

**Report to:** Place Scrutiny Committee

**Date:** 23<sup>rd</sup> October 2019

**Report of:** Director of Place  
Director of Corporate Resources

**Report No:**  
ECMSHP/631  
ECMHT/632  
ECMESD/633  
ECMERS/634  
ECMDL/635

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**Report Title:** Directorate of Place – Finance Report 2019/20 – Quarter One

**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 quarter one projected outturn position of the Directorate of Place.

**Recommendations:** It is recommended that the Place Scrutiny Committee:

- Note the quarter one financial position of the Directorate of Place.
- Note revisions made to the capital programme which fall under their portfolio.
- Note the Director of Place to call off under any available framework(s) to enable the capital programme to progress.
- 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 quarter one position in respect of the Directorate of Place.

**Key Issues****Revenue Expenditure:**

Revenue expenditure as at quarter one for the Directorate of Place showed a projected overspend against budget of £378k 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 quarter one was £16.6m against a revised budget at quarter one of £71.8m.

**Reserves:**

Directorate of Place has fully used all general reserves in year and holds £7.5m balance of earmarked reserves.

**Efficiency targets:**

The budgeted efficiency savings for 2019/21 for the Directorate of Place are £5.7m.

All planned savings are projected to be 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 quarter one projected 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 £34.0m

**Table One: Directorate of Place Approved Revenue Budget - 2019/20 Quarter 1**

	Total £'000
Original Approved Budget 2019 / 20	34,031
Less Recharges 2019 / 20	297
Original Manager's Controllable Budget 2019 / 20	33,734
<u>Virements in Year :</u>	0
Adjusted Manager's Controllable Budget 2019 / 20	33,734
Add Adjusted Recharges 2019 / 20	297
<b>Adjusted Budget as at June 2019</b>	<b>34,031</b>

### 2.2 In year budget adjustments

There have been no budget adjustments made during quarter one.

### 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 30<sup>th</sup> June 2019.

**Table Two – Directorate of Place Financial Position – 2019/20 Quarter One**

Portfolio	Net Budget £'000	Projected Outturn £'000	Year End Variance £'000
Executive Cabinet Member - The Leader	254	254	0
Executive Cabinet Member - Deputy Leader	10,868	11,080	212
Executive Cabinet Member - Environment Regulatory	(371)	(270)	101
Executive Cabinet Member - Environment Delivery	13,939	14,012	73
Executive Cabinet Member - Highways & Transport	6,038	6,283	245
Executive Cabinet Member - Strategic Planning & Housing	2,800	2,560	(240)
Executive Cabinet Member - Stronger Communities	503	490	(13)
<b>Total Directorate of Place</b>	<b>34,031</b>	<b>34,408</b>	<b>378</b>

### Variance analysis

Appendix A gives a detailed breakdown by service heading of the quarter one projected year end variance

There are two significant variances during quarter one,

#### ***Deputy Leader Portfolio – Corporate Property – £227k***

Following the comprehensive condition surveys across Council Buildings a significant pressure was recognized to fund identified planned and reactive works across the building portfolio. This is to be managed through current revenue budgets with the support of reserves. Work is underway to manage the implementation process and identify funding resources during the year.

#### **Highways & Transport Portfolio – Street Lighting Electricity £330k**

Following commencement of the new contract last year, unit rates for electricity significantly increased. Whilst continued conversion of existing streetlighting to LED will provide some mitigation of these increased costs further work will be undertaken to identify means of covering the budgetary gap.

### **3 Saving and efficiency 2019/21 reductions**

In setting the Strategic Budget for the year, the Directorate of Place was required to implement £5.7m of saving and efficiency reductions over the 2019/21 financial years. Action is being taken to implement the reductions and ongoing monitoring of expenditure against specific options has been incorporated into the financial monitoring.

Details of progress are given in appendix C all options are expected to be achieved within the 2019/21 programme.

## 4 Capital Programme

Total capital expenditure at quarter one for the Directorate of Place is £16.6m against a revised quarter one allocation of £71.8m.

### 4.1 In year movements

The capital programme of the Directorate of Place, had approvals totaling £93.438m. This comprised of:

- the original approval of £73.195m in the capital programme report to Council on 20<sup>th</sup> February 2019,
- £11.340m brought forward from the residual 2018/19 programme
- an additional £8.903m of funding programmed since the capital programme report of February 2019.

Of these approvals, £21.632m are currently forecast to be carried forward into 2020/21 for schemes profiled to complete in 2020/21 or beyond.

	£M
2019/20 Original Approval	73.195
Brought forward from 2018/19	11.340
Additions in year	8.904
Total available funding:	93.439
Quarter 1 Revised Allocation	71.807

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
	2019/20 £	2019/20 £	2019/20 £	2020/21 £	2020/21 £
Total Deputy Leader	61,005,447	56,909,952	14,545,855	31,103,862	47,380,604
Total Environmental Services	7,014,295	7,499,020	230,144	0	4,535,342
Total Highways & Transport	5,175,432	7,397,701	10,621,080	0	2,719,997
Directorate of Place Grand Total	73,195,173	71,806,673	16,602,108	31,103,862	54,635,942

Full capital programme is shown in appendix D

### 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 E.

## 5 Reserve movements

**Table Five –Directorate of Place Reserves Position - 2019/20 Outturn**

<b>Reserves Summary by Portfolio</b>	<b>Opening Balance at 01/04/19 £</b>	<b>Movements in Year £</b>	<b>Closing Balance 31/03/20 £</b>
Deputy Leader	-4,186,274	27,544	-4,158,730
Environment Regulatory	-1,678,919	94,700	-1,584,219
Environment Delivery	-1,584,104	70,000	-1,514,104
Highways and Transport	-141,731	0	-141,731
Strategic Housing and Planning	-119,175	65,255	-53,919
Stronger Communities	-100,000	0	-100,000
<b>Total</b>	<b>-7,810,203</b>	<b>257,499</b>	<b>-7,502,744</b>

After the projected use of reserves of £257,499 during 2019/20, the closing balance at 31 March 2020 is £7,502,744.

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

## 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 2019/20 financial year.

It is recommended that the Executive Cabinet Member:

- Note the quarter one financial position of their portfolio within the Directorate of Place.
- Note revisions made to the capital programme at quarter one which fall under their portfolio.
- Note the Director of Place to call off under any available framework(s) to enable the capital programme to progress.
- Note the key findings in the report.

## 2019/20 Revenue Projection at Quarter One

Portfolio	Net Budget	Projected Outturn	Year End Variance
<u>Leader</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Civil Contingencies	254	254	0
	<b>254</b>	<b>254</b>	<b>0</b>
<b><u>Deputy Leader</u></b>			
Strategic Development	988	1,011	23
Skills & Employment	386	355	(30)
Directorate	629	622	(7)
Corporate Property Services	1,366	1,593	227
Leisure	2,579	2,578	(1)
Libraries, Museum and Archives	4,921	4,921	(0)
	<b>10,868</b>	<b>11,080</b>	<b>212</b>
<b><u>Environment Regulatory Services Portfolio</u></b>			
Regulatory Services	1,390	1,474	84
Cross Directorate	(1,761)	(1,744)	16
	<b>(371)</b>	<b>(270)</b>	<b>101</b>
<b><u>Environmental Services Delivery</u></b>			
Neighbourhood Services	5,254	5,245	(9)
Neighbourhood Management	824	838	14
Domestic Waste	7,818	7,876	58
Trade Waste	(135)	(104)	31
Bereavement Services	(799)	(871)	(73)
Building Cleaning	366	295	(71)
School Meals	356	354	(3)
Social Needs Transport	43	43	(0)
Supported Employment	78	78	0
Heaton Fold	0	15	15
Security Services (inc Couriers,CCTV & Civic Cleaning)	(59)	(71)	(12)
Markets	0	105	105
Albert Halls	122	152	30
Community Centres	71	57	(14)
	<b>13,939</b>	<b>14,012</b>	<b>73</b>
<b><u>Highways &amp; Transport</u></b>			
Highways & Engineering	6,457	6,787	330
Parking Services	(196)	(277)	(81)
Transport	(223)	(227)	(4)
	<b>6,038</b>	<b>6,283</b>	<b>245</b>
<b><u>Strategic Planning &amp; Housing</u></b>			
Planning Division	576	411	(165)
Planning Strategy	365	332	(33)
Housing Strategy	148	146	(2)
Housing Dept	1,712	1,671	(41)
	<b>2,800</b>	<b>2,560</b>	<b>(240)</b>
<b><u>Stronger Communities</u></b>			
Community Safety	503	490	(13)
	<b>503</b>	<b>490</b>	<b>(13)</b>
<b>Total Directorate of Place</b>	<b>34,031</b>	<b>34,408</b>	<b>378</b>



## 2018/19 Capital Programme Final Outturn

	2019/20		
	Original Allocation	Revised Allocation	30/06/2019
	2019/20 £	2019/20 £	2019/20 £
<b><u>Deputy Leader Portfolio</u></b>			
<b><u>Development &amp; Regeneration</u></b>			
Town Centre Improvement Fund	0.00	95,977.22	48.00
Development Enabling Fund	0.00	17,132.30	0.00
Town Centre Strategy Enabling Fund	31,350.00	44,590.85	0.00
Public Art S106	0.00	27,544.12	3,043.00
Public Realm Impl Frmwk	0.00	267,816.01	173.31
Horwich Former Leisure Centre Site	0.00	7,125.86	0.00
Bolton One Facilities - Cabinet Feb 16	72,697.72	69,488.97	0.00
Smithills Hall Internal Refurbishment	0.00	23,517.85	978.51
Town Centre Strategy	37,000,000.00	25,000,000.00	13,061,255.41
Octagon	5,259,997.00	8,035,016.39	842,100.76
Hall ith Wood Museum	0.00	119,512.38	600.00
Bromley Cross Library Heating System	0.00	44,346.10	31,925.00
Great Lever Library (UCAN)	548,245.74	370,489.47	0.00
Public Realm Schemes & Gateways	0.00	115,848.17	0.00
Airport Drop and Go 19-20	0.00	3,700,000.00	0.00
Investments in District Town Centres - Cabinet Feb-19	8,000,000.00	8,000,000.00	0.00
<b><u>Property</u></b>			
Asset Management Plan - urgent works	1,143,819.90	1,441,865.59	236,770.61
Westhoughton Town Hall	2,475,000.00	2,598,224.00	61,068.97
Blackrod Library	174,157.00	167,925.77	0.00
Castle Hill Car Park Alterations	10,179.83	22,179.83	0.00
61-63 Market St Little Lever	3,524,000.00	3,875,490.87	6,130.07
Town Centres	150,000.00	150,000.00	0.00
Farnworth Market Precinct	500,000.00	500,000.00	0.00
Corporate Property Capital Programme	2,000,000.00	1,895,000.00	0.00
Festival Hall & Albert Halls Cooling System	0.00	5,125.00	0.00
Mere Hall - Service Move Works	116,000.00	315,735.13	301,761.61
<b>Total Deputy Leader Portfolio</b>	<b>61,005,447</b>	<b>56,909,952</b>	<b>14,545,855</b>

2020/21	
Original Allocation	Revised Allocation
2020/21 £	2020/21 £
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
22,103,862.00	36,480,603.99
	0.00
	0.00
	0.00
	0.00
	0.00
	1,900,000.00
8,000,000.00	8,000,000.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
1,000,000.00	1,000,000.00
	0.00
	0.00
<b>31,103,862</b>	<b>47,380,604</b>

	2019/20		
	Original Allocation	Revised Allocation	30/06/2019
	2019/20	2019/20	2019/20
	£	£	£
<b><u>Environmental Services Delivery Portfolio</u></b>			
Equipped Play Area Strategy (S106)	0.00	79,602.48	0.00
Greenspace - Playing Pitches & Changing Facilities	12,263.34	0.00	
Greenspace - Multi Use Games Areas	43,320.70	54,039.93	0.00
Replacement of Waste bins	0.00	200,000.00	64,288.00
Replacement of Fleet Vehicles	0.00	87,098.68	0.00
3G Sports Pitches - Cabinet Feb 16	786,134.81	750,000.00	53,822.57
Street scene Cabinet Feb 2015	0.00	17,112.59	0.00
Heaton Fold Summer House Building	50,000.00	130,000.00	102,720.89
Public Realm (Area Forum)	0.00	1,100,000.00	9,313.00
Behavioural Change	0.00	500,000.00	0.00
<b><u>Housing Services</u></b>			
Private landlords/ empty dwellings	0.00	33,986.40	0.00
Disabled Facilities Grants	2,622,575.80	3,051,909.11	0.00
Private Sector Renewal	1,500,000.00	1,495,270.56	0.00
Safe Warm Dry Cabinet Feb-17	2,000,000.00	0.00	0.00
<b>Total Environmental Services Delivery Portfolio</b>	<b>7,014,295</b>	<b>7,499,020</b>	<b>230,144</b>

<b><u>Highways &amp; Transport Portfolio</u></b>			
<b>Highways</b>			
DfT Highways LTP	0.00	918,072.99	918,072.99
Budget 2018 Additional Highways Maintenance	452,000.00	0.00	
Concrete lighting columns over 40 years old renewals	11,082.63	110,826.23	
Street Lighting LED Programme	150,000.00	636,000.00	326,598.87
Improved Street Lighting - Cabinet Feb 16 & Feb-18	518,560.35	523,098.26	58,558.24
Depot Improvement Plan - Mayor St	8,587.74	68,267.41	33,260.57
Business Support Systems	12,957.33	0.00	0.00
Footpaths Strategic Investment	0.00	5,823.36	0.00
Road Warning Signals - Cabinet Feb 16	237,719.48	305,375.48	144,502.96
Dropped Kerbs Cabinet Feb-17	132,538.31	60,121.47	27,000.00
Insurance Programme: High Risk Road Maintenance	491,885.47	781,861.78	2,121.85
Highways Improvement Funding (Area Forum)	0.00	971,344.67	36,064.48
Residential Roads and Pavements - Cabinet Feb-19	2,000,000.00	1,000,000.00	0.00

2020/21	
Original Allocation	Revised Allocation
2020/21	2020/21
£	£
	0.00
	0.00
	0.00
	0.00
	0.00
	35,341.55
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	2,500,000.00
	2,000,000.00
	0.00
<b>0</b>	<b>4,535,342</b>

	0.00
	0.00
	0.00
	219,996.63
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	1,000,000.00

	2019/20		
	Original	Revised	30/06/2019
	Allocation	Allocation	
	2019/20	2019/20	2019/20
<u>Highways &amp; Transport Portfolio</u>	£	£	£
<b>External Highways Schemes</b>			
A666 Challenge Fund St Peters Way Improvement	933,990.96	917,096.93	72,769.31
Tonge Moor Corridor Junction Improvement	0.00	5,500.00	0.00
Bolton Salford Quality Bus Network	0.00	199,415.33	177,916.72
Highways Flood Damage - Dft	0.00	164,160.19	0.00
LSTF Enhancing Cycle Routes & 20 mph schemes	0.00	67,716.61	0.00
Cycle Access to Bolton: East (Middlebrook Way)	226,109.29	251,109.29	0.00
Cycle Access to Stations	0.00	100,000.00	0.00
City Cycle Ambition	0.00	196,910.97	18,151.37
MCF - Doffcocker to TC Bee Route	0.00	100,000.00	0.00
Bolton Culvert Repairs	0.00	15,000.00	11,091.08
<b>Total Highways &amp; Transport Portfolio</b>	<b>5,175,432</b>	<b>7,397,701</b>	<b>1,826,108</b>

<b>Directorate of Place Grand Total</b>	<b>73,195,173</b>	<b>71,806,673</b>	<b>16,602,108</b>
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2020/21	
Original	Revised
Allocation	Allocation
2020/21	2020/21
£	£
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	0.00
	1,500,000.00
	0.00
<b>0</b>	<b>2,719,997</b>

<b>31,103,862</b>	<b>54,635,942</b>
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## Strategic Options 2019/20 – Directorate of Place

Service Area	Brief Description	Target £'000	Delivered £'000	In Consultation	No Report Yet	Comments
Neighbourhood Services	Bowling Greens review	67				
Highways	School Crossing Patrols reduced	100				
Cross Cutting	Fees and Charges increased	1,963	438			Budget Report
Waste & Recycling	Digitalised Waste and Recycling calendar	27	27			Budget Report
Waste & Recycling	Review staffing, processes and customer contact rationale	250				
Cross Cutting	Cross cutting various	1,579	367			Budget Report
Cross Cutting	Traded services and back office	774	393			Budget Report
Trade Waste	Increased Income from trade waste	75	75			Budget Report
Highways	Reduce the standard of the winter gritting service to match the levels provided by other GM authorities	100	100			Budget Report
Libraries & Museums	A review of staffing, specific provision to ensure the Museum, Library and Archive Service meets customer needs	430				
Leisure	Identify a new targeted approach to ensure that customers with greater need have access to facilities in their communities, this will include a re-negotiation of the Leisure contract and review free swim initiatives.	100				
Cross Cutting	Reduction of the Climate Levy Budget	100	100			Budget Report
Cross Cutting	Review of Procurement Processes	135	135			Budget Report
<b>Total</b>		<b>5,700</b>	<b>1,635</b>			

### 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	2013-19 Expenditure	Budget allocated to 2019/20	2019/20 Expenditure at Q1	Remaining Budget carried forward to 2020/21
<b><u>Town Centre Strategy</u></b>					
<b><u>2013/14 Strategic Budget &amp; Capital Programme</u></b>	£000	£000	£000	£000	£000
Strategic acquisitions / strengthening office market	2,000	1,700	300	0	0
<b><u>2017/18 Strategic Budget</u></b>					
Westhoughton Town Hall	2,500	0	2,500	61	0
<b><u>Environmental Services</u></b>					
<b><u>2013/14 Strategic Budget &amp; Capital Programme</u></b>					
Sporting / Leisure Facilities	1,500	1,196	54	0	250
<b><u>2015/16 Strategic Budget</u></b>					
Clean Up of Neighbourhoods (capital)	200	183	17	0	0
<b><u>2016/17 Strategic Budget</u></b>					
Improved Street Lighting	1,000	481	519	59	0
Repair/Provide Additional Flashing Road Speed Warnings	1,000	797	203	144	0
3G Pitches	1,500	1,025	475	54	0
<b><u>2018/19 Strategic Budget</u></b>					
Anti Social Behaviour/Home Watch Schemes	100	0	100	3	0
<b><u>Housing Services</u></b>					
<b><u>2017/18 Strategic Budget</u></b>					
Safe Warm Dry	2,000	0	0	0	2,000
Dropped Kerb	200	140	60	27	0
<b><u>2016/17 Strategic Budget</u></b>					
Improvements/Additional Facilities @ Bolton One	1,000	931	69	0	0
<b>Total</b>	<b>13,000</b>	<b>6,453</b>	<b>4,297</b>	<b>348</b>	<b>2,250</b>

## Directorate of Place Reserves 2019/20

Portfolio	Opening Balance 19/20	Movements in Year	Closing Balance 19/20
	£	£	£
<b><u>Deputy Leader</u></b>			
Town Centre Programme	0	0	0
Bolton Arena	-3,173,746	0	-3,173,746
Hall I'th' Wood	-119,512	0	-119,512
Car Parking Initiatives	-217,613	0	-217,613
Local Development Framework	-108,406	0	-108,406
Merehall Reserve	-272,785	0	-272,785
Spirit of Sport	-27,544	27,544	0
The Work Programme	-110,000	0	-110,000
Property Reserve	-156,668	0	-156,668
<b>Total Deputy Leader Portfolio</b>	<b>-4,186,274</b>	<b>27,544</b>	<b>-4,158,730</b>
<b><u>Environment - Regulatory</u></b>			
Furnished Tenancy	-63,934	0	-63,934
GM Homelessness Group	-16,004	0	-16,004
Homelessness	-274,924	0	-274,924
Housing Needs & Stock Condition	-36,460	0	-36,460
Housing Standards/Empty Homes	-27,364	18,400	-8,964
Lease Management	-47,027	0	-47,027
Pinpoint (CBL)	-164,445	0	-164,445
Prevention of Repossession	-100,771	76,300	-24,471
Proceeds of Crime	-8,511	0	-8,511
Regulatory Services	-100,000	0	-100,000
Safeguarding Implementation	-6,333	0	-6,333
Tobacco Product Project	-4,915	0	-4,915
Welfare Reform (Property Issues)	-155,970	0	-155,970
Refugee Resettlement	-672,263	0	-672,263
<b>Total Environment Regulatory Portfolio</b>	<b>-1,678,919</b>	<b>94,700</b>	<b>-1,584,219</b>
<b><u>Environment - Delivery</u></b>			
Trading Income Loss	-80,449	0	-80,449
Waste Initiatives	-50,635	0	-50,635
Farnworth Neighbourhood Mgmnt	-7,956	0	-7,956
Graves In Perpetuity	-197,126	0	-197,126
Halliwell UCAN Support	-31,600	15,000	-16,600
Model Railway	-12,590	0	-12,590
Neighbourhood Management	-421,887	55,000	-366,887
Rechargeable Works S278	-781,862	0	-781,862
<b>Total Environment Delivery Portfolio</b>	<b>-1,584,104</b>	<b>70,000</b>	<b>-1,514,104</b>
<b><u>Highways &amp; Transport</u></b>			
Highways Road Maintenance	-141,731	0	-141,731
<b>Total Highways &amp; Transport Portfolio</b>	<b>-141,731</b>	<b>0</b>	<b>-141,731</b>
<b><u>Strategic Housing &amp; Planning</u></b>			
Feasibility Study - District Heating	-80,022	54,308	-25,714
Home Solutions	-39,153	10,947	-28,205
<b>Total Strategic Housing &amp; Planning Portfolio</b>	<b>-119,175</b>	<b>65,255</b>	<b>-53,919</b>
<b><u>Stronger Communities</u></b>			
Community Safety	-100,000	0	-100,000
<b>Total Directorate of Place</b>	<b>-7,810,203</b>	<b>257,499</b>	<b>-7,552,704</b>

