

Agenda Item	7
Report No	ECI/9/2022

HIGHLAND COUNCIL

Committee: **Economy and Infrastructure**

Date: **25 August 2022**

Report Title: **Revenue Monitoring Final Outturn 2022 and Quarter 1 to 30 June 2022**

Report By: **Executive Chief Officer Infrastructure, Environment & Economy**

1 Purpose/Executive Summary

- 1.1 This report comments on the Final Outturn 2022 and Quarter 1 Revenue Monitoring position for the period to 30 June 2022.
- 1.2 The report covers the Infrastructure, Environment and Economy Budgets, and comments on the main budget variances for which the service has direct responsibility.
- 1.3 The Final Outturn budget monitoring report contains information on income and expenditure, showing both gross and net budgets. Annual gross income totals £65.609m and annual budgeted expenditure totals £102.724m, providing a net annual budget of £37.115m.
- 1.4 The Quarter 1 budget monitoring report contains information on income and expenditure, showing both gross and net budgets. Annual gross income totals £66.708m and annual budgeted expenditure totals £101.851m, providing a net annual budget of £35.143m.
- 1.5 At the end of Quarter 1 2022/23, income of £18.781m was generated and £23.194m was spent, providing a net spend on services totaling £4.413m.
- 1.6 At the end of Quarter 1, a budget gap of £1.580m is forecast, mainly due to lost income and unallocated corporate and efficiency savings which have yet to be allocated to other budget headings in the Service. This position may change depending on progress made with income recovery and ongoing expenditure controls.

2 Recommendations

2.1 Members are asked to note:-

- i. the more detailed reporting of gross income and gross expenditure to improve scrutiny of net budgets as set out in the Appendices;
- ii. the revenue budget final outturn position for the year ended 31 March 2022;
- iii. the revenue monitoring position for the period to 30 June 2022;
- iv. net spend at the end of Quarter 1, totaled £4.413m;
- v. based on the best available information to date, a service budget gap of £1.580m is forecast to end of 2022/23;
- vi. many areas of the Service rely on income to pay for services, and this continues to improve;
- vii. the budget gap may change positively or negatively depending on applying expenditure and recruitment controls, aligning services to meet budget savings agreed and continuing income recovery in 2022/23; and
- viii. further adjustments will be made in future quarterly reporting to reflect the updated apportionment of costs and savings across the new structure.

3 Implications

- 3.1 **Resource** - The Covid-19 pandemic impacted the Service's budget in the early part of 2021/22, largely through a loss of key income streams and Covid-19 related costs. However, significant improvement in levels of income were achieved by 31 March 2022. Whilst the outlook in 2022/23 is much improved, there may be issues continuing in the year ahead for the Service in restoring the previously achieved income levels.
- 3.2 **Risk** - Risk implications to the budget position, and budget assumptions, will be kept under regular review and any risks identified reported to future Committees.
- 3.3 **Community (Equality, Poverty and Rural), Climate change/ Carbon Clever, Legal, and Gaelic** - There are no implications arising as a direct result of this report.

4 Infrastructure, Environment and Economy Revenue Budget – Final Outturn 2021/22

- 4.1 The Service summary statement showing the final position for the year ended 31 March 2022 is contained in **Appendix 1**.
- 4.2 There has been a net increase in the budget of £4.050m from that reported on 31 December 2021 of £33.065m to £37.115m. The budget was increased due to the pay award, developer contributions and earmarked balance drawdowns for various activities and funding throughout the Service.
- 4.3 **Appendix 2** provides more information on the net budget by showing the service areas in more detail along with the gross income and gross expenditure positions. The main issues and variances are explained at section 5 of this report.

5 Main Issues and Variances

- 5.1 The following is a summary of the movement on variances between 31 December 2021 figures as reported to the February 2022 Committee and the outturn at 31 March 2022:-

	December	March	Movement
Activity	£000	£000	£000
Directorate	650	502	(148)
Economic Development	(120)	(1,045)	(925)
Housing Development	(22)	(145)	(123)
Planning, Environment and Building Standards	(534)	(1,461)	(927)
Infrastructure	119	36	(83)
Energy and Sustainability	21	555	534
Roads and Transport	1,327	1,566	239
Trading Operations	297	-13	(310)
Total	1,738	(5)	(1,743)

5.2 A year-end underspend of £0.005m is reported which is an improvement of £1.743m on that previously reported of £1,738m. The overall variance is attributable to all areas of activity in the Service.

5.2.1 The Directorate and Business Team includes all of the Service's unallocated efficiency savings from previous years which are yet to be allocated permanently to other budget headings in the Service, some of which will be addressed as part of the ongoing Council redesign. Also, the Bad Debt Provision of £0.106m was offset by underspend on Wick Airport PSO of £0.285m.

5.2.2 Economic Development:-

- Investment properties have achieved increased rental income.
- Economy and Regeneration includes £0.095m of Covid-19 Grant Admin Funding and £0.040m less on staff and travel than projected.
- Business Development and Employability have undergone changes due to the way the programme was funded in that it moved from reclaim processes to a grant funding system.
- Projects have a higher underspend on the Academy Street Project due to reduced staff costs.

5.2.3 Housing Development have achieved a higher than expected recovery from staff time recharges.

5.2.4 Planning, Environment and Building Standards:-

- Planning and Building Standards have achieved a higher level of income than projected. Staff vacancies and secondments have also contributed to an improved position.
- Environment section have achieved higher grant income particularly seasonal access rangers.
- Planning appeals and inquiries actual expenditure less than projected.

5.2.5 Infrastructure have achieved a higher level of recharge income than expected.

5.2.6 Energy and Sustainability overspend is due to an increase in staff costs and property costs related to costs for EV charge points offset by income. Recharge income is overall £0.306m less than budgeted due to staffing external funding shortfall and to under recovery of fee income on the Energy and Sustainability Team.

5.2.7 Roads and Transport overall overspend of £1.566m is due to the areas of activity noted below:-

- Winter Maintenance reduced overspend of £0.009m due to mild weather, and budget feed of £0.137m for salt pressure. The impact of less time spent on winter maintenance has however contributed to the increased overspend on roads maintenance.
- Roads Maintenance overspend of £1.130m due to the mild winter this has increased cyclic maintenance activity. Hired plant and vehicle costs, overtime costs and standby payments higher than projected.
- Engineering Services increased Staff costs, including Project Design Unit (PDU) staff recharges outturn £0.220m.
- Lighting Services there was an underspend of £0.295m.
- Integrated Transport Services there was an underspend of £0.030m.
- Subsidies and Concessionary Fares there was an underspend of £0.166m which should be offset against school transport as they are linked.
- School Transport there was an overspend of £0.866m in relation to school and public transport contracts, a proportion of which relates to the additional costs related to schools' return.
- Car Parks income £0.058m better than projected, staffing costs overspend £0.025m less than predicted, and other expenditure controls accounted for the remainder.

5.2.8 Trading Operations comprise the Piers and Harbours and Corran Ferry Budgets. Harbours had been predicted to be on budget but improved by £0.234m, a combination of increased income and reduced costs; Corran Ferry position improved by £0.076m, mainly due to increased income.

5.3 The improvement in the year end position is due to increased income in respect of planning fees, building warrants, investment properties and trading operations. The level of costs in several areas of activity is lower than previously anticipated and has therefore further improved the position along with a general control in expenditure.

6 Infrastructure, Environment and Economy Revenue Budget 2022/23

6.1 **Appendix 3** is the monitoring statement showing actual expenditure and the estimated year-end outturn against the budget at 30 June 2022. The Service is showing an outturn of £36.723m against a net annual budget of £35.143m, representing an overspend of £1.580m.

6.2 **Appendix 4** provides more information on the net budget by showing the service areas in more detail along with the gross income and gross expenditure positions. The main issues and variances are explained at section 7 of this report.

7 Main Issues and Variances

7.1 Directorate

7.1.1 Directorate and Business Team includes all the Service's unallocated corporate and efficiency savings which are yet to be allocated permanently to other budget headings in the Service. Staffing costs also require to be realigned and allocated to other budget headings in the Service.

7.2 Infrastructure

7.2.1 Project Design Unit (PDU) - forecasts an under recovery of income of £0.161m, due to existing vacancies. Analysis of income to date and projected income levels based on existing staffing levels show an under recovery on the budgeted income. Efforts have been made to recruit to Engineer posts that will help with efforts to increase efficiency and income target achievement.

7.3 Roads and Transport

7.3.1 Lighting Services - Forecasts an underspend of £0.163m. Following the continuation of Capital LED works, there continues to be a saving on Energy Costs. However, the year-end estimate will be kept under review.

7.3.2 Subsidies and Concessionary Fares - An overspend of £0.866K was the out-turn figure at the end of Q4 for 21/22 owing to contract price increases for Skye and Lochaber for School Transport. A budget feed has been provided to cover this increased cost for 22/23. However, Members are asked to note that contracts for School and Public transport which will take effect from January 2023 for the rest of Highland are currently being re-tendered and a significant cost pressure is predicted. Further details regarding this will be reported to Members at the earliest opportunity once the tender analysis has been concluded. The reported overspend of £0.206M reported for Q1 therefore is expected to increase from Q4 onwards.

7.3.3 Car Parks - A slight overspend of £0.0.20m is predicted.

7.3.4 Harbours and Ferries - A deficit of £0.500m is predicted for harbour activities mainly due to temporary closure of Uig Harbour and £0.213m for Corran Ferry due to an increase in costs.

8 Budget Savings

8.1 All of the savings, both Service specific and corporate, have been reflected in the Infrastructure, Environment and Economy 2022/23 budget, and have been allocated across all parts of the Service, where appropriate.

8.2 An updated Red/Amber/Green (RAG) analysis of agreed budget savings for the current financial year is set out on **Appendix 5**. This statement reflects the position for the financial year.

9 Mitigation

9.1 As reported to the Corporate Resources Committee in January 2022, the ongoing impact of Covid-19 may also affect the Council budget and operations and the actions being taken to mitigate them are still ongoing.

9.2 Mitigation includes:-

- reducing expenditure across all possible areas;
- compliance with recruitment controls;
- reviewing budget savings potential; and
- meeting budget savings agreed

Designation: Executive Chief Officer Infrastructure, Environment & Economy

Date: 1 August 2022

Author: Ailsa Mackay, Business Manager

Background Papers: Monitoring Statement from 01/04/21 to 31/03/2022
Monitoring Statement from 01/04/22 to 30/06/2022

INFRASTRUCTURE & ENVIRONMENT AND ECONOMY BUDGETS 2021/22

Appendix 1

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	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Directorate	(3,166)	(2,664)	(2,664)	502
Economic Development	(123)	(1,168)	(1,168)	(1,045)
Housing Development	1,481	1,336	1,336	(145)
Planning, Environment & Building Standards	1,648	187	187	(1,461)
Infrastructure	(809)	(773)	(773)	36
Energy & Sustainability	2,001	2,556	2,556	555
Roads & Transport	39,665	41,231	41,231	1,566
Trading Operations	(3,582)	(3,595)	(3,595)	(13)
TOTAL	37,115	37,110	37,110	(5)

BY SUBJECTIVE

Staff Costs	40,321	39,687	39,687	(634)
Other Expenditure	62,403	70,791	70,791	8,388
Gross Expenditure	102,724	110,478	110,478	7,754
Grant Income	(7,330)	(13,501)	(13,501)	(6,171)
Other Income	(58,279)	(59,867)	(59,867)	(1,588)
Total Income	(65,609)	(73,368)	(73,368)	(7,759)
NET TOTAL	37,115	37,110	37,110	(5)

INFRASTRUCTURE & ENVIRONMENT AND ECONOMY SERVICES BUDGET 2021/22

Appendix 2

	GROSS EXPENDITURE				GROSS INCOME				NET TOTAL			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Annual Budget	Actual YTD	Year End Estimate	Year End Variance
BY ACTIVITY												
Directorate												
Director & Business Team	1,310	1,852	1,852	542	(4,476)	(4,516)	(4,516)	(40)	(3,166)	(2,664)	(2,664)	502
Economic Development												
Investment Properties	726	882	882	156	(3,837)	(4,465)	(4,465)	(628)	(3,111)	(3,583)	(3,583)	(472)
Economy & Regeneration	1,710	2,898	2,898	1,188	(164)	(1,569)	(1,569)	(1,405)	1,546	1,329	1,329	(217)
Business Development & Employability	1,788	2,777	2,777	989	(967)	(2,240)	(2,240)	(1,273)	821	537	537	(284)
Projects E & E	608	883	883	275	(430)	(777)	(777)	(347)	178	106	106	(72)
COVID Grants	443	443	443	0	0	0	0	0	443	443	443	0
Housing Development												
Housing Development & PSHG	2,376	2,413	2,413	37	(895)	(1,077)	(1,077)	(182)	1,481	1,336	1,336	(145)
Planning, Environment & Building Standards												
Management	29	129	129	100	0	0	0	0	29	129	129	100
Building Standards	1,502	1,705	1,705	203	(14)	(244)	(244)	(230)	1,488	1,461	1,461	(27)
Development Plans	702	625	625	(77)	(1)	0	0	1	701	625	625	(76)
Area Planning	2,346	2,187	2,187	(159)	0	0	0	0	2,346	2,187	2,187	(159)
Planning Appeals & Inquiries	50	139	139	89	0	(39)	(39)	(39)	50	100	100	50
Transport Planning	745	708	708	(37)	(296)	(338)	(338)	(42)	449	370	370	(79)
Environment	2,362	2,447	2,447	85	(186)	(479)	(479)	(293)	2,176	1,968	1,968	(208)
Projects P&BS	0	0	0	0	0	0	0	0	0	0	0	0
Planning Fee Income	5	249	249	244	(2,901)	(3,954)	(3,954)	(1,053)	(2,896)	(3,705)	(3,705)	(809)
Planning Fees Advertising	70	45	45	(25)	(178)	(216)	(216)	(38)	(108)	(171)	(171)	(63)
Building Warrant Fee Income	0	42	42	42	(2,587)	(2,819)	(2,819)	(232)	(2,587)	(2,777)	(2,777)	(190)
Infrastructure												
Project Design Unit	6,002	5,150	5,150	(852)	(6,839)	(5,954)	(5,954)	885	(837)	(804)	(804)	33
Flood Risk Assessment	32	31	31	(1)	(4)	0	0	4	28	31	31	3
Energy & Sustainability												
Energy & Sustainability	3,553	6,612	6,612	3,059	(1,552)	(4,056)	(4,056)	(2,504)	2,001	2,556	2,556	555
Roads & Transport												
Winter Maintenance	5,177	5,215	5,215	38	0	(29)	(29)	(29)	5,177	5,186	5,186	9
Roads Maintenance	23,535	22,730	22,730	(805)	(16,570)	(14,635)	(14,635)	1,935	6,965	8,095	8,095	1,130
Engineering Services	5,499	5,823	5,823	324	(343)	(447)	(447)	(104)	5,156	5,376	5,376	220
Flood Alleviation	30	26	26	(4)	0	0	0	0	30	26	26	(4)
Lighting Services	6,470	5,849	5,849	(621)	(3,290)	(2,964)	(2,964)	326	3,180	2,885	2,885	(295)
Integrated Transport Services	1,012	1,063	1,063	51	(87)	(168)	(168)	(81)	925	895	895	(30)
Subsidies & Concessionary Fares	8,776	8,620	8,620	(156)	0	(10)	(10)	(10)	8,776	8,610	8,610	(166)
School Transport	10,385	11,220	11,220	835	(51)	(20)	(20)	31	10,334	11,200	11,200	866
Car Parks	2,491	2,134	2,134	(357)	(3,369)	(3,176)	(3,176)	193	(878)	(1,042)	(1,042)	(164)
Trading Operations												
Harbours & Ferries	12,990	15,581	15,581	2,591	(16,572)	(19,176)	(19,176)	(2,604)	(3,582)	(3,595)	(3,595)	(13)
TOTAL	102,724	110,478	110,478	7,754	(65,609)	(73,368)	(73,368)	(7,759)	37,115	37,110	37,110	(5)

INFRASTRUCTURE & ENVIRONMENT AND ECONOMY BUDGETS 2022/23

Appendix 3

	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Directorate	(649)	(937)	(3)	646
Economic Development	(1,341)	196	(1,341)	0
Housing Development	1,439	424	1,439	0
Planning, Environment & Building Standards	115	442	115	0
Infrastructure	(1,025)	374	(864)	161
Energy & Sustainability	(123)	(19)	(123)	0
Roads & Transport	41,291	5,464	41,351	60
Trading Operations	(4,564)	(1,531)	(3,851)	713
TOTAL	35,143	4,413	36,723	1,580
BY SUBJECTIVE				
Staff Costs	41,345	9,214	40,615	(730)
Other Expenditure	60,506	13,980	63,865	3,359
Gross Expenditure	101,851	23,194	104,480	2,629
Grant Income	(4,424)	(2,173)	(4,753)	(329)
Other Income	(62,284)	(16,608)	(63,004)	(720)
Total Income	(66,708)	(18,781)	(67,757)	(1,049)
NET TOTAL	35,143	4,413	36,723	1,580

INFRASTRUCTURE & ENVIRONMENT AND ECONOMY SERVICES BUDGET 2022/23

Appendix 4

	GROSS EXPENDITURE				GROSS INCOME				NET TOTAL			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Annual Budget	Actual YTD	Year End Estimate	Year End Variance
BY ACTIVITY												
Directorate												
Director & Business Team	468	(603)	1,114	646	(1,117)	(334)	(1,117)	0	(649)	(937)	(3)	646
Economic Development												
Investment Properties	784	195	797	13	(3,882)	(1,015)	(3,895)	(13)	(3,098)	(820)	(3,098)	0
Economy & Regeneration	1,613	962	1,613	0	(164)	(2,013)	(164)	0	1,449	(1,051)	1,449	0
Business Development & Employability	1,337	725	1,414	77	(962)	2,787	(1,039)	(77)	375	3,512	375	0
Projects E & E	363	44	364	1	(430)	(1,025)	(431)	(1)	(67)	(981)	(67)	0
COVID Grants	0	(20)	0	0	0	(444)	0	0	0	(464)	0	0
Housing Development												
Housing Development & PSHG	2,377	716	2,380	3	(938)	(292)	(941)	(3)	1,439	424	1,439	0
Planning, Environment & Building Standards												
Management	(94)	1	(94)	0	0	0	0	0	(94)	1	(94)	0
Building Standards	1,654	391	1,654	0	(14)	0	(14)	0	1,640	391	1,640	0
Development Plans	710	155	710	0	(1)	0	(1)	0	709	155	709	0
Area Planning	2,367	553	2,367	0	0	0	0	0	2,367	553	2,367	0
Planning Appeals & Inquiries	50	40	50	0	0	0	0	0	50	40	50	0
Transport Planning	1,003	100	1,003	0	(297)	229	(297)	0	706	329	706	0
Environment	1,689	513	1,923	234	(186)	(295)	(420)	(234)	1,503	218	1,503	0
Projects P&BS	0	0	0	0	0	0	0	0	0	0	0	0
Planning Fee Income	0	57	59	59	(3,536)	(748)	(3,595)	(59)	(3,536)	(691)	(3,536)	0
Planning Fees Advertising	70	8	70	0	(178)	(38)	(178)	0	(108)	(30)	(108)	0
Building Warrant Fee Income	0	8	8	8	(3,122)	(532)	(3,130)	(8)	(3,122)	(524)	(3,122)	0
Infrastructure												
Project Design Unit	6,398	1,111	5,412	(986)	(7,451)	(745)	(6,304)	1,147	(1,053)	366	(892)	161
Flood Risk Assessment	32	8	32	0	(4)	0	(4)	0	28	8	28	0
Energy & Sustainability												
Energy & Sustainability	1,161	912	1,219	58	(1,284)	(931)	(1,342)	(58)	(123)	(19)	(123)	0
Roads & Transport												
Winter Maintenance	5,611	331	5,611	0	0	1	0	0	5,611	332	5,611	0
Roads Maintenance	26,851	4,898	24,606	(2,245)	(18,025)	(3,157)	(15,780)	2,245	8,826	1,741	8,826	0
Engineering Services	2,724	867	2,950	226	(333)	(120)	(559)	(226)	2,391	747	2,391	0
Flood Alleviation	30	13	30	0	0	0	0	0	30	13	30	0
Lighting Services	6,789	1,271	6,193	(596)	(3,479)	(2,283)	(3,046)	433	3,310	(1,012)	3,147	(163)
Integrated Transport Services	1,015	194	984	(31)	(87)	(216)	(59)	28	928	(22)	925	(3)
Subsidies & Concessionary Fares	9,825	2,118	10,027	202	0	0	0	0	9,825	2,118	10,027	202
School Transport	11,892	1,808	11,865	(27)	(51)	(1)	(20)	31	11,841	1,807	11,845	4
Car Parks	2,127	625	2,185	58	(3,598)	(885)	(3,636)	(38)	(1,471)	(260)	(1,451)	20
Trading Operations												
Harbours & Ferries	13,005	5,193	17,934	4,929	(17,569)	(6,724)	(21,785)	(4,216)	(4,564)	(1,531)	(3,851)	713
TOTAL	101,851	23,194	104,480	2,629	(66,708)	(18,781)	(67,757)	(1,049)	35,143	4,413	36,723	1,580

PLEASE DO NOT RE-SORT THIS WORKSHEET - USE THE ROW 5 FILTERS INSTEAD

Savings Agreement	Service	Service Ref	Budget Area	Savings Description	2022/23 £m	2023/24 £m	2024/25 £m	Total £m	Updated By:	Saving RAG	Date of last update
HC 14/02/19	I&E&E	CS/16	Transport - Lean Review	Lean Review of transport processes	0.015			0.015	Tracey Urry	G	04/08/2022
HC 14/02/19	I&E&E	D&I/4	Planning & Environment	Planning Fee Income - Increase income target	0.240			0.240	Tracey Urry	G	04/08/2022
HC 05/03/20	I&E&E	CS/14	Car Parks	Roll out of car parking charges	0.411			0.411	Tracey Urry	G	04/08/2022
HC 05/03/20	I&E&E	CS/19c	Transport Section	Review of school transport contracts and arrangements - Gaelic medium	0.245			0.245	Tracey Urry	R	04/08/2022
HC 05/03/20	I&E&E	D&I/1	Planning & Environment	New fees for new services - Medium-Scale Pre-application Advice & Satisfaction of Conditions	0.030			0.030	Tracey Urry	G	04/08/2022
HC 05/03/20	I&E&E	D&I/2	Planning & Environment	Planning & Building Warrant Fee Income - Increase income target	0.050	0.250		0.300	Tracey Urry	G	04/08/2022
HC 28/10/21	I&E&E	I&E&E/1	Roads & Transport	Street Lighting - due to the reduction in energy consumption	0.140			0.140	Tracey Urry	G	04/08/2022
HC 28/10/21	I&E&E	I&E&E/2	Roads & Transport	Fares and Other Charges Increase	0.100			0.100	Tracey Urry	A	04/08/2022
HC 28/10/21	I&E&E	I&E&E/5	Development & Regeneration	Improved efficiencies in the delivery of the Council's Affordable Housing Programme	0.044			0.044	Allan Maguire	G	08/08/2022
HC 28/10/21	I&E&E	I&E&E/6	Development & Regeneration	Investment Properties- additional income to be delivered through proactive commercial rent reviews, lease extensions and unlocking any land to create new leases	0.085			0.085	Allan Maguire	G	08/08/2022
HC 03/03/22	I&E&E	I&E&E/7	Development & Regeneration	Improved Partnership Working in the delivery of Employability Services	0.070			0.070	Allan Maguire	G	08/08/2022
HC 03/03/22	I&E&E	I&E&E/9	Roads & Transport	Review of non-statutory Public Transport routes	0.121			0.121	Tracey Urry	G	08/08/2022
HC 03/03/22	I&E&E	Corp/2 - Allocation	Managed Print Service (MPS)	Reductions in printing Printing/Photocopying and reduce Multi-Function Devices (MFDs) in offices and schools	0.007			0.007	ECO - I&E&E	G	01/08/2022
HC 03/03/22	I&E&E	Corp/21 - Allocation	Corporate- staffing	Staff alignment, agility and redesign	0.389			0.389	ECO - I&E&E	G	01/08/2022
HC 03/03/22	I&E&E	Corp/22 - Allocation	Corporate- staffing	Reduction in overtime	0.036			0.036	ECO - I&E&E	G	01/08/2022
HC 03/03/22	I&E&E	Corp/23 - Allocation	Corporate- staffing	Recruitment timelines- removal of budget to reflect recruitment process timelines	0.120			0.120	ECO - I&E&E	G	01/08/2022
HC 03/03/22	I&E&E	Corp/24 - Allocation	Corporate- non staffing	A review of non-staffing spend has identified opportunities for savings across services from improved contract management, stopping/reducing demand, alternative delivery, and actions relating to suppliers, specification, productivity, process, negotiation, contracts and analysis	0.150			0.150	ECO - I&E&E	G	01/08/2022
HC 03/03/22	I&E&E	Corp/26 - Allocation	Corporate- full cost recovery	Full cost recovery and commercialisation	0.326			0.326	ECO - I&E&E	G	01/08/2022