

## SURREY COUNTY COUNCIL

## CABINET



DATE:	22 <sup>ND</sup> APRIL 2025
REPORT OF CABINET MEMBER:	DAVID LEWIS, CABINET MEMBER FOR FINANCE AND RESOURCES
LEAD OFFICER:	ANDY BROWN, DEPUTY CHIEF EXECUTIVE & EXECUTIVE DIRECTOR OF RESOURCES (S151 OFFICER)
SUBJECT:	2024/25 MONTH 11 (FEBRUARY) FINANCIAL REPORT
ORGANISATION STRATEGY PRIORITY AREA:	No One Left Behind / Growing A Sustainable Economy So Everyone Can Benefit / Tackling Health Inequality / Enabling A Greener Future / Empowered and Thriving Communities / High Performing Council

<b>Purpose of the Report:</b>
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This report provides details of the Council's 2024/25 financial position, for revenue and capital budgets, as at 28<sup>th</sup> February (M11) and the expected outlook for the final month of the financial year.

Regular reporting of the financial position underpins the delivery of all priority objectives, contributing to the overarching ambition to ensure No One Left Behind.

### Key Messages – Revenue

- Local government continues to work in a challenging environment of sustained and significant pressures. **At M11, the Council is forecasting an overspend of £15.6m against the 2024/25 revenue budget.** The details are shown in Annex 1 and summarised in Table 1 (paragraph 1 below).
- All Directorates have worked to develop mitigating actions to offset forecast overspends**, to deliver services within available budgets and over recent months have reduced the forecast overspend. It is recognised that, at this point in the financial year, further mitigations to offset the residual forecast overspend may not be achievable, however work progresses to reduce spend over the final month of the year.
- In order to ensure ongoing financial resilience, the Council holds a corporate contingency budget and over recent years has re-established an appropriate level of reserves. These measures provide additional financial resilience should the residual forecast overspend not be effectively mitigated by corrective actions before the end of the financial year. Based on current forecasts, the contingency budget is not likely to be required in full and any balance will be transferred to reserves to further improve financial resilience and provide funding for future investment.

### Key Messages

#### Capital

- At M11, capital expenditure of £308m is forecast for 2024/25. This is £14.4m less than the re-phased budget. Further details are provided in paragraphs 11-13.
- A proposal to transfer funding from the approved capital pipeline to enable the maintenance of waste infrastructure as set out in paragraph 14.

## Empty Properties

- In line with the empty property policy approved by Cabinet in November 2020, a submission has been received from Waverley Borough Council relating to the reimbursement of the Council's share of the additional council tax raised for specific years from implementing changes to empty homes policies (paragraph 9-10).

### Recommendations:

It is recommended that Cabinet:

1. Notes the Council's forecast revenue budget and capital budget positions for the year.
2. Approves the transfer of £10.66m of funding from the capital pipeline to enable the maintenance of waste infrastructure as set out in paragraph 14.
3. Approves the Empty Homes proposal of £623k to Waverley Borough Council relating to 2022, outlined in paragraphs 9-10.

### Reason for Recommendations:

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

### Executive Summary:

1. At M11, the Council is forecasting a full year overspend of £15.6m against the revenue budget. This is an improvement of £1m on the M10 position. 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 at 28<sup>th</sup> February 2025**

	M11 Forecast £m	Annual Budget £m	Forecast Variance £m
Adults, Wellbeing & Health Partnerships	519.7	516.7	3.0
Children, Families and Lifelong Learning	307.3	299.9	7.4
Place	191.6	185.6	6.0
Community Protection & Emergencies	43.8	44.1	(0.3)
Resources	80.4	80.4	(0.0)
Central Income & Expenditure	82.1	82.6	(0.5)
Directorate position	1,224.9	1,209.3	15.6
Council Tax	(921.1)	(921.1)	0.0
Business Rates	(152.1)	(152.1)	0.0
Government Grants	(136.1)	(136.1)	0.0
Overall	15.6	0.0	15.6

2. The forecast overspend relates primarily to the following:

**Adults Wellbeing & Health Partnerships (AWHP): £3m overspend, a decrease of £0.2m from M10.**

AWHP's forecast overspend is due to a £5.3m overspend on the total care package budget, primarily related to starting the year with higher care package commitments, combined with spending pressures during the year, particularly for Older People care packages and Learning Disability & Autism supported living services, and a £2m

overspend on the Adult Social Care staffing & other expenditure budget, due primarily to pressures related to statutory responsibilities for Deprivation of Liberty Safeguard assessments and improved recruitment and retention to deliver core statutory duties.

These pressures are partially mitigated by a £1.5m underspend for wider support services, the drawdown of a £1.1m provision made in prior years relating to the Covid-19 pandemic which is no longer required, £1m of additional funding for ASC services and £0.7m of reduced spend for Public Health and Communities.

The improvement from last month is primarily due to an increased underspend against the budget for Communities services. There were increased care package pressures in ASC, but these have been mitigated in the forecast outturn position.

### **Children, Families & Lifelong Learning (CFLL): £7.4m overspend, a decrease of £0.4m from M10.**

CFLL is forecasting an overspend of £7.4m for Month 11, an improvement of £0.4m on Month 10. Home to School Transport costs remain the area of highest overspend, with a forecast of £5.9m, which is a further improvement of £0.3m since last month due to a continuing focus on adherence to statutory policy, maximising shared transport opportunities and the beneficial impact of blind bidding on single use taxi routes as and when they come up for re-tender.

We have had confirmation that Surrey will be receiving the higher rate for Unaccompanied Asylum Seeking Children (UASC), but stricter home office reviews have resulted in less cases being eligible for grant and a net decrease in our forecast income for UASC by £0.2m. The corporate parenting and family resilience directorates are showing combined reduced staff costs of £0.3m, as they continue to hold vacancies as well as reducing agency spend. School services have seen an increase in projected income of £0.2m. Within CFLL there has been an increase in the forecast of non DSG residential placements that has meant an increase in the forecast overspend to £0.2m.

### **Place - £6m overspend, a decrease of £1.4m from M10.**

At month 11, the Place Directorate is forecasting a £6m overspend, an improvement of £1.4m from the Month 10 position. The forecast overspend is comprised of a number of factors:

Land & Property forecasts an overspend of £5.5m, no change from last month. The overall position is due to non-achievement of facilities management (FM) efficiencies (£1.5m) and higher than expected demand and unit cost of FM services (£1.5m), unachieved staffing & asset rationalisation efficiency (£1.1m), one-off back dated electricity charges (£0.7m), one-off dual operation of office buildings (£0.2m), and loss of office rental income (£0.5m).

A pressure of £0.7m is forecast in the Environment service due primarily to market costs of managing dry mixed recyclables after taking account of mitigations. The improvement of £0.2m in the forecast from Month 10 is owing to a reduction in the forecast cost of residual waste treatment.

Highways & Transport forecast a pressure of £0.7m. Pressures remain in relation to enhanced verge maintenance, Transport and concessionary fares including increases in patronage, national changes to reimbursement rates and the revision of the national fare cap to £3, parking and traffic enforcement (contract inflation linked to the living wage, lower than expected levels of enforcement), staffing and income. These are mitigated by

planned drawdown of prior year parking surpluses and other savings across the service have been identified.

Infrastructure, Planning & Major Projects forecast an underspend of £0.9m, the improvement of £0.5m from the month 10 position results from a review of processes to manage income and improvements in capital recharges.

There are smaller pressures and mitigations in other service areas. The directorate continues to review options to mitigate or offset these pressures including contract meetings to address facilities management costs and reviewing energy usage.

### **Community Protection & Emergencies - £0.3m underspend, a decrease of £0.5m from month 10.**

Community Protection and Emergencies is forecasting an underspend of £0.3m, an improvement of £0.5m since month 10. This is largely due to a refund of £0.4m following successful legal action relating to previous overcharging of communication costs within the Fire service.

The Surrey Fire & Rescue Service forecasts an underspend of £0.147m. Pressures including staffing costs, IT/telecoms and supplies, and abortive capital costs have been offset by training income and utilisation of grants, efficiencies generated through shared support costs of Joint Fire Control and a refund for previous overcharging. There are also underspends due to staffing in Emergency Management and Resilience (£0.079m) and Trading Standards (£0.031m) and a reduction in non-staffing spend in Safer Communities (£0.075m).

### **Resources – no variance, no change from the previous month.**

The directorate is forecasting a balanced position.

### **Central Income & Expenditure & Corporate Funding – £0.5m underspend, a decrease of £1.5m from M10.**

The forecast underspend relates to reduced transformation programme spend in year (£2m), offset by a corporate provision of £1.5m to cover anticipated required additional pension contributions. In addition, there are significant variances throughout the Central Income and Expenditure Budget, most notably relating to spend on corporate initiatives (such as MySurrey stabilisation, the Pay & Reward Project and Commercial Transformation), the non-achievement of prior year efficiencies and a forecast overspend on the interest payable budget due to prevailing interest rates throughout the financial year being higher than forecast in the budget. These are partially offset by smaller underspends on secondary pension contributions, interest receivable and the Minimum Revenue Provision. The net overspend is planned to be managed via the use of relevant reserves, in line with the re-positioning of earmarked reserves carried out as part of the budget setting process.

3. In addition to the forecast overspend position, emerging risks and opportunities are monitored throughout the year. Directorates have additionally identified residual risks of £2.2m. This is a decrease in net risks of £2.8m from last month. 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 continue to take action to mitigate these risks and maximise the opportunities available to offset them, to avoid these resulting in additional forecast overspend.

## Dedicated Schools Grant (DSG) update

5. The table below shows the projected forecast year-end outturn for the High Needs Block.

Table 2 - DSG HNB Summary

2024/25 DSG HNB Summary	Budget/ Safety Valve £m	Forecast £m	Variance to budget £m	Movement from last month £m
Education and Lifelong Learning	234.6	261.2	26.6	8.9
Place Funding	25.6	25.6	0.0	0.0
Children's Services	2.3	2.6	0.3	0.0
Corporate Funding	2.0	2.0	0.0	0.0
<b>TOTAL</b>	<b>264.5</b>	<b>291.4</b>	<b>26.9</b>	<b>8.9</b>
<b>FUNDING</b>	<b>-225.5</b>	<b>-225.5</b>	<b>0.0</b>	<b>0.0</b>
In-Year Deficit	39.0	65.9	26.9	8.9

6. The Council remained within the Safety Valve spending profile for the first two years of the programme. However, significant recovery work in completing outstanding Education Health and Care Plan (EHCP) backlogs and transition reviews in the early part of 2024/25 have highlighted that the ambitious budget reductions in the initial safety valve programme are under pressure for delivery this year. Additional state funded places through the DfE Free Schools programme have been delayed in becoming available whilst costs and demand have grown at a faster rate than in the original assumptions and higher than the Dedicated Schools Grant.
7. The current forecast is showing that pressure is emerging in all areas of the budget, with the costs and demand for places across all provisions showing increased numbers. Costs are increasing due to the shortage of availability for specialist placements as well as increased costs and need in mainstream provision.
8. To date, the Council has received £80.08m in Safety Valve payments (80% of the total DfE contributions) with a remaining £19.92m due to be paid over the next three years. Our Safety Valve monitoring report had previously confirmed that the Council was on track with its agreed trajectory. The November 2024 return highlighted that the Council is no longer on track to meet the original target of balancing the DSG by 2026/27 and we have requested an extension in the timeline, extending the programme until the end of 2030/31. We are currently awaiting a response from the DfE.

### Empty Properties Proposal

9. On the 24 November 2020, Cabinet approved the Empty Homes proposal, which is aimed at reducing the number of empty properties across the county. It allows District and Borough Councils who change their empty homes policies to qualify for reimbursement of the County Council's share of the additional council tax raised. When setting the budget for 2020/21, our contribution to reserves included an allocation of funding set aside for re-imburement relating to this proposal and this remains sufficient. The policy agreed in 2020 required any applications in excess of £500,000 to be approved by Cabinet before being dispensed. This is the final year for applications.
10. An application has been received relating to 2023 from Waverley Borough Council requesting a total value of £623k. Additional Council Tax was raised through these measures and the redistribution has been assumed within the Council's budget for council tax income. This proposal consists of multiple projects investing in Greener

Futures Initiatives across the borough such as leisure centre efficiency improvements and decarbonisation, as well as an active travel scheme. The application has been reviewed and is endorsed by the Deputy Chief Executive & Executive Director of Resources (s151 Officer) and the Executive Director for Environment, Property & Growth and the Cabinet Member for Environment.

## Capital Budget

11. The 2024/25 Capital Budget was approved by Council on 6th February 2024 at £404.9m. The Capital Programme Panel, working alongside Strategic Capital Groups, undertook a detailed review of the programme to validate and ensure deliverability. The re-phased capital programme for 2024/25 was approved by Cabinet in July 2024. The current capital budget is £322.4m.
12. Year to date expenditure at the end of February is £264.7m, and the full year forecast is £308m, which is £14.4m less than the re-phased budget, a £2.4m decrease from month 10.

Strategic Capital Groups	Annual Budget	FY Forecast at M11	M11 Forecast Variance	M10 Forecast Variance	Change from M10 to M11	Movement
	£m	£m	£m	£m	£m	
<b>Property</b>						
Property Schemes	131.1	125.1	(6.0)	(4.0)	(2.0)	Decrease
ASC Schemes	1.6	1.5	(0.1)	0.0	(0.1)	Decrease
CFLC Schemes	4.4	4.4	0.0	0.0	0.0	Unchanged
<b>Property Total</b>	<b>137.1</b>	<b>131.0</b>	<b>(6.1)</b>	<b>(4.0)</b>	<b>(2.1)</b>	Decrease
<b>Infrastructure</b>						
Highways and Transport	125.2	135.9	10.7	8.8	1.9	Increase
Infrastructure and Major Projects	34.9	22.6	(12.3)	(11.4)	(0.9)	Decrease
Environment	8.8	6.6	(2.2)	(1.7)	(0.5)	Decrease
Surrey Fire and Rescue	2.5	3.9	1.4	1.7	(0.3)	Decrease
<b>Infrastructure Total</b>	<b>171.4</b>	<b>169.0</b>	<b>(2.4)</b>	<b>(2.6)</b>	<b>0.2</b>	Increase
<b>IT</b>						
IT Service Schemes	13.9	8.0	(5.9)	(5.4)	(0.5)	Decrease
<b>IT Total</b>	<b>13.9</b>	<b>8.0</b>	<b>(5.9)</b>	<b>(5.4)</b>	<b>(0.5)</b>	Decrease
<b>Total</b>	<b>322.4</b>	<b>308.0</b>	<b>(14.4)</b>	<b>(12.0)</b>	<b>(2.4)</b>	Decrease

13. The overall variance is attributable to the following:
  - **Land and Property - £6.1m variance under budget** due to slippage of £7.4m on recurring corporate capital maintenance, £3.3m on school's capital maintenance, £2.4m on Victoria Gate fitout and £2.9m on Weybridge Hub. This is partially offset by acceleration of works on SEND and Alternative Provision (£2.7m), Corporate Parenting (£3.4m), independent living short breaks and other ASC schemes (£3.8m).
  - **Infrastructure - £2.4m variance under budget**, due to slippage of £7.6m on the A308 modernisation and A320 North of Woking schemes. As well as a delay to part of the Farnham Town Centre programme (£0.8m), slippage across various SIP schemes (£2.9m) and a further £4.0m slippage across a number of other schemes.

Home Upgrade Grant 2 is forecasting an underspend of £0.9m due to slow down in delivery due to the general election and installer capacity.

This is mostly offset by £9.4m additional surface dressing and safety defect spend, including the A24 emergency works which it is assumed will be recovered through Damage to County Property processes, and other smaller changes to road safety and improvement schemes. There is also a £1.3m increase in Safety Barriers to be funded by Lane Rental bids, and increased spend on bridge maintenance (£1.6m).

There is also £1.5m acceleration on Fire Integrated Transport Function.

- **IT - £5.4m variance under budget**, caused by delays in deploying laptops (£2.7m), a reprofile of the WAN / Wi-Fi refresh programme that has reprofiled spend into future years (£1.5m) and a delay in the need to renew hardware due to a 13-month extension of the relevant existing license (£1.2m).

#### **Capital Budget Approval – maintenance of waste infrastructure**

14. Surrey County Council, as the statutory Waste Disposal Authority, is responsible for the transfer, treatment and disposal of all household waste collected within Surrey. This requires the operation and maintenance of waste infrastructure, including five waste transfer stations at which the waste is deposited and bulked for onward transfer, and fourteen community recycling centres. The cost of maintaining these assets is estimated at £10.66m over the next five years (2025/26 onwards) and is necessary in order to ensure they remain safe and fit for purpose. It is likely that due to Local Government Reorganisation, expenditure beyond 2026/27 will become the responsibility of one of the new unitary authorities and these costs will therefore need to be taken into account in the formation of the budgets for any new organisations. Works will be competitively procured by the Council's contractor, SUEZ, and will be subject to review and approval by the Council, taking specialist advice as necessary. Funding for these works is included within the Council's approved capital pipeline, and following scrutiny by the Council's Capital Programme Panel, Cabinet approval is now required to transfer funding to the capital budget to allow these works to commence.

#### **Consultation:**

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

#### **Risk Management and Implications:**

16. 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:**

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

#### **Section 151 Officer Commentary:**

18. Surrey County Council, like all local authorities, continues to operate in a very challenging financial environment, with significant budgetary pressures and future funding uncertainty. Despite coming from a position of strong financial resilience, the Council is not immune to the impact of increasing demand and costs of service delivery. The Council has a duty to ensure its expenditure does not exceed the resources available and therefore it is vital that we continue to place significant importance on financial management, the delivery of efficiencies and reducing spending, to protect service delivery and achieve a balanced budget position each year.

19. In addition to delivering services within a balanced budget, the Council needs to consider the medium-term financial outlook beyond 2025/26. With little clarity on the Council's funding in the medium term, our working assumption is that financial resources will continue to be constrained. This, coupled with the impact of Local Government Reorganisation, places an onus on the Council to continue to consider issues of medium term financial sustainability as a priority, in order to ensure the stable provision of services both for the remaining term of Surrey County Council and that of future unitary authorities into the medium term.
20. 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:**

21. 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.
22. 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:**

23. 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.
24. 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 ongoing analysis.

#### **What Happens Next:**

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

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**Consulted:** Cabinet, Executive Directors, Heads of Service

**Annexes:** Annex 1 – Detailed Revenue M11 position



## Detailed Revenue M11 Position

## Annex 1

Service	Cabinet Member	Net budget	Forecast	Outturn variance
Public Health	M Nuti	£37.7m	£37.2m	(£0.5m)
Mental Health Investment Fund	M Nuti	£4.9m	£4.9m	£0.0m
Communities & Prevention	M Nuti	£3.7m	£3.5m	(£0.2m)
Adult Social Care	S Mooney	£470.4m	£474.2m	£3.7m
<b>Adults, Wellbeing &amp; Health Partnerships</b>		<b>£516.7m</b>	<b>£519.7m</b>	<b>£3.0m</b>
Family Resilience	C Curran	£68.6m	£68.2m	(£0.5m)
Education and Lifelong Learning	C Curran	£31.5m	£31.7m	£0.2m
Commissioning	C Curran	£2.5m	£2.7m	£0.2m
Quality & Performance	C Curran	£87.4m	£92.2m	£4.8m
Corporate Parenting	C Curran	£112.0m	£111.8m	(£0.2m)
Exec Director of CFLL central costs	C Curran	-£2.2m	£0.7m	£2.8m
<b>Children, Families and Lifelong Learning</b>		<b>£299.9m</b>	<b>£307.3m</b>	<b>£7.4m</b>
Highways & Transport	M Furniss	£71.1m	£71.8m	£0.7m
Environment	M Heath/ N Bramhall	£82.8m	£83.4m	£0.7m
Infrastructure, Planning & Major Projects	M Furniss	£2.6m	£1.7m	(£0.9m)
Planning Performance & Support	M Furniss	£3.3m	£3.6m	£0.3m
Land & Property	N Bramhall	£24.0m	£29.5m	£5.5m
Economic Growth	M Furniss	£1.8m	£1.6m	(£0.2m)
<b>Place</b>		<b>£185.6m</b>	<b>£191.6m</b>	<b>£6.0m</b>
Surrey Fire and Rescue	K Deanus	£40.4m	£40.3m	(£0.1m)
Safer Communities	K Deanus	£1.2m	£1.1m	(£0.1m)
Emergency Management	K Deanus	£0.7m	£0.7m	(£0.1m)
Trading Standards	D Turner-Stewart	£1.8m	£1.8m	(£0.0m)
<b>Community Protection &amp; Emergencies</b>		<b>£44.1m</b>	<b>£43.8m</b>	<b>(£0.3m)</b>
Armed Forces and Resilience	K Deanus	£0.1m	£0.1m	(£0.0m)
Comms, Public Affairs & Engagement	T Oliver	£2.7m	£2.7m	£0.0m
Active Surrey	D Lewis	£0.0m	£0.0m	£0.0m
Coroners	K Deanus	£4.6m	£4.6m	(£0.0m)
Customer Services	D Turner-Stewart	£3.1m	£3.2m	£0.1m
Customer Experience	D Turner-Stewart	£0.2m	£0.2m	£0.0m
Customer and Communities Leadership	D Turner-Stewart	£0.5m	£0.4m	(£0.1m)
Design & Change	D Lewis	£3.3m	£2.6m	(£0.7m)
Heritage	D Turner-Stewart	£0.9m	£1.0m	£0.1m
Information Technology & Digital	D Lewis	£21.2m	£20.9m	(£0.3m)
Libraries Services	D Turner-Stewart	£7.8m	£8.0m	£0.2m
People & Change	T Oliver	£9.1m	£9.3m	£0.2m
Registration and Nationality Services	D Turner-Stewart	-£1.7m	-£1.7m	(£0.0m)
Surrey Arts	D Turner-Stewart	£0.4m	£0.4m	£0.0m
Transformation Programmes	D Lewis	£0.0m	£0.0m	£0.0m
Finance	D Lewis	£8.5m	£8.6m	£0.1m
Joint Orbis	D Lewis	£6.2m	£6.4m	£0.2m
Legal Services	D Lewis	£6.2m	£5.8m	(£0.4m)
Democratic Services	D Lewis	£3.9m	£4.0m	£0.1m
Director of Resources	D Lewis	£0.1m	£0.8m	£0.7m
Leadership Office	D Lewis	£2.3m	£2.0m	(£0.3m)
Corporate Strategy and Policy	D Lewis	£1.9m	£1.7m	(£0.2m)
Pensions	D Lewis	-£0.7m	-£0.7m	(£0.0m)
Performance Management	D Lewis	£0.2m	£0.2m	£0.0m
Procurement	D Lewis	£0.7m	£1.4m	£0.8m
Twelve15	D Lewis	-£1.0m	-£1.3m	(£0.3m)
<b>Resources</b>		<b>£80.4m</b>	<b>£80.4m</b>	<b>(£0.0m)</b>
<b>Central Income &amp; Expenditure</b>	<b>D Lewis</b>	<b>£82.6m</b>	<b>£82.1m</b>	<b>(£0.5m)</b>
<b>Directorate position</b>		<b>£1,209.3m</b>	<b>£1,224.9m</b>	<b>£15.6m</b>
<b>Corporate Funding</b>		<b>-£1,209.3m</b>	<b>-£1,209.3m</b>	<b>£0.0m</b>
<b>Overall</b>		<b>-£0.0m</b>	<b>£15.6m</b>	<b>£15.6m</b>

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