

1. Extracts from document titled “Budget Paper 2023-24 Board 230323 FINAL”

- *Pending approval from the Board during the year, we will update our projected spend for submission in the Supplementary Estimate (October/November 2023) to include requirements in relation to:*

REDCATED

the Operations Transformation project

- *The budget has been developed on the basis of the following principles:*

REDCATED

Expenditure has been based on commitments plus prudent investments to support pieces of work already identified including data, corporate systems and the operational transformation programme.

- *Non staff budgets:*

xiv. the addition of an operations transformation team (£218k: 4 x 12-month fixed term project roles)

- *Excluded from the 2023/24 budget:*

cost impact resulting from the operations transformation project.

- *The impact of the Operations Transformation project on application income in 2023/24 is unknown at this stage.*

2. Extracts from document titled “Budget paper 2024-25 – FINAL Board 19 March 2024”

- *REDCATED. Additional staff costs, such as the £1,500 cost of living payment, additional 2% pay increase and non-pay costs as a result of the White Paper and work in other priority areas, such as the Operations improvement and Data work, have further increased costs, resulting in a small surplus of income this year.*
- *REDCATED. Pending approval from the Board during the year, we will update our projected spend for submission in the Supplementary Estimate (October/November 2024) to further progress requirements as they are fully developed in relation to:*

REDCATED

the Operations improvement,

- *Our reserves position is forecast to be c£13.6m at the end of March 2024, largely in line with what was budgeted in 2023/24, when accounting for the additional investment agreed at the supplementary estimate. This has been driven by REDACTED, REDACTED and development of the REDACTED and operational improvement programmes.*

3. Extract from document titled “Finance and Procurement Reports – January 2025”

Ops – Underspends due to vacancy pushbacks and Ops improvement project discontinuation.

4. Extract from document titled “Strategic Risk Register Report – March 2025”

Two risks have been removed from the Strategic Risk Register following agreement by the Executive Team to close a risk (Ops Improvement).

Following a decision taken to descope the Operations Improvement programme, it has been agreed by the Executive Team that the connected strategic risk (SRR015) be closed on the strategic register pending approval from. Some significant elements of the risk have been terminated through the decision, whilst risks associated with the workstreams that will continue in the 25/26 Business Plan will be captured in the relevant business and project risk registers. We anticipate that a number of areas of ongoing work will be captured in the development of quality assurance processes in Operations. Once the 2025-26 budget and business plan is agreed we will review plans and business area risks to determine if any further consideration is needed at strategic level.