

**To:** Leadership Board

**On:** 26 April 2023

**Report by:** Chief Executive, Director of Finance and Resources, and Chief Finance Officer Renfrewshire HSCP

**Heading:** Revenue and Capital Budget Monitoring as at 6 January 2023

## 1. Summary of Financial Position

- 1.1. The projected revenue outturn at 31 March 2023 for those services reporting to the Leadership Board is an underspend position of £0.004m.
- 1.2. The projected capital outturn at 31 March 2023 for projects reporting to the Leadership Board is a breakeven position against the revised budget for the year.
- 1.3. This is summarised in the table below and further analysis is provided in the Appendices.

| <b>Table 1: Revenue</b> |                                       |  |   |                              |
|-------------------------|---------------------------------------|--|---|------------------------------|
| <b>Division</b>         | <b>Revised Annual Budget<br/>£000</b> | <b>Projected Annual Outturn<br/>£000</b> | <b>Budget Variance (Adv)/Fav<br/>£000</b> | <b>Budget Variance<br/>%</b> |
| Adult Services          | 93,607                                | 92,765                                   | 842                                       | 0.9%                         |
| Chief Executives        | 20,570                                | 21,408                                   | (838)                                     | (4.1%)                       |
| <b>Total</b>            | <b>114,177</b>                        | <b>114,173</b>                           | <b>4</b>                                  | <b>0.0%</b>                  |

| <b>Table 2: Capital</b> |                                       |  |   |                              |
|-------------------------|---------------------------------------|--|---|------------------------------|
| <b>Division</b>         | <b>Revised Annual Budget<br/>£000</b> | <b>Projected Annual Outturn<br/>£000</b> | <b>Budget Variance (Adv)/Fav<br/>£000</b> | <b>Budget Variance<br/>%</b> |
| Chief Executives        | 38,926                                | 38,926                                   | 0   | 0%                           |
| Leisure Services        | 1,688                                 | 1,688                                    | 0   | 0%                           |
| <b>Total</b>            | <b>40,614</b>                         | <b>40,614</b>                            | <b>0</b>                                  | <b>0%</b>                    |

## **2. Recommendations**

### **2.1. Members are requested to:**

- (a) Note the projected Revenue outturn position detailed in Table 1 above;
- (b) Note the projected Capital outturn position detailed in Table 2 above; and
- (c) Note the budget adjustments detailed at sections 4 and 6.

## **3. Revenue**

### **3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual underspend of £0.004m for all services reporting to this Board. Detailed division reports can be found in Appendix 2, along with an explanation of each significant projected variance.**

### **3.2. The projected outturn is based on information currently available, and assumptions made by service budget holders.**

### **3.3. The main reasons for the projected outturn position are indicated in the appendices showing both the subjective analysis (what the budget is spent on) and the objective analysis (which division is spending the budget).**

### **3.4. The most significant areas to bring to member's attention are outlined below:**

- OneRen continues to experience increased cost and reduced revenue generation in the short to medium term as a result of both temporary and more permanent behavioural changes in recovery from COVID-19. In addition the level of pay award agreed for 2022/23 is in excess of the level of budgetary provision made, resulting in an increased forecast overspend. OneRen is also facing steeply increasing utilities costs which are currently being managed within existing resources through close financial management. The Board and management team of OneRen continue to put measures in place to mitigate the level of financial support required.
- Within Adult Services, managed by Renfrewshire HSCP, the service continues activity in response to the pandemic, which includes providing support to external care providers in order to ensure their ongoing financial sustainability.

At Period 10, the service estimates that costs of £2.419m will be incurred specifically in relation to COVID-19 Adult Social Care services by the end of the financial year; this includes costs related to financial sustainability payments to private adult and elderly care providers. The projected costs are however based on the current position and may change depending on any further impact of COVID on internal and externally provided services.

The Scottish Government provided the HSCP with additional COVID-19 funding in the final quarter of 2021/22, and this was held as an earmarked reserve and utilised to fund COVID-19 costs incurred this financial year. In this context, additional costs specifically relating to the COVID-19 response are not therefore included within this report. The uncommitted proportion of this funding was returned to the Scottish Government in February 2023.

#### **4. Revenue Budget Adjustments**

- 4.1. Members are requested to note from Appendix 1 that budget adjustments totalling £0.207 million have been processed since the previous report to board; this relates to the allocation of budget to fund the 2022/23 pay settlement.

#### **5. Capital**

- 5.1. The Capital Investment Programme 2022/23 to 2026/27 was approved by the Council on 3 March 2022.
- 5.2. For the Chief Executive's Service, the approved capital spend for 2022/23 is £38.926m (£44.981m approved Capital Plan). For Leisure Services, the approved capital spend for 2022/23 is £1.688m (£0.754m approved Capital Plan).
- 5.3. Further details can be found in Appendix 3.

#### **6. Capital Budget Adjustments**

- 6.1. Since the 2022/23 budget was approved in March, budget adjustments totalling £5.121m have arisen. £6.580m of these adjustments have occurred since the previous board report as a result of:

- **Leisure Services**

Budget carried forward into 2023/24 from 2022/23 (£0.698m):

- Community Halls Refurbishment: (£0.698m) to reflect expected timing of work at Steeple Hall and Bargarran.

- **Chief Executives**

Budget carried forward into 2023/24 from 2022/23 (£5.882m) based on updated cashflows for the following projects:

- Glasgow Airport Investment Area: (£2.700m);
- Clyde Waterfront and Renfrew Riverside: (£2.646m);
- AIMIDS South: (£0.536m).

---

## **Implications of this report**

### **1. Financial**

The projected budget outturn position for the revenue budget reported to the Leadership Board is an underspend of £0.004m. Income and expenditure will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate any overspend.

The projected outturn position for capital budgets reported to the Leadership Board is breakeven. The Capital programme will continue to be monitored closely for the rest of the financial year.

### **2. HR and Organisational Development**

None directly arising from this report.

### **3. Community/Council Planning**

None directly arising from this report.

### **4. Legal**

None directly arising from this report.

### **5. Property/Assets**

Capital projects will result in new assets (City Deal) and refurbishment, and improvement to Cultural Infrastructure and Public Realm assets.

### **6. Information Technology**

None directly arising from this report.

### **7. Equality and Human Rights**

The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

### **8. Health and Safety**

None directly arising from this report.

**9. Procurement**

None directly arising from this report.

**10. Risk**

The risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.

**11. Privacy Impact**

None directly arising from this report.

**12. Cosla Policy Position**

N/a.

**13. Climate Risk**

None directly arising from this report.

---

**List of Background Papers**

The Capital Investment Programme 2022/23 to 2026/27, approved by Council on 3 March 2022

---

**Authors:** Revenue - Valerie Howie, Finance Business Partner  
Capital - Geoff Borland, Finance Manager



**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD**

| Objective Summary         | Approved<br>Annual Budget<br>at Period 8 | Budget<br>Adjustments | Revised Annual<br>Budget at<br>Period 10 | Projected<br>Outturn | Budget Variance<br>(Adverse) or Favourable |             | Previous<br>Projected<br>Outturn<br>Variance | Movement     |
|---------------------------|--|-----------------------|--|----------------------|--|-------------|--|--------------|
|                           | £000                                     | £000                  | £000                                     | £000                 | £000                                       | %           | £000   | £000         |
| Adult Services            | 93,607                                   | 0                     | 93,607                                   | 92,765               | 842  | 0.9%        | 1,021  | (179)        |
| Chief Executive's Service | 20,363                                   | 207                   | 20,570                                   | 21,408               | (838)                                      | (4.1%)      | (835)  | (3)          |
| <b>NET EXPENDITURE</b>    | <b>113,970</b>                           | <b>207</b>            | <b>114,177</b>                           | <b>114,173</b>       | <b>4</b>                                   | <b>0.0%</b> | <b>186</b>                                   | <b>(182)</b> |

| Subjective Summary                 | Approved<br>Annual Budget<br>at Period 8 | Budget<br>Adjustments | Revised Annual<br>Budget at<br>Period 10 | Projected<br>Outturn | Budget Variance<br>(Adverse) or Favourable |               | Previous<br>Projected<br>Outturn<br>Variance | Movement     |
|------------------------------------|--|-----------------------|--|----------------------|--|---------------|--|--------------|
|                                    | £000                                     | £000                  | £000                                     | £000                 | £000                                       | %             | £000   | £000         |
| Employees                          | 44,111                                   | 211                   | 44,322                                   | 43,833               | 489  | 1.1%          | 682  | (193)        |
| Premises Related                   | 815                                      | 0                     | 815                                      | 917                  | (102)                                      | (12.5%)       | (53)   | (49)         |
| Transport Related                  | 837                                      | 0                     | 837                                      | 475                  | 362  | 43.2%         | 349  | 13           |
| Supplies and Services              | 15,522                                   | 0                     | 15,522                                   | 16,268               | (746)                                      | (4.8%)        | (747)  | 1            |
| Third Party Payments               | 76,446                                   | 487                   | 76,933                                   | 77,461               | (528)                                      | (0.7%)        | (727)  | 199          |
| Transfer Payments                  | 6,430                                    | 900                   | 7,330                                    | 7,167                | 163  | 2.2%          | 332  | (169)        |
| Support Services                   | 91                                       | 0                     | 91                                       | 74                   | 17   | 18.7%         | 16   | 1            |
| Depreciation and Impairment Losses | 0  | 0                     | 0  | 0                    | 0  | 0.0%          | 0  | 0            |
| <b>GROSS EXPENDITURE</b>           | <b>144,252</b>                           | <b>1,598</b>          | <b>145,850</b>                           | <b>146,195</b>       | <b>(345)</b>                               | <b>(0.2%)</b> | <b>(148)</b>                                 | <b>(197)</b> |
| Income                             | (30,282)                                 | (1,391)               | (31,673)                                 | (32,022)             | 349  | 1.1%          | 334  | 15           |
| <b>NET EXPENDITURE</b>             | <b>113,970</b>                           | <b>207</b>            | <b>114,177</b>                           | <b>114,173</b>       | <b>4</b>                                   | <b>0.0%</b>   | <b>186</b>                                   | <b>(182)</b> |





**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES**

| Objective Summary                | Approved<br>Annual Budget<br>at Period 8 | Budget<br>Adjustments | Revised Annual<br>Budget at<br>Period 10 | Projected<br>Outturn | Budget Variance<br>(Adverse) or Favourable |             | Previous<br>Projected<br>Outturn<br>Variance | Movement     |
|----------------------------------|--|-----------------------|--|----------------------|--|-------------|--|--------------|
|                                  | £000                                     | £000                  | £000                                     | £000                 | £000                                       | %           | £000   | £000         |
| Older People                     | 60,147                                   | 0                     | 60,147                                   | 60,920               | (773)                                      | (1.3%)      | (846)  | 73           |
| Physical or Sensory Difficulties | 7,536                                    | 0                     | 7,536                                    | 7,354                | 182  | 2.4%        | 198  | (16)         |
| Learning Difficulties            | 21,251                                   | 0                     | 21,251                                   | 20,200               | 1,051                                      | 4.9%        | 1,240  | (189)        |
| Mental Health Needs              | 3,870                                    | 0                     | 3,870                                    | 3,497                | 373  | 9.6%        | 437  | (64)         |
| Addiction Services               | 803                                      | 0                     | 803                                      | 794                  | 9  | 1.1%        | (8)  | 17           |
| <b>NET EXPENDITURE</b>           | <b>93,607</b>                            | <b>0</b>              | <b>93,607</b>                            | <b>92,765</b>        | <b>842</b>                                 | <b>0.9%</b> | <b>1,021</b>                                 | <b>(179)</b> |

| Objective Heading                | Key Reasons for Projected Variance  |
|----------------------------------|---|
| Older People                     | Spend within care at home continues to increase as the service continues to support delayed discharges and demand.  |
| Physical or Sensory Difficulties | Underspends in employee costs reflecting national recruitment issues facing all Health & Social Care.   |
| Learning Difficulties            | Underspends in employee costs reflecting national recruitment issues facing all Health & Social Care. Further underspend within adult care placements reflective of the current client profile but subject to change depending on demand and the implementation of planned adult care placements over the financial year. |
| Mental Health Needs              | Underspends in employee costs reflecting national recruitment issues facing all Health & Social Care. Further underspend within adult care placements reflective of the current client profile but subject to change depending on demand and the implementation of planned adult care placements over the financial year. |

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES**

| Subjective Summary                 | Approved<br>Annual Budget<br>at Period 8 | Budget<br>Adjustments | Revised Annual<br>Budget at<br>Period 10 | Projected<br>Outturn | Budget Variance<br>(Adverse) or Favourable |             | Previous<br>Projected<br>Outturn<br>Variance | Movement     |
|------------------------------------|--|-----------------------|--|----------------------|--|-------------|--|--------------|
|                                    | £000                                     | £000                  | £000                                     | £000                 | £000                                       | %           | £000   | £000         |
| Employees                          | 38,952                                   | 0                     | 38,952                                   | 38,483               | 469  | 1.2%        | 661  | (192)        |
| Premises Related                   | 442                                      | 0                     | 442                                      | 486                  | (44)                                       | (10.0%)     | (51)   | 7            |
| Transport Related                  | 836                                      | 0                     | 836                                      | 474                  | 362  | 43.3%       | 349  | 13           |
| Supplies and Services              | 2,220                                    | 0                     | 2,220                                    | 2,099                | 121  | 5.5%        | 120  | 1            |
| Third Party Payments               | 76,320                                   | 487                   | 76,807                                   | 77,335               | (528)                                      | (0.7%)      | (727)  | 199          |
| Transfer Payments                  | 4,265                                    | 904                   | 5,169                                    | 5,004                | 165  | 3.2%        | 332  | (167)        |
| Support Services                   | 87                                       | 0                     | 87                                       | 70                   | 17   | 19.5%       | 16   | 1            |
| Depreciation and Impairment Losses | 0  | 0                     | 0  | 0                    | 0  | 0.0%        | 0  | 0            |
| <b>GROSS EXPENDITURE</b>           | <b>123,122</b>                           | <b>1,391</b>          | <b>124,513</b>                           | <b>123,951</b>       | <b>562</b>                                 | <b>0.5%</b> | <b>700</b>                                   | <b>(138)</b> |
| Income                             | (29,515)                                 | (1,391)               | (30,906)                                 | (31,186)             | 280  | 0.9%        | 321  | (41)         |
| <b>NET EXPENDITURE</b>             | <b>93,607</b>                            | <b>0</b>              | <b>93,607</b>                            | <b>92,765</b>        | <b>842</b>                                 | <b>0.9%</b> | <b>1,021</b>                                 | <b>(179)</b> |

**RENFREWESHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE**

| Objective Summary                            | Approved<br>Annual Budget<br>at Period 8 | Budget<br>Adjustments | Revised Annual<br>Budget at<br>Period 10 | Projected<br>Outturn | Budget Variance<br>(Adverse) or Favourable |               | Previous<br>Projected<br>Outturn<br>Variance | Movement   |
|--|--|-----------------------|--|----------------------|--|---------------|--|------------|
|  | £000                                     | £000                  | £000                                     | £000                 | £000                                       | %             | £000   | £000       |
| Chief Executive and Management               | 299                                      | (31)                  | 268                                      | 265                  | 3  | 1.1%          | 3  | 0          |
| Policy and Commissioning                     | 4,627                                    | 152                   | 4,779                                    | 4,767                | 12   | 0.3%          | 11   | 1          |
| Marketing and Communications                 | 3,703                                    | 86                    | 3,789                                    | 3,784                | 5  | 0.1%          | 9  | (4)        |
| City Deal & Infrastructure                   | 0  | 0                     | 0  | 0                    | 0  | 0.0%          | 0  | 0          |
| Leisure Services (incl Renfrewshire Leisure) | 11,734                                   | 0                     | 11,734                                   | 12,592               | (858)                                      | (7.3%)        | (858)  | 0          |
| <b>NET EXPENDITURE</b>                       | <b>20,363</b>                            | <b>207</b>            | <b>20,570</b>                            | <b>21,408</b>        | <b>(838)</b>                               | <b>(4.1%)</b> | <b>(835)</b>                                 | <b>(3)</b> |

| Objective Heading                            | Key Reasons for Projected Variance   |
|--|--|
| Chief Executive and Management               | No significant projected year end variances to report.   |
| Policy and Commissioning                     | No significant projected year end variances to report.   |
| Marketing and Communications                 | No significant projected year end variances to report.   |
| City Deal & Infrastructure                   | No significant projected year end variances to report.   |
| Leisure Services (incl Renfrewshire Leisure) | The projected overspend position reflects the significant challenges OneRen continues to face following the pandemic and its impact on commercial income, in addition to the higher level of pay award now agreed for 2022/23. |

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE**

| Subjective Summary                 | Approved<br>Annual Budget<br>at Period 8 | Budget<br>Adjustments | Revised Annual<br>Budget at<br>Period 10 | Projected<br>Outturn | Budget Variance<br>(Adverse) or Favourable |               | Previous<br>Projected<br>Outturn<br>Variance | Movement   |
|------------------------------------|--|-----------------------|--|----------------------|--|---------------|--|------------|
|                                    | £000                                     | £000                  | £000                                     | £000                 | £000                                       | %             | £000   | £000       |
| Employees                          | 5,159                                    | 211                   | 5,370                                    | 5,350                | 20   | 0.4%          | 21   | (1)        |
| Premises Related                   | 373                                      | 0                     | 373                                      | 431                  | (58)                                       | (15.5%)       | (2)  | (56)       |
| Transport Related                  | 1  | 0                     | 1  | 1                    | 0  | 0.0%          | 0  | 0          |
| Supplies and Services              | 13,302                                   | 0                     | 13,302                                   | 14,169               | (867)                                      | (6.5%)        | (867)  | 0          |
| Third Party Payments               | 126                                      | 0                     | 126                                      | 126                  | 0  | 0.0%          | 0  | 0          |
| Transfer Payments                  | 2,165                                    | (4)                   | 2,161                                    | 2,163                | (2)  | (0.1%)        | 0  | (2)        |
| Support Services                   | 4  | 0                     | 4  | 4                    | 0  | 0.0%          | 0  | 0          |
| Depreciation and Impairment Losses | 0  | 0                     | 0  | 0                    | 0  | 0.0%          | 0  | 0          |
| <b>GROSS EXPENDITURE</b>           | <b>21,130</b>                            | <b>207</b>            | <b>21,337</b>                            | <b>22,244</b>        | <b>(907)</b>                               | <b>(4.3%)</b> | <b>(848)</b>                                 | <b>-59</b> |
| Income                             | (767)                                    | 0                     | (767)                                    | (836)                | 69   | 9.0%          | 13   | 56         |
| <b>NET EXPENDITURE</b>             | <b>20,363</b>                            | <b>207</b>            | <b>20,570</b>                            | <b>21,408</b>        | <b>(838)</b>                               | <b>(4.1%)</b> | <b>(835)</b>                                 | <b>(3)</b> |

RENFREWSHIRE COUNCIL  
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES  
1st April to 6th January 2023  
POLICY BOARD: LEADERSHIP

| Project Title                               | Prior Years<br>Expenditure<br>to 31/03/2022* | Current Year 2022-23          |                                     |                              |                                 |  |           | Full Programme - All years                       |  |  |           |
|---|--|-------------------------------|-------------------------------------|------------------------------|---------------------------------|--|-----------|--|--|--|-----------|
|   |  | Approved<br>Budget<br>2022-23 | Budget<br>Adjustments<br>in 2022-23 | Revised<br>Budget<br>2022-23 | Projected<br>Outturn<br>2022-23 | Budget Variance (Adverse) or<br>Favourable |           | Total Approved<br>Budget<br>to 31-Mar-27<br>£000 | Projected<br>Outturn<br>to 31-Mar-27<br>£000 | Budget Variance (Adverse) or<br>Favourable |           |
|   |  |                               |                                     |                              |                                 |  |           |  |  |  |           |
|   | £000   | £000                          | £000                                | £000                         | £000                            |  |           |  |  |  |           |
| <b>LEISURE SERVICES</b>                     |  |                               |                                     |                              |                                 |  |           |  |  |  |           |
| Leisure Investment Programme                | 52,279                                       | 0                             | 321                                 | 321                          | 321                             | 0  | 0%        | 52,600   | 52,600                                       | 0  | 0%        |
| Grass Pitches & Changing Facilities         | 3,872  | 0                             | 369                                 | 369                          | 369                             | 0  | 0%        | 4,241  | 4,241  | 0  | 0%        |
| Community Halls Refurbishment               | 1,710  | 754                           | 244                                 | 998                          | 998                             | 0  | 0%        | 3,433  | 3,433  | 0  | 0%        |
| Lagoon Internal Play Centre                 | 0  | 0                             | 0                                   | 0                            | 0                               | 0  | 0%        | 1,000  | 1,000  | 0  | 0%        |
| <b>Total Leisure Services</b>               | <b>57,861</b>                                | <b>754</b>                    | <b>934</b>                          | <b>1,688</b>                 | <b>1,688</b>                    | <b>0</b>                                   | <b>0%</b> | <b>61,274</b>                                    | <b>61,274</b>                                | <b>0</b>                                   | <b>0%</b> |
| <b>CHIEF EXECUTIVES</b>                     |  |                               |                                     |                              |                                 |  |           |  |  |  |           |
| <b>City Deal Projects</b>                   |  |                               |                                     |                              |                                 |  |           |  |  |  |           |
| Glasgow Airport Investment Area             | 38,662                                       | 2,314                         | -766                                | 1,548                        | 1,548                           | 0  | 0%        | 43,053   | 43,053                                       | 0  | 0%        |
| Clyde Waterfront & Renfrew Riverside        | 21,821                                       | 37,714                        | -11,554                             | 26,160                       | 26,160                          | 0  | 0%        | 117,748  | 117,748                                      | 0  | 0%        |
| Airport Access                              | 2,934  | 0                             | 0                                   | 0                            | 0                               | 0  | 0%        | 141,991  | 141,991                                      | 0  | 0%        |
| <b>Economic Development</b>                 |  |                               |                                     |                              |                                 |  |           |  |  |  |           |
| GAIA Regeneration                           | 2,109  | 0                             | 1,891                               | 1,891                        | 1,891                           | 0  | 0%        | 5,500  | 5,500  | 0  | 0%        |
| AMIDS: Public Realm Phase 1 Netheron Square | 246  | 2,726                         | 962                                 | 3,688                        | 3,688                           | 0  | 0%        | 3,933  | 3,933  | 0  | 0%        |
| AMIDS: District Heating Network             | 3,882  | 2,007                         | 1,204                               | 3,211                        | 3,211                           | 0  | 0%        | 7,093  | 7,093  | 0  | 0%        |
| AMIDS: South                                | 415  | 220                           | 2,208                               | 2,428                        | 2,428                           | 0  | 0%        | 42,328   | 42,328                                       | 0  | 0%        |
| <b>Total Chief Executives</b>               | <b>70,069</b>                                | <b>44,981</b>                 | <b>(6,055)</b>                      | <b>38,926</b>                | <b>38,926</b>                   | <b>0</b>                                   | <b>0%</b> | <b>361,646</b>                                   | <b>361,646</b>                               | <b>0</b>                                   | <b>0%</b> |
|   |  |                               |                                     |                              |                                 |  |           |  |  |  |           |
|   |  |                               |                                     |                              |                                 |  |           |  |  |  |           |
| <b>TOTAL LEADERSHIP BOARD</b>               | <b>127,930</b>                               | <b>45,735</b>                 | <b>(5,121)</b>                      | <b>40,614</b>                | <b>40,614</b>                   | <b>0</b>                                   | <b>0%</b> | <b>422,920</b>                                   | <b>422,920</b>                               | <b>0</b>                                   | <b>0%</b> |

\*Rolling programmes have a prior year year expenditure of £0 as the expenditure is not directly linked from one year to the next as a singular project.