

2022/23 Revenue Financial Performance Quarter Two

Committee considering report:	Executive
Date of Committee:	15 December 2022
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	16 November 2022
Report Author:	Melanie Ellis
Forward Plan Ref:	EX4269

1 Purpose of the Report

- 1.1 To report on the financial performance of the Council's revenue budgets and provide a year-end forecast. This report is Quarter Two 2022/23.

2 Recommendations

- 2.1 To note the forecast £3m over spend, after taking account of provision that was made in reserves for specific risks at the time of budget setting. Without this provision, the forecast would be an over spend of £7.8m.
- 2.2 To note that proposed mitigations totalling £1.9m could reduce the overspend to £1.1m.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	£3m forecast over spend, after taking account of provision in reserves. Without this provision, £7.8m over spend. Amendments and mitigations could reduce the overspend to £1.1m.
Human Resource:	None
Legal:	None
Risk Management:	Risks to next years' budget are included where relevant in the report. Where identified these will form part of the budget build process for 2023/24. Specifically this includes inflation risk being seen in care costs and energy.

Property:				
Policy:	No			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		Y		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		Y		
Environmental Impact:		Y		
Health Impact:		Y		
ICT Impact:		y		
Digital Services Impact:		y		
Council Strategy Priorities:		y		Business as usual
Core Business:		y		
Data Impact:		y		

Consultation and Engagement:

Budget holders, Heads of Service and Directors.

4 Executive Summary

- 4.1 The 2022/23 net revenue budget of £144m was set in March 2022, using £140m of revenue funding and £4m of reserves. During the budget build, inflationary pressures were identified in demand led services. Not all of these pressures were built into the budget, with some being put aside in earmarked reserves to be called on should the pressures arise.
- 4.2 Inflation has increased further and at Quarter Two we are seeing pressures across the Council totalling £7.8m. After factoring in drawing down on the reserves that were set aside to support this, the forecast overspend is £3m.
- 4.3 Directors and Finance have undertaken detailed reviews all forecast overspends, in order to find mitigating underspends. These total £1.9m. After these actions, the forecast could be reduced to £1.1m overspend.

Directorate Summary	Current Net Budget	Forecast Outturn	(Under)/over spend			(Under)/over spend							
			Quarter One			Quarter Two							
			Budget Manager Forecast	Forecast after Reserves	Mitigated Forecast	Budget Manager Forecast	Proposed budget transfer	Provided in Earmarked Reserve	Provided in General Fund	Amend-ments	Forecast after Reserves	Mitigation	Mitigated Forecast
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
People	85,858	89,252	7,839	4,147	3,463	8,661	(850)	(2,268)	(624)	(217)	4,702	(1,307)	3,395
Place	31,242	31,368	1,347	713	(196)	1,702	(63)	(293)	(644)	(16)	686	(560)	126
Resources	11,763	11,133	241	209	(555)	(571)	0	(32)	0	0	(603)	(27)	(630)
Chief Executive	534	523	(15)	(15)	(25)	(5)	0	0	0	0	(5)	(6)	(11)
Capital Financing/Risk Mgt	15,590	13,851	(1,271)	(421)	(551)	(1,989)	850	(600)	0	0	(1,739)	0	(1,739)
Total	144,987	146,128	8,141	4,633	2,136	7,798	(63)	(3,193)	(1,268)	(233)	3,040	(1,900)	1,141

- 4.4 The People Directorate forecast overspend is £8.7m, reducing to £4.7m after use of reserves. £1.3m of mitigation proposals have been made, which bring the overspend to £3.4m.
- 4.5 In Adult Social Care (ASC), long term services (LTS) are forecasting a £3m over spend. There are higher client numbers: 1797 compared to 1743 modelled, with the rise attributable to higher levels of new requests for support, mirroring the national picture set out by the Association of Directors of Adult Social Services. There is an increase in the cost of new client care packages, due to current inflation (provided for in reserves) and complexities. There is lower occupancy in our own care homes and clients have had to be placed in externally commissioned beds costing more.
- Short term services are £0.25m over spent due to higher costs and more complex needs and there is a forecast over spend of £1.3m in our own care homes due to being unable to admit new clients in some homes. The remaining overspend is across staffing budgets due to agency cover.

- 4.6 In Children & Family Services (CFS), the forecast is a £2.6m over spend; £1.5m over spend in placements as identified in the model during budget build and £1.4m in Family Safeguarding teams due to agency costs. The risk provision for residential placements could be used which would reduce the over spend to £1m.
- 4.7 Education is reporting a £0.9m over spend, predominantly due to Home to School Transport, and Communities and Wellbeing is reporting a £0.3m overspend due to income pressures in leisure.
- 4.8 The Place Directorate is forecasting overspends of £0.8m in Development & Regulation (D&R) and 0.9m in Environment.
- In D&R there are agency pressures covering sickness and vacancies in the planning service and a shortfall of planning income. Housing is facing pressures from emergency and temporary accommodation.
 - In Environment, car parking/season ticket income has significantly reduced compared to pre-pandemic levels. There is £0.4m set aside in reserves for this, as it was identified as an expected pressure at the time of budget build, leaving an unfunded pressure of £0.3m. Solar energy income is not achieving the expected levels of income based on current output of the installed solar panels and there are increased costs from street lighting. In network management, there is a £172k pressure on supervision fees for Section 38 and 278 orders. However, waste management is seeing increased levels of recycling income, reduced use of landfill and overachievement of garden waste subscriptions, and transport services have underspends from staff vacancies and overachievement of income.
- 4.9 The Resources Directorate forecast underspend is £0.6m arising from covering staff with agency in Finance and ICT, offset by the agency rebate in Commissioning & Procurement and commercial property income.
- 4.10 The Capital Financing forecast is an under spend of £1m from utilisation of short term borrowing and cash flow as opposed to longer term financing. Savings have also been achieved through the prepayment of pension contributions. There is an underspend of £730k in Risk Management after releasing a £130k provision from reserves that is no longer required, and use of £600k of the Outcomes Based Budgeting Reserve to support the ongoing financial position.
- 4.11 The 2021/22 savings and income generation programme of £5.3m is 78% Green.

5 Supporting Information

Introduction

- 5.2 The 2022/23 net revenue budget of £144m was set in March 2022, using £140m of revenue funding and £4m of reserves.

2022/23 Revenue Financial Performance Quarter Two

5.3 During the budget build, inflationary pressures were identified in demand led services. Not all of these pressures were built into the budget, with some being put aside in earmarked reserves to be called on should the pressures arise.

5.4 Inflation has further increased and at Quarter Two we continue to see pressures across the Council, and are factoring in using the reserves that were set aside to support this.

Quarter Two 2022/23

5.5 The Quarter Two budget manager forecast is a £7.8m overspend, which after taking account of £4.8m provision that was made in reserves for specific risks at the time of budget setting and other amendments, would reduce to £3m.

5.6 Directors and Finance have undertaken detailed reviews and a range of mitigation suggestions have been drawn up totalling £1.9m. After these actions, the forecast could be reduced to £1.1m overspend. The forecasts by service are shown below:

	Current Net Budget	Forecast Outturn	(Under)/over spend Quarter One			(Under)/over spend Quarter Two							
			Budget Manager Forecast	Forecast after Reserves	Mitigated Forecast	Budget Manager Forecast	Proposed budget transfer	Provided in Earmarked Reserve	Provided in General Fund	Amend-ments	Forecast after Reserves	Mitigation	Mitigated Forecast
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	55,120	56,857	4,173	1,840	1,402	4,834	0	(1,760)	(523)	(116)	2,435	(697)	1,738
Children & Family Services	18,134	18,586	2,466	1,057	1,057	2,576	(850)	(508)	(101)	(102)	1,015	(562)	452
Executive Director	331	299	(7)	(7)	(7)	(31)	0	0	0	0	(31)	0	(31)
Education DSG funded	(444)	(444)	0	0	0	0	0	0	0	0	0	0	0
Education	9,855	10,786	707	582	582	955	0	0	0	0	955	(24)	931
Public Health & Wellbeing	362	362	0	0	0	0	0	0	0	0	0	0	0
Communities & Wellbeing	2,501	2,806	500	463	429	328	0	0	0	0	328	(23)	305
People	85,858	89,252	7,839	3,935	3,463	8,661	(850)	(2,268)	(624)	(217)	4,702	(1,307)	3,395
Development & Regulation	6,740	6,895	430	162	(52)	794	(63)	(73)	(100)	(130)	428	(273)	155
Executive Director	215	225	0	(22)	(22)	10	0	0	0	0	10	0	10
Environment	24,288	24,248	917	(122)	(122)	898	0	(220)	(544)	114	248	(287)	(40)
Place	31,242	31,368	1,347	18	(196)	1,702	(63)	(293)	(644)	(16)	686	(560)	126
ICT	2,291	2,256	77	53	53	(35)	0	0	0	0	(35)	0	(35)
Executive Director	313	302	0	0	0	(11)	0	0	0	0	(11)	0	(11)
Commissioning & Procurement	827	510	(237)	(237)	(237)	(317)	0	0	0	0	(317)	0	(317)
Finance & Property	1,315	1,393	208	(194)	(194)	78	0	0	0	0	78	0	78
Strategy & Governance	7,017	6,672	193	114	(177)	(286)	0	(32)	0	0	(318)	(27)	(345)
Resources	11,763	11,133	241	(264)	(555)	(571)	0	(32)	0	0	(603)	(27)	(630)
Chief Executive	534	523	(15)	(15)	(25)	(5)	0	0	0	0	(5)	(6)	(11)
Capital Financing	14,610	13,601	(421)	(421)	(421)	(1,009)	0	0	0	0	(1,009)	0	(1,009)
Risk Management	980	250	(850)	(130)	(130)	(980)	850	(600)	0	0	(730)	0	(730)
Capital Financing/Risk Mgt	15,590	13,851	(1,271)	(551)	(551)	(1,989)	850	(600)	0	0	(1,739)	0	(1,739)
Total	144,987	146,128	8,141	3,123	2,136	7,798	(63)	(3,193)	(1,268)	(233)	3,040	(1,900)	1,141

NB: Rounding differences may apply to the nearest £k.

Impact on Reserves

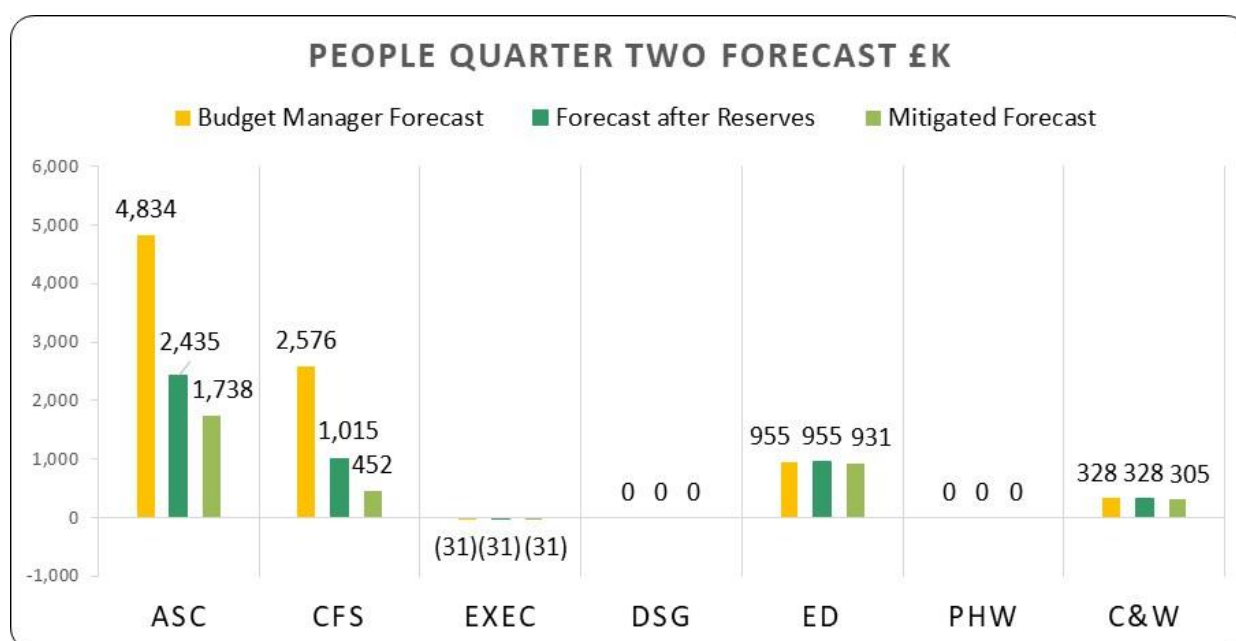
5.7 Reserves that are forecast to be used during 2022/23 are shown below:

Reserve	Current Balance	Proposed Utilisation in 2022/23	Balance Remaining
	£m	£m	£m
Service risk reserves	3.03	2.65	0.38
Local Development Framework	0.13	0.07	0.06
Outcomes Based Budgeting	1.20	0.60	0.60
CFS Risk Management Budget	0.80	0.80	0.00
General Fund	9.40	2.40	7.00
	14.56	6.53	8.03

People Directorate

5.8 The Directorate forecast is an over spend of £8.7m. The over spend could be reduced to £4.7m by accessing specific reserves which were set aside for risks relating to inflation and demand that have arisen.

5.9 A range of mitigation suggestions have been drawn up totalling £1.3m. After these actions, the forecast could be reduced to £3.4m overspend.



5.10 In ASC, the forecast over spend is £4.8m. The over spend could be reduced to £2.4m by using the provisions that were made in the service risk reserves and against the General Fund for inflation and other risks during the budget build process.

5.11 The forecast has worsened since Quarter One, as a result of continued demand for services, along with lower occupancy in our own care homes and ongoing challenges with recruiting and retaining permanent employees.

5.12 Long term services (LTS) are forecast to be £3.1m over spent.

- There are higher client numbers than modelled, 1797 compared to 1743 modelled. The rise in clients is attributable to higher levels of new requests for support,

mirroring the national picture set out by the Association of Directors of Adult Social Services in their Spring Budget survey. This includes high demand from hospital discharge.

- There is an increase in the cost of new client care packages, due to current inflation (provided for in reserves), complexities and challenges in the external workforce market.
- There has been lower occupancy in our own care homes and clients have had to be placed in externally commissioned beds costing more.

5.13 Short term services are £0.25m over spent due to higher costs from more complex needs.

5.14 There is a forecast overspend of £1.3m in our own care homes due to being unable to admit new clients in some homes.

5.15 The remaining overspend is across staffing budgets due to agency cover.

5.16 A range of mitigations identified by the service could reduce the forecast to £1.7m overspend. These include reducing external training, review of client services, estimate of external funding streams, reducing agency spend and review of all services.

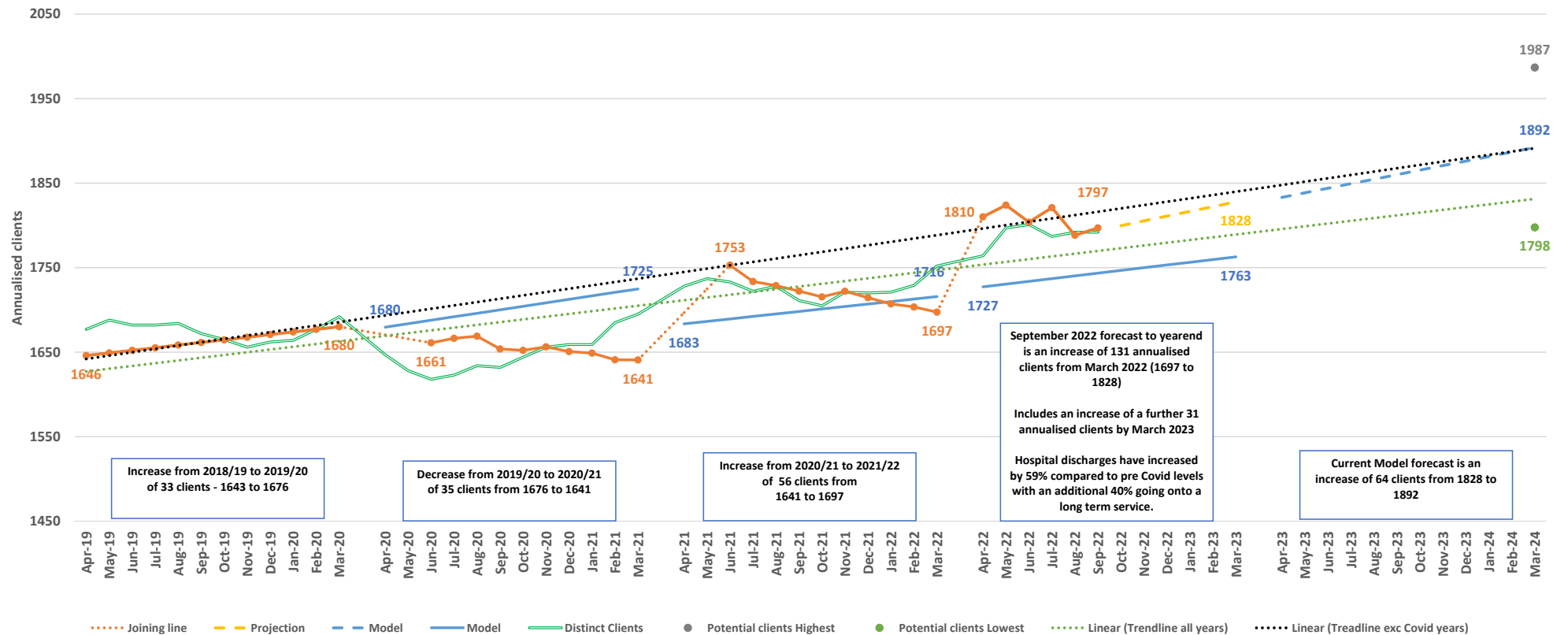
5.17 The service continues to take action to suppress market demand such as reinforcing the three conversations model suppressing the need for long term services, strategic review of in-house care home provision, use of technology enabled care and maximising external funding streams. Market Management is working with local providers to ensure supply and demand are better aligned and offering better value for money. Net weekly spend on long term services is carefully monitored. All requests for long term services are scrutinised weekly at Good Practice Forum by senior management to ensure Care Act compliance and also make best uses of resources. Staffing options are being explored with HR.

5.18 The ASC Model for long term services will be updated monthly throughout this financial year to inform the 2023-24 budget. The assumptions are reviewed and agreed by the ASC Financial Planning Steering group and reported at the ASC Financial Planning meeting on a monthly basis. The modelling produces a financial impact range between low cost, most likely and high cost. The model inflation is at 3.5%, reflecting increases expected in costs balanced against increases already in place.

The graphs below shows client numbers from April 2019 and net expenditure for Long Term Services.

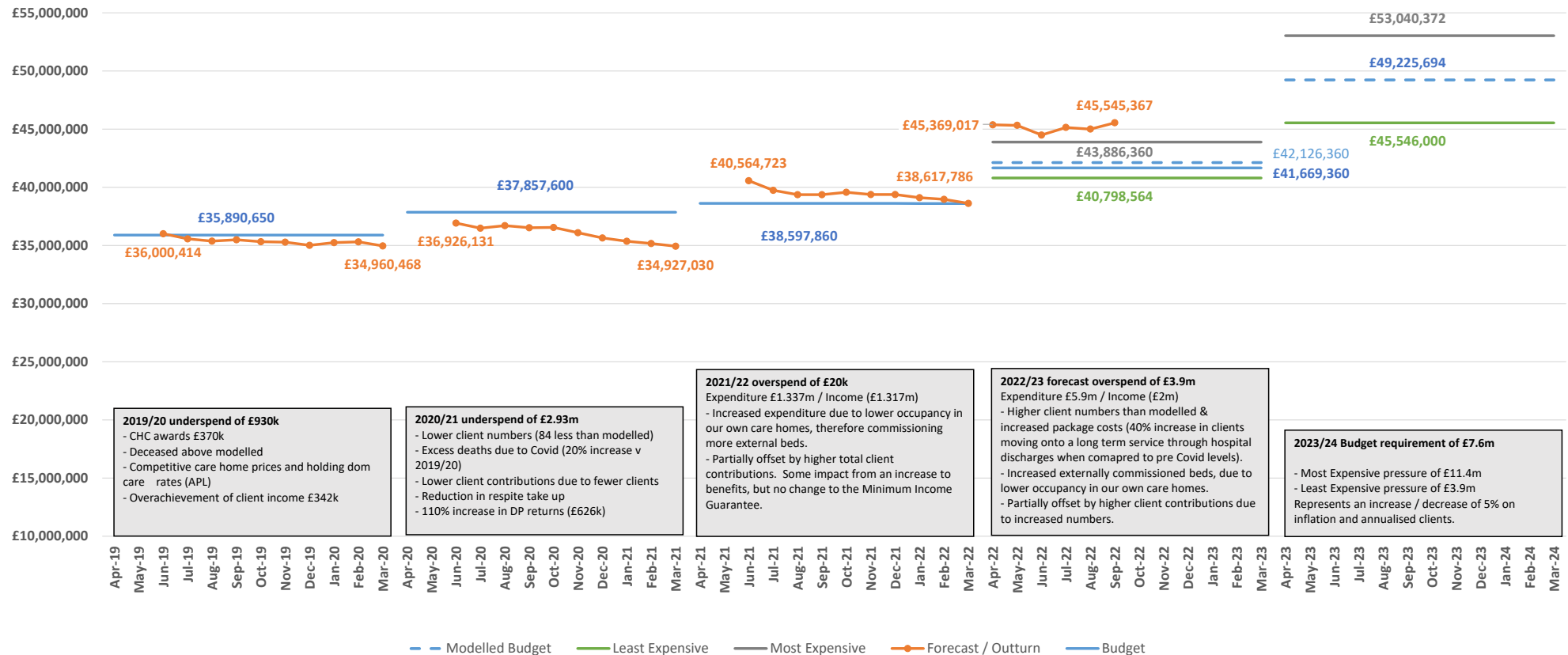
2022/23 Revenue Financial Performance Quarter Two

Adult Social Care Annualised client numbers for Long Term Services



2022/23 Revenue Financial Performance Quarter Two

Adult Social Care Net Expenditure for Long Term Services



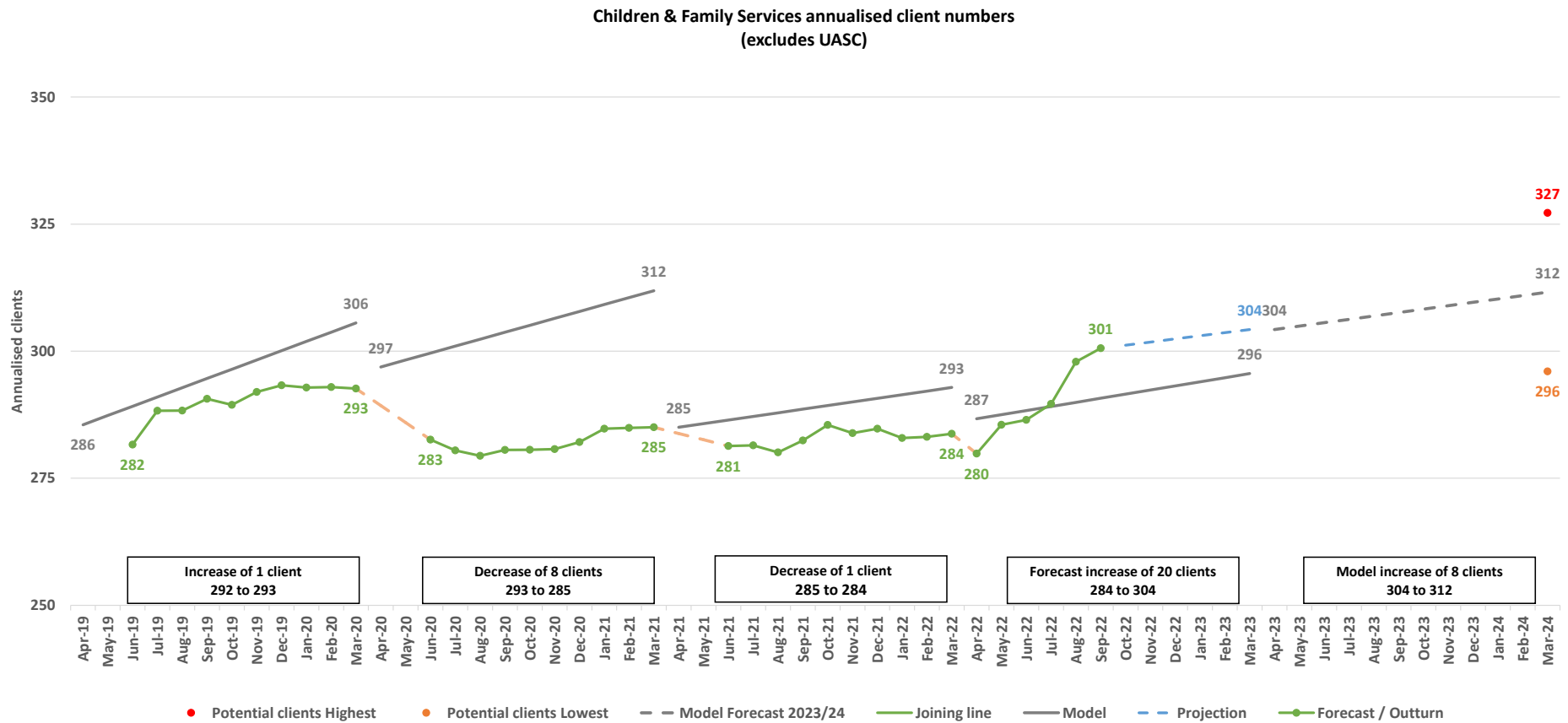
5.19 In CFS, the forecast is a £2.6m over spend. This could be reduced to £1m with the use of the risk provision for residential placements and additional savings found post Quarter Two.

- There is a forecast £1.5m over spend in placements which was identified in the model during budget build and is fully provided for in reserves.
- The Family Safeguarding teams are overspending by £1.4m due to agency costs. This has been required to cover vacancies, maternity leave and additional capacity. There are 17 vacancies across the East and West Teams and six maternity leaves.

5.20 Mitigations have been identified by the service totalling £562k which would reduce the overspend to £452k. These include reducing external training, estimates of further external funding to be applied and use of risk reserve.

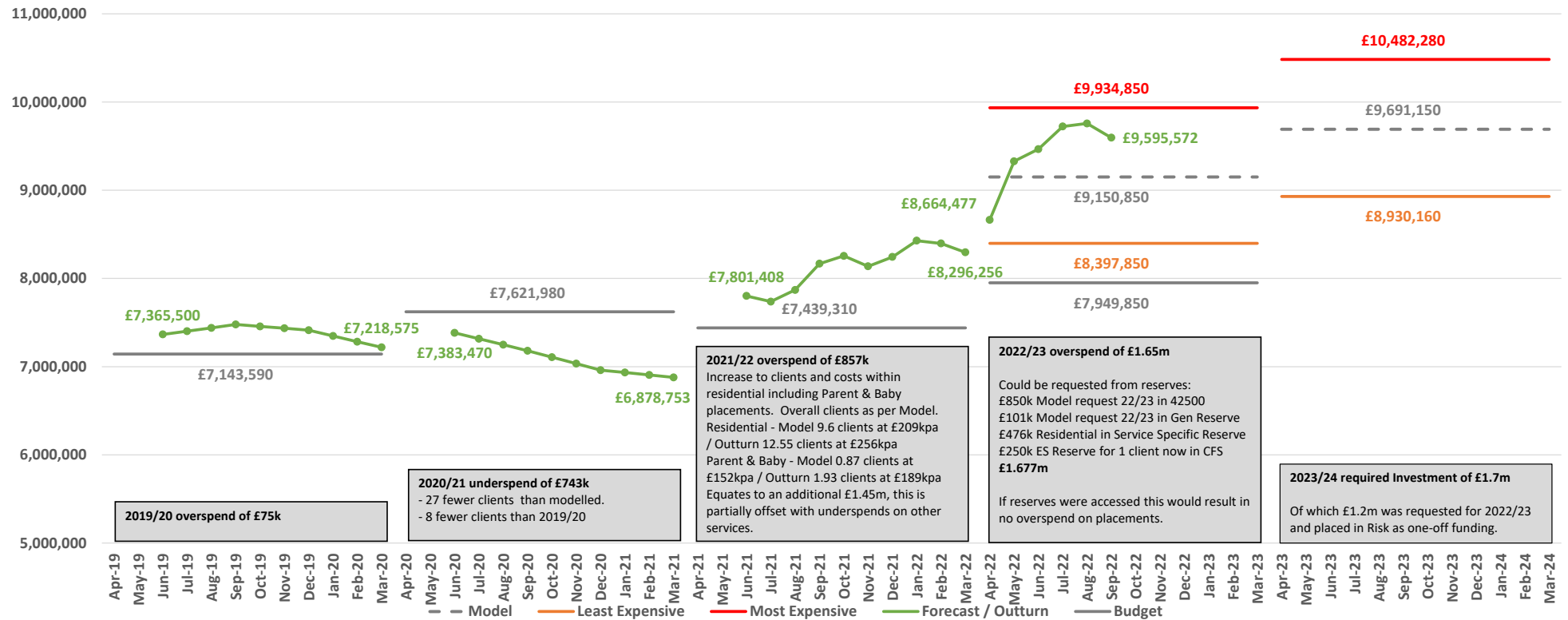
5.21 The model for placements has been refined and will be updated monthly. Client numbers and net expenditure are shown in the graphs below.

2022/23 Revenue Financial Performance Quarter Two



2022/23 Revenue Financial Performance Quarter Two

Children & Family Services Net Expenditure (excludes UASC)



5.22 Education is reporting a £0.9m over spend. The over spend is predominantly due to a forecast pressure on Home to School Transport, where there are a higher number of eligible SEN students and increasing transport costs. This has increased by £0.25m since last quarter. The volatility of this service means that it is difficult to forecast but there are more children with special needs requiring transportation, limited spaces in Newbury schools, rising fuel costs and driver's wages all contributing to this year's overspend position.

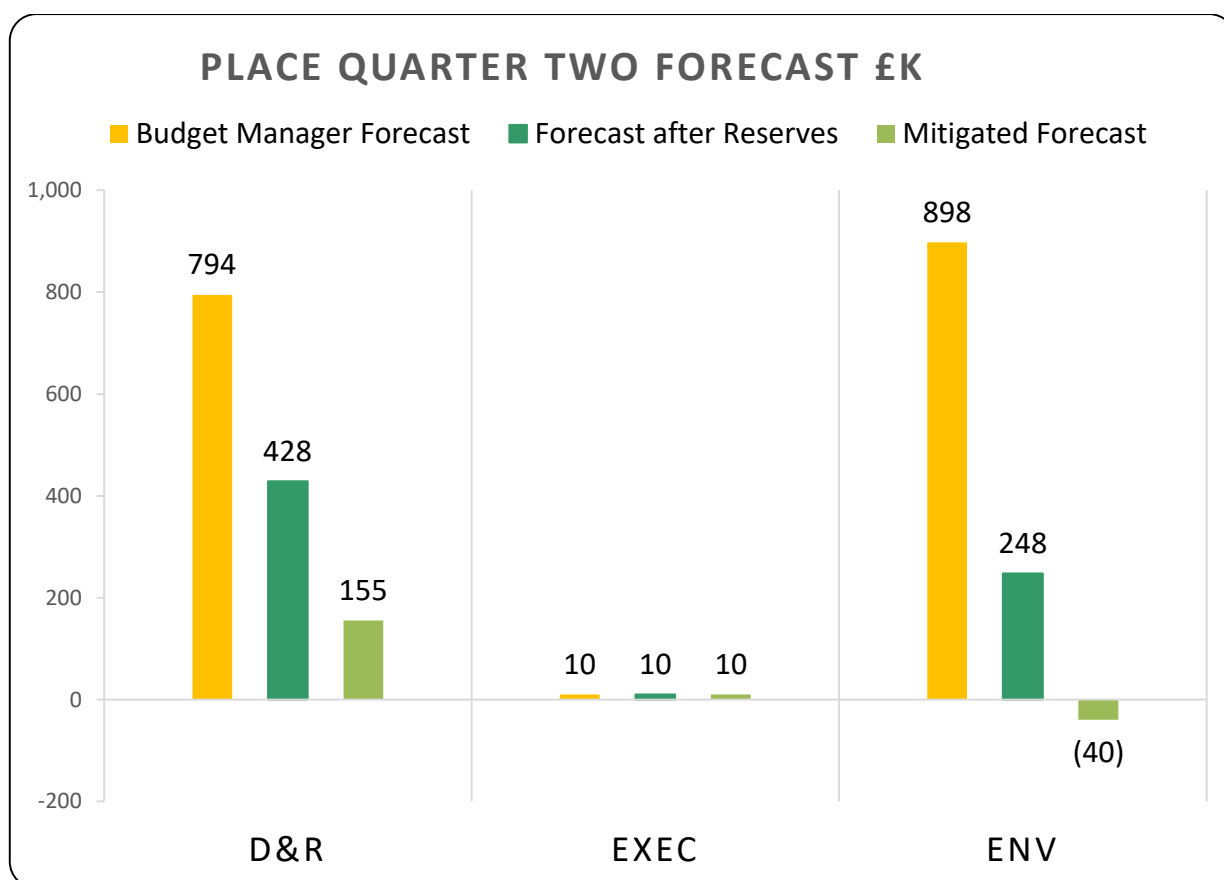
5.23 Communities and Wellbeing is reporting a £0.3m overspend due to income pressures in leisure.

5.24 The Public Health grant forecast is on line, and any variances to budget will be transferred to the Public Health Reserve at year end. There is currently an estimated £137k under spend which will transfer to the reserve. This is mainly due to staff projects being supported from COMF funding.

Place Directorate

5.25 The Place Directorate is forecasting an overspend of £1.7m against a budget of £31m. The overspend could be reduced to £0.7m by accessing reserves that were set aside during the budget build for specific pressures.

5.26 A range of mitigation suggestions have been drawn up totalling £560k. After these actions, the forecast could be reduced to £126k overspend.



5.27 In Development and Regulation, there is a £0.8m forecast over spend, which could reduce to £0.1m through use of reserves and mitigation initiatives.

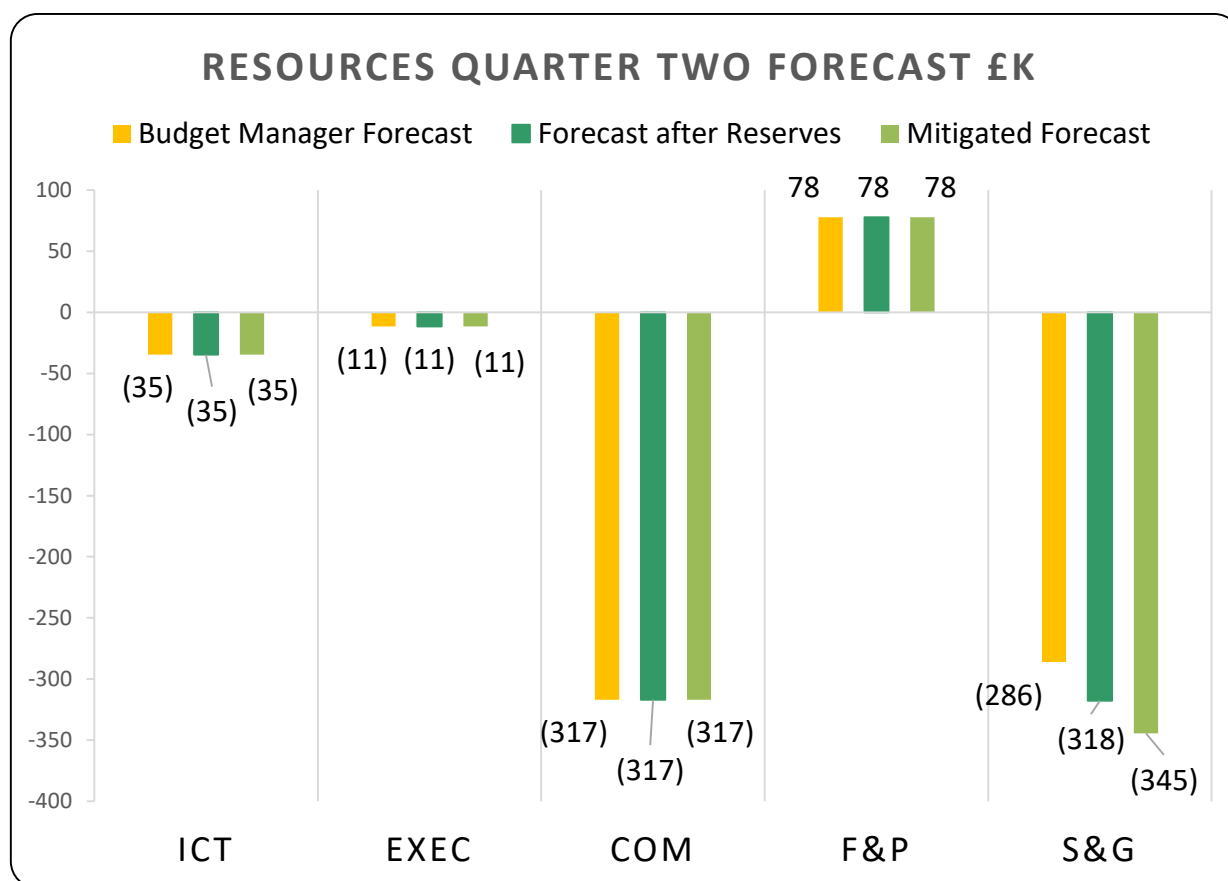
- There are £0.6m of agency and consultant pressures in Planning from covering sickness and vacancies and the service struggling to recruit qualified permanent staff. Planning income is below target, with a pressure of £184k partly covered off by a £100k reserve. Minerals and Waste Examination has been delivered with a £130k underspend.
- Housing is facing £250k of pressures on emergency and temporary accommodation and funding pressures from restrictive grant conditions. There has been a revenue saving of £160k against site management as the costs are capital in nature.
- These areas of pressure have all increased since Quarter One.
- Mitigations are focussing on service review and further efficiencies.

5.28 In Environment, there is a £0.9m forecast over spend, which could reduce to £0.25m by using reserves set aside as part of the budget process for pressures identified. Mitigations of £0.3m would bring the service back on line.

- The largest area of pressure is parking income which is seeing significant reductions compared to pre-pandemic levels both from car parks and season tickets amounting to £0.7m. There is £0.4m set aside in reserves for this, as it was identified as an expected pressure at the time of budget build.
- Other pressures include £162k solar energy income which is not achieving the expected levels of income based on current output of the installed solar panels, and £167k increased costs from street lighting. In network management, there is a £172k pressure on supervision fees for Section 38 and 278 orders.
- Transport services are seeing underspends from staffing vacancies and overachievement of income.
- Waste management are seeing increased levels of recycling income, reduced use of landfill and an overachievement of garden waste subscriptions leading to a favourable variance of £0.4m.
- Mitigations are around reduced spend, additional income targets and use of transformation funding.

Resources Directorate/Chief Executive

5.29 The Resources Directorate is forecasting an underspend of £571k against a budget of £12m, and after use of reserves of £32k, the underspend would increase to £603k.



5.30 In ICT there is a forecast underspend of £35k from staff vacancies, overachievement of school income. There are pressures from print and reprographic income and from WAN circuit requirements.

5.31 In Commissioning, there is a £317k forecast surplus income largely from the agency contract rebate, as a result of the increased agency usage.

5.32 In Finance and Property, the £78k forecast over spend has arisen as follows:

- Temporary staff costs covering workload pressures in the Financial Reporting Team is expected to lead to an over spend of £138k. There are further agency pressures in Exchequer Services totalling £66k.
- Energy costs and repairs and maintenance in corporate buildings are causing a pressure of £142k.
- These pressures are offset by £200k overachievement on commercial property income.

5.33 Strategy and Governance is forecasting a £286k underspend, which could increase to £345k after use of reserves.

- In HR there are £160k savings from National Insurance, and £236k savings in the Engagement Team due to use of Transformation Funding.

- In Legal there are pressures due to Coroners Court increased costs £65k, legal fee income £42k and client disbursements £32k (covered by reserve).

Capital Financing and Risk Management

5.34 The Capital Financing forecast is an under spend of £1m. Capital financing costs are lower than expected due savings on capital financing through utilisation of short term borrowing and cash flow as opposed to longer term financing. Savings have also been achieved through the prepayment of pension contributions.

5.35 There is an underspend of £730k in Risk Management after releasing a £130k provision from reserves that is no longer required, and the proposed release of £0.6m from the Outcomes Based Budgeting reserve (OBB).

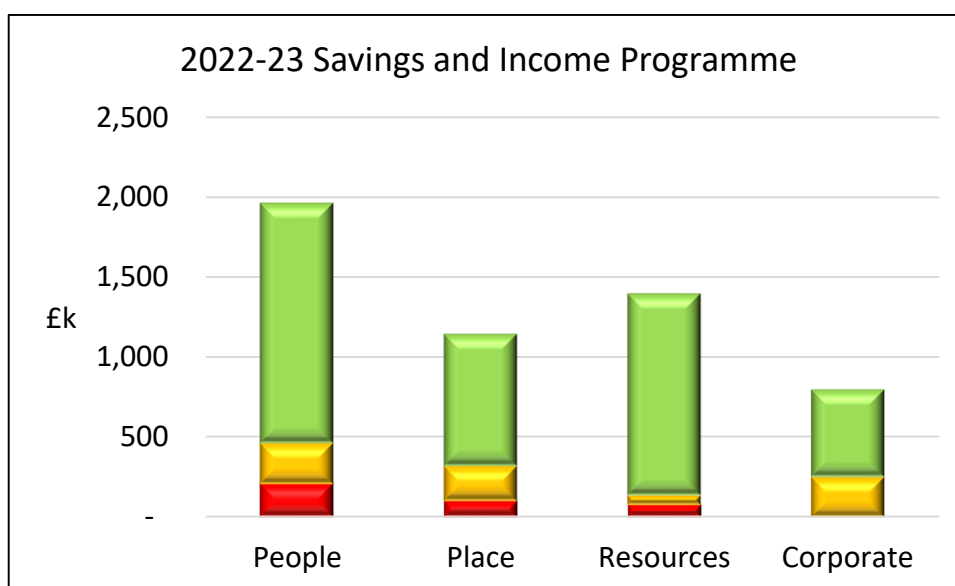
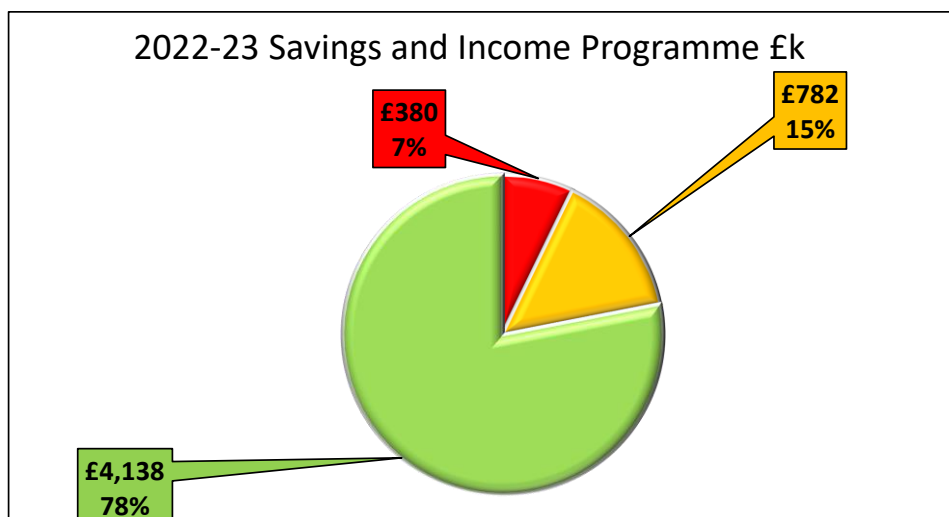
Employee and Agency Spend

5.36 At Quarter Two, total employee spend including agency was £34.9m against a budget of £33.4m, an overspend of £1.5m. Within employee costs, agency spend to Quarter Two was £5.7m. Agency is 17% as a percentage of employee budgets.

Service	Employee Budget to Q2	Employee Spend to Q2 (including agency)	Agency spend to Q2	Agency as a % of Employee budgets
Chief Executive	255,075	259,789	-	
Adult Social Care	8,825,235	9,355,135	2,066,011	23%
Children & Family Services	4,409,940	4,505,300	1,304,700	30%
Communities & Wellbeing	902,150	755,167	192,479	21%
Executive Director - People	145,515	128,787	125	0%
Education	2,922,075	2,586,763	343,655	12%
Public Health & Wellbeing	778,000	1,386,983	40,597	5%
Executive Director – Place	100,010	103,615	-	0%
Development & Regulation	5,037,640	6,195,962	1,108,863	22%
Environment	2,951,375	2,846,624	113,441	4%
Commissioning & Procurement	641,675	642,802	-	0%
Executive Director - Resources	99,725	74,638	-	0%
Finance & Property	2,128,520	2,309,049	237,982	11%
ICT	1,121,945	1,102,559	98,950	9%
Strategy & Governance	3,046,755	2,638,163	177,615	6%
	33,365,635	34,891,336	5,684,418	17%

2022/23 Savings and income generation programme

5.37 In order to meet the funding available, the 2022/23 revenue budget was built with a £5.3m savings and income generation programme. The programme is monitored using the RAG traffic light system. The status is shown in the following charts:



5.38 Red items are as follows:

- £100k for ASC utilisation of the workforce reform grant. This is not achievable within the funding received and the conditions placed on the grants.
- £36k for supported living in ASC due to delays in construction of a new Learning Disability service due to supply chain issues.
- £26k Resource Allocation System software which will be implemented as part of Care Director V6 upgrade.
- £43k for ASC digital pathway which will be implemented with Care Director upgrade.
- £100k for Environment in delivery of solar PV projects. An investment bid has been proposed for 2023/24 to realign unachievable income.
- £75k from Timelord2 due to energy costs.

5.39 Amber items are as follows:

- £250k from Timelord reduced mileage.
- £133k for Children's staffing capacity savings.
- £42k for income from Northcroft leisure expansion.

- £80k traded income in Education.
- £30k home improvement agency income, not achievable for private adaptation work.
- £15k temporary accommodation maintenance as the cost of materials have increased.
- £172k from Traffic Management income not currently being achieved.
- £28k print and postage due to increased costs of paper and lack of external income.
- £32k from property disposals, still awaiting sale.

Proposals

5.40 To note the year-end forecast £3m over spend, after taking account of provision that was made in reserves for specific risks at the time of budget setting. Without this provision, the forecast would be an over spend of £7.8m.

5.41 To note that proposed mitigations totalling £1.9m could reduce the overspend to £1.1m.

6 Other options considered

6.1 None.

7 Conclusion

7.1 The 2022/23 financial year is presenting financial challenges for the Council due to inflation and demand. Provision that was set aside in reserves will be required to reduce the overspend by £4.7m, and a range of other mitigations are being considered to bring the overspend down further.

7.2 The £5.3m savings and income generation programme is forecast to be 78% achieved and will be reported on each quarter.

8 Appendices

8.1 Appendix A – Quarter Two position

8.2 Appendix B – Budget changes

Subject to Call-In:

Yes: ☐ No: ☒

The item is due to be referred to Council for final approval ☐

Delays in implementation could have serious financial implications for the Council ☐

Delays in implementation could compromise the Council's position ☐

Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months ☐

Item is Urgent Key Decision ☐

Report is to note only ☒

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Appendix A – Quarter Two position

	Budget				Forecasted Performance						
	Original Budget 2022/23 £	Changes in year 2022/23 £	Funding Released from Reserves 2022/23 £	Revised Budget 2022/23 £	Expenditure			Income			Net
					Annual Expenditure Budget for 2022/23 £	Annual Expenditure Forecast for 2022/23 £	Expenditure Variance for 2022/23 £	Annual Income Budget for 2022/23 £	Annual Income Forecast for 2022/23 £	Income Variance for 2022/23 £	Net Variance £
Adult Social Care	55,119,550	0	0	55,119,550	74,647,930	82,462,070	7,814,140	-19,528,380	-22,508,590	-2,980,210	4,833,930
Children & Family Services	17,972,860	161,000	0	18,133,860	20,051,890	23,472,450	3,420,560	-1,918,030	-2,762,990	-844,960	2,575,600
Executive Director - People	330,710	0	0	330,710	330,710	299,420	-31,290	0	0	0	-31,290
Education (DSG Funded)	-444,000	0	0	-444,000	117,885,990	109,836,520	-8,049,470	-118,329,990	-110,280,520	8,049,470	0
Education	9,891,580	-161,000	124,200	9,854,780	13,425,710	15,607,540	2,181,830	-3,570,930	-4,797,910	-1,226,980	954,850
Public Health & Wellbeing	-80,000	0	441,900	361,900	6,748,750	6,656,300	-92,450	-6,386,850	-6,294,400	92,450	0
Communities & Wellbeing	2,427,920	38,380	34,650	2,500,950	3,929,010	4,262,050	333,040	-1,428,060	-1,433,150	-5,090	327,950
People	85,218,620	38,380	600,750	85,857,750	237,019,990	242,596,350	5,576,360	-151,162,240	-148,077,560	3,084,680	8,661,040
Development & Regulation	6,598,320	-13,830	155,020	6,739,510	13,646,520	15,222,520	1,576,000	-6,907,010	-7,688,560	-781,550	794,450
Executive Director – Place	214,610	0	0	214,610	214,610	224,610	10,000	0	0	0	10,000
Environment	24,450,060	-243,630	81,700	24,288,130	35,782,780	36,294,930	512,150	-11,494,650	-11,109,170	385,480	897,630
Place	31,262,990	-257,460	236,720	31,242,250	49,643,910	51,742,060	2,098,150	-18,401,660	-18,797,730	-396,070	1,702,080
ICT	2,222,590	0	68,000	2,290,590	3,164,190	3,060,350	-103,840	-873,600	-804,390	69,210	-34,630
Executive Director - Resources	313,430	0	0	313,430	313,430	317,000	3,570	0	-15,000	-15,000	-11,430
Commissioning & Procurement	744,880	34,250	47,950	827,080	10,388,820	10,387,720	-1,100	-9,561,740	-9,877,650	-315,910	-317,010
Finance & Property	1,334,840	-27,550	7,700	1,314,990	32,858,510	33,085,380	226,870	-31,543,520	-31,692,650	-149,130	77,740
Strategy & Governance	7,022,660	-60,890	54,730	7,016,500	8,098,460	7,819,810	-278,650	-1,081,960	-1,089,370	-7,410	-286,060
Resources	11,638,400	-54,190	178,380	11,762,590	54,823,410	54,670,260	-153,150	-43,060,820	-43,479,060	-418,240	-571,390
Chief Executive	533,970	0	0	533,970	533,970	528,970	-5,000	0	0	0	-5,000
Chief Executive	533,970	0	0	533,970	533,970	528,970	-5,000	0	0	0	-5,000
Capital Financing & Management	14,610,470	0	0	14,610,470	14,730,470	14,376,540	-353,930	-120,000	-775,860	-655,860	-1,009,790
Risk Management	850,000	0	130,000	980,000	980,000	0	-980,000	0	0	0	-980,000
Capital Financing and Management	15,460,470	0	130,000	15,590,470	15,710,470	14,376,540	-1,333,930	-120,000	-775,860	-655,860	-1,989,790
Total	144,114,450	-273,270	1,145,850	144,987,030	357,731,750	363,914,180	6,182,430	-212,744,720	-211,130,210	1,614,510	7,796,940

Appendix B – Budget Changes

Service	Original Net Budget	Approved Budget B/F from 2021- 22	Budget changes not requiring approval	FAGG approved release from reserves	Approved by S151 & Portfolio Holder	Approved by Executive	Budget C/F to 2023-24	Final Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	55,120							55,120
Children and Family Services	17,973		161					18,134
Executive Director	331							331
Education DSG funded	(444)							(444)
Education	9,892		(161)	124				9,855
Public Health & Wellbeing	(80)			442				362
Communities & Wellbeing	2,428		38	35				2,501
People	85,219	0	38	601	0	0	0	85,858
Development & Regulation	6,584			155				6,740
Executive Director	215							215
Environment	24,208		(1)	82				24,288
Place	31,007	0	-1	237	0	0	0	31,242
ICT	2,223			68				2,291
Executive Director	313							313
Commissioning & Procurement	745		34	48				827
Finance & Property	1,340		(33)	8				1,315
Strategy & Governance	7,000		(38)	55				7,017
Resources	11,621	0	(37)	178	0	0	0	11,763
Chief Executive	534							534
Capital Financing & Risk	15,460			130				15,590
Total	143,841	0	0	1,146	0	0	0	144,987
Quarter One	143,841			594				144,435
Quarter Two	143,841			552				144,987
Quarter Three	143,841							144,987
Quarter Four	143,841							144,987
Total	143,841	0	0	1,146	0	0	0	144,987