

Executive Board – 21 September 2021

Subject:	Review of Revenue and Capital Budget at 30 June 2021 (Quarter1)
Corporate Director(s)/Director(s):	Clive Heaphy, Interim Corporate Director for Finance and Resources
Portfolio Holder(s):	Councillor Sam Webster, Portfolio Holder for Finance and Resources
Report author and contact details:	Theresa Channell – Head of Strategic Finance & Deputy Section 151 Officer; Theresa.channell@nottinghamcity.gov.uk Lisa Kitto – Interim Deputy Section 151 Officer & Strategic Finance Lead Lisa.kitto@nottinghamcity.gov.uk
Other colleagues who have provided input:	Colleagues within Strategic Finance
Subject to call-in:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Key Decision:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Criteria for Key Decision:	
(a)	<input checked="" type="checkbox"/> Expenditure <input checked="" type="checkbox"/> Income <input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision
and/or	
(b)	Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Type of expenditure:	<input checked="" type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital
Total value of the decision:	£146.2m
Wards affected:	All
Date of consultation with Portfolio Holder(s):	Throughout July and August 2021
Relevant Council Plan Key Theme:	
Nottingham People	<input checked="" type="checkbox"/>
Living in Nottingham	<input checked="" type="checkbox"/>
Growing Nottingham	<input checked="" type="checkbox"/>
Respect for Nottingham	<input checked="" type="checkbox"/>
Serving Nottingham Better	<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens'/service users):	
<p>This report provides an assessment of the Council's current and forecast outturn position for the General Fund revenue account, Capital Programme and the Housing Revenue Account (HRA) based on activity to the end of the first quarter (June) 2021.</p> <p>The 2021/22 revenue budget was approved by Full Council on 8 March 2021 and the forecast to 30 June 2021 is a £10.9m adverse variance to budget. This is largely driven by adverse variances within the following areas:</p> <ul style="list-style-type: none"> • Children & Young People £5.2m – largely due to Children in Care demand pressures • Highways, Transport & Cleansing Services £3.3m largely due to reduced income from Parking Services and Workplace Parking Levy • Companies £2.4m adverse driven by reduced forecast company returns <p>The Council is committed to delivering its services within its approved budget but it is apparent that this is becoming increasingly challenging given the sustained financial pressures that the Council is experiencing. Spending controls are in place and the Section 151 Officer has instigated further enhanced spending controls to constrain expenditure.</p>	

In addition, the Portfolio Holder for Finance and the Section 151 Officer have established monthly Budget Review and Oversight Groups with Senior Leaders and Members to ensure that regular reviews of the budget take place and that appropriate mitigations are identified. These meetings are in addition to the monthly budget forecasting and updates to the Corporate Leadership Team (CLT), Leadership and Executive Panel. These controls are designed to maximise the probability of delivering services within the approved budget for 2021/22.

Any further use of reserves to meet pressures or unachieved savings is not recommended as the Council must demonstrate that it is able to deliver services within existing budgets without reliance on one-off measures. This is required as part of the Recovery & Improvement Plan to demonstrate long term financial sustainability.

Work has commenced on the 2022/23 budget, predicated on the assumption of a balanced outturn position for 2021/22. Any adverse variances to the 2021/22 budget would result in additional budget savings being required in 2022/23 and future years adding to an already challenging position.

The HRA budgeted working balance for 2021/22 is **£7.9m** and this is forecast to be **£9.4m** by the end of 2021/22, due predominately to **£1.6m** brought forward from 2020/21, offset by a **£0.1m** in year 2021/22 forecast deficit.

The Capital Programme has been updated to reflect the Qtr1 forecast, and reflects slippage of **£34.8m (11.6%)** on a 2021/22 to 2025/26 General Fund programme of **£299.0m** and slippage of **£7.1m (2.9%)** on a Public Sector Housing programme of **£248.0m**.

Exempt information: None

Recommendation(s):

1 To note in respect of 2021/22 budgets:

- a) An overall forecast adverse variance of **£10.9m**, as set out in **Section 2** and **Table 1**;
- b) A forecast favourable variance of **£9.4m** on the HRA, as set out in **Section 3**;
- c) The forecast position on the Capital Programme, as set out in **Section 5**;
- d) Capital Programme projections at Quarter 1, as set out in paragraph **5.1**;
- e) The refreshed Capital Programme, as set out in paragraph **5.5**.

2 In respect of the movement of resources between budget and/or portfolios, to approve:

- a) The movement in resources as set out in paragraph **2.18** and **Appendix D**.

3 To endorse:

- a) The Councils commitment to delivering services within its approved budget for 2021/22 and to take all reasonable measures to do so whilst meeting its statutory obligations

1 Reasons for recommendations

- 1.1 To enable formal monitoring of progress against the 2021/22 budget, the impact of actual and planned management actions to address the adverse variance to budget and to reaffirm the Council's commitment to delivering services within budget.
- 1.2 The approval of budget virements is required by corporate financial procedures.

2 Background (including outcomes of consultation)

2.1 The 2020/21 Pre-Audit outturn was approved at July 2021 Executive Board; this report and previous reports to Executive Board have consistently outlined the challenging financial environment within which the Council is operating due to sustained funding reductions, increased demand for services, the financial impact of Robin Hood Energy and the financial impacts of the Covid pandemic.

2.2 There are a number of influences that continue to impact on the current year budget and highlight the financial context that the Council is operating within, key factors from the previous year's outturn position include:

- Annual budget overspends each year from 2016/17 to 2019/20 inclusive including a net overspend in 2019/20 of **£6.8m** of which **£2.9m** was directly attributable to Covid;
- An identified in-year budget gap for 2020/21 of **£71.2m** driven by a funding gap in Covid expenditure and pressure from Robin Hood Energy which required the permanent release of **£38.7m** reserves and **£31.3m** of reserves that were to be borrowed and paid back (this was the subject of the Interim 2020/21 Budget, approved by Full Council in October 2020);
- A pre Audit 2020/21 outturn position *prior to capitalisation* showing a favourable variance of **£18.7m**, largely driven by a favourable variance of **£15.3m** within the Adult Care & Local Transport portfolio;
- An outturn position for 2020/21 *post capitalisation* of **£20.0m** showing a favourable outturn of **£38.7m**; this variance together with the Tranche 4 funding from Government has enabled **£31.3m** borrowed from reserves, to be paid back in 2020/21 and the creation of a resilience / transformation reserve of **£16.8m**;
- An estimated Covid funding gap in from 2019/20-2020/21 of **£19.4m**.

2.3 The budget for 2021/22 was approved by Full Council on 8 March 2021 and the key assumptions are below:

- Net budget requirement of **£243.7m**;
- New 2021/22 budget savings of **£16.7m**
- Pressures of **£32.3m**
- Use of **£2.3m** of reserves in order to balance the 2021/22 budget
- A **4.99%** increase in Council Tax, **1.99%** Basic increase and **3.00%** to fund pressures in Adult Social Care funding permitted by Government for 2021/22. This equates to a Band D Council Tax of **£1,898.55**.

Qtr1 2021/22 Forecast Outturn

2.4 The 2021/22 revenue budget was approved by City Council in March 2021. This periodic report summarises the current assessment of the Council's forecast outturn for the General Fund and HRA. Some report tables may not sum exactly due to rounding.

2.5 Forecasting is risk based, reflecting the diverse nature of the Council's activities and the wide range of issues impacting on the financial position. **Table 1** shows the current

forecast adverse variance to budget of **£10.9m** and is based on the ledger position as at 30 June 2021.

- 2.6 In April 2021 Full Council noted the change in Portfolio responsibilities and the latest budget monitoring position in **Table 1** reflects the new Portfolios. The 2020/21 outturn variance column has been restated as per the new Portfolios.

Table 1 : Current Forecast (Qtr1) Outturn as at 30 June 2021		
Outturn variance 20/21 £m	Portfolio	Forecast Outturn (Qtr1) £m
(15.406)	Adults & Health	(1.324)
0.887	Housing, Planning & Heritage	(0.146)
(0.063)	Children & Young People	5.231
(2.216)	Leisure, Culture & Schools	1.447
(0.437)	Neighbourhoods, Safety & Inclusion	(0.253)
(2.567)	Highways, Transport & Cleansing Services	3.301
(0.772)	Skills, Growth & Economic Development	0.858
(3.862)	Finance & Resources	1.190
(3.248)	Energy, Environment & Waste Services	0.354
(0.030)	Strategic Regeneration & Communications	0.160
(27.714)	Total Portfolio	10.818
4.088	Companies	2.370
4.976	Corporate	(2.312)
(18.650)	Total	10.876
(20.000)	Capitalisation	
(38.650)	Total variance post capitalisation	

Headline Portfolio Forecast Variances

- 2.7 The **£10.8m** adverse Portfolio variances are driven by the following key reasons:
- Children & Young People £5.2m adverse variance due largely to Children in Care demand pressures of **£4.4m** and reduction in Health Care Contributions **£0.8m**;
 - Highways, Transport & Cleansing Services £3.3m adverse variances due to **£2.7m** overall reduced income from Parking Services and **£0.7m** in fewer licences issued from the Workplace Parking Levy;
 - Leisure, Culture & Schools £1.4m adverse variances, £1.2m adverse variance within Theatre Royal & Concert Hall and an estimated income loss following extended Covid restrictions;
 - Finance & Resources £1.2m adverse variance comprising a Finance adverse variance of **£0.5m** (overspends within Nottingham Revenue and Benefits of **£0.4m** and East Midlands Shared Services of **£0.3m**), and an adverse variance in Nottingham Catering of **£0.3m** resulting from the loss of 5 Multi Academy Trust School contracts;
 - Adults & Health £1.3m favourable variance, largely due to the continuation of the Independent Living Fund (ILF) grant of **£0.7m**.
- 2.8 Wholly owned council Companies are showing an adverse variance of **£2.4m**, largely due to:

- Thomas Bow of **£1.0m** because of continued acquisition costs which are unable to be capitalised;
- Nottingham City Homes of **£1.0m** due to new build investment assumptions;
- Enviroenergy of **£0.4m**, non achievement of budget assumption. The budgeted income is required to fund the Network Leasing Charge.

2.9 The Corporate favourable variance of **£2.3m** is due to a favourable variance of **£1.7m** within Treasury Management largely due to reduced borrowing costs and **£0.5m** increase in the Income Compensation Scheme forecast assumption.

Appendix A details the absolute budget amounts and forecasted outturn position and detailed service variances of +/-£50k are included at **Appendix B**.

General Reserves and possible impact of a 2021/22 adverse outturn to budget

2.10 The general reserve provides a financial safety net to cover above-budget costs during the year. Variations in the forecast outturn will impact on general reserves. Favourable variances increase reserves and adverse variances decrease them. **Table 2** below shows the potential impact of the current medium case forecast variance on the general reserve, reducing it from **£12.6m** as at 1 April 2021 to **£1.8m** on 31 March 2022.

Table 2 : The General Reserve	
Item	£m
Balance as at 31 March 2021	49.092
Repayment of remaining borrowed reserves	(20.592)
Resilience / Transformation Reserve	(16.856)
MTFP Assumption	1.000
Balance as at 1 April 2021	12.643
Qtr1 forecast overspend position	(10.876)
Potential balance at 31 March 2022	1.767

2.11 The Robustness of the Budget statement (Annex 5 from the 2021/22 Budget and Medium Term Financial Outlook) approved by February 2021 Executive Board states that the general fund balance should be **£12.6m** and increase by **£1.0m** per annum for the duration of the Medium Term Financial Plan (MTFP). The Council is committed to delivering an on budget outturn for 2021/22 and in year mitigations will be required to ensure that the General Fund reserve is maintained in line with the MTFP assumptions.

2.12 Work on the 2022/23 budget has commenced and is predicated on the assumption of a balanced budget outturn for 2021/22. Any actual overspend in 2021/22 will result in additional budget savings being required for 2022/23 and future years. The use of reserves and one off funds to address any overspending of unachieved savings is not recommended as it is critical that the Council is able to demonstrate longer term financial sustainability and deliver services within budget.

Actions required to address the forecast adverse variance to Budget

2.13 Portfolio Holders, Budget Managers and the Corporate Leadership Team (CLT) are accountable for delivering services on budget including the delivery of existing budget savings. To compensate for the overall, adverse variance, it may be necessary to

deliver alternative savings to those predicted. However, appropriate consultation will take place as required.

2.14 There are a number of spending controls that have been in place for a considerable period of time and these reflect the ongoing challenging financial position of the Council. These include ensuring that correct procurement procedures are followed by the raising of Purchase Orders and that only essential spend is incurred. These will continue and the S151 Officer has put in place the following enhanced spending controls:

- a) No new expenditure will be permitted, with the exception of that funding statutory services, including safeguarding vulnerable people and funds already identified for invest to save purposes;
- b) We will immediately freeze all staff, agency and interim vacancies – some operation critical groups of employees will be excluded and a panel will convene weekly to consider urgent requests;
- c) Existing commitments and contracts will continue to be honoured but not extended unless a legal obligation would be breached;
- d) Council officers must carry out their duties in line with contractual obligations and to acceptable standards, while being aware of the financial situation;
- e) Any spending that is not essential or which can be postponed should not take place and essential spend will be monitored;
- f) The only allowable expenditure permitted under these measures will include the following categories:
 - i. expenditure required to deliver the council's provision of statutory services at a minimum reasonable level including urgent expenditure required to safeguard vulnerable citizens;
 - ii. emergency expenditure needed to protect 'life and limb'
 - iii. existing staff payroll and pension costs;
 - iv. expenditure on goods and services which have already been received;
 - v. expenditure required through existing legal agreements and contracts;
 - vi. expenditure funded through ring-fenced grants;
 - vii. expenditure necessary to achieve value for money and/or mitigate additional in year costs including invest to save monies
- g) Any other requests falling outside these will need to be signed off by either the Chief Executive or the Corporate Director, Finance & Resources

2.15 The Section 151 Officer has instigated a number of internal measures to ensure regular monthly monitoring of the budget, this includes the creation of monthly Budget Review and Oversight Group meetings. These meetings are between Senior Officers and Councillors to review the budget forecasts each month. This is in addition to monthly statements to CLT and Executive Panel detailing the latest forecast position and regular updates to the Improvement and Assurance Board (IAB).

- 2.16 The Council is committed to delivering a balanced budget outturn for 2021/22 and it is expected that future monitoring reports will outline mitigations and actions taken to reduce the adverse variance to budget.

Corporate Contingency

- 2.17 This enables management of the financial impact of issues that were not reflected when the budget was set. It is allocated under the delegated authority of the Corporate Director, Finance & Resources (Section 151 Officer) using designated criteria. Services are required to accommodate unforeseen expenditure and/or income shortfalls from within their cash limited budgets, only seeking allocations of contingency where it is proving impossible. Contingency is budgeted at **£1.5m** in 2021/22. No requests or approvals have been granted as at 30 June 2021. Part of the planned mitigations to ensure an on budget outturn for 2021/22 will be to review the Corporate Contingency budget to assess what can be released to support the overspend position. The Interim Budget for 2020/21 included a release of **£1.4m** as part of the overall mitigations with departments required to fund any contingencies within existing budgets and it is expected that a similar approach will be required for 2021/22.

Movement in Resources

- 2.18 Transfers of services between directorates and/or portfolios are reflected within the monitoring figures. Some transfers are before the change in Executive arrangements approved at Full Council in April 2021 so refer to previous portfolios that were in place until then. These movements of resources now require approval and are detailed in **Appendix D**.

3 Housing Revenue Account (HRA)

- 3.1 The HRA budget was approved at the March 2021 Full Council meeting, which included a reduction in the working balance from **£7.9m** at 31 March 2021 to **£7.6m** at 31 March 2022. The working balance acts as a contingency to cover unexpected significant expenditure or loss of income.

3.2 Working Balance Brought Forward: Increase of £1.6m

The actual position of the Working Balance carried forward from 2020/21 was **£9.5m**, which was an increase of **£1.6m** to that reported in the budget (**£7.9m**) as shown in **Table 3** below.

Table 3: HRA - UPDATED WORKING BALANCE 31/3/2021	
	£m
Estimated balance at 31 March 2021	7.870
Working Balance brought forward from 2020/21	1.577
Actual balance at 31 March 2021	9.447

3.3 Projected Working Balance 2021/22: Decrease of £0.1m

The projected Working Balance at 31/03/2022 at Quarter 1 is shown in **Table 4** below. The latest forecast is a small projected in-year deficit with the working balance at **£9.4m**.

Table 4: HRA - PROJECTED WORKING BALANCE 31/3/2022		
	£m	£m
Actual balance at 31 March 2021		9.447
Use of Working Balance for Covid-19 costs	(0.241)	
Reduced costs Council retained budgets	0.171	
Net movement in year 2021/22 surplus/(deficit)		(0.070)
Revised Working Balance at 31 March 2022		9.377

The forecast includes the effect of the Covid pandemic including an additional contribution to the bad debt provision and a temporary increase to the Management Fee in 2021/22 to cover costs related to Covid incurred by Nottingham City Homes. This has been off-set by savings in Council retained budgets.

4 Debtors Monitoring (Appendix C)

Housing Rents

- 4.1 The in-year collection rate for the first quarter of 2021/22 is **95.8%** and is below the target of **98.5%**. Comparisons to last year are misleading due to the start of the pandemic as two rent free weeks were brought forward to first two weeks in April. Whilst the arrears are still increasing, the rate of increase has reduced over the last few months. The Council is now able to undertake enforcement action to recover some of the long term, high arrears cases that were outstanding as a result of the freeze on enforcement brought in by the government during the first 16 months of the pandemic.

Nottingham has seen a significant increase in the number of Universal Credit (UC) cases since the start of the pandemic and is anticipated to increase with the furlough support scheme coming to an end. The UC team is providing intensive support to all new UC claimants to support tenants.

Council Tax

- 4.2 Council Tax collection at the end of Quarter 1 of 2021/22 was **26.2%** and is **0.6%** above the profiled target and **0.4%** above the same period in 2020/21. Collection amounted to **£40.8m** compared to collection of **£37.4m** for the same period last year and net debt collectable over the two financial years has increased from **£142.5m** in 2020/21 to **£155.8m** in 2021/22.

National Non-Domestic Rates (NNDR)

- 4.3 NNDR collection at the end of Quarter 1 of financial year 2021/22 was **26.7%**, which is **1.9%** below the profiled target. Collection amounted to **£24.0m**, compared to collection of **£18.7m** for the same period last year. Net debt collectable for the year has increased significantly due to the ending of the 100% award of Expanded Retail, Hospitality & Leisure Discount from the end of June 2021 and reverting to 66% for the remainder of the financial year, it has increased from **£79.4m** in 2020/21 to **£90.2m** in 2021/22.

Sundry Income

- 4.4 The percentage of debts collected within 90 days in the 12 months to June 2021 is **74.5%**, which is below the target of 99% and below the corresponding figure for 2020/21 of **82.0%**.

The debtor day indicator (which shows how quickly debts are recovered) is currently **37** days, which is below the **32.3** day target but an improvement on the corresponding figure for 2020/21 of **43.0** days.

There is significant work on-going to improve debt collection rates in the Council's finance system, with particular focus on the implementation of Advanced Collections functionality as part of the new Oracle system which went live in April 2021. Advanced Collections is a debt management tool that will provide vastly improved debt collection functionality, enabling tailored debt strategies to be built for different types of debt.

Adult Residential Services

- 4.5 Adult Residential Services collection rate is **97.6%** for Quarter 1 2021/22 and is marginally above the target of **97.5%** and remains consistent with the last two quarters of 2020/21.

Estate Rents

- 4.6 The collection rate of **94.6%** is below the target of **97.5%**, (the target was set pre Covid), and is below the collection rate for the same period last year **97.6%**.

5 Capital Programme Update

- 5.1 The outturn report approved an updated overall Capital Programme for 2021/22 of **£157.9m** for the General Fund and **£69.2m** for Public Sector Housing. During quarter 1 there have been 20/21 additions of **£8.9m** and other movements – mainly due to slippage of schemes of **(£41.9m)**. Actual spend to quarter 1 is **£11.0m**.

Table 5 details the quarter 1 movements.

Table 5: Capital Programme Quarter 1 Movements					
	2021/22 Forecast Spend £m	2021/22 Additions £m	Other Movements (Slippage / Reprofiling) £m	Projected Outturn at Qtr1 £m	Actual Spend to Qtr1 £m
Public Sector Housing					
Category 1 (Approved Schemes)	69.073	0.832	(7.129)	62.776	5.532
Category 2 (Planned Schemes)	0.083	0.000	0.000	0.083	0.000
Public Sector Housing Total	69.156	0.832	(7.129)	62.859	5.532
General Fund					
Category 1 (Approved Schemes)					
Transport Schemes	63.882	0.000	(18.427)	45.455	2.885
Education / Schools	9.241	0.000	(0.270)	8.971	0.069
Other Services	78.125	8.051	(13.082)	73.094	2.517
Category 2 (Planned Schemes)	6.630	0.000	(3.038)	3.592	0.000
General Fund Total	157.878	8.051	(34.817)	131.112	5.471
TOTAL	227.034	8.883	(41.946)	193.971	11.003

Approvals in Quarter 1

5.2 Scheme amendments and additions of **£8.9m** have been approved in quarter 1 where capital expenditure is expected to be incurred in 2021/22. Details of category 1 approvals during quarter 1 over **£1.0m** are:

- **£7.8m** Green Homes Private Homes, Energy Efficiency works to private residence, wholly funded by third party grants.

Other Movements (Slippage / Re-profiling)

5.3 Scheme movements (slippages / re-profiling) during quarter 1 2021/22 are **(£41.9m)**. Schemes where slippage is over **£0.5m** are detailed below in **Table 6**.

Table 6: Slippage and Other Movements Quarter 1			
	20/21 Outturn £m	20/21 Quarter 1 £m	Movement £m
General Fund			
Transport Schemes			
Broadmarsh Enabling Works	11.347	10.132	(1.215)
Transforming Cities	34.306	17.550	(16.756)
Other Services			
NET Lines 2/3	7.156	3.000	(4.156)
Broadmarsh Car Park	8.268	3.861	(4.407)
NCH E Loan - Arboretum	3.225	2.225	(1.000)
Blueprint - Secured Loan & Loan Note	4.910	3.000	(1.910)
Future High Street Fund Infrastructure	0.000	1.000	1.000
Broadmarsh Redevelopment	7.610	9.110	1.500
Category 2 (Planned Schemes)			
Broadmarsh Library	3.365	0.500	(2.865)
Public Sector Housing			
MUSTBE0 / Whole House Retrofit Schemes	3.975	2.210	(1.765)
Affordable Housing Acquisition- Padstow	2.447	0.611	(1.836)
Beckhampton Road – New Build	4.551	2.631	(1.920)
Movements under £0.500			
General Fund			(5.008)
Public Sector Housing			(1.608)
Total Slippage and Other Movements			(41.946)

Public Sector Housing (HRA) Capital Programme

5.4 The Public Sector Housing programme has been updated to reflect movements in quarter 1. **Table 7** below sets out the updated programme and resources.

Scheme	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Category 1 - Approved Schemes	62.776	67.708	50.293	32.667	29.113	242.557
Category 2 - Planned Schemes	0.083	3.400	1.000	1.000	0.000	5.483
Total Programme	62.859	71.108	51.293	33.667	29.113	248.040
Resources Available						
Prudential Borrowing	(11.824)	(11.576)	(7.989)	(2.606)	0.000	(33.995)
Grants & Contributions	(5.027)	(2.784)	(0.264)	0.000	0.000	(8.075)
Major Repairs Reserve	(38.230)	(43.628)	(36.554)	(29.289)	(29.078)	(176.779)
Revenue Resources	0.000	0.000	0.000	0.000	0.000	0.000
Capital Receipts - HRA	(0.336)	(3.711)	(0.602)	(0.035)	(0.035)	(4.719)
Replacement Capital Receipts	(7.442)	(9.409)	(5.884)	(1.737)	0.000	(24.472)
Total Resources	(62.859)	(71.108)	(51.293)	(33.667)	(29.113)	(248.040)

General Fund Capital Programme

- 5.5 The General Fund Capital Programme has been updated to reflect the movements in quarter 1. **Table 8** below sets out the updated programme and resources.

Scheme	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Approved Schemes						
Transport Schemes	45.455	53.715	7.404	0.000	0.000	106.574
Education	8.971	0.050	0.000	0.000	0.000	9.021
Other Services	73.094	25.693	17.732	7.780	8.121	132.420
Category 2 - Planned Schemes	3.592	16.652	14.814	8.109	7.790	50.957
Total Programme	131.112	96.110	39.950	15.889	15.911	298.972
Resources Available						
Prudential Borrowing	(33.325)	(7.213)	0.000	0.000	0.000	(40.538)
Grants & Contributions	(87.078)	(70.501)	(24.177)	(8.937)	(8.934)	(199.627)
Internal Funds / Revenue	(6.635)	(3.441)	(2.832)	(0.593)	(0.523)	(14.024)
Secured Capital Receipts	(4.074)	0.000	0.000	0.000	0.000	(4.074)
Unsecured Capital Receipts	0.000	(14.955)	(12.941)	(6.359)	(6.454)	(40.709)
Total Resources	(131.112)	(96.110)	(39.950)	(15.889)	(15.911)	(298.972)

Compliance with the Voluntary Debt Reduction Policy

- 5.6 The Voluntary Debt Reduction Policy approved at February Executive Board 2021 approved Council borrowing of **£170.3m** (General Fund **£118.9m** and Public Sector Housing **£51.4m**) over the period 2020/21 to 2024/25. As at quarter 1 this borrowing forecast has reduced by **£14.1m** to **£156.2m** (General Fund **£111.9m** and Public Sector Housing **£44.3m**).
- 5.7 This **£14.1m** forecast reduction in borrowing cannot be automatically reallocated to alternative schemes as any borrowing is required to meet the requirements of the prudential code as set out in the Council's Capital Strategy. Also a number of the schemes which have released this saving are not yet completed so this favourable variance may reduce.

6 Other options considered in making recommendations

6.1 No other options were considered as the Council is required to ensure that, at a corporate level, expenditure and income are kept within approved budget levels and this report sets out how this is being managed.

7 Finance colleague comments (including implications and value for money/VAT)

7.1 Financial implications appear throughout the report.

8 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

8.1 Continuous review and management of the budget and associated performance issues mitigate the risk of not achieving corporate priorities.

8.2 In order to manage these risks the following key principles will be adopted in managing the programme:

- new projects (unable to cover their costs) added to the programme, will result in an existing project being removed or amended;
- all projects must have a robust and viable full business case, which considers and includes whole life costing and revenue implications;
- all schemes will be subject to robust and deliverable business plans and models which demonstrate the necessary return on investment required;
- the decision to progress schemes will be dependent on securing the stated level of external funding or grant as appropriate;
- new projects will be considered where the Council can make a return on investment;
- where new sources of external funding/grants become available, the programme will be revisited;
- all schemes will be subject to an independent internal 'Gateway review process'

8.3 The City Council recognises the importance of individual and collective accountability and requires managers to formally acknowledge their responsibilities. Financial management is an integral aspect of effective leadership and good management, relevant councillors and managers are required to participate fully in all aspects of capital investment plans.

8.4 Corporate Directors will be accountable for the success and deliverability of all capital projects within their remit; including:

- ownership of business cases and any subsequent changes to them;
- ensuring that capital projects are delivered in line with agreed targets and resources;
- The successful outcome and benefits realisation of capital projects.

9 Strategic Assets & Property colleague comments (for decisions relating to all property assets and associated infrastructure)

9.1 None

10 Social value considerations

10.1 None

11 Regard to the NHS Constitution

11.1 None

12 Equality Impact Assessment (EIA)

12.1 Has the equality impact of the proposals in this report been assessed?

No

An EIA is not required because:

The report does not contain proposals for new or changing policies, services or functions.

13 List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

13.1 None

14 Published documents referred to in this report

14.1 Pre-Audit Corporate Financial Outturn 2020/21 – 20 July 2021 Executive Board
<https://committee.nottinghamcity.gov.uk/documents/s124628/Pre-audit%20Corporate%20Financial%20Outturn%20202021.pdf>

Appointments, remits and first meetings of Committees and Joint Bodies 2021/22 – 26 April 2021 Full Council
<https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=155&MId=8988>

2021/22 Budget – 8 March 2021 Full Council
<https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=155&MId=8633>

Budget 2021/22 and Medium Term Financial Outlook - 23 February 2021 Executive Board
<https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=177&MId=8590>

Budget Monitoring 2021/22 – as at 30 June 2021

Appendix A

Portfolio	Budget as at 30 June 2021 £m	Estimated Outturn £m	Variance (favourable) / adverse £m
Adults & Health	77.886	76.561	(1.324)
Housing, Planning & Heritage	7.545	7.400	(0.146)
Children & Young People	64.595	69.826	5.231
Leisure, Culture & Schools	14.842	16.289	1.447
Neighbourhoods, Safety & Inclusion	13.093	12.840	(0.253)
Highways, Transport & Cleansing Services	11.720	15.021	3.301
Skills, Growth & Economic Development	2.148	3.006	0.858
Finance & Resources	21.451	22.641	1.190
Energy, Environment & Waste Services	17.480	17.835	0.354
Strategic Regeneration & Communications	(14.054)	(13.894)	0.160
Total Portfolio	216.706	227.524	10.818
Companies	(1.602)	0.769	2.370
Corporate	28.640	26.328	(2.312)
Total	243.744	254.620	10.876

Portfolio Variances +/- £50k**Portfolio Variances +/- £50k****Adults & Health Portfolio – overall favourable forecast of £1.3m****Grants – £0.7m favourable**

Following the closure of the Independent Living Fund (ILF) in June 2015, the government agreed to continue funding pre-existing ILF arrangements and the grant has been extended to 2021/22. The 2021/22 budget assumed no ILF grant.

Staffing & Internal provision £0.4m favourable

Variance due to recruitment and retention issues across the service.

Running Costs – £0.2m favourable

Variance relating to contracts. Favourable forecast against contractual spend due to further grant maximisation.

Care Purchasing budgets - £0.2m favourable

Forecast based on latest care packages information and a set of agreed principles.

Savings - £0.1m adverse

Shortfall against Commissioning £3m savings target due to delay in Contract savings decision being agreed.

Children & Young People Portfolio – overall adverse forecast of £5.2m**Childrens Integrated Services - £5.2m adverse**

Children in Care (CIC) / Placements £5.9m adverse due to adverse variances in:

- Increase in CIC Demand **£4.4m** and is leading to a significant increase in external placement costs
- Reduction in Health Care Contributions to placements **£0.8m**
- Pressures funding reduction **£0.3m**
- CIC staffing **£0.2m**
- Unachieved savings **£0.2m**

Other Children's Services – favourable of £0.7m

- Favourable position within staffing and agency assumptions

Energy, Environment & Waste Services Portfolio – overall adverse forecast of £0.4m**Waste Management £0.2m adverse**

Continued impact of Covid restrictions on income generation.

Customer £0.1m adverse

Overspend due to **£0.1m** estimated additional excess deaths body storage costs not known in 20/21. Work is being carried out to fully quantify this with Nottinghamshire County Council.

Work is being undertaken to achieve the existing budget saving of **£0.2m** and new **£0.3m** customer contact centre rationalisation savings and they are both forecast to be achieved.

Finance & Resources Portfolio – overall adverse forecast of £1.2m

Finance £0.5m adverse

- **£0.4m** adverse in Revenues & Benefits as per June 21 Executive Board report on Nottingham Revenue & Benefits Ltd
- **£0.3m** adverse due to East Midlands Shared Services contract
- **£0.1m** favourable within staff costs

Human Resources £0.3m adverse

The overall forecast for this directorate is **£0.2m** favourable, largely due to a **£0.5m** favourable forecast within Employability reported below under Skills, Growth & Economic Development Portfolio. This has been partially offset by adverse forecasts within the Corporate Leadership support team to reflect the current Senior structure, loss of income within Employee Wellbeing, additional HR training and pay benchmarking work.

Commissioning & Procurement £0.1m adverse

Overspend due to carry forward of PPE stock value in period 1. No budget funding was provided as there was no expectation of a financial impact in 2021/22.

Nottingham Catering - £0.3m adverse

Largely due to an adverse forecast within Schools Catering of **£0.2m** and a business as usual pressure from losing 5 Multi Academy Trust school contracts in November 2020.

Highways, Transport & Cleansing Services Portfolio – overall adverse forecast of £3.3m

Traffic Safety £0.4m favourable

Forecast following a review of Traffic Safety income and a number of small operational forecast underspends.

Workplace Parking Levy (WPL) £0.7m adverse

More liable places were licensed than anticipated through June. Key to the WPL income forecast is the return by the two Universities to around 90% of their pre-Covid licensing levels by October, if the licence numbers are materially lower than currently forecast this will have a significant adverse impact on income. Additionally there are signs that some employers are reducing their licences to take advantage of homeworking on a more permanent basis.

Parking Services: £1.1m adverse

- Covid pressure of **£1.1m**, **£0.8m** income pressure and **£0.3m** adverse variance in running costs due to 24 hour guard requirements at Multi Storey Car Parks.
- Unachieved savings - **£0.2m** due to delayed implementation in various cashless schemes
- Business as usual favourable forecast of **£0.1m** – from reductions in bank charges, only completing urgent Health and Safety work and vacancies

Parking Services – Broadmarsh £1.5m adverse

Largely due to an adverse variance on parking income.

Transport & Fleet - £0.3m adverse

Inflationary pressures on fuel costs, business as usual pressures on Public Realm & Domestic Waste. Additional business as usual pressure in Contract Fleet due to a drop in licenced taxis following the pandemic.

Housing, Planning & Heritage Portfolio – overall favourable forecast of £0.1m

Strategic Homelessness & Housing Related support £0.3m adverse forecast

The latest review of Homelessness forecast demand shows a pressure of **£0.3m**.

Planning (incl. GIS) - £0.4m favourable forecast relating to planning fee income & staffing underspend in GIS due to vacancies.

Leisure, Culture & Schools Portfolio – overall adverse forecast £1.5m

Education Partnerships £0.2m adverse

Variance due to increased transport costs for SEN & FE transport.

Sport & Leisure - £0.1m adverse

Small adverse forecast, although position is improving following an in depth review of expenditure by all leisure centre managers. Improved position relates to accelerating 2021/22 budget savings, reduced cleaning costs and increased vacancy savings.

Theatre Royal & Concert Hall - £1.2m adverse

Adverse forecast due to closure until 11 June 2021 and estimated income loss.

Neighbourhoods, Safety & Inclusion Portfolio – overall favourable forecast of £0.3m

Community Protection – £0.2m favourable

£0.1m favourable variance across Uniformed Services and smaller favourable variances within salaries and running costs within Community Development and the Community Protection Directorate.

Skills, Growth & Economic Development Portfolio – overall adverse forecast of £0.9m

Markets - £1m adverse

Adverse forecast due to unbudgeted pressure regarding the service charge increase in 2015, and reduced income. Reduced income at Victoria Centre Market (occupancy at 48%), and Neighbourhood Markets due to reduced footfall and unable to hold Car Boot Sales due to restrictions making it unviable. The forecast assumes **£0.2m** of urgent repairs and maintenance costs.

Human Resources £0.5m favourable

Variance within Employability due to focus on the Kick-start scheme rather than apprenticeships.

Economic Development – £0.3m adverse

Park Row income pressure of **£0.3m**.

Strategic Regeneration & Communications Portfolio – overall adverse forecast of £0.2m

Growth & City Development Directorate and Commercialism Schemes £0.2m adverse

Savings shortfall relating to:-

- **£0.1m** – advertising and marketing
- **£50k** – closer working with Universities

Companies £2.4m adverse

- Thomas Bow **£1.0m** adverse, **£0.8m** due to acquisition costs that can't be capitalised. **£0.1m** unachieved Highway Services Commercialisation budget saving and **£0.1m** prudential borrowing acquisition cost repayment not achieved.
- Nottingham City Homes (NCH) adverse forecast of **£1.0m** - due to the new build investment assumption of **£1.0m**.
- Enviroenergy **£0.4m** adverse – non achievement of budget assumption, the budgeted income is required to fund the Network Leasing Charge.
- Nottingham Ice Centre (NIC) **£0.1m** adverse, an increased cost due to the latest pension revaluation of **£0.3m** is partially offset by an expected return of **£0.2m**.

Corporate £2.3m favourable

The corporate position is reporting a **£2.3m** favourable position.

- Treasury Management **£1.7m** favourable driven by reduced borrowing costs of **£3.0m** however this has in part been offset by **£1.3m** which is the 2021/22 cost of **£20m** capitalisation in 2020/21.
- Assumed **£0.5m** increase on the Income Compensation claim, previously assumed to be **£1.5m**, now **£2.0m** for Qtr1.

- **£0.1m** favourable variance from repaying all borrowed reserves in 2020/21 rather than phased across a number of years (**£2.4m**) less **£2.3m** non-use of the resilience reserve to support the 2021/22 budget.

Debtors Monitoring to June 2021

Quarterly Performance Review – 2021/22	Q1	Q2	Q3	Q4
BVPI 66a - Housing Rent Collection (%) <i>(cumulative - current tenants only)</i>				
Actual (<i>arrears + debit</i>)	95.77			
Target	98.50	98.50	98.50	98.50
Last Year Actual 2020/21	98.80	96.91	97.72	97.38
BVPI 9 - Council Tax Collection (%)				
Actual (<i>in year cumulative</i>)	26.20			
Target	25.60	50.00	75.50	93.00
Last Year Actual 2020/21	25.80	50.71	76.68	93.96
BVPI 10 - NNDR Collection (%)				
Actual (<i>in year cumulative</i>)	26.65			
Target	28.50	55.50	80.50	97.40
Last Year Actual 2020/21	22.56	44.84	65.73	78.92
Sundry Income Collection (%)				
Actual (<i>12 month rolling average</i>)	74.50			
Target	99.00	99.00	99.00	99.00
Last Year Actual 2020/21	82.00	81.00	80.60	80.30
Sundry Income Debtor Days -General				
Actual (<i>12 month rolling average</i>)	37.00			
Target	32.30	32.30	32.30	32.30
Last Year Actual 2020/21	43.00	37.00	39.00	41.00
Estates Rents Collection (%)				
Actual (<i>12 month rolling average</i>)	94.60			
Target	97.50	97.50	97.50	97.50
Last Year Actual 2020/21	97.59	95.15	93.68	93.98
Adult Residential Services Collection (%)				
Actual (<i>12 month rolling average</i>)	97.60			
Target	97.50	97.50	97.50	97.50
Last Year Actual 2020/21	97.30	97.50	97.70	97.70

Virements 2021/22 requiring Executive Board approval

Details	Net Amount £m	Department		Portfolio	
		From	To	From	To
Transfer of Services resulting from changes in Portfolio arrangements (May 20-21 City Council meeting) and Senior Officer Restructure (establishment of new Directorates)					
Adult Assessment Management	0.658	within CA		ACLT	AH
Health Integration	32.751	within CA		ACLT	AH
Quality Assurance & Safeguarding	1.686	within CA		ACLT	AH
Specialist Services	46.323	within CA		ACLT	AH
ASC Quality & Change	0.833	within CA		ACLT	AH
Disabled Children's Service	2.466	within CA		ACLT	AH
Prevention Reablement & Support	0.226	within CA		ACLT	AH
Residential & Day Services	6.363	within CA		ACLT	AH
Housing Related Support	2.132	within CA		ACLT	AH
Adults Directorate	(4.895)	within CA		ACLT	AH
Public Health	(10.661)	within CA		H,HR&E	AH
Transport & Fleet	1.866	within RS		ACLT	HTCS
Workplace Parking	(6.314)	within RS		ACLT	HTCS
NET Project	0.022	within GCD		ACLT	HTCS
Public Transport	1.172	within GCD		ACLT	HTCS
Concessionary Fares	11.212	within GCD		ACLT	HTCS
Transport Strategy	(0.034)	within GCD		ACLT	HTCS
Street Scene & Grounds Maintenance	4.700	within RS		CHST	HTCS
NS Directorate Management	0.650	within RS		CHST	HTCS
Parking Services (CH&ST)	(7.253)	within RS		CHST	HTCS
Highways & Energy Infrastructure	1.568	within RS		CHST	HTCS
Street Lighting	4.234	within GCD		CHST	HTCS
Transport Strategy (CH&ST)	0.167	within GCD		CHST	HTCS

Details	Net Amount £m	Department		Portfolio	
		From	To	From	To
Traffic Safety	(0.451)	within GCD		CHST	HTCS
Parks & Open Spaces	1.242	within RS		LC&IT	HTCS
Neighbourhoods & Community Engagement	2.870	within RS		CHST	NSI
Community Centres	0.882	within RS		CHST	NSI
Community Cohesion	0.375	within RS		CHST	NSI
Uniformed Services (CH&ST)	(0.184)	within RS		CHST	NSI
C&C Support Services	0.728	within RS		CHST	NSI
Crime & Drugs Partnership	1.069	within FR		E&CP	NSI
Anti-Social Behaviour	0.240	within RS		E&CP	NSI
Security & Logistics	1.013	within RS		E&CP	NSI
Crime & Drugs Partnership (E&CP)	0.097	within RS		E&CP	NSI
Uniformed Services (E&CP)	3.116	within RS		E&CP	NSI
Community Protection Directorate	0.511	within RS		E&CP	NSI
Environmental Health & Licensing	2.114	within RS		FG&CC	NSI
Utilities	6.108	RS	GCD	EE&DS	EE&W
Eastcroft Development	0.051	within RS		EE&DS	EE&W
Energy Services	(0.477)	within RS		EE&DS	EE&W
EE & Waste Strategy	7.251	RS	GCD	EE&DS	EE&W
Facilities & Buildings Services	0.186	within RS		EE&DS	F&R
Waste Management	2.417	within RS		EE&DS	EE&W
Traffic & Safety Flood Risk (EE&DS)	0.192	within GCD		EE&DS	EE&W
Customer Services	0.286	within FR		EE&DS	EE&W
Contracting & Procurement (CH&ST)	0.794	within FR		CHST	F&R
Commercial Finance (CH&ST)	0.422	CX	FR	CHST	F&R
Executive & Majority Support	0.423	within FR		EE&DS	F&R
Human Resources (EE&DS)	0.040	within FR		EE&DS	F&R

Details	Net Amount £m	Department		Portfolio	
		From	To	From	To
Facilities and Building Services	2.055	within RS		EE&DS	F&R
Legal and Democratic	2.445	within CX		EE&DS	F&R
Corporate & Democratic Core (DRM)	0.129	CX	FR	EE&DS	F&R
Corporate Policy	0.146	within FR		FGCC	F&R
Analysis & Insight Service	0.886	within FR		FGCC	F&R
Strategy & Policy	0.039	within FR		FGCC	F&R
Contracting & Procurement	0.665	within FR		FGCC	F&R
Commissioning & Procurement Management	0.188	within FR		FGCC	F&R
Housing Related Support (FG&CC)	0.000	within FR		FGCC	F&R
F&R Directorate	(0.249)	within FR		FGCC	F&R
Nottingham Catering	(0.730)	within RS		FGCC	F&R
Facilities & Building Services (FG&CC)	(0.106)	within RS		FGCC	F&R
PH&R - Commercialism Schemes	(1.160)	within GCD		FGCC	F&R
Chief Executive's Office	0.366	within CX		FGCC	F&R
Finance	7.677	CX	FR	FGCC	F&R
Corporate & Democratic Core	0.125	CX	FR	FGCC	F&R
IT	3.407	within FR		LC&IT	F&R
Human Resources	3.042	within FR		H,HR&E	F&R
Works Perks Savings	(0.387)	within FR		H,HR&E	F&R
OT Directorate	0.780	within FR		H,HR&E	F&R
GIS	0.479	within GCD		LC&IT	HPH
Business Management Sport & Culture	0.151	within RS		LC&IT	LCS
Events & Goose Fair	0.094	within RS		LC&IT	LCS

Details	Net Amount £m	Department		Portfolio	
		From	To	From	To
Libraries	4.005	within RS		LC&IT	LCS
Museums	1.487	within RS		LC&IT	LCS
Sports & Leisure	3.935	within RS		LC&IT	LCS
Sports & Culture Marketing	0.100	within RS		LC&IT	LCS
Theatre & Royal Concert Hall	0.914	within RS		LC&IT	LCS
Cemeteries & Crematoria	(1.240)	within RS		LC&IT	HTCS
Education Partnerships	2.381	within CA		R,S&C	LCS
School Improvement	0.692	within CA		R,S&C	LCS
Inclusive Learning	1.083	within CA		R,S&C	LCS
One Nottingham	0.020	FR	GCD	CHST	SRC
Growth & City Development Directorate	(0.040)	within GCD		R,S&C	SRC
Business Centre	(0.316)	within GCD		R,S&C	SRC
Estates Management	0.411	within GCD		R,S&C	SRC
Main Operational Buildings	1.012	within GCD		R,S&C	SRC
Property Trading Account	(24.675)	within GCD		R,S&C	SRC
Completed Regeneration Schemes Property Managed	(1.609)	within GCD		R,S&C	SRC
Property Directorate	5.559	within GCD		R,S&C	SRC
Asset Management	0.429	within GCD		R,S&C	SRC
PH&R - GF Regeneration	(0.001)	within GCD		R,S&C	SRC
Community Assets	0.000	within GCD		R,S&C	SRC
Building Schools for the Future	0.000	within GCD		R,S&C	SRC
Major Projects	(0.016)	within GCD		R,S&C	SRC
Access to Services (Joint Service Ctrs)	1.005	within GCD		R,S&C	SRC
Planned Maintenance Budget	3.453	within RS		R,S&C	SRC
City Advertising Trading Acct	(0.099)	within FR		R,S&C	SRC
Marketing & Communications	0.823	within FR		R,S&C	SRC
EconDev Business Growth	(0.009)	within GCD		FGCC	SG&ED

Details	Net Amount £m	Department		Portfolio	
		From	To	From	To
EconDev Partner & Policy (FG&CC)	(0.025)	within GCD		FGCC	SG&ED
D&G Directorate (FG&CC)	0.015	within GCD		FGCC	SG&ED
Human Resources (E&CP)	0.628	within FR		E&CP	SG&ED
Business Development & Innovation	0.222	within RS		FGCC	SG&ED
Facilities & Building Services (LCI)	0.165	within RS		LC&IT	SG&ED
Tourism	0.073	within GCD		LC&IT	SG&ED
EconDev Partner & Policy (R,S&C)	1.337	within GCD		R,S&C	SG&ED
Civic & Colonial Services	1.677	within FR		EE&DS	EE&W
Markets	(0.136)	within RS		LC&IT	SG&ED
Operational virements					
Commercial Infrastructure & Energy	0.025	RS	GCD	NSI	EE&W
Energy Services	(0.525)	RS	GCD	within EE&W	
Adaptations & PAD Scheme	0.031	GCD	CA	within HPH	
Budget realignment Better Care Fund	0.002	FR	CA	F&R	AH
Premises budget transfer between Extensive & Specialist Services & Main Operational Buildings	0.066	CA	GCD	CYP	SRC
Prudential Borrowing technical adjustment	0.179	CORP	RS	F&R	HTCS
	0.101	CORP	FR	within F&R	
Commissioning & Procurement Salary Savings Realignment	0.085	FR	CA	within CYP	
	0.002	within FR		CYP	F&R
	0.976	FR	RS	within NSI	
	0.017	within FR		NSI	F&R
	0.013	within FR		CYP	F&R
Savings realignment	0.058	within FR		NSI	F&R
	0.105	FR	RS	within NSI	
	0.088	within RS		HPH	NSI
	0.100	within GCD		SRC	SG&ED

Details	Net Amount £m	Department		Portfolio	
		From	To	From	To
Children's Directorate recharge adjustment	0.077	CA	FR	CYP	F&R
Realignment between Housing Aid & Property	0.024	CA	GCD	HPH	SRC
Business Development transfer to RS Support Services	0.261	within RS		SG&ED	NSI
Commercial Infrastructure & Energy Directorate transfer to Support Services	0.012	within RS		EE&W	NSI
Commercial Infrastructure & Energy budget realignment	0.039	within RS		SG&ED	EE&W
	146.232				

Department	Key
People	CA
Resident Services	RS
Chief Executive	CX
Growth & City Development	GCD
Finance & Resources	FR

Former Portfolios	Key
Adult Care & Local Transport	ACLT
Communities, Highways & Strategic Transport	CHST
Energy, Environment & Democratic Services	EE&DS
Children & Young People	CYP
Employment & Community Protection	E&CP
Finance, Growth & The City Centre	FGCC
Housing, Planning & Heritage	HPH
Leisure, Culture & IT	LC&IT
Regeneration, Safety & Communications	R,S&C
Health, HR & Equalities	H,HR&E

Portfolio	Key
Adults & Health	AH
Highways, Transport & Cleansing Services	HTCS
Children & Young People	CYP
Neighbourhoods, Safety & Inclusion	NSI
Energy, Environment & Waste Services	EE&W
Finance & Resources	F&R
Housing, Planning & Heritage	HPH
Leisure, Culture & Schools	LCS
Strategic Regeneration & Communications	SRC
Skills, Growth & Economic Development	SG&ED