# **Norfolk County Council**

Date: Monday 21 February 2022

Time: 10 am

Venue: Council Chamber, County Hall, Martineau Lane,

Norwich NR1 2DH

# **Supplementary Agenda**

5 Norfolk County Council Revenue and Capital Budget 2022-23 to 2025-26

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Councillor Alexandra Kemp (Amendment 5)
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Tom McCabe Head of Paid Service County Hall Martineau Lane Norwich NR1 2DH

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# Labour Group amendments to the Cabinet's proposed 2022-23 Budget

#### For Consideration at Full Council (21 February 2022)

#### Purpose of report

1. To present to Full Council proposed amendments from the Labour Group to the budget recommended by Cabinet on 31 January 2022, with officers' technical comments on the impact to the budget.

#### **Background**

2. **Revenue** – Last year the Labour group proposed a series of ideas that could have been paid for from Covid recovery funding. These proposals would have given Norfolk a head start during the recovery period and helped support those who had become more vulnerable. Despite being rejected by council they remain important issues that could be adopted and make a difference, quickly.

#### 1. Scrapping Newton Europe Consultant contract

The context now is that Adult Social Care is recognised by the CQC as the worst in the country. Unmet needs have been rebranded as interim care, but by whatever name it means vulnerable Norfolk residents are not getting the full assessed care they require and deserve.

The Newton Europe consultancy may see fees of over £6m for a payback of as little as £9m. The Labour amendment proposes scrapping that contract and increasing the internal capacity of the council to deliver its own transformation and reorganisation. The budget papers talk of a complete reorganisation of the council. That is a huge task that will be better served by increasing our own internal capacity, expertise and accountability rather than outsourcing it. Should the capacity prove excessive once the reorganisation is complete, savings achieved from better working can be used to manage down the numbers of staff required.

The fees for Newton Europe will be paid from the Adult Social Care Business Risk Reserve. Scrapping that contract will allow the internal transformation capacity of the council to be increased by £1m year for three years excluding any savings that the strengthened team are able to deliver. The remainder of the £6.3m can be applied towards funding the following proposals that introduce important and immediate support.

#### 2. Family Hubs/Children's Centres

Although Family Hubs are no substitute for the sadly missed Children's Centres they are a welcome recognition that more needs to be done to

support families. The Labour amendment proposes a specific and dedicated investment in establishing new Family Hubs to restore the excellent work previously undertaken by children's centres consistent with current government policy.

#### 3. Levelling up for young people/Youth Service

This month the government announced funding to level up activities for young people from the new Youth Investment Fund. It is highly unlikely Norfolk's share of this pot will be sufficient to support all the services young people would benefit from on the timescale needed. By committing investment now the council will show a firm intent and bolster our bid to government for funding, while starting to provide the support young people should not have to wait for as we emerge from Covid.

#### 4. Preparing Young Learners to get the best from their education

The cost of living crisis will hit young people in disadvantaged families disproportionately. During Covid there was a drive for food and laptops. The cost of living crisis simply extends the length and depth of that crisis for many less well off families. The government is designating Norfolk as an Education Investment Area which gives us the unfortunate recognition as one of the areas in the country where our children achieve least at school. Young people need to be properly fed and equipped if they are to get the best from their education. The figure proposed in the Labour amendment is not intended to solve the problem. It highlights how big the problem is and shows we are taking it seriously. It is a stake in the drive to improve standards and a sign we take seriously our responsibilities to Norfolk young people to enable them to become the best they can.

# 5. Cost, quality and operational standards study into the provision of care in Norfolk

Around £9m has been paid to care providers to support them during Covid. We have no audit trail of how that money has been spent by those it was passed to. We know the system is at best unsound and unsustainable. There is no dispute the system has to be reformed and more core funding will be required whatever way forward is decided. It has been many years since there was a proper study in Norfolk into the cost, quality and operational comparisons between in sourced and outsourced care. Opinion is shifting towards more insourced care to give us more resilience and control of costs and quality, workforce planning and long term investment in pathways from independence to supported living and residential care.

What we don't have is peer reviewed evidence to support the debate in Norfolk. While there may be ideological preferences and ultimately policies will be decided based on the balance of those and hard evidence, it is crucial we have the hard evidence to inform the debate on such an important issue for Norfolk as demand grows. The Labour

proposal is to fund a study by a suitable independent academic to establish the comparative cost, quality and accountability benefits from insourced and outsourced care to inform longer term investment and service delivery decisions.

#### 6. DRE and advice for carers

Some work is underway with service users and carers regarding Disability Related Expenditure. Once it is complete families will need support to ensure the scheme is understood and applied to properly reflect their needs and expenditure. This proposal is for a one year advice service to boost the help available. There is an overlap to allow for time slippage but no proposal for recurring expenditure at this stage though after evaluation of the impact there may be a business case for an extension.

# 7. <u>Warden support to keep sheltered housing residents more independent</u> for longer

Residents in sheltered housing are an example of keeping people independent for as long as possible in line with the settled policy of this council. It was always a questionable decision to scrap wardens funding even though it is the responsibility of districts. The benefits ultimately accrue to the county council as wardens provide essential support that improves the residents' quality of life, reduces isolation and reliance on other forms of support that may be required sooner.

Restoring the full sheltered warden services would be desirable but not affordable for the time being. The Labour amendment therefore proposes the introduction of a floating warden service. That would supplement and reduce the strain on existing reactive support from Swifts and Night Owls, and the NHS. It would enable early intervention to prevent problems deteriorating and requiring more, and more expensive support. The floating warden scheme can be evaluated over the following years and reviewed depending on its effectiveness.

#### 8. Norwich Western Link - Plan B scoping

Failure to secure government funding for the Norwich Western link is recognised as an Amber possible major risk. It includes a mitigation action to ensure contingency planning for costs is in place against this failure as without a capital asset the costs of the work so far that are categorised as capital will fall against the revenue account. This could virtually wipe out our general reserve, reduce our resilience to future shortfalls and shocks, deplete our invest to save capacity and add pressure to every revenue budget while reserves are restored.

Not only are there no proposals in the budget, and the risk register (RM033) has been to cabinet and Audit Committee, we understand there is no Plan B to address the rat running issues for those areas affected in the event of the NWL not proceeding.

It would reassure residents that there was an alternative solution being considered, it would also be prudent to know how much capital work done for the NWL an alternative scheme would be able to accommodate and therefore costs of a failed NWL scheme. It would be a considerable mitigation against RM033, there not being a long term solution to the rat running issues and the threat to revenue budgets.

It is extraordinary that no contingency against this RM033 risk is in the budget. Although we have had no indication of the increase in costs expected from the recently announced need to change the route or the impact of inflation, material costs and labour shortages, it is likely costs have already increased considerably beyond the previous figure of £198m. Every day that passes increases the risks to the revenue budget if the scheme fails, and in doing so reduces the amount of money that would be available to deliver a Plan B. Whatever differences of opinion there are about the scheme in itself, failure to properly provide against the risks is reckless.

The Labour amendment therefore includes £50k to enable work to take place on scoping a Plan B to ensure residents enduring rat running are not abandoned when the NWL scheme fails. The amendment does not include funding for design or delivery of a Plan B and does not address the failure to provide a contingency.

#### 3. Capital

#### 1. Covid Community Commemorative fund

Last year Labour proposed an amendment to set aside £250k to fund a tree planting for every school in the county and help communities fund their own Covid memorials. This was rejected by council last year but we return to it this year as the pandemic starts to subside. Many communities have started to consider how to mark the recent period. — those we have lost, the huge effort and sacrifices made by so many in our collective interest and the wonderful spirit of togetherness and community we rediscovered. Every community will have their own memories and want to commemorate in their own way. A fund set up to help by the county council to help local communities do that would be a reflection of how individuals, businesses, communities and agencies worked together when everything was so bleak.

#### 2. Norfolk International skatepark

Norfolk athletes did well in the Olympic and Paralympic Games in Japan. However there were very few athletes from Norfolk. New events like skateboarding and BMX caught the public imagination and inspired many young people. Although Norfolk has a number of smaller scale facilities there is no skatepark that meets an international specification. Building a facility like that would encourage participation from young people, enhance Norfolk's reputation, help add to UK success in

international sporting events and attract investment in other sports and sports facilities.

The sale of the Norwich Airport Industrial Estate provides a unique opportunity to build a skatepark. Retaining part of the land from the sale and investing some of the proceeds from the sale of the remainder could provide an international standard skatepark in a place that is relatively accessible to much of Norfolk and away from dense residential areas that might experience disturbance. We envisage that whilst the county council would own and build the site it would be run on a cost recovery basis by a community business that would be able to reinvest any profit and apply for funding in its own right to enhance the basic facilities.

Based on the cost of other facilities like Oxhey (<a href="https://www.oxheyactivitypark.co.uk/">https://www.oxheyactivitypark.co.uk/</a> but note the skatepark is only part of a bigger leisure development) we estimate the cost to be £1m which would be a small proportion of the county council share of the sale proceeds from the industrial estate. It may be part funding could be found elsewhere but without that certainty we have allowed for full cost.

4. The proposals are set out below:

**Labour Group Budget Amendment Proposals 2022/23** 

**Amendment 1** 

#### **REVENUE**

Ref	Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
1	Transformation capacity	1.000	1.000	1.000	0.000	3.000
2	Family Hubs/ Childrens Centres	0.500	0.500	0.500	0.000	1.500
3	Youth Services	0.250	0.250	0.250	0.000	0.750
4	Preparing Young Learners to get the best from their education	0.200	0.200	0.000	0.000	0.400
5	Cost, quality and operational standards study into the provision of care in Norfolk	0.100	0.100	0.000	0.000	0.200
6	DRE/ Carers	0.075	0.025	0.000	0.000	0.100
7	Warden support to keep sheltered housing residents more independent for longer	0.100	0.100	0.100	0.000	0.300
8	Norwich Western Link – Plan B scoping	0.050	0.000	0.000	0.000	0.050
	Total	2.275	2.175	1.850	0.000	6.300

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#### Revenue proposals funded from the following areas:

5. All of the above proposals are to be funded by cancelling the engagement of Newton Europe as a strategic change partner to implement a new target operating model for Adult Social Services (agreed by Cabinet on Wednesday 12 January 2022). The £6.3m of funding earmarked for this activity within the Adult Social Services Business Risk Reserve to be repurposed and phased over a three year period 2022-23 to 2024-25.

#### **CAPITAL AMENDMENTS / ADDITIONS**

Ref	Capital Project / Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
1	Covid Community Memorial fund	0.250	0.000	0.000	0.000	0.250
2	Norfolk International skatepark	1.000	0.000	0.000	0.000	1.000
	Total	1.250	0.000	0.000	0.000	1.250

#### Revenue Implications of Capital Expenditure to be funded by:

- 6. Interest costs in 2022-23 in respect of borrowing to deliver proposal 1 would be circa £0.005m, this could be absorbed within existing treasury management budget provision.
- 7. Norfolk International skatepark proposal to be sited on land withheld from the sale of the Norwich Airport Industrial Estate and funded from the proceeds of the sale of the rest. No material revenue implications.

#### Financial technical comments

- 8. **Revenue** The reallocation of funding within the Adult Social Services Business Risk Reserve will provide one-off funding spread over three years. Any ongoing activity beyond the £6.3m available would give rise to a cost pressure in future years and increase the gap within the Medium Term Financial Strategy (MTFS).
- 9. The amendment proposes cancellation of the current approach to achieve some of the savings in Adult Social Care approved by Cabinet, which have already been included within the council's MTFS planning. It instead includes £3m of funding over three years to provide "transformation capacity". Close scrutiny will be required to ensure this approach delivers the same level of efficiencies as assumed by the "Newton Europe" approach. Should the same level of savings not be achieved, then alternatives will be required, or the budget gap will be increased.
- 10. **Capital** The minimal additional borrowing costs can be absorbed within existing budgets. The use of part of the Norwich Airport Industrial Estate site would result in a lower capital receipt for the disposal. Use of an element of the capital receipt achieved would mean these resources would not be available for other purposes and would potentially require a

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review of capital programme funding plans for future years.

### **Monitoring Officer technical comments**

11. None.

#### **Head of Paid Service technical comments**

12. None.

#### Conclusion

13. Council is able to consider these proposed amendments.

# Liberal Democrat Group amendments to the Cabinet's proposed 2022-23 Budget

#### For Consideration at Full Council (21 February 2022)

#### Purpose of report

1. To present to Full Council proposed amendments from the Liberal Democrat Group to the budget recommended by Cabinet on 31 January 2022, with officers' technical comments on the impact to the budget.

#### **Background**

2. The proposals are set out below:

#### **Revenue Amendments:**

- i) Investment of £0.350m in the fostering service to ensure payments to level 5 carers are not reduced.
- ii) That the Council not employ Newton Europe and instead employ cheaper consultants to help Adult Social Care deliver outcomes along with increasing staff capacity in that service at a cost of £1m. Any remaining money (£5.3m estimated) that would have gone to Newton Europe would instead be put back into the Adult Social Care Service.

Liberal Democrat Group Budget Amendment Proposals 2022/23

**Amendment 2** 

#### **REVENUE**

Ref	Proposal	2022-23 £m
1	Investment in the Fostering Service	£0.350
2	Investment in Adult Social Care Service	£5.300
	Total	£5.850

#### Revenue proposals funded from the following areas:

Ref	Funding	2022-23 £m
1	Reduction in interest payable budget due to increased slippage in the capital programme since the January Cabinet report was prepared.	£0.350
2	Release of funding by not employing Newton Europe.	£5.300
	Total	£5.850

#### Financial technical comments

3. The amendment proposes cancellation of the current approach to achieve some of the savings in Adult Social Care approved by Cabinet, which have already been included within the council's MTFS planning. It instead includes £1m of funding to deliver the change. Close scrutiny will be required to ensure this approach delivers the same level of efficiencies as assumed by the "Newton Europe" approach. Should the same level of savings not be achieved, then alternatives will be required, or the budget gap will be increased.

#### **Monitoring Officer technical comments**

4. None.

#### **Head of Paid Service technical comments**

5. None.

#### Conclusion

6. Council is able to consider these proposed amendments.

# Green Group amendments to the Cabinet's proposed 2022-23 Budget

#### For Consideration at Full Council (21 February 2022)

#### **Purpose of report**

1. To present to Full Council proposed amendments from the Green Group to the budget recommended by Cabinet on 31 January 2022, with officers' technical comments on the impact to the budget.

#### **Background**

#### 2. Revenue proposals:

**Retrofit strategy**: The energy price crisis could push thousands of households in Norfolk into fuel poverty. The best way to permanently address the cost of living crisis is to ensure people do not have to pay energy bills at all, or very low bills, due to well-insulated homes and provision of efficient renewable energy ensuring that energy demand is low. Insulating homes is also a prime way of bringing down carbon emissions, as energy in home use currently accounts for approx. 23% of Norfolk's carbon emissions (excluding aviation, shipping and production and consumption).

There is a need for coordination of the retrofit market in Norfolk, with coordination between vocational skills providers, FE and higher education institutions, the renewable energy and construction industries, and county and district councils, to make sure that there is a trained workforce able to deliver insulation projects. A retrofit taskforce could also coordinate sources of funding and public engagement campaigns. Effective coordination could bring down energy prices, cut carbon emissions, and the creation of 6000 jobs.

The proposal would establish officer resource for the establishment and operation of the retrofit taskforce.

**Renewable energy investment officer**: Investment in renewable energy can generate income for the council as well as providing environmental benefits and supporting local jobs. The renewable energy investment officer would scope out potential investments and see them through to completion. This role could also include working with community energy groups.

Citizens' Assembly on climate change: A citizen's assembly is a deliberative forum for policy-making made up of a representative sample of the population chosen by lot. This method of policy-making has a history going back to the very beginnings of democracy and has been shown to produce consensus-based decisions with high levels of public buy-in and engagement and that can address politically contentious issues. With climate change and biodiversity loss being the greatest challenges facing Norfolk, challenges which require public engagement and systemic change, a citizens' assembly would provide a route forward.

**Sure Start centres**: Over the last more than a decade, Sure Start centres which provide invaluable support for children and families helping to address inequality from the beginning of their life have been cut. This has had a serious impact on inequality and deprivation in Norwich and Norfolk. Green Party councillors are supporting residents to campaign for the re-opening of Sure Start Centres and so propose funding to establish the best route to re-opening them.

**Maintaining education library service**: Libraries are at the heart of education and communities, especially providing benefits to children who might not have access to a variety of books. Cutting the education library service would be a regressive step, especially in light of the value of libraries during the pandemic. Green councillors therefore would reverse the proposed cut to the subsidy that supports this service and maintain the education library service subsidy.

**Mobility credits**: The proposal is modelled on a scheme piloted by Coventry Council which provides £3,000 in vouchers for use on cycle hire, purchasing of a bicycle, or public transport use in return for residents getting rid of polluting private cars. The scheme in Norfolk could be targeted to people on lower incomes. The proposal is to initiate a programme to deliver this scheme and source capital funding for the project.

#### Capital proposals

Cleaner air near schools: Air pollution kills over 100 people a year in Norwich alone. Children are especially vulnerable to air pollution, with pollution causing developmental damage and asthma. The proposal is to reduce pollution outside schools through monitoring the air quality and discouraging drivers from idling outside schools. The proposal is being trialled in Nelson ward in Norwich: <a href="https://www.edp24.co.uk/news/education/engine-switch-off-signs-for-norwich-schools-8679182">https://www.edp24.co.uk/news/education/engine-switch-off-signs-for-norwich-schools-8679182</a>

**EV charging points**: Norfolk is lagging behind in the roll-out of EV charging points and the lack of charging infrastructure is holding back the adoption of EVs. While the county council is progressing some EV charging infrastructure, further rollout is needed. The proposal is for accelerated rollout of charging infrastructure with build-outs in order not to clutter pavements and reduce space for pedestrians and wheelchair users.

**Covered cycle parking**. Many houses in terraced streets in urban areas such as Norwich's Thorpe Hamlet, Nelson and Mancroft divisions lack space for cycle parking. The proposal is to install secure cycle hangars for residents to facilitate uptake of cycling.

**Parklets**: Parklets are individual mini-parks that can replace single or double onstreet car-parking spaces. These have been piloted in Hackney and provide enough space for benches and grass or flowers, encouraging a more vibrant community on residential street and providing space for children to play and for neighbours to meet. The proposal is to initiate a programme of parklets in Norwich.

Climate change reserve: Funding for climate change action is urgently needed.

The proposal is to set aside capital funding in to implement the recommendations of the citizens' assembly on climate change in order to implement those democratic decisions. Capital funding could cover public or active transport, cleaner energy, or retrofitting homes.

All funding for capital projects would come from the Norwich Western Link reserve.

3. The proposals are set out below:

Green Group Budget Amendment Proposals 2022/23

**Amendment 3** 

#### **REVENUE**

Ref	Proposal	2022-23 £m
1	Retrofit strategy - £50k for officer resource to establish and coordinate a retrofit task force. This would bring together educational and training providers, renewable and construction industries, trades unions, and local authorities to ensure that a workforce is skilled up to carry out retrofitting work. This could be done in partnership with the LEP.	£0.050
2	Renewable energy investment officer - £40k. To work across commercial and property and environment teams to find opportunities to invest in renewable energy that can generate a financial return for the county council.	£0.040
3	Citizens' assembly - £70k to establish and run a citizens' assembly on the topic of climate change. This would be a time-limited project in partnership with the Sortition Foundation	£0.070
4	Re-opening of Sure Start centres – review of how to re-open them.	£0.070
5	Maintaining Education Library Service (reversing proposed saving CES082)	£0.060
6	Mobility credits	£0.060
	Total	£0.350

#### Revenue proposals funded from the following areas:

Ref	Funding	2022-23 £m
1	Reduction in interest payable budget due to increased slippage in the capital programme since the January Cabinet report was prepared.	£0.350
	Total	£0.350

## **CAPITAL AMENDMENTS / ADDITIONS**

Ref	Capital Project / Proposal	2022-23 £m
1	Cleaner air near Schools. Commission the installation of air quality monitoring as well as signage drop-off points outside schools, initiating this work at the most polluted sites. There may be a small revenue cost to assist with the reporting and analysis of data.	£0.500
2	Initiate wider rollout of EV charging points,	£1.000
3	Covered cycle parking for residential areas	£0.750
4	Parklets - parklets are individual mini-parks that are the size of an individual car parking space. So on a given number of streets, a given number of car parking spaces would be replaced with a small area of grass or flowers. Capital funding to initiate a rollout.	£0.750
5	Establishment of climate change reserve to ensure action on the recommendations of the climate citizens' assembly	£2.000
	Total	£5.000

## Revenue Implications of Capital Expenditure to be funded by:

4. The £5m increased investment is to be funded from capital receipts currently set aside in the Norwich Western Link (NWL) reserve.

#### Financial technical comments

- 5. None in relation to revenue proposals.
- 6. Reallocating capital receipts would require a review of the funding plans for the NWL within the Council's wider Capital Programme. If the costs of the NWL were ultimately to be funded by borrowing instead of capital receipts, it would require approximately £0.125m Minimum Revenue Provision plus £0.100m of interest costs to be provided for in future year revenue budgets (after completion).
- 7. There may be some small revenue costs associated with the capital proposals which would need to be assessed and provided for as part of 2023-24 budget setting.

#### **Monitoring Officer technical comments**

8. None.

#### **Head of Paid Service technical comments**

9. None.

#### Conclusion

10. Council is able to consider these proposed amendments.

# Independent Group Amendment to the Cabinet's proposed 2022-23 Budget

### For Consideration at Full Council (21 February 2022)

#### **Purpose of report**

1. To present to Full Council proposed amendment from the Independent Group to the budget recommended by Cabinet on 31 January 2022, with officers' technical comments on the impact to the budget.

#### **Background**

2. The proposal is set out below:

Revenue Amendment: Investment in the Flood and Water Management Team.

**Independent Group Budget Amendment Proposals 2022/23** 

**Amendment 4** 

#### **REVENUE**

Ref	Proposal	2022-23 £m
1	A revenue investment of £250k into the Flood and Water Management Team to help expedite surveys to facilitate the claiming of Environment Agency Flood Resilience grants.	£0.250
	Total	£0.250

#### Revenue proposals funded from the following areas:

Ref	Funding	2022-23 £m
1	Reduction in interest payable budget due to increased slippage in the capital programme since the January Cabinet report was prepared.	£0.250
	Total	£0.250

#### Financial technical comments

3. None.

# **Monitoring Officer technical comments**

4. None.

## **Head of Paid Service technical comments**

5. None.

#### Conclusion

6. Council is able to consider this proposed amendment.

# Cllr Alexandra Kemp's Amendment to the Cabinet's proposed 2022-23 Budget

### For Consideration at Full Council (21 February 2022)

#### **Purpose of report**

1. To present to Full Council proposed amendment from Cllr Alexandra Kemp the Non-Aligned Member, to the budget recommended by Cabinet on 31 January 2022, with officers' technical comments on the impact to the budget.

#### **Background**

Norfolk has a lot of levelling up to do to meet the education and skills gap and raise aspiration. This Amendment is about building on our current strengths.

The Kick the Dust Project, run by Norfolk Museums Service across the County, has been very successful working with young people aged 11-25 with the greatest challenges, to acquire confidence, work skills, team working skills, and preparation for future employment — building transferable capabilities in cultural settings. Self-esteem, self-worth, a sense of belonging. Projects run in Norwich, King's Lynn, Gressenhall and South Norfolk, with a dedicated Team.

It was young people from the Kick the Dust Project who gave the Loyal Address to King's Lynn Town Hall to HM the Queen in Sandringham on her Platinum Jubilee.

Kick the Dust is a friendly, supportive setting that meets the needs of young people, including young people with Disabilities, Mental Health and Children in Care and Care Leavers.

Council is asked to fund extra capacity to extend the Kick the Dust project, to reach out to, and include, more young people to raise skills across Norfolk.

2. The proposal is set out below:

Revenue Amendment: Increase the investment in Kick the Dust Project run by Norfolk Museums Service.

Cllr Alexandra Kemp Non-Aligned Member Budget Amendment Proposals 2022/23 **Amendment 5** 

## **REVENUE**

Ref	Proposal	2022-23 £m
1	Kick the Dust Project – 3 extra members of staff	£0.100
	Total	£0.100

#### Revenue proposal funded from the following area:

Ref	Funding	2022-23 £m
1	Reduction in interest payable budget due to increased slippage in the capital programme since the January Cabinet report was prepared.	£0.100
	Total	£0.100

#### Financial technical comments

3. None.

## **Monitoring Officer technical comments**

4. None.

#### **Head of Paid Service technical comments**

5. None.

#### Conclusion

6. Council is able to consider this proposed amendment.