CABINET **TUESDAY, 22 SEPTEMBER 2026**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: First Quarter Revenue Budget Monitoring 2026/27 ADDENDUM

REPORT OF: Director - Resources

EXECUTIVE MEMBER: Executive Member - Resources

COUNCIL PRIORITY: Sustainability;

1. EXECUTIVE SUMMARY
The purpose of this report is to inform Cabinet of the summary position on revenue income and expenditure forecasts for the financial year 2026/27, as at the end of the first quarter. The forecast variance is a £753k decrease in the net working budget of £28.375million, with an ongoing impact in future years of a £34k increase. There are also requests to carry forward unspent budget totalling £303k to fund specific activities in the next financial year. Explanations for all the significant variances are provided in table 3.
2. RECOMMENDATIONS
2.1 That Cabinet note this report. 2.2 That Cabinet approves the changes to the 2026/27 General Fund budget, as identified in table 3 and paragraph 8.2, a £753k decrease in net expenditure. 2.3 That Cabinet notes the changes to the 2027/28 General Fund budget, as identified in table 3 and paragraph 8.2, a total £337k increase in net expenditure. These will be incorporated in the draft revenue budget for 2027/28. 2.4 That Cabinet approve the debt write-off as detailed in paragraph 8.19.
3. REASONS FOR RECOMMENDATIONS 3.1. Members are able to monitor, make adjustments within the overall budgetary framework and request appropriate action of Services who do not meet the budget targets set as part of the Corporate Business Planning process. 3.2. To comply with the financial regulations in relation to debt write-offs.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Budget holders have considered the options to manage within the existing budget but consider the variances reported here necessary and appropriate.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

5.1. Consultation on the budget monitoring report is not required. Members will be aware that there is wider consultation on budget estimates during the corporate business planning process each year.

6. FORWARD PLAN

This report contains a recommendation on a key Executive decision that was first notified to the public in the Forward Plan on the 21 August 2026.

7. BACKGROUND

7.1 Council approved the revenue budget for 2026/27 of £27.524million in February 2026. As at the end of Quarter One, the working budget has increased to £28.375million. Table 1 below details the approved changes to this budget to get to the current working budget:

Table 1 - Current Working Budget

	£k
Original Revenue Budget for 2026/27 approved by Full Council	27,524
2025/26 Third Quarter Revenue Budget Monitoring report – 2026/27 budget changes approved by Cabinet (April 2026)	201
2025/26 Revenue Budget Outturn report – 2026/27 budget changes approved by Cabinet (June 2026)	650
Current Working Budget	**28,375**

7.2 The Council is managed under Service Directorates. Table 2 below confirms the current net direct resource allocation of each Service Directorate and how this has changed since the original budget was approved by Council in February 2026.

Table 2 – 2026/27 Service Directorate Budget Allocations

Service Directorate	**Original Budget 2026/27**	**Changes approved at Q3 2025/26**	**Changes approved at Outturn 2025/26**	**Other Budget Changes / Transfers**	**Current Net Direct Working Budget**
	£k	**£k**	**£k**	**£k**	**£k**
Chief Executive	5,099	9	65	(10)	5,163
Customers	4,053	48	75	10	4,186
Enterprise	1,818	186	66	0	2,070
Environment	6,251	(124)	314	0	6,441
Governance	2,540	0	9	0	2,549
Place	977	32	98	0	1,107
Regulatory Services	3,768	42	6	0	3,816
Resources	3,018	8	17	0	3,043
TOTAL	**27,524**	**201**	**650**	**0**	**28,375**

7.3 The Revenue Budget Outturn 2025/26 report recorded net revenue expenditure of £21.247 million for 2025/26 and a balance on the General Fund reserve at the end of 2025/26 of £18.046million. The report was prepared prior to finalising the draft statement of accounts. Prior to the issue of the accounts, further entries in the ledger were required, including the accounting treatment of the Council's assets held under finance leases.

From the review undertaken as part of the process, two additional properties were identified as meeting the criteria for recognition as right-of-use assets and were therefore transferred to the Council's balance sheet. Previously, the associated rental payments had been charged to the General Fund as operating lease expenditure. The capitalisation of the two properties was financed through a revenue contribution to capital. This increased net revenue expenditure to a revised outturn for 2025/26 of £21.892million, with the closing General Fund balance reduced to £17.401million. The revised General Fund balance is reflected in table 6 below. This change in accounting treatment reduces the lease costs of the assets going forward, so there is a saving against the revenue budget (detailed in table 3 below). Over time the impact on the General Fund will be broadly balanced.

8. RELEVANT CONSIDERATIONS

8.1 Service Managers are responsible for monitoring their expenditure and income against their working budget. Table 3 below highlights those areas where there are forecast to be differences. An explanation is provided for each of the most significant variances, which are generally more than £25k. The final columns detail if there is expected to be an impact on next year’s (2027/28) budget:

Table 3 - Summary of significant variances

Budget Area	Working Budget £k	Forecast Outturn £k	Variance £k	Reason for difference	Carry Forward Request £k	Estimated Impact on 2027/28 £k
All Directorates	78	0	(78)	As detailed in paragraph 7.3 above, the change in accounting treatment of leases results in an initial reduction in the General Fund balance that is then off-set by future revenue savings. The amount varies by year so amounts for 2027/28 onwards will be adjusted as part of the budget setting process.	0	0
All Directorates 2026/27 Staff Pay Award	599	658	+59	The original budget assumed a 3.0% pay award. However, the National Joint Council has since agreed a pay offer of 3.3% with Chief Officers (Directors), and it is therefore expected that the final 2026/27 pay settlements with other Officers will be at least this level. Estimate also includes the impact of the removal of salary point 11 from the North Herts pay scale from 1st April 2026, as explained in the North Herts Council Pay Policy Statement 2026/27 presented to Council in May.	0	59

Budget Area	Working Budget £k	Forecast Outturn £k	Variance £k	Reason for difference	Carry Forward Request £k	Estimated Impact on 2027/28 £k
All Directorates Electricity and Gas Expenditure	420	375	(45)	Forecast outturn is based on updated consumption data and confirmed unit prices for 2026/27. The projected variance is primarily attributable to electricity price inflation this year of 3.1% being much lower than the assumption in the original budget. The budget assumption was based on the supplier forecast of electricity prices received in October 2025, which had predicted a 13.6% increase. The change in gas prices this year has broadly aligned with the budget assumption.	0	(45)
Chief Executive Treasury Investments Interest Income	(491)	(980)	(489)	Increase in estimated interest income receivable relates to significantly higher cash balances available for investment than anticipated when the income budget estimate was prepared at the start of the calendar year. This is due to the reprofiling of planned capital investments. Estimates for future years will be updated when the next Investment Strategy is finalised in January 2027.	0	0
Customers Careline Service Desk Solution	25	0	(25)	Procurement of the service desk management system is expected to be completed in the next financial year. It is therefore requested that the current working budget, carried forward from the prior financial year, is carried forward again into 2027/28 to fund the associated one-off implementation costs. The solution was intended to be developed in-house, with an associated ongoing efficiency of £25k earmarked from 2026/27; however, due to its complexity and the technical resource absorbed with supporting LGR, it must now be procured externally. Budget provision is therefore also required for the ongoing annual support and maintenance costs.	25	25
Customers Careline Call Handling System	34	0	(34)	Procurement of the call handling system is due to be completed in March 2027, with the service contract starting in April. As costs are not expected until the new financial year, approval is requested to carry forward the unspent budget to help fund the one-off implementation costs. Ongoing annual support costs are also expected to be significantly higher than originally estimated, as the market has moved away from locally hosted software towards subscription-based, fully managed cloud platforms.	34	44

Budget Area	Working Budget £k	Forecast Outturn £k	Variance £k	Reason for difference	Carry Forward Request £k	Estimated Impact on 2027/28 £k
Enterprise Directorate Staffing Costs	2,328	2,288	(40)	The Health and Safety Officer post will be kept vacant in this financial year, with specialist health and safety advice provided instead through a service agreement with Hertfordshire County Council. The service period under the current agreement expires at the end of September 2027, with the Council likely to exercise the option to extend it for a further six months to cover the period up to the advent of the new unitary authority from April 2028.	0	(40)
Enterprise Income from the letting of Thomas Bellamy House	(37)	0	+37	The future use of Thomas Bellamy House remains uncertain. An options appraisal is expected to be prepared this year and will consider potential letting arrangements, capital expenditure requirements (including whether prospective tenants could undertake these works on agreed terms), and the potential capital receipt from the sale of the property. Income from letting would not be anticipated prior to Autumn 2027 at the earliest, pending the outcome of the appraisal and subsequent decisions.	0	19 (27/28 only)
Enterprise Royston Town Council Annexe Redevelopment	20	0	(20)	This site requires certainty on the access and collaboration with adjoining owners for a more comprehensive potential re-development, which is taking time to align. Progress has been made in respect of the access alongside renewal of the car park with Hertfordshire County Council. In the meantime, Estates will seek for the site to retain its allocation as a mixed-use redevelopment in the new Local Plan. It is therefore requested that the unspent budget is carried forward again to fund the cost of obtaining appropriate planning and development advice in the next financial year.	20	0
Environment Income from Solar for Business Initiative	(21)	0	+21	This project was closed without any installations being completed, due to difficulties in attracting suitable business interest. As a result, the scheme has not generated any income.	0	21

Budget Area	Working Budget £k	Forecast Outturn £k	Variance £k	Reason for difference	Carry Forward Request £k	Estimated Impact on 2027/28 £k
Place Local Plan Development	460	281	(179)	The Local Plan programme is made up of a number of evidence-based projects, as well as including provision for other costs, such as examination costs. Whilst many of the evidence-based projects are anticipated to be completed in this financial year, a number will span two financial years. The carry forward of the unspent budget is therefore requested to cover the costs of those activities falling in the following financial year.	179	0
Place Development Control – Legal and Consultants expenditure	0	73	+73	Legal and consultants' fees incurred in the first quarter relate to two public planning inquiries. There was a public inquiry into the refusal of planning permission, contrary to officer recommendation, for 280 homes at Barkway Road, Royston. There was also a public enquiry regarding the enforcement notice issued by the Council in relation to the unauthorised conversion into residential flats of The George Hotel in Baldock. The cost associated with a challenge to the decision of the Council was identified as a financial risk when the budget was approved in February 2026.	0	0
Place Development Control – Software expenditure	45	0	(45)	Investment budget amounts of £20k for the installation of Idox Insights and £25k for the procurement of Agile AI were approved to be carried forward from the prior financial year. Progress with the procurement of Agile AI has however been paused in the new financial year following the Hertfordshire County Council decision not to lead on the procurement and the subsequent collaboration with other Councils not progressing due to LGR. The installation of Idox Insights has also been deferred pending decisions on LGR. It is requested that the allocated budget is carried forward again as these may progress once LGR decisions clarify matters.	45	0

Budget Area	Working Budget £k	Forecast Outturn £k	Variance £k	Reason for difference	Carry Forward Request £k	Estimated Impact on 2027/28 £k
Place Development Control-Planning Fees Income Development Control - Staffing Expenditure	(1,349) 1,402	(1,379) 1,419	(30) +17	Government have announced an increase to planning fees from December this year. This increase is to both allow investment in planning services and to move planning fees further towards covering the full costs of the service. Indications are that the additional income in a full year will be at least £100k and could be around £200k. Further detail and options will be presented as part of the budget-setting process for 2027/28. However, in the meantime there is a need to address a short-term staffing risk and opportunity. The Development and Conservation Manager is taking flexible retirement. Appointing a full-time replacement would help with both transition and capacity. The additional cost is based on the extra hours on top of the current establishment (20 hours per week). Ultimately the current postholder would fully retire (timing not yet confirmed) and the budget would revert to 1 WTE manager post or be subject to an alternate proposal that would need to be set out and approved at that time. This proposal would be subject to the usual HR / recruitment processes. The net impact in this year is based on 4 months of additional full-year income of £100k, less up to 4 months of the additional hours (£50k in a full-year).	0 0	(100) 50
Total of explained variances	**3,513**	**2,735**	**(778)**		**303**	**33**
Other minor balances	24,862	24,887	+25		0	1
Overall Total	**28,375**	**27,622**	**(753)**		**303**	**34**

8.2 Cabinet are asked to approve the differences highlighted in the table above (a £753k decrease in spend), as an adjustment to the working budget (recommendation 2.2). Cabinet are also asked to note the estimated impact on the 2027/28 budget, a £337k increase in budget, which includes the request to carry forward £303k of unspent budget for specific purposes next year, which will be incorporated in to the 2027/28 budget setting process (recommendation 2.3).

8.3 The original approved budget for 2026/27 (and therefore working budget) included efficiencies totalling £2.894million, which were agreed by Council in February 2026. Any under or over delivery of efficiencies will be picked up by any budget variances (table 3 above). However, there can be off-setting variances which mean that it is unclear whether the efficiency has been delivered. Where this is the case, this will be highlighted.

The current forecast at the end of Quarter One is a net underachievement of £59k. This relates to:

- Income from Solar for Business scheme, as highlighted in table three above. £21k underachievement.
- Expenditure saving from the Careline service desk system solution being developed in-house. The planned ongoing saving from the service desk being developed in house will not be achieved, as explained in table 3 above. £25k underachievement. As the new system will not be procured externally until the next financial year, and no expenditure on the new solution is anticipated in the current year, this underachievement has no impact on the projected General Fund balance in the current financial year.

8.4 The working budget for 2026/27 includes budgets totalling £1.884million that were carried forward from the previous year. These are generally carried forward so that they can be spent for a specific purpose that had been due to happen in the prior financial year but was delayed into the current year. At Quarter One, it is forecast that £249k of the budget carried forward will not be spent in this year. This relates to the budget carried forward for:

- Careline Service Desk Solution. The £25k budget carried forward will not be spent in this year and is requested to be carried forward again, as highlighted and explained in table three above.
- Local Plan Development. £179k of the £322k budget carried forward is forecast to be unspent this year and is requested to be carried forward again, as explained in table three above.
- Planning Control installation of Idox Insights. The £20k budget carried forward will not be spent in this year and is requested to be carried forward again, as highlighted in table three above.
- Planning Control procurement of Agile AI. The £25k budget carried forward will not be spent in this year and is requested to be carried forward again, as highlighted in table three above.

8.5 Six corporate ‘financial health’ indicators have been identified in relation to key sources of income for the Council in 2026/27. Table 4 below shows the performance for the year. A comparison is made to the original budget to give the complete picture for the year. Each indicator is given a status of red, amber, or green. A green indicator means that they are forecast to match or exceed the budgeted level of income. An amber indicator means that there is a risk that they will not meet the budgeted level of income. A red indicator means that they will not meet the budgeted level of income.

8.6 At the end of Quarter One, four of the indicators are green and two of the indicators are red.

8.7 The red indicator in respect of Leisure Centres Management Fee income relates to the two one-week closures at Hitchin and Letchworth Leisure Centres originally anticipated in 2025/26 that are now scheduled for 2026/27, following the delay to the delivery of the Leisure Centres Decarbonisation project, as reported at Outturn 2025/26. Corresponding budget provision was approved to be carried forward from 2025/26 to 2026/27 to offset the impact on the General Fund in the current year of the reduction to the management fee income receivable.

8.8 The red indicator relating to the forecast shortfall for Commercial waste and recycling income in comparison to the original budget is indicative of the steady decline in the size of the customer base, with a recommended permanent reduction to the income budget approved by Cabinet at Quarter Three 2025/26. The shortfall reported and explained at Quarter Three has been partially reduced by additional demand for commercial food waste collections as, under UK Simpler Recycling rules introduced last year, businesses with 10 or more full-time equivalent employees are legally obliged to separate and recycle their food waste, with smaller businesses required to comply by 31 March 2027.

8.9 The high actual to date total relative to the annual budget for Planning Application Fees income is due to the reversal in the current year of the accounting adjustments posted at the end of the prior financial year to ensure that the income totals recorded for 2025/26 only related to activity in 2025/26, i.e. planning applications resolved between 1st April 2025 and 31st March 2026, and is therefore not necessarily indicative of the achievement of surplus planning income in this financial year.

Table 4 - Corporate financial health indicators

Indicator	Status	Original Budget £k	Actual to Date £k	Forecast Outturn £k	Forecast Variance £k
Leisure Centres Management Fee Income	Red	(2,163)	(431)	(2,038)	125
Garden Waste Collection Service Subscriptions	Green	(1,680)	(1,734)	(1,680)	0
Commercial Refuse & Recycling Service Income	Red	(1,306)	(445)	(1,294)	12
Planning Application Fees (including fees for pre-application advice)	Green	(1,484)	(1,527)	(1,514)	(30)
Car Parking Fees	Green	(1,963)	(508)	(2,088)	(125)
Parking Penalty Charge Notices (PCNs)	Green	(573)	(149)	(573)	0

8.10 Table 5 below indicates current activity levels, where these drive financial performance, and how these compare to the prior year to indicate the direction of current trends. As performance against the planning applications fee income budget is generally determined by the number of large applications resolved in the year (rather than the total number of applications received), and this distinction is not captured in the data available, this indicator is omitted from table 5.

Table 5 - Corporate financial health indicators – activity drivers

Indicator	Activity Measure	Quarter One Performance 2026/27	Quarter One Performance 2025/26	Percentage Movement	Direction of Trend
Leisure Centres Management Fee	Number of Leisure Centre visits	490,991	462,992	+6.1%	↑
Garden Waste Collection Service	Number of active subscriptions	29,612	27,467	+7.8%	↑
Commercial Refuse & Recycling Service	Number of customers	902	903	-0.1%	↓
Car Parking Fees	Car park tickets sold / average ticket price sold	299,396 / £1.81	298,891 / £1.68	+0.2% / +7.7%	↑
Parking Penalty Charge Notices	Number of PCNs issued	4,327	5,780	-25.1%	↓

FUNDING, RISK AND GENERAL FUND BALANCE

8.11 The Council's revenue budget in 2026/27 is funded primarily from Council Tax, Retained Business Rates income and Revenue Support Grant. In November 2025, central government notified the Council of the anticipated Extended Producer Responsibility (EPR) for packaging payments to the Council in 2026/27. The Council was subsequently notified by Central Government in February 2026 of the amount of Revenue Support Grant and Homelessness, Rough Sleeping and Domestic Abuse Grant it could expect to receive in 2026/27 and planned accordingly.

8.12 Council Tax and Business Rates are accounted for in the Collection Fund rather than directly in our accounts, as we also collect them on behalf of other bodies. Each organisation has a share of the balance on the Collection Fund account. The Council will receive in this year its share of Council Tax Collection Fund surplus and the Business Rates Collection Fund surplus for the prior year, as estimated in January 2026. As reported previously, this means a contribution from the Council Tax Collection Fund to the General Fund of £251k and a contribution to the General Fund of £2.826m from the Business Rates Collection Fund. The final totals recorded at the end of the last financial year was a surplus of £252k in respect of Council Tax and a business rates collection fund surplus of £2.623million. As explained in the Revenue Budget Outturn 2025/26 report, the difference between the January estimates and the final position will affect the calculation of the surplus / deficit for 2026/27 and hence funding available in 2027/28.

8.13 While the transfer of the Council Tax surplus amount of £251k is included in the funding total in table 6 below, the business rates surplus amount will be transferred to an earmarked reserve. The balance in the reserve is reviewed annually as part of the Medium-Term Financial Strategy (MTFS) and budget process to assess whether it can be used to support the General Fund budget. The budget estimates for 2026/27 onwards approved by Council in February included a planned total drawdown of £5.75m from the earmarked reserve to the General Fund over the current financial year (as shown in table 6) and the next financial year to mitigate the estimated shortfall in revenue funding.

8.14 The Council's expected business rates funding for 2026/27, as shown in the original budget estimates presented to Council in February and included in table 6 below, is £3.027m. This is equal to the baseline funding level (BFL) determined by government, which represents the government's assessment of the business rates income the Council needs to retain to fund its services.

8.15 The reset of the business rates retention system on 1st April 2026 updated the Council's business rates baseline (BRB), which is the government's estimate of the total business rates income that North Herts Council can collect locally. The Council currently expects to collect less business rates income in 2026/27 than the BRB. As a result, after paying the business rates tariff to government (the tariff is calculated as the difference between the BRB and the BFL), the amount retained by the Council is forecast to be below its baseline funding level.

8.16 In these circumstances, the retention scheme provides a safety net, under which the government makes top-up payments to ensure authorities receive a minimum level of funding relative to their BFL. In previous years this minimum was 92.5% of a local authority's baseline funding level, but for 2026/27 only the government has set the safety net at 100%. Based on the forecast business rates position declared to Government in January, the Council will receive £432k of safety net funding in 2026/27. The final amount will depend on the actual level of business rates collected; however, the 100% safety net means that business rates funding for 2026/27 will be at least equal to the original budget estimate.

8.17 Table 6 below summarises the impact on the General Fund balance of the position at Quarter One detailed in this report.

Table 6 – General Fund impact

	Working Budget £k	Forecast Outturn £k	Difference £k
Brought Forward balance (1st April 2026)	**(17,401)**	**(17,401)**	**-**
Net Expenditure	28,375	27,622	(753)
Funding (Council Tax, Business Rates, RSG, EPR)	(23,888)	(23,888)	-
Funding from Reserves (including Business Rate Relief Grant)	(3,636)	(3,636)	-
Carried Forward balance (31st March 2027)	**(16,550)**	**(17,303)**	**(753)**

8.18 The minimum level of General Fund balance is determined based on known and unknown risks. Known risks are those things that we think could happen and we can forecast both a potential cost if they happen, and percentage likelihood. The notional amount is based on multiplying the cost by the potential likelihood. The notional amount for unknown risks is based on 5% of net expenditure. There is not an actual budget set aside for either of these risk types so, when they occur, they are reflected as budget variances (see table 3). We monitor the level of known risks that actually happen, as it highlights whether there might be further variances. This would be likely if a number of risks come to fruition during the early part of the year. We also use this monitoring to inform the assessment of risks in future years. The notional amount calculated at the start of the year for known risks was £1,682k, and at the end of the first quarter a total of £73k has come to fruition. The identified risk realised in the first quarter relates to:

- Costs associated with a challenge to a decision of the Council, as highlighted and explained in table 3 above - £73k.

Table 7 – Known financial risks.

	£'000
Original allowance for known financial risks	**1,682**
Known financial risks realised in Quarter 1	(73)
Remaining allowance for known financial risks	**1,609**

DEBT WRITE-OFFS

8.19 The financial regulations require Cabinet approval for most debt write-offs that are over £10k. Cabinet are asked to approve a write-off of a Housing Benefit overpayment debt with a gross value of £16,718. The Council have received subsidy from the Department for Work and Pensions, which makes the net cost £9,336. The original debt relates to overpayments made in 2013 and 2014. £1,738 was recovered via Housing Benefit deductions in 2017 and 2018. It was then not possible to recover through that route. It was also not possible to recover through earnings as they were self-employed. The debt has been referred to bailiffs but there are no assets available to pay the debt. The person also has Council Tax debt, and efforts will focus on that debt due to the additional recovery options available.

9. LEGAL IMPLICATIONS

9.1 The Cabinet has a responsibility to keep under review the budget of the Council and any other matter having substantial implications for the financial resources of the Council. Specifically, 5.7.8 of Cabinet's terms of reference state that it has remit "to monitor quarterly revenue expenditure and agree adjustments within the overall budgetary framework." By considering monitoring reports throughout the financial year Cabinet is able to make informed recommendations on the budget to Council. The Council is under a duty to maintain a balanced budget and to maintain a prudent balance of reserves.

9.2 The recommendations contained within this report are to comply with the council's financial regulations with attention drawn to significant budget variances as part of good financial planning to ensure the council remains financially viable over the current fiscal year and into the future. Local authorities are required by law to set a balanced budget for each financial year. During the year, there is an ongoing responsibility to monitor spending and ensure the finances continue to be sound. This means there must be frequent reviews of spending and obligation trends so that timely intervention can be made ensuring the annual budgeting targets are met.

9.3 The Council's financial regulations (section 20 of the Constitution) require (at paragraph 15.5) require that write-offs above £10k are approved by Cabinet, except where the debtor is declared bankrupt, is in liquidation or subject to an Individual Voluntary Arrangement, and where the debtor is deceased and there are insufficient funds in the estate to repay the debt

10. FINANCIAL IMPLICATIONS

10.1 Members have been advised of any variations from the budgets in the body of this report and of any action taken by officers.

11. RISK IMPLICATIONS

11.1. Good Risk Management supports and enhances the decision-making process, increasing the likelihood of the Council meeting its objectives and enabling it to respond quickly and effectively to change. When taking decisions, risks and opportunities must be considered.

11.2. As outlined in the body of the report. The process of quarterly monitoring to Cabinet is a control mechanism to help to mitigate the risk of unplanned overspending of the overall Council budget.

12. EQUALITIES IMPLICATIONS

12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

12.2 For any individual new revenue investment proposal of £50k or more, or affecting more than two wards, a brief equality analysis is required to be carried out to demonstrate that the authority has taken full account of any negative, or positive, equalities implications; this will take place following agreement of the investment.

13. SOCIAL VALUE IMPLICATIONS

13.1. The Social Value Act and "go local" requirements do not apply to this report.

14. ENVIRONMENTAL IMPLICATIONS

14.1. There are no known Environmental impacts or requirements that apply to this report.

15. HUMAN RESOURCE IMPLICATIONS

15.1 Although there are no direct human resource implications at this stage, care is taken to ensure that where efficiency proposals or service reviews may affect staff, appropriate communication and consultation is provided in line with HR policy.

16. APPENDICES

16.1 None

17. CONTACT OFFICERS

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18. BACKGROUND PAPERS

18.1 None