

BUDGET MONITORING OUTTURN 2021-22 (Outturn)

APPENDIX 1 Portfolio Summary

(including Debt and Late Payments)

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Please note that the rounding of numbers gives rise to minor differences in the totals for each Portfolio between the covering report and this appendix.

1. Leader

Figure 1: Leader Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	
Expenditure	610	620	10	
Income	0	0	0	
Chief Executives Office	610	620	10	120
Expenditure	3,950	5,690	1,740	
Income	(480)	(2,000)	(1,520)	
Economic Growth & Regeneration	3,470	3,690	220	170
Expenditure	4,170	3,890	(280)	
Income	(480)	(460)	20	
Policy & Communications	3,690	3,430	(260)	(240)
Expenditure	200	380	180	
Income	0	(90)	(90)	
Strategic Infrastructure	200	290	90	50
Leader	7,970	8,030	60	100

Figure 2: Leader Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Variance Total Budget
Rural Broadband	430	-47	1,200	1,153	477	-723	-62.7%
Economic Growth Total	430	-47	1,200	1,153	477	-723	-62.7%
A355 Improvement Scheme (Wilton Park)	13	0	0	0	13	13	0.0%
Aylesbury Eastern Link Road	209	300	0	300	-91	-91	-30.2%
Creditor Reserve Payments	15	210	0	210	-194	-194	-92.6%
Grid Reinforcement Works	3,214	390	0	390	2,824	2,824	724.2%
Cycle Infrastructure	0	0	25	25	0	-25	-100.0%
Abbey Barn - HIF / S106	727	990	810	1,800	-262	-1,073	-59.6%
Stoke Mandeville Relief Road / SEALR II	503	475	0	475	27	27	5.7%
Princes Risborough Relief Road	3,247	1,030	346	1,376	2,217	1,871	136.0%
SEALR (South East Aylesbury Link Road)	3,859	-3,522	6,022	2,500	7,380	1,359	54.3%
Strategic Infrastructure (HIF) Total	11,788	-127	7,203	7,076	11,914	4,712	66.6%
Grand Total	12,217	-174	8,403	8,229	12,391	3,988	48.5%

1.1 Leader Revenue Budget £8.0m, Outturn £8.0m, Var £nil (Covid Var £nil)

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- a) The Strategic Infrastructure projects team had a £90k pressure on their staff capitalisation target (£50k more than estimated). This was managed within the overall Transport Strategy Team budgets (in transport portfolio).
- b) Economic Development & Skills budgets overspent by £220k; £50k of this was due to Covid pressure in Quarter 1 on Markets (part of the Govt income reclaim scheme); remaining £170k was from a contract harmonisation saving that was deemed not deliverable, and, via the budget scrutiny process has now been removed from the MTFP for 22/23 onwards.
- c) Chief Executive's Office have reported a £10k overspend. Adverse movement from last quarter due to a reduced drawdown of reserves than originally planned, £120k.
- d) Policy & Communications has reported a £260k favourable variance, primarily from staffing and an underspend for the County magazine, subscriptions and computer and software costs.

1.2 **Leader Capital Budget** £8.2m, Outturn £12.2m, Var **£4.0m (overall accelerated spend)**

- a) £2.8m accelerated spend (i.e. spend made early compared to original profile) on Aylesbury Grid Reinforcement Works, from the bringing forward of a staged payment milestone to UK Power Network (approved at HIF investment Board, Feb 2022)
- b) £1.8m accelerated spend on Princes Risborough from a Property & Land acquisition.
- c) Rural Broadband project (voucher scheme, funded by DEFRA) had £723k of slippage due to delays in roll-out of superfast connections to some premises; full project should be delivered during 22/23.
- d) Minimal slippage on SEALR compared to profile - SEALR budget

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2. Climate Change and Environment

Figure 3: Climate Change and Environment Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	
Expenditure	3,030	2,710	(320)	
Income	(1,130)	(920)	210	
Environment	1,900	1,790	(110)	(20)
Expenditure	2,610	2,550	(60)	
Income	(380)	(290)	90	
Street Cleaning	2,230	2,260	30	100
Expenditure	32,530	38,060	5,530	
Income	(7,280)	(13,830)	(6,550)	
Waste	25,250	24,230	(1,020)	(190)
Climate Change & Environment	29,380	28,280	(1,100)	(110)

Figure 4: Climate Change and Environment Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Variance Total Budget
Flood Defence Schemes	751	1,650	50	1,700	-899	-949	-55.8%
Strategic Flood Management	0	50	0	50	-50	-50	-100.0%
Flood Management Total	751	1,700	50	1,750	-949	-999	-57.1%
Biowaste Treatment	1,910	4,393	0	4,393	-2,483	-2,483	-56.5%
Southern Waste Contract - Vehicles	2,748	0	161	161	2,748	2,587	1607.1%
Southern Waste Contract-Depot Improvmnt	944	419	0	419	525	525	125.4%
Waste Management Vehicles & Plant	84	83	0	83	1	1	1.1%
Recycling Centre Welfare Facilities	26	0	280	280	26	-254	-90.6%
Pembroke Rd Depot Welfare Facilities	15	0	800	800	15	-785	-98.1%
Aylesbury Waste Vehicles Replacement	121	0	35	35	121	85	242.8%
Recycling Initiatives & Waste Containers	1,257	950	0	950	307	307	32.3%
Waste Total	7,104	5,845	1,276	7,121	1,259	-17	-0.2%
Grand Total	7,856	7,545	1,326	8,871	311	-1,015	-11.4%

2.1 Climate Change and Environment Revenue: Budget £29.4m, Outturn £28.3m, Var - £1.1m

- a) EFW & Residual Waste - Budget £0.7m, Favourable Var £1.7m
Underspend in contract costs due to gate fees and rates at EfW and North Landfill gate fees. Electricity sales and third-party income have overachieved and have been transferred to Reserves in order to mitigate any future volatility.

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- b) Ground Maintenance - Budget £0.8k, Adverse Var £0.1m
Shortfall in the Grounds Maintenance internal recharging income and High Wycombe Town Council management fee.
 - c) Household Recycling Centres - Budget £2.1m, Adverse Var £0.4m
Reduction against budgeted income for household disposal charges, recharge to Slough Borough Council and trade charges offset by underspend due to reduced costs and increased income within waste streams.
 - d) Waste Collection - Budget £18m, Adverse Var £0.5m
South and North waste operations impacted by increased cost of agency, staff absence, long term sickness and increased dry recycling tonnages & vehicle hire. Waste containers (North Waste) unable to be capitalised this current financial year. Shortfall in rental income at London Road Depot and additional expenditure for vehicle hire, repairs and maintenance offset by improved North trade waste customer collections.
 - e) Street Cleansing – Budget £1.5m Favourable Var £0.1m
Reduction in grounds maintenance expenditure costs relating to amenity areas, Parishes and Town Council grounds.
 - f) Waste Disposal – Budget £2.5m, Favourable Var £0.1m
Underspend in contract costs in Green Food Bulky Wood (GFBW) contract and reduced costs in collection of other hazardous waste.
 - g) Waste Strategy & Management – Budget £1.8m, Favourable Var £0.2m
Increased dry recyclables income and increased garden waste income from the Southern Waste Contract. Savings on legacy recycling budgets offset by an increase in costs relating to the Southern Waste round re-organisation.
 - h) Environment – Budget £1.9m, favourable var £0.1m
£42k favourable variance in Flooding team cost from unbudgeted HS2 income and Grace project funding, and £52k favourable variance in Natural Environment from £24k unbudgeted new burdens funding for Biodiversity Net Gain, and some staffing vacancies in the Ecology team.
- 2.2 **Climate Change & Environment Capital:** Budget £8.9m, Outturn £7.9m, Var **£-1.0m**
- a) Waste - Slippage of £2.5m for Biowaste (delays in construction start date); £1m on Depot facilities refurbishment (contractor sourcing and stock unavailability) offset by £3.5m accelerated spend on vehicle replacements and container purchases.
 - b) Flood defence schemes slipped by of £949k due to delays in installing culverts.

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3. Communities

Figure 5: Communities Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	
Expenditure	3,870	3,800	(70)	
Income	0	10	10	
Community Boards	3,870	3,810	(60)	150
Expenditure	290	300	10	
Income	0	0	0	
Emergency Planning	290	300	10	10
Expenditure	8,610	11,740	3,130	
Income	(3,060)	(6,580)	(3,520)	
Localities & Strategic Partnerships	5,550	5,160	(390)	30
Expenditure	1,720	1,660	(60)	
Income	(430)	(370)	60	
Special Expenses	1,290	1,290	0	0
Communities	11,000	10,560	(440)	190

Figure 6: Communities Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Variance Total Budget
CCTV Projects	194	133	0	133	61	61	45.5%
Community Safety Total	194	133	0	133	61	61	45.5%
Grand Total	194	133	0	133	61	61	45.5%

3.1 Communities Revenue: Budget £11m, Outturn £10.6m, Var -£0.4m

Covid Var £0.0m

- a) Communities Portfolio reported £0.4m favourable variance. This is broadly, driven by £60k within Community Boards from a reduction in commitments, £257k within Community Safety mostly due to vacancies in staffing and £0.1m underspend within Grants.

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- b) Adverse £0.1m movement from last quarter is due to £150k increased commitments in Community Boards, £88k adverse movement within Community Safety (Primarily due to an increase in running costs) offset by a reduction in running costs across service areas within localities, £58k.

3.2 **Communities Capital:** Budget £0.1m, Outturn £0.2m, Var **£0.1m**

- a) Acceleration in spend on CCTV schemes has resulted in an increase in costs, this is still within the overall capital scheme.



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4. Culture and Leisure

Figure 7: Culture and Leisure Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	
Expenditure	11,460	12,730	1,270	
Income	(4,720)	(5,330)	(610)	
Culture & Leisure	6,740	7,400	660	(50)
Culture & Leisure	6,740	7,400	660	(50)

Figure 8: Culture and Leisure Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Variance Total Budget
Country Parks	0	5	0	5	-5	-5	-100.0%
Country Parks Visitors Centre	0	0	650	650	0	-650	-100.0%
South Bucks Country Pk Leisure Facility	167	1,866	0	1,866	-1,699	-1,699	-91.0%
Country Parks Total	167	1,871	650	2,521	-1,704	-2,354	-93.4%
Leisure Centres Maintenance	357	462	0	462	-105	-105	-22.7%
Chalfont & Chesham Leisure Centres	2,700	2,137	0	2,137	563	563	26.3%
Chilterns Lifestyle Centre	12,077	11,573	0	11,573	505	505	4.4%
Leisure Centres Total	15,134	14,171	0	14,171	963	963	6.8%
Libraries Self-Service Replacement	156	0	280	280	156	-124	-44.2%
Libraries Enhanced Technology	0	0	90	90	0	-90	-100.0%
Libraries Total	156	0	370	370	156	-214	-57.8%
Parks & Play Areas	153	1,050	0	1,050	-897	-897	-85.4%
Parks & Play Areas Total	153	1,050	0	1,050	-897	-897	-85.4%
S106 Funded Projects	2,021	1,905	0	1,905	116	116	6.1%
Sport and Leisure Projects Total	2,021	1,905	0	1,905	116	116	6.1%
Grand Total	17,632	18,997	1,020	20,017	-1,366	-2,386	-11.9%

4.1 Culture and Leisure Revenue: Budget £6.7m, Outturn £7.4m, Var +£0.7m

a) Arts & Culture - Budget £1.3m, Favourable Var £0.2m

An overspend from repairs and renewals at the Wycombe Swan has been mitigated by an underspend on salaries.

b) Libraries - Budget £3.9m, Favourable Var £0.1m

The service has mitigated its net costs associated with Covid by closely monitoring income & expenditure and have reduced spend within Libraries.

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- c) Museums & Heritage - Budget £0.6m, No Variance
Agreed grant and management fees have been delivered.
- d) Country Parks, Parks & Play Areas - Budget £0m, Adverse Var £0.1m
Variance relates to extra cleaning costs and events income shortfall offset by additional income from car parks, filming and South Bucks Country Park soil importation.
- e) Leisure Centres - Budget £1m, Adverse Var £0.8m
Variance relates to reduced income from leisure due to Covid and restrictions in operations resulting from the Government roadmap. Improved forecasts from operators reviews of financial assumptions and the income secured for operators through the Government Leisure Recovery Fund.

4.2 **Culture and Leisure Capital:** Budget £20m, Forecast £17.6m, Var **£-2.4m**

- a) £2.4m slippage on Country Parks; Visitors Centre is underway however the majority of spend will happen in the next financial year whilst South Bucks Country Park main works are due to commence in November 2022 once the soil importation is complete, with completion of the park in March 2023.
- b) £0.2m slippage due to competing pressures on Library staff, the Libraries Self-Service has not fully completed this year.
- c) £0.9m slippage - due to staff shortages there is a delay in the Parks and Play area in relation to Higginson Park and the Rye NEAP (Neighbourhood Equipped Area of Play).
- d) £1m accelerated spend on Leisure Centres due to acceleration of works that are included in the 2022/23 budget including early commencement of Phase II on Chilterns Lifestyle Centre.
- e) £0.1m accelerated spending on S106 funded projects.



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5. Education & Children's Services

Figure 9: Education & Children's Services Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	
Expenditure	74,370	80,640	6,270	
Income	(2,600)	(4,550)	(1,950)	
Children's Social Care	71,770	76,090	4,320	250
Expenditure	19,460	19,570	110	
Income	(5,160)	(6,290)	(1,130)	
Education	14,300	13,280	(1,020)	(340)
Expenditure	323,520	354,240	30,720	
Income	(323,520)	(354,240)	(30,720)	
Education - Dedicated Schools Grant	0	0	0	0
Education & Children's Services	86,070	89,370	3,300	(90)


Figure 10: Education & Children's Services Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Variance Total Budget
Children's Homes	0	0	499	499	0	-499	-99.9%
Children's Social Care Total	0	0	499	499	0	-499	-99.9%
Health Pupil Projects	14	16	0	16	-1	-1	-9.3%
Primary School Places	5,937	7,823	136	7,959	-1,886	-2,022	-25.4%
Provision for Early Years	305	387	109	496	-83	-192	-38.6%
School Property Maintenance	5,758	5,824	0	5,824	-66	-66	-1.1%
Secondary School Places	52,182	42,635	-525	42,110	9,547	10,072	23.9%
Provision for Special Educational Need	136	851	566	1,416	-714	-1,280	-90.4%
School Toilets	299	266	0	266	33	33	12.4%
School Access Adaptations	205	156	0	156	49	49	31.4%
Schools Total	64,837	57,959	285	58,244	6,879	6,593	11.3%
Grand Total	64,838	57,959	785	58,744	6,879	6,094	10.4%

5.1 Education & Children's Services Revenue: Budget £86.1m, Net Expenditure £89.4m, Var +£3.3m

- a) Revenue budgets are overspent by £3.3m, an improvement of £90k compared with the Q3 forecast.

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- b) The service continued to experience increased demand through both the volume and complexity of referrals throughout the year. The financial impact of this change in demand was experienced across the front line social work teams as agency staff have been required in order to ensure this demand can be managed. A number of additional social workers were supported through Covid-19 grants however further increases in staff were required in order to manage demand. Actions were taken during the year to increase recruitment of permanent staff, including the recruitment of overseas workers and the continuation of the social work academy.
 - c) Placement budgets for children looked after were overspent by £0.5m. Overall placement volumes were lower than budgeted for however unit costs of placements increased significantly in Q3 with the emergence of Omicron impacting on the number of available external residential placements across the country. Unit costs have remained high through Q4 meaning that for most placement types weekly costs are higher than budgeted.
 - d) Education budgets are underspent by £1m following one off mitigating actions taken to offset the wider Children's Services position.
- 5.2 **Education & Children's Services Capital:** Budget £58.7m, Expenditure £64.8m
Variance **+£6.1m**
- a) Children's Homes slippage -£0.5m due to pausing the development of further provision.
 - b) Accelerated spend of £8.7m on secondary school projects including Kingsbrook School, Chiltern Hills Academy and Misbourne school. All projects are progressing well.
 - c) Overspends of £1.4m against a number of secondary school projects.
 - d) Primary School projects have a net underspend/slippage of -£2.0m of which £1.0m is an underspend against the delivery of Kingsbrook Primary which is now open.
 - e) Projects for the development of provision for Special Educational Needs have a net underspend of £1.3m compared with the allocated budget for the year. This will be reallocated to other projects to support delivery of the agreed SEND Sufficiency Strategy.
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6. Finance, Resources, Property & Assets

Figure 11: Finance, Resources, Property & Assets Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	
Expenditure	11,860	11,750	(110)	
Income	(380)	(500)	(120)	
Business Operations	11,480	11,250	(230)	(40)
Expenditure	570	600	30	
Income	0	0	0	
Digital	570	600	30	70
Expenditure	108,190	110,600	2,410	
Income	(96,020)	(98,280)	(2,260)	
Finance & Revenues	12,170	12,320	150	100
Expenditure	5,080	5,590	510	
Income	(390)	(1,020)	(630)	
Human Resources & Organisational Development	4,690	4,570	(120)	(100)
Expenditure	12,800	13,990	1,190	
Income	(180)	(1,370)	(1,190)	
ICT	12,620	12,620	0	(170)
Expenditure	11,900	13,690	1,790	
Income	(1,390)	(3,190)	(1,800)	
Legal & Democratic Services	10,510	10,500	(10)	(460)
Expenditure	19,000	22,640	3,640	
Income	(21,650)	(25,790)	(4,140)	
Property & Assets	(2,650)	(3,150)	(500)	200
Expenditure	280	360	80	
Income	0	0	0	
Resources	280	360	80	0
Expenditure	3,420	3,320	(100)	
Income	(60)	(100)	(40)	
Service Improvement	3,360	3,220	(140)	0
Finance, Resources, Property & Assets	53,030	52,290	(740)	(400)

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Figure 12: Finance, Resources, Property & Assets Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Variance Total Budget
Delivery of Technology Strategy	211	394	17	411	-183	-199	-48.6%
Social Care Systems	0	200	0	200	-200	-200	-100.0%
Buckinghamshire Network	379	1,604	0	1,604	-1,226	-1,226	-76.4%
Device Refresh & Windows 10	394	565	0	565	-171	-171	-30.2%
ICT Total	984	2,763	17	2,780	-1,779	-1,796	-64.6%
Agricultural Estate	75	140	0	140	-65	-65	-46.3%
Conversion Old Wycombe Library	3	311	0	311	-308	-308	-99.2%
Corporate Investment Portfolio	3,603	3,554	50	3,604	50	0	0.0%
Enhancement of Strategic Assets	33	619	0	619	-586	-586	-94.7%
Property Management Programme	1,014	1,310	0	1,310	-296	-296	-22.6%
Rowley Farm	25	-2	236	234	27	-209	-89.4%
Property & Assets Total	4,753	5,932	286	6,218	-1,178	-1,464	-23.6%
Grand Total	5,737	8,694	303	8,997	-2,957	-3,260	-36.2%

6.1 Finance, Resources, Property & Assets Revenue: Budget £53m, Outturn £52.3m, Var **-£0.7m**

Finance, Resources, Property & Assets portfolio outturn position is a favourable variance of -£740k, a change of -£400k from Q3. The main variances are described below:

- £230k favourable net variance in Business Operations as follows: -£126k staff vacancies held, mainly in the Commercial Development Team in anticipation of 2022/23 service review; -£50k additional commercial waste income in Business Development, being an income bounce back to pre COVID levels and exceeding this year's budget which was temporarily reduced in anticipation of a drop in income; -£43k underspend against Supplies and Services budgets across the service area, and -£11k additional schools' income over budget for Bucks IT Environment for Schools.
- +£150k unfavourable variance in Finance and Revenues of which: +£500k is a Q1 income shortfall in Council Tax/Business Rates court costs recovered, due COVID related Court closures in 2020/21, although c£350k of offsetting income is accounted for corporately, claimed under the Government's COVID income compensation scheme; +£300k staff cost pressure in Finance Business Partnering Teams, +£249k additional income shortfall in Council Tax/Business Rates court

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costs recovered, resulting from delays in processing cases as staff were fully occupied in implementing the new R&B system; pressures offset by additional Revenue and Benefits Government grant income of -£778k (c£500k being one-off new burdens and Test & Trace Admin. grants) and -£120k underspend on Supplies and Service budgets across the Service area. Change from Q3 is mainly +£143k additional income loss on court costs recovered due to R&B system implementation.

- c) -£120k favourable variance in HR&OD made up of the following: -£174k staff recruitment slippage/graduate scheme; -£68k Supplies & Services budgets across the Service area; offset by losses in traded service income +£97k, mainly payroll and +£30k additional cost of Council-wide Kick Start scheme not covered by DWP grant funding. Change from Q3 of -£100k is from -£174k staffing offset by +£97k loss of traded services income and -£19k underspend on other smaller budgets
- d) -£10k variance in Legal & Democratic Services. Legal services has overspent by £412k; which relates to £911k overspend in staffing and agency costs offset by better than expected income of £499k. Democratic services has underspent by (£422k) due to an underspend on elections, £100k, an underspend in electoral services staffing costs, £50k, the balance, £272k, lower than expected member related allowances such as travel expenses.
- e) Property & Assets net favourable variance of £500k, due to high level of staffing vacancies. Final outturn was £200k less than forecast due to Wycombe Air Park income being delayed (this was paid in April instead). Overall, Property income was up £1.5m more than forecast (COVID impacts less than expected; many leases renewed with rent increases with tenants, and this has been set aside in an earmarked reserve to cover future investment in the Council's strategic assets.
- f) -£140k favourable variance in Service Improvement being underspend on staffing because of several vacancies in the Business Intelligence Team in the first 6 months.
- g) £30k, Digital, the underspend is due to a contribution towards a reserve to provide additional funding for the Digital work programme.

6.2 Finance, Resources, Property & Assets Capital: Budget £9m, Var -£0.33m

- a) Delivery of Technology Strategy outturn position is -£199k, of which -£156k relates to the EDRMS project and -£27k Worksmart.
- b) iCares Social Care Systems slippage of -£200k is the balance of budget to be carried forward into 2022/23 to fund residual costs of the project.

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- c) Buckinghamshire Network project -£1.2m slippage is due to the global shortage of IT components.
- d) Device Refresh project -£171k slippage is due to delivery delays (related to global shortage of IT components).
- e) £0.6m slippage on Enhancements of Strategic Assets due to delays on housing projects at Horns Lane and Tilehouse.
- f) £0.3m slippage on corporate investment property maintenance projects, primarily on Vale Retail Park unit fitout.
- g) £0.3m underspend on Old Wycombe Library project; underspent budget will be released back to the corporate pot once project is formally closed.
- h) £0.2m slippage on Rowley Farm maintenance works; project being reevaluated due to price increases.



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7. Health & Wellbeing

Figure 13: Health & Wellbeing Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	
Expenditure	222,490	228,190	5,700	
Income	(64,900)	(69,480)	(4,580)	
Adult Social Care	157,590	158,710	1,120	(830)
Expenditure	25,410	25,750	340	
Income	(25,410)	(25,750)	(340)	
Public Health	0	0	0	0
Health & Wellbeing	157,590	158,710	1,120	(830)

Figure 14: Health & Wellbeing Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Variance Total Budget
Respite Care	0	436	0	436	-436	-436	-100.0%
Adult Social Care Total	0	436	0	436	-436	-436	-100.0%
Grand Total	0	436	0	436	-436	-436	-100.0%

7.1 Health & Wellbeing Revenue: Budget £157.6m, Forecast £158.7m Var **+\$1.1m**, Movt -\$0.8m, Covid Var £2.1m

The final outturn position as at 31 March is an overspend of £1.1m.

- The main movement from Q3 relates to additional (£0.5m) clawback of Direct Payments above forecast. These occur primarily due to actual care being below planned. In addition, (£0.25m) benefit from the maximisation of the workforce and retention grant; and (£0.2m) release of contingency not required back to general fund.
- The Covid variance of £2.1m relates predominantly to the cost of additional Nursing care, due to increased numbers of clients, most of which are coming via the Discharge to Assess process (D2A) with more complex needs. An in-depth review of the outturn position has identified a risk of £2.3m of recurring pressures linked to the growth in Nursing spend that is likely to impact on 2022-23. Mitigations will be reviewed around the potential ongoing impact.
- The final position shows a £7.1m overspend on Care packages relating to Nursing £2.7m, Residential £2.5m, other short-term and community care £1.1m

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and Supported Living £0.8m. This is offset by recovered expenditure (£1.5m), a small underspend on Home Care (£0.2m) and Direct Payments of (£0.4m).

- d) Additional income of (£2.2m) from BCF and Omicron Support grant and CCG has been used to manage cost pressures, however the outturn shows an adverse variance on actual client income by £1.35m.
- e) A BAU underspend was achieved, with favourable variances in Integrated Commissioning off-setting ASC operations BAU pressures, and a net underspend on staffing of (£1.4m) including the cost of additional Agency staff.
- f) The favourable position on Public Health has increased to (£1.597m) due to staff vacancies and some incentive payments not required. This improved by (£0.4m) from February due staff vacancies and a lower volume of activity across most contracts (such as NHS health checks) due to Covid continuing to impact on GP practices. The underspend has been transferred to the Public Health reserve.
- g) There are a number of significant risks that could impact on the 2021/22 position including provider failure, inflationary pressures and cost pressures from additional clients through the D2A process.

7.2 Health & Wellbeing Capital: Budget £0.436m, Var **£-0.436m**, Movt -£-m

- a) There is currently a freeze period whilst a review is undertaken of the proposed scheme in light of Covid-19. As a result, no spend has taken place in 2021/22.



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8. Housing & Homelessness & Regulatory Services

Figure 15: Housing & Homelessness & Regulatory Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	
Expenditure	5,530	9,430	3,900	
Income	(2,210)	(5,390)	(3,180)	
Housing & Homelessness	3,320	4,040	720	0
Expenditure	9,840	9,970	130	
Income	(6,080)	(6,540)	(460)	
Regulatory Services	3,760	3,430	(330)	(300)
Housing & Homelessness & Regulatory Serv	7,080	7,470	390	(300)

Figure 16: Housing & Homelessness & Regulatory Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Variance Total Budget
Affordable Housing - S106 Funded	803	3,795	0	3,795	-2,992	-2,992	-78.8%
Affordable Housing Total	803	3,795	0	3,795	-2,992	-2,992	-78.8%
Chiltern & Berton Crematoria	576	946	0	946	-370	-370	-39.1%
Cemeteries & Memorial Gardens	10	527	0	527	-516	-516	-98.1%
Cemeteries and Crematoria Total	587	1,473	0	1,473	-886	-886	-60.2%
Temporary Accommodation	3,900	2,388	0	2,388	1,512	1,512	63.3%
Homelessness Total	3,900	2,388	0	2,388	1,512	1,512	63.3%
Disabled Facility Grants	3,367	3,344	0	3,344	23	23	0.7%
Enabling Schemes	385	0	2,019	2,019	385	-1,634	-80.9%
Home Renovation Grants	0	308	0	308	-308	-308	-100.0%
Housing Total	3,752	3,652	2,019	5,670	100	-1,919	-33.8%
Grand Total	9,042	11,308	2,019	13,326	-2,266	-4,285	-32.2%

8.1 Housing & Homelessness & Regulatory Revenue: Budget £7.1m, Outturn £7.5m, Var +£0.4m

a) Housing and Homelessness adverse var £0.7m:

Homelessness pressures crystallised at £0.3m (previous forecast was £0.4m; reduction due to unringfencing of a Govt Grant, meaning it could be used to fund general homeless costs pressures). This will continue to be a key risk area during the new Financial year.

£0.2m of projected vacancy factor not met in Housing as essential staff backfilled with agency to ensure service delivery maintained.

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£0.1m of staffing cost overspend for the Housing & Environmental Health Management team to be moved to Environmental Health budgets, where there is headroom in the staffing budget.

b) Regulatory Services £0.3m favourable variance:

£0.4m favourable variance in Environmental Health, from contract savings on Dog & Pest control contracts, and staffing vacancies.

£0.3m net additional income from Registrars as ceremony bookings increased; income was up £0.4m, offsetting £0.1m of additional staffing and service running costs to cover the increased number of ceremonies.

£0.2m cost pressure in Coroners from COVID costs in Qtr1 and increased contract price.

£0.1m Adverse Var in Licencing due to shortfall in miscellaneous income (private vehicle hire, gambling, street trading and premises).

8.2 **Housing & Homelessness & Regulatory Capital:** Budget £13.3m, Outturn £9.0, Var **£4.3m slippage:**

- a) £3.0m on slippage of s.106 funded project for Affordable Housing. The majority of this slippage is uncommitted and will be redirected towards projects arising from the emerging Affordable Housing Position Statement.
- b) £1.5m overspend on the Desborough Road Temporary Accommodation project, as highlighted during the MTFP process, due to increase in expected construction costs and delay (£3m overspend overall - £1.5m in 21/22, £1.5m in 22/23). The budget has been increased via the MTFP to cover the overspend, funded from s.106 developer funding.
- c) £1.6m of slippage on Enabling Schemes (funding used to match-fund Registered Providers to nominate units for social housing). This funding is currently uncommitted, will roll forward to next year, and will be reassessed in this year's MTFP process.
- d) Cemeteries and Crematoria – £0.9m variance in relation to: underspend of £0.2m for Wycombe cemetery and crematory projects; slippage of £0.7m due to delays in projects for Cremator replacement, Great Missenden extension, Parkside and Stoke Poges Memorial Gardens.
- e) £0.3m underspend on Home Renovation Grants, as they are largely delivered via Disabled Facilities grant. Funding to be released via MTFP to be redirected to other priority projects.

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9. Planning and Regeneration

Figure 17: Planning & Regeneration Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	£000
Expenditure	14,850	16,090	1,240	
Income	(8,990)	(10,110)	(1,120)	
Planning	5,860	5,980	120	40
Planning & Regeneration	5,860	5,980	120	40

Figure 18: Planning & Regeneration Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Total Budget
LEP 3rd Party Schemes	9,060	8,244	0	8,244	815	815	9.9%
LEP 3rd Party Schemes Total	9,060	8,244	0	8,244	815	815	9.9%
Aylesbury Town Centre	142	-34	1,500	1,466	176	-1,324	-90.3%
CIL Funded Regeneration	0	113	0	113	-113	-113	-100.0%
Employment & Regeneration Led Opportunit	4,724	7,628	0	7,628	-2,904	-2,904	-38.1%
Environment Led Opportunities	83	521	0	521	-438	-438	-84.0%
Former WDC Third Party CIL Projects	50	310	0	310	-260	-260	-83.7%
Future High Street Funds	1,204	6,452	-4,074	2,378	-5,248	-1,174	-49.4%
High Wycombe Town Centre	512	450	35	485	62	27	5.6%
Retasking of Winslow Centre	797	1,076	0	1,076	-279	-279	-26.0%
Waterside North Development	373	454	3,164	3,618	-81	-3,245	-89.7%
Housing Led Opportunities	15	0	0	0	15	15	0.0%
Ashwells	97	1,000	0	1,000	-903	-903	-90.3%
Wycombe Air Park	58	2,197	0	2,197	-2,139	-2,139	-97.4%
Amersham Regeneration (St John's Build)	-2	0	0	0	-2	-2	0.0%
Regeneration Total	8,053	20,166	626	20,791	-12,113	-12,738	-61.3%
Grand Total	17,113	28,410	626	29,036	-11,297	-11,923	-41.1%

9.1 Planning & Regeneration Revenue: Budget £5.9m, Outturn £6.0m, Var £0.1m

- The Planning Service had a running cost overspend of £120k (previously forecast £83k), which is offset by headroom in the Environment portfolio (managed jointly within the Planning & Regeneration service area).
- Additional Income from Planning applications is up by £1m, around 11% more than budgeted due to the large increase in Planning Application numbers. The income projections decreased by around £200k since Qtr3, however expenditure

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projections also reduced in line with this too, therefore there was no resulting pressure.

9.2 **Planning & Regeneration Capital:** Budget £29.0m, Outturn £17.1m, Var **-£11.9m slippage**

- a) £3.2m slippage on the Old County Office development in Waterside North, as the project is reassessed for viability.
- b) £2.9m of slippage on Wycombe regeneration projects, including £1m of slippage on Cressex Island project due to a 3 month delay in contractor starting on site
- c) Slippage of £2.1m on Wycombe Air Park infrastructure works due to deferral of the planning process.
- d) £1.3m of slippage on Kingsbury Market Square in Aylesbury Town Centre whilst plans remain in development.
- e) £1.1m of slippage on Future High Street Funding projects, as we await project approval from Central Government.
- f) £0.9m of slippage on Ashwells. A small amount, £150k, of accelerated spend forecast for Walton Street Public Realm works (forecast £3.8m against 21-22 budget of £3.6m).
- g) £0.3m of slippage on the Winslow Town Centre regeneration project, as the business case continues to be developed.
- h) £0.8m of slippage across smaller, legacy CIL funded regeneration projects, including on the Track Works on the Marlow Branch (where project timings are uncertain) and £0.3m of funding earmarked for investment by the High Wycombe Town Committee, for which plans are being agreed to be delivered from next year.

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10. Transport

Figure 19: Transport Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab) £000
	£000	£000	£000	
Expenditure	33,320	33,410	90	
Income	(11,350)	(12,220)	(870)	
Highways & Technical Services	21,970	21,190	(780)	(10)
Expenditure	1,090	2,060	970	
Income	(390)	(1,360)	(970)	
HS2	700	700	0	(190)
Expenditure	32,790	35,010	2,220	
Income	(2,270)	(2,420)	(150)	
Transport Services	30,520	32,590	2,070	180
Expenditure	1,930	1,920	(10)	
Income	(410)	(460)	(50)	
Transport Strategy	1,520	1,460	(60)	160
Transport	54,710	55,940	1,230	140

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Figure 20: Transport Capital Table

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Variance on Released Budget £000's	Variance on Total Budget £000's	% Variance Total Budget
Car Parks	230	617	50	667	-388	-438	-65.6%
Car Parks Total	230	617	50	667	-388	-438	-65.6%
ADEPT Live Labs	1,653	2,577	0	2,577	-925	-925	-35.9%
Globe Park Access / Westthorpe Junction	321	-121	1,939	1,818	441	-1,498	-82.4%
Haydon Hill Cycle Way	271	285	0	285	-15	-15	-5.1%
Highways & Cycleway Funded Schemes	684	1,004	0	1,004	-321	-321	-31.9%
HS2 Funded Schemes	1,069	701	0	701	368	368	52.5%
NPIF Schemes	-88	145	0	145	-233	-233	-160.8%
Emergency Active Travel Fund	212	212	0	212	0	0	0.0%
Taplow Cycle Way	5	303	0	303	-298	-298	-98.2%
Iver Relief Road	9	0	0	0	9	9	0.0%
Active Travel Tranche II - Emerald Way	14	50	0	50	-36	-36	-72.0%
Highways & Cycleway Funded Schemes Total	4,149	5,157	1,939	7,096	-1,008	-2,947	-41.5%
Improvements to Rights Way	361	417	-50	368	-57	-7	-1.9%
Rights of Way Total	361	417	-50	368	-57	-7	-1.9%
Bridge Maintenance	1,042	1,020	0	1,020	22	22	2.2%
Footway Structural Repairs	2,685	2,700	0	2,700	-15	-15	-0.6%
Maintenance Principal Rds - Drainage	3,459	3,500	0	3,500	-41	-41	-1.2%
Plane & Patch	7,894	7,838	0	7,838	56	56	0.7%
Replacement Traffic Signals	542	490	0	490	52	52	10.7%
Strategic Highway Maintenance Program	16,128	15,842	0	15,842	287	287	1.8%
Street Lighting	990	2,280	0	2,280	-1,291	-1,291	-56.6%
Safety Fences	464	450	0	450	14	14	3.0%
Marlow Suspension Bridge	1,107	0	1,400	1,400	1,107	-293	-20.9%
Abbey Way Flyover High Wycombe	70	0	300	300	70	-230	-76.7%
Road Safety - Casualty Reduction	644	750	0	750	-106	-106	-14.1%
Strategic Highway Maintenance Total	35,024	34,870	1,700	36,570	154	-1,546	-4.2%
Public Transport	94	100	0	100	-6	-6	-6.4%
Purchase of Fleet Vehicles	80	240	0	240	-160	-160	-66.7%
Transport Services Total	173	340	0	340	-167	-167	-49.0%
East West Rail	2,744	2,462	0	2,462	282	282	11.5%
Other Highway & Technical	203	928	0	928	-725	-725	-78.1%
Other Transport & Infrastructure Total	2,947	3,390	0	3,390	-443	-443	-13.1%
Grand Total	42,884	44,792	3,639	48,431	-1,908	-5,547	-11.5%

10.1 Transport Revenue: Budget £54.7m, Outturn £55.9m, Var **+\$1.2m**

- a) Definitive Maps and Land Charges – Budget £0.3m Favourable Var £0.1m
Increased income from Highway Searches and diversions.
- b) Other Highways & Technical – Budget £3.4m, Favourable Var £0.1m
Reduced spend on various lines including Client Team.
- c) Rights of Way – Budget £0.5m, Adverse Var £0.1m

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Additional purchase of materials in March, increased labour costs for an extra operative during a handover period and increased staff costs to cover maternity.

d) Parking Operations – Budget -£0.3m, Favourable Var £0.6m

Underspend due to off-street increased income which exceeded the target, car park fee refunds as suspension of agreement has not yet been re-instated since Covid and savings on staff costs following NSL TUPE. Underspends offset by loss of parking income for on-street due to the impacts of Covid, reduction in PCN income received in the transition period for NSL transferring in house, reduction in staff numbers and non-realisation of off-street parking savings following a delay in the service review which has since been completed.

e) TfB RJ Contract Budget £18.1m, Favourable Var £0.1m

Pressures in Routine Maintenance on defects and tree maintenance have been offset by increased income in Streetworks and reduced costs within Overheads relating to staff vacancies and reduced expenditure due to the impact of Covid. £0.9m surplus income forecast for the Permit Scheme for which any surplus is ringfenced and has been moved to an earmarked reserve, net of central overhead costs applied.

f) Home to School Budget £21.1m, Adverse Var £2.1m

Increased Transport contract costs and Personal Transport Budget costs which are offset by a reduction of mileage, additional costs and increase in mainstream income. In addition to this, historical invoices from Children's Service were moved over to Transport Services and processed in year for FY 20/21. There were also increased mileage claims relating to pupils who were on solo transport due to COVID.

g) Client and Public Transport Budgets £9.5m, No Variance

h) Transport Strategy & HS2 Budget £2.2m, net Var Favourable £60k

HS2 budgets broke even; an underspend of £130k on the £500k additional HS2 budget was set aside into earmarked reserves to cover future HS2-related legal costs.

Transport Strategy underspent by £60k on staffing due to a higher than usual number of vacancies through the year.

10.2 **Transport Capital:** Budget £42.9m, Outturn £55.9m, Var **-£5.5m**

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- a) £1.5m slippage on Globe Park Marlow due to delays in scheme design being approved by Highways England.
- b) £0.9m slippage on the ADEPT live labs project.
- c) £0.7m slippage on Other Highways & Technical schemes, with £0.4m delay on the Freight Strategy and £0.3m slippage on the Westcot Venture Park Access project.
- d) £0.4m slippage on East-West Rail funded A41 Bicester Road improvements (on track to spend and complete early in 2022-23).
- e) £0.3m slippage on s106 funded highways and cycleways schemes; this budget consists of many small schemes; a small number require a budget reprofile to match the project timeline, and the budgets for these schemes will be reprofiled in the MTFP.
- f) £0.3m underspend on Taplow Cycle Way scheme; remaining budget to be released via project completion report at a future Highways Board.
- g) £1.0m slippage on Other Highways and Technical, on Westcott Venture Park Access.
- h) Highways & Technical Services slippage (£2m) being:
 - Street Lighting slippage of £1.3m is mainly due to supply chain demand and determining further works. The remaining £0.2m slippage mainly relates to Structures where there have been requirements to re-work major works programme to cater for competing local priorities.
 - Car parks (£0.4m) of which £0.3m slippage relating to work commencing in 2022/23 for CCTV, On-Street Burnham project deferred into 22/23, electric and hybrid car purchase deferred to the new financial year and Moving Traffic Enforcement awaiting DfT ownership transfer and an underspend of £0.1m on Easton Street car park.
- i) Fleet Management slippage (£0.2m) on vehicle purchases due to delays with suppliers.

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11. Corporate & Funding

Figure 21: Corporate & Funding Revenue Table

	Budget	Y/E Outturn	Variance	Change in Variance (from Q3 Cab)
		£000	£000	£000
Corporate	34,600	29,300	(5,300)	
Funding	(454,000)	(455,500)	(1,500)	
Corporate & Funding Total	(419,400)	(426,200)	(6,800)	0

11.1 Corporate & Funding Revenue: Budget -£419.4m, Outturn -£426.1m, Var -£6.8m

- a) The £6.8m favourable variance comprises:
 - b) £4.0m favourable variance on corporate contingency budgets to offset specific pressures within Portfolios. There is also a proposed transfer of £7.7m to an earmarked reserve for unused contingencies, described more fully in the covering report.
 - c) £0.4m net surplus on other corporate costs, most notably capital financing costs. The Council inherited significant cash balances from predecessor councils, and this has enabled us to internally borrow and thus save on external borrowing costs. The expectation for future financial years is that borrowing will need to be utilised to finance capital expenditure, where approved.
 - d) £2.4m additional income claimed from the Local Government Income Compensation Scheme (£1.9m forecast at Quarter 3). £1.2m of this relates to the claim for the current year, as eligible pressures were higher than budgeted for, leading to additional compensation. A further £1.2m relates to the previous year, following a claim made in 2021/22 relating to the final quarter in 2020/21, which has now been approved by Government.

11.2 Corporate Contingencies: Details of the Council's contingencies is provided in the table below.

- a) On 29th March 2022, Cabinet approved the principle of transferring unused contingency budgets at year end to an earmarked reserve to help mitigate heightening risks around inflation from global political and economic turbulence, the potential impact of funding reform, reform of Adult Social Care and the ongoing effect of Covid-19.
- b) The forecast at that time was that £6.2m of contingency budget would be unused; however, the position at final outturn is that a further £1.5m of contingency budgets have not been required, and a transfer of £7.7m is now recommended.

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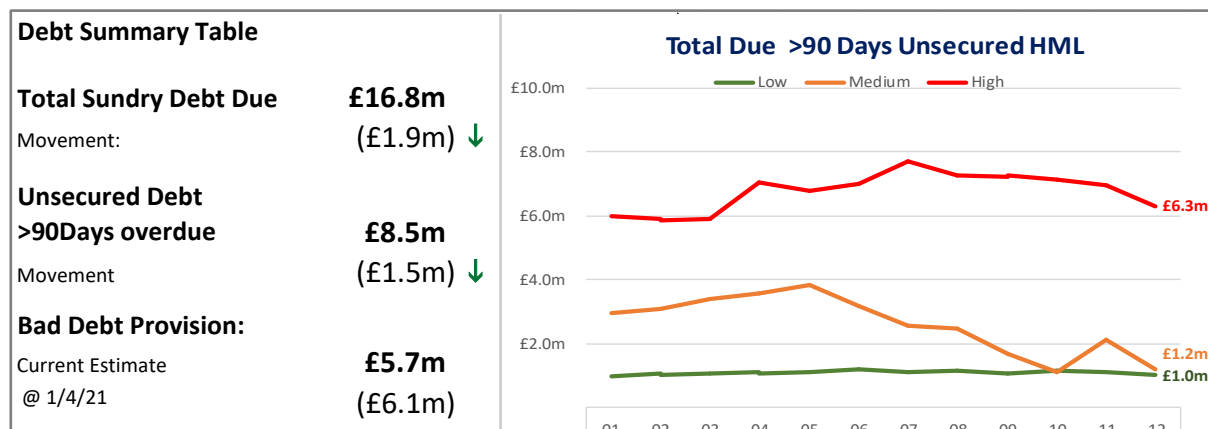
- c) The favourable variance of £2.2m is also proposed to be transferred to the reserve, giving a total of £9.9m.
- d) The Bank of England have increased their inflation estimates for 2022/23 from 7% to 10%. This is due in particular to oil, gas and food prices which have been affected by the Ukraine conflict and also the expected rise in the energy price cap in October 2022.
- e) The impact of inflation will be felt differently on different sectors, but pressures are expected particularly in housing/property costs and transport costs. There is a risk that suppliers could withdraw from contracts, in the areas of Client Transport and Home Care for example.
- f) Construction inflation is especially concerning as it is currently running at 20%. This will affect the Council's capital programme in terms of cost of delivering schemes, the amount of borrowing required and therefore also interest payments which is a revenue cost. In addition, budgets such as repairs and maintenance will be impacted by an increase in raw material costs.
- g) The increased contribution to an earmarked reserve at outturn is, therefore, recommended to mitigate this significant risk.

2021-22 Revenue Contingencies	Original	Released	Current Budget	Forecast to be transferred to reserve (not required for original purpose)	Favourable Variance - Mitigating pressures in monitoring	Used to fund relevant costs
	£'000	£'000	£'000	£'000	£'000	£'000
Pay & Pension Contingency						
Pay Inflation	3,783	3,715	68	20	48	-
Pensions Uplift	678		678	-	-	678
Redundancy (non unitary)	500		500	500	-	-
Total Budget Risk	4,961	3,715	1,246	520	48	678
Service Risk Contingency						
Risk on Savings Proposals	600		600	600	-	-
National Living Wage	1,000		1,000	1,000	-	-
Local Tax Receipts	2,000		2,000	2,000	-	-
Adult Social Care Pressures / Demography	6,000	5,045	955	555	400	-
Children's Services Demography	2,010		2,010	510	1,500	-
High Cost Children's Placements	500		500	-	500	-
Elections Delay	326		326	326	-	-
Leisure Providers	2,000		2,000	1,076	924	-
General Contingency - Economic Uncertainty	3,000	1,260	1,740	1,140	600	-
Total Service Risk	17,436	6,305	11,131	7,207	3,924	-
Total Contingency	22,397	10,020	12,377	7,727	3,972	678
Total Variation					3,972	

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12. Outstanding Sundry Debts

Figure 21: Sundry Debts Table



Note that the figures reported in the year to date for total debt have until now been consistently understated by £1.8m due to an incorrectly recorded credit against one account. This error has now been removed from all periods in the charts and figures above. This was due to a manual intervention in the system implementation. This has now been rectified and additional controls implemented.

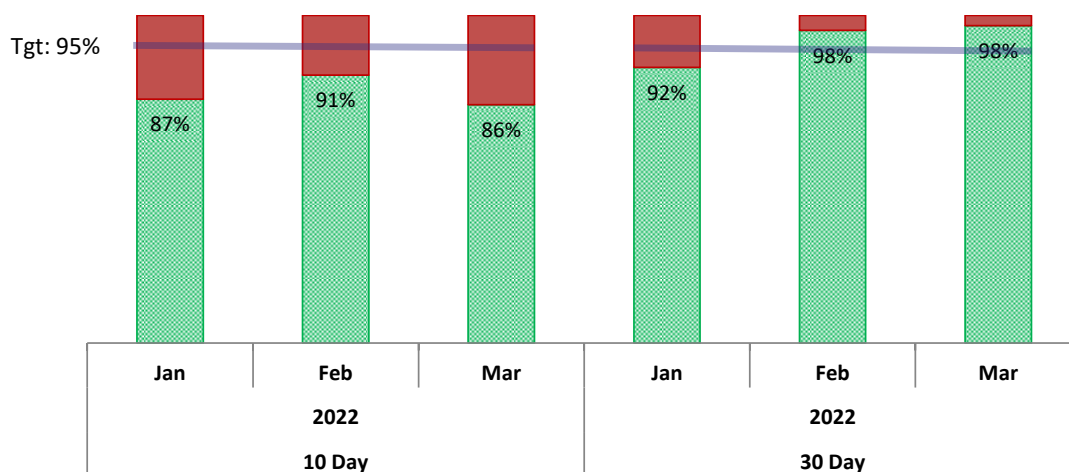
- Total Debt Due has decreased over the quarter by £1.9m to £16.8m with Adults and Resources reducing by £0.8m and £0.9m respectively. There has been a slight increase in Children’s and PGS.
- Unsecured debts over 90 days have decreased by £1.5m to £8.5m, well below the Corporate target of £10m. This includes the impact of writing off £0.28m of Adults Debt and £0.27m of PGS debt.
 - a) The Adults debt write off related to debts that were more than 6 years old and the amount was unusually high due to a catch up exercise being carried out. The debts had been provided for in full within the impairment loss provision and there was no impact on the 2021/22 outturn position.
 - b) The PGS debt write-off related to unpaid rental arrears for the old Staples unit at Vale Retail Park (SUK Ltd), for which a US-based parent guarantor covered the costs of the unpaid rent as part of the Staples insolvency agreement (no cost to the Council).

APPENDIX 1 Portfolio Summary (including Debt and Late Payments)

13. Late Payments

Figure 22: Late Payments Table

Late Payment Performance Past 3 Months



No. Late	60	49	95	790	238	211
No. Paid	410	489	602	9,202	10,214	13,210
No. Invoices	470	538	697	9,992	10,452	13,421

- a) Overall performance across all payment terms for the quarter was 95.9% (95.3% Q3). This is above the Corporate performance target of 95% and is the highest performance the Council has achieved all year. Q4 performance comprised:
- i. For the invoices with 10 day payment terms 88.0% (86.7% Q3) of invoices were paid on time.
 - ii. For invoices with other payment terms 96.3% (95.3% Q3) were paid within 30 days.
- b) In earlier periods performance has been significantly impacted by a small number of events impacting a large number of payments. Each of these situations have been investigated at the time and action taken to reduce the risk of a recurrence. In some instances, this has been relating to processes of our suppliers and contract management.