risk (Remaining Budget £107,000), projects at various schools within
  the condition programme to ensure compliance with fire regulations. Fire risk assessments are being
  conducted at a number of schools this financial year. The cost of these surveys, and any works
  identified by them will be met from this budget.
- Condition Programme Other (Remaining Budget £150,000), projects at various schools within the
  condition programme which fall outside of the general elements of the condition programme. This
  includes windows and doors, ground works, flooring, etc. Schemes planned for this financial year are
  flooring works at St Peters, windows at Riverside, toilet and outside space works at Greenvale and lift
  works at St Margarets at Troy Town.
- Condition Programme Security (Remaining Budget £56,000), projects at maintained schools to ensure they are safe and secure. Projects include fencing, alarms, and CCTV etc. Scheduled works for this financial year include fencing works at Crest Infants School.

**Funding** - the above schemes are funded by way of an annual DfE Government Grant. **Budgetary Forecast** - it is estimated that the schemes will be completed within the allocated budget.

	Total Approved Cost £000s	Total Exp to 31/03/23 £000s	Remaining Budget £000s	Forecast Spend 2023/24 £000s	Forecast Spend in Future Years £000s	Total Scheme Variance £000s
Schools Devolved Capital	1,327	1,190	137	137	0	0

This scheme accounts for Schools own capital funds provided by the Department for Education, via the Education and Skills Funding Agency, which are used to address their own priorities to improve educational standards and enhance the environment for teaching and learning.

• Schools set and retain their own capital budgets and report and monitor their expenditure against their approved budget three times a year.

**Funding:** the above schemes are funded by way of Government Grants.

**Budgetary Forecast:** it is estimated that the schemes within the individual schools will be completed within the allocated funding.

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	Total	Total		Forecast	Spend in	Total
	Approved	Exp to	Remaining	Spend	Future	Scheme
	Cost	31/03/23	Budget	2023/24	Years	Variance
	£000s	£000s	£000s	£000s	£000s	£000s
Basic Needs - SEND	35,489	18,589	16,900	5,559	11,290	(51)

The purpose of the schemes within this area is to provide additional Special Educational Needs and Disabilities (SEND) school places within Medway including Bradfields Academy, Abbey Court School, Strood, Leigh, Delce and Victory Academies, The Howard School, Rivermead, Sir Joseph Williamson's, Inspire, Dane Court and Pre-Beeches at the Rowan.

- High Needs Special Places Provision (Remaining Budget £535,000), scheme to provide additional special school places within Medway. The remainder of the budget relates to our contribution to the free school on the former Cornwallis site. This is not expected until 2024/25.
- SEND New Places Scheme (Remaining Budget £1,000), projects to provide SEND resourced provision in mainstream schools. Since Round 2 monitoring, Council agreed to remove the remaining budget from this scheme as the planned works would take place under the Stood Academy scheme. The remaining £1,000 has already been spent this year and the scheme will therefore close at the end of this year.
- Bradfields Additional Places (Remaining Budget £36,000), project to expand Bradfields Academy to enable 100 additional pupils. This project is now complete, and the building is in use.
- Abbey Court Phase 2 (Remaining Budget £298,000), project to expand and relocate Abbey Court secondary provision and providing 56 additional places. The project is now complete. The scheme is forecasting to underspend by £51,000. As this scheme is funded by prudential borrowing, it is proposed that the remaining unspent budget will be surrendered at the end of the financial year.
- Strood Academy SEND Block (Remaining Budget £2.269million), project to provide resourced provision for 25-30 secondary aged ASD pupils. Contractors started on site in April 2023 and completed as expected in November 2023.
- Howard School SEND Block (Remaining Budget £0), project to provide resourced provision for 25-30 secondary aged ASD pupils. Since Round 2 monitoring, Council has agreed to remove this scheme from the Capital Programme, and the budget has been transferred to the Rivermead at Stoke and Dane Court SEND schemes.
- Victory Academy SEND Block (Remaining Budget £2.566million), project to provide resourced provision for 25-30 secondary aged SEMH pupils. project at the advanced design stage with start on site aimed at January 2024 and project completion September 2024.
- Rivermead at Stoke Refurb (Remaining Budget £2.994million), project to refurb and adapt the former Stoke primary site, to be suitable for secondary aged ASD pupils. This is an expansion onto a satellite site for Rivermead. We are currently in the feasibility stage and working on a design with the Academy. There have been delays due to increased costs and since Round 2 monitoring Council has agreed the virement of £1.2million additional funding from the Howard School SEND block budget. We are now expecting to start on site in March 2024 with completion expected by autumn 2024.
- SJW SEND (Remaining Budget £2.4million), project to provide resourced provision at the school to meet the needs of high functioning ASD pupils. This project has not yet commenced, so most of the expenditure is forecast in future years.

- Inspire Special School (Remaining Budget £1.3million), project to provide temporary accommodation at the school in advance of the delayed DFE led project. Temporary accommodation will provide for up to 40 additional secondary SEMH pupils. Designs have been completed and off-site construction underway. Start on site is expected in January 2024 with completion expected in Spring 2024.
- Leigh Academy (Remaining Budget £2.3million), project to provide additional capacity for 25-30 pupils at the school within a resourced provision for secondary aged pupils with moderate learning difficulties (MLD). Project at the design stage with contractors expected on site in early 2024 and completion expected by January 2025.
- Dane Court SEND (Remaining Budget £1.4million), project to make a small expansion to
  Danecourt Special school to provide capacity for an additional 20 pupils. The project is at the design
  stage and following meetings with the school over the summer we now expect to start on site in spring
  2024 with completion in autumn 2024. Since Round 2 monitoring, Council has agreed an additional
  £500,000 of budget to be added to this scheme, transferred from the Howard School SEND block
  budget.
- **Pre-Beeches at the Rowan SEND (Remaining Budget £550,000),** project to install temporary accommodation at the Rowans in advance of the Beeches project which is led by the DFE and delayed. Initial project to be installed by September 2023 but with ongoing costs into 2024/25 for the length of the temporary accommodation.
- **Delce Academy (Remaining Budget £250,000),** Project to make adaptations to Delce Academy for primary social emotional mental health needs (SEMH) children. This project has not yet started and is expected to commence in 2024/25.

**Funding** - the above schemes are primarily funded by prudential borrowing (Bradfields; Abbey Court; High Needs Special Places Provision; SEND New Places Scheme; Strood Academy SEND Block [part]) with the remainder funded by Government Grants.

**Budgetary Forecast** – There is a forecast underspend in this area of £51,000 on the Abbey Court Phase 2 scheme. All other schemes are forecasting to spend within the allocated budget.

	Total Approved Cost £000s	Total Exp to 31/03/23 £000s	Remaining Budget £000s	Forecast Spend 2023/24 £000s	Forecast Spend in Future Years £000s	Total Scheme Variance £000s
Children's Social Care (Incl. Family Hubs and Start For Life)	1,834	102	1,732	280	1,452	0

The purpose of this scheme is to facilitate the creation of an assessment centre to reduce placement costs and provide support for children returning home.

- Children's Assessment Unit (Remaining Budget £1.552 million), this scheme is for the creation of an assessment centre to reduce placement costs and provide support for children returning home. Ofsted approval was obtained in February resulting in the assessment unit being fully functional and overnight stays have commenced. Phase 2 of the project i.e. the conversion of suitable Council properties or the acquisition of new properties, was suspended while a review was undertaken. The expenditure currently forecast for this financial year is for the rebuild of a 2-bed self-cabin. Further expenditure against this scheme remains paused pending a revised business case to Cabinet, which is expected to reduce the overall cost and allow a reduction in the agreed budget.
- Family Hubs and Start for Life (Remaining Budget £180,000), project to implement accessibility improvements and internal works to a number of existing family hubs to support the Start for Life Programme. Works have been slightly delayed due to assessments for Reinforced Autoclaved Aerated Concrete (RAAC), however we are expecting works to commence imminently.

**Funding**: the above scheme are funded from prudential borrowing (Children's Assessment Unit Eden House) and government grants (Family Hubs and Start for Life).

**Budgetary Forecast**: it is estimated that the above scheme will fully expend the allocated budget.

- 7. Section 106 Developer Contributions
- 7.1. The table below details the projected call on section 106 contributions to fund the forecast expenditure.

	Current Budget £000s	Forecast Spend 2023/24 £000s	Forecast Spend in Future Years £000s	Forecast Under/(over) spend £000s
Capital Reserve Developer Contributions				
S106 Education Cap	3,952	3,952	0	0
Developer Contributions from Capital Reserves	3,952	3,952	0	0

- 8. Changes Since Cabinet Round 2 Monitoring 2023/24
- 8.1. The following additions have been made since the second round of monitoring was presented to Cabinet on 21 November 2023:

Directorate	Scheme	Approved Budget Addition £000s	Funding	Approval
Children and Adults	Leigh Academy	325	Developer Contributions	Council 19/10/23
Children and Adults	Wayfield	1	Capital Grant	Council 19/10/23
Children and Adults	Sir Joseph Williamson	6	Capital Grant	Council 19/10/23
Children and Adults	Maritime Academy	140	Developer Contributions	Council 19/10/23

8.2. The following budget virements have been approved since the second round of monitoring was presented to Cabinet on 21 November 2023:

Directorate	Scheme Providing Budget Virement	Scheme Receiving Budget Virement	O AMOUNT AN	
Children and Adults	Abbey Court Phase 2	Bradfields Additional Places	21	Director of People 24/10/23

8.3. The following schemes have been removed from the 2023/24 capital programme since the second round of monitoring was presented to Cabinet on 21 November 2023:

Directorate	Scheme	Approved Budget Removed £000s	Funding	Approval
Children and Adults	SEND New Places	1,533	Prudential Borrowing	Council 19/10/23

#### 9. Conclusion

9.1. The third round of Capital Budget Monitoring for 2023/24 forecasts a projected underspend of £51,000 within the Children's and Adults Directorate relating to Children and Young People.

## 10. Risk Management

Risk	Description		Action to avoid or mitigate risk	Risk rating	
Capital receipts	A significant proportion of the Capital Programme is funded from capital receipts; if the Council does not achieve the required receipts, some elements of the programme may either need to be curtailed or refinanced.		Close monitoring of the programmes anticipated to deliver capital receipts, and careful management of the delivery of those schemes funded from receipts.	BII	
The Council overspends against the agreed budget.	Overspends would need to be funded from other sources; the Council's limited reserves or further borrowing, at further revenue cost.		The capital monitoring process is designed to identify and facilitate management action to mitigate the risk of overspending against the agreed budget.	BIII	
Deliverability of the Capital Programme	Macro-economic conditions, largely but not wholly resulting from the external factors, have affected the cost and availability of both materials and labour.		Close monitoring of the programme and careful management of the delivery are supported by scrutiny from senior officers and Members.	BIII	
Likelihood		Impact:			
A Very likely		I Catastrophic			
B Likely		II Major			
C Unlikely		III Moderate			
D Rare		IV Minor			

## 11. Financial Implications

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

## 12. Legal Implications

12.1. There are no direct legal implications to this report.

## Lead officer contact

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**Appendices** 

None

Background papers

None