

**ADULT SOCIAL CARE 2016/17 BUDGET**  
**FINANCIAL DASHBOARD - MONTH 10 (APRIL TO JANUARY)**

**Overall narrative**

The directorate is projecting a balanced position at the financial year-end, as also reported at P9. Projected spend on community care packages has increased though this has been offset by additional staffing savings and an increase in expected income. The directorate will be using £0.4m less of reserves than assumed in the original budget.

A review of budget action plans has taken place and slippage totalling **£1.9m** is projected at the year-end, this is a betterment of £0.1m since P9. Contingency savings have been identified to offset the impact. There is a projected shortfall of £0.6m in delivering the specific actions within the community care packages budget, with the largest shortfall relating to lower than anticipated reablement figures. Slippage of £0.8m relates to contracts and grants budgeted savings and £0.5m to the Better Lives programme within older people's residential and day care services. Some other budget pressures and savings have been identified, further details of which are outlined below.

The main variations at Month 10 across the key expenditure types are as follows:

Staffing (-£2.2m – 4.1%)

Savings within Access and Care Delivery total £1.0m; this mainly reflects reducing staffing numbers within the Community Support Service since the budget was set and vacancies within the care management and business support services, partly offset by slippage relating to the Better Lives programme within older people's residential and day care services. Savings of £1.2m are projected in Commissioning Services, Resources and Strategy and Health Partnerships due to ongoing vacancies.

Community care packages (+£1.7m – 0.9%)

Expenditure on the learning disability pooled budget is currently projected to exceed budget provision, but work continues to bring this back on track as far as possible by the year-end. There is also some pressure on the direct payments budget, though this is considered to be a catching up of fee levels for 2015/16 as opposed to a growth in numbers.

Transport (+£0.6m – 14.0%)

The most recent projections from Passenger Transport Services indicate higher than budgeted costs. The information available indicates that the majority of the projected overspend relates to costs rather than demand e.g. an equal pay resolution.

Income (-£0.9m – 1.4%)

Service user contributions are slightly higher than budgeted, mainly due to some slippage in the Better Lives programme within older people's residential and day care services. Funding for staffing costs through the learning disability pooled budget is also higher than budgeted. Additional Resilience funding of £0.2m has been received.

**Budget Management - net variations against the approved budget**

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Health Partnerships	405	(152)	252	(85)	0	75	0	4	282	0	0	(161)	114	(204)	(90)
Access & Care Delivery	246,154	(39,659)	206,495	(992)	(35)	(172)	(110)	742	1,283	663	0	0	1,381	(599)	782
Commissioning Services	12,828	(24,298)	(11,470)	(486)	(1)	(121)	(3)	155	202	0	0	593	339	(630)	(290)
Resources and Strategy	7,486	(1,249)	6,237	(603)	(1)	(175)	(3)	(215)	50	0	0	0	(946)	544	(402)
<b>Total</b>	<b>266,872</b>	<b>(65,357)</b>	<b>201,515</b>	<b>(2,167)</b>	<b>(36)</b>	<b>(393)</b>	<b>(115)</b>	<b>686</b>	<b>1,817</b>	<b>663</b>	<b>0</b>	<b>432</b>	<b>888</b>	<b>(888)</b>	<b>(0)</b>

**Key Budget Action Plans and Budget Variations:**

		Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast variation against Plan/Budget
A. Key Budget Action Plans					£m	£m
1.	Older people's residential and day care	D Ramskill	Full-year effects and ongoing Better Lives programme	A	0.9	0.5
2.	Assessment and care management practice	S McFarlane	Delivering the most cost effective service for new customers based on the strengths based approach and the use of reablement and telecare services	R	1.0	0.4
3.	Review of care packages - mental health	M Ward / M Naismith	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	A	0.5	0.2
4.	Review of care packages - physical impairment	J Bootle	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	G	0.5	0.0
5.	Review of care packages - learning disability	J Wright / M Naismith	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	G	3.0	0.0
6.	Assessment and care management efficiencies	S McFarlane	Review of skills mix and business processes	G	0.5	0.0
7.	Grants and contracts	M Ward	Review of contracts and grants across client groups	R	1.4	0.8
8.	Vacancy management	Various	Mainly non-frontline services	G	0.8	0.0
9.	Fees and charges	A Hill	Implementation of February 2016 Executive Board decisions	G	1.0	0.0
10.	Health funding	S Hume	Mainly funding received in 2015/16 on a non-recurring basis	G	3.9	0.0
11.	Better Care Fund	S Hume	Exploring opportunities to realign spend between capital and revenue	G	1.8	0.0
B. Other Significant Variations						
1.	Staffing	Various	Ongoing tight vacancy management and reducing staff numbers in the Community Support Service			(2.7)
2.	Community care packages	J Bootle / M Naismith	Pressures experienced on residential & nursing placements and the learning disability pooled budget are continuing			1.9
3.	Transport	J Bootle / M Naismith	Mainly increased costs, which are under investigation with Passenger Transport Services			0.6
4.	Other expenditure	Various	Savings on general running expenses through careful budget management, including the projected impact of essential spend only for the remainder of the year			(1.2)
5.	Use of reserves	S Hume	Lower requirement for use of reserves			0.4
6.	Income	Various	Mainly funding for staffing costs through the learning disability pooled budget, service user contributions and Resilience monies			(0.9)
					<b>Adult Social Care Directorate - Forecast Variation</b>	
					<b>0.0</b>	

## CHILDREN'S SERVICES 2016/17 FINANCIAL YEAR FINANCIAL DASHBOARD - MONTH 10 (APRIL TO JANUARY)

**Overall** - At period 10 the Directorate is reporting a projected overspend of £6.64m, the same as that reported at period 9. The Directorate is anticipating £1m of funding will be applied in 2016/17 from a new Innovations bid. The bid has recently been approved by the DfE. The Period 10 position also reflects £2.3m to be released from the demand and demography reserve for external placements costs.

**CLA Obsession** - at period 10, the directorate is looking after an additional 32 looked after children in External Residential (ER) placements and with Independent Fostering Agencies (IFA) than the 2016/17 budget provides for and this has resulted in a projected £5.5m pressure around CLA demand budgets. This is partially offset by the release of £2.3m from the demand and demography reserve. In the last quarter of 2015/16 numbers had increased and continued to increase in April but there had been a steady reduction in children looked after numbers since May. However, the reduction in ER placements seen during the first 8 months has not been maintained and there has been a small increase since December. The number of children with IFAs has continued to reduce since period 7. There are currently 1,255 CLA children (decrease of 3 from P9); this includes 57 with ER and 192 with IFA's. There is a £1.1m pressure on in-house fostering but this is off-set by £1.1m additional income on adoption. Overall the CLA budget supports 1,170 placements which includes provision for 36 ER and 181 IFA placements. The current year end projection is based on ER numbers gradually reducing during the remainder of the financial year to 54 with IFA numbers remaining at 192.

**Staffing** - Current assumption is for staffing to overspend by £0.7m, the same as reported at P9. Spend on agency staff and overtime continue to be tightly controlled.

**DfE Innovations Funding** - There is a pressure of £0.9m within the existing DfE Innovations funding.

**Transport** - The home to school and home to college transport budget is under significant pressure due to a rise in the number of young people with complex needs, a rise in the transport requirements outside the city and an increase in private hire rates. The pressure is currently identified at £1.7m, which is net of the appropriation of £1m from the specific demand & demography earmarked reserve.

**Other Income** - £1m additional income from the Innovations & Partners in Practise grant is now anticipated in 2016/17. The bid has now been approved and will provide funding of £9.6m additional funding to be spent over three years. There is a net £1.6m pressure from a reduced level of funding supporting the Children's Centres than budgeted for.

**Dedicated Schools Grant (DSG)Pressure-** Pressures have emerged during the year in relation to the Social Emotional and Mental Health provision, Funding for Inclusion numbers and Central Early Years expenditure which total £5.646m. School Forum on the 1st December received a report on the DSG budget which outlined the various pressures faced. School Forum noted the projected overspend of £5.646m and that one option was to carry forward a deficit on the DSG into 2017/18 which would enable time to consider options to manage the budget in 2017/18. A report was presented to School Forum in January on the 2017/18 funding arrangements and options for managing these budget pressures with schools also being consulted on the options prior to the meeting. A decision will be taken in February/March around the specific proposals.

### Budget Management - net variations against the approved budget

				PROJECTED VARIANCES										Total (under) / overspend £'000	
	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000		Income £'000
<b>Demand Led Budgets:</b>															
External and other Residential Placements	7,002	(2,835)	4,167						4,420			(2,293)	2,127	40	2,167
Independent Fostering Agencies	7,613	0	7,613						1,088				1,088		1,088
In House Fostering, Adoption, SGO and RO	21,560	(2,755)	18,805						1,069				1,069	(1,062)	7
SEN Outside Placements	4,857	(4,857)	0						871				871	(863)	8
Leaving Care	5,052	(1,160)	3,892						928				928	(453)	475
Transport	5,210	0	5,210				2,700					(1,000)	1,700		1,700
<b>Sub total Demand Led Budgets</b>	<b>51,294</b>	<b>(11,607)</b>	<b>39,687</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,700</b>	<b>0</b>	<b>8,376</b>	<b>0</b>	<b>0</b>	<b>(3,293)</b>	<b>7,783</b>	<b>(2,338)</b>	<b>5,445</b>
<b>Partner Funding</b>															
Schools Forum(A Life Ready For Learning)	0	(3,380)	(3,380)									875	875	152	1,027
Partner Funding of Family Services		(1,600)	(1,600)										0	600	600
<b>Sub total Partner Funding</b>	<b>0</b>	<b>(4,980)</b>	<b>(4,980)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>875</b>	<b>875</b>	<b>752</b>	<b>1,627</b>
<b>Other Budgets</b>															
Partnership, Development & Business Support	14,457	(1,371)	13,086	600		(295)	2	86				14	407	(92)	315
Learning, Skills & Universal Services	129,457	(112,222)	17,235	7	(81)	(219)	(1)	(147)	(1,289)	0		143	(1,587)	2,736	1,149
Safeguarding, Targeted & Specialist Services	75,377	(17,722)	57,655	67	33	316	188	87	843	(89)		(230)	1,215	(3,174)	(1,959)
Central Overheads	8,809	(11,753)	(2,944)										0	63	63
<b>Sub total Other Budgets</b>	<b>228,100</b>	<b>(143,068)</b>	<b>85,032</b>	<b>674</b>	<b>(48)</b>	<b>(198)</b>	<b>189</b>	<b>26</b>	<b>(446)</b>	<b>(89)</b>	<b>0</b>	<b>(73)</b>	<b>35</b>	<b>(467)</b>	<b>(432)</b>
<b>Total</b>	<b>279,394</b>	<b>(159,655)</b>	<b>119,739</b>	<b>674</b>	<b>(48)</b>	<b>(198)</b>	<b>2,889</b>	<b>26</b>	<b>7,930</b>	<b>(89)</b>	<b>0</b>	<b>(2,491)</b>	<b>8,693</b>	<b>(2,053)</b>	<b>6,640</b>

<b>Key Budget Action Plans and Budget Variations:</b>		<b>Lead Officer</b>	<b>Additional Comments</b>	<b>RAG</b>	<b>Action Plan Value £m</b>	<b>Forecast Variation £m</b>
<b>A. Significant Variations</b>						
	Children Looked After	Steve Walker	Pressure on CLA demand led budgets (External Residential placements and Independent Fostering Agencies) partly offset by additional income from adoption. This is net of £2.3m from the demand and demography reserve.	R		3.20
	Passenger Transport	Sue Rumbold	Increased numbers of children requiring education outside the city, increased complexity of need and an increase in private hire rates, net of £1m from the demand and demography reserve.	R		1.70
	Income - DSG	Steve Walker	The current projection allows for a £0.75m shortfall against the budgeted income.	R		0.75
	Income - DfE BID	Steve Walker	New BID submitted in 2016/17 and now approved. It is anticipated that £1m of grant will be applied in 2016/17.	G		(1.00)
	Savings challenge across department	All	Target savings against running costs. Proposals for savings have been identified and will be implemented to secure the £0.5m in savings.	G		(0.50)
<b>B. Key Budget Action plans (BAP's)</b>						
A1	Securing additional income from Schools Forum	CSLT	£3.4m of funding per academic year provisionally agreed subject to delivery of activity and funds being available from DSG. School Forum in October has now approved this funding.	G	2.40	0.00
A2	Additional Funding For Children's Centres	CSLT	Additional Funding unlikely to be received.	R	1.60	1.60
C1	Reconfigure services to young people at risk of becoming NEET	Andrea Richardson	IAG contract was extended to July 2016. Some existing provider staff subject to TUPE.	A	1.20	0.25
E1/E2/E4	Staff savings	Sue Rumbold	Reduction in posts/additional trading opportunities and ELIs. Linked to medium term strategy for the directorate. Further staff reductions are required to meet budget assumptions.	A	1.40	0.70
E5	Reduce net cost of Learning For life managed Children's Centres Childcare.	Andrea Richardson	Ensure childcare income generated is reflected in childcare staffing levels	A	0.50	0.40
7	Attendance Strategy - reconfiguration and/or further trading	Sue Rumbold			0.70	0.00
A3	Improvement partners	Steve Walker	Maximise income from supporting other LA's. Work underway with a number of Las, however, there will be a £0.4m shortfall against the budget.	G	0.50	0.40
A4	Adel Beck	Francis N'Jie	Maximise income from selling to other LA's. Rates revised for 16-17 to recover this additional income subject to occupancy levels being achieved.	G	0.40	(0.10)
E3	Impact of residential review on overtime costs	Steve Walker	Running cost efficiencies following closure of Pinfolds and Bodmin. Linked to the overall pay strategy for the directorate.	G	0.40	0.00
	Various other budget savings (10)	All CO's	Including reconfiguration of Targeted Services, a review of assets, additional trading with schools, additional DfE funding for adoption services; principally inter-agency fee, reviewing non Statutory costs etc.	G	2.29	(0.76)
<b>Children's Services Directorate - Forecast Variation</b>						<b>6.64</b>

## CITY DEVELOPMENT 2016/17 FINANCIAL YEAR FINANCIAL DASHBOARD - MONTH 10 (APRIL TO JANUARY)

### Overall

The month 10 position shows an underspend of £416k. This is a forecast improvement of £48k due, in the main, to new rental income from two new asset purchases (Century Way and Thorpe Park). There remain a number of one-off pressures that are being managed through additional income receipts and specific actions such as the use of Bridgewater Place money estimated at £930k and revised Arena debt savings of £217k. These pressures continue to be managed with the expectation that they will not cross over into 2017/18.

The Planning and Sustainable Development service continues to manage the cost of Planning Appeals and new ones that have arisen in 2016/17. This is currently estimated at £200k over budget and is being offset by increased Building Control and Planning Fee income and underspends on staffing due to a number of vacant posts.

Kirkgate Market income remains the main pressure in Economic Development, a shortfall of £426k. This pressure is due to the extension of rent discounts into 2016-17 and later than anticipated new lettings resulting from delays to the market redevelopment.

In Asset Management and Regeneration the advertising income pressure stands at £506k due to the time taken to develop new sites and get them operational. Although the income target was reduced in the 2016/17 estimates cycle by £200k it is unlikely to achieve its target this year due to the time required to build up the advertising sites portfolio and programme delays around approvals for the advertising sites. An additional pressure of £193k has been made in respect of a number of dilapidation claims made against the authority for premises formerly leased in. Both these pressures are offset by revised Arena debt savings (£217k) and income from two new asset purchases recently approved by Executive Board (£740k).

Highways and Transportation have contracted further work with their strategic partners Mouchel increasing supplies and services spend offset by additional income mainly from the Bridgewater Place settlement.

In Arts and Heritage there is a projected loss of income from Room Hire at the Art Gallery (closed for roof repairs) £100k, which is offset by a NNDR Rebate and increased Town Hall bar and catering income. Overspends in supplies and services are partly funded by and related to increased events income.

Within Sport and Active Recreation overspends on supplies and services including catering, resalable and consultancy costs are offset with associated increases in projected income, which also includes an anticipated £40k shortfall of income in relation to the pool closure and refurbishment at John Smeaton and a £60k pressure due to incorrect treatment of VAT on the Fitness and Swim Bodyline Offer. The service is also experiencing a downturn in Bodyline income due to the number of budget gyms that have opened in the last 12 months.

The Directorate Strategy is to use the proposed £930k Bridge Water Place settlement to part fund these net pressures and contribute the balance to the corporate strategy. In the service analysis below £371k is utilised against specific services and £559k in Highways & Transportation.

### Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Planning and Sustainable Development	8,571	(5,753)	2,818	(191)	(15)	366	2	19	0	0	0	0	181	(405)	(224)
Economic Development	5,110	(4,241)	869	43	83	173	1	17	0	0	0	0	317	264	581
Asset Management and Regeneration	11,181	(10,410)	771	(183)	1,090	29	(1)	605	0	0	16	0	1,556	(1,869)	(313)
Highways and Transportation	56,590	(40,407)	16,183	(538)	147	(52)	374	(7)	0	0	0	0	(76)	(494)	(570)
Arts and Heritage	16,870	(7,130)	9,740	(51)	(113)	385	5	17	22	13	0	0	278	(224)	54
Sport and Active Recreation	24,405	(18,739)	5,666	(3)	39	(12)	0	(22)	(55)	0	0	0	(53)	230	177
Resources and Strategy	1,720	(581)	1,139	(51)	(6)	(47)	1	(43)	0	0	0	0	(146)	25	(121)
<b>Total</b>	<b>124,447</b>	<b>(87,261)</b>	<b>37,186</b>	<b>(974)</b>	<b>1,225</b>	<b>842</b>	<b>382</b>	<b>586</b>	<b>(33)</b>	<b>13</b>	<b>16</b>	<b>0</b>	<b>2,057</b>	<b>(2,473)</b>	<b>(416)</b>

**Key Budget Action Plans and Budget Variations:**

				RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£'000	£'000
<b>A. Budget Action Plans</b>						
		Lead Officer	Additional Comments			
1.	Planning and Sustainable Development	Tim Hill	Reduction in the net cost of service through management restructure, staffing savings and increased income generation	G	550	(424)
2.	Economic Development	Tom Bridges	Reduction in the net cost of service through staffing savings and increased income generation	A	280	156
3.	Asset Management & Regeneration	Tom Bridges	Reduction in the net cost of service through staffing savings and increased income generation	G	410	(55)
4.	Highways and Transportation	Gary Bartlett	Reduction in the net cost of service via alternative service delivery, removal of subsidies, staffing savings and additional income	G	440	(12)
5.	Arts and Heritage	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation	A	570	54
6.	Arts Grant	Cluny MacPherson	Full Year Effect of new grant allocations will deliver the savings. DDN published 25 March 2015 and implemented 1st April 2015	G	125	0
7.	Sport and Active Recreation	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation	A	440	177
8.	Resources and Strategy	Ed Mylan	Reduction in the net cost of service via efficiencies and staffing savings	G	30	(121)
9.	Directorate	All Chief Officers	Directorate-wide additional income target	G	387	0
<b>B. Other Significant Variations</b>						
1.	Asset Management	Tom Bridges	Reduced borrowing costs at Leeds Arena (£217k) income from new assets (£740k) offsetting reduced income from Advertising £506k and dilapidation claims £193k.			(258)
2.	Planning Appeals	Tim Hill	Uncertainty at this stage around the costs of planning appeals			200
3.	Kirkgate Market	Tom Bridges	Extension of rent discounts and other rent reductions resulting from the delay in the Kirkgate redevelopment.			426
4.	Bridgewater Place	Martin Farrington	As per the Directorate Strategy, use of balance of Bridgewater Place settlement to mitigate pressures			(559)
<b>City Development Directorate - Forecast Variation</b>						<b>(416)</b>

**ENVIRONMENT & HOUSING - 2016/17 FINANCIAL YEAR  
FINANCIAL DASHBOARD - MONTH 10 (APRIL TO JANUARY)**

**Overall Position (£355k under budget)**

**Community Safety (£125k under budget)**

The service is projecting an underspend on staffing of £211k (offset by reduced charges to HRA of £77k). One off income in year has been received from West Yorkshire Police & Crime Commissioner (£89k) for contributions to LASBT (Leeds Anti social behaviour team), (£40k) for Domestic Violence and additional Ministry of Justice funds (£85k) have been utilised. CCTV income is projected to be lower than budgeted by £196k. Other variances total £27k.

**Parks & Countryside (£10k under budget)**

The service is projecting an overall variance at Cafe /Retail and Attractions of (£122k), including the reduced income at Tropical World due to partial closure during refurbishment. A projected reduction in income from both Bereavement £150k and Golf £59k is partially offset by other variations in staffing and income (£97k).

**Environmental Action & Health (£330k under budget)**

Env Action - Projected staffing savings of (£746k) are offset by reduced income from HRA of £167k, loss of Wellbeing funding £36k, reduced FPN income of £66k and additional transport costs of £114k in respect of GPS system for gully tankers and additional vehicles. Other variations total £33k.  
Env Health - projected staffing savings of (£181k), partially offset by increased legal costs £43k and reduced income of £9k.

**Car Parking (£337k under budget)**

Ongoing vacant attendant posts (£221k) are partially offset by additional expenditure of £19k (mainly the upgrades required to facilitate the new £1 coin coming into circulation in 2017). Overall, additional income of (£135k) is projected which includes: Woodhouse Lane (£146k), of which (£90k) is for the 50p increase (in June); other off street parking of (£208k); and additional PCN income of (£218k); partly offset by a projected shortfall in on-street income of £251k and a shortfall in BLE income of £200k based on latest trends.

**Housing Support/Partnerships/SECC/SP Contracts (£117k under budget)**

Housing staffing underspends (£465k) due to vacant posts are partially offset by a reduction of £174k corresponding income, mainly charged to HRA. Variations in SP are £46k and SECC (£27k). Other variations across all areas are projected to be £155k, which includes additional Travellers costs £58k and £40k St Georges Crypt contribution.

**General Fund SS (+£981k over budget)**

This pressure mainly relates to the Directorate wide staffing efficiency target, with corresponding staffing savings having now been achieved within individual services.

**Leeds Building Services (£0k Nil variance)**

Additional turnover is being generated through Housing Leeds repairs and work for capital schemes. This results in additional sub contractor spend which is partially offset by reductions in internal costs. Overall a nil variance is projected. The service has a WIP of £9.4m.

**Waste Management (£287k under budget)**

**Refuse (£77k under budget)**

The service is projecting an underspend on vehicle repairs of £90k. In addition there are staffing savings relating to the vacant Head of Service post following the recruitment of the new Waste Management Chief Officer. These savings are partially offset by additional staffing costs relating to Christmas cover and the cost of union support to the redesign of collection routes which is key to delivering the 2017/18 efficiency savings. Other staffing costs relating to back up routes and sickness levels are projected to be contained within the overall staffing budget.

**HWSS & Infrastructure (+£18k over budget)**

Additional staffing costs of £88k are forecast, which reflects additional operatives at HWSS required to deal with higher than anticipated waste volumes and increased sickness levels. In addition, vehicle repair costs of £29k are projected. Additional Trade contract income is projected to largely offset the expenditure variations, leaving a projected overspend of £18k.

**Waste Strategy & Disposal (£228k under budget)**

Lower than anticipated tonnage volumes and an additional share of electricity and penalty income at the RERF have resulted in a projected underspend of (£194k). In addition, the reduction in gate fees experienced in recent months has resulted in a projected underspend of (£257k) in respect of SORT disposal costs. Offsetting these projected underspends are higher than anticipated tonnages at Household Waste Sorting Sites. Excluding additional Trade contract waste disposal costs of £100k (which is offset by additional income within HWSS & Infrastructure) and taking into account a contribution of (£100k) from Housing Leeds to reflect increased volumes, these are projected to cost an additional £326k. All other variations, including savings on closed landfill site maintenance and other savings to offset areas of overspend are anticipated to reduce the overall position by a further (£203k).

**Budget Management - net variations against the approved budget;**

**Summary By Service**

Summary By Service	PROJECTED VARIANCES														Total (under) / overspend £'000		
	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	Supplies & Services												Total Expenditure £'000	Income £'000
				Staffing £'000	Premises £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000						
Community Safety	8,800	(6,608)	2,192	(211)	0	(255)	5	(168)							(629)	504	(125)
Strategic Housing, SECC, Contracts	18,524	(9,440)	9,084	(516)	13	137	17	23		135					(191)	74	(117)
General Fund Support	(363)	(409)	(772)	809		172	0								981	0	981
Leeds Building Services	45,305	(51,376)	(6,071)	(506)	132	6,201	(177)								5,650	(5,650)	0
Parks & Countryside	29,338	(21,885)	7,453	(86)	(240)	990	(89)	239							814	(824)	(10)
Waste Strategy and Disposal	20,428	(5,749)	14,679	(8)	(39)	(92)	1								(138)	(89)	(227)
Household Waste Sites & Infrastructure	4,502	(487)	4,015	89	24	22	39								174	(156)	18
Refuse Collection	16,678	(375)	16,303	5	(2)	2	(83)	3							(75)	(2)	(77)
Environmental Action	15,429	(4,369)	11,060	(746)	73	4	129	(17)							(557)	227	(330)
Environmental Health	3,129	(769)	2,360	(181)	(2)	2	6	43							(132)	1	(131)
Car Parking	5,003	(12,629)	(7,626)	(221)	19	(34)	21	15							(200)	(137)	(337)
<b>Total</b>	<b>166,773</b>	<b>#####</b>	<b>52,677</b>	<b>(1,572)</b>	<b>(22)</b>	<b>7,149</b>	<b>(131)</b>	<b>138</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,697</b>	<b>(6,052)</b>	<b>(355)</b>	

**Key Budget Action Plans and Budget Variations:**

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
<b>A. Key Budget Action Plans</b>						
1.	Dealing Effectively with the City's waste	Andrew Lingham	FYE of Waste Strategy and assumes PFI at £53.3 for B1 tonnes; £0.3m for additional recycling performance	G	(4.5)	0.0
2.	HWSS Strategic Review	Andrew Lingham	Service still reviewing options but likely to be 2017/18. Other savings to be identified.	G	(0.1)	0.0
3.	Parks and Countryside additional income	Sean Flesher	Implement price rises, plus additional income at various attractions	G	(0.6)	0.0
4.	Leeds Building Services	Simon Costigan	<b>Identification of savings to fund PPPU costs</b>	A	(0.2)	0.0
5.	Car Parking	Helen Freeman	Review of Price tariffs and additional income target.	G	(0.2)	0.0
6.	WYP &CC grant use	Sam Millar	£713k funding budgeted - share of £1m for WY districts now agreed.	G	(0.7)	0.0
7.	Savings in Housing related support programme	Neil Evans	FYE of 15/16 plus recommissioning of more SP contracts	G	(0.3)	0.0
8.	Directorate wide staffing reductions	Neil Evans	At period 9, pressure of £0.98m offset by staffing savings in services (see 6 and 10 below)	G	(1.2)	1.0
9.	Contract / Procurement Savings / Line by Line		Budgeted contract savings target (£358k). Paper/card recycling savings identified (£50k), further savings anticipated to offset the remaining pressure	G	(0.3)	0.0
10.	All Other action plan items			G	(0.1)	0.0
<b>B. Other Significant Variations</b>						
1.	Waste Disposal Costs	Andrew Lingham	Net budget £15.7m for 329.2k tonnes of waste; -£220k variation at P10			(0.2)
2.	Refuse Collection staffing costs	Tom Smith	£12.2m pay budget in service; £5k variation anticipated at P10			0.0
3.	Refuse Collection vehicle costs	Tom Smith	Repairs £0.7m; Fuel £1.2m. Fuel +£15k variance at P10, repairs £90k under			(0.1)
4.	Car Parking BLE / PCN income	Helen Freeman	BLE £1.4m ; PCN's £2.3m. (£18k) variance projected at P10			(0.0)
5.	Car Parking Fee Income	Helen Freeman	£8.4m budget increase of £810k from 15/16.(Introduced new WHLCP increased by 50p June 2016)			(0.1)
6.	Environmental Action staffing	Helen Freeman	£13.5m pay budget in service			(0.6)
7.	Property Maintenance	Simon Costigan	Budgeted surplus of £5.2m required to be delivered. Service currently operating with £9.4m WIP			0.0
8.	Parks and Countryside - Attractions	Sean Flesher	£1.7m Income budget (incl: TWorld £1.3 m budget)			(0.1)
9.	Parks and Countryside - Bereavement Services	Sean Flesher	£6.3 m budget (variance at P10 £150k)			0.2
10.	All other variations, mainly staffing		Includes Community Safety £0.1m, Car Parking £0.2m, Housing Support/Partnership £0.1m			(0.4)
<b>Environment &amp; Housing - Forecast Variation</b>						<b>(0.36)</b>



## STRATEGY AND RESOURCES 2016/17 FINANCIAL YEAR

### FINANCIAL DASHBOARD - MONTH 10 (APRIL TO JANUARY)

**Overall** - action plans are generally on line to deliver the budgeted savings. The only area currently expected to create a pressure is income within the PPPU which means that Strategy & Resources is currently reporting a net underspend of £53k.

**Strategy & Improvement** - Strategy and Improvement are projecting a £25k underspend at month 10.

**Financial Services** - the overspend in staffing has reduced due to ELI leavers. There has been an increase in supplies as services costs in the Revenues Division, mainly postage charges, but a balanced position is still projected by year end.

**Human Resources** - HR plan on meeting the £371k efficiency savings incorporated in the budget, through freezing recruitment and the use of the early leavers initiative.

**Information Technology** - saving target of £650k implemented during the budget setting process is expected to be achieved.

**PPPU** - based on current projections, the Unit will be £185k overspent at year end. Even though there is an underspend on pay of £720k and a freeze on posts is in place, income is projected £813k less than budget. The main reasons for the shortfall in income are the fall out of NGT (£619k), Health Transformation (£81k) and various capital schemes. PPPU's Increased income had improved the projection from previous months, but this remains a significant risk area for the Directorate.

**Legal Services** - Legal are currently under budget on staffing by £160k and all expenditure budgets are online. There is a risk that internal income will be significantly below budget, principally because of reductions in the Legal establishment. An action plan is, however, in place and the position is being closely monitored.

**Democratic Services** - the Governance, Scrutiny, Civic and Ceremonial and Members' Allowances budgets are on target to deliver a balanced budget for 2016/17. However on-going, year on year pressures remain within Members' Support which has necessitated other opportunities to be explored to achieve a balanced budget across the Democratic Services division. These include the on-going secondment of a member of staff to WYCA, redesigning work packages, working arrangements and leadership responsibilities to enable vacated posts to be not filled and other in-year one off savings to be accrued.

#### Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Strategy & Improvement	4,834	(472)	4,362	(89)	2	0	(9)	12	0	0	0	0	(84)	59	(25)
Financial Services	15,162	(6,775)	8,387	(24)	1	97	(16)	21	0	0	0	0	79	(79)	0
Human Resources	8,305	(1,915)	6,390	(170)	1	(24)	(25)	(45)	0	0	0	0	(263)	263	0
Information Technology	19,428	(6,074)	13,354	(95)	0	(80)	0	0	0	0	0	0	(175)	95	(80)
Projects, Programmes & Procurement	7,658	(6,085)	1,573	(720)	0	1	0	91	0	0	0	0	(628)	813	185
Legal Services	4,736	(6,915)	(2,179)	(160)	0	0	0	0	0	0	0	0	(160)	160	0
Democratic Services	4,944	(26)	4,918	(133)	(1)	1	0	0	0	0	0	0	(133)	0	(133)
<b>Total</b>	<b>65,067</b>	<b>(28,262)</b>	<b>36,805</b>	<b>(1,391)</b>	<b>3</b>	<b>(5)</b>	<b>(50)</b>	<b>79</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,364)</b>	<b>1,311</b>	<b>(53)</b>

**Key Budget Action Plans and Budget Variations:**

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
<b>A. Key Budget Action Plans</b>						
<b>Efficiencies</b>						
1	Financial services	Doug Meeson	Further changes to way services provided, self service, less internal audit, centralisation.	G	0.76	0.00
2	HR	Lorraine Hallam	On-line advice, less HR input into low level cases, ELI and vacancy management	G	0.37	0.00
3	ICT staffing	Dylan Roberts		G	0.12	0.00
4	ICT Print Smart	Dylan Roberts	Further efficiencies on top of those delivered in 2015/16	G	0.10	0.00
5	Legal Services	Catherine Witham		G	0.05	0.00
6	Corporate Communications and intelligence	Mariana Pexton	Staffing and efficiency savings, mainly within the Communications Team	G	0.38	-0.03
7	Democratic services	Catherine Witham	Staffing and efficiency savings. Member pension saving	G	0.12	-0.13
8	ICT procurement savings	Dylan Roberts	Modernisation of telephony	G	0.33	0.00
9	PPPU	David Outram	Significant reduction in Procurement particularly low value procurements. Additional external income	A	0.66	0.19
<b>Additional income - traded services, partner an</b>						
10	ICT	Dylan Roberts	Provision of managed service to WY Joint Services	G	0.15	0.00
<b>B. Other Significant Variations</b>						
	Net effect of all other variations					-0.08
<b>Strategy and Resources Directorate - Forecast Variation</b>						<b>(0.05)</b>

## CITIZENS AND COMMUNITIES - 2016/17 FINANCIAL YEAR

### FINANCIAL DASHBOARD - MONTH 10 (APRIL TO JANUARY)

**Overall** - budget action plans have been reviewed with each Chief Officer and at present it is anticipated that although most plans will be achieved, overall there will be a modest overspend of £50k at year end.

**Communities** - the latest figures for Community Centres indicate a potential overspend of £20k, this assumes some savings in utility costs but doesn't take account of any potential Community Asset Transfers which could potentially be £30k. We have also assumed a drop in income as Leeds City College will be moving out of St Barts/Strawberry Lane and generated £30k per year. Budget savings on Well Being, Youth Activities, and the Innovation Fund have been delivered. The full saving of 3rd Sector Infrastructure Grant will not be delivered in year but this will be offset by savings elsewhere within the service. The variances recorded below all relate to Migration Services and reflect some savings on staffing cost due to delayed recruitment and transfer of income in year to reserve. Overall the service will balance to resources in year.

**Customer Access** - savings targets built in to the budget for 2016/17 are challenging and there is a significant amount of work involved in developing the Community Hubs.

The budget for 2015/16 had a saving of £100k built in for Community Hubs and there is a further £100k saving for 2016/17. Demands on staffing are significant and development of the Hub approach as well as integration of the Branch Library Service has resulted in some additional cost. It is unlikely that the saving will be delivered in year as we are currently forecasting the staffing pressure could result in an overspend of approx £250k. Some of the additional staffing costs relates to project resource required to deliver the outcomes of an Executive Board Report approving £4.6m of capital spend to develop the retained assets that are becoming the hub sites to allow both service integration and release of surplus assets.

The essential migration of call centre lines to Virgin will deliver annual savings of £100k, the overall cost of the work needed to be undertaken and is likely to be approx £140k. This includes the upgrading some aged equipment.

**Elections, Licensing & Registration** - staffing costs at Period 10 continue to be underspent, by £57k. Additional staffing requirements previously identified in Vehicle Licensing have been delayed, resulting in a saving on staffing of £28k. Staffing savings also arise in Registrars and Entertainment Licensing which are £15k and £13k underspent respectively. N.b. A virement for £100k is required for the final EU referendum staffing costs which arose in Pd 9. The collection of income continues to do well and a total of £231k of projected income in excess of the budget has been identified at this stage in the year, comprising: Registrars £130k, Local Land Charges £53k and Entertainment Licensing £48k. A clearer picture of the grant funding due in relation to last year's General Election and this year's PCC Election and EU Referendum has now been ascertained. EU referendum costs have exceeded grant funding available by £100k, this will have to be funded by the council. Furthermore, a shortfall of £21k in funding for the 2015 General Election has been identified. This is offset in part by additional income of £54k received in relation to the 2014 European Elections. It is anticipated the remaining overspend can be covered by savings in the base budget.

**Benefits, Welfare and Poverty** - the main pressure is still Housing Benefit overpayment income although the situation is improving due to the intervention caseload currently being worked - this month shows a £635k shortfall against budget. This pressure is largely offset by additional Government grant, mainly 'FERIS' combined with an underspend of £227k on the Local Welfare Support Service.

Detailed Analysis

Benefits have started to feel the effects of the initial changes from the introduction of Universal Credit (commenced Feb 2016). Only one benefit has been taken out of LCC control for new cases but there may well be a noticed change to case load.

Of the vacancies held in Benefits, 7 of those are seeking recruitment this financial year, however this is looking less likely as we progress into Month 11. These vacancies have accumulated over a number of financial years. Overtime, in comparison to last year, is down but without a budget in place for it the costs are all at overspend, measures have been taken to reduce the level of overtime.

There have been a couple of windfall grants notified which have been declared. The FERIS and Single Fraud grants have been reflected and match the cost of additional off-site processing work.

The Social Inclusion Fund (SIF) team will be fully funded by the Casino Reserve and with the Casino now open a small amount of additional income from the profits of the casino should be available to support any SIF project spend. With the newly procured suppliers for postages LCC should see the reductions in costs materialising which should mean meeting the supplies and services efficiencies.

#### Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Communities</b>	12,452	(6,900)	5,552	(72)	50	136	(3)	6	0	0	0	40	157	(160)	(3)
<b>Customer Access</b>	23,230	(2,761)	20,469	161	(2)	140	(2)	(1)	0	0	0	0	296	0	296
<b>Elections, Licensing &amp; Registration</b>	7,474	(6,749)	725	43	276	(7)	(4)	15	0	0	0	0	323	(566)	(243)
<b>Benefits, Welfare and Poverty</b>	287,302	(284,390)	2,912	(117)	3	268	(17)	88	0	635	1	0	861	(861)	0
<b>Total</b>	<b>330,458</b>	<b>(300,800)</b>	<b>29,658</b>	<b>15</b>	<b>327</b>	<b>537</b>	<b>(26)</b>	<b>108</b>	<b>0</b>	<b>635</b>	<b>1</b>	<b>40</b>	<b>1,637</b>	<b>(1,587)</b>	<b>50</b>

<b>Key Budget Action Plans and Budget Variations:</b>						
	<b>Lead Officer</b>	<b>Additional Comments</b>	<b>RAG</b>	<b>Action Plan Value £m</b>	<b>Forecast Variation against Plan/Budget £m</b>	
<b>A. Key Budget Action Plans</b>						
<b>Efficiencies</b>						
Community hubs	Lee Hemsworth	Efficiencies from bringing services together, linked to Phase 1 and 2 of the capital investment in the service	R	0.1	0.3	
Running costs	Shaïd Mahmood	Main savings in Communities	G	0.3	0.0	
Transactional web	Lee Hemsworth	Further savings from the implementation of transactional web, mainly staffing	G	0.2	0.0	
Registrars	John Mulcahy	Review of costs and income	G	0.1	0.0	
Asset savings	Shaïd Mahmood/Lee Hemsworth	Savings in line with the asset management plan for closure of buildings and move of some HRA functions into the Community Hubs	G	0.1	0.0	
Staffing Savings (Libraries)	Lee Hemsworth	Staffing efficiency target	G	0.0	0.0	
Other	All CO's	£64k from PPE, printing and mail	G	0.1	0.0	
<b>Changes to service</b>						
Third sector infrastructure grant	Shaïd Mahmood	Grant reduction	B	0.1	0.0	
Reduction in wellbeing and youth activities	Shaïd Mahmood	Reduction in budget	B	0.2	0.0	
Innovation Fund	Shaïd Mahmood	Budget reduction	B	0.1	0.0	
Service Reductions	Lee Hemsworth	Book Fund	B	0.1	0.0	
Service Reductions	Lee Hemsworth	In year Savings	B	0.1	0.0	
<b>Additional income - traded services, partner and other income</b>						
Housing benefits overpayments	Steve Carey	Level of overpayments down compared to last year. Projections still assume that the trend will pick up and the budget will be met, although this is a significant risk area.	R	0.4	0.6	
Council Tax Single Person Discount	Steve Carey	£500k now projected - incidence in the Collection Fund	B	0.0	0.0	
Advice consortium and welfare rights	Steve Carey	HRA contribution relating to under occupancy and rent arrears	B	0.2	0.0	
Local Welfare Support Scheme	Steve Carey	HRA contribution in respect of support of Council tenants	B	0.1	0.0	
<b>B. Other Significant Budgets</b>						
Net effect of all other variations					<b>-0.85</b>	
<b>Citizens and Communities Directorate - Forecast Variation</b>					<b>0.05</b>	

**PUBLIC HEALTH 2016/17 FINANCIAL YEAR**  
**FINANCIAL DASHBOARD - MONTH 10 (APRIL TO JANUARY)**

**Overall**

The allocation of the ring fenced Public Health grant for 2016-17 is £46,630k, this includes an additional £4,993k of funding for the full year effect for the 0-5 years services (Health Visiting and Family Nurse Partnership) which transferred to LCC in October 2015 less the continuing and significant reduction to the ring-fenced grant allocation.

The 2016/17 budget reflects savings of £1.1m from successful consultation and negotiation with our partners and providers including 3rd Sector and NHS providers. In addition savings have been made from the Public Health funding which is provided across Council directorates to support joint commissioning and commissioning of Council run services resulting in £355k of savings. Savings of £955k have been found from Public Health programme budgets, vacant posts, support services and running costs.

**Detailed Analysis**

The planned saving of £233k as part of the transfer of the TB contract will not materialise, though work to find compensating savings is now completed and is currently predicted to slightly over-achieve. Due to overtrading of sexual health services, provision was made for anticipated costs. However it is likely that these costs will not materialise in full therefore resulting in savings to compensate for this risk.

There are a number of vacant posts on hold as a result of a review to prioritise critical posts that need to be filled and further staff turnover and delays in recruitment mean that pay costs are projected to be £207k underspent on the general staffing budget, though some staff are now working on income funded projects. Work is continuing to identify potential financial pressures particularly in relation to costs associated with the new drugs and alcohol contract and Public Health activity contracts which are paid based on demand and some on NHS tariff. Activity data for quarter 2 has now been verified and has shown a significant reduction in activity, though initial information for quarter 3 suggests that there could be an increase in costs for that period.

During 2015/16, £3m was received from South and East CCG to set up a Health Inequalities Fund. Of this, £500k was budgeted to be spent in 2016/17. Based on January projections, the actual spend for 2016/17 is now estimated to be £385k, which means that £115k less is required from the reserve. In addition to this, a further £1m has been received during the year and will be added to the reserve. This means that this earmarked reserve is expected to be £3,615k by the end of the year.

Overall, this means that the grant funded budgets are projected to be £700k underspent. This underspend will be used to reduce the £1,326k required from reserves to fund the budget shortfall, meaning that the funding required from reserves is now expected to be £626k.

In Supporting People there are a number of vacancies and recruitment delays which has resulted in a projected underspend of £100k on pay, though this is partly offset by a slight increase in running costs and a corresponding reduction in income of £66k to give an overall underspend of £32k.

**Budget Management - net variations against the approved budget**

	PROJECTED VARIANCES														
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	Total (under) / overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Public Health Grant		(46,630)	(46,630)	0	0	0	0	0	0	0	0	0	0	0	0
Staffing and General Running Costs	5,030		5,030	(207)	(1)	14	(10)	(6)	0	0	0	0	(210)	(31)	(241)
Commissioned and Programmed Services:															
- General Public Health	208		208	0	0	0	0	0	(72)	0	0	0	(72)	0	(72)
- Population Healthcare	278		278	0	0	0	0	0	0	0	0	0	0	0	0
- Healthy Living and Health Improvement	15,326	(140)	15,186	0	0	(2)	0	0	7	0	0	0	5	(160)	(155)
- Older People and Long Term Conditions	2,463	(149)	2,314	36	1	156	0	9	(11)	0	0	0	191	(394)	(203)
- Child and Maternal Health	14,078	(18)	14,060	0	0	1	0	(4)	(42)	0	0	0	(45)	0	(45)
- Mental Wellbeing and Sexual Health	9,248		9,248	38	3	(20)	0	12	134	0	0	0	167	(1,492)	(1,325)
- Health Protection	906	(100)	806	0	0	0	0	0	251	0	0	0	251	(25)	226
Transfer From Reserves		(500)	(500)									1,815	1,815		1,815
Supporting People	964	(637)	327	(100)	1	1	0	0	0	0	0	0	(98)	66	(32)
Drugs Commissioning	1,260	(1,260)	0	0	0	4	0	0	(4)	0	0	0	0	0	0
<b>Total</b>	<b>49,761</b>	<b>(49,434)</b>	<b>327</b>	<b>(233)</b>	<b>4</b>	<b>154</b>	<b>(10)</b>	<b>11</b>	<b>263</b>	<b>0</b>	<b>0</b>	<b>1,815</b>	<b>2,004</b>	<b>(2,036)</b>	<b>(32)</b>

<b>Key Budget Action Plans and Budget Variations:</b>					
	<b>Lead Officer</b>	<b>Additional Comments</b>	<b>RAG</b>	<b>Action Plan Value</b>	<b>Forecast Variation against Plan/Budget</b>
				<b>£m</b>	<b>£m</b>
<b>A. Key Budget Action Plans</b>					
<b>Efficiencies</b>					
- General efficiencies on contracted services	Ian Cameron	A combination of reductions in demand, expiry of contracts, ending one-off contributions and activities now funded by other contracts or organisations	B	0.80	0.00
- Staff savings	Ian Cameron	Reduction in staffing pay budget through vacant posts on hold and vacancy management throughout 2016/17	B	0.42	0.00
<b>Review of commissioned services Third Sector</b>					
- Savings on contracts due to expire	Ian Cameron	5% saving on 22 contracts due to expire. Areas covered community development, food and nutrition, vulnerable groups, older people, sexual health, domestic violence, mental health, cancer screening, children's physical activity, obesity and breast feeding. All affected 3rd Sector providers have confirmed their acceptance of the 5% saving, public health contract managers continue to provide support to all providers.	B	0.16	0.00
- Drugs and alcohol services	Ian Cameron	Initial consultation with provider has taken place, further discussions are planned.	B	0.20	0.00
- Drug Intervention Programme and Integrated Offender Management	Ian Cameron	Consultation with partners and providers have begun in order to realise savings.	B	0.38	0.00
- Savings on existing contracts	Ian Cameron	Contracts affected include Health Visiting, School Nursing, Healthy Lifestyles, Smoking Cessation, Weight Management, Infection Control. Consultation with NHS provider has started, further discussions planned.	B	0.29	0.00
- Transfer of TB service to NHS provider	Ian Cameron	Following consultation with NHS Partners this saving will not be realised	R	0.23	0.23
<b>Leeds City Council services</b>	Ian Cameron	In response to this proposed reduction in public health funding in 16/17 to council provided services, £1.3m of non-recurrent earmarked reserves will be used to maintain services to March 17. LCC directorates and heads of finance have confirmed savings have been achieved and implemented either by absorbing the saving or in consultation with relevant provider.	B	1.75	0.00
<b>Programmed budgets</b>	Ian Cameron	Programme budgets removed for area health priorities across ENE, S&E and WNW. Adult public health programmes including drugs and alcohol, mental health, sexual health, infection control and fuel poverty. Children's public health programmes including obesity, breastfeeding, alcohol, drugs infant mortality and oral health.	B	0.60	0.00
<b>B. Other Variations</b>					
Projected underspend on staffing costs					(0.23)
Net effect of all other variations					(0.03)
<b>Public Health - Forecast Variation</b>					<b>(0.03)</b>

## CIVIC ENTERPRISE LEEDS - 2016/17 FINANCIAL YEAR

### FINANCIAL DASHBOARD - MONTH 10 (APRIL TO JANUARY)

#### Overall

The overall projected position at period 10 is an overspend of £375k explained by a £200k overspend against the Catering net budget plus a £175k overspend against the CPM budget. The Catering overspend is mainly as a result of the marginal impact of the 7 schools which have been lost to the service plus the marginal impact of a shortfall against the adjusted meal numbers. Although there is a £200k shortfall against the budgeted return, the traded part of Catering is projecting an overall return of £1.5m. The CPM overspend is as a result of security expenditure on the old Eastmoor Secure unit building, an unsafe grade II listed building pending attainment of the necessary Planning approvals before it can be partially demolished.

#### Business Support Centre

BSC are forecast to be on track to meet their 2016/17 savings target of £400k which is to be achieved through the freezing of posts and ELIs.

#### Commercial Services

Commercial Services overspend of £200k is, as explained above, accounted for by the marginal impact of the 7 schools which were lost from the Catering service plus the marginal impact of a shortfall against the adjusted meal numbers. As stated earlier, although there is a £200k shortfall against the budgeted return, the traded part of Catering is projecting an overall return of £1.5m. The projected overspend on staffing is mainly within the Cleaning Service and is offset by additional income. Work will be done with the Head of Service to identify the permanent resources requirement and income so that a virement can be done to ensure an accurate expenditure and income budget moving forward for Cleaning Services. Once this budgetary realignment is done, this will show that following the implementation of day time cleaning in civic buildings (thus avoiding premium staffing payments) and reduced cleaning frequencies and using the ELI initiative, the service is on track to meet the £200k savings from a lower cleaning specification included in the 2015/16 base budget and should provide a platform for savings in the following financial year.

**Facilities Management** - a balanced position is projected at month 10 although there are risks around accruals for services charges for the two joint service centres going back to 2013/14. The payment of these charges is being dealt with by Legal Services.

#### Corporate Property Management

An overspend of £175k is projected to month 9 after which assuming budgeted savings of £150k staffing and £450k on building maintenance will be achieved. The overspend is a result of security expenditure incurred on the old Eastmoor Secure unit building, an unsafe grade II listed building pending attainment of the necessary Planning approvals before it can be partially demolished. The projections reflect the transfer of staff to Environment & Neighbourhood in accordance with phase 2 of the Construction Review.

#### Budget Management - net variations against the approved budget

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES											Total (under) / overspend £'000
				Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Business Support Centre	15,269	(5,590)	9,679	(100)	(36)	34	(5)	5	0	0	0	0	(102)	102	0
Commercial Services	59,532	(56,815)	2,717	629	(48)	449	26	(4)	1	0	0	0	1,053	(853)	200
Facilities Management	10,088	(4,123)	5,965	(175)	13	15	12	(4)	0	0	0	0	(139)	139	0
Corporate Property Management	5,959	(587)	5,372	0	175	0	0	0	0	0	0	0	175	0	175
<b>Total</b>	<b>90,848</b>	<b>(67,115)</b>	<b>23,733</b>	<b>354</b>	<b>104</b>	<b>498</b>	<b>33</b>	<b>(3)</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>987</b>	<b>(612)</b>	<b>375</b>

**Key Budget Action Plans and Budget Variations:**

		<b>Lead Officer</b>	<b>Additional Comments</b>	<b>RAG</b>	<b>Action Plan Value</b>	<b>Forecast Variation against Plan/Budget</b>
<b>A. Key Budget Action Plans</b>					<b>£m</b>	<b>£m</b>
1	Asset rationalisation	Sarah Martin	Savings from: 1&3 Reginald Terr £29k, Belgrave Hse £60k, Deacon Hse £30k, South Pudsey Centre £25k, Tribecca £110k	G	0.29	0.0
2	Maintenance of council buildings	Sarah Martin	Reduce responsive maintenance	G	0.60	0.0
3	Catering Savings	Mandy Snaith	Agency staff	G	0.05	0.0
4	Energy	Sarah Martin	Impact of energy efficiency measures	G	0.05	0.0
5	BBM - admin, mail and print	Helena Phillips	Significant changes in respect of business processes required to deliver these savings across 4 contract areas.	G	0.37	0.0
6	Vehicle Fleet	Terry Pycroft	Extend life of light commercial vehicles	G	0.20	0.0
7	Recover cost of living wage	Richard Jackson	Recover from Property Cleaning.	G	0.20	0.0
8	Catering additional income.	Mandy Snaith	Increased income/efficiencies.	G	0.05	0.0
9	Additional MOT income.	Terry Pycroft	Increase number of MOTs undertaken.	G	0.03	0.0
10	Recovery of cleaning charges.	Les Reed	Recovery of charges from clients.	G	0.07	0.0
<b>B. Other Significant Variations</b>						
1	Net effect of all other variations			R		0.4
<b>Civic Enterprise Leeds - Forecast Variation</b>						<b>0.4</b>



**STRATEGIC & CENTRAL ACCOUNTS - 2016/17 FINANCIAL YEAR  
FINANCIAL DASHBOARD - MONTH 10 (APRIL TO JANUARY)**

At month 10 the strategic & central budgets are anticipated to underspend by £5.0m as identified below:-

- Debt - a forecast pressure of £1.2m due to the conversion of short-term debt to long-term to take advantage of low long-term interest rates (net of additional prudential borrowing re strategic fund investment acquisitions).
- An underspend of £9.3m in the MRP charge to revenue, due to updating asset lives used in the calculation, resulting in an overprovision from previous years
- Staffing cost pressure of £0.3m, being the anticipated cost of the new Leeds City Council minimum pay rate effective from January 1st.
- Section 278 income - a potential £1.8m risk due to lower levels of development activity.
- £430k forecast shortfall in income from court costs.
- Procurement - a £1.9m variation which reflects that the procurement and PFI savings will be managed through directorate budgets.
- Savings of £2m from the additional capitalisation of eligible spend in general fund and school budgets.
- Appropriation of £1.9m of earmarked reserves.
- Savings of £2.0m on the levy contribution to the business rates.
- Joint Committee - £0.1m anticipated overspend for the Coroners' services.

**Budget Management - net variations against the approved budget**

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000	Income £'000	
Strategic Accounts	(11,480)	(32,488)	(44,422)	300		1,860					(2,000)	(878)	(718)	480	(238)
Debt	24,380	(1,103)	23,277								(7,937)		(7,937)	(530)	(8,467)
Govt Grants	3,015	(26,434)	(23,419)										0	3,240	3,240
Joint Committees	37,411	0	37,411			95							95		95
Miscellaneous	2,450	(1,311)	1,139										0		0
Insurance	9,831	(9,831)	0			3,137		(118)				289	3,307	(3,307)	0
<b>Total</b>	<b>65,607</b>	<b>(71,167)</b>	<b>(6,014)</b>	<b>300</b>	<b>0</b>	<b>5,092</b>	<b>0</b>	<b>(118)</b>	<b>0</b>	<b>0</b>	<b>(9,937)</b>	<b>(589)</b>	<b>(5,253)</b>	<b>(117)</b>	<b>(5,370)</b>

**STRATEGIC & CENTRAL ACCOUNTS - 2016/17 FINANCIAL YEAR**

**Key Budget Action Plans and Budget Variations:**

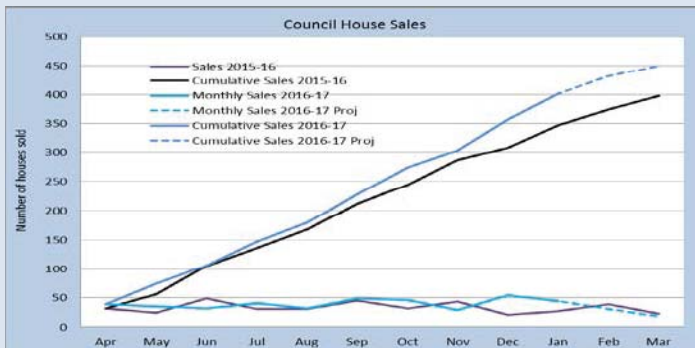
				RAG	Budget	Forecast Variation against Budget
		Lead Officer	Additional Comments		£m	£m
<b>A. Major Budget Issues</b>						
1.	Debt Costs and External Income	Doug Meeson	Latest projection of increased debt costs due to new long term borrowing (net )	A	13.0	0.8
2.	Minimum Revenue Provision	Doug Meeson	An underspend of £9.3m due to the updating of asset lives used in the MRP calculation, which results in an overprovision from previous years.	A	10.3	(9.3)
3.	New Homes Bonus	Doug Meeson	Expected shortfall £4,760k based upon 2017/18 revised settlement	R	(19.2)	4.8
4.	Business Rates (S31 Grants, Tariff adjustment & EZ)	Doug Meeson	Tariff adjustment £480k; no longer keeping £370k EZ reliefs, but expecting extra £150k retained EZ share	A	(7.1)	0.3
5.	S278 Contributions	Doug Meeson	Potential risk of £1.8m depending on development activity to the year-end	A	(5.2)	1.8
6.	General capitalisation target	Doug Meeson	Capitalisation of eligible spend in directorate/service revenue budgets.	A	(3.0)	(1.0)
7.	Schools capitalisation target	Doug Meeson	Capitalisation of eligible spend in school revenue budgets.	A	(2.5)	(1.0)
8.	Corporate Savings Target	Doug Meeson	Centrally-held budget savings target. Actual savings will be shown in Directorate budgets.	A	(1.0)	1.0
9.	PFI Contract Monitoring Target	David Outram	Budget held in the strategic accounts pending confirmation of where the reductions in expenditure will be achieved	A	(0.9)	0.9
10.	Early Leaver Initiative	Doug Meeson	£2m earmarked reserve established to fund the severance costs in 2016/17.	A	0.0	0.0
11	Joint Committee - Coroners Services	Doug Meeson	£95k over spend projected at mth 6 due to dilapidations claim at Symons House and a large interpreter fees, partially offset by staffing cost savings	G	0.0	0.1
<b>B. Other Significant Budgets</b>						
1.	Insurance	Doug Meeson	Potential additional costs in-year which will be managed through the Insurance Reserve	A	0.0	0.0
2.	Business Rates Levy	Doug Meeson	Savings anticipated from levy	G	3.0	(2.0)
3.	Prudential Borrowing Recharges	Doug Meeson	Contra budgets in directorate/service accounts.	G	(11.9)	0.0
4	Earmarked Reserves	Doug Meeson	Use of demography reserve and capital reserve	G	0.0	(0.9)
6	Income	Doug Meeson	Reduced income from Court fees £400k; Increased income from review of LBScharges	A	0.0	(1.2)
7	Living Wage	Doug Meeson	Estimated impact of Jan rise to £8.25/ hour	A	0.0	0.3
<b>Strategic &amp; Central Accounts - Forecast Variation</b>						<b>(5.4)</b>

## Housing Revenue Account - 2016/17 Financial Year Financial Dashboard - Month 10 (April to January)

### Summary of projected over / under spends (Housing Revenue Account)

Directorate	Current Budget	Projected Year End Spend	Variance to budget	Comments	Previous period variance
	£000	£000	£000		£000
<b>Income</b>					
Rents	(218,375)	(218,216)	158	Projected rent lower than budget due to stock numbers being less than anticipated during budget setting.	89
Service Charges	(6,443)	(6,410)	34	Reduction in income from heatlease and sheltered accommodation.	34
Other Income	(29,305)	(29,828)	(523)	Mears Gainshare (£490k), PFI PTC (£125k), increase in RTB sales fee income (£91k), Capital contribution for biomass project (£50k), offsetting reduction in tenant insurance £50k. Staff secondment to NHS (£16k) and other small variances to income streams (£28k). Lower projected income on capitalised salaries due to vacant posts £228k.	(507)
<b>Total Income</b>	<b>(254,123)</b>	<b>(254,454)</b>	<b>(331)</b>		<b>(384)</b>
<b>Expenditure</b>					
Disrepair Provision	1,000	1,620	620	Projection due to increase in new cases which is anticipated to continue.	620
Repairs to Dwellings	43,548	43,298	(250)	Projected spend lower than budget.	-
Council Tax on Voids	663	725	62	Current charges indicate overspend.	62
Employees	27,792	26,821	(971)	Vacant posts (£1255k) and training saving (£64k) offsetting agency staff (includes disrepair) £254k and severance costs £94k.	(972)
Premises	7,013	6,952	(62)	Increase in cleaning charges £77k, Site maintenance costs at Navigation House £31k. Offset by savings on NNDR (£15k), Utilities (£131k) and Commercial stock repairs (£39k). Other variances £15k.	12
Supplies & Services	5,259	5,366	107	Large insurance claims £249k, LLBH PFI consultants (£12k). Offset by Tenant Mobility saving (£75k), Reduced transaction charges (£51k) and other minor variations (£4k).	117
Internal Services	38,473	38,217	(256)	Increase in charges for RTB work £196k and PPPU recharges for PFI £92k. Part-offset by a reduction in GF recharges to the HRA (£468k) and Regeneration team recharge (£69k). Other small variance (£7k).	(36)
Capital Programme	73,041	73,041	-		-
Appropriations	(7,115)	(6,931)	184	Large insurance claims (£249k), Use of ELI reserve in year (£96k), PFI appropriation adjustment £39k, Mears Gainshare to Capital Reserve £490k.	280
Unitary Charge PFI	8,101	8,107	6	PFI scheme adjustments: UC £52k; PTC £179k; RTB (£65k); Access Refusals (£101k); Benchmarking (£58k)	6
Capital Charges	49,159	49,175	16	Interest receivable lower than budgeted	16
Other Expenditure	7,189	7,048	(141)	Leeds Tenant Federation - in line with 2016/17 negotiations (£50k), Transport cost reforecast (£91k).	(126)
<b>Total Expenditure</b>	<b>254,123</b>	<b>253,439</b>	<b>(684)</b>		<b>(21)</b>
<b>Total Current Month</b>	<b>0</b>	<b>(1,015)</b>	<b>(1,016)</b>		<b>(405)</b>

## Housing Revenue Account - 2016/17 Financial Year Financial Dashboard - Month 10 (April to January)



Change in Stock	Budget	Projection
Right to Buy sales*	380	450
New Build (PFI)	(93)	(93)
New Build (Council House Growth)	(142)	(142)
<b>Total</b>	<b>145</b>	<b>215</b>

\* actual sales as at the end of Period 10 - 401

Right to Buy Receipts	2015/16 Actual	2016/17 Projection
Total Value of sales (£000s)	18,057	22,980
Average Selling Price per unit (£000s)	45	51
Number of Sales*	397	450
Number of Live Applications	892	1,051

	2015/16	2016/17	Variance
	£000	£000	£000
<b>Arrears</b>			
<b>(Dwelling rents &amp; charges)</b>			
<b>Week 44</b>			
Current Tenants	7,019	6,985	(34)
Former Tenants	3,628	4,046	418
	10,647	11,031	384
<b>Under occupation</b>			
<b>Week 40</b>			
Volume of Accounts	5,078	4,716	(362)
Volume in Arrears	2,628	2,385	(243)
% in Arrears	52%	51%	-1%
Value of Arrears	825	643	(182)
<b>Collection Rates</b>			
<b>Week 40</b>			
Dwelling rents	97.24%	96.72%	-0.52%
Target	98.06%	97.50%	
Variance to Target	-0.82%	-0.78%	-0.52%



## 1. 2016-17 Procurement Report

- 1.1 The Chief Officer for the Projects Programmes and Procurement Unit is required to provide statistical procurement information to Executive Board every quarter. This report provides information in relation to **Q1-Q3 of the 2016/17** financial year.

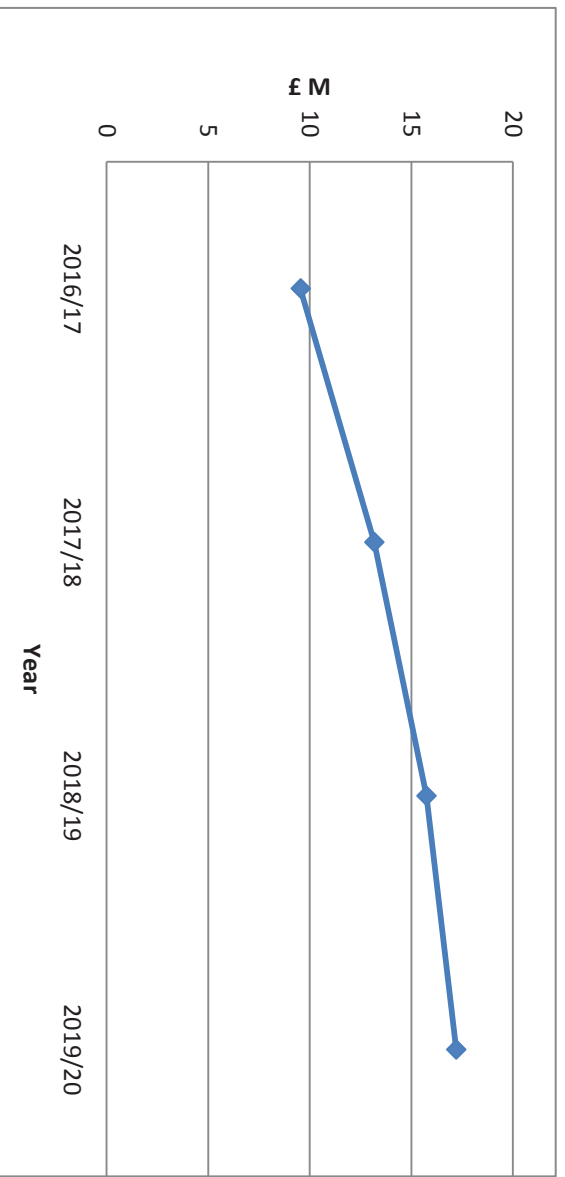
## 2. Procurement Savings

- 2.1 The delivery of procurements, and in turn procurement savings, are a result of cross-functional working with directorates. The procurement category teams work closely with directorate colleagues to seek to secure procurement and contract efficiencies and to reduce off-contract and non-contract spend. Agreeing and ‘capturing’ procurement savings, in discussion with directorates, enables budget holders to make informed choices and, where possible, translate identified saving opportunities into ‘cashable’ savings. The high level forecast savings are detailed below.

Updated December 2016	Prior Years £000s	2016/17 £000s	Future Years £000s	Projected Whole Life Saving £000s
Savings already deducted from previous year's and future budgets *	(18,312)	(5,356)	(9,083)	(32,750)
Additional Projected savings against the 2016/17 budget		(4,189)		(4,189)
<b>Total Forecast Savings on Current contracts</b>	<b>(18,312)</b>	<b>(9,546)</b>	<b>(9,083)</b>	<b>(36,940)</b>
<b>*Savings reflect the whole life of the contract and are reflected in the budget for the year the contract is awarded</b>				

- 2.2 Anticipated savings on new procurements for contracts awarded as at 31<sup>st</sup> December are £4.189m.
- 2.3 Forecast savings are based on predicted contract usage and will be updated on a quarterly basis to reflect this.
- 2.4 Further savings are anticipated in the remainder of the year however as market conditions dictate the final tender values, savings will only be calculated, and incorporated, once the final tender values are known.
- 2.5 In addition to the cashable savings identified above, the savings report also identifies cost avoidance or ‘non cashable savings’, for example whereby having implemented good procurement controls, or contract management, a price increase has been avoided or where the re-procurement of a contract has resulted in ‘more for less’. By definition it is difficult to quantify these savings as they are usually difficult to price, or ‘prove’, from a budget perspective. Nevertheless they do demonstrate the value added by effective procurement intervention and add value to the outcomes for the city.

2.6 Graph of Cumulative Procurement savings Forecast from 2016/17 to 2019/20



### 3. Orders Placed on the Financial Management System (FMS)

3.1 The following financial information is sourced from an analysis of all orders recorded in the council's main financial system, FMS. On the payments system, each creditor (a body or person to which a payment is made by the council) has an indicator on their record which allocates them to a category. Such categories include private companies, commercial individuals (sole traders), other public sector bodies, and the third sector. The classification of organisations is carried out by colleagues in corporate finance with typically several hundred new creditor organisations allocated to a category each month.

3.2 These figures do not include orders placed through feeder systems, such as Orchard<sup>1</sup>, purchasing cards, or payment requisitions where BACS or cheque payments are made through FMS without the Business Support Centre processing an invoice and where therefore there is no associated order.

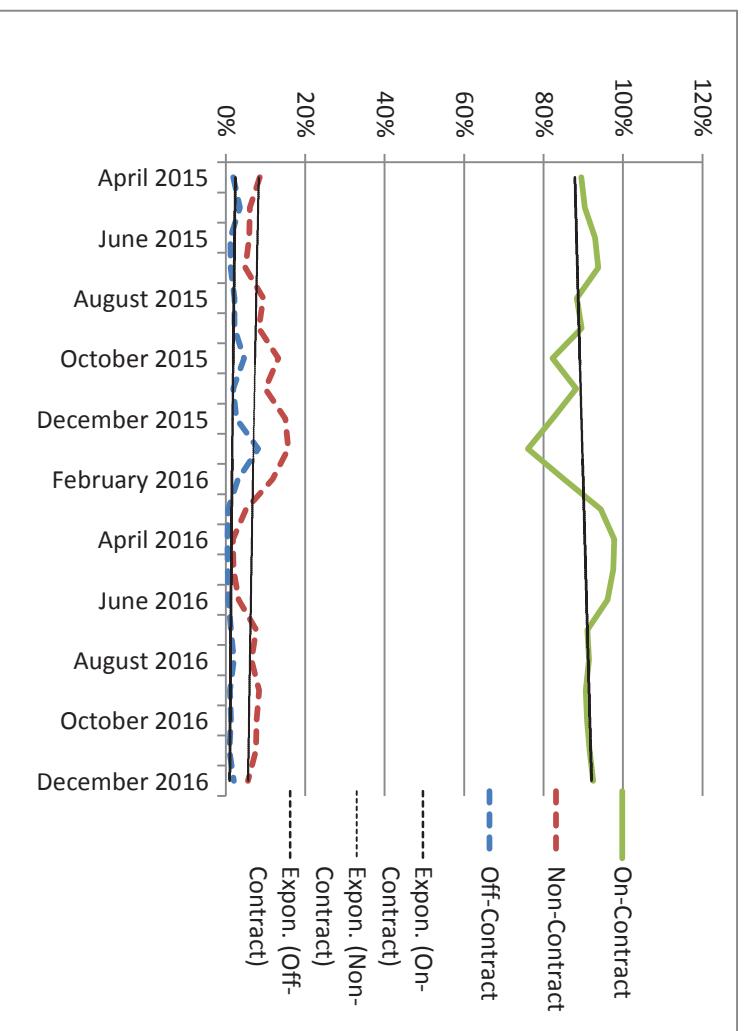
3.3 The table below shows all orders placed in FMS during Q1-Q3 2016/17. Data from the corresponding period in 2015/16 is included for comparison.

Classification	Q1-Q3 2015/16			Q1-Q3 2016/17		
	Order Value	Number of Orders	% of Total	Order Value	Number of Orders	% of Total
On Contract	£220,456,436	12409	75.56%	£228,598,377	11407	69.67%
Non-Contract	£19,647,344	11936	6.73%	£11,068,637	9286	3.37%
On Contract - Quasi	£41,103,906	4534	14.09%	£73,903,194	5563	22.52%
On Contract - Waiver	£953,413	58	0.33%	£3,620,663	505	1.10%
Off-Contract	£6,490,654	2461	2.22%	£2,333,433	1106	0.71%
Non-Contract - One off or non-influencable	£3,124,767	927	1.07%	£7,035,899	2257	2.14%
<b>Grand Total</b>	<b>£291,776,520</b>	<b>32325</b>	<b>100.00%</b>	<b>£328,119,432</b>	<b>30891</b>	<b>100.00%</b>

<sup>1</sup> Orchard is used by various council functions for dealing with the financial aspects of council owned property, for example to pay contractors for undertaking repairs to the housing stock.

## On, off and non-contract orders placed on FMS

3.3.1 The graph below shows the percentage of on, off and non-contract orders placed on FMS from April 2015 to December 2016.



## 4. Local Suppliers

4.1 Orders placed with local suppliers in **Q1-Q3 2016/17** are detailed below. Data from the corresponding period in 2015/16 is included for comparison.

Classification	Q1-Q3 2015/16			Q1-Q3 2016/17		
	Order Value	Number of Orders	% of Total	Order Value	Number of Orders	% of Total
Local Spend	£119,217,586	14269	40.86%	£157,698,727	12536	48.06%
Non-Local Spend	£172,558,934	18056	59.14%	£170,420,705	18355	51.94%
<b>Grand Total</b>	<b>£291,776,520</b>	<b>32325</b>	<b>100.00%</b>	<b>£328,119,432</b>	<b>30891</b>	<b>100.00%</b>

Suppliers with a Leeds metropolitan area postcode have been included in the above data. These are postcodes LS1 to LS29 plus BD3, BD4, BD10, BD11, WF2, WF3, WF10, WF12, WF17.

5. **Third sector**

- 5.1 Orders placed with third sector suppliers in **Q1-Q3 2016/17** are detailed below. Data from the corresponding period in 2015/16 is included for comparison.

	Q1-Q3 2015/16			Q1-Q3 2016/17		
Classification	Order Value	Number of Orders	% of Total	Order Value	Number of Orders	% of Total
Third Sector	£52,257,226	3948	17.91%	£89,180,361	2817	27.18%
Non Third Sector	£239,519,295	28377	82.09%	£238,939,071	28074	72.82%
<b>Grand Total</b>	<b>£291,776,520</b>	<b>32325</b>	<b>100.00%</b>	<b>£328,119,432</b>	<b>30891</b>	<b>100.00%</b>

6. **Small and Medium Enterprises (SMEs)**

- 6.1 Orders placed with SMEs in **Q1-Q3 2016/17** are detailed below. Data from the corresponding period in 2015/16 is included for comparison.

	Q1-Q3 2015/16			Q1-Q3 2016/17		
Classification	Order Value	Number of Orders	% of Total	Order Value	Number of Orders	% of Total
Not an SME	£149,224,465	12227	51.14%	£168,268,376	11748	51.28%
SME	£142,552,055	20098	48.86%	£159,851,056	19143	48.72%
<b>Grand Total</b>	<b>£291,776,520</b>	<b>32325</b>	<b>100.00%</b>	<b>£328,119,432</b>	<b>30891</b>	<b>100.00%</b>

7. **Glossary**

- 7.1 **On contract** is an order placed with a contracted supplier.
- 7.2 **Non-contract** is an order placed where no contract exists for the goods or service.
- 7.3 **Off contract** is an order placed where there is a contracted supplier but the order raiser uses a different supplier.
- 7.4 **Waivers** are required where the relevant Chief Officer is able to justify a genuine exception to the requirements for competition under Contract Procedure Rules.
- 7.5 **Quasi** contracts are virtual contracts put in place to aggregate spend with a view to evaluating the requirements of a contract.
- 7.6 The Local Government Association defines the third sector as “non-governmental organisations” (NGOs) that are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives.
- 7.7 **Third sector** includes charities, community groups, churches and faith groups, sports and recreational clubs, social enterprises and partnerships and trade unions and associations.
- 7.8 **SMEs** are defined as having a turnover of less than £25.9 million and fewer than 250 employees. This data was collated by using the categorisation selected by the supplier upon registration on YORtender (the council’s electronic tendering site) and then verified where possible against data from the Department of Business Innovation and Skills.