

# ADULTS AND HEALTH

## Financial Dashboard - 2017/18 Financial Year

### Month 5 (August 2017)

The directorate continues to project a balanced position for the year.

The position for Adults and Health has been adjusted to include the monies announced in the Spring Budget. It should be noted that detailed plans for the associated spend have not yet been determined or approved but for the purposes of this report they are provisionally shown against the budgets for the procurement of care and Health partnerships.

Being a ring-fenced budget the underspend within Public Health is presumed to be carried forward into future years.

Budget action plans for demand based services are broadly on target to deliver.

The main variations at Period 5 across the key expenditure types are as follows:

**Staffing (-£1.1m – 2.2%)**

Savings are evident across most services within Adults and Health.

**Community care packages (+£7.2m – 3.4%)**

The variance on the budget is primarily represented by the 'holding' of £6.7m of the new monies announced as a part of the Spring Budget. There is a £0.5m pressure on demand led budgets. This is primarily related to an increase in the use of supported accommodation.

**Income (-£5.9m – 4.8%)**

Service user contributions, related to Community Support services, are projected to be lower than budgeted. Investigations are under way to determine the cause of this and to identify potential remedies. The grant income from the Spring Budget is recorded here along with an assumption that there will be an offsetting reduction in the funding

#### 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	485	(220)	265	101	0	0	(2)	0	0	0	0	0	99	0	99
Access & Care Delivery	248,977	(41,922)	207,056	(5)	34	(183)	(14)	(287)	4,233	(690)	0	0	3,089	1,125	4,214
Commissioning Services	30,385	(36,728)	(6,344)	(955)	0	(26)	(8)	138	3,394	0	0	0	2,542	(6,648)	(4,105)
Resources and Strategy	5,177	(637)	4,540	(53)	0	(27)	9	(79)	0	0	0	0	(151)	(57)	(207)
Public Health (Grant Funded)	45,743	(45,716)	27	(170)	0	7	(4)	12	244	0	0	192	281	(281)	(0)
Appropriation Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>330,767</b>	<b>(125,223)</b>	<b>205,544</b>	<b>(1,083)</b>	<b>34</b>	<b>(229)</b>	<b>(19)</b>	<b>(216)</b>	<b>7,871</b>	<b>(690)</b>	<b>0</b>	<b>192</b>	<b>5,860</b>	<b>(5,860)</b>	<b>0</b>

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

		Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£m	£m
<b>A. Key Budget Action Plans</b>						
1.	Older people's residential and day support	D Ramskill	Ongoing Better Lives programme	B	0.4	0.0
2.	Assessment and care management practice	S McFarlane	Delivering the most cost effective service for new customers based on the strengths based approach	G	0.5	0.0
3.	Review of care packages - mental health	M Naismith	Reviewing care packages for existing customers based on the strengths based approach and securing improved value for money commissioning	G	0.8	0.0
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	2.5	0.0
6.	Older people: reduction in the number of customers going into residential care	S McFarlane	Increased use of telecare, reablement and recovery service	A	1.3	0.5
7.	Legal Fees	S Hume	Reduction in in-house legal fees	G	0.3	0.0
8.	Vacancy management	Various	Mainly non-frontline services	G	0.6	0.0
9.	Fees and charges	S Hume	Improved income collection and income recovery from direct payment audit	A	0.7	0.3
10.	Review non-essential spend	Various	Review and top-slicing of non-essential spend	A	0.3	0.0
11.	Public health	I Cameron	Review of commissioned services	B	2.9	0.0
12.	Community Support	D Ramskill	In-house community support service closure	B	0.9	0.0
<b>B. Other Significant Variations</b>						
1.	Staffing	All	Ongoing tight vacancy management			(1.1)
2.	Community care packages	Various	relates principally to unallocated Spring Budget monies			6.7
3.	General running costs	All				(0.4)
4.	Use of reserves	I Cameron	Lower requirement for use of reserves			0.2
5.	Income	S Hume	Primarily Spring Budget monies (offset by non-deliverable Health income target)			(6.2)
					<b>Adults and Health Directorate - Forecast Variation</b>	
					<b>0.0</b>	

## CHILDREN & FAMILIES 2017/18 FINANCIAL YEAR FINANCIAL DASHBOARD - Period 5

**Overall Summary** - The updated period 5 dashboard for the Directorate is reporting a projected balanced budget following Executive Board approval in September to increase budgets in respect of Children Looked After.

**Children Looked After** - Meeting the budgeted assumptions around the numbers of CLA is the most significant budget challenge that the Directorate faces in 2017/18; it is also the most difficult budget to set because numbers can fluctuate for a variety of reasons including demographic pressures. The 2017/18 budget includes an increase to the CLA budget of £3.0m compared to 2016/17. During the first four months of 2017/18 it became clear that the increase in the budget was not sufficient to meet projected costs and in September the Executive Board approved a virement to provide additional funding of £3.7m for the CLA budget. This increase together with other actions the directorate is taking to reduce the number of ER and IFA placements during 2017/18 means that it is now projected that the directorate will spend within budget.

**Staffing** - Period 5 is now projecting that staffing will be underspent by £0.113m, although this assumes that the Directorate continues to closely manage vacancies and recruitment to achieve further savings to offset anticipated pressures in Safeguarding, Targeted and Specialist Services. There is a risk that these savings are not achieved.

**Transport** - Period 5 is now projecting to be overspent by £0.05m as a result of increased demand and increasing complexity of need. The 2017/18 budget included an increase to the Transport budget of £2.8m reflecting anticipated demand pressures. There is a risk that demand increases further during the year.

**Trading and Commissioning** - At this stage we are projecting that the £1.2m additional trading target is achieved and a pressure of £0.2m against the £1.1m commissioned service savings target.

**Other Income** - The new Innovations & Partners in Practise bid has now been approved and will provide additional funding to be spent over three years. A total of £7.3m was received in 2016/17 and all this funding has been carried forward to 2017/18; the projection assumes £0.25m additional in-year usage. A shortfall in income in children's centres of £0.9m is forecast and is expected to be partly offset by anticipated additional School Improvement Monitoring & Brokering Grant of £0.5m.

**Dedicated Schools Grant** - There are a number of pressures on the DSG in 2017/18 which will mean that despite a number of savings proposals that have been actioned it is likely that there will be an overspend in 2017/18. As at period 5, an overspend of £1.416m is projected. The High Needs Block has significant overspends, mainly in top up payments to outside institutions. This is partly offset by an underspend in Early Years as a result of underspends on the SEN Inclusion Fund and effectively receiving funding for more places than is being paid out.

### 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>Demand Led Budgets:</b>																	
In House Fostering	12,510	(2,810)	9,700	0	0	0	0	0	(455)	0	0	0	(455)	0			(455)
Internal Residential	3,605	0	3,605	98	0	0	0	0	0	0	0	0	98	0			98
Kinship Care	2,363	0	2,363	0	0	0	0	0	169	0	0	0	169	0			169
Family Placement & Place for Adoption	1,628	0	1,628	0	0	0	0	0	(77)	0	0	0	(77)	0			(77)
IFA	7,889	0	7,889	0	0	0	0	0	0	0	0	0	0	0			0
External Residential	10,062	0	10,062	0	0	0	0	0	380	0	0	(380)	0	0			0
Semi Independent Living <18 & Secure Justice/Welfare	2,575	0	2,575	0	0	0	0	0	0	(253)	0	0	(253)	0			(253)
Adoption, SGO and RO	7,023	0	7,023	2	0	4	0	0	439	0	0	0	445	(216)			229
Leaving Care	4,659	(1,469)	3,190	0	26	0	0	24	265	(2)	0	0	313	(24)			289
SEN Outside Placements	4,857	(4,857)	0	0	0	0	0	0	0	0	0	0	0	0			0
Transport	14,694	(453)	14,241	0	0	0	50	0	0	0	0	0	50	0			50
<b>Sub total Demand Led Budgets</b>	<b>71,865</b>	<b>(9,589)</b>	<b>62,276</b>	<b>100</b>	<b>26</b>	<b>4</b>	<b>50</b>	<b>24</b>	<b>721</b>	<b>(255)</b>	<b>0</b>	<b>(380)</b>	<b>290</b>	<b>(240)</b>			<b>50</b>
<b>Other Budgets</b>																	
Partnerships	21,591	(8,846)	12,745	40	1	142	0	73	(54)	(225)	0	0	(23)	(38)			(61)
Learning, Skills & Universal Services	70,961	(68,417)	2,544	(24)	0	0	0	0	0	(250)	0	0	(274)	7			(267)
Safeguarding, Targeted & Specialist Services	100,128	(60,536)	39,592	(24)	(26)	132	177	(50)	101	(250)	0	0	60	923			983
Central Overheads	9,554	(7,735)	1,819	(205)	0	0	0	0	0	0	0	0	(205)	(500)			(705)
<b>Sub total Other Budgets</b>	<b>202,234</b>	<b>(145,534)</b>	<b>56,700</b>	<b>(213)</b>	<b>(25)</b>	<b>274</b>	<b>177</b>	<b>23</b>	<b>47</b>	<b>(725)</b>	<b>0</b>	<b>0</b>	<b>(442)</b>	<b>392</b>			<b>(50)</b>
<b>Total</b>	<b>274,099</b>	<b>(155,123)</b>	<b>118,976</b>	<b>(113)</b>	<b>1</b>	<b>278</b>	<b>227</b>	<b>47</b>	<b>768</b>	<b>(980)</b>	<b>0</b>	<b>(380)</b>	<b>(152)</b>	<b>152</b>			<b>0</b>

<b>Key Budget Action Plans and Budget Variations:</b>		<b>Lead Officer</b>	<b>Additional Comments</b>	<b>Action Plan Value</b>	<b>Forecast Variation</b>
<b>A. Significant Variations</b>				<b>RAG</b>	<b>£m</b>
	Children Looked After	Steve Walker	Pressure on CLA demand led budgets (External Residential placements and Independent Fostering Agencies). The budget has now been increased by £3.7m. This together with a number of actions that are being implemented mean that a small overspend is projected. This is expected to be offset by a release from the demand and demography reserve. There is a risk that numbers continue to increase due to demographic pressures.	R	<b>0.38</b>
	Passenger Transport	Sue Rumbold	Anticipated savings against the transport budget based on the outturn position in 16/17 and projected demand in 2017/18. Latest information small pressure	R	<b>0.05</b>
	Early Years	Andrea Richardson	A combination of increased catering costs, commissioning savings not being achieved, a slight reduction in income and increased spend on projects. However, other savings have been identified to partly offset this overspend.	R	<b>0.30</b>
	Income - ESG	CSLT	Latest Indicative allocations indicate an increase in Improvement Support Support Grant against budgeted income.	G	<b>(0.50)</b>
	Net effect of all other minor variations	CSLT	There are a number of other minor variations within the directorate.	R	<b>(0.04)</b>
<b>B. Key Budget Action plans (BAP's)</b>					
E1	Remodel Social Work Practice	Sal Tariq	Reduced agency spend in Children's Social work service, and also reduce non-front line staffing in Children's Social work. A shortfall of £0.8m is currently projected against the saving target, primarily due to non-achievement of the Initial Budget Action Plan around Social Work staffing.	A	0.93 <b>0.80</b>
E2	Other staffing savings	CSLT	Net staff savings from ELI and through the management of vacant posts.	G	0.98 <b>0.00</b>
C2	ESG funded activities	Andrew Eastwood, Sue Rumbold	Proposed savings include running cost savings in information management & technology, learning improvement and information management, and staff savings across a number of services.	G	0.97 <b>0.00</b>
C3	Commissioned services	CSLT	Commissioned Services - A shortfall of £0.2m is currently projected against the budgeted savings.	A	0.65 <b>0.20</b>
A7	Increase traded income and reduced level of subsidy	CSLT	Additional resources have been committed to provide the capacity to develop a strategy and implement the proposals. Additional traded income has been included in the 17/18 budget for activity centres, complex needs, early years improvement, attendance strategy and a range of other services provided to schools. At this stage in the year it is projected that the budget should be achieved although there is a risk that not all the additional income is secured.	A	1.25 <b>(0.20)</b>
C1	Children's Centre Family Services & Childcare	Andrea Richardson	Reshape of family services which will include a review of the core offer and additional services currently funded by partners.	G	0.60 <b>0.00</b>
A4	Additional DfE Innovations funding	Sal Tariq	New Innovations bid approved and £7.3m received in 2016/17. It is anticipated that £4m will be spent in 2017/18.	G	2.50 <b>(0.25)</b>
A2	Children's Centre Income	Andrea Richardson	Increases in Fees from January 2017 and September 2017 and additional income from the new Free Early Educational Entitlement (FEEE) hourly rates. A shortfall of £0.5m against the overall income target is projected reflecting a reduction in nursery places taken up.	R	0.30 <b>0.50</b>
A3	Additional income from top slice Free Early Education Entitlement (FEEE) payments.	Sue Rumbold	New ability to top slice 5% from FEEE payments to nursery providers. Schools Forum approval received.	G	1.00 <b>0.01</b>
	Various other budget savings (8)	CSLT	Including short breaks contract savings, additional income from Adel Beck and Children's Centre fees, additional public health and CCG funding, additional DCLG funding for troubled families, running cost savings etc.	A	2.85 <b>0.00</b>
<b>C. Contingency Plans</b>					
	Additional staff savings across the Directorate		Review vacant posts and agency and overtime time spend across the directorate. Savings from backfill arrangements around Kirklees and DfE PiP projects.	A	<b>(0.87)</b>
	Actions to reduce CLA		Release from Demand & Demography reverse	A	<b>(0.38)</b>
<b>Children and Families Directorate - Forecast Variation</b>					<b>0.00</b>

## CITY DEVELOPMENT 2017/18 BUDGET - PERIOD 5 FINANCIAL DASHBOARD - MONTH 5 (APRIL - AUGUST)

### Overall -

At Period Five City Development is projecting a breakeven position, however a number of pressures have been identified and work is ongoing to identify positive actions to mitigate these with a view to delivering a balanced position.

In Planning some minor expenditure pressures on Planning Appeals and inspection costs are anticipated however these are offset with projected additional income from planning fees and building inspections assuming current trends continue.

In Economic Development the main pressure is due to a 20% rent discount for 6 months being given to all Kirkgate Market traders to allow them to invest in their businesses and help contribute to the market's long term viability.

Within Asset Management the Advertising Income budget continues to be a challenging target with a likely projected outturn shortfall of £518k. This assumes all current sites will be fully utilised, however work is ongoing to identify additional locations and actions to mitigate this pressure in the longer term.

Highways and Transportation are currently projecting a small underspend and are expected to come in on budget, however currently show large variations on staffing and supplies and services reflecting the current use of strategic partners Mouchels rather than in-house colleagues to deliver current works.

Within Sport and Active Lifestyles an overspend of £173k is projected reflecting reductions in Public Health Funding, the impact of the failure of the moveable floor at JCCS, and the net impact of the part closure and refurbishment at Aireborough Leisure Centre.

However, in line with the Directorates Budget Strategy to deliver a balanced budget further work is ongoing to identify mitigating actions and an action plan saving of £681k from additional investment and balances

### 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 & Sustainable Development	8,714	(6,283)	2,431	(10)	0	50	(5)	50	0	0	0	0	85	(85)	0
Economic Development	5,320	(4,660)	660	6	11	1	1	21	0	0	0	0	40	262	302
Asset Management & Regeneration	13,792	(15,515)	(1,723)	1	106	45	(1)	(10)	0	0	0	0	141	470	611
Employment & Skills	3,957	(2,208)	1,749	(27)	0	90	0	0	0	0	0	(90)	(27)	(10)	(37)
Highways & Transportation	58,313	(41,428)	16,885	(461)	(34)	572	13	(20)	0	0	0	0	70	(121)	(51)
Arts & Heritage	17,245	(7,721)	9,524	(27)	(109)	42	0	21	23	0	0	0	(50)	62	12
Sport & Active Lifestyles	24,255	(18,889)	5,366	(48)	(20)	(21)	0	1	0	0	0	0	(88)	261	173
Resources & Strategy	889	(125)	764	(14)	0	(315)	0	0	0	0	0	0	(329)	(681)	(1,010)
<b>Total</b>	<b>132,485</b>	<b>(96,829)</b>	<b>35,656</b>	<b>(580)</b>	<b>(46)</b>	<b>464</b>	<b>8</b>	<b>63</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>(90)</b>	<b>(158)</b>	<b>158</b>	<b>0</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 via increased income generation.	G	562	0
2.	Economic Development	Tom Bridges	Increased income and running cost savings	A	295	78
3.	Asset Management & Regeneration	Tom Bridges	Strategic Investment Income and additional fee income.	A	2,827	93
4.	Highways and Transportation	Gary Bartlett	Addition fee income and income from developers	G	1,396	(51)
5.	Arts and Heritage	Cluny MacPherson	Savings via increased income opportunities, not hosting the Tour de Yorkshire in 2017, and a staffing restructure.	G	810	12
6.	Employment and Skills	Sue Wynne	Staffing and Commissioning Savings	G	240	(37)
7.	Sport and Active Lifestyles	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation.	G	652	0
8.	Resources and Strategy	Ed Mylan	Directorate wide additional savings requirement	G	158	0
<b>Total Budget Action Plan Savings</b>					<b>6,940</b>	
<b>B. Other Significant Variations</b>						
1.	Asset Management	Tom Bridges	Shortfall in Advertising income			518
2.	Economic Development	Tom Bridges	6 Month 20% Rent Discount at Kirkgate Market			224
3.	Sport and Active Lifestyles	Cluny Macpherson	Income pressures from reduced Public Health Funding, JCCS Pool and Airborough refurbishment			173
4.	City Development	All	Other minor variations across services			(14)
5.	City Development	All	Mitigating in year actions			(681)
6.	City Development	All	Restrictions on running costs and supplies and services			(315)
<b>City Development Directorate - Forecast Variation</b>						<b>0</b>

# RESOURCES AND HOUSING

## FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR

### MONTH 5

#### Overall

A balanced position at Period 5 is still projected although there are also risks around timely implementation of savings incorporated as part of the 2017/18 budget strategy leading to variations within services.

#### Resources

For month 5 it is assumed that, overall, support services will achieve the £5m savings which formed part of the Support Services review. Shared Services are forecast to underspend by £800k, primarily as a result of savings against the staffing budget due to vacant posts. These savings are offset by a £150k overspend against the PPPU budget (savings against staffing more than offset by a projected shortfall in income) and a £440k overspend on Finance mainly due to a £360k shortfall against court fees income. A £205k DIS pressure has emerged following the recent cyber attacks on the NHS; this spend is to enable remedial work to be undertaken to mobile devices, the network, patch and configuration and to strengthen access control so that the Council can qualify for the Public Services Network certificate. The projections assume this pressure can be managed within the approved level of resources. It is not anticipated that the that the £300k Council wide workforce development savings currently held within HR will be achieved but compensating savings in the Resources division are being sought, so no variation is forecast.

#### Leeds Building Services

A balanced position is projected for LBS through Directorate actions plans to be identified. With the current projection in relation to the delivery of the planned £1.8m savings, required in the budget strategy, indicating a shortfall of £600k at period 5. This variation is due to slippage in the implementation of both the revised staffing structure and the IT infrastructure. A reduction in budgeted overheads combined with anticipated increases in turnover will largely offset this pressure.

#### Housing and Property Services

Housing and Property Services are expected to achieve the £700k of budgeted savings in this financial year. The government has replaced Temporary Accommodation Management Fee (TAMF) with Flexible Homelessness Support Grant (FHSG) from April 2017. FHSG has been calculated on the basis of homeless prevention outcomes and, as Leeds has achieved a high level of preventions, the allocation for Leeds in 2017/18 has been set at £1.636m and at £1.794m in 2018/19. A potential pressure of £1.35m has been identified against the responsive repairs CPM budget in a recent report to Strategic Investment Board although no revenue solution to inject additional funding has been found to date. Work has begun to look at increasing the level of capital spend and the positive impact this may have to offset the revenue pressure. Within Housing Services staffing savings of £190k due to vacant posts are offset by a reduction in recharges leaving a balanced position forecast.

#### Civic Enterprise Leeds

A balanced position is currently forecast through Directorate action plans to be identified. As a result of the marginal financial impact of the reduced number of feeding days in 2017/18 and inflationary pressure on food costs there's likely to be a £379k pressure for the Catering service, partially offset by savings/actions within the rest of the division to leave a net £200k pressure. There is also likely to be a financial impact of Merrion House re-opening in this financial year but we are awaiting financial analysis being led by colleagues in City Development to see what running cost savings will be generated from buildings directorates will be vacating to establish the net financial impact both this year and from 2018/19.

#### 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	
Resources	98,418	(38,122)	60,296	(1,918)	16	316	(31)	113	0	0	0	(24)	(1,528)	1,528	0
LBS	46,947	(55,327)	(8,380)	121	232	(125)	(228)	0	0	0	0	0	0	0	0
Housing & Property	26,195	(12,402)	13,793	(435)	37	7	0	(235)	11	0	0	235	(380)	380	0
CEL	71,089	(63,551)	7,538	169	36	(63)	(67)	(58)					17	(17)	0
<b>Total</b>	<b>242,649</b>	<b>(169,402)</b>	<b>73,247</b>	<b>(2,063)</b>	<b>321</b>	<b>135</b>	<b>(326)</b>	<b>(180)</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>211</b>	<b>(1,891)</b>	<b>1,891</b>	<b>0</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	Specialist Admin	Helena Phillips	Further efficiencies by consolidating "specialist" admin staff under one professional lead	G	1.00	-0.80
2	ICT, IM & T & Intelligence	Dylan Roberts	Introduce a new operating model to deliver staffing efficiencies.	G	0.90	0.00
3	ICT, IM & T & Intelligence	Mariana Pexton	Introduce a new operating model to deliver staffing efficiencies.	G	0.20	0.00
4	Workforce Development	Lorraine Hallam	Consolidation of training budgets.	A	0.30	0.30
5	PPPU	David Outram	Identify savings through a portfolio approach including development of prioritisation model	A	0.30	0.20
6	Financial Services	Doug Messon	Savings to be delivered through staffing efficiencies.	G	0.90	0.00
7	Human Resources	Lorraine Hallam	Staff savings through continuing to implement new ways of working.	G	0.30	0.00
8	Strategy & Improvement	Marianna Pexton	Further staff savings and efficiencies within Communications, Marketing and Emergency Planning.	G	0.10	0.00
9	Financial Services	Doug Messon	Additional traded income.	G	0.20	0.00
10	Legal & Democratic Services	Catherine Witham	Staffing efficiencies to fund cost of pay award.	G	0.10	0.00
11	LBS - Consolidation of Construction/Property Maintenance	Simon Costigan	Savings through staffing, both management and support functions and a targeted reduction in running costs. Roll out of Total Mobile software will deliver efficiencies which will result in the reduction in use of sub contractors.	A	1.80	0.60
12	Strategic Housing - integration of functions	Jill Wildman	Closer working arrangements within the different functions will facilitate a reduction in the number of budgeted posts.	G	0.10	0.00
13	Housing related support - reduction in contract payments	Jill Wildman	Savings to be realised through ongoing review and retendering of contracts.	G	0.40	0.00
14	Strategic Housing - review of charging arrangements	Jill Wildman	Adaptations review charges to both the capital programme and Housing Leeds.	G	0.20	0.00
15	Cleaning Savings	Sarah Martin	Efficiencies to be realised through expanding mobile cleaning, changing times and frequency of cleaning resulting in a reduction of the number of staff required.	G	0.50	0.00
16	Management Staff reductions	Sarah Martin	Reduction in level of JNC management support, delivered through a reconfiguration of roles and responsibilities.	G	0.20	0.00
17	Facilities Management Savings	Sarah Martin	Planned realignment of the service to be delivered through a restructure.	G	0.10	0.00
18	Fleet	Sarah Martin	Combination of maximising existing external income streams whilst developing new ones together with the aim of reducing costs.	G	0.10	0.00
19	Commercial Catering	Sarah Martin	Based on internalising commercial catering for some of the services within the Civic Quarter and expanding retail offer.	G	0.10	0.00
<b>B. Other Significant Variations</b>						
1	Financial Services	Doug Meeson	Shortfall against court fees income.	A		0.50
2	CEL	Sarah Martin	Shortfall against Catering income	A		0.20
3	Directorate action plan.		Actions to be identified so that the Directorate can achieve a balanced position.			-1.00
<b>Strategy and Resources Directorate - Forecast Variation</b>						<b>0.00</b>



**COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY**  
**FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR**  
**Period 5 (August 2017)**

**Overall Position (£482k over budget)**  
**Communities (nil variance)**  
 The service is projecting a nil variance against its budget at period 5.

**Customer Access (+£281k over budget)**  
 The main area of potential overspend is staffing in Community Hubs where current staff in post are projected to exceed the budget by £615k. This is largely due to delivery of the Community Hub programme which has required additional resource and management/supervision to be put in place. However, the service is anticipating that a number of staff will leave under the ELI scheme and this is expected to reduce the staffing overspend to around £350k. The branch libraries are still in need of maintenance works - no budget provision was transferred when the service moved across and it is expected that a further £50k will be spent in year. This pressure along with an expected shortfall in libraries income of £50k, are offset by additional income (net £199k) in the Interpreting and Translation Team from providing translation services to the NHS

**Elections, Licensing and Registration (+£15k over budget)**  
 The projected variance mainly relates to a projected shortfall in income within births, deaths and marriages. Costs in respect of the general election are expected to be met by government grant.

**Welfare & Benefits (+£817k over budget)**  
 The main area of risk is around the achievement of the budgeted level of Housing Benefit overpayment income (£8.4m) which has reduced in line with the overall reduction in HB payments along with the average value of each overpayment. Current indications are that after making a provision for doubtful debts, there could be a net shortfall of income of around £800k at the year end. In other areas a small overspend of £17k is currently projected, mainly due to a shortfall in budgeted Localised Council Tax Support administration grant.

Staffing savings due to vacant posts are anticipated to be offset by overtime payments and the cost of additional off-site processing.

**Parks & Countryside (nil variance)**  
 The service is projecting an overall variance at Cafe /Retail and Attractions of +£76k, which at this early stage of the year includes a projected shortfall in income at both Lotherton Hall and Tropical World. The service is increasing marketing activities to offset these shortfalls. In addition there is a projected reduction in income from Golf of £54k. These variances are offset by other savings within the service, mainly income from land searches within PROW (Public Rights Of Way).

**Environmental Action (-£102k below budget overall):**  
**Car Parking (-£96k below budget)**  
 Staffing is projected to be under budget by (£37k) due to delays in ongoing recruitment. Income trends indicate shortfalls in both on-street income and Bus Lane offences throughout the city, although these are partially offset by additional off-street and PCN income.

**Cleaner Neighbourhoods Teams (+£46k over budget)**  
 The projected overspend mainly relates to the hire costs of using additional sweepers. Savings from delayed recruitment to the new structure are projected to be largely offset by additional overtime costs.

**City Centre (-£13k under budget)**  
 The projected variance is mainly due to the staffing savings whilst recruitment is ongoing to fill the recently approved structure, this saving is partially offset by the ongoing usage of overtime and covering City Centre events.

**Environmental Health (-£39k below budget)**  
 The projected variance is due to savings from delayed recruitment (£75k). These positions are projected to be all filled by September /December. Variations in Pest control exp/income are projected at £35k.

**Waste Management (+£268k over budget)**  
 Within the Refuse Service it is currently anticipated that there will be slippage of 6 months in respect of the planned collection route efficiency programme as the staff consultation process continues, and this is forecast to result in a pressure of £498k. In addition, there will be a shortfall in budgeted income of £140k following the deferral of the planned introduction of inert building waste charges at Household Waste sites in light of the Government's litter strategy. However, offsetting these pressures is a saving of £470k in respect of the rateable value of the Recycling and Energy Recovery Facility (RERF) which was determined in March 2017. Other net variations of +£100k reflect staffing pressures across Waste Management, including additional Plant Operator training, partially offset by negotiated disposal contract price savings and additional weighbridge income.

**Community Safety (-£87k below budget)**  
 The projected underspend mainly reflects staffing savings of £88k due to vacant posts within CCTV, LABST and delays in recruiting to the new Domestic Violence structure.

**Directorate Wide (action plan savings -£710k)**  
 The directorate has identified potential actions of £710k to offset the overall projected overspend of £1.19m, which will reduce the projected overspend to £482k.

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

**Summary By Service**

				Period 5 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		
Communities	16,051	(10,716)	5,335	0	0	0	0	0	0	0	0	0	0	0	0	0
Customer Access	22,486	(3,269)	19,217	468	34	66	(8)	25	0	0	0	0	585	(305)	280	
Elections, Licensing And Registration	4,676	(4,926)	(250)	538	174	493	(3)	(18)	0	0	0	0	1,184	(1,169)	15	
Welfare And Benefits	268,070	(266,116)	1,954	(100)	2	132	(11)	(19)	0	448	0	0	452	365	817	
Car Parking Services	4,895	(13,375)	(8,480)	(37)	6	(133)	4	122	0	0	0	0	(38)	(58)	(96)	
Community Safety	7,323	(5,743)	1,580	(156)	0	1	0	(44)	0	0	0	0	(199)	112	(87)	
Waste Management - Refuse	40,379	(7,368)	33,011	671	10	(467)	(3)	0	0	0	0	0	211	58	269	
Parks And Countryside	29,426	(22,937)	6,489	0	27	705	(73)	79	(1)	0	0	0	737	(737)	0	
Environmental Action (City Centre)	1,999	(462)	1,537	(15)	1	1	0	0	0	0	0	0	(13)	0	(13)	
Environmental Health	2,107	(565)	1,542	(75)	(2)	22	(1)	0	0	0	0	0	(56)	17	(39)	
Cleaner Neighbourhood Teams	12,305	(4,518)	7,787	(4)	10	0	48	2	0	0	0	0	56	(10)	46	
Directorate Action Plan				(55)	0	(260)	0	0	0	0	0	0	(315)	(395)	(710)	
<b>Total</b>	<b>409,717</b>	<b>(339,995)</b>	<b>69,722</b>	<b>1,235</b>	<b>262</b>	<b>560</b>	<b>(47)</b>	<b>147</b>	<b>(1)</b>	<b>448</b>	<b>0</b>	<b>0</b>	<b>2,604</b>	<b>(2,122)</b>	<b>482</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.	Re-design Refuse collection rounds	Tom Smith	Net saving of £1.6m budgeted (£1.38m in the directorate, £0.25m in strategic debt budget)	A	(1.38)	0.50
2.	Implement charging for replacement wheeled bins	Andrew Lingham	Implementation date May 2017	G	(0.24)	0.00
3.	Implement charging for inert building waste	Andrew Lingham	Implementation deferred for 2017/18	N/A	(0.14)	0.14
4.	Environmental Action staffing savings	Helen Freeman	Restructure now agreed	G	(0.71)	0.00
5.	Implement charging for Bulky Waste	Helen Freeman	Implementation date May 2017	G	(0.15)	0.00
6.	Car Parking - review of tariffs	Helen Freeman	includes on street, Sun/Eve, Bank Holiday and Woodhouse Lane	G	(0.50)	0.00
7.	Undertake works for Housing Leeds, assumed to be within environmental action	All COs	Not restricted to environmental action, works may be undertaken by other services	G	(0.30)	0.00
8.	Reduce front line horticultural staff	Sean Flesher	Service to identify posts to be held vacant	G	(0.40)	0.00
9.	Development of visitor attractions/increase admission prices	Sean Flesher	1st phase of Tropical World complete, DCRs required for other sites	G	(0.33)	0.00
10.	Increase Bereavement charges to eliminate subsidy	Sean Flesher	To be increased by 2% above inflation.	G	(0.12)	0.00
11.	Stretched income target across Parks & Countryside	Sean Flesher	To be achieved across all income generating areas	G	(0.16)	0.00
12.	Reduction in Community Safety area co-ordinators	Sam Millar	Achieved through redeployment	G	(0.18)	0.00
13.	Generate CCTV/Security income of £2.1m	Sam Millar	Estimated £200k of unsecured income	G	(0.20)	0.00
14.	Community Safety - secure £1.1m income from WYPCC	Sam Millar	WYPCC agreed to fund PCSOs in Leeds	G	(1.10)	0.00
15.	Communities Teams savings	Shaid Mahmood	Review Management & Leadership, review grants & contributions to 3rd sector	G	(0.20)	0.00
16.	Communities Well Being	Shaid Mahmood	Further reductions to Community Cttees	G	(0.18)	0.00
17.	Community Centres - restrict free lets	Shaid Mahmood	Target to restrict to 75% of present level	G	(0.08)	0.00
18.	Contact Centre staffing savings	Lee Hemsworth	Includes channel shift savings, reducing service failure and reviewing out of hours service	G	(0.53)	0.00
19.	Customer Services Business Support staffing savings	Lee Hemsworth	Includes reducing helpdesk function and merging support and development functions	G	(0.25)	0.00
20.	Libraries efficiencies	Lee Hemsworth	Savings from staffing/running costs/income	G	(0.40)	0.00
21.	Reprovision of mobile library service	Lee Hemsworth	Subject to Executive Board report	G	(0.12)	0.00
22.	Welfare and Benefits - reduction in off-site processing	Andy Cameron	Introduction of e-claims	G	(0.20)	0.10
23.	Local Welfare Support Scheme	Andy Cameron	Reduce scheme by 30%	G	(0.30)	0.00
24.	Welfare and Benefits - additional grant income	Andy Cameron	FERIS, New Burdens. Additional £540k budgeted for in 17/18 on top of £290k in base	G	(0.54)	(0.02)
25.	Registrars	Steve Coupe	Charging /income proposals	G	(0.08)	0.00
<b>B. Other Significant Variations</b>						
1.	Waste Disposal Costs	Andrew Lingham	Net Budget £15.8m incl. £10.7m RERF. Projected saving reflects Business Rates saving at RERF	G		(0.47)
2.	Community Hubs	Lee Hemsworth	Staffing overspend projected - see comments above	A		0.35
3.	Housing Benefits	Lee Hemsworth	Projected shortfall in overpayments income	R		0.80
4.	All other variations		Mainly staffing	G		(0.21)
5.	Directorate Action Plan		Actions identified			(0.71)

<b>Communities &amp; Environment - Forecast Variation</b>	<b>0.48</b>
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**STRATEGIC & CENTRAL ACCOUNTS - 2017/18 FINANCIAL YEAR  
FINANCIAL DASHBOARD - PERIOD 05**

**Overall :**

At month 5 the strategic & central budgets are to balance, although there are a number of variations to report.

The key variations are;

- Section 278 income - a potential £1.4m risk due to lower levels of development activity
- Additional debt costs of £0.7m are forecast, reducing to £0.1m after accounting for income from prudential borrowing charges
- Savings of £0.9m on the levy contribution to the business rates pool
- Reduction in New Homes Bonus of £1.5m
- Additional £1.4m of S31 grant income for business rates reliefs, primarily £1.1m of reliefs announced after the budget was set. (This is to offset the loss of business rates income)

**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	(10,887)	(36,641)	(47,528)			(598)							(598)	1,056	458
Debt	20,135	(920)	19,215			663							663		663
Govt Grants	1,739	(22,399)	(20,660)										(932)	(625)	(1,557)
Joint Committees	37,100	0	37,100						105				105		105
Miscellaneous	6,243	(1,088)	5,155	(230)									(230)	261	31
Insurance	9,438	(9,438)	0			885		(90)				(115)	680	(380)	300
<b>Total</b>	<b>63,768</b>	<b>(70,486)</b>	<b>(6,718)</b>	<b>(230)</b>	<b>0</b>	<b>950</b>	<b>0</b>	<b>(90)</b>	<b>105</b>	<b>(932)</b>	<b>0</b>	<b>(115)</b>	<b>(312)</b>	<b>312</b>	<b>0</b>

## STRATEGIC & CENTRAL ACCOUNTS - 2017/18 FINANCIAL YEAR

### Key Budget Action Plans and Budget Variations:

			RAG	Budget	Forecast Variation against Budget
				£m	£m
A. Major Budget Issues	Lead Officer	Additional Comments			
1.	Debt Costs and External Income	Doug Meeson £300k brokerage; £360k external interest costs (offset £619k additional borrowing income see B3)	A	18.2	0.7
2.	Minimum Revenue Provision	Doug Meeson No variation is anticipated for 2017/18	G	1.0	0.0
3.	New Homes Bonus	Doug Meeson Impact of change to NHB announced in budget	A	(13.3)	1.5
4.	Business Rates (S31 Grants, Tariff adjustment & EZ)	Doug Meeson New S31 grant announced after budget was set	G	(9.6)	(1.5)
5.	S278 Contributions	Doug Meeson Projection from Capital team is £3.2m, therefore there is a risk of a £1.4m shortfall, dependent on progress in capital spend on the relevant schemes during the year.	R	(4.9)	1.4
6.	General capitalisation target	Doug Meeson Capitalisation of eligible spend in directorate/service revenue budgets.	G	(3.5)	(0.4)
7.	Schools capitalisation target	Doug Meeson Capitalisation of eligible spend in school revenue budgets.	G	(3.5)	(0.5)
8.	PFI Procurement savings	Doug Meeson Use of £1m income from 2016/17 Street Lighting PFI negotiated settlement	G	(1.0)	0.0
9.	Joint Committee - Coroners Services	Doug Meeson Likely overspend in 17/18 due to one off tribunal costs and staff restructuring to generate future savings.	G	1.3	0.1
<b>B. Other Significant Budgets</b>					
1.	Insurance	Doug Meeson No significant variation anticipated at this stage.	G	0.0	0.0
2.	Business Rates Levy	Doug Meeson Projections indicate a potential reduction in the levy due.	G	1.7	(0.9)
3.	Prudential Borrowing Recharges	Doug Meeson Projections suggest a slight increase in recharge income - offset debt costs above	G	(14.7)	(0.6)
4.	Earmarked Reserves	Doug Meeson Use of capital and other earmarked reserves.	G	(2.4)	0.0
5.	Miscellaneous	Doug Meeson No significant variation anticipated at this stage.	G	5.2	0.0
6.	Apprenticeship levy	Doug Meeson To be allocated to directorates as training credits are used.	G	0.0	0.0
<b>Strategic &amp; Central Accounts - Forecast Variation</b>					<b>0.0</b>

## Housing Revenue Account - Period 5 Financial Dashboard - 2017/18 Financial Year

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

Directorate	Current Budget	Projected Spend	Variance to budget
<b>Income</b>	£000	£000	£000
Rents	(215,352)	(215,016)	336
Service Charges	(6,921)	(6,934)	(13)
Other Income	(29,356)	(29,531)	(175)
<b>Total Income</b>	<b>(251,629)</b>	<b>(251,481)</b>	<b>148</b>
<b>Expenditure</b>			
Disrepair Provision	1,000	1,000	-
Repairs to Dwellings	43,548	43,548	-
Council Tax on Voids	754	754	-
Employees	26,215	25,731	(484)
Premises	7,362	7,358	(4)
Supplies & Services	4,432	4,254	(178)
Internal Services	40,549	40,741	193
Capital Programme	71,000	71,000	-
Unitary Charge PFI	8,860	8,737	(123)
Capital Charges	45,106	45,138	32
Other Expenditure	6,976	6,958	(18)
<b>Total Expenditure</b>	<b>255,801</b>	<b>255,219</b>	<b>(583)</b>
<b>Net Position</b>	<b>4,173</b>	<b>3,738</b>	<b>(434)</b>
Appropriation: Sinking funds	(3,139)	(2,937)	202
Appropriation: Reserves	(1,034)	(1,034)	-
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>(232)</b>	<b>(232)</b>
Proposed New Reserves			-
Transfer to Capital Reserve			-
<b>Total Current Month</b>	<b>0</b>	<b>(232)</b>	<b>(232)</b>

Comments
Rent lower than budget due to lower stock numbers from increased RTB sales. The void level is under the target at 0.83%
Service charge income (78k), Community Links furniture offset by saving in supplies and services £65k
Increased fee income from projected RTB sales (£233k), KPI income (£88k), Wharfedale View catering income (£36k) (offset by an increase in internal charges). Underachieved income on budgeted capitalised salary costs £238k (offset by savings on salaries). PFI Pass Through Costs (£56k).
Savings due to vacant posts and temporary staff secondments (£766k). This saving is offset by Disrepair agency staff £267k and other smaller variances £14k.
Review of budgets and projected spend
Community Links furniture savings balanced by reduction in service charge income (£65k), Savings following a review of printing requirements (£93k), Annual Support Grant (£20k).
Additional Fire Safety work £321k, Additional out of hours service £65k, Savings in other internal charges (£312k), Disrepair legal locums £80k, Increased costs of RTB due to high number of sales £40k
PFI Scheme Adjustments: Unitary Charge £62k, Insurance refund (£247k), Pass Through Costs £67k. Other adjustments (£5k).
Interest payable to GF
LTF saving (£22k), Transport Costs £4k
Unitary Charge on PFI funded by sinking fund

Previous period variance
£000
336
(13)
(210)
113
-
-
-
(355)
(5)
(65)
267
-
(190)
19
4
(326)
(213)
213
-
0
-
-
0

## Housing Revenue Account - Period 5 Financial Dashboard - 2017/18 Financial Year

Comparison of Current Tenant Arrears by Financial Year



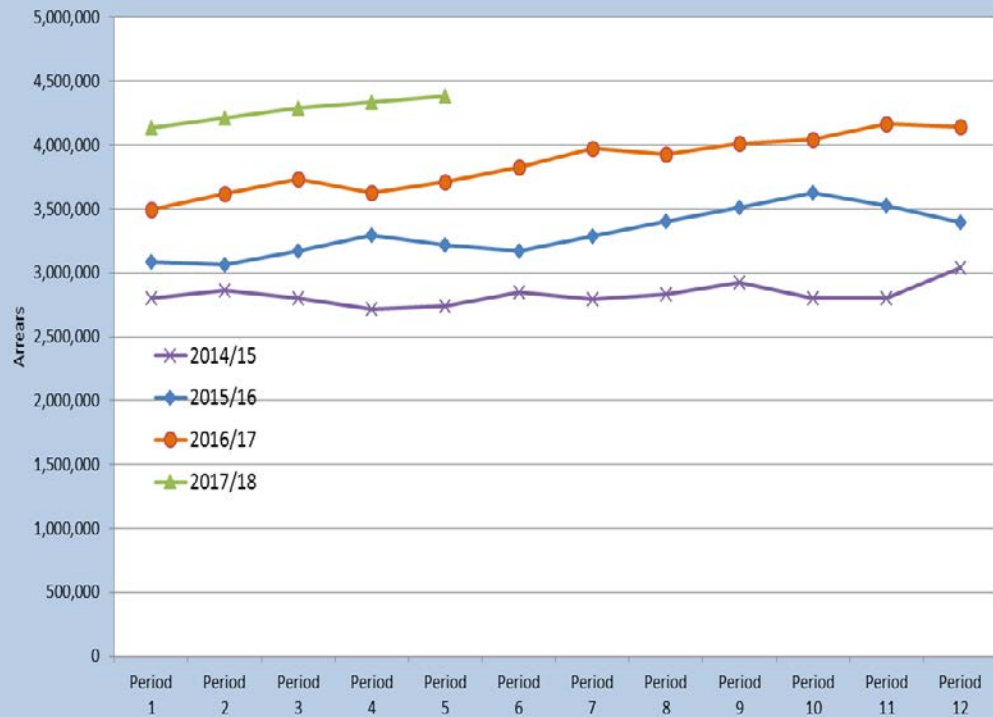
Change in Stock	Budget	Projection
Right to Buy sales*	350	530
New Build (PFI)	0	0
New Build (Council House Growth)	(101)	(101)
<b>Total</b>	<b>249</b>	<b>429</b>

\* actual sales as at the end of Period 5: 213

Right to Buy Receipts	2016/17 Actual	2017/18 Projection
Total Value of sales (£000s)	25,983	27,410
Average Selling Price per unit (£000s)	50.4	51.7
Number of Sales*	516	530
Number of Live Applications	1,165	1,228

## Housing Revenue Account - Period 5 Financial Dashboard - 2017/18 Financial Year

Comparison of Former Tenant Arrears by Financial Year



Arrears	2016/17	2017/18	Variance
	£000	£000	£000
<b>Dwelling rents &amp; charges</b>	<b>2017/18 Week 22</b>		
Current Tenants	6,826	6,592	(234)
Former Tenants	3,709	4,383	674
	10,535	10,975	440
<b>Under occupation</b>	<b>2017/18 Week 18</b>		
Volume of Accounts	4,655	4,346	(309)
Volume in Arrears	2,155	2,032	(123)
% in Arrears	46%	47%	0%
Value of Arrears	576	549	(27)
<b>Collection Rates</b>	<b>2017/18 Week 18</b>		
Dwelling rents	97.43%	96.48%	-0.95%
Target	97.50%	97.75%	
Variance to Target	-0.07%	-1.27%	

## Housing Revenue Account - Period 5 Financial Dashboard - 2017/18 Financial Year

Projected Financial Position on Reserves	Reserves b/f	Use of Reserves	Contribution to Reserves	Closing reserves
	£000	£000	£000	£000
<b>HRA General Reserve</b>	<b>(6,631)</b>	<b>100</b>	<b>(232)</b>	<b>(6,763)</b>
<b>Earmarked Reserves</b>				
Environmental Works	(1,668)	963		(705)
Insurance - large claims	(137)			(137)
Welfare Change	(1,782)	564		(1,218)
Housing Advisory Panels	(699)	459		(240)
Sheltered Housing (Committed in capital programme)	(3,238)			(3,238)
Holdsworth Place - land purchase	(64)			(64)
Early Leavers' Initiative	(408)			(408)
Changing the Workplace	(353)	353		(0)
eFiles Box-It Project	(262)	262		(0)
	<b>(8,610)</b>	<b>2,601</b>	<b>0</b>	<b>(6,009)</b>
<b>PFI Reserves</b>				
Swarcliffe PFI Sinking Fund	(10,343)	2,903	0	(7,440)
LLBH&H PFI Sinking Fund	(2,515)	34	0	(2,481)
	<b>(12,858)</b>	<b>2,937</b>	<b>0</b>	<b>(9,921)</b>
<b>Capital Reserve</b>				
MRR (General)	(14,960)	54,991	(71,000)	(30,969)
MRR (New Build)	(12,540)	9,350	0	(3,190)
MRR (HRA RCCOs)	(3,003)			(3,003)
	<b>(30,502)</b>	<b>64,341</b>	<b>(71,000)</b>	<b>(37,163)</b>
<b>Total</b>	<b>(58,601)</b>	<b>69,979</b>	<b>(71,232)</b>	<b>(59,856)</b>