

Agenda Item	6
Report No	CP/18/23

Committee: Communities and Place

Date: 31 August 2023

Report Title: Revenue Budget Monitoring Report 22/23 Outturn & 23/24 Quarter 1 and Service Performance Reporting for 2022/23

Report By: Executive Chief Officer, Communities and Place

1. Purpose/Executive Summary

- 1.1 This report provides Members with the 2022/23 final outturn monitoring statement Communities and Place. The Service budget for 22/23 was £41.169m with a year-end overspend of £0.517m (1.26%).
- 1.2 The report also provides Members with the monitoring statement as at Quarter 1 position for 23/24. The Service budget is £40.775m with a predicted year end overspend of £0.235m (0.6%).
- 1.3 This report also provides performance information on:
 - Corporate Indicators
 - Contribution to the Corporate Plan
 - Service Plan Progress
 - Mitigation of Service Risks
 - Service updates outwith the Corporate Indicators or Service Plan

The content and structure is intended to:

- assist Member scrutiny and performance management
- inform decision making to aid continuous improvement, and
- provide transparency and accessibility

2. Recommendations

2.1 Members are invited to:

- i. **Consider** the Service's revenue monitoring position
- ii. **Scrutinise** the Service's performance and risk information.

3. Implications

3.1 Resource

These are described throughout the report in discussing the latest budget positions including year end and forecasted outturns.

3.2 Legal

This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.

3.3 Community (Equality, Poverty, Rural and Island)

There are no Community implications arising from this report.

3.4 Climate Change/Carbon Clever

There are no relevant implications arising from this report.

3.5 Risk

Risk implications to the budget position will be kept under regular review with updates reported to this Committee.

3.6 Health and Safety (risks arising from changes to plant, equipment, process, or people).

There are no immediate health and safety implications arising from this report.

3.7 Gaelic

There are no implications for Gaelic arising from this report.

4. Communities and Place Revenue Budget – Final Outturn 22/23

4.1 Revenue monitoring statements for 22/23 showing the net position can be found at **Appendix 1** and gross position at **Appendix 2**. There was a net increase in the budget of £0.566m to reflect costs incurred during Quarter 4 for the Living Wage backdated pay awards and earmarked balances drawn down for various activities in that period.

4.2 The final position at year end was £41.686m against a budget of £41.169m which represents an overspend of £0.517m (1.26%). This represents an improvement of £0.693m on the reported Quarter 3 projection of £1.210m. The principal reasons for the movement from Quarter 3 to year end is that Waste Contract costs were lower than projected (£0.462m) and income / charges higher than expected within Waste (£0.102m) and Community Support, Contact and Engagement (£0.137m). The Administration heading includes all the Service's unallocated efficiency savings from previous years which are yet to be allocated permanently to the other budget headings in the Service.

4.3 Members are reminded that the principal pressures in 22/23 were higher fuel, repairs and parts including vehicle components, spares and tyres. These were partially offset by staff underspends and by the increase in income including commercial waste income as a result of the proactive and successful work being undertaken securing new commercial opportunities.

5. Communities and Place Revenue Budget – Quarter 1 23/24

- 5.1 The revenue monitoring statement for 23/24 showing net expenditure as at Quarter 1 and year-end forecasts can be found at **Appendix 3**. **Appendix 4** provides further information including the gross position and more detailed information on the variances against each activity. The forecasted outturn is an overspend of £0.235m (0.6%).
- 5.2 This forecast includes the delivery of all approved savings of £1.455m (**Appendix 5**). There is a risk that the digitisation of the Garden Waste application service will not complete until 24/25 due to other greater Council-wide ICT/digital transformation priorities including the replacement of its Finance and HR system.
- 5.3 An overspend of £533k is forecasted for the Administration heading. This is attributable to efficiency savings yet to be allocated to other budget headings in the Service. The current forecast outturn also includes overspends in Kerbside Refuse collections, Public Conveniences, and Fleet & Plant. These are partially offset by underspends in the other sections in the Service including Waste disposal, street cleaning, Grounds Maintenance & customer contact.
- 5.4 As per the Service structures the Council has in place, the budget and responsibility for other aspects of the costs of service sit outwith the budgets shown above. Examples include property rates, energy, maintenance, servicing, facilities management, cleaning etc. which sit within the Property and Housing Service budget. Similarly, support services and central teams including Finance, HR, legal, ICT sit within their respective budgets. The costs in these instances will often not be readily allocated down to Communities and Place service level, nor is there any need to do so for internal Council budget management. These costs of course form part of the overall cost of any particular service function/area service irrespective the Service or budget in which they are held.

6. Revenue Budget variances – 23/24

- 6.1 **Appendix 4** provides further information against each activity. The Waste budget is forecasted to underspend by £0.167m. This is attributable to staff underspends and income higher than expected.
- 6.2 Public Health and Bereavement Services is forecasted to marginally overspend by £0.029m with staff costs in Public Conveniences a principle cost pressure.
- 6.3 The Community Spaces budget is forecasted to underspend by £0.104m as well as the various budgets associated with ward management, community support, service points and registrars are forecast to underspend by £193k and all largely due to unfilled vacancies and the time taken to recruit to vacant posts.
- 6.4 The Stores and Logistics budget is forecasted to overspend by £0.137m. This is predominantly due to staff vacancies and the consequential impact on internal recharge / income.

7. Service Performance - Corporate Indicators

- 7.1 Service performance in relation to Absence, Complaints, FOIs, and Invoice Payments are set out in the following sub-sections.

7.2 Service Attendance Management

Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance.

In Quarter 1 the Service lost an average of 3.80 days per employee compared to an average of 2.48 for the Council as a whole.

Communities and Place

Average number working days per employee lost through sickness absence

Average Days Lost	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Communities and Place	3.49	3.53	3.42	3.42	3.45	2.74	3.60	3.80
Highland Council	1.52	1.83	2.22	2.24	1.61	1.92	2.88	2.48

Against a Highland Council performance of 8.17 days in 21/22 to 9.35 days in 22/23 (a 14% change), Communities and Place's performance was 12.86 days for 21/22 and 13.21 days (a change of 2.7%). The Service will continue to focus on increased engagement and support to staff utilising all HR Policies available to improve this area. This includes fully utilising the Occupational Health services that have become available and critically appraising data including long-term absences to better understand the reasons for absence and how best to support staff back into work wherever practicable.

7.3 Service Complaints Response Times

Monitoring complaints provides important feedback which can facilitate decision making and service design. Services are responsible for responding to complaints which are issued on their behalf by the Customer and Resolution Improvement Team ('CRIT').

Performance for complaints during Quarter 1 against a corporate target of 80% was as follows:

Complaints - Communities and Place

Number of closed complaints and the % compliant with the legislative timescale

Frontline Resolution within 5 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Communities and Place	117	72 %	57	60 %	39	74 %	71	70 %	64	94 %	33	100 %	22	95 %	64	97 %
Highland Council	263	62 %	207	62 %	161	62 %	170	61 %	163	90 %	137	93 %	101	90 %	162	92 %

Investigation Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Communities and Place	2	100 %	1	0 %	4	75 %	6	17 %	4	100 %	2	50 %	4	0 %	11	36 %
Highland Council	32	63 %	68	54 %	48	44 %	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %

Escalated Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Communities and Place	9	89 %	8	75 %	7	57 %	6	33 %	5	20 %	3	33 %	2	50 %	8	75 %
Highland Council	43	40 %	45	51 %	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %

Reflecting the frontline nature of many of the services Communities and Place deliver, the Service recognises the importance of this area and performance overall is positive. The majority of

complaints fall under the 5 days frontline resolution category. Complaints in the other categories are generally very complex and therefore require more time to respond. Nonetheless performance has improved to the previous quarter.

The average number of days to respond for investigation resolutions for Quarter 1 was 22.1 days with escalated solutions averaging 20.6 days. Thus, the Service recognises the opportunity to continue to improve performance against this indicator.

The average number of days to respond to frontline resolution complaints in Quarter 1 for the Service was 2.5 days.

7.4 Service Freedom of Information ('FOI') Response Times

FOI requests are co-ordinated by CRIT in collaboration with the Service teams which may hold information relevant to the request.

The performance for FOI response times during Quarter 1 against a corporate target of 90% was as follows:

Freedom of Information Requests - Communities and Place

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Communities and Place	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
	78	95 %	86	90 %	77	75 %	77	84 %	63	92 %	101	86 %	96	84 %	63	90 %

% FOIs Compliant - Highland Council	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
	391	87 %	414	84 %	400	76 %	462	73 %	364	82 %	478	81 %	536	75 %	399	84 %

Tables display the number of FOIs closed within the quarter and % of those that were compliant with the legislative timescale (20 working days) for the service and the Highland Council overall. The Scottish Information Commissioner requires the Council to achieve a minimum compliance rate of 90%.

Quarter 1 performance met the target of 90% and continues to compare favourably to the Council performance.

7.5 Service Invoice Payment Times

Payment of invoices within 30 days of receipt is a Council Statutory Performance Indicator. The Council also monitors the number of invoices paid within 10 days of receipt.

The performance for invoice payment times within 30- and 10-days during Quarter 1 against a target of 95% and 77%, respectively, was as follows:

Communities and Place - Invoice Payments

Invoice Payment within 30 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Communities and Place	97.4 %	93.2 %	93.2 %	97.2 %	97.2 %	96.8 %	96.4 %	97.5 %
Highland Council	95.8 %	94.2 %	89.1 %	94.1 %	94.2 %	95.1 %	94.9 %	95.1 %

Invoice Payment less than 10 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Communities and Place	88.3 %	76.2 %	57.0 %	78.1 %	78.6 %	75.2 %	72.7 %	81.2 %
Highland Council	80.2 %	67.8 %	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	72.8 %

The Service continues to achieve a high standard for Invoice Payments within 30 Days achieving 97.5% and for Invoice payments less than 10 days we have paid 81.2%. Both exceed target and Council performance overall.

8. **Service Contribution to the Corporate Plan**

8.1 Following the approval of the Corporate Plan 2022/27 by Council on 9th March 2023, please see below Indicators and Actions contributing to the priorities set out in the Corporate Plan.

Communities and Place - PIs and Actions in Corporate Plan

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
CP2.04/CP3.07/CP4.03/CP5.06 Involved Communities: Area Place Plans for each Council area	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP2.07 ENV3c - Street Cleanliness Score	FY 20/21	94.96 %	FY 21/22	93.70 %	FY 22/23	96.10 %
CP4.06 Continue partnership with ILM	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP4.06 ENV6a - % Household waste recycled	FY 20/21	35.7 %	FY 21/22	37.3 %	FY 22/23	37.1 %
CP4.11 Increase areas identified for food growing and ecological benefit	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP5.01 ERDs being completed - CPL	Q3 22/23	Some Slippage	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage
CP5.03 The 'My Council' project	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP5.05 Supporting and engaging with Community Councils	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target

8.2 Overall, progress is positive across a number of PIs and actions. In relation to waste and recycling, as reported in Section 8 of this report, there has been a reduction in residual waste sent to landfill which is very positive. National data is also awaited on the % Household waste recycled to help establish a benchmark position for 22/23 and better understand performance against that indicator.

8.3 The Council's Net Zero Strategy was approved on 29 June 23 which includes a range of actions and themes including food waste. The successful application for external funding – in full – for £6.5m from the Recycling Improvement Fund (RIF) managed by Zero Waste Scotland will also support the Council's aims to reduce waste and increase recycling. A more detailed report on RIF is on a separate item to today's agenda.

8.4 The Committee approved the Service's Workforce Plan in May 23. This includes ongoing efforts to complete ERDs working to guidance and policy which is managed by our HR colleagues.

9. Service Plan Progress

9.1 The tables below present progress updates against the actions and indicators.

Community Development and Involvement Approaches Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Involved Communities: Increase in funding directed by participatory resourcing approach	Q4 22/23	On Target	Q1 23/24	On Target		Ongoing
CP2.04/CP3.07/CP4.03/CP5.06 Involved Communities: Area Place Plans for each Council area	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q3 25/26
Inclusive Communities: New digital impact assessment tool developed	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24
Inclusive Communities: Delivery mechanism for free period products	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24
Inclusive Communities: Community consultation on free period products	Q4 22/23		Q1 23/24			Completed Q2 22/23
Empowered Communities: Increase areas identified for food growing and ecological benefit	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q2 23/24
Empowered Communities: Allotments review Complete	Q4 22/23	On Target	Q1 23/24	Some Slippage		Due to complete Q3 23/24

Transforming Services for Significant Life Events Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Bereavement: Deliver 2022/23 capital burial ground extension programme	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Bereavement: Develop a project to digitise burial records	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Bereavement: Improve Administration for memorial safety	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Bereavement: Progressing Lean review of burials	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage		Due to complete Q4 22/23
Bereavement: Review of memorial and remembrance options	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
War Memorials: Enhance information available to communities	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24

Transforming our Approach to Community Spaces Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop a playpark strategy	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q3 23/24
Develop community volunteering policy	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage		Due to complete Q3 23/24
Progress the 6 workstreams in the Amenities Review	Q4 22/23	On Target	Q1 23/24	On Target		targets on project plan

Transitioning the Fleet to Ultra-low Emission Vehicles Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Ultra Low Emission Vehicles: Evaluation embedded in replacement processes	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Ultra Low Emission Vehicles: Implement vehicle usage reports	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Ultra Low Emission Vehicles: Increase ULEV light vehicles	Q4 22/23	8.9 %	Q1 23/24	8.9 %	11.0 %	

Waste Strategy Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Develop options for providing a household recycling charter compliant service	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q1 23/24
Introduce additional garden waste collections	Q4 22/23		Q1 23/24			Completed Q2 22/23
Optimise waste collection routes by improving efficiency in use of fleet	Q4 22/23	On Target	Q1 23/24	On Target		Due to complete Q1 25/26
Reduce residual waste being sent to landfill	Q4 22/23	9.9 %	Q1 23/24	33.5 %	30.0 %	
Submit a Recycling Improvement Fund application	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23

Delivering New Legal Requirements Q1 23/24

Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/ Update Date
Complete actions on process and IT improvements	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Complete property checks for Ukrainian refugee host properties	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24
Implement new licensing of short term lets	Q4 22/23	Completed	Q1 23/24			Completed Q4 22/23
Improve internal PIS on food safety	Q4 22/23	On Target	Q1 23/24	On Target		Ongoing
Improve internal PIS on private water supplies	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage		Ongoing
95% of high risk private water supplies are inspected and sampled	FY 21/22	42 %	FY 22/23	44 %	95 %	
Support food businesses throughout legislative change post EU exit	Q4 22/23	On Target	Q1 23/24	Completed		Completed Q1 23/24

9.2 Overall, progress against the PIs and actions is very positive.

9.3 The Service Plan for 23/24 which is also on today's agenda for Members consideration and approval includes the actions that have not yet completed as originally intended. This includes the completion of the allotments review, the lean review of burials, develop a community volunteering

policy, increasing ULEV light vehicles, and private water supplies all of which are receiving ongoing attention from Officers.

9.4 All other actions are either complete or on target reflecting significant efforts undertaken during the year.

10. Service Risks

10.1 The Service is further developing the administration of the Service Risk Register to be managed on PRMS.

Designation: Executive Chief Officer, Communities and Place

Date: 11 August 2023

Authors: Allan Gunn, Executive Chief Officer, Communities and Place; Sophie Miller, Corporate Performance Business Partner

Background Papers: none

COMMUNITIES AND PLACE SERVICE BUDGET OUTURN 2022/23
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	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Waste Management Services	24,231	23,719	23,719	(512)
Public Health & Bereavement Services	3,187	3,053	3,053	(134)
Community Spaces	2,151	2,083	2,083	(68)
Community Support, Contact & Engagement	4,528	3,844	3,844	(684)
Stores & Logistics	6,927	8,183	8,183	1,256
Administration	145	804	804	659
TOTAL	41,169	41,686	41,686	517
BY SUBJECTIVE				
Staff Costs	36,424	34,886	34,886	(1,538)
Other Expenditure	29,597	31,898	31,898	2,301
Gross Expenditure	66,021	66,784	66,784	763
Grant Income	(421)	(1,037)	(1,037)	(616)
Other Income	(24,431)	(24,061)	(24,061)	370
Total Income	(24,852)	(25,098)	(25,098)	(246)
NET TOTAL	41,169	41,686	41,686	517

COMMUNITIES AND PLACE SERVICE BUDGET OUTTURN 2022/23

	GROSS EXPENDITURE				VARIANCE ANALYSIS		GROSS INCOME				NET TOTAL			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Staff Costs Variance	£'000 Other Costs Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY														
Waste Management Services														
Kerbside Refuse Collections	9,639	10,472	10,472	833	339	494	(5,243)	(5,666)	(5,666)	(423)	4,396	4,806	4,806	410
Waste Disposal (Transfer, Haulage & Landfill)	13,711	13,284	13,284	(427)	(177)	(250)	(559)	(566)	(566)	(7)	13,152	12,718	12,718	(434)
Recycling Centres, Transfer & Treatment	4,799	5,078	5,078	279	(4)	283	(250)	(834)	(834)	(584)	4,549	4,244	4,244	(305)
Street Cleaning	2,184	2,028	2,028	(156)	(186)	30	(50)	(77)	(77)	(27)	2,134	1,951	1,951	(183)
Public Health and Bereavement Services														
Environmental Health & Regulation	3,401	3,110	3,110	(291)	(192)	(99)	(844)	(779)	(779)	65	2,557	2,331	2,331	(226)
Bereavement Services, Burials & Cremations	5,711	5,434	5,434	(277)	(448)	171	(6,236)	(5,944)	(5,944)	292	(525)	(510)	(510)	15
Public Conveniences	1,353	1,413	1,413	60	42	18	(198)	(181)	(181)	17	1,155	1,232	1,232	77
Community Spaces														
Grounds Maintenance & Play Areas	8,302	7,902	7,902	(400)	(920)	520	(6,151)	(5,819)	(5,819)	332	2,151	2,083	2,083	(68)
Community Support, Contact and Engagement														
Ward & City Management	637	756	756	119	90	29	0	(44)	(44)	(44)	637	712	712	75
Ward Discretionary Grant	1,284	1,261	1,261	(23)	0	(23)	0	0	0	0	1,284	1,261	1,261	(23)
Policy & Community Support Co-ordination	1,137	1,308	1,308	171	642	(471)	(8)	(274)	(274)	(266)	1,129	1,034	1,034	(95)
Customer Contact (Service Points, Service Centre & Registrars)	2,116	1,489	1,489	(627)	(603)	(24)	(638)	(652)	(652)	(14)	1,478	837	837	(641)
Stores and Logistics														
Fleet & Plant	9,513	10,512	10,512	999	(632)	1,631	(3,426)	(3,194)	(3,194)	232	6,087	7,318	7,318	1,231
Stores	1,649	1,608	1,608	(41)	(30)	(11)	(1,052)	(970)	(970)	82	597	638	638	41
Travel Desk	243	227	227	(16)	(22)	6	0	0	0	0	243	227	227	(16)
Administration														
Service Leadership	342	902	902	560	563	(3)	(197)	(98)	(98)	99	145	804	804	659
TOTAL	66,021	66,784	66,784	763	(1,538)	2,301	(24,852)	(25,098)	(25,098)	(246)	41,169	41,686	41,686	517

COMMUNITIES AND PLACE SERVICE BUDGET JUNE 2023/24

	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Waste Management Services	24,853	3,905	24,686	(167)
Public Health & Bereavement Services	2,764	873	2,793	29
Community Spaces	2,182	1,180	2,078	(104)
Community Support, Contact & Engagement	2,865	1,856	2,672	(193)
Stores & Logistics	8,428	4,956	8,565	137
Administration	(317)	213	216	533
TOTAL	40,775	12,983	41,010	235
BY SUBJECTIVE				
Staff Costs	36,118	8,551	34,138	(1,980)
Other Expenditure	30,634	8,548	31,013	379
Gross Expenditure	66,752	17,099	65,151	(1,601)
Grant Income	(305)	762	(382)	(77)
Other Income	(25,672)	(4,878)	(23,759)	1,913
Total Income	(25,977)	(4,116)	(24,141)	1,836
NET TOTAL	40,775	12,983	41,010	235

COMMUNITIES AND PLACE SERVICE BUDGET JUNE 2023/24

	GROSS EXPENDITURE				VARIANCE ANALYSIS		GROSS INCOME				NET TOTAL			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Staff Costs Variance	£'000 Other Costs Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY														
Waste Management Services														
Kerbside Refuse Collections	9,607	2,062	9,922	315	328	(13)	(5,918)	(1,492)	(5,918)	0	3,689	570	4,004	315
Waste Disposal (Transfer, Haulage & Landfill)	13,917	1,906	13,713	(204)	(125)	(79)	(559)	(91)	(598)	(39)	13,358	1,815	13,115	(243)
Recycling Centres, Transfer & Treatment	5,925	1,117	6,006	81	46	35	(249)	(21)	(268)	(19)	5,676	1,096	5,738	62
Street Cleaning	2,180	424	1,879	(301)	(305)	4	(50)	0	(50)	0	2,130	424	1,829	(301)
Public Health and Bereavement Services														
Environmental Health & Regulation	3,292	874	3,114	(178)	(178)	0	(867)	(76)	(726)	141	2,425	798	2,388	(37)
Bereavement Services, Burials & Cremations	5,679	1,227	5,375	(304)	(375)	71	(6,279)	(1,422)	(6,004)	275	(600)	(195)	(629)	(29)
Public Conveniences	1,204	305	1,217	13	41	(28)	(265)	(35)	(183)	82	939	270	1,034	95
Community Spaces														
Grounds Maintenance & Play Areas	8,361	2,165	7,768	(593)	(846)	253	(6,179)	(985)	(5,690)	489	2,182	1,180	2,078	(104)
Community Support, Contact and Engagement														
Ward & City Management	533	207	512	(21)	7	(28)	0	(5)	0	0	533	202	512	(21)
Ward Discretionary Grant	336	116	336	0	0	0	0	0	0	0	336	116	336	0
Policy & Community Support Co-ordination	546	218	485	(61)	(33)	(28)	(8)	815	(15)	(7)	538	1,033	470	(68)
Customer Contact (Service Points, Service Centre & Registrars)	2,121	685	2,044	(77)	(78)	1	(663)	(180)	(690)	(27)	1,458	505	1,354	(104)
Stores and Logistics														
Fleet & Plant	11,407	5,082	10,694	(713)	(903)	190	(3,778)	(450)	(2,934)	844	7,629	4,632	7,760	131
Stores	1,550	423	1,568	18	17	1	(996)	(153)	(996)	0	554	270	572	18
Travel Desk	245	54	233	(12)	(14)	2	0	0	0	0	245	54	233	(12)
Administration														
Service Leadership	(151)	234	285	436	440	(4)	(166)	(21)	(69)	97	(317)	213	216	533
TOTAL	66,752	17,099	65,151	(1,601)	(1,978)	377	(25,977)	(4,116)	(24,141)	1,836	40,775	12,983	41,010	235

Appendix 5

Saving Description	Agreed Saving £m	BRAG status
Waste - Team redesign reducing reliance on overtime and agency	0.200	G
Vacancy Management - including opportunity-led by natural turnover, flexible retirements etc. and Attendance Management (especially LTAs)	0.250	G
Community Support & Engagement structure review	0.100	G
Waste: Digitisation of Garden Waste (application process)	0.030	A
Waste: Review of Public Holiday Collections	0.050	B
Environmental Health: Review of resource management and structure	0.045	G
Public conveniences – honesty boxes	0.020	G
Garden waste - increase income	0.040	G
Review of Registration charges	0.025	B
Review of Site Charging Policy at Storr	0.047	B
Increase charge for Bulky Uplifts	0.005	B
Business Waste Collection - Targeted work already being done	0.300	B
Business Waste Collection - Business growth - securing more customers	0.200	G
Business Waste Collections (Commercial)	0.100	G
Lair Purchases	0.023	B
Provision of Sites Local Operator Services to the AURN (Air Quality)	0.020	B
Total		1.455