SURREY COUNTY COUNCIL

CABINET

DATE: **31 OCTOBER 2023**

REPORT OF: **DAVID LEWIS, CABINET MEMBER FOR FINANCE AND RESOURCES**

LEAD OFFICER: **LEIGH WHITEHOUSE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR FOR RESOURCES**

SUBJECT: **2023/24 MONTH 5 (AUGUST) FINANCIAL REPORT**

ORGANISATION STRATEGY PRIORITY AREA: **GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ TACKLING HEALTH INEQUALITY/ENABLING A GREENER FUTURE/EMPOWERING COMMUNITIES**

Purpose of the Report:

This report provides details of the County Council's 2023/24 financial position, for revenue and capital budgets, as at 31st August 2023 (M5) and the expected outlook for the remainder of the financial year.

Key Messages – Revenue

- Local government continues to work in a challenging environment of sustained and significant pressures. **At M5, the Council is forecasting an overspend of £0.9m against the 2023/24 revenue budget, after the application of the contingency budget.** The details are shown in Annex 1 and summarised in Table 1 (paragraph 1 below).
- In recent months Cabinet has approved £9.2m of additional investment, targeting improvement in service delivery in some specific areas which are facing sustained pressure and changing demands. These were initially proposed to be funded from the contingency budget.
- Alongside this decision, the the level of reserves held has been assessed, recognising the need to balance ongoing financial resilience with ensuring funds are put to best use. As a result of this review, Cabinet is asked to approve the use of £9.2m of the Council's Budget Equalisation Reserve to fund the identified improvement areas mentioned above, reinstating the contingency budget to £20m.
- In recognition of the significant pressures being forecast, specifically in relation to the ongoing high inflationary environment and pressures relating to the cost of childrens' social care placements, Cabinet is asked to approve the use of the £20m contingency budget to mitigate the overall forecast overspend position. The application of the contingency reduces the net forecast overspend to £0.9m and will enable Directorates to focus on maximising the opportunities to offset further risks of rising overspends, in order to contain costs within available budget envelopes.
- In addition to the residual overspend, £19.3m of net risks to the forecast position have been quantified (further details in paragraph 3).
- The application of the residual contingency should enable Directorates to focus on identifying areas of mitigation for the remaining net forecast overspend of £0.9m and maximise the opportunities to offset risks, in order to contain costs within available budget envelopes.
- The Council has been awarded £6.1m of the recently announced new Adult Social Care (ASC) Market Sustainability and Improvement Fund – Workforce Fund grant. Paragraphs 12 – 15 set out the proposed use of this funding.

Key Messages – Capital

- A capital budget reset has taken place during M5, to ensure that the budget reflects spend profiles more accurately, taking into account known delays, additional in-year approvals and reflecting the current supplier market and wider economic conditions impacting on programme delivery.

- The revised budget is £268.4m. This is an overall net reduction of £58.1m in 2023/24 compared to the M4 budget (a decrease of £62.8m offset by an increase of £4.8m across service areas). The budgets which have been reduced, have been re-profiled in future years to reflect anticipated spend profiles. Further details are set out in paragraph 17.

Recommendations:

It is recommended that Cabinet:

1. Notes the Council's forecast revenue and capital budget positions for the year, including the application of the full contingency budget.
2. Approves the funding of £9.2m additional investments from earmarked reserves.
3. Approves the use of the Council's allocation of the new Adult Social Care Market Sustainability and Improvement Fund – Workforce Fund as set out in paragraphs 12 - 15.
4. Approves the re-set of the capital programme budget.

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Reason for Recommendations:

This report is to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions.

Revenue Budget:

1. At M5, the Council is forecasting a full year overspend of £0.9m against the revenue budget, a net improvement of £20.2m since July. Table 1 below shows the forecast revenue budget outturn for the year by Directorate (further details are set out in Annex 1):

Table 1 - Summary revenue budget forecast variances as of 31st August 2023

	M5 Forecast £m	Annual Budget £m	M5 Forecast Variance £m
Adult Social Care	438.9	438.9	0.0
Public Service Reform & Public Health	37.8	37.8	0.0
Children, Families and Lifelong Learning	275.2	257.1	18.1
Environment, Transport & Infrastructure	155.1	153.8	1.3
Surrey Fire and Rescue	39.2	38.7	0.5
Customer & Communities	20.8	20.7	0.1
Resources	83.4	82.6	0.8
Communications, Public Affairs and Engagement	2.3	2.2	0.1
Prosperity, Partnerships & Growth	2.1	2.2	(0.1)
Central Income & Expenditure	48.2	48.2	0.0
Total before Funding	1,103.1	1,082.2	20.9
Contingency	0.0	20.0	(20.0)
Corporate Funding	(1,102.2)	(1,102.2)	0.0
Overall	0.9	(0.0)	0.9

2. The £20.9m forecast Directorate overspend relates primarily to the following:

- **Adult Social Care - balanced outturn forecast, £2.3m improvement since last month.** There remains significant pressure on ASC's care package budget due to demand and market pressures on care packages and the forecast impact of assessed fees & charges debt across the year, requiring increases to the bad debt provision or write off where debt is deemed irrecoverable. The underlying care package budget has worsened since last month due in particular to increased demand for Older People and Physical & Sensory Disability care packages. The improvement in the forecast outturn position is due to reflecting the proposed use of the new ASC Market Sustainability and Improvement Fund – Workforce Fund, as set out in this paper. This mitigates some of the increased care package expenditure relating to fee uplifts to Care Providers (which is c.£30m in 2023/24). Within the latest position there is a £2.5m shortfall against the strengths-based practice efficiency target, the delivery of which is impacted by a focus on fulfilling statutory obligations in the context of the new CQC assurance regime. This is forecast to be fully offset by overachievement of efficiencies relating to the completion of the closure of in-house Older People care homes.

- **Children, Families and Lifelong Learning - £18.1m overspend, £1.9m deterioration** since July. The forecast overspend position is due to number of factors:
  - In Social Care Placements, there is a forecast £12.9m overspend due to a national lack of market sufficiency and price inflation, meaning children are having to be placed in extremely high-cost placements, as there are no viable alternatives. Intelligence from other County Council's suggest this is an issue affecting a large proportion of local authorities due to the lack of alternative options in the placement market. The position also recognises legislative changes and matching of special guardianship rates paid to those of fostering allowances, which results in a £1.7m pressure in 2023/24.

    Further risks remain for placements, with the current forecast assuming the increase in the use of in-house provision will be delivered by the end of the year.
  - Demand pressures within Area Care £0.7m, Care Leavers £1m and children with disability £1.5m reflecting a continuation of the demand experienced in 2022/23.
  - £2.0m pressure in relation to Home to School Transport Assistance (H2STA); despite the net increase in transport budgets of £14.6m for 2023/24, the H2STA budget is experiencing significant pressures from unit costs over and above what was anticipated. Rates have increased on average by 11% against budgeted rates of 5%.

- **Environment, Transport & Infrastructure - £1.3m overspend, £0.2m deterioration** since July**.** The deterioration primarily relates to acceleration of works to treat ash dieback, which is causing a pressure within the Environment Service. Other existing pressures include £0.8m within Highways & Transport due to a range of smaller items including additional staffing (including highway inspectors) and reduced income related to the housing market, £0.2m in the Planning, Performance & Support service due to additional capacity to support service improvements and legislative change and resources to support community engagement; £0.1m due to an additional interim director to support the Planning, Place and Infrastructure services; and £0.1m additional resource in Emergency Management. In addition, Highways & Transport face other pressures which are being monitored and are currently expected to be contained within the overall service budget envelope.
- **Surrey Fire and Rescue - £0.5m overspend, unchanged** since July**,** due to a backdated national pay award agreed in March at a higher rate than budgeted for, partly mitigated by vacancies.
- **Resources - £0.8m overspend, unchanged** since July. The overspend is mainly due to the anticipated reduction in income from the provision of payroll services caused by a decrease in customer numbers (£0.3m) as well as staffing pressures in Legal Services and People & Change due to agency and restructure costs (£0.4m).
- **Customer & Communities - £0.1m overspend, unchanged** since July. The overall overspend position is due mainly to under recovery of income in Libraries, offset by staffing underspends. The libraries' income budget was set at 2019/20 levels as footfall

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continued to recover after the pandemic, however it is now considered unlikely that income will fully recover. The service is seeking new revenue streams to replace income reductions

- **Communications, Public Affairs and Engagement - £0.1m overspend, £0.1m improvement** since July. The improvement since last month is due to later than anticipated recruitment to the new Resident Intelligence Unit. The overall overspend is due to the new unit plus some one-off staffing costs which the directorate is working to mitigate.

3. In addition to the forecast overspend position, emerging risks and opportunities are monitored throughout the year. Directorates have additionally identified net risks of £19.3m, consisting of quantified risks of £20.1m, offset by opportunities of £0.8m. These figures represent the weighted risks and opportunities, taking into account the full value of the potential risk or opportunity adjusted for assessed likelihood of the risk occurring or opportunity being realised.

4. Directorates are expected to take action to mitigate these risks and maximise the opportunities available to offset them, in order to avoid these resulting in a forecast overspend against the budget set.

Children's Social Care – the national picture

5. There is a growing evidence base that there are sustained and increasing pressures in the sector and a need to influence government thinking regarding sustainable levels of resourcing. The Association of Directors of Children's Services has published consistent messages around the pressures that all local authorities are facing, drawing on some of the evidence available.

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6. The key factors nationally, which chime with what is being experienced in Surrey, are:

   - Increasing pressure on budgets following the pandemic;
   - Rising need and complexity of children and young people who are supported;
   - State of the placement market – lack of supply (difficult to find the right placement in the right place) and high costs (driven by providers chasing higher profits);
   - New regulatory regime for supported accommodation may be leading to a reduction in supported placements;
   - Difficulties recruiting staff and increasing costs of employing agency staff;
   - Rising number of EHCPs;
   - Pressures on schools;
   - Growth in demand for mental health support.

7. The Society of County Treasurers' recent budget survey shows that Children's services is by far the biggest pressure affecting councils.

8. Finance directors and heads of service from county councils across the south east meet on a regular basis, sharing intelligence and information on what's driving their budget positions. We use this to benchmark and provide insight and assurance to help understand our relative position. There is strong and consistent evidence that the issues we are facing in children's social care and Home to School Transport are replicated across neighbouring and other peer counties and are the largest financial pressures for those councils.

9. The budgetary positions for neighbouring county councils are shown in the following table:

County Council	Position as at	Projection for 2023/24	Of which:	Management Action
Kent	August 2023	£37.3m (2.8%) overspend	Children's £28.5m Adults £25.8m	Proposals to reduce costs to budget
Essex	September 2023	£12.7m (1.2%) overspend	Children's £16.6m	
Hertfordshire	June 2023	£16.4m (1.6%) overspend	Children's £12.9m	£10m contingency budget
Hampshire	October 2023	£50.8m overspend	Narrative description of pressures in children's placements and Home to School Transport	Use of reserves

Dedicated Schools Grant (DSG) update

10. The table below shows the projected forecast year end outturn for the High Needs Block. The forecast at month 5 is in-line with the budget.

Table 2 - DSG HNB Summary

2023/24 DSG HNB Summary	Budget £m	Forecast £m
Education and Lifelong Learning	231.7	231.7
Place Funding	22.7	22.7
Children's Services	2.3	2.3
Corporate Funding	2.0	2.0
Total expenditure	**258.7**	**258.7**
DSG High Needs Block	(218.3)	(218.3)
Deficit	**40.4**	**40.4**

11. The second monitoring report for the safety valve agreement in 2023/24 was submitted in in September. The report confirmed the Council remains on track with its agreed trajectory, although also noted continued pressures both within the system and through rising inflation. We anticipate approval of the submitted report by the DfE and a subsequent £3m to be released which would bring the total DfE contributions to £6m in this financial year, and £70m in total. Reporting requirements are now for 3 submissions during each financial year with the next submission being due in December.

New Adult Social Care (ASC) Market Sustainability and Improvement Fund – Workforce Fund grant

12. In the 2023/24 – 2024/25 spending review the government announced a new ASC Market Sustainability and Improvement Fund (MSIF) grant for local authorities. This grant can be spent on:

    - increasing fee rates paid to adult social care providers in local areas.
    - increasing adult social care workforce capacity and retention.
    - reducing adult social care waiting times.

13. The Council was allocated £9.4m of the original MSIF grant for 2023/24 which is included in the budget and being utilised in full against the c. £30m cost of increased fees paid to ASC providers in 2023/24.

14. On 28th July, the government announced a new MSIF Workforce Fund (MSIF WF) grant to provide additional funding to local authorities in addition to the original MSIF grant, Surrey County Council allocation in 2023/24 is £6.1m. The new MSIF WF grant can be spent on any of the same three measures as the original MSIF grant set out above.

15. Cabinet is asked to approve the following use of this additional funding:

    - £4.8m as a further contribution towards the c. £30m cost of increased fees being paid to providers. This will enable these fee uplifts to be sustained in the context of the significant pressures already facing the ASC budget in 2023/24.
    - £30,000 to engage a specialist provider to deliver a bespoke professional support and development programme for care leaders and deputies in the external ASC provider sector that will create more opportunities for development of a culture of confidence and competence to work more effectively with the system to manage increasingly complex ASC placements and packages. This will support workforce retention in the ASC provider sector. The initial investment of £30k relates to the part year 2023/24 cost and will be set up as a pilot with an option to expand this offer if the approach is shown to deliver the intended benefits.
    - £1.2m on targeted measures to enable improvements in the Council's ASC service delivery particularly where there are current capacity issues. These investments will improve demand flows and pathways, address backlogs and as a result help to reduce ASC waiting times. Some of these initiatives rely on recruiting additional temporary staffing resources. Expenditure has been estimated based on planned recruitment, if expenditure is lower, due to recruitment delays, more of the grant funding will be used towards the cost of ASC provider fee uplifts.

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Capital Budget

16. The 2023/24 Capital Budget was approved by Council on 7th February 2023 at £319.3m, with a further £92.7m available to draw down from the pipeline and £15m budgeted for Your Fund Surrey. After adjustments for 2022/23 carry forwards and acceleration, the revised budget was £326.4m.

17. During August a re-set of the capital budget was undertaken, to ensure that the budget reflects spend profiles more accurately, taking into account known delays, additional in-year approvals and reflecting the current supplier market and wider economic conditions impacting on programme delivery.

18. The revised budget is **£268.4m**. This is an overall net reduction of **£58.1m** compared to the M4 budget (a decrease of £62.8m offset by an increase of £4.8m across service areas). The budgets which have been reduced, have been re-profiled into future years to reflect anticipated spend profiles. Table 3 below provides a summary of the re-set movements.

Table 3 - Summary capital budget

Strategic Capital Groups	2023/24 Original Budget (approved in January 2023) £m	2023/24 Budget (at M4) £m	2023/24 Reset Budget (at M5) £m	Change in budget from M4 to M5 £m	Increase / Decrease / Unchanged
Property					
Property Schemes	113.5	115.6	101.7	(13.9)	Decrease
ASC Schemes	1.7	1.7	1.6	(0.1)	Decrease
CFLC Schemes	2.3	2.8	2.4	(0.4)	Decrease
Property Total	**117.5**	**120.1**	**105.7**	**(14.3)**	Decrease
Infrastructure					
Highways and Transport	137.5	150.4	121.9	(28.5)	Decrease
Infrastructure and Major Projects	33.1	33.4	16.3	(17.1)	Decrease
Environment	7.6	10.6	9.5	(1.1)	Decrease
Surrey Fire and Rescue	7.1	7.6	5.9	(1.8)	Decrease
Infrastructure Total	**185.4**	**202.0**	**153.5**	**(48.5)**	Decrease
IT					
IT Service Schemes	5.8	4.4	9.2	4.8	Increase
IT Total	**5.8**	**4.4**	**9.2**	**4.8**	Increase
Total	**308.7**	**326.4**	**268.4**	**(58.1)**	**Decrease**

19. The changes are mainly attributable to the following:

Property Schemes - £13.9m net reduction, mainly related to:

- SEND, as anticipated spend has reduced by £14.9m (27%). When budgets were set, estimated spend was £55m. Due to unforeseen planning, procurement and change request delays, delivery of some schemes exceeds 31 August. So that places are delivered in line with safety valve target, temporary accommodation solutions are being put in place. 11
- Slippage on AP Strategy (£2.2m) and Bookham YC (£1.7m) due to reprofiling and planning delays
- Slippage on ASC Supported Living due to project reprofiling and procurement delays (£7.9m)
- Slippage on SOLD (£1.6m) and £1.1m on Pendell GRT Transit site
- This is offset by £7.3m acceleration on Basic Need following a programme review and projects progressing from feasibility, and various approved transfers from the capital Pipeline.

ASC Schemes - £0.1m net reduction as there is no planned spend on In-House Capital Improvement works

CFLC Schemes - £0.4m net reduction due to delays on the installation of a new Education & Social Care Information system

Highways and Transport - £28.5m net reduction due to:

- £13.5m slippage due to the delayed purchase of low emission buses, and £5.5m for Active Travel
- Further £3.8m slippage on Bridge Strengthening and £2.3m on Highways Maintenance and Local Highways schemes

Infrastructure and Major Projects - £17.1m net reduction due to £16.9m slippage on A320 North of Woking and Junction 11 of the M25, caused by delays to signing the contract, offset by transfers from the Surrey Infrastructure Plan Pipeline.

Environment Schemes - £1.1m net reduction. Slippage on Basingstoke Canal, as preparatory work needed before planning permission is granted (£0.5m). Minor slippage elsewhere, offset by inclusion of approved budget for Sustainable Warmth grants

Surrey Fire and Rescue - £1.8m net reduction. Slippage due to an ongoing review of purchase of fire engines & equipment

IT Schemes - £4.8m net increase reflecting the inclusion of the previously approved DB&I budget

Consultation:

20. Executive Directors and Cabinet Members have confirmed the forecast outturns for their revenue and capital budgets.

Risk Management and Implications:

21. Risk implications are stated throughout the report and each relevant director or head of service has updated their strategic and or service risk registers accordingly. In addition, the Corporate Risk Register continues to reflect the increasing uncertainty of future funding likely to be allocated to the Council and the sustainability of the Medium-Term Financial Strategy. In the light of the financial risks faced by the Council, the Leadership Risk Register will be reviewed to increase confidence in Directorate plans to mitigate the risks and issues.

Financial and Value for Money Implications:

22. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus.

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Section 151 Officer Commentary:

23. Significant progress has been made in recent years to improve the Council's financial resilience and the financial management capabilities across the organisation. Whilst this has built a stronger financial base from which to deliver our services, the increased cost of living, global financial uncertainty, high inflation and government policy changes mean we continue to face challenges to our financial position. This requires an increased focus on financial management to protect service delivery, a continuation of the need to be forward looking in the medium term, as well as the delivery of the efficiencies to achieve a balanced budget position each year.
24. In addition to these immediate challenges, the medium-term financial outlook beyond 2023/24 remains uncertain. With no clarity on central government funding in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority, in order to ensure the stable provision of services in the medium term.
25. The Council has a duty to ensure its expenditure does not exceed the resources available. As such, the Section 151 Officer confirms the financial information presented in this report is consistent with the Council's general accounting ledger and that forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks.

Legal Implications – Monitoring Officer:

26. The Council is under a duty to set a balanced and sustainable budget. The Local Government Finance Act requires the Council to take steps to ensure that the Council's expenditure (that is expenditure incurred already in year and anticipated to be incurred) does not exceed the resources available whilst continuing to meet its statutory duties.
27. Cabinet should be aware that if the Section 151 Officer, at any time, is not satisfied that appropriate strategies and controls are in place to manage expenditure within the in-year budget they must formally draw this to the attention of the Cabinet and Council and they must take immediate steps to ensure a balanced in-year budget, whilst complying with its statutory and common law duties.

Equalities and Diversity:

28. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary In implementing individual management actions, the Council must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010 which requires it to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

29. Services will continue to monitor the impact of these actions and will take appropriate action to mitigate additional negative impacts that may emerge as part of this ongoing analysis.

What Happens Next:

The relevant adjustments from the recommendations will be made to the Council's accounts.

Report Author:
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Consulted:
Cabinet, Executive Directors, Heads of Service

Annex:

Annex 1 – Detailed Outturn position

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Detailed Revenue Outturn position

Service	Cabinet Member	Gross	Net	Forecast	Outturn
Family Resilience	S Mooney	£40.5m	£35.4m	£36.7m	£1.3m
Education and Lifelong Learning	C Curran	£287.7m	£28.2m	£28.2m	£0.0m
Commissioning	S Mooney	£158.6m	£69.7m	£71.7m	£2.0m
Quality & Performance	S Mooney	£11.4m	£10.5m	£10.4m	(£0.1m)
Corporate Parenting	S Mooney	£136.3m	£117.0m	£132.0m	£15.0m
Exec Director of CFLL central costs	S Mooney	-£3.7m	-£3.7m	-£3.7m	(£0.0m)
Children, Families and Lifelong Learning		**£630.8m**	**£257.1m**	**£275.2m**	**£18.1m**
Public Health	M Nuti	£35.8m	£35.8m	£35.8m	£0.0m
Public Service Reform	M Nuti	£2.3m	£2.0m	£2.0m	£0.0m
Public Health and PSR		**£38.1m**	**£37.8m**	**£37.8m**	**£0.0m**
Adult Social Care	**M Nuti**	**£604.0m**	**£438.9m**	**£438.9m**	**£0.0m**
Highways & Transport	M Furniss / K Deanus	£84.3m	£67.1m	£67.9m	£0.8m
Environment	M Heath/ N Bramhall	£83.8m	£81.5m	£81.7m	£0.2m
Infrastructure, Planning & Major Projects	M Furniss	£5.5m	£2.8m	£2.9m	£0.1m
Planning Performance & Support	M Furniss	£1.9m	£1.9m	£2.1m	£0.2m
Emergency Management	K Deanus	£0.7m	£0.5m	£0.6m	£0.1m
Environment, Transport & Infrastructure		**£176.0m**	**£153.8m**	**£155.1m**	**£1.3m**
Surrey Fire and Rescue	**D Turner- Stewart**	**£44.5m**	**£38.7m**	**£39.2m**	**£0.5m**
Armed Forces and Resilience	K Deanus	£0.1m	£0.1m	£0.1m	(£0.0m)
Communications	T Oliver	£2.1m	£2.1m	£2.2m	£0.1m
Communications, Public Affairs and Engagement		**£2.2m**	**£2.2m**	**£2.3m**	**£0.1m**
PPG Leadership	T Oliver	£0.3m	£0.3m	£0.3m	(£0.0m)
Economic Growth	M Furniss	£1.8m	£1.8m	£1.8m	(£0.1m)
Partnerships, Prosperity and Growth		**£2.2m**	**£2.2m**	**£2.1m**	**(£0.1m)**
Community Partnerships	D Turner-Stewart	£1.9m	£1.9m	£1.9m	£0.0m
Customer Services	D Turner-Stewart	£3.1m	£2.9m	£3.2m	£0.3m
Customer Experience	D Turner-Stewart	£0.5m	£0.5m	£0.5m	£0.0m
Cultural Services	D Turner-Stewart	£18.5m	£8.3m	£8.6m	£0.3m
Customer and Communities Leadership	D Turner-Stewart	£2.7m	£2.2m	£1.7m	(£0.4m)
Registration and Nationality Services	D Turner-Stewart	£2.5m	-£1.5m	-£1.5m	£0.0m
Trading Standards	D Turner-Stewart	£4.0m	£1.9m	£1.9m	(£0.0m)
Health & Safety	D Turner-Stewart	£0.0m	£0.0m	£0.0m	£0.0m
Coroners	K Deanus	£4.5m	£4.5m	£4.5m	(£0.0m)
Customers and Communities		**£37.7m**	**£20.7m**	**£20.8m**	**£0.1m**
Land & Property	N Bramhall	£32.9m	£25.1m	£25.1m	£0.0m
Information Technology & Digital	D Lewis	£21.0m	£20.2m	£20.2m	£0.0m
Twelve15	D Lewis	£20.5m	-£1.3m	-£1.4m	(£0.0m)
Finance	D Lewis	£12.7m	£7.6m	£7.6m	(£0.1m)
People & Change	T Oliver	£8.1m	£7.8m	£8.0m	£0.3m
Legal Services	D Lewis	£6.3m	£5.9m	£6.0m	£0.1m
Joint Orbis	D Lewis	£6.2m	£6.2m	£6.2m	£0.1m
Democratic Services	D Lewis	£4.0m	£3.8m	£3.8m	£0.0m
Business Operations	D Lewis	£2.5m	£0.7m	£1.0m	£0.3m
Executive Director Resources (incl Leadership Office)	D Lewis	£3.5m	£3.5m	£3.8m	£0.3m
Corporate Strategy and Policy	D Lewis	£1.1m	£1.1m	£1.1m	(£0.0m)
Transformation and Strategic Commissioning	D Lewis	£1.7m	£1.7m	£1.6m	(£0.1m)
Procurement	D Lewis	£0.1m	£0.1m	£0.1m	£0.0m
Performance Management	D Lewis	£0.2m	£0.2m	£0.2m	£0.0m
Resources		**£120.9m**	**£82.6m**	**£83.4m**	**£0.8m**
Central Income & Expenditure	**D Lewis**	**£71.1m**	**£48.2m**	**£48.2m**	**£0.0m**
Overall before funding		**£1,727.5m**	**£1,082.2m**	**£1,103.1m**	**£20.9m**
Contingency	**D Lewis**	**£20.0m**	**£20.0m**	**£0.0m**	**(£20.0m)**
Corporate funding			**-£1,102.2m**	**-£1,102.2m**	**£0.0m**
Overall		**£1,747.5m**	**£0.0m**	**£0.9m**	**£0.9m**

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