

Decision Report - Executive Decision

Forward Plan Reference: FP/24/06/18

Decision Date – 15 July 2024

Key Decision – No



Budget Monitoring Report – 2023/24 Draft Outturn and 2024/25 Emerging Issues

Executive Member(s): Cllr Liz Leyshon Deputy Leader of the Council and Lead Member on Resources and Performance

Local Member(s) and Division: All

Executive Director: Jason Vaughan, Resources and Corporate Services

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Summary

1. The purpose of this report is to provide members with an update on the 2023/24 draft outturn position for each service and to outline key variances that have been identified at an early stage for the 2024/25 budget monitoring ahead of the Quarter 1 full budget monitoring report.
2. Closing the first set of accounts for any new council is challenging and the experience from others that have done it is that it takes significantly longer than in an established council. Add in the fact that we inherited a number of prior year outstanding audits, have a new finance system, temporary staffing structure in finance and loss of key personnel with historic knowledge; and it is inevitable that the process will take longer. This report therefore provides an update on the 2023/24 for each service ahead of the final outturn report in August.
3. Once the 2023/24 outturn has been finalised, work will commence on the production of the formal Statement of Accounts for the year. The aim is to have these completed during October and then audited by independent external auditor, Grant Thornton, during October, November, and December. Their findings will be reported to the Audit Committee in January 2025.
4. A key part of producing the statement of accounts for 2023/24 is having the opening balances from predecessor councils. We have seen the national headlines of the significant number of outstanding accounts from prior years and

with the dissolution of parliament ahead of the implementation of the proposed local audit back stop, this remains a significant challenge for local government.

5. Recognising this, there has been significant focus on addressing outstanding accounts from predecessor councils going back to the 2020/21 financial year. The finance team have been working hard to complete all of these and have made significant progress with the result being 10 sets of accounts have been completed and reported to Audit Committee over the last year. This significant amount of work means that the only outstanding statement of accounts now are the 2022/23 statement for South Somerset District Council and the external audit on these is expected to be completed by the end of August.
6. The 2023/24 draft revenue outturn is an underspend of £1.6m which is a significant improvement from the initial forecast at the start of year of an overspend of £28.6m or 5% of the budget. The turnaround in the figures reflects the positive impact of all the interventions and actions that have been taken during the year to bring the budget back on track.
7. The financial challenge for 2024/25 remain and the importance of delivering to the approved budget is essential. Given that, rather than wait for the first quarter to do a monitoring report, a Month 2 emerging issues report has been produced to highlight the key potential variances and issues. With the significant risks being mainly in the demand-led people budget, a more detailed budget monitoring exercise has been undertaken for both the Adults and Childrens budgets.
8. Full monthly budget monitoring reporting will commence from Month 3 (end of June) with the quarterly reports providing additional information on reserves, treasury management and debt positions. The capital budget and Housing Revenue Account will also be reported on a quarterly basis. All of the budget monitoring reports will also be considered by the Corporate and Resources Scrutiny Committee, which has the responsibility for scrutinising the budget.

Recommendations

9. That the Executive:
 - a) Notes the 2023/24 draft outturn for services.

- b) Notes that the final 2023/24 outturn for Revenue, Capital, and the Housing Revenue Account (HRA) will be reported to the Executive at its August meeting.
- c) Notes the 2024/25 emerging issues identified at month 2.
- d) Agrees to continue to receive monthly budget monitoring report which sets out the forecast outturn for the year with details of any mitigations and actions being taken to address any forecast variances.
- e) Agrees to receive a report in August setting out proposals to change how the control boards and panels operate in light of the experience and learning over the last year.

Reasons for recommendations

- 10. To ensure that the Council continues to maintain tight financial control over its budget.

Other options considered.

- 11. Not producing the report setting out the 2023/24 draft revenue outturn and the 2024/25 Month 2 emerging issues. This was rejected given the need to provide members with the very latest financial information.

Financial and Risk Implications

- 12. There are two relevant Strategic Risk which are ORG0070 Budget Overspend in the current financial year and ORG0057 Sustainable Medium Term Financial Plan.

ORG0057 Sustainable Medium Term Financial Plan					
Likelihood	4	Impact	5	Risk Score	20
This has a current risk score of 20 which is a reduction from the previous score of 25. The reduction in the score is in recognition of the fact that at its April 2024 meeting Council approved a financial strategy that would enable the 2025/26 budget gap to be closed. However, this could increase if there are any delays to the delivery of any the various activities set out in the financial strategy.					

ORG0070 Budget Overspend in the 2023/24 financial year

Likelihood	3	Impact	2	Risk Score	6
<p>This has a risk score of 4 and reflects the fact that there the draft figures show a minor underspend for 2023/24. The figures could change as the HRA and Capital Budgets are finalised, and checks completed.</p> <p>The underspend in 2023/24 will result in the level of General Reserves being slightly increased but still with the risk-based level of between £30m and £60m.</p>					

Legal Implications

13. There are no specific legal implications arising from this report.

HR Implications

14. There are no specific HR implications arising from this report.

Other Implications:

Equalities Implications

15. There are no specific equalities implications arising from this report.

Community Safety Implications

16. There are no community safety implications arising from this report.

Climate Change and Sustainability Implications

17. There are no climate change and sustainability implications arising from this report.

Health and Safety Implications

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

Health and Wellbeing Implications

19. There are no health and wellbeing implications arising from this report.

Social Value

20. There are no Social Value implications arising from this report.

Scrutiny comments/recommendations:

21. An update report was presented to the Scrutiny for Corporate & Resources Committee, on 19th June 2024 which set out the latest position at that point in time on the 2023/24 outturn by service. They raised concerns about both Adults and Childrens Services given the level of their provisional overspends and potential pressures in 2024/25.

Background

22. The majority of councils do not usually formally report their budget monitoring position to their Executive or Scrutiny on a monthly basis, with quarterly being the more common practice. The Council has recognised the financial challenges it faces and has adopted the practice of formal monthly reporting to members. This is both to Executive and Corporate & Resources Scrutiny Committee, being the Scrutiny Committee that have the specific responsibility for scrutinising the budget.

First year closedown for the new council

23. It is widely recognised that closing the accounts in the first financial year of a new council is challenging and takes longer than in a well-established council. In addition to this our situation is even more challenging given that we have introduced the new finance system and are operating with a temporary staffing structure in finance.

24. Once the 2023/24 outturn has been finalised, work will commence on the production of the formal Statement of Accounts for the year. The aim is to have these completed by the end of September and then audited by independent external auditor, Grant Thornton, during October, November, and December. Their findings will be reported to the Audit Committee in January 2025. This timetable will be reviewed over the next few weeks and any changes will be reported to the Executive in August as part of the final outturn report.

25. A key part of producing the statement of accounts for 2023/24 is having the opening balances from predecessor councils. Recognising this, there has been

significant focus on addressing outstanding accounts from predecessor councils going back to the 2020/21 financial year. The finance team have been working hard to complete all of these and have made significant progress with the result being 10 sets of accounts have been completed and reported to Audit Committee over the last year. This significant amount of work means that the only outstanding statement of accounts now are the 2022/23 statement for South Somerset District Council and the external audit on these is expected to be completed by the end of August. This however remains a constraint that is delaying the 2023/24 statement of accounts process for Somerset Council.

Setting the 2023/24 Budget

26. The 2023/24 budget was developed using the LGR programme management arrangements with an LGR Finance Workstream being established and involving the five Section 151 Officers and their Deputies. Recognising the unique challenges of setting the first budget, all of the Executive members along with the five Chief Executives and five Section 151 Officers from the predecessor councils came together on four occasions for full days to review and develop the budget proposals.
27. To help develop the budget proposals an advisory member Budget Working Group, chaired by Cllr Liz Leyshon, was formed. It met on nine occasions from August through to December 2022 and the Group reviewed the entire range of budget areas including the financial strategy, adult services, savings proposals, additional financial requirements, revenue & benefits policies, council tax, the existing capital programme and new capital schemes, and investments for yield.
28. The starting point for developing the 2023/24 budget proposals was to bring together the five council budgets into one common format. This task was quite complex given the different ways the five councils were structured. The figures also had to be adjusted for any 'inter-authority' trading, such as Somerset Waste Partnership, as this is not relevant when budgeting for Somerset Council. The figures also need to be adjusted for any 'once-off' items to ensure that the on-going base budget for Somerset Council is established.
29. The 2023/24 budget was approved by Council on 23 February 2023, and this was balanced by the inclusion of £10m use of reserves to enable time to develop further savings.

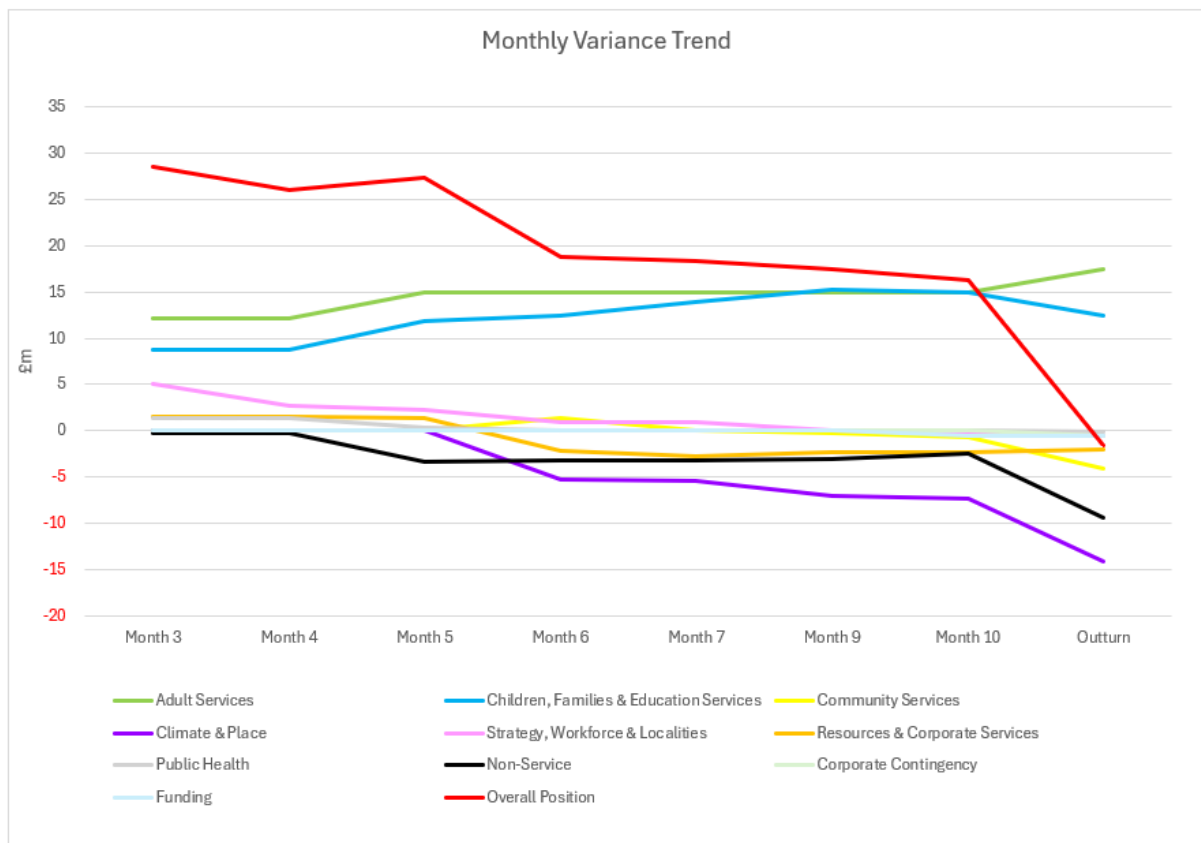
Update on 2023/24 Revenue Outturn

30. Throughout 2023/24 there has been regular revenue budget monitoring reported to both Scrutiny and the Executive. This has highlighted that there was a potential overspend of £28.6m identified in month 3 which equated to over 5% of the net budget for the year.
31. As a result of the forecasted overspend in month 2, various actions were taken to control and challenge areas of spending. This involved the establishment of various control and board panels, as well as reinforcing good financial management practices such as 'No PO, No Pay'. The boards and panels that have been established are: -
- **Establishment & Recruitment Control Board** - to assess all workforce requests and changes.
 - **Commercial & Procurement Control Board** - to review and challenge all new commissions, annual uplifts in contract and contract renewals.
 - **Spend Control Board** - ensuring that all purchases over £100 are reviewed and challenged to avoid any non-essential spend.
 - **Adult Social Care Panel** - to review and challenge placements.
 - **Childrens Care Panels** - various panels to review and challenge placements.
32. The 2023/24 **draft** revenue outturn is currently showing an underspend of £1.6m however this figure could change as final checks are carried out, and as capital and the Housing Revenue Accounts (HRA) are closed. This is a significant improvement from the initial forecast at the start of the year of an overspend of £28.6m. The turnaround in the figures shows the positive impact that all the interventions and actions that have been taken to bring the budget back on track.
33. Both **Table 1** and **Graph 1** below show the trends on variances across the year on a service-by-service basis.

Table 1: 2023/24 Monthly Variance

Service Area	Month 3	Month 4	Month 5	Month 6	Month 7	Month 9	Month 10	Outturn
Adult Services	12.1	12.1	14.9	14.9	14.9	14.9	14.9	17.4
Children, Families & Education Services	8.8	8.8	11.8	12.4	13.9	15.3	14.9	12.4
Community Services	0.0	0.0	0.0	1.3	0.0	-0.3	-0.7	-4.1
Climate & Place	0.0	0.0	0.0	-5.3	-5.4	-7.0	-7.3	-14.1
Strategy, Workforce & Localities	5.1	2.7	2.3	0.9	0.9	0.1	-0.1	-0.5
Resources & Corporate Services	1.5	1.5	1.3	-2.2	-2.8	-2.4	-2.4	-2.1
Public Health	1.4	1.3	0.3	0.0	0.0	0.0	0.0	-0.1
Total Service Position	28.9	26.4	30.6	22.0	21.5	20.6	19.3	8.9
Non-Service:								
Corporate Management	0.0	0.0	0.0	-0.1	0.0	0.0	0.0	0.8
Non-Service	-0.5	-0.5	-3.5	-3.5	-3.5	-3.5	-3.0	-10.2
Traded	0.2	0.2	0.2	0.3	0.3	0.4	0.5	0.0
Corporate Contingency	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.6
Funding	0.0	0.0	0.0	0.0	0.0	0.0	-0.5	-0.5
Overall Position	28.6	26.1	27.3	18.7	18.3	17.5	16.3	-1.6

Graph 1: 2023/24 Monthly Variance Trend



34. **Table 2** below provides an overview and summary of the variances by service with the detail being set in **Appendices 1 to 8**.

Table 2: 2023/24 Draft Service Outturn

Service	£m variance	Comment
Adult Services	£17.4m adverse	The month 10 forecast was an overspend of £14.9m with the variance due to higher fee levels than anticipated for care home placements, increased delivery of home care and market sustainability within supported living.
Children, Families & Education Services	£12.4m adverse	In month 10 the prediction was a £14.9m overspend. The outturn figure has improved by £2.5m. The overspend predominantly relates to increased demand resulting in more external placements and Social Care fieldwork (support for children at home). SEND transport budgets were also overspent largely due to above average inflationary increases.
Community Services	£4.1m favourable	The month 10 forecast was an underspend of £0.7m. The outturn is yet to be confirmed but the underspend has increased from month 10. The underspend is spread across all four service directorate areas and reflects the work undertaken in year not only to control costs but also to review the inherited budgets from the legacy councils. In Community Services there have been greater positive variations where historical district services have come together, and efficiencies have been identified.
Climate & Place Services	£14.1m favourable	The month 10 forecast was an underspend of £7.3m. This is mainly from the gainshare income from the Connecting Devon & Somerset broadband project. Changes from month 10 include allocating income

Service	£m variance	Comment
		such as Planning and Building Control to the correct cost centres. Waste is reporting an increase in underspend due to the final tonnage calculations. The reason for the scale of the range is a number of year-end reconciliations still need to be completed.
Strategy, Workforce & Localities Services	£0.5m favourable	There are some overspends within the service which mostly relate to external legal costs where specific expertise is required. These overspends are offset by vacancies and reducing Learning and Development costs by focusing on e-learning, statutory and mandatory training.
Resources & Corporate Services	£2.1m favourable	The favourable variance relates to the holding of vacant posts, additional grant income, reduction in software costs and a reduction in property running costs.
Public Health	£0.1m favourable	An underspend against staffing budgets funded from the Public Health Grant due to vacant posts and vacancies being held.
Non-Service	£10.0m favourable	The main saving relates to lower than forecast debts due to the overall level of debt decreasing during the year.
Funding	£0.5m favourable	The favourable variance of £0.5m for Grants is due to receiving confirmation that the Rural Services Delivery grant and the 2023/24 Services grant will be higher than budgeted. The grant confirmation was received after the budget setting process.

Service	£m variance	Comment
Total	£1.6m favourable	

35. A key part of the 2025/26 Financial Strategy is the delivery of between £7m and £26m from efficiency savings. This area of activity is focused upon identifying savings that can be made from such things as removing duplication, technological changes, improved procurement, and new ways of working. A key line of enquiry within this part of the strategy is reviewing the 2023/24 outturn and identifying savings that can be removed from the base budget. This work can commence once the outturn figures have been finalised and will be reported to the Executive at a later meeting.

Delivery of Savings built into the 2023/24 budget

36. When the 2023/24 budget was set, it included savings of £40.9m and progress in delivering these is set out in **Appendix 9**.

2023/24 Capital Budget

37. The Capital Budget outturn position for 2023/24 is being finalised and will be reported to the Executive at its August meeting.

2023/24 Housing Revenue Account (HRA)

38. The Housing revenue Account outturn position for 2023/24 is being finalised and will be reported to the Executive at its August meeting.

2023/24 Dedicated Schools Grant & Schools Outturn

39. A project has been scoped and is beginning work to grip the plans to manage activity needed to address the growing deficit on the Dedicated Schools Grant (DSG). Initial activity has been focusing on understanding the pent-up demand in the backlog of requests for Education, Health, and Care Plan assessments and 144 children's cases have been resolved. Additional capacity for complex High

Needs financial modelling and monitoring work is being funded from the DfE grant.

40. The position in respect of Dedicated Schools Grant (DSG) was a £15.2m overspend for the year which will take the cumulative deficit to £35.9m. This is slightly better than the February forecast of the overall deficit increasing to £38.1m. The Government put in place the statutory override until the end of the 2025/26 financial year which is when the deficit would need be offset against the council reserves. Unless the statutory override is extended or the deficit funded by the DfE, then this is likely to cause a Section 114 notice to be issued.
41. The revenue reserves of the 118 Local Authority maintained schools were provisionally £17.7m at 31 March 2024 (£19.8m at 31 March 2023). Projections for 2024/25 indicate a sharp downturn in the forecast for most schools, with overall revenue reserves expected to decrease by around £8.5m during the year and move into overall deficit during 2025/26.

2023/24 Treasury Management Outturn

42. The debt portfolio at the start of year was £803.7m, which included £53m of loans between legacy councils. The overall position at 31st March 2024 was a debt portfolio of £793m, therefore a reduction of £10.7m during the financial year. By the end of the year the average rate paid on debt increased from 3.45% to 4.26%, mainly due to refinancing short-term borrowing at higher rates.
43. **Table 3** below sets out the breakdown of £803.7m borrowing at the start of the year by type and predecessor council.

Table 3 – Legacy Debt Portfolios by predecessor Council 1st April 2023

	MDC £m	SDC £m	SWT £m	SSDC £m	SCC £m	Total £m
Intra Unitary	0.0	34.0	6.0	13.0	0.0	53.0
Local Authority	0.00	10.00	78.0	118.5	0.0	206.5
PWLB	62.8	66.4	87.5	0.00	159.0	375.7
Fixed rate bank	0.0	0.0	3.0	0.0	57.5	60.5
LOBO bank	0.0	0.0	0.0	0.0	108.0	108.0
Total	62.8	110.4	174.50	131.5	324.55	803.7

44. **Table 4** details how the borrowing has changed during the financial year.

Table 4 – Debt Portfolio movement 1st April 2023 to 31st March 2024

	Balance on 31-03-23	Debt Matured / Repaid	New Borrowing	Balance on 31-03-24	Increase/ Decrease in Borrowing
General Fund	£m	£m	£m	£m	£m
Intra-Unitary Loans	53.0	(53.0)	0.0	0.0	(53.0)
Short Term Borrowing	191.5	(213.5)	118.0	96.0	(95.5)
PWLB	234.8	(5.0)	160.0	389.8	155.0
LOBOs	108.0	(15.0)	0.0	93.0	(15.0)
Fixed Rate Loans	57.5	0.0	0.0	57.5	0.0
Total General Fund	644.8	(286.5)	278.0	636.3	(8.5)
HRA					
Short Term Borrowing	15.0	(15.0)	0.0	0.0	(15.0)
PWLB	140.8	(12.2)	25.0	153.7	12.8
LOBOs	0.0	0.0	0.0	0.0	0.0
Fixed Rate Loans	3.0	0.00	0.0	3.00	0.0
Total HRA	158.8	(27.2)	25.0	156.7	(2.2)
Total	803.7	(313.7)	303.0	793.0	(10.7)

45. The inherited investment portfolio of £295.75m from the five legacy councils, was reduced by £103.6m to £192.15m by the end of the year. The reduction was mainly due to £98m of Section 256 funding held in relation to NHS Somerset which has now been released, with no such funds being held at the end of year. The average return on investments was 4.80%, slightly below the benchmark rates.

46. The outturn for the year in relation to treasury management is an underspend of £8.7m. This is largely due to the level of borrowing being less than anticipated when the budget was set enabling a saving of £9.6m offset by an under achievement of investment income of £0.9m, due to using cash balances rather than borrowing, therefore having less cash to invest.

2023/24 Reserves Position

47. There has been significant work on reviewing the reserves inherited from five councils and bringing them altogether. This has been reported to members during the year. In February 2024, Council approved that the level of General Reserves should be maintained in the range £30m to £60m based upon the financial risks facing the council.
48. The table below shows the General Reserves balance brought together from the five legacy councils and the transfers to the general fund reserve to meet the minimum requirement level set, in February 2023, by Council. This table also shows the provisional closing balance for the year 2023/24, after including the underspend figure (as seen in table 2) and further contributions to the general fund reserve. A full reserves appendix, detailing movements and balances, will be included in the final outturn report at Executive in August.

Table 5 – General Fund Balance

Somerset Council Reserve	Balance as at 31/03/2023 £m	Adjustments (Transfers & MTFP) £m	Balance at 01/04/2023 £m	Net transfers to/from General Fund Reserve £m	Balance as at 31/03/2024 £m
General Fund Balance	26.790	23.052	49.842	2.284	52.125

2024/25 Budget Monitoring – Month 2 Emerging Issues

49. A key part of the approach to financial management within the council is undertaking regular budget monitoring. This is done monthly with formal reporting to the Corporate & Resources Scrutiny Committee and the Executive. A key focus for 2024/25 will be on the delivery of the £35m savings as summarised by Directorate in **Table 6** below.

Table 6 – Summary of 2024/25 approved savings by Directorate

Total Savings by Directorate	2024/25 £m
Adults Services	(9.8)
Childrens, Families and Education	(9.6)
Communities Services	(2.9)
Climate & Place	(5.5)
Strategy, Workforce & Localities	(0.6)
Resources & Corporate Services	(2.6)
Public Health	0.0
Local Government Reorganisation	(4.0)
Total	(35.0)

50. In total there were 116 different savings proposals built into the 2024/25 budget and they ranged in value as set out in **Table 7**. Progress in delivering against these is set out in **Appendix 9**.

Table 7 - Analysis of savings by value

Total Saving Value	Number of Savings	% of Savings
Below £100k	62	53%
£100k-£249k	34	29%
£250k-£499k	14	12%
£500k-£999k	2	2%
£1m+	4	4%
Total	116	100%

51. The focus is very much on finalising the 2023/24 outturn and producing the statement of accounts for the year but given the financial challenges, a Month 2

emerging issues report has been produced to highlight the key potential variances and issues ahead of the full month 3 budget monitoring report.

52. With the significant risks in the Adults and Childrens budgets, a more detailed budget monitoring exercise has been undertaken in these areas.
53. The 2024/25 Month 2 emerging issues report is set out in **Appendix 10** and has identified several areas with potential significant variances, and these are: -
 - Adults – Potential underspend of £1.7m
 - Children, Families & Education Services – Potential overspend of £5.1m - Children Looked After potential £3.9m overspend and Education £1.2m.
 - Waste - There will be an increased cost to kerbside collection service for 2024/25 with a potential overspend of £3m. There is a separate report elsewhere on the agenda, setting out the details on this.
 - Corporate Contingency – Budget of £6m uncommitted at this stage.

Consultation undertaken.

54. The 2023/24 and 2024/25 budget proposals were subject to public consultation, and this was considered by the Executive when making their recommendations to Council on the budget proposals.
55. The Corporate & Resources Scrutiny received a report at their meeting on 19 June setting out the latest position for services in respect of 2023/24 outturn and the initial emerging issues for 2024/25. They highlighted their concerns around both Adults and Childrens with their overspend in 2023/24 and emerging issues in 2024/25.

Implications

56. The financial impact of any overspends in 2023/24 would result in a reduction in the level of General Reserves. The level of General Reserves is currently £49.8m before taking account of the 2023/24 outturn. This means that level of General Reserves are still above the minimum risk-based assessment of the reserves approved by Council in February 2024 of £30m.

Background Papers

57. 2023/24 Budget, Medium-Term Financial Plan & Council Tax Setting report to Full Council 22 February 2023.
58. Medium Term Financial Strategy (MTFS) 2024/25 to 2026/27 report to Corporate & Resources Scrutiny & Executive July 2023.
59. Month 3 to Month 10 Monthly Budget Monitoring reports to Executive & Corporate & Resources Scrutiny Committee (August 2023 to February 2024).
60. 2024/25 General Fund Revenue Budget and Medium-Term Financial Plan, 2024/25 Housing Revenue Account (HRA) Revenue and Capital Budget Setting 2024/25 including Dwelling Rent Setting and Fees and Charges for 2024/25, MTFP and 30-Year Business Plan Update report to Corporate & Resources Scrutiny, Executive and Full Council February 2024.
61. Section 25 Report from Section 151 Officer to Council 20 February 2024.
62. Medium-Term Financial Strategy (MTFS) 2025/26 to 2029/30 report to Executive and Full Council April 2024.
63. Audit Committee Annual Report to Full Council 30 May 2024.

Appendices

Appendix 1: Adult Services outturn 23/24

Appendix 2: Children, Families & Education Services outturn 23/24

Appendix 3: Community Services outturn 23/24

Appendix 4: Climate & Place (inc. Accountable Bodies) outturn 23/24

Appendix 5: Strategy, Workforce and Localities outturn 23/24

Appendix 6: Resources & Corporate Services outturn 23/24

Appendix 7: Public Health outturn 23/24

Appendix 8: Other Service Areas outturn 23/24

Appendix 9: Medium Term Financial Plan savings monitoring 23/24 outturn and 24/25 progress.

Appendix 10: 2024/25 Revenue Budget Monitoring – Month 2 Emerging Issues

Report Sign-Off

	Officer Name	Date Completed
Legal & Governance Implications	David Clark	04/07/2024
Communications	Peter Elliot	04/07/2024
Finance & Procurement	Nicola Hix	04/07/2024
Workforce	Dawn Bettridge	04/07/2024
Asset Management	Oliver Woodhams	04/07/2024
Executive Director / Senior Manager	Jason Vaughan	04/07/2024
Strategy & Performance	Sara Cretney	04/07/2024
Executive Lead Member	Cllr Liz Leyshon	04/07/2024
Consulted:		
Local Division Members	All	
Opposition Spokesperson	Cllr Mandy Chilcott Deputy Leader of the Opposition and Opposition Spokesperson for Resources and Performance	Sent: 04/07/2024
Scrutiny Chair	Cllr Bob Filmer, Chair - Scrutiny Corporate & Resources Committee	Sent: 04/07/2024