

2.0 REVENUE BUDGET 2024/25

2.1 BACKGROUND AND SUMMARY

- 2.1.1 This section of the report presents details of the Council's forecast revenue outturn for the 2024/25 financial year. The 2024/25 net budget is £579,401k.
- 2.1.2 Since Q1, there has been a significant increase in overspends within people related services which are partially offset by underspends within other directorates, including a significant underspend against energy budgets in both property and street lighting. These are in addition to the £5m saving taken from these areas as part of the 2024/25 budget. These savings will be offered up for inclusion within the 2025/26 budget so, if we are to avoid a significant overspend next year it is highly likely that we will need to provide further growth provision in the 2025/2026 budget. This will have the effect of increasing the savings gap.
- 2.1.3 As a reminder, the current cumulative deficit for the Council is forecast to increase to £48,188k by the end of 2026/27 based on the MTFS report that was approved by Council in February 2024.

	24/25	25/26	26/27
In-year shortfall	22,441	-27,406	-19,968
Cumulative Shortfall	-814	-28,221	-48,188
Cumulative use of reserves	-814	-29,035	-77,223

- 2.1.4 At the end of Q2, the council is reporting an overspend of £1,730k (0.3%) against operational budgets. Further detail is provided in **section 2.2**.

2.2 GENERAL FUND - OPERATIONAL BUDGETS

- 2.2.1 The following table identifies the operational budgets for each of the Directorates in 2024/25 to give an overall view for the Council.

Directorate	Budget (£k)	Forecast Outturn (£k)	Variance (£k)	Q1 Forecast Outturn Variance (£k)
Health and Adult Services (HAS) Gross	238,998	251,382	+12,384	+8,601
Other Grant Funding*	-	(4,650)	(4,650)	(4,767)
HAS Net	238,998	246,732	+7,734	+3,836
Children and Young People Services (CYPS) Gross	109,401	117,261	+7,860	+4,776
LA Provision for High Needs**	4,800	4,800	0	0
CYPS Net	114,201	122,061	+7,860	+4,776
Community Development Directorate	29,733	31,062	+1,329	+263
Environment Directorate	105,464	102,472	(2,992)	(1,400)
Resources, Central Services and Corporate Miscellaneous	91,006	78,804	(12,202)	(8,272)
Total	579,401	581,131	1,730	(797)

* This includes Improved Better Care Fund, Market Sustainability grant and Discharge Funding – we are awaiting confirmation of whether all of this funding will be recurring.

** Provision established to ensure an equal and opposite mirror reserve to the High Needs Deficit as under temporary funding regulations LA budget cannot be used to fund Dedicated Schools Grant Deficits.

2.2.2 A summary of the overall Health and Adult Services (HAS) position across public health and adult social care (ASC) is outlined in **Appendix B** and shows a forecasted overspend against budget of £7.7m for the 2024/25 financial year, an increase of £3.9m since Q1.

Adult Social Care continues to face significant financial pressures largely due to increasing activity, particularly with regard to continuing high levels of hospital discharges and community case work; more admissions to Supported Living and the impact of both activity and legal decisions in relation to long-term residential and nursing costs. This is offset to some extent, following the introduction of a new Approved Provider List, by a significant reduction in the hourly cost to the council for home-based care and the stabilising of unit costs for residential care, as well as progress being made on the reduced use of short-stay beds post-hospital discharge.

The Directorate's financial position remains challenging with significant work continuing through its cost recovery programme but it should be noted that overall levels of care have continued to increase in recent months and should these activity

levels continue to increase or indeed accelerate without further mitigating action, this will result in increasing pressures within the service in excess of the Q2 position.

2.2.3 With reference to Appendix B, the pressures in ASC can be seen within **Care and Support** in particular, which is showing a financial pressure (before the allocation of specific grants) of £13.8m. The following reasons contribute to this position:

- We are continuing to see increasing volumes of **high-cost packages** in the quarter, with an additional 44 high-cost packages of care since Q1. **Although the average weekly cost of new admissions for those aged 65+ has decreased since Q1, the amount of care being provided has increased** (see below). Containing such costs is one of the Directorate's key financial priorities over the next few years, as well as ensuring that we receive the right level of NHS funding when care costs cover both health and social care needs. Continuing Health Care (CHC) income is an area that continues to present a significant risk of further overspends in the budget this year and will therefore continue to be monitored closely throughout the year.
- **Increased activity levels.** Permanent residential and nursing placements have continued to increase in the quarter, with the number of people supported during the month at 5.5% higher than Q2 2023/24, returning the highest numbers recorded (2,650). There have also been increased Supported Living costs in the quarter, due to an increase in demand and a small number of very high-cost packages. Direct payment (DP) costs have also increased in the quarter, due to an increase in the number of people receiving a DP. We are also seeing the impact of changes to rules on Ordinary Residence (and where there may be a dispute over whether NYC or another council is responsible for paying for someone's care) following new case law.
- The number of **young people**, often with complex needs, moving into Health and Adult Services is also projected to increase and this will continue to add financial pressures both now and in the future.
- **Increased Discharge Costs.** We continue to see very high levels of hospital discharge activity with costs exceeding the additional grant from central government. Hospital discharge activity averaged 15.4 discharges per day during Q2 compared with 16.0 in Q1, although this is still higher than a year ago (14.1) and nearly twice the level of pre-COVID hospital activity. The variation in supply of community health services (especially therapy support to help people in short-stay beds) is creating challenges in helping more people to return to their own homes as soon as possible.

Although the degree of risk, particularly around increasing volumes of activity and CHC income should be noted it is also recognised that significant progress has been made in some areas. For example, a key priority for the service is to manage down the number, length, and therefore cost of, **short-term stays in residential and nursing care**. These costs are continuing to reduce in Q2. We are also seeing average hourly costs for **home-based care** continuing to fall.

Care Provider Services is now forecasting an underspend of £0.3m, a reduction of £0.4m in the quarter. This is mainly as a result of additional one-off funding and client income into the service.

Mental Health Services is forecasting an underspend of £0.3m, a reduction in spend of £0.2m since Q1. This is mainly as a result of further staffing reductions due to vacancies across the service.

Public Health has, as planned, used an additional £0.6m of the earmarked reserve on agreed investments and projects while the service reduces costs to match the grant allocation. This reserve requirement has reduced by £0.1m in the quarter due to a reduction in prescribing activity levels. Public Health is fully grant-funded so this does not impact on the directorate's overall net position.

Whilst the following areas remain stable between quarters, they continue to cause variances to budget:

Prevention and Service Development is showing a forecast underspend of £0.6m, due to contract efficiencies, contingencies and other additional funding into the service.

Schemes funded through the **Winter/ASC Plan** are currently showing an underspend of £0.6m. This is largely as a result of delays in the delivery of projects and this funding is helping to offset other costs of care set out above.

Assistant Director/ Cross area budgets are showing an overspend of £0.2m mainly as a result of additional staffing pressures and agency costs due to increased assessment activity. This includes further pressures in the **Deprivation of Liberty Safeguards (DOLS) budget** which is showing an overspend of £0.6m, due to increasing demand. Action has been taken to reduce costs wherever possible by ending use of agency staff but a risk to this budget remains to ensure the Council meets legal requirements.

- 2.2.4 A summary of the revenue outturn for **Children and Young People's Services (CYPS)** is available within **Appendix C** and shows a predicted net overspend position of £7.86m for the 2024/25 financial year, an increase of £3.08m since Q1. The main variances of the forecast compared to budget are:

Inclusion

The financial pressure within the service is projected to be £1.48m – an increase of £0.1m from Q1 forecasts. One of the main drivers continues to be the increased demand for education psychology assessments to contribute to Education, Health, and Care Plans (£750k). There is still a requirement for assessments from external agencies pending the expansion of an in-house service. Other pressures are the cost of directed remedial payments to parents of children following complaints around statutory assessments (£100k) and the continued pressure around the demand for occupational therapy equipment (£551k).

Disabled Children's Service (DCS)

Spend for the financial year 2024/25 is forecast to be £1.3m higher than budget. Financial challenges include lower than budgeted financial contributions from Health for Continuing Care (£267k) and continued staffing pressures in Children's Resource Centres (£900k). Furthermore, families have opted for alternative ways to receive short breaks with an increase in the overall cost of direct payments (£971k over budget) offset, in part, by lower costs on short breaks (-£585k).

Pooled Budget

The overspend (£3.6m) reflects a number of very high-cost external residential placements and alternative care solutions for young people with multiple vulnerabilities and intensive support packages. Demand increased sharply over the summer and the Q2 projection compares with £0.7m financial pressure at Q1. The cost pressures reflect national market conditions with demand outstripping supply.

Children and Families - Operational Delivery

The service has a projected overspend of £998k which is broadly in line with the Q1 position. The demand from high levels of contacts and referrals is expected to result in staffing pressures to maintain performance and manage caseloads. The cost of transporting looked after children is higher than budgeted (£500k) and staffing challenges are also projected within in-house residential care services (c.£400k) – including caring for children with multiple needs within in-house provision and thus avoiding high-cost external placements. One-off savings from SALT (speech and language therapy) arrangements & psychological support contracts partially offset some of the above pressures (-£300k). One-off savings from the current Young People's Accommodation Pathway contracts (-£100k) have partially mitigated the financial pressure.

Home to School Transport

Overall, the Home to School Transport projected outturn position for 2024/25 is a gross overspend of £1.2m against a budget of £49.3m – a percentage variance of 2.4%. Additional income from the Extended rights to free travel grant (£459k) has resulted in a net overspend of £697k (compared to £575k at Q1).

Outdoor Learning Service

The Outdoor Learning Service is currently forecasting a £229k deficit for 2024/25 at Q2 - this compares with a forecast deficit of £336k at Q1. Bookings for the financial year are lower than anticipated reflecting feedback from customers that this is due to increased financial pressures within schools and the impact of the cost of living within families. Management action is underway to deliver cost savings/income generation to ensure that, by 2025/26, the service is back on track and achieving a surplus position.

High Needs Block Funding (HN)

- As previously reported, the unprecedented demand for financial support for children assessed as requiring an EHCP within the High Needs Block has continued throughout the system with pressures in SEN Assessments, Educational Psychology and SEN Transport.
- Within the High Needs Block of the Dedicated Schools Grant (DSG), insufficient funding from DfE continues to place pressure on the LA and schools to be able to meet demand. The overspend on the High Needs Block is expected to be £6m for the financial year 2024/25. The accumulated deficit at 31 March 2024 was £13m. The medium-term outlook continues to show demand increases and inflationary pressures outstripping likely funding increases which will increase the accumulated deficit position.
- Although the local authority is prohibited from using LA funds to meet the cost of the deficit, an equal and opposite reserve has been established as a prudent and responsible financial management approach.

2.2.5 **Appendix D** includes details of the projected variance within the **Environment Directorate** and includes a net forecast underspend of £2,992k for 2024/25 – an increase in underspend of £1,591k since Q1. Areas of significant variance are:

Waste Services – The forecast has decreased since Q1 by £670k and is now predicting an underspend of £242k. There is still a pressure of £616k in staffing, however as restructures have progressed throughout the quarter, staffing budgets have been moved into Waste Services leading to a reduction in the forecast overspend of £1,003k since Q1. The service is holding a number of vacancies this year, so there is still an existing greater budget pressure, due to changes in Local Government Reorganisation related to T&Cs and JE. There is a pressure within Scarborough’s Dry Mixed Recycling of £700k, due to an increase in haulage costs – this is following a recent procurement that is reflective of increased prices in the market of £70 per tonne since the contract was last procured.

These pressures are offset by additional tonnages of commercial waste disposed of under the current waste contract at Allerton Waste Recovery Park resulting in an expected increase in income of £447k. In addition, there has been a decrease in the ongoing Section 106 development costs associated with Allerton Waste Recovery Park of £254k. Forecast increases in contract prices for disposal of waste were lower than expected providing a forecast underspend of £449k. There have been more subscriptions to Selby green waste collections than originally expected leading to an overachievement of income of £216k.

Public Conveniences – The overspend has increased by £95k to £275k and is driven by pressures in cleaning contracts of £144k and overspends in staffing of £130k.

Regulatory Services – The underspend of £104k is driven by in year staffing vacancies, mainly in farming, food & health. This is a reduction in overall underspend of £132k since Q1, largely driven by reduced funding from Public Health.

Bereavement Services – Lower than expected cremations (linked to a reduced death rate) and building works at Skipton Crematorium have led to a forecast underachievement of income of £107k, which is an improvement of £300k compared to Q1 due to expected increases in income at Stonefall Crematorium. Overspends in staffing of £124k, utilities of £127k and maintenance of £78k as a result of historic under budgeting, all contribute to the overall bereavement position of £519k overspent – a £316k reduction since Q1, attributable to increases in income.

Highways & Transportation – The forecast underspend is £2,566k, which is an increase in underspend of £914k since Q1. Areas of significant variance are:

- **Street Lighting** – Energy prices were expected to increase significantly during 2023/24 and the budget was increased accordingly, however, new contractual prices were agreed at much lower rates and the budget continues to benefit from this in 2024/25, resulting in an expected underspend of £3,160k for the year. This has improved the position since Q1 by £638k.
- **Highway Maintenance** – Ongoing deterioration of the network has resulted in additional maintenance works and an expected overspend of £1,884k, an increase of £540k since Q1. This continues to be a significant pressure, mainly as a result of repairing potholes, due to poor road network quality. However, the service continues to explore alternative methods to carry out maintenance works, including the spray injection patching programme, which is expected to

reduce the number of repeated defects on the network and provides a more cost-effective method for an increased number of repairs to be carried out using a quicker process than traditional methods. NYC are also working with its wholly owned company, NY Highways, to develop processes to support efficient ways of working, and as a result the overspend has been offset by an expected credit from NY Highways of £600k generated through cost reductions and operational efficiencies.

- **Staffing** – Forecast vacancies across teams are leading to an underspend of £693k, compared to £432k at Q1.

The following areas were highlighted at Q1, but continue to contribute to the variance:

Harbour Services – The forecast overspend of £111k remains consistent with the overspend at Q1. It consists of a £236k underachievement of income from third parties hire of the dredger, cargo/marina/pilotage fees and other general harbour income. This is offset by an underspend of £92k on general harbour expenditure and the dredger.

Parking Services – The forecast underspend of £112k is driven by staffing vacancies, a minimal change since Q1. Income is expected to achieve budget, however the level of income will be better understood at Q3 as the impact of seasonal parking becomes clearer.

Concessionary Fares – Passenger numbers continue to remain lower than budgeted resulting in lower costs for concessionary tickets driving an expected underspend of £1,334k.

Coroners Services – Increasing coroners' salaries which are set by the chief coroner are not fully covered by the current budget. This, along with additional costs for post-mortems and forensic testing, are resulting in a forecast overspend of £314k.

2.2.6 A summary of the forecast revenue outturn for the **Community Development Directorate** is available within **Appendix E** and shows a projected net overspend of £1,329k (£263k at Q1) for the 2024/25 financial year. The main variances compared to budget are:

Culture, Arts, Libraries, Museums, Archives, Key Venues and Leisure – £623k overspend. Across key venues and attractions, income is falling behind target because of poor weather impacting on trade throughout the peak season, resulting in a forecasted net deficit of £435k. The main shortfalls are within Caravan parks (£83k) and Peasholm Park (£88k). Cultural services have a shortfall of £93k because a tenant vacated Skipton Town Hall and have not yet been replaced. There is also a shortfall of £102k within Culture because of projects ending and therefore external funding ceasing – exit strategies for these costs will be established to address this overspend. The increase in forecasted income shortfalls across the whole service explain the adverse movement from Q1 (£454k overspend reported).

Economic Development, Regeneration, Tourism and Skills – £326k underspend. There are £459k savings on staffing/vacancies. However, there is a shortfall in anticipated income streams of £239k. This relates to the loss of income for the Hambleton Cinema block (£104k), reduced rental income for Tenement House (£48k) and from the tenant vacating the Leeming Food Centre (£76k) and other small

variances of (£11k). There have also been some increased costs associated with the Leeming Food Enterprise Centre (£39k) but these have been mitigated by other savings (£145k). At Q1 the service was forecasting a £6k underspend. The increase to Q2 is based upon forecasted savings within salaries and other smaller areas of expenditure.

Housing (excluding HRA) - £94k overspend. Current underspend on salaries of £179k forecast based on assessment of current vacancies across the whole service. This is offset by an overspend on Temporary Accommodation of £272k. The forecast overspend is an adverse movement from Q1 of £225k and is accounted for by the anticipated overspend on Temporary Accommodation.

Planning – £646k overspend. There is a net staffing saving of £819k across all teams, this is made up from current forecasted savings in salaries of £846k and forecasted overspends in agency costs of £27k. The income streams across the Planning Services are reporting a shortfall of £1,413k. This is made up of Planning applications (£707k), pre-applications fees (£126k), Building Control (£193k), Land Charges (£206k) and other (£181k). Net expenditure savings in consultants and professional services are forecast (£163k), this is net of an inherited budget shortfall. There is also an unforeseen cost relating to a Claim of Costs, relating to a planning appeal, upheld by the Planning Inspector that is expected to be £215k. This claim contributes to the increase in the forecast overspend in Planning from that reported at Q1 of £79k. Budget realignment between directorates following budget convergence work has also resulted in a reduction in the forecasted saving in staffing by £400k.

Harrogate Convention Centre - £11k overspend. There are higher than anticipated lettings income and other income (£455k), although increased costs in relation to event delivery, catering, and security more than offset this (£575k). Increased event delivery staffing and housekeeping costs of £105k and other increased costs in other fees of £20k are offset by salary savings of £256k. A separate report on event pricing will be brought to a future Executive meeting.

Senior Leadership - £281k overspend. Staff admin recharges from business support and other leadership costs to be allocated to services from Q3.

2.2.7 **Resources, Central Services and Corporate Miscellaneous** forecast variance details are included within **Appendix F** and shows a higher net underspend position of £12,202 compared to £8,272k at Q1. The main variances to budget are as follows;

Business Support and HR – The forecast overspend has significantly reduced from £1,605k at Q1, to £483k at Q2. During Q2, there has been a deep dive conducted into HR staffing budgets which has resulted in more robust staffing forecasts, some additional funding identified and centralisation of training budgets where spend is incurred. Whilst the deep dive has not yet taken place for Business Support, work has been on-going to align staffing budgets, and centralise budgets where spend is incurred such as printing, postage etc.

Dividends and Interest Earned – The forecast has improved by £2,714k due to higher balances, largely as a result of slippage in the capital programme, along with higher than budgeted interest rates.

The following factors outlined at Q1, continue to contribute to the reported position

- Property – forecast underspend of £5m on utility budgets. This is in addition to the £5m saving that has been taken as part of the 2024/25 budget savings and will be able to make a further contribution to the savings in 2025/26.
- Financial Services (£1m underspend) as a result of contract efficiencies in Insurance following Local Government Reorganisation and will be able to contribute towards further MTFS savings in 2025/26.
- Contingency budgets - £857k underspend
Legacy budgets that need realigning under new structure and therefore will be offsetting overspends in other areas. Any remaining saving will contribute to future savings proposals.
- General Provisions – release of contingency budget (£2.1m)
- Other Corporate Funding – forecast pressure on traded service overhead recharge which is scheduled for review following the formation of the new council (£625k).

It should be noted that within Corporate Miscellaneous there is a provision for the 2024/25 local government pay award which has been assumed as fully utilised as at the end of Q2. Furthermore, there is also contingency budget in recognition that there would be some budgetary issues for the unitary council to resolve when services are converged and budgets realigned. This budget again is assumed as committed at Q2 and will be used to address some of the issues outlined in this report.

2.2.8 The forecast outturn statement for the Council's **NYES** traded service is also attached at **Appendix G** for information. The forecast for NYES exceeds its profit target of £0.19m by £0.46m (£0.23m at Q1). Services that have projected a higher profit include Cleaning, Training and Learning, and Financial Management Services. Staff vacancy, uptake in average training course attendance, and delay in academy conversions are some of the drivers behind the variances; this will continue to be monitored and updated in future quarterly reports.

2.2.9 These services are mainly provided to schools in North Yorkshire and the figures reported do not have any further impact on those in the above table because, where relevant, the charges are already incorporated in Directorate forecast budget outturn positions.

2.3 HOUSING REVENUE ACCOUNT (HRA)

2.3.1 A summary of the **HRA** forecast outturn position can be found in **Appendix H**. As at the end of Q2 there is a forecast surplus of £1,592k. The main variances are as follows:

Income

Investment Income - £449k surplus

Estimated investment income revised to account for higher than expected cash balances within the council, increasing the HRA share by £369k since Q1.

Expenditure

Repairs & Maintenance - £1,352k underspend

Forecast underspend relates to vacancies arising following implementation of new structures in April. Whilst the service is running under full capacity, resources are being prioritised towards recruitment of operational roles, responsive repairs, compliance and on-boarding new contractors. Efforts are being concentrated in these areas to ensure the service is able to effectively implement improvement plans going forwards.

Supervision & Management - £234k overspend

Main variances relate to pressures in the sheltered housing schemes and community centres (£116k) and a £58k pressure associated with the development of new allocations software.

2.4 BUDGET/ MTFS SAVINGS TARGETS

- 2.4.1 The 2024/25 revenue budgets include budget savings of £28.1m. As at the end of Q2, the following savings have been assessed as at risk, including savings not achieved from prior years. It should be noted that the impact of these delays are already incorporated into the forecast outturn position in paragraph 2.2.1.

Delayed Achievement of Savings		£000's
Current Year	Disabled Children's Services	811
	Economic Development	8
	Planning	40
	Communications	27
	Property	70
	Children and Families	50
	Moving Traffic Offences	50
	Pooled Budget	1,250
	Harmonise Bulky Waste	100
	Vacancy Management within Business Support	50
	Highways and Transportation	140
	Harmonisation of resources (Regulatory Services)	8
Prior Year	Health and Adult Services – Background Support	250
	CYPS – Pension Enhancements	10
	HAS – Extra Care	540
	TOTAL	3,432

2.5 INVESTMENT APPROVALS

- 2.5.1 To remind Members, a fund of £38m was created in order to provide for the costs of implementing Local Government Reorganisation (LGR) and the subsequent Transformation Programme. In line with the scheme of delegation, there is approved spend of £21.3m as of 30 September 2024.
- 2.5.2 **Appendix I** sets out a resource request for £1m to fund replacement devices as part of the transition to Windows 11. The aim is to standardise laptops based on age and specifications to meet NYC's criteria and to bring everyone onto a central build post LGR. Moving from 8 separate builds to a single build which is an enabler for the further system consolidation work. Executive Members are asked to agree £1m from the LGR reserve to fund this. It should be noted that the service are currently reviewing their refresh strategy for IT replacement equipment with a view to offering up an annual revenue saving.
- 2.5.3 In addition, one-off funds of £578k in relation to the convergence of the Regulatory Service Management Platform has been agreed to be funded from the LGR reserve.

2.6 RECOMMENDATION

That the Executive

- (i) notes the forecast outturn position against the 2024/25 Revenue Budget, as summarised in **paragraph 2.2.1**.
- (ii) approve £1m funding from the LGR reserve to fund replacement devices to support the transition to Windows 11 in **paragraph 2.5.2 and Appendix I**.

REVENUE BUDGET APPENDICES

- A 2024/25 Latest NYC Revenue Budgets
- B Health and Adult Services
- C Children and Young Peoples' Service
- D Environment Directorate
- E Community Development Directorate
- F Resources, Central Services and Corporate Miscellaneous
- G North Yorkshire Education Services (NYES)
- H Housing Revenue Account
- I Device Replacement Resource Justification template

2024-25 REVISED ESTIMATE REVENUE BUDGETS AT 30 SEPTEMBER 2024

	Original Budgets agreed by Cty Cncl on 21st Feb 2024 £000s	Other agreed transfers and adjustments £000s	Latest Revised Budgets £000s
Children & Young Peoples' Service	116,649	(2,448)	114,201
Environmental Services	110,444	(4,980)	105,464
Health & Adult Services	255,736	(16,738)	238,998
Resources, Central Services Directorate & Corporate Miscellaneous	50,300	40,705	91,005
Community Development	33,826	(4,093)	29,733
NYES	-	-	-
Total Directorate Spending	566,956	12,446	579,401
Contribution From (-) General Working Balances	22,441	(12,446)	9,995
Net Revenue Budget	589,397	(0)	589,397
Business Rates	134,865		134,865
Precept Income	454,532		454,532
=Net Budget Requirement	589,397	-	589,397

HEALTH AND ADULT SERVICES

Appendix B

2024-25 REVENUE BUDGET OUTTURN REPORT

BUDGET HEAD	REVISED BUDGET 2024-25 £000	FORECAST OUTTURN 2024-25 £000	VARIANCE (-) = saving £000	COMMENTS
Care & Support - Area Budgets				
Care & Support - Hambleton & Richmond	30,616	32,695	2,079	The forecast outturn position for Care and Support shows continued increasing pressures impacting the service. This is mainly as a result of increased activity levels, particularly within supported living and long-term residential and nursing care. The Directorate has been working to ensure that we receive all NHS funds due for such packages, but this area still presents a significant risk of further overspends in the budget this year. Discharge costs are exceeding the additional grant funding from central government, the Directorate is reviewing discharge costs. We are seeing reductions in the overall average costs of packages and progress is being made in reducing costly short-term packages of care, however these are being masked by the other cost pressures mentioned above.
Care & Support - Harrogate	62,216	68,096	5,881	
Care & Support - Craven	19,648	20,541	893	
Care & Support - Vale of York	50,804	54,113	3,309	
Care & Support - Scarborough & Whitby	53,780	57,991	4,212	
Continuing Health Care Income and Other E	-	(839)	(839)	
Growth Funding	1,746	-	(1,746)	
Area Budgets	218,809	232,598	13,789	
Provider Services & Extra Care/Personal Care At Home	20,879	20,530	(349)	Cost pressures within the service on staffing (including agency costs), some of which are due to additional staffing requirements to increase Health and Safety measures within care homes, and delays in the achievement of savings, offset by underspends in energy, grant and reserve funding and contingencies within the service.
Mental Health Services	8,982	8,639	(342)	Underspend within the Mental Health Service and Emergency Duty Team, largely as a result of staffing vacancies, partially offset by overspends in care costs and staffing overspends within the Transforming Care Programme (TCP) team.
Assistant Director/Cross-area budgets	(14,771)	(14,589)	182	Overspend due to staffing pressures and additional agency costs for assessments, partially offset by one-off income into the service.
Prevention & Service Development	2,512	1,927	(585)	Underspends due to contract efficiencies, contingencies and additional funding into the service.
Quality	1,142	1,093	(50)	Staffing underspend
Winter Plan	641	-	(641)	Underspend due to delays in spending on specific projects within the winter plan.
Area Budgets Total	238,193	250,198	12,004	
Public Health - Spend	25,609	26,196	587	Overspend as a result of planned use of reserves to fund specific schemes.
- Income	(25,609)	(26,196)	(587)	
Integration & Engagement	1,029	991	(38)	
Resources Unit	(434)	(41)	393	Overspend due to staffing pressures within the service and unachieved savings
Director & Cross-Directorate	209	234	24	
TOTAL	238,998	251,382	12,384	
Supplementary Adult Social Care Grant Funding (IBCF)	-	(961)	(961)	Use of temporary Improved Better Care Fund (IBCF) to fund increasing adult social care pressures
Discharge Funding	-	(1,722)	(1,722)	Discharge funding received by the Council, to help fund existing discharge costs within the service. Hospital discharge activity averaged 15.4 discharges per day during Q2 compared with 16.0 in Q1. In 2023/24, the average for Q2 was 14.1 discharges per day. The proportion of people returning to a pre-existing care arrangement after discharge or to their own home with a support package declined in Q2, down to 67.7% compared with 68.4% in Q1. Performance for the year to date (Apr-Sep) at 68% remains above the target of 67%.
Market Sustainability Funding	-	(1,967)	(1,967)	Additional one-off market sustainability workforce funding covering additional costs within ASC.
REVISED TOTAL	238,998	246,732	7,734	

CHILDREN & YOUNG PEOPLE'S SERVICES
Appendix C

2024-25 REVENUE BUDGET OUTTURN REPORT

BUDGET HEAD	START BUDGET 2024-25 £000	FORECAST OUTTURN 2024-25 £000	VARIANCE (-) = saving £000	COMMENTS
Local Authority				
Inclusion				
Inclusion	3,985	5,469	1,484	The demand for statutory educational psychology assessments has resulted in sustained costs arising from the use of agency workers resulting in a projected overspend of £750k. Management action to build in-house capacity within the team is underway to mitigate the cost pressures.
				Occupational Therapy assessments resulting in a need for equipment is anticipated to result in a financial pressure of c.£551k.
Alternative Provision	90	91	1	The cost associated with complaint remedies is expected to be £100k.
CYPS Commissioning	1,095	869	(227)	Savings arising from contract management.
SEND - Special Education Needs & Disabilities				
High Needs Commissioning	4,800	4,800	-	LA provision to mirror anticipated in-year high needs deficits.
Disabled Children's Services	6,104	7,407	1,303	Spending forecast to be £1.3m higher than budget. Financial pressures arise from continued staffing pressures in Children's Resource Centres (£900k) and an increase in the overall cost of direct payments (£971k) resulting from additional demand from reduced short break availability offset, in part, by lower costs on short breaks (-£585k).
Home to School Transport	48,854	49,551	697	This reflects the updated forecast cost of the Home to School transport network following the September 2024 intake. This is expected to overspend the budgeted provision by £1.2m :- The mainstream transport daily rate is expected to be around 1% higher than the budgeted value (£400k). The increase in SEN transport due to a rise in the number of eligible children assessed as requiring an Education Health and Care Plan (EHCP) which has led to a forecast overspend of c.£500k and Transport costs relating to out-of-school provision are forecast to be £300k higher than budget, driven by increased levels of exclusions. These have been offset, in part, by additional income from the Extended Rights to Free Travel grant of £459k.
Children & Families	30,917	31,914	998	The projected financial pressure facing the service of £1m has two driven primarily of in-house residential care £600k and £600k financial pressure resulting from transport costs. These are offset by various underspends most significantly Speech and Language Therapy (SALT) arrangements & Psychologically Informed Partnership Approach (PIPA) contract vacancies of c.£300k.
Child Placement	11,919	12,129	209	£209k overspend primarily driven by higher than anticipated Looked After Children (LAC) numbers (Budget 419 versus actuals of 470) leading to a forecasted overspend of £838k in LAC. This is partially offset by Home Office income resulting from higher than anticipated numbers of Unaccompanied Asylum Seeking Children (161 LAC/Care Leavers versus a budget of 60).
CYPS Pooled Budgets	3,217	6,788	3,571	The overspend reflects a number of very high cost external residential placements and alternative care solutions for young people with multiple vulnerabilities and intensive support packages. Demand in the market is much higher than supply and reflects national accommodation pressures.
Director's Unit	33	32	(1)	
Education & Skills				
Education & Skills Other	105	102	(3)	
School Improvement	602	412	(190)	A projected underspend of £190k is being driven primarily by one-off savings from staffing.
Strategic Planning Team	52	52	-	
Outdoor Learning Service	-	229	229	The Outdoor Learning Service is currently forecasting a £229k deficit for 2024/25 at Q2 - this compares with a forecast deficit of £336k at Q1. Bookings are lower than anticipated reflecting feedback from customers that this is due to increased financial pressures within schools and the impact of the cost of living within families. Management action is underway to deliver cost savings/income generation to ensure that, by 2025/26, the service is back on track and achieving a surplus position.
Finance & Management Support				
Finance & Management Support	869	757	(112)	
School Redundancies & Employment Related Costs	1,090	982	(108)	Higher than anticipated costs related to historic pension enhancements (£10k) offset by lower than anticipated school redundancy costs.
Safeguarding Unit	468	480	11	
LA TOTAL	114,201	122,061	7,860	
DSG				
Inclusion				
Inclusion	6,032	5,505	(527)	Primarily driven by lower than anticipated staffing in the Hubs
Alternative Provision	1,765	1,773	8	
CYPS Commissioning	70	70	-	
SEND - Special Education Needs & Disabilities				
High Needs Commissioning	66,434	72,868	6,435	The sustained increase in the number of children and young people assessed as requiring Education Health and Care Plans has led to higher overall costs to fund appropriate provision. The service have participated in the DfE's Delivering Better Value (DBV) in SEND programme to identify mitigating actions to ensure quality provision and support within a sustainable high needs system.
Children & Families	858	858	-	
CYPS Pooled Budgets	3,160	3,250	90	
Director's Unit	207	198	(9)	
Education & Skills				
Education & Skills Other	16	16	-	
School Improvement	1,233	1,245	11	
Strategic Planning Team	742	744	2	
Music Service	68	68	-	
Outdoor Learning Service	46	46	-	
Finance & Management Support				
Finance & Management Support	(80,740)	(80,745)	(5)	
School Redundancies & Employment Related Costs	109	73	(36)	
DSG TOTAL	-	5,968	5,968	
DSG Net overspend funded by DSG reserve	-	(5,968)	(5,968)	
TOTAL	114,201	122,061	7,860	

ENVIRONMENT
Appendix D

2024-25 REVENUE BUDGET OUTTURN REPORT

BUDGET HEAD	START BUDGET 2024-25 £000	FORECAST OUTTURN 2024-25 £000	VARIANCE (-) = saving £000	COMMENTS
Highways and Transportation	42,364	39,798	(2,566)	The underspend position is due to a combination of factors: energy pricing for streetlighting is less than budgeted (£3,160k) due to further reductions in unit rates, in-year staffing vacancies across Highways & Transportation teams (£602k) and an expected refund due to efficiencies from NYHighways (£600k). This is partially offset by a forecast overspend of £1,884k in highways operations, mainly due to the maintenance required as a result of road network deterioration.
Parking Services	(12,742)	(12,854)	(112)	Underspend driven by in year staffing vacancies.
Environmental Services excl. waste	1,337	1,616	279	The overspend is driven by operating public conveniences, including staffing pressures of £130k and pressures in cleaning contracts of £145k.
Waste Services	49,909	49,668	(241)	There are underspends in the following areas: more subscriptions to green waste collections than originally expected in Selby (£216k), additional income due to increased tonnages of commercial waste (£447k), benefits from contract prices increasing less than inflation (£449k), and there has been a decrease in the ongoing Section 106 development costs associated with Allerton Waste Recovery Park of (£254k). These are offset by overspends in staffing of £616k, and a pressure in Scarborough's Dry Mixed Recycling of £700k due to an increase in haulage costs following contract procurements.
Integrated Passenger Transport	21,248	19,867	(1,381)	The forecast underspend is driven by low customer numbers resulting in lower costs for the concessionary travel scheme.
Licensing Services	(731)	(731)	0	
Public Rights of Way	1,087	1,098	11	
Harbour Services	(371)	(260)	111	Underspends in general expenditure (£62k), are offset by forecast underachievements in income of £173k.
Regulation Services	5,665	5,559	(105)	Underspend due to staffing vacancies across the service.
Bereavement Services	(3,332)	(2,813)	519	The service is forecasting an underachievement of income of £72k, this has improved since Q1 due to Stonefall Crematorium (£300k). Lower income predictions are linked to lower death rates, plus planned building works at Skipton Crematorium. There are also predicted overspends in areas such as: staffing £104k, utilities £127k and maintenance £90k.
Registration Services	(533)	(353)	180	Overspend due to forecast staffing costs associated with registrations, not fully offset by additional registration fees income.
Coroners Service	858	1,172	314	Overspend due to increased spend on salaries of £203k, plus post mortems £54k and forensic testing £90k. Partially offset by an underspend in use of mortuaries of (£52k).
Environment Service Management	705	705	(0)	
TOTAL	105,464	102,472	(2,992)	

COMMUNITY DEVELOPMENT
Appendix E

2024-25 REVENUE BUDGET OUTTURN REPORT

BUDGET HEAD	START BUDGET 2024-25 £000	FORECAST OUTTURN 2024-25 £000	VARIANCE (-) = saving £000	COMMENTS
Culture, Arts, Libraries, Museums, Archives, Key Venues and Leisure	12,010	12,633	623	Across Key Venues and Attractions there is a forecasted shortfall on income as a result of the poor weather experienced over the summer season (£435k). There is a shortfall in income of £93k due to a tenant at Skipton Town Hall leaving and not yet being replaced. As well as £102k of cultural income not expected to be received as a result of projects ending.
Economic Development, Regeneration, Tourism and Skills	3,861	3,535	(326)	Salary savings of £459k and other cost savings totalling £106k. This is offset by an income shortfall of £239k.
Housing (excluding HRA)	5,483	5,577	94	Forecasted underspend against salaries due to vacancies across the service of £179k, which is offset by a net overspend on temporary accomodation of £272k.
Planning	3,835	4,481	646	Forecasted savings in salaries and agency costs of £819k. Offset by £1,413k shortfall in anticipated income across all Planning Services income streams. There are other non staffing savings totalling £163k. There is also an unforeseen estimated cost relating to a Claim of Costs, upheld by the Planning Inspector of £215k.
Harrogate Convention Centre	(1,188)	(1,177)	11	Increased income of £381k and salary savings of £256k are being offset by increased costs, including for event delivery, catering and housekeeping of £648k.
Senior Leadership	5,733	6,014	281	Staff admin recharges from business support and other leadership costs. Following review these costs will be apportioned to services.
TOTAL	29,733	31,062	1,329	

RESOURCES DIRECTORATE, CENTRAL SERVICES AND CORPORATE MISCELLANEOUS
Appendix F

2024-25 REVENUE BUDGET OUTTURN REPORT

BUDGET HEAD	START BUDGET 2024-25 £000	FORECAST OUTTURN 2024-25 £000	VARIANCE (-) = saving £000	COMMENTS
Resources				
Technology Transformation	25,594	25,564	(30)	Utilising approved reserve funding to bridge shortfall on staffing due to scale of the current transformation programme. Saving on utility costs is the main driver of the favourable variance, as both projected consumption and price remain lower than budgeted (£5.0m). The savings estimate will be reviewed next quarter once the supplier data on actual consumption in Q1 and Q2 becomes available. This is partially offset by underachievement of external lettings income (£0.1m) due to voids, dilapidation costs of Jesmond House in Harrogate (£0.2m), costs of capital projects during their feasibility stage (£0.1m), and the temporary running costs of Alpacare Waterpark in Scarborough (£0.3m). Vacancies Salary underspend £1m underspend forecast against Insurance Premiums budget due to contract review post LGR. Due to volume of vacancies within the team the service is currently forecasting an underspend on salaries which is being matched by a reduced drawdown on reserve. Various salary savings (£677k) due to vacant posts of the new structure, plus NYLAF saving (£500k) due to the continuation of Household Support Fund Scheme. Partially offset by an overspend of £200k on Council Tax Reliefs and reduced grant income for Housing Benefit Admin Grant (£172k).
Property	27,700	23,656	(4,043)	
Procurement Commercial	2,263	1,903	(360)	
Financial Services	642	582	(60)	
Customer	15,619	14,670	(949)	
Revenue and Benefits	6,497	6,497	-	
	4,997	4,191	(806)	
Central Services				
Business Support and HR	26,759	27,241	483	
Local Engagement	9,864	9,393	(471)	
Legal and Democratic Services	10,146	9,912	(234)	
Contingency	1,652	794	(857)	
Resources & Central Total	137,037	129,710	(7,327)	
Corporate Miscellaneous				
Contingency Budgets				
Corporate Contingency	9,344	9,344	-	At Q2, the contingency is assumed to be fully committed. This includes provision for 2024/25 local government pay award which is assumed to be fully utilised at Q2. The forecast underspend is based on the release of some contingency based on savings delivered to date.
HAS Corporate Contingency	99	99	-	
General Provision	20,413	18,348	(2,065)	
	29,856	27,791	(2,065)	
Treasury Management				
Capital Financing Costs	24,793	24,033	(759)	Increased contributions from Services towards invest to save schemes, resulting in a £1.1m underspend. Offset by an anticipated increased overspend against council debt budget of £350k following profiling of legacy budgets Variance driven by an anticipated increase on council treasury investments, as a result of higher than anticipated invested balances. Variance driven by higher than budgeted revenue returns on Council Property Funds. 3.8% return achieved in the year against 3% expected
Dividends & Interest Earned	(30,465)	(33,179)	(2,714)	
Commercial Investments	(601)	(744)	(142)	
Alternative Property Investments	(175)	(132)	43	
	(6,449)	(10,021)	(3,572)	
Corporate Budgets				
Corporate Funds	422	422	-	Anticipated shortfall on overhead recharge.
Other Corporate Budgets	14,403	14,540	137	
	14,825	14,962	137	
Corporate Funding				
Corporate Grant Funding	(79,943)	(79,943)	-	
Other Corporate Funding	(4,418)	(3,793)	625	
	(84,361)	(83,736)	625	
Special Expenses				
	98	98	-	
Corp Misc Total	(46,031)	(50,906)	(4,875)	
Total	91,005	78,803	(12,202)	

NORTH YORKSHIRE EDUCATION SERVICES
Appendix G

2024-25 REVENUE BUDGET OUTTURN REPORT

BUDGET HEAD	BUDGET Profit(-) / Loss(+) 2024-25 £000	FORECAST Profit (-) / Loss (+) 2024-25 £000	VARIANCE Increase(-) / Decrease (+) £000	COMMENTS
TRADED SERVICES PROFIT & LOSS SUMMARY				
Cleaning Service	(430)	(623)	(193)	<p>The Q2 forecast for cleaning is showing a profit of £623k against a budget of £430k, a positive variance of £193k.</p> <p>The main variances are savings in unit based pay due to vacancies partially offset by higher cover costs due to higher use of the Mobile Cleaning team. Provision has been made in the forecast for the latest pay award due for April 2024 but not yet settled.</p> <p>In addition, the expected increases in Cleaning materials and Equipment costs have not been realised resulting in a saving against budget.</p> <p>Catering is currently forecast to make a surplus of £440k against a budget of £390k.</p> <p>The forecast includes an estimate for the pay award as the actual award has yet to be confirmed. Food costs budgets have been increased for the academic year 2024/25 and it is anticipated that costs will be close to the budget. Uptake of meals against budget during September 2024 has averaged 97% compared to 95% in the equivalent period last year. We have prudently forecast at 97% of budget to the financial year end.</p> <p>The service continues to have monthly performance meetings with managers to monitor uptake of meals to budget and the cost of the service at school level, improvement plans are implemented where necessary.</p>
County Caterers Service	(390)	(440)	(50)	
Grounds Maintenance Service	(34)	(31)	3	
Health and Safety Service (Hands)	(63)	(46)	16	
Health and Safety Commercial	(137)	(139)	(2)	
Energy Traded Service	(26)	(0)	26	
Maintenance and Servicing Scheme	(160)	(160)	-	
Property & Facilities	(1,240)	(1,440)	(200)	
School Improvement Service	(8)	(21)	(13)	<p>The Traded Service is forecasting to deliver an increase in profit of £18k compared to a forecast profit at Q1 of £3k. The staffing recharge from the Core Service has reduced due to a change in the staffing split allocation and a slight increase in forecast income. The final outturn position for the service at Quarter 2 is a profit of £21k.</p> <p>The Service is forecasting to deliver a profit of £34k compared to a breakeven position at Q1. A new management structure has been implemented with a recharge from the School Improvement Service which has reduced staffing costs for the service against budget. In addition the Service is forecasting an increase in income compared to Q1.</p>
LA Clerking Service	-	(34)	(34)	
Education & Skills	(8)	(54)	(46)	
Employment Support Service - Traded	(98)	(169)	(71)	<p>The overall variance to budget at Q2 is due to an underspend on staffing, ESS are not recruiting or replacing leavers due to a planned staffing restructure. Also, two major contracts have been won with no extra staff needed to fulfil the work. Current FMS forecast outlines an overall surplus of £230k, £78k higher than the revised stretch target budget. At quarter 1 we were reporting a surplus of £201k but there have been further staff changes since then which have resulted in further savings. .</p> <p>£15k shortfall in income from MATS.</p> <p>Vacancies held in advance of staffing reduction that may be required next year due to anticipated loss of contracts. Underachievement of Commissioned Income.</p> <p>The NYES forecast in 24/25 is based on 60% of course places available been sold, we have challenged ourselves to achieve this by providing more of what customers historically bought, and less of what wasn't as well attended. We have also increased our offering of courses by adding in a range of new ones, some of which will start to be delivered from October. We are currently on track of selling 60% of available places. And are actually at 64% at the end of Q2.</p>
Financial Management Services	(151)	(230)	(79)	
Health and Wellbeing Service	(168)	(201)	(33)	
HR Advisory Service	(69)	(90)	(21)	
Legal Services Traded	(28)	(22)	6	
Schools ICT Service	(106)	(108)	(2)	
Training and Learning	(50)	(153)	(103)	
Professional Support Services	(671)	(973)	(303)	
SUBTOTAL	(1,919)	(2,468)	(549)	
Central Traded Establishment	986	1,078	92	
North Yorkshire Education Solutions (NYES)	932	925	(7)	
TOTAL	-	(464)	(464)	

HOUSING REVENUE ACCOUNT

Appendix H

2024-25 REVENUE BUDGET OUTTURN REPORT

BUDGET HEAD	START BUDGET 2024-25 £000	FORECAST OUTTURN 2024-25 £000	VARIANCE (-) = saving £000	COMMENTS
Income				
Rents (Council Dwellings & Hostels)	(41,794)	(41,771)	23	
Non-dwelling rents	(411)	(411)	-	
Charges for services and facilities	(1,341)	(1,342)	(2)	
Other Income	(158)	(204)	(46)	
Investment Income	(926)	(1,375)	(449)	HRA share of uplift in corporate investment interest
Total Income	(44,629)	(45,103)	(474)	
Expenditure				
Repairs and Maintenance	14,715	13,363	(1,352)	Underspend directly relates to salaries and a large number of vacancies remain following restructures
	8,710	8,944	234	Main variances relate to £116k net cost in sheltered schemes/community centres and £58k net cost associated with development of new allocations software. This is offset by £69k net saving in HRA supervision and management.
Supervision, Management and Admin				
Interest Payments	5,273	5,273	-	
Debt Repayment	1,170	1,170	-	
Depreciation charge to major repairs	9,097	9,097	-	
Capital Expenditure funded from revenue	5,416	5,416	-	
Total Expenditure	44,382	43,263	(1,119)	
Drawdown from Working Balance	247	247	-	
Net (Surplus) / Deficit	-	(1,592)	(1,592)	

Resource Justification Document

RETURN COMPLETED FORMS TO: pmo@northyorks.gov.uk

Activity Overview			
Activity Title	Windows 11 rollout- new laptops		
Requester:	Darren Maycock	Programme/Project Manager (if applicable)	Ken Waller/Hannah Carey
Date:	16/10/24	Cost Code Budget Holder	Gary Fielding

WHY – What are the drivers/benefits?

- The driver behind this request is the Windows 11 rollout project requires aged devices (over 6 years old) to be replaced to bring old/ pre LGR devices all up to the correct specification and to ensure they are all the same minimum specification across the organisation.
- Windows 11 has a minimum set of requirements; many current devices wouldn't meet these requirements and be compatible with Windows 11. So, we need to rollout a number of new laptops to replace these ones. As well as this there are a number of laptops that have significant wear and tear which cannot be made safe to be redeployed, which will need to be replaced.
- The cycle of replacing laptops has been changed from 5 years to 6 years, this increase has meant a £200k per year saving (whole organisation). Therefore, payback for this £1 million capital request is 5 years.
- Windows 11 is a more secure implementation, with increased Wi-Fi and endpoint security.

WHO – Which service / and who does it affect?

- Technology service will be implementing this change, but it impacts the whole organisation, where staff use laptops.

WHAT – What are you trying to achieve?

- We want to standardise laptops based on age and specifications to meet NYC's criteria and to bring everyone onto a central build post LGR. Moving from 8 separate builds to a single build which is an enabler for the further system consolidation work.

WHEN – Timescales and why?

- The spend started in April 24 and the rollout is from August 2024-August 2025. We are constrained by the Windows 10 support ending on 14 October 2025.

SUMMARY OF COSTS

Please update the table showing when the funding is required and what the funding will be used for. If this is linked to a request for staffing, please specify grade and FTE.

Description	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
1554 Laptops- Lenovo ThinkPad L14 (21H1003EUK)	999,967.92	0	0	0	999,967.92

RISKS

List any key risks (High/Medium/Low) if the if funding was not approved.

Risk Description	Impact	Likelihood	Mitigating actions
Age and functionality of laptops would not be consistent across the organisation	Culture impact with difference after LGR. Further calls to IT support when issues arise.	High	Accept risk- Communications to staff to explain why we aren't upgrading their laptops to Windows 11 at the same time as everyone else.
Windows 11 would not be able to be rolled out to those with old or noncompatible laptops	Cost for extended Windows 10 support for 1554 laptops: Year 1 £60,160 Year 2 £124,320 Year 3 £248,640 Total £433,120	High	Accept risk- Pay this additional support.
Windows 11 would not be able to be rolled out to those with old or noncompatible laptops	During this 3-year period there will be no new features or products added during that time unlike Windows 11. There will also be additional support overheads in maintaining two operating systems long term, duplication in testing and servicing two operating system. Also, after 3 years of additional cost for support, the support would end, and the 1554 laptops would have to be replaced. Costs will have risen in 3 years' time and the cost of replacement could increase.	High	Accept risk- Certain colleagues would have laptops without the same updates their colleagues would have, and the laptops would have to be replaced at a potentially higher price in 3 years' time.

APPROVALS

Ensure the appropriate people are aware of the request before it goes for approval.

Requester		Date	
Darren Maycock		16/10/24	
AD of Resources	Date	Sponsor (If applicable)	Date
Karen Iveson	18/10/24	Darren Maycock	16/10/24
Approved by: (completed by PMO)		Date	
		[insert date]	