

Report to: Place Scrutiny Committee

Date: 27th August 2019

Report of: Director of Place
Director of Corporate Resources

Report No: ECMESD/610
PSC/610

Contact Officer: Janet Pollard - Head of Strategic
Finance and Accountancy

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Report Title: Directorate of Place – Finance Report 2018/19 – Final Outturn

Non Confidential: This report does **not** contain information which warrants its consideration in the absence of the press or members of the public

Purpose: This report provides the Place Scrutiny Committee with information relating to the financial final outturn position of the Directorate of Place.

Recommendations: It is recommended that the Place Scrutiny Committee:

- Note the final outturn financial position of the Directorate of Place.
- Note revisions made to the capital programme which fall under their portfolio.
- Note the key findings in the report.

Decision:

Background Doc(s):

(for use on Exec Rep)

Signed:

Leader / Executive Cabinet
Member

Monitoring Officer

Date:

This report does not require an equality impact assessment to be carried out due to being outside the high and medium relevance review requirements

Summary:

This report outlines the financial final outturn position in respect of the Directorate of Place.

Key Issues**Revenue Expenditure:**

Revenue expenditure as at final outturn for the Directorate of Place showed an overspend against budget of £62k after planned reserve movements.

There are two significant variances within the Environmental Services Portfolio as described in the report.

Capital Expenditure:

Capital expenditure for the Directorate of Place as at final outturn was £53.9m against a revised budget at quarter three of £62.4m.

Reserves:

Directorate of Place has fully used all general reserves in year and holds £7.8m balance of earmarked reserves.

Efficiency targets:

The budgeted efficiency savings for 2017/19 for the Directorate of Place are £2.8m.

All planned savings have been achieved.

Risk:

Specific areas of financial risk identified for the year related to loss of income due to the economic downturn and energy prices for street lighting.

1 Introduction

This report provides the Executive Cabinet Member with the financial final outturn position relating to the Directorate of Place.

The information is divided into five elements.

- Revenue expenditure
- Capital expenditure
- Reserve movements
- Efficiency targets
- Areas of financial risk

2 Revenue expenditure

2.1 Revenue budget

The approved revenue budget for the Directorate of Place is £39.0m

Table One: Directorate of Place Approved Revenue Budget - 2018/19 Quarter 4

Department of Place 2018-19 Budget	
	Total £'000
Original Approved Budget 2018 / 19	39,240
Recharges 2018 / 19	910
Original Manager's Controllable Budget 2018 / 19	38,330
<u>Virements in Year :</u>	
Supported Employment posts to Directorate of People	(34)
Transfer of Chief Officer Post from Directorate of Chief Executives	98
Transfer to Directorate of Chief Executives related to S&E review of Finance	(33)
Insurance Revised Estimate 1819	(191)
Vodafone contract saving clawback	(15)
MFD Contract - clawback adjustment	(38)
Procurement - new posts established (to Directorate of Corporate Resources)	(16)
CPS Budget Resource Transfer - 1 post from Directorate of Corporate Resources	27
Registrars Rental - notional rent for Merehall from Directorate of Corporate Resources	54
Adjusted Manager's Controllable Budget 2018 / 19	38,182
Adjusted Recharges 2018 / 19	856
Adjusted Budget as at June 2018	39,037

2.2 In year budget adjustments

There have been no budget adjustments made during quarter four.

2.3 Financial Position

The final outturn position for the Directorate of Place amounted to an overspend of £62,000 which was met from reserves.

Table Two below outlines the financial position of the Directorate of Place after movements to reserves, as at 31st March 2019.

Table Two – Directorate of Place Financial Position – final outturn 2018/19

Portfolio	Net Budget £'000	Year End Variance £'000	Year End Variances Transfer to/from General Reserves £'000	Final Outturn £'000
ECM - Deputy Leader	3,727	(6)	6	3,727
ECM - Strategic Planning & Housing	1,246	(53)	53	1,246
ECM - Environmental Services	18,529	108	(108)	18,529
ECM - Culture & Sport	7,922	(0)	0	7,922
ECM - Highways & Transport	6,663	20	(20)	6,663
ECM - Community Issues	740	(5)	5	740
ECM - Corporate Resources	210	(1)	1	210
Total Directorate of Place	39,037	62	(62)	39,037

Variance analysis

Appendix A gives a detailed breakdown by service heading of the Final Outturn and year end variance

There were two significant variances during the year;

Albert Halls – £116k

The delayed tendering of the Albert Halls bar, event catering and restaurant facilities resulted in additional costs and loss of income.

Highways - £115k

Following the retender of the Council's electricity supplier last year, energy unit cost prices have increased. This has had a significant impact on the cost of streetlighting. Despite further reduction in energy use from continued installation of LED lighting energy costs were significantly above budget.

3 Saving and efficiency 2017/19 reductions

In setting the Strategic Budget for the year, the Directorate of Place was required to implement £2.8m of saving and efficiency reductions over the 2017/19 financial years. The target was fully achieved by the close of 2018/19 financial year

Table Three below provides details of the approved options implemented

Table Three – Strategic Options 2017/19 – Directorate of Place

Place - Description of Option	Achieved 2017/18	Achieved 2018/19	Total
	£'000s	£'000s	£'000s
Service Review of Highways, Engineering and Parking	445	-	445
Service Review of Regulatory & Neighbourhood Services	405	-	445
Review of Neighbourhood Management and Area Working (substituted)	74	192	266
Review of Markets and Bereavement Services	236	-	236
Asset Rationalisation Programme	166	-	166
Review School Meal Subsidy	75	-	78
Review of Transport and Waste Services	53	-	53
Review of Economic Development and Regeneration	220	-	220
Review of Procurement	122	-	122
Cross Cutting options which include a review of senior management (moved to 19/21) and a review of cash limited budgets	557	255	812
Total	2,353	447	2,800

4 Capital Programme

Capital Expenditure across the Place Directorate in 2018/19 totaled £53.891m against a revised quarter 3 allocation of £62.245m. Details of the final spend against projects are shown in appendix B.

4.1 In year movements

The capital programme of the Directorate of Place, had approvals totaling £94.474m. This comprised of:

- the original approval of £77.423m in the capital programme report to Council on 21st February 2018,
- £6.307m brought forward from the residual 2017/18 programme
- an additional £10.733m of funding programmed since the capital programme report of February 2018.

Of these approvals, £40.094m are currently forecast to be carried forward into 2019/20 for schemes profiled to complete in 2019/20 or beyond. £478k has been transferred to the Directorate of People.

	£M
2018/19 Original Approval	77.423
Brought forward from 2017/18	6.307
Additions in year	10.733
Virement to Dept. of People	-0.478
Total available funding:	94.462
Quarter 3 Revised Allocation	62.425

The Directorate of Place's capital programme can be broken down across the portfolio areas as follows:

Table Four Directorate of Place Capital Programme

	2018/19			2019/20	
	Original Allocation	Revised Allocation	Actual at 31/8/18	Original Allocation	Revised Allocation
	2018/19 £	2018/19 £	2018/19 £	2019/20 £	2019/20 £
Total Deputy Leader	51,830,850	32,340,423	32,340,423	34,000,000	59,839,653
Total Environmental Services	8,053,332	6,632,181	6,632,181	3,482,888	6,979,361
Total Leisure & Culture	8,922,731	4,297,444	4,297,444	2,250,000	8,669,497
Total Highways & Transport	8,615,989	10,621,080	10,621,080	0	8,337,957
Directorate of Place Grand Total	77,422,902	53,891,127	53,891,127	39,732,888	83,826,468

4.2 One Off Investment

As part of the annual budget approved by full Council, one off funding was approved for a range of strategic investments covering both capital and revenue schemes over four years. Where the portfolio has one off investment details are shown in Appendix A.

5 Reserve movements

Table Five –Directorate of Place Reserves Position - 2018/19 Outturn

Executive Cabinet Member	Opening Balance at 01/04/18 £	Anticipated Movements in Year £	Closing Balance 31/03/2019 £
Culture & Sport	-3,499,713	206,455	-3,293,258
Deputy Leader	-4,073,777	3,180,761	-893,016
Environment	-3,952,477	1,286,003	-2,666,474
Highways & Transport	-2,681,504	1,899,643	-781,861
Strategic Housing & Planning	-277,562	158,387	-119,175
Community Issues	-234,195	134,195	-100,000
Total	-14,719,228	6,865,444	-7,853,784

After the projected use of reserves of £6,865,444 during 2018/19, the closing balance at 31 March 2019 was £7,853,784.

Detailed reserve tables for Directorate of Place can be found in Appendix B.

6 Risk areas

During the year a number of potential risks were identified for the Directorate.

6.1 Levels of Income Built into the budget

Assumptions have been made when compiling the budget. Income levels have been based on trend analysis, actual income received and service specific knowledge. There is a risk due to the present economic climate that budgeted income levels may not be achieved.

6.2 Loss of Trading Services Contracts

Within the services provided by the Directorate of Place are a number of trading accounts. Some of the service areas, such as Building Cleaning are seeing an increase in the number of contracts not being renewed. The levels of losses are currently manageable within the directorates overall resources however, this is being closely monitored.

6.3 Asset Management

The Directorate of Place is responsible for a large asset management portfolio. The directorate is continually reviewing its health and safety responsibilities. The costs of this are currently being met by directorate resources.

6.4 Brexit

At this point it is unknown as to how the Brexit arrangements will impact the financial position of the Directorate. However, work is being undertaken to assess the risk.

6.5 Energy costs

Due to the nature of the services delivered by the Directorate of Place, slight changes in energy prices, can have a material effect. In 2018/19, the increase of the unit cost of energy has meant that the highways budget is overspent, this can currently be managed within the directorates financial resources.

7 Conclusions and recommendations

This report has provided information relating to the financial final outturn position for the Directorate of Place, for the 2018/19 financial year.

It is recommended that the Executive Cabinet Member:

- Note the final outturn financial position of the Directorate of Place.
- Note revisions made to the capital programme which fall under their portfolio.
- Note the key findings in the report.

2018/19 Revenue Final Outturn Position

Portfolio	Net Budget £'000	Year End Variance £'000	Year End Variances Transfer to/from General Reserves £'000	Final Outturn £'000
<u>ECM - Deputy Leader</u>				
Strategic Development	937	0	(0)	937
Skills & Employment	469	(5)	5	469
Directorate	503	(1)	1	503
Corporate Property Services	1,819	(0)	0	1,819
	3,727	(6)	6	3,727
<u>ECM - Strategic Planning & Housing</u>				
Planning Division	747	(21)	21	747
Planning Strategy	357	(21)	21	357
Housing Strategy	142	(11)	11	142
	1,246	(53)	53	1,246
<u>ECM - Environmental Services</u>				
Neighbourhood & Regulatory Services	7,198	0	(0)	7,198
Neighbourhood Management	818	(0)	0	818
Waste	8,027	(5)	5	8,027
Trade Waste	(17)	(31)	31	(17)
Bereavement Services	(680)	36	(36)	(680)
Social Needs Transport	16	(0)	0	16
Supported Employment	75	(2)	2	75
Building Cleaning	392	2	(2)	392
School Meals	355	(20)	20	355
Heaton Fold	7	8	(8)	7
Security Services	(54)	(4)	4	(54)
Markets	4	33	(33)	4
Albert Halls	95	116	(116)	95
Corporate & Democratic Core	0	0	0	0
Cross Departmental	314	(13)	13	314
Housing Services	1,977	(13)	13	1,977
	18,529	108	(108)	18,529
<u>ECM - Culture & Sport</u>				
Leisure	2,684	(0)	0	2,684
Libraries, Museum and Archives	5,238	(0)	0	5,238
	7,922	(0)	0	7,922
<u>ECM - Highways & Transport</u>				
Highways & Engineering	6,904	115	(115)	6,904
Parking Services	(146)	(52)	52	(146)
Transport	(198)	(20)	20	(198)
Community Centres	102	(24)	24	102
	6,663	20	(20)	6,663
<u>ECM - Community Issues</u>				
Community Safety	740	(5)	5	740
	740	(5)	5	740
<u>ECM - Corporate Resources</u>				
Civil Contingencies	210	(1)	1	210
	210	(1)	1	210
Total Directorate of Place	39,037	62	(62)	39,037

2018/19 Capital Programme Final Outturn

	2018/19			2019/20	
	Original Allocation 2018/19 £	Revised Allocation 2018/19 £	Actual at 31/8/18 2018/19 £	Original Allocation 2019/20 £	Revised Allocation 2019/20 £
<u>Deputy Leader Portfolio</u>					
<u>Development & Regeneration</u>					
Town Centre Improvement Fund	175,000	116,881	116,881	0	95,977
Development Enabling Fund	392,000	401,940	401,940	0	17,132
Town Centre Strategy Enabling Fund	43,850	63,488	63,488	0	44,591
Public Realm Impl Frmwk	500,000	549,400	549,400	0	267,816
Public Realm Schemes & Gateways	0	16,152	16,152	0	115,848
Town Centre Strategy	33,000,000	19,019,958	19,019,958	33,000,000	39,376,742
Manchester Airport	11,000,000	11,277,778	11,277,778	0	0
Investments in District Town Centres - Cabinet Feb-19	0	0	0	0	8,000,000
Public Realm (Area Forum)	0	0	0	0	1,100,000
<u>Property</u>					
Asset Management Plan - urgent works	1,539,000	475,645	475,645	0	1,441,866
Westhoughton Town Hall	2,000,000	1,776	1,776	0	2,598,224
Blackrod Library	175,000	7,074	7,074	0	167,926
Castle Hill Car Park Alterations	0	1,253	1,253	0	22,180
61-63 Market St Little Lever	1,756,000	5,822	5,822	0	3,725,491
Town Centres	0	0	0	0	150,000
Farnworth Market Precinct	250,000	0	0	0	500,000
Corporate Property Capital Programme	1,000,000	252,117	252,117	1,000,000	1,895,000
Festival Hall & Albert Halls Cooling System	0	74,875	74,875	0	5,125
Mere Hall - service move works	0	76,265	76,265	0	315,735
Total Deputy Leader Portfolio	51,830,850	32,340,423	32,340,423	34,000,000	59,839,653
<u>Environmental Services Portfolio</u>					
Equipped Play Area Strategy (S106)	0	202,815	202,815	0	79,602
Access To Nature	0	1,457	1,457	0	0
Greenspace - Playing Pitches & Changing Facilities	49,241	36,695	36,695	0	10,719
Greenspace - Multi Use Games Areas	43,321	0	0	0	43,321

Greenspace - Outdoor Gyms/Health Trails	0	22,900	22,900	0	0
Replacement of Waste bins	0	210,548	210,548	0	0
Replacement of Fleet Vehicles	325,000	1,027,281	1,027,281	0	87,099
3G Sports Pitches - Cabinet Feb 16	835,770	97,549	97,549	0	785,342
Street scene Cabinet Feb 2015	0	723	723	0	17,113
Depot Machine	0	84,157	84,157	0	0
Overdale Paths & Resurfacing	0	109,246	109,246	0	14,754
Heaton Fold Car Park Resurfacing	0	49,900	49,900	0	100
Wellington House Boilers	0	37,500	37,500	0	0
Heaton Fold Summer House	0	0	0	0	100,000
Housing					
Private landlords/ empty dwellings	0	37,080	37,080	0	33,986
Disabled Facilities Grants	2,700,000	2,593,089	2,593,089	1,982,888	2,312,055
Private Sector Renewal	2,000,000	1,583,340	1,583,340	1,500,000	1,495,271
Safe Warm Dry Cabinet Feb-17	2,000,000	0	0	0	2,000,000
Housing Improvements Cabinet Feb 2015	100,000	537,901	537,901	0	0
Total Environmental Services Portfolio	8,053,332	6,632,181	6,632,181	3,482,888	6,979,361
Leisure & Culture Portfolio					
Horwich Former Leisure Centre Site	0	265,874	265,874	0	7,126
Bolton One Facilities - Cabinet Feb 16	0	12,654	12,654	0	69,489
Smithills Hall Internal Refurbishment	0	0	0	0	23,518
Octagon	7,000,000	2,638,430	2,638,430	2,250,000	8,035,016
Egyptology	1,200,000	1,131,491	1,131,491	0	0
Hall ith Wood Museum	122,731	5,585	5,585	0	119,512
Bromley Cross Library Heating System	0	15,654	15,654	0	44,346
Great Lever Library (UCAN)	600,000	227,756	227,756	0	370,489
Total Leisure & Culture Portfolio	8,922,731	4,297,444	4,297,444	2,250,000	8,669,497
Highways & Transport Portfolio					
DfT Highways LTP	349,983	3,155,233	3,155,233	0	0
Pothole Action Fund	0	319,000	319,000	0	0
Budget 2018 Additional Highways Maintenance	0	472,719	472,719	0	881,281
Concrete lighting columns over 40 years old renewals	0	0	0	0	110,826
Street Lighting LED Programme	2,106,658	1,441,926	1,441,926	0	855,997
Improved Street Lighting - Cabinet Feb 16 & Feb-18	700,000	195,775	195,775	0	523,098
Depot Improvement Plan - Mayor St	150,910	157,771	157,771	0	68,267
Business Support Systems	0	12,957	12,957	0	0
Footpaths Strategic Investment	0	33,039	33,039	0	5,823

Road Warning Signals - Cabinet Feb 16	369,404	170,063	170,063	0	305,375
Dropped Kerbs Cabinet Feb-17	150,000	138,686	138,686	0	60,121
Insurance Programme: High Risk Road Maintenance	0	1,110,134	1,110,134	0	781,862
Highways Maintenance Cabinet Feb-18	300,000	300,000	300,000	0	0
Highways Improvement Funding (Area Forum)	0	28,655	28,655	0	971,345
Residential Roads and Pavements - Cabinet Feb-19	0	0	0	0	2,000,000
A666 Average Speed Camera Replacements	162,000	287,000	287,000	0	0
A666 Challenge Fund St Peters Way Improvement	2,421,240	1,027,736	1,027,736	0	917,097
Bolton Salford Quality Bus Network	983,227	1,310,020	1,310,020	0	199,415
Highways Flood Damage - Dft	325,551	262,247	262,247	0	41,712
LSTF Enhancing Cycle Routes & 20 mph schemes	65,907	0	0	0	67,717
Cycle Access to Bolton: East (Middlebrook Way)	231,109	0	0	0	231,109
Cycle Access to Stations	100,000	0	0	0	100,000
City Cycle Ambition	200,000	198,117	198,117	0	216,911
Total Highways & Transport Portfolio	8,615,989	10,621,080	10,621,080	0	8,337,957
Directorate of Place Grand Total	77,422,902	53,891,127	53,891,127	39,732,888	83,826,468

One Off Investment

As part of annual budget approved by Cabinet, one off funding was approved for a range of strategic investments covering both capital and revenue schemes over four years.
The table below shows funding currently earmarked to Directorate of Place.

	Re-aligned One Off Allocation	2013-18 Expenditure	Budget allocated to 2018/19	2018/19 Expenditure at Q4	Remaining Budget carried forward to 2019/20
<u>Town Centre Strategy</u>					
<u>2013/14 Strategic Budget & Capital Programme</u>	£000	£000	£000	£000	£000
Strategic acquisitions / strengthening office market	2,000	1,700	300	0	300
Total Town Centre Strategy	2,000	1,700	300	0	300
<u>2017/18 Strategic Budget</u>					
Westhoughton Town Council	2,500	0	2,500	0	2,500
Total Development & Regeneration	4,500	1,700	2,800	0	2,800
<u>Environmental Services</u>					
<u>2013/14 Strategic Budget & Capital Programme</u>					
Sporting / Leisure Facilities	1,500	1,137	113	59	304
	1,500	1,137	113	59	304
<u>2015/16 Strategic Budget</u>					
Clean Up of Neighbourhoods (capital)	200	182	18	1	17
	200	182	18	1	17
<u>2016/17 Strategic Budget</u>					
Improved Street Lighting	1,000	285	715	196	519
Repair/Provide Additional Flashing Road Speed Warnings	1,000	627	373	170	203
3G Pitches	1,500	927	573	98	475
	3,500	1,839	1,661	464	1,197
<u>2018/19 Strategic Budget</u>					
LED Street Lighting	200	0	200	200	0
Additional Highways Maintenance Work	300	0	300	300	0
Waste Behavioural Change Programme	300	0	300	300	0
Anti Social Behaviour/Home Watch Schemes	100	0	100	0	100
	900	0	900	800	100
<u>Housing Services</u>					
<u>2017/18 Strategic Budget</u>					
Safe Warm Dry	2,000	0	2,000	0	2,000
Dropped Kerb	200	1	199	139	60
	2,200	1	2,199	139	2,060
<u>Leisure & Culture</u>					
<u>2015/16 Strategic Budget</u>					
Support to Octagon Theatre Development	2,000	675	1,325	-----	0
<u>2016/17 Strategic Budget</u>					
Improvements/Additional Facilities @ Bolton One	1,000	918	82	13	69
	3,000	1,593	1,407	13	69
Total Environmental & Housing Services	11,300	4,752	6,298	1,476	3,747

Directorate of Place Reserves 2018/19

Portfolio	Opening Balance 18/19	Movements in Year	Closing Balance 18/19
	£	£	£
<u>Culture & Sport</u>			
Bolton Arena	(3,256,086)	82,340	(3,173,746)
Bolton One	(110,894)	110,894	0
Hall I'th' Wood	(125,097)	5,585	(119,512)
LMA General Reserve	(7,636)	7,636	0
Total Culture & Sport Portfolio	(3,499,713)	206,455	(3,293,258)
<u>Deputy Leader</u>			
BASE Reserve	(124,154)	124,154	0
Business Growth Fund	(15,081)	15,081	0
Car Parking Initiatives	(217,613)	0	(217,613)
Carbon Management	(9,000)	9,000	0
Farnworth Town Centre Development	(306,800)	306,800	0
Local Development Framework	(208,407)	100,001	(108,406)
Merehall Reserve	(272,785)	0	(272,785)
Octagon Kiosks Sinking Fund	(60,000)	60,000	0
Spirit of Sport	(27,544)	0	(27,544)
The Work Programme	(160,626)	50,626	(110,000)
Town Centre Programmes	(2,196,529)	2,196,529	0
Directorate General Reserve	(8,123)	8,123	0
Departmental Accommodation	(91,260)	91,260	0
Property Reserve	(375,855)	219,187	(156,668)
Total Deputy Leader Portfolio	(4,073,777)	3,180,761	(893,016)
<u>Environment</u>			
Asset Management Liability	(569,522)	569,522	0
Cremators Maintenance Fund	(12,867)	12,867	0
Farnworth Neighbourhood Mgmnt cont	(7,956)	0	(7,956)
Furnished Tenancy	(263,934)	200,000	(63,934)
GM Homelessness Group	(16,004)	0	(16,004)
Graves In Perpetuity	(197,126)	0	(197,126)
Halliwell UCAN Support	(31,600)	0	(31,600)
Homelessness	(292,874)	17,950	(274,924)
Housing Needs & Stock Condition	(36,460)	0	(36,460)
Housing Standards/Empty Homes	(40,244)	16,000	(24,244)
Kitchen Investment	(47,766)	47,766	0
Lease Management	(100,560)	53,532	(47,028)
Model Railway	(12,590)	0	(12,590)
Neighbourhood Management	(391,366)	(30,521)	(421,887)
Pinpoint (CBL)	(158,362)	(6,083)	(164,445)
Prevention of Repossession	(80,320)	(20,450)	(100,770)
Private Sector Renewal	(32,170)	32,170	0
Proceeds of Crime	(8,511)	0	(8,511)
Property Maintenance	(25,899)	25,899	0
Rechargeable Works S278	(50,635)	0	(50,635)
Regulatory Services	(210,261)	110,261	(100,000)
Safeguarding Implementation	(6,333)	0	(6,333)
Tobacco Product Project	(4,915)	0	(4,915)
Trading Income Loss	(80,449)	0	(80,449)
Waste Initiatives	(141,731)	0	(141,731)
Welfare Reform (Property Issues)	(205,970)	50,000	(155,970)
Refugee Resettlement	(822,987)	107,145	(715,842)

Empty Properties	0	(3,120)	(3,120)
Environmental Services General Reserve	(95,156)	95,156	0
Housing General Reserve	(7,909)	7,909	0
Total Environmental Services Portfolio	(3,952,477)	1,286,003	(2,666,474)
<u>Highways & Transport</u>			
Highways Road Maintenance	(1,891,996)	1,110,134	(781,862)
Fleet Purchases	(789,508)	789,509	1
Total Highways & Transport	(2,681,504)	1,899,643	(781,861)
<u>Strategic Housing & Planning</u>			
Broadband	(66,000)	66,000	0
Building Control Trading Surplus	(81,111)	81,111	0
Feasibility Study - District Heating	(80,022)	0	(80,022)
Home Solutions	(50,429)	11,276	(39,153)
Total Strategic Housing & Planning Portfolio	(277,562)	158,387	(119,175)
<u>Community Issues</u>			
Community Safety	(234,195)	134,196	(99,999)
Total Directorate of Place	(14,719,228)	6,865,445	(7,853,783)