

North Lanarkshire Council Report

Housing Committee

Does this report require to be approved?

☐ Yes ☒ No

Ref GT/JMcG

Date

08/05/24

Revenue Monitoring Report – Enterprise and Communities

From Andrew McPherson, Depute Chief Executive

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Executive Summary

This report provides a summary of the financial performance of the Enterprise and Communities service for the period 1 April 2023 to 1 March 2024 (Period 12), with major outturn variances highlighted and explained as per the Council's approved Financial Regulations.

In summary, the Enterprise and Communities service is currently forecasting a year end underspend of £2.335m. This underspend is mainly attributable to employee vacancy savings across the Service. The Service continues to review inflationary pressures and also work with Business and Digital to progress plans for delivery of digital savings which are temporarily offset this financial year through grant which has been received in advance of need and an earmarked reserve.

Recommendations

It is recommended that the Housing Committee:

- (1) Acknowledges the financial position of the 2023/24 Enterprise and Communities revenue budget.

The Plan for North Lanarkshire

Priority Improve economic opportunities and outcomes

Ambition statement (25) Ensure intelligent use of data and information to support fully evidence based decision making and future planning

1. Background

- 1.1 The Council's approved Financial Regulations require services to remain within their approved budgetary provision, and to report all significant deviations – defined as the higher of £100,000 or 5% - within their budget monitoring reports. Where significant deviations are identified, services must provide explanatory commentary, outline the

action required to rectify such deviations and where relevant, must also highlight the impact this has on other budget headings.

- 1.2 The most significant financial risk facing Enterprise and Communities during 2023/24 is the delivery of the Digital NL savings. Inflationary pressures are also being closely monitored. The Service will continue the curtailment of non-essential expenditure to manage the overall budget position.

2. Report

Summary of Financial Position

- 2.1 The Council approved its General Fund Revenue Budget on 23 February 2023, of which £153.119m (15.65%) represented the approved Net Revenue Budget for Enterprise and Communities. There has been an in year transfer to the Chief Executive's service of £0.241m in relation to the Customer Contact Centre/Webcasting and an additional budget allocation of £6.673m in relation to the 2023/24 pay award. Therefore the revised budget for the service totals £159.551m.
- 2.2 Enterprise and Communities is currently forecasting an underspend of £2.335m mainly linked to vacancy savings which the Service is actively seeking to recruit.
- 2.3 In addition, the Service faces a cost pressure attributable to the delay in implementation of savings linked to the DigitalNL programme (£1.960m). The service continues to work with Business and Digital to progress plans for the delivery of these savings. This burden has been partly offset by £0.050m of Sales, Fees and Charges income on a permanent basis with the remaining £1.961m offset this financial year by utilising grant received in advance of need and also an earmarked reserve.
- 2.4 The following section provides commentary on the financial performance of the Service per division. In addition, Appendices 1 to 5 of this report provide further explanation of the significant budget variations contributing to this outturn position.
- 2.5 The 2023/24 Enterprise and Communities budget incorporated £4.969m of savings with £2.262m of savings (45.52%) forecast to be delivered within the current financial year. Further information regarding particularly challenging savings is noted in paragraph 2.4 below.

Analysis of Significant Variations

- 2.6 The Enterprise and Communities service is currently forecasting an underspend of £2.335m. As at Period 12, the main variances across the divisions are further explained as follows:

Assets and Procurement (£0.384m underspend)

- 2.7 Assets and Procurement is currently forecasting net employee savings of £0.930m which largely relates to employee savings across the division partially offset by increased use of external advisors to support the delivery of projects as a result of key staff vacancies (£0.456m).
- 2.8 The service anticipates increased food costs as a result of inflation and also an increase in paid meal numbers. This overspend is partially offset by increased paid meal income (£0.076m) and also a reduction in the cost of packaging used for school meals where

schools have moved to use more sustainable items rather than disposable packaging (£0.156m).

- 2.9 Office accommodation has increased property costs of £0.361m largely relating implementation of changes to the Hybrid Working model and delayed achievement of office rationalisation savings. These are largely offset by reduced property costs within Community Facilities of £0.140m due to reduction in repairs and rates costs and increased letting income of £0.233m due mainly to NHS's use of the Link facility.

Community Operations (£0.227m underspend)

- 2.10 Community Operations is projecting net employee savings of £1.728m across the service where there have been difficulties in recruiting (£0.283m overspend in Waste offset by underspends in Land Management (£0.711m), Fleet (£0.620m), Protective Services (£0.304m) and Roads (£0.186m)). Within Waste, additional agency costs of £0.373m have been incurred to ensure the service can still run effectively.
- 2.11 There is a projected underspend of £0.686m forecast as a result of reduced disposal costs across both Waste and Land management which is mainly attributable to new contracts for Paper/Card and Glass/Metal/Plastic waste collection, as well as more favourable pricing across other tonnage streams and reduced volume of waste in some areas.
- 2.12 Within Fleet the service anticipates additional costs of £1.091m for the inspection and repairs on larger vehicles which are currently being completed by external companies and the requirement to hire additional vehicles while there are delays in completing repairs. This is as a direct result of difficulties in recruiting mechanic posts. The Service continues to seek to recruit these key positions.
- 2.13 There are reduced costs of £0.446m forecast for Street Lighting energy costs as a result of the ongoing investment in LED lighting. The service also anticipates an over-recovery of income from the Active Schools programme at Strathclyde Park (£0.172m). These are fully offset by forecast under-recoveries of building control fees in Built Environment (£0.467m) as external market and economic conditions have caused additional uncertainty and resistance across the market, several additional expenses through the AMEY contract (£0.687m), and special uplift income in Waste (£0.194m) from reduced demand.

Housing Property Services (£0.671m underspend)

- 2.14 It is anticipated that property costs within the division will underspend by £0.666m which reflects the most up to date electricity costs associated with Stair and Close Lighting, as well as the relevant allocation of costs to and from the Housing Revenue Account (£0.455m). In addition, a historic accrual for electricity costs has now been considered no longer relevant and has been released in the current financial year (£0.526m), with HRA receiving their allocation share of (£0.316m).
- 2.15 Whilst central repairs is anticipated to break even over the financial year, there are overspends within Property Costs of £0.111m (included above) that will be offset by an income over-recovery through recharges to Capital.

Housing Management (£0.676m underspend)

- 2.16 Housing Management is projecting net employee cost savings of £0.969m as a result of vacancies across First Stop Shops, Housing Support, Anti Social Behaviour and Business Engagement. In addition, there are underspends within supplies, transport, administration, PTOB & other costs of £0.372m. This position is offset by an under-recovery in income from recharges including First Stop Shop and TCA totalling £0.651m.
- 2.17 It should be noted that within Homeless Property, the expenditure headings of rent, repairs and energy are showing overspends of £0.665m, due to the additional number of homeless presentations. These are offset by an increase in the rental income generated through Housing Benefits.

Place (£0.863m underspend)

- 2.18 Place is currently forecasting net employee savings of £0.641m. The service is also benefiting from additional one-off grant funding supporting core activity (£0.100m) which contributes to the overall projected underspend position.
- 2.19 Included within the reported outturn is the Council's trading services. For 2023/24 the Council approved a surplus budget of £0.462m. The Council must comply with a statutory requirement to at least break-even over a rolling three year period. The combined surplus in 2020/21, 2021/22 and 2022/23 was £0.554m. As at Period 12 the Trading Accounts is forecasting a reduced surplus of £0.486m which mainly is attributable to lower than anticipated income for the trade waste function. The Service is currently reviewing this Service and the costs associated with it.
- 2.20 Payments to other bodies are detailed in Appendix 3. This expenditure category accounts for £20.881m and is current forecasting to be over budget by £1.382m mainly as a result of agency fees due to difficulties in recruitment and increased Roads contractor costs.

Earmarked and One-off Reserves

- 2.21 Enterprise and Communities was given approval to earmark £16.187m of resources during the completion of the 2022/23 annual accounts. At Period 12 £9.163m of the reserve balance is anticipated to be utilised in 2023/24. A balance of £6.864m is required for the original purpose in future years. The remaining balance of £0.110m is no longer required. Appendix 4 details the individual Earmarked Reserves.

2023/24 Budget Savings and Growth

- 2.22 The Service uses a variety of information, records and processes to monitor achievement of its approved budget savings of £4.969m. As at Period 12, £2.262m (45.52%) of its approved savings are forecast to be achievable during the year. The gap of £2.707m represents digital savings (£1.960m), which have been offset this financial year by grant income received in advance of need and an earmarked reserve. There is also a timing delay in office rationalisation (£0.603m) which has been offset this year by an earmarked reserve. The other staffing related saving (£0.117m) are offset by in year vacancy savings.

Management Actions

- 2.23 The Service continues to take a range of corrective management actions to ensure it manages cost pressures. This includes curtailment of non-essential spend and monitoring of vacancies.

Change Management

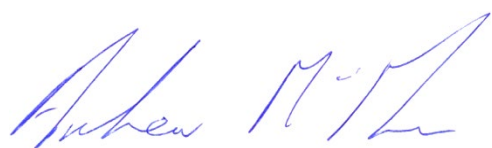
- 2.24 The Service is forecast to utilise £0.218m of the Council's Change Management Fund mainly to support reinstatement at Palacerigg Country Park, the litter bin strategy and voluntary severance costs. Costs within the Change Management Fund are not included in the Service outturn position.

3. Measures of success

- 3.1 The Service continues to operate within the approved budget resources

4. Supporting documentation

Appendix 1	Objective Analysis
Appendix 2	Subjective Analysis
Appendix 3	Payments to Other Bodies Analysis
Appendix 4	Status of Earmarked Reserves
Appendix 5	Challenging Savings



Andrew McPherson
Depute Chief Executive

5. Impacts (<http://connect/report-template-guidance>)

5.1 Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes <input type="checkbox"/> No <input type="checkbox"/>
5.2 Financial impact Does the report contain any financial impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant financial impacts have been discussed and agreed with Finance? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact? The Service continues to curtail non-essential expenditure and take management action to minimise the impact of cos pressures on the Council's overall financial position.
5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts have been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts have been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.5 Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk Yes <input type="checkbox"/> No <input type="checkbox"/>

5.6 Technology / Digital impact

Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?

Yes ☐ No ☒

If Yes, please provide a brief summary of the impact?

Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?

Yes ☐ No ☐

5.7 Environmental / Carbon impact

Does the report / project / practice contain information that has an impact on any environmental or carbon matters?

Yes ☐ No ☒

If Yes, please provide a brief summary of the impact?

5.8 Communications impact

Does the report contain any information that has an impact on the council's communications activities?

Yes ☐ No ☒

If Yes, please provide a brief summary of the impact?

5.9 Risk impact

Is there a risk impact?

Yes ☒ No ☐

If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?

All activities undertaken by the Council are subject to risk, and in acknowledging the Council's approved Risk Management Strategy, Services managed these as part of their overall corporate and service planning processes. The current economic climate, in particular, has the potential to impact upon the Council's ability to provide quality services within the approved budget levels.

To reduce other financial risks, this report was prepared by service based Finance personnel in consultation with budget managers, in accordance with the Financial Regulations.

5.10 Armed Forces Covenant Duty

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes ☐ No ☒

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

5.11 Children's rights and wellbeing impact

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes ☐ No ☒

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☐ No ☐

NORTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report - Objective Analysis
Period 12 (01 April 2023 - 01 March 2024)
Enterprise & Communities

DIVISION OF SERVICE	ANNUAL BUDGET	PROJECTED OUT-TURN	PROJECTED OUT-TURN VARIANCE		%	PERIOD MOVEMENT SINCE P10	ANALYSIS
[1]	[2]	[3]	[4]		[5]	[6]	[7]
	£	£	£				
Assets & Procurement	44,755,010	44,370,670	384,340 FAV		0.9%	(38,517)	Employee vacancy savings across the service partially offset by external advisor costs. Increased food costs partially offset by increased paid school meal income. Increased rental income within Estates.
Community Operations	91,777,593	91,550,499	227,094 FAV		0.3%	(630,912)	Employee vacancy savings across the service offset by overtime costs, turnover and agency costs. Tonnage costs less than anticipated within Waste and Land Management as a result of favourable contract prices and changes in the waste recycling market. Increased fleet repair and external hire costs from outsourcing as a result of difficulties in recruiting mechanics. Street lighting energy savings as a result of investment in LED lighting. Under-recoveries of Building Standards Income and Special Uplift income in Waste offset by over-recoveries of Active Schools income at Strathclyde
Housing Management	5,918,152	5,241,882	676,270 FAV		11.4%	73,926	Employee vacancy savings and delays in Homeless Strategy, partially offset by under-recovery of income.
Housing Property Services	8,678,438	8,007,881	670,557 FAV		7.7%	584,598	Stair Close Lighting electricity underspend & electricity accrual reversal, with 60% reallocation to HRA.
Place	8,883,706	8,020,997	862,709 FAV		9.7%	255,298	Employee vacancy savings and additional Planning Application Fee income partially offset by external advisor costs.
Trading	(462,202)	23,842	(486,044) ADV		105.2%	(244,393)	Under recovery in Trade Waste income
NET EXPENDITURE	159,550,697	157,215,769	2,334,927 FAV		1.5%	0	

NORTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report - Subjective Analysis
Period 12 (01 April 2023 - 01 March 2024)
Enterprise & Communities

CATEGORY [1]	ANNUAL BUDGET [2]	PROJECTED OUT-TURN [3]	PROJECTED OUT-TURN VARIANCE [4]	% [5]	PERIOD MOVEMENT SINCE P10 [6]	ANALYSIS [7]
EMPLOYEE COSTS	£ 111,273,217	£ 106,642,973	£ 4,630,244 FAV	4.2%	£ (212,767)	Employee vacancy savings partially offset by increased overtime and turnover.
PROPERTY COSTS	45,228,491	45,100,498	127,993 FAV	0.3%	(82,690)	Lower than anticipated waste disposal costs and release of accrual in relation to Stair and Close Lighting.
SUPPLIES & SERVICES	20,662,999	21,286,499	(623,500) ADV	(3.0%)	1,279,015	Increased Fleet external hire costs and agency costs within Waste partially offset by reduced Street Lighting costs due to LED replacement programme. Increased school meal food costs partially offset by reduced school meal food packaging costs.
TRANSPORT & PLANT	5,668,504	6,358,216	(689,712) ADV	(12.2%)	(186,385)	Increased Fleet repairs costs
ADMINISTRATION COSTS	12,905,674	13,608,456	(702,782) ADV	(5.5%)	(141,799)	Increased external advisor costs to support key project delivery. Delay in work commissioned on the Homeless Strategy.
PAYMENTS TO OTHER BODIES	20,881,238	22,262,967	(1,381,730) ADV	(6.6%)	(1,254,684)	See appendix 3.
TRANSFER PAYMENTS	586,116	586,116	0	0.0%	0	Balanced Budget
CAPITAL FINANCING COSTS	25,246,880	25,288,455	(41,575) ADV	(0.2%)	(41,574)	Minor variance.
OTHER EXPENDITURE	4,299,862	4,263,695	36,167 FAV	0.8%	28,825	Minor variance.
TOTAL EXPENDITURE	246,752,981	245,397,876	1,355,105 FAV	0.6%	(612,059)	
INCOME	87,202,285	88,182,107	(979,822) FAV	(1.1%)	612,059	Additional one off grant income and paid school meal income. Partly offset by under recovery of capital recharges linked to employee vacancy savings above, reduced Building Standards income and reduced trade waste income.
NET EXPENDITURE	159,550,697	157,215,769	2,334,927 FAV	1.5%	0	

NORTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report - Payments to Other Bodies
Period 12 (01 April 2023 - 01 March 2024)
Enterprise & Communities

CATEGORY [1]	ANNUAL BUDGET [2]	PROJECTED OUT-TURN [3]	PROJECTED OUT-TURN VARIANCE [4]	% [5]	ANALYSIS [7]
APS ROADS MAINTENANCE	£ 12,352,284	£ 13,039,094	£ (686,810) ADV	(5.6%)	Additional APS pension costs following contractual reconciliation of prior year employer contributions costs and also increased roads maintain requirements in 23/24
BUSINESS SUPPORT GRANTS	3,873,901	3,848,536	25,365 FAV	0.7%	Minor Variance
HOMELESS SUPPORT FEES	1,380,920	1,380,920	0	0.0%	Balanced Budget
PAYMENTS TO OTHER BODIES - GENERAL	1,382,230	1,307,111	75,119 FAV	5.4%	Minor Variance
PAYMENTS TO CONTRACTORS - ROADS MAINT	857,221	946,613	(89,392) ADV	(10.4%)	Minor Variance
SUB-CONTRACTOR PAYMENTS	310,778	319,460	(8,682) ADV	(2.8%)	Minor Variance
AGENCY FEES	280,904	965,887	(684,983) ADV	(243.9%)	Increased agency costs to cover key staff vacancies in difficult to recruit posts
PUBLIC ANALYST FEES	267,000	279,347	(12,347) ADV	(4.6%)	Minor Variance
PRIVATE SECTOR HOUSING GRANTS	176,000	176,000	0	0.0%	Balanced Budget
TOTAL EXPENDITURE	20,881,238	22,262,967	(1,381,730) ADV	(6.6%)	

NORTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report - Status of Earmarked Reserves
Period 12 (01 April 2023 - 01 March 2024)
Enterprise & Communities

DESCRIPTION OF EARMARKED RESOURCE	FINANCIAL YEAR - 2023/24									Commentary Regards Usage
	Reserve Allocation 2023/24	Profiled in Future Years	Approved Reserve Total	Spend to Date	Projected Spend		Reprofile to Future Years	No Longer Required	Reserves Required In Year	
	£000	£000	£000	£000	Value	%	£000	£000	£000	
Service Specific Earmarked Reserves:										
Dilapidations	400	124	524	72	400	76.3%	0	0	400	Costs associated with leased in property disinvestment
Office Rationalisation	500	0	500	500	500	100.0%	0	0	500	Costs associated with Office closures and new energy mgt system
Enterprise Contract	1,224	0	1,224	420	620	50.7%	604	0	620	Ongoing set up cost for the Enterprise Contract
Local Heat and Energy Efficiency Funding	75	0	75	0	75	100.0%	0	0	75	Consultancy spend for LHEES program
Winter Reserve	1,500	0	1,500	0	0	0.0%	1,500	0	0	Contingency for significant winter event
Open Space Strategy (temp Posts - Park Rangers)	113	0	113	107	113	100.0%	0	0	113	Temporary Staffing
Housing Grants to owner occupiers	176	0	176	28	53	30.1%	123	0	53	Funding for Private Sector Grants
Fleet - Grant for Lease Vehicles	118	0	118	109	118	100.0%	0	0	118	Grant funding for electric vehicles
Bellshill Depot Eco hub	200	0	200	0	0	0.0%	200	0	0	Set up costs for Eco Hub
Service Developments (fleet pressures inc hires)	739	0	739	739	739	100.0%	0	0	739	Contingency for increased fleet pressures
Service Developments - Ash Dieback	300	700	1,000	44	44	4.4%	256	0	44	Works associated with removing ashdieback
Protective Services Environmental Improvements	665	111	776	456	558	71.8%	8	100	558	Environmental Improvements
Park Rangers	35	0	35	0	0	0.0%	25	10	0	Staffing costs
Cemeteries increased demand Bothies	318	0	318	68	68	21.4%	250	0	68	Funding for works in cemetery bothies; extra cleaning/ waste and plant hire due to covid.
Digital NL	1,960	0	1,960	735	735	37.5%	1,225	0	735	Digital Savings less income uplift and grant income received in advance of need
HEEPS	0	591	591	0	0	0.0%	0	0	0	Energy Efficiency Schemes - contributions to current programme
Rapid Rehousing	1,081	0	1,081	734	1,081	100.0%	0	0	1,081	Rapid Rehousing programme to tackle homelessness
Homelessness	0	283	283	0	0	0.0%	0	0	0	Homelessness surplus 22/23
Renewables	200	0	200	55	79	39.5%	121	0	79	Maintenance of renewable heating systems
Electrical Testing	600	0	600	507	557	92.8%	43	0	557	Electrical testing programme
City Deal - Delburn Street / Manse Road	59	0	59	28	59	100.0%	0	0	59	Temporary Property costs as a result of capital programme
Business Recovery	3,172	480	3,652	788	3,172	86.9%	0	0	3,172	Costs to support business recovery
LUF Ravenscraig	26	0	26	0	26	100.0%	0	0	26	Costs associated with LUF bid
Smithstone - Roadworks (former capital receipt)	150	0	150	17	17	11.2%	133	0	17	Roads works linked to former capital receipts
Local Development Plan	150	137	287	0	150	52.3%	0	0	150	Set up cost to produce LDP
Total	13,761	2,426	16,187	5,406	9,163	1374.9%	4,488	110	9,163	

NORTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report - Challenging Savings
Period 12 (01 April 2023 - 01 March 2024)
Enterprise & Communities

Ref.	DESCRIPTION OF APPROVED SAVING	DIVISION	APPROVED SAVINGS				REPLACEMENT SAVING / FUNDING			Commentary
			Target Value £000	Value Deliverable £000	Savings Gap £000	Reasons for Savings Gap	DESCRIPTION	Value £000	Revised Savings Gap £000	
EC10	Savings 2021/2022 and 2022/23 Asset Management Rationalisation/Office Dis-investment.	Assets & Procurement Solutions	800	197	603	Timing of Office Closures	Ear Marked Reserve & vacancies within the service	603	0	
EC37	Review of staffing within Business Intelligence and Strategic Resourcing team	Housing Mgt	76	0	76	Delays in staff changes	Vacancy savings within Service	76	0	
CE05	Digital Savings	Service Wide	1,960	0	1,960	Service working with Digital Team to identify oppotunities for savings	Increased Sales, Fees and Charges income £0.050m permananet solution. Other in year solution is using funding in advance of need /	1,960	0	
ECBB03	Base Budget Savings 23/24 Income Generation Countryside Rangers	Community Operations	22	0	22	Difficulties within NHS funding has forced a review of the provision of this service to them at present, and charging status.	Other income over recoveries in this Service	22	0	
ECBB04	Greenspace Income	Community Operations	31	26	5	Small shortfall in income generation	Other income over recoveries in this Service	5	0	
ECBB19	Protective	Community Operations	41	0	41	Timing Delays for VRS	Vacancy savings within Service	41	0	
TOTAL			2,930	223	2,707			2,707	0	