

# ADULTS AND HEALTH

## Financial Dashboard - 2017/18 Financial Year

### Month 7 (October 2017)

The directorate continues to project a balanced position for the year, though it should be noted that due to demand based pressures it is assumed that £0.6m of reserves will be used to balance the position.

The position for Adults and Health has been adjusted to include the monies announced in the Spring Budget. It should be noted that though detailed plans for the associated spend have now been agreed, the monies are yet to be allocated and therefore for the purposes of this report they are provisionally shown against the budgets for the procurement of care (Access and Care Delivery and Commissioning).

Budget action plans for demand based services are broadly on target to deliver but slippage in some areas is being monitored.

The main variations at Period 7 across the key expenditure types are as follows:

#### Staffing (-£1.2m – 2.4%)

Savings are evident across most areas but principally within Strategic Commissioning.

#### Community care packages (+£8.7m – 4.6%)

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 £2.0m net pressure on demand led budgets. This is primarily related to the impact of the latest proposed care home fees, an increase in the use of supported accommodation and slippage on savings plans, partially offset by an underspend on Direct Payments.

#### Income (-£6.9m – 5.4%)

Service user contributions, related to Community Support services, are projected to be lower than budgeted. Though investigations continue to determine the cause of this and to identify potential remedies, it appears that growth in the number of new clients is considerably lower than envisaged, which may be as a result of the strengths based initiative and increased use of preventative solutions including reablement. The grant income from the Spring Budget is recorded here along with an assumption that there will be an offsetting reduction in the funding targeted from Health partners in 2017/18.

#### 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	48	0	17	(2)	0	0	0	0	0	63	(17)	46
Access & Care Delivery	250,843	(43,787)	207,056	(80)	29	(166)	(10)	(207)	6,094	(849)	0	0	4,810	(123)	4,687
Commissioning Services	30,335	(36,728)	(6,394)	(972)	21	(14)	(8)	197	3,405	0	0	(551)	2,078	(6,686)	(4,607)
Resources and Strategy	5,227	(637)	4,590	(85)	1	(16)	9	(79)	100	0	0	0	(70)	(56)	(126)
Public Health (Grant Funded)	46,036	(46,009)	27	(116)	(1)	14	(4)	36	(62)	0	0	154	21	(21)	0
Appropriation Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>332,926</b>	<b>(127,382)</b>	<b>205,544</b>	<b>(1,205)</b>	<b>50</b>	<b>(165)</b>	<b>(15)</b>	<b>(53)</b>	<b>9,536</b>	<b>(849)</b>	<b>0</b>	<b>(397)</b>	<b>6,902</b>	<b>(6,902)</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	Blue	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	Amber	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	Green	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	Amber	0.5	0.2
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	Green	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	Amber	1.3	0.9
7.	Legal Fees	S Hume	Reduction in in-house legal fees	Green	0.3	0.0
8.	Vacancy management	Various	Mainly non-frontline services	Green	0.6	0.0
9.	Fees and charges	S Hume	Improved income collection and income recovery from direct payment audit	Amber	0.7	0.3
10.	Review non-essential spend	Various	Review and top-slicing of non-essential spend	Green	0.3	0.0
11.	Public health	I Cameron	Review of commissioned services	Blue	2.9	0.0
12.	Community Support	D Ramskill	In-house community support service closure	Blue	0.9	0.0
<b>B. Other Significant Variations</b>						
1.	Staffing	All	Ongoing vacancy management			(1.2)
2.	Community care packages	Various	Relates principally to unallocated Spring Budget monies, impact of proposed care fees, increased use of supported accommodation			7.6
3.	General running costs	All				(0.1)
4.	Use of reserves	All				(0.4)
5.	Income	S Hume	Primarily Spring Budget monies (offset by non-deliverable Health income target)			(7.2)
<b>Adults and Health Directorate - Forecast Variation</b>					<b>0.0</b>	

## CHILDREN & FAMILIES 2017/18 FINANCIAL YEAR FINANCIAL DASHBOARD - Period 7

**Overall Summary** - At period 7 the Directorate is projecting a balanced position. There has been an increase in the demand for External Residential (ER) and IFA (Independent Fostering Agents ) placements during September and October which means that the projected year end spend has been increased. Overall CLA numbers have also increased. The projection for Period 5 and 6 included an anticipated reduction in CLA numbers based on the work in the Directorate to look to bring a number of children out of ER placements, however, despite this the number of ER placements has continued to increase. There has also been an adverse movement in projected pay costs (which is detailed below). In order to offset these increased pressures the Directorate is looking to utilise £1.7m of the DfE Partners in Practice funding earlier than profiled and also maximise external income and has identified an additional £1m that will help to offset the CLA and staffing pressures. There are some risks within this position and these are mentioned below.

**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 now includes an increase to the CLA budget of £6.7m compared to 2016/17. Current level of Independent Fostering Agents (IFA) is 189 children whilst the level of External Residential (ER) is 60 children. There has been an increase in ER placements this month. There has also been an increase in the overall projected spend on adoption, Special Guardianship Orders (SGOs) and Residence Orders (RO). Section 17 spend (emergency payments for children in need) is also now shown under the demand led budget section. The period 7 projection assumes that the current level of CLA numbers is maintained to the end of the year (previous months projections assumed a reduction in CLA numbers). There is a risk that CLA numbers continue to rise.

**Staffing** - It is now projected that staffing will be overspent by £0.9m. This includes an additional £0.3m from capitalised pension costs as a result of prior year early retirements. It is projected that the action plan to deliver savings from the review of vacant posts, agency and overtime will not achieve the targeted savings previously reported; this results in a further £0.5m pressure. The directorate will continue to review recruitment and agency spend to try and reduce this pressure.

**Transport** - Period 7 is projecting to be overspent by £0.15m 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** - Period 7 projects a shortfall against the £1.2m additional trading target of £0.2m. This is mainly around the Activity Centres and it is recognised that the non- charged work they do means that they will not be able to achieve the budgeted breakeven point without stopping doing this important area of work. This shortfall is offset by an anticipated additional £0.7m of income resulting from the Kirklees Partner Improvement work. There is a pressure of £0.2m against the £1.1m commissioned service savings target.

**Other Income** - The new Innovations & Partners in Practice 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 £1.95m additional in-year usage. The use of this grant in 17/18 will not impact on the future delivery of the programme. There is additional School Improvement Monitoring & Brokering Grant of £0.5m. A shortfall in income in children's centres of £0.95m is forecast reflecting non-achievement of the planned increase of fee paying nursery places. Also a shortfall of external income of £0.13m at Adel Beck is projected. At period 7 sources of external income have been identified to offset the growing CLA pressure. This includes additional draw down of Kirklees Improvement Partnership income of £0.7m; UASC grant income £0.3 m (Unaccompanied Asylum Seeking Children grant) ; and schools contribution to out of area External Residential placements of £0.3m.

**Dedicated Schools Grant** - There is a separate Dashboard for DSG.

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

				PROJECTED VARIANCES											Total (under) / overspend		
	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	(446)	0	0	0	(446)	0			(446)
Internal Residential	3,605	0	3,605	106	49	0	0	0	0	0	0	0	155	0			155
Kinship Care	2,363	0	2,363	0	0	0	0	0	206	0	0	0	206	0			206
Family Placement & Place for Adoption	1,628	0	1,628	0	0	0	0	0	(70)	0	0	0	(70)	0			(70)
IFA	7,769	0	7,769	0	0	0	0	0	520	0	0	0	520	0			520
External Residential	11,016	0	11,016	0	0	0	0	0	283	0	0	0	283	0			283
Semi Independent Living <18 & Secure Justice/Welfare	2,575	0	2,575	0	0	0	0	0	(253)	0	0	0	(253)	0			(253)
Adoption, SGO and RO	6,568	0	6,568	2	0	4	0	0	755	0	0	0	761	(314)			447
Leaving Care	4,659	(1,469)	3,190	0	0	26	3	23	1,032	(334)	0	0	750	(374)			376
Section 17	444	0	444	0	0	0	0	0	326	0	0	0	326	0			326
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	150	0	0	0	0	0	150	0			150
<b>Sub total Demand Led Budgets</b>	<b>72,688</b>	<b>(9,589)</b>	<b>63,099</b>	<b>108</b>	<b>49</b>	<b>30</b>	<b>153</b>	<b>23</b>	<b>2,353</b>	<b>(334)</b>	<b>0</b>	<b>0</b>	<b>2,382</b>	<b>(688)</b>			<b>1,694</b>
<b>Other Budgets</b>																	
Partnerships	21,961	(9,459)	12,502	2	1	158	(2)	74	149	(25)	0	(200)	157	(232)			(76)
Learning, Skills & Universal Services	70,988	(68,444)	2,544	(39)	0	0	0	(100)	0	(250)	0	0	(389)	7			(382)
Safeguarding, Targeted & Specialist Services	99,648	(60,636)	39,012	1,013	4	130	178	(49)	100	0	0	(250)	1,126	(1,675)			(550)
Central Overheads	9,554	(7,735)	1,819	(187)	0	0	0	0	0	0	0	0	(187)	(500)			(687)
<b>Sub total Other Budgets</b>	<b>202,151</b>	<b>(146,274)</b>	<b>55,877</b>	<b>789</b>	<b>5</b>	<b>287</b>	<b>176</b>	<b>(75)</b>	<b>249</b>	<b>(275)</b>	<b>0</b>	<b>(450)</b>	<b>706</b>	<b>(2,400)</b>			<b>(1,694)</b>
<b>Total</b>	<b>274,839</b>	<b>(155,863)</b>	<b>118,976</b>	<b>897</b>	<b>54</b>	<b>317</b>	<b>329</b>	<b>(52)</b>	<b>2,602</b>	<b>(609)</b>	<b>0</b>	<b>(450)</b>	<b>3,088</b>	<b>(3,088)</b>			<b>0</b>

<u>Key Budget Action Plans and Budget Variations:</u>		Lead Officer	Additional Comments	Action Plan Value	Forecast Variation
<b>A. Significant Variations</b>				RAG	£m
	Children Looked After	Steve Walker	Pressure on CLA demand led budgets (External Residential placements and Independent Fostering Agencies). The current number of IFAs is 189 and ER is 60. The pressure of £1.54m assumes the current level of CLA numbers continues to the end of the year. There is a risk that numbers continue to increase due to demographic pressures .	R	1.54
	Passenger Transport	Sue Rumbold	Currently an overspend of £0.15m is projected. There is a risk that this may be exceeded.	R	0.15
	Staffing related costs	CSLT	Capitalised pension costs relating to former employees early retirement costs	R	0.30
	Income - ESG	CSLT	Additional School Improvement Monitoring and Brokering Grant against budgeted income.	G	(0.50)
	Net effect of all other minor variations	CSLT	There are a number of other minor variations within the directorate.	G	(0.19)
<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 £0.51m is currently projected against the saving target, primarily due to non-achievement of the Initial Budget Action Plan around Social Work staffing.	R	(0.93) 0.51
E2	Other staffing savings	CSLT	Net staff savings from ELI and through the management of vacant posts.	A	(0.98) 0.10
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) 0.00
C3	Commissioned services	CSLT	Commissioned Services - A shortfall of £0.2m is currently projected against the budgeted savings.	A	(0.65) 0.20
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. We are now reporting a pressure relating mainly to Activity Centres although this is offset by an additional traded income from the improvement work with Kirklees Council shown below.	A	(1.25) 0.20
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) 0.00
A4	Additional DfE Innovations funding	Sal Tariq	New Innovations bid approved and £7.3m received in 2016/17. It is anticipated that £5.7m will be spent in 2017/18.	G	(2.50) (1.95)
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 £0.95m against the overall income target is projected. Planned changes to the Catering Service have been delayd resulting in a pressure of £0.1m. These pressures are partially offset by Family Services staffing savings of £0.55m.	R	(0.30) 0.50
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) 0.01
	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	(2.86) 0.13
<b>C. Contingency Plans</b>					
	Utilisation of External Income		Utilisation of additional Kirklees Improvement Partner income £0.7m ; anticipated additional schools funding contribution to area External Residential placements £0.3m.	A	(1.00)
<b>Children and Families Directorate - Forecast Variation</b>					<b>0.000</b>

# CHILDREN & FAMILIES 2017/18 FINANCIAL YEAR

## DEDICATED SCHOOLS GRANT FINANCIAL DASHBOARD PERIOD 7

**Overall Summary** - The Dedicated Schools Grant (DSG) is made up of 3 separate blocks - the Schools Block, Early Years Block and High Needs Block. At period 7, general DSG is projected to overspend by £984k and de-delegated services are expected to underspend by £125k as detailed below.

**Schools Block** - This is the largest element of the DSG and mostly consists of delegated funding to local authority maintained schools. From this, there are a number of "de-delegated" services where schools have agreed for the local authority to retain funding back to cover some costs centrally which otherwise would need to be charged to schools (such as maternity costs, trade unions costs, libraries and museums services). In addition, there is a central provision which covers costs such as growth fund, prudential borrowing repayment, equal pay costs and the admissions service. Following a number of school conversions to academy status, there is a reduction in expenditure which is matched by reduced grant income. De-delegated services are projected to be underspent by £125k, largely due to reduced claims against the contingency fund. Due to slippage in planned places, there is expected to be an underspend of £100k on the Growth Fund and along with a number of minor underspends on other central provision budgets, an underspend of £136k is projected.

**Early Years Block** - This element is concerned with provision to pre-school children. The final grant amount received is largely based on the January 2018 census and so will not be confirmed until later in the year. The projections at the moment are as follows:

- for 2 year olds, The January census has usually been the lowest of the year and in order to not overspend this budget, the amount paid to providers is £5.05 an hour while the funding is £5.20 per hour to compensate for this. However, the actual pupil numbers in 2016/17 and the projected pupil numbers for 2017/18 suggest that this will not be the case this year. This means that it is now expected that there will be £268k more income than expenditure resulting in a saving in 2017/18.
- for 3 and 4 year olds, there is a lot of uncertainty due to the increase in provision for working families to 30 hours per week from 15 hours per week. At this stage, based on the projected January 2018 pupil numbers, there is expected to be a small underspend, though the DSG income for this stream is projected to be significantly higher than the budget.
- the SEN Inclusion Fund has received fewer applications for funding than expected producing a projected underspend of £440k.
- Early Years pupil premium is projected to be underspent by £41k, though this is fully offset by reduced grant.

**High Needs Block** - This element is used to support provision for pupils and students with special educational needs and disabilities. This block is currently experiencing increasing costs due to high levels of demand and increasing complexity of cases. At period 7 there is projected to be an overspend of £4.038m in this area largely due to the following issues:-

- Following negotiations with Area Inclusion Partnerships, a reduced level of savings has been applied to their budgets resulting in a pressure of £929k. This is partly offset by the recovery of £300k of excess balances giving a total net pressure of £629k
- Agreement has been made to contribute a further £535k in 2017/18 for set-up costs in relation to the new SEMH provision.
- LCC has recently started to receive invoices from private hospitals for the provision of education to young people in mental health beds. Work is on-going with providers to establish the responsibilities around this provision, but it is estimated that there could be additional costs of up to £250k.
- When the budget was set, £300k was set aside for the projected deficit on North West SILC. Current projections based on a projected academy conversion date of February 2018 (though this might slip further) show that this deficit is now likely to be £1m which would result in an overspend of £700k.
- an increase in the number and complexity of children with SEN along with top-up funding at the new SEMH provision remaining at £20k per place and AIP's no longer contributing to the assessment costs of permanently excluded children, payments passported to other institutions are projected to overspend by £2,237k.
- These pressures are partly offset by a contribution from the Early Years block for SENIT and Portage. When the budget was produced, it was assumed that the full costs of the service would need to be borne by the High Needs Block. However, as detailed in the paper to Schools Forum in February, £600k of the centrally retained element of the Early Years Block has been set against these costs. There is also an underspend of £75k due to staff vacancies.

**Transfers to / from reserves** - When the budget was set, it was with a contribution to reserves of £769k. However due to the overspends listed above, this contribution will not now be made.

**Grant Income** - The initial DSG grant for 2017/18 year was announced in the previous December. However, during the year there have been a number of schools converting to academy status, which has resulted in less funding due to LCC. The early years funding is based on 5/12ths of pupil numbers in the January census and 7/12ths of the funding will be based on the census information in January 2018. Based on the expected pupil numbers provided by the service, the DSG income due is expected to be £820k higher than budgeted. However, the final grant amount for 2017/18 will not be confirmed until summer 2018. Within the high needs block, there have been some changes in respect of funding for dual registered pupils and an adjustment in respect of hospital funding resulting in a current projection of an additional £483k of income. Overall, the income received is expected to be £4,257k less than budgeted.

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

**DSG Grant Reserves**

	Budget £'000	Projection £'000	Variance £'000
<b>Schools Block</b>			
DSG Income	(324,708)	(319,148)	5,560
Individual Schools Budgets	311,863	306,302	(5,561)
De-delegated budgets	4,944	4,819	(125)
Central Provision	7,901	7,765	(136)
	0	(262)	(262)
<b>Early Years Block</b>			
DSG Income	(50,233)	(51,053)	(820)
FEEE 3 and 4 year olds	38,671	38,575	(96)
FEEE 2 year olds	8,265	7,997	(268)
Other early years provision	3,297	2,816	(481)
	0	(1,665)	(1,665)
<b>High Needs Block</b>			
DSG Income	(56,759)	(57,242)	(483)
Funding passported to institutions	49,305	54,000	4,695
Commissioned services	1,371	1,389	18
In house provision	5,314	4,639	(675)
Contribution to /from reserves	769	0	(769)
	0	2,786	2,786
<b>Total</b>	<b>0</b>	<b>859</b>	<b>859</b>

**Latest Estimate**

Balance b/fwd from 2016/17

Contribution to balances

**Deficit c/fwd to 2018/19**

**Projected Outturn**

Balance b/fwd from 2016/17

Contribution to/from balances

**Deficit c/fwd to 2018/19**

General £'000	De-delegated £'000	Total £'000
4,161	(528)	3,633
(769)		(769)
<b>3,392</b>	<b>(528)</b>	<b>2,864</b>
4,161	(528)	3,633
984	(125)	859
<b>5,145</b>	<b>(653)</b>	<b>4,492</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>					
Transfer funding from Schools Block to High Needs Block		Transfer of £2m from the schools block to the high needs block as detailed in report to Schools Forum in January 2017.	Blue	2.00	0.00
Savings to Area Inclusion Partnerships budgets		FYE of 2016/17 reduction (£310k) and realign PRU top-up funding from AIP allocations (£1.5m). Overspend is net of assumed recovery of excess balances.	Red	1.80	0.63
Reductions in additional mainstream places		Revision of the criteria and processes on Funding For Inclusion. Changes to calculations of the amount of the notional SEN budget available to fund the first £6,000 of support for pupils.	Green	1.50	0.00
<b>B. Significant Variations</b>					
Schools Block		Reduced spend due to academy conversions along with minor underspends on de-delegate services and central provision.			(5.82)
Early Years Block		Reduced expenditure on payments to providers.			(0.37)
Early Years Block		Underspends on centrally managed budgets.			(0.48)
High Needs Block		Increased in numbers and complexity of placements plus retaining top-ups at existing levels and contribution no longer being received from AIP's for assessment places.			2.48
High Needs Block		Further £535k in 2017/18 to Wellspring for set-up costs in relation to the new provision.			0.54
High Needs Block		Private hospital charges for education provision for mental health beds.			0.35
High Needs Block		Current projections show that the deficit on North West SILC to be around £1m, which is an overspend of £750k.			0.70
High Needs Block		Net effect of all other variances on the High Needs Block.			(0.06)
High Needs Block		Reduced demand on HNB following early years block contribution to costs of SENIT and Portage.			(0.60)
Contribution to / from reserves		Not making planned contribution to deficit reserve.			(0.77)
Grant income		Reduced grant following academy conversions.			4.26

**Dedicated Schools Grant - Forecast Variation**

**0.86**

## CITY DEVELOPMENT 2017/18 BUDGET - PERIOD 7 FINANCIAL DASHBOARD - MONTH 7 (APRIL - OCTOBER)

The Period 7 Financial Dashboard Maintains a balanced position whilst recognising a number of significant budget pressures and the actions identified to mitigate them.

Planning and Sustainable Development is projecting a £168k pressure on expenditure due to anticipated Inspection and Planning Appeals costs. This is offset by the £313k additional projected income from Planning Fees and Building Control Fees and Charges, assuming current trends continue, and resulting in a £154k saving to support the overall Directorate position.

In Economic Development the position has deteriorated by £410k to a projected overspend of £707k, predominantly due to increasing income pressures at Kirkgate Market, in addition to the £224k pressure from granting a 6 month (01/07/17) - 31/12/17) 20% discount on rental charges to all Kirkgate Market traders (allowing them to invest in their businesses and, therefore, contribute to the market's long term viability). Income pressures of £170k, £146k and £56k relate to the indoor market, the new Covered Daily Market (CDM) and the new Events Space respectively, these are new target income streams following completion of the major capital refurbishment scheme. Whilst some of this is due to the lead in times required for developing and delivering new trading and events, it is acknowledged that some of the budgeted income targets are unrealistic and not achievable in the short to medium term, therefore the 2018/19 Budget Strategy includes some proposals to address this.

In the last 18 months Asset Management has acquired a number of significant A grade investment properties to add to the authority's portfolio and deliver new income streams. However a £1m pressure on net income (gross rental income - prudential borrowing annuity) against the budget action plan target is now anticipated. The investment policy requires that any investment and acquisition should contribute to and support the Council's ambitions and values, and be financially robust. Market activity and contractual lead times indicate that it is unlikely any further significant investments will be completed in 2017/18. However a review of borrowing costs has identified a £600k saving due to the difference in the assumed and real cost of borrowing, resulting in a net pressure of £400k. Additional ad-hoc income of £169k mitigates this to £231k. The £518k pressure on Advertising income, which assumes all current sites will be fully utilised, remains unchanged. Options are currently being evaluated to address this pressure in 2018/19.

Via careful vacancy management Employment and Skills are projecting an underspend of £104k to assist in offsetting other Directorate pressures.

Highways and Transportation has increased its projected underspend by £207k to £286k reflecting a 5% increase in the capitalisation target to support the Directorates overall financial position. Large, yet offsetting, variations on staffing, supplies and services, and income reflect the constantly fluctuating allocation of works (internal or external to strategic partners WSP) and ongoing recruitment requirements.

Sport and Active Lifestyles has pressures of £217k due to Public Health funding reductions, the failure of the Aquatics Centre moveable pool floor, and the net impact of part closure, refurbishment, and contractor delays at Aireborough Leisure Centre. A further pressure of £228k is due to the notable downturn in income at John Smeaton Leisure Centre due to 2 new budget gyms opening in close proximity. Savings of £71k have been identified at period 7 across the service to mitigate this budget pressure.

To address the Directorate's budget pressures an action plan saving of £1.44m is required and included in the projected outturn position which will be met by the £1.2m in-year income windfall arising from the European Court of Justice ruling on VAT re: sport admission charges and £240k use of other 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	8,696	(6,320)	2,376	9	(30)	124	(6)	62	0	0	0	0	159	(313)	(154)
Economic Development	5,318	(4,666)	652	17	12	31	2	20	0	0	0	0	82	625	707
Asset Management & Regeneration	13,781	(15,485)	(1,704)	(44)	119	51	(3)	(580)	0	0	0	0	(457)	1,206	749
Employment & Skills	3,957	(2,208)	1,749	(91)	0	0	0	0	0	0	0	0	(91)	(13)	(104)
Highways & Transportation	58,290	(41,459)	16,831	(1,055)	(47)	1,369	605	(15)	0	0	0	0	857	(1,143)	(286)
Arts & Heritage	17,817	(8,317)	9,500	21	(90)	190	9	20	23	0	0	0	173	7	180
Sport & Active Lifestyles	24,274	(18,946)	5,328	(69)	(33)	(88)	2	4	(45)	0	0	0	(229)	603	374
Resources & Strategy	1,047	(124)	923	(59)	0	73	0	(40)	0	0	0	0	(26)	(1,440)	(1,466)
<b>Total</b>	<b>133,180</b>	<b>(97,525)</b>	<b>35,655</b>	<b>(1,271)</b>	<b>(69)</b>	<b>1,750</b>	<b>609</b>	<b>(529)</b>	<b>(22)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>468</b>	<b>(468)</b>	<b>0</b>

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

				RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£'000	£'000
		Lead Officer	Additional Comments			
<b>A. Budget Action Plans</b>						
1.	Planning and Sustainable Development	Tim Hill	Reduction in the net cost of service via increased income generation.		Green	(154)
2.	Economic Development	Tom Bridges	Increased income and running cost savings		Amber	52
3.	Asset Management and Regeneration	Tom Bridges	Strategic Investment Income and additional fee income.		Red	231
4.	Highways and Transportation	Gary Bartlett	Additional income from fees and developers.		Green	(286)
5.	Arts and Heritage	Cluny MacPherson	Savings via increased income opportunities, not hosting the Tour de Yorkshire in 2017, and minor restructure.		Amber	40
6.	Employment and Skills	Sue Wynne	Staffing and commissioning savings.		Green	(104)
7.	Sport and Active Lifestyles	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation.		Red	157
8.	Resources and Strategy	Ed Mylan	Directorate wide additional savings requirement.		Green	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.			618
2.	Economic Development	Tom Bridges	Kirkgate Market income pressures - 6 month 20% rent discount for all traders (£224k), Covered Daily Market (£146k), George Street shops (59k), and Event Space (£56k).			655
3.	Sport and Active Lifestyles	Cluny Macpherson	Income pressures from reduced Public Health funding, JCCS pool floor failure, and Aireborough refurbishment.			217
4.	Resources and Strategy	Ed Mylan	General savings across the Service.			(126)
5.	City Development	All	Use of Sport VAT ruling and balances to mitigate in year pressures.			(1,440)
6.	Arts and Venues	Cluny Macpherson	Carnival and Reggae overspend.			140
<b>City Development Directorate - Forecast Variation</b>						<b>0</b>

# RESOURCES AND HOUSING

## FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR

### MONTH 7

#### Overall

A balanced position is projected at period 7 although there are risks around timely implementation of savings incorporated as part of the 2017/18 budget strategy leading to variations within services.

#### Resources

For month 7 it is assumed that, overall, support services will achieve the £5m savings which formed part of the Support Services review. However, other risks are also emerging within service areas. Shared Services are forecast to underspend by £797k, primarily as a result of savings against the staffing budget due to vacant posts. In addition, the HR budget is forecast to underspend by £72k mainly as a result of savings on staffing partially offset by the loss of school income. These savings are offset by a £150k overspend against the PPU budget (savings against staffing more than offset by a projected shortfall in income) and a £498k overspend on Finance mainly due to a £396k 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.

#### 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 7. 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 savings target of £117k for Housing Support and Partnership is forecast to be achieved through the natural turnover of staff across the service. Within CPM a pressure of £123k is forecast against the responsive repairs budget which is partially offset by £25k savings on the staffing budget. In terms of managing the pressure moving forward, work has begun to look at increasing the level of capital spend and the positive impact this may have to offset the revenue pressure. Work is also underway to ensure that in year pressures against the responsive repairs budget are contained as far as possible to enable the service of being close to a balanced position as possible at the year end. The Supporting People contracts savings target of £350k has been achieved through the renegotiation and reprocurement of 3 sets of contracts. In addition to this, the revision of smaller contracts is expected to achieve a further saving of £53k.

#### 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 £400k 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. The Facilities Management element of the CEL budget is expected to balance and achieve the £100k budgeted savings for the year.

#### 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	98,470	(38,174)	60,296	(2,466)	30	138	(24)	63	0	0	0	(24)	(2,283)	2,236	(47)
LBS	46,947	(55,327)	(8,380)	(177)	164	624	(75)	(20)	0	0	0	0	516	(516)	0
Housing & Property	26,195	(12,402)	13,793	(436)	138	4	0	(235)	43	0	0	235	(251)	298	47
CEL	71,090	(63,551)	7,539	361	40	293	62	(57)	0	0	0	0	699	(699)	0
<b>Total</b>	<b>242,702</b>	<b>(169,454)</b>	<b>73,248</b>	<b>(2,718)</b>	<b>372</b>	<b>1,059</b>	<b>(37)</b>	<b>(249)</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>211</b>	<b>(1,319)</b>	<b>1,319</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	0.00
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	-0.10
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.			-0.60

<b>Strategy and Resources Directorate - Forecast Variation</b>	<b>0.00</b>
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# COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY

## FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR

### Period 7 (October 2017)

#### Overall Position (nil variance)

#### Communities (nil variance)

The service is projecting a nil variance against its budget at period 7.

#### Customer Access (+£653k 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 £650k. 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 £510k. The cost of providing static guards at a number of sites due to safety concerns is likely to cost an additional £145k. These pressures 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 (nil variance)

The service is currently projecting a nil variation, although there are some concerns around income within births, deaths and marriages and this will continue to be closely monitored. Costs in respect of the general election are expected to be met by government grant.

#### Welfare & Benefits (+£425k 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 the overpayments. Current indications are that after making a provision for doubtful debts, there could be a net shortfall of income of around £460k at the year end. In other areas a small underspend of £35k is currently projected, mainly due to staffing savings, partially offset by the cost of additional off-site processing, and additional grant income.

#### Parks & Countryside (nil variance)

The service is projecting an overall variance at Cafe/Retail and Attractions of +£179k, which at this 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 and an assumption has been made that this will offset the projected shortfall in income. In addition there is a projected reduction in income from Golf of £74k, although other savings within the service, mainly income from land searches within PROW (Public Rights Of Way), are expected to offset this.

#### Environmental Action:

#### Car Parking (-£169k below budget)

Staffing is projected to be under budget by (£64k) due to delays in ongoing recruitment. Income trends net (£105k) indicate shortfalls in both on-street income and Bus Lane offences throughout the city, although these are offset by additional off-street and PCN income.

#### Cleaner Neighbourhoods Teams (+£19k 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 (-£10k under budget)

The projected variance is mainly due to staffing savings whilst recruitment is ongoing to fill the recently approved structure, partially offset by the ongoing usage of overtime and covering City Centre events.

#### Environmental Health (-£83k below budget)

The projected variance is due to savings from delayed recruitment (£101k). These positions are projected to be all filled by January. Variations in Pest control expenditure and income are projected at £35k.

#### Waste Management:

#### Refuse (+£789k over budget)

Within the Refuse Service it is currently anticipated that there will be slippage of 10 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 +£858k. Additional staffing expenditure in relation to backup/sickness cover and union support to the route collection programme is projected to be offset by one-off savings within the service.

#### HWSS & Infrastructure (+£181k over budget)

There is a projected shortfall in budgeted income of +£113k, mainly due to the deferral of the introduction of inert building waste charges at Household Waste sites until February 2018. Additional expenditure in respect of HWSS overtime/sickness cover and HWSS Plant Operator training is projected to be partially offset by one-off savings.

#### Waste Strategy & Disposal (-£1,510k under budget)

The projected underspend includes a saving of £470k in respect of the rateable value of the Recycling and Energy Recovery Facility (RERF), £339k disposal savings at Household Waste Sites reflecting volume and price variations, £194k savings in respect of SORT disposal costs, £112k additional recycling income (paper/card/scrap metal) and one off savings of £395k identified within the service.

#### Community Safety (-£86k below budget)

The projected underspend mainly reflects staffing savings of £80k due to vacant posts within CCTV, LABST and delays in recruiting to the new Domestic Violence structure.

#### Directorate Wide (action plan savings -£209k)

The directorate will work towards identifying and implementing appropriate actions to balance the overall projected overspend of £247k.

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

#### Summary By Service

				Period 7 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	711	156	73	(5)	25	0	0	0	0	960	(306)	0	654
Elections, Licensing And Registration	4,676	(4,926)	(250)	497	177	560	(2)	6	0	0	0	0	1,238	(1,238)	0	0
Welfare And Benefits	268,070	(266,116)	1,954	(127)	2	110	3	(19)	0	0	0	0	(31)	456	0	425
Car Parking Services	4,895	(13,374)	(8,479)	(64)	5	(47)	8	0	0	0	0	0	(98)	(71)	0	(169)
Community Safety	8,105	(6,526)	1,579	(156)	0	(42)	(9)	(31)	0	0	0	0	(238)	152	0	(86)
Waste Management	40,379	(7,368)	33,011	1,018	(4)	(1,008)	4	(90)	0	0	0	0	(80)	(461)	0	(541)
Parks And Countryside	29,587	(23,098)	6,489	(12)	19	392	(74)	164	0	0	0	0	489	(489)	0	0
Environmental Action (City Centre)	1,999	(462)	1,537	3	2	15	14	(1)	0	0	0	0	33	(43)	0	(10)
Environmental Health	2,107	(565)	1,542	(101)	(4)	21	(4)	(7)	0	0	0	0	(95)	12	0	(83)
Cleaner Neighbourhood Teams	12,305	(4,518)	7,787	(44)	11	(82)	69	1	0	0	0	0	(45)	64	0	19
Directorate Action Plan				(209)									(209)			(209)
<b>Total</b>	<b>410,660</b>	<b>(340,938)</b>	<b>69,722</b>	<b>1,516</b>	<b>364</b>	<b>(8)</b>	<b>4</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,924</b>	<b>(1,924)</b>	<b>0</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>						
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)	0.86
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		(0.14)	0.10
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 incl Business Rates saving at RERF	G		(1.55)
2	Community Hubs	Lee Hemsworth	Staffing overspend projected - see comments above	A		0.71
3	Housing Benefits	Lee Hemsworth	Projected shortfall in overpayments income	A		0.47
4	All other services		All other variations	G		(0.45)
5	Directorate Action Plan		Actions identified			(0.21)

**Communities & Environment - Forecast Variation 0.00**

**STRATEGIC & CENTRAL ACCOUNTS - 2017/18 FINANCIAL YEAR  
FINANCIAL DASHBOARD - PERIOD 07**

**Overall :**

At month 7 the strategic & central budgets are projected to balance.

The key variations are;

- Section 278 income - a potential **£1.6m** risk due to lower levels of development activity
- Additional debt costs of **£0.3m** are forecast, switching to a **£0.2m** underspend after accounting for income from prudential borrowing charges
- Savings of **£0.8m** on the levy contribution to the business rates pool
- Reduction in New Homes Bonus of **£1.7m**
- Additional **£1.6m** of S31 grant income for business rates reliefs, primarily **£1.0m** of reliefs announced after the budget was set. (This is to offset the loss of

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

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES										Total (under) / overspend £'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	(12,277)	(37,944)	(50,221)			(627)								(627)	950	323
Debt	20,135	(920)	19,215			275						61		336	(41)	295
Govt Grants	1,739	(22,399)	(20,660)											(829)	74	(755)
Joint Committees	37,100	0	37,100						105					105		105
Miscellaneous	6,243	(1,088)	5,155	(230)		1								(229)	261	32
Insurance	8,410	(9,438)	(1,028)			1,034		(62)					510	1,482	(1,482)	0
<b>Total</b>	<b>61,350</b>	<b>(71,789)</b>	<b>(10,439)</b>	<b>(230)</b>	<b>0</b>	<b>683</b>	<b>0</b>	<b>(62)</b>	<b>105</b>	<b>(829)</b>	<b>61</b>	<b>510</b>	<b>238</b>	<b>(238)</b>	<b>0</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	
Lead Officer			Additional Comments			
<b>A. Major Budget Issues</b>						
1.	Debt Costs and External Income	Doug Meeson	£300k brokerage; £360k external interest costs (offset £619k additional borrowing income see B3)	A	18.2	0.3
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	R	(13.3)	1.7
4.	Business Rates (S31 Grants, Tariff adjustment & EZ)	Doug Meeson	New S31 grant announced after budget was set	G	(9.6)	(1.6)
5.	S278 Contributions	Doug Meeson	Projection from Capital team is £3.0m, therefore there is a risk of a £1.6m shortfall, dependent on progress in capital spend on the relevant schemes during the year.	R	(4.9)	1.6
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	Potential for some savings on projected cost of insurance claims for this financial year.	G	0.0	0.0
2.	Business Rates Levy	Doug Meeson	Projections indicate a potential reduction in the levy due.	G	1.7	(0.8)
3.	Prudential Borrowing Recharges	Doug Meeson	Projections suggest a slight increase in recharge income - offset debt costs above	G	(14.7)	(0.5)
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
7.	CRCs	Doug Meeson	£300k projected additional cost above budget - to be allocated to directorates	A	0.0	0.3
8.	PPPU income	Doug Meeson	£275k projected shortfall against PPPU HRA income	A	0.0	0.4
9.	Homeless grant income	Doug Meeson	Anticipated additional homeless grant income - to be allocated	A	0.0	(0.6)
<b>Strategic &amp; Central Accounts - Forecast Variation</b>					<b>0.0</b>	

# Housing Revenue Account - Period 7

## Financial Dashboard - 2017/18 Financial Year

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

Directorate	Current Budget	Projected Spend	Variance to budget	Comments	Previous period variance
	£000	£000	£000		£000
<b>Income</b>					
Rents	(215,352)	(215,058)	294	Rent lower than budget due to lower stock numbers from increased RTB sales. The void level is under the target at 0.79%	367
Service Charges	(6,968)	(6,860)	108	Service charge income £27k, Community Links furniture offset by saving in supplies and services £81k	72
Other Income	(29,356)	(29,615)	(259)	Increased fee income from projected RTB sales (£233k), KPI income (£88k), Wharfedale View catering income (£36k) (offset by an increase in internal charges), PFI Pass Through Costs (£106k). Underachieved income on budgeted capitalised salary costs £191k (offset by savings on salaries), Other variances to budget £13k.	(268)
<b>Total Income</b>	<b>(251,676)</b>	<b>(251,532)</b>	<b>143</b>		<b>172</b>
<b>Expenditure</b>					
Disrepair Provision	1,000	1,503	503	Disrepair compensation and fees	449
Repairs to Dwellings	43,548	43,548	-		-
Council Tax on Voids	754	754	-		-
Employees	26,262	25,452	(810)	Savings due to vacant posts and temporary staff secondments (£1070k). This saving is offset by Disrepair agency staff £224k and other smaller variances £36k.	(804)
Premises	7,362	7,308	(54)	Utilities savings (£50k), other savings (£4k)	(9)
Supplies & Services	4,377	4,114	(263)	Community Links furniture savings balanced by reduction in service charge income (£82k), Savings following a review of printing requirements (£110k), Annual Support Grant (£20k), ICT project savings (£50k).	(255)
Internal Services	40,604	40,960	356	Additional Fire Safety work £321k, Additional out of hours service £65k, Savings in other internal charges (£209k), Disrepair legal locums £131k, Increased costs of RTB due to high number of sales £48k	329
Capital Programme	71,000	71,000	-		-
Unitary Charge PFI	8,860	8,796	(64)	PFI Scheme Adjustments: Unitary Charge £61k, Insurance refund (£247k), Pass Through Costs £157k. Other adjustments (£35k).	(64)
Capital Charges	45,106	45,131	25	Interest payable to GF	21
Other Expenditure	6,976	6,946	(30)	LTF saving (£22k), Transport savings (£8k)	(32)
<b>Total Expenditure</b>	<b>255,848</b>	<b>255,512</b>	<b>(337)</b>		<b>(365)</b>
<b>Net Position</b>	<b>4,173</b>	<b>3,979</b>	<b>(193)</b>		<b>(193)</b>
Appropriation: Sinking funds	(3,139)	(2,946)	193	Unitary Charge on PFI funded by sinking fund	193
Appropriation: Reserves	(1,034)	(1,034)	-		-
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>		<b>0</b>
Proposed New Reserves			-		-
Transfer to Capital Reserve			-		-
<b>Total Current Month</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>		<b>0</b>

# Housing Revenue Account - Period 7 Financial Dashboard - 2017/18 Financial Year

Comparison of Current Tenant Arrears by Financial Year



Comparison of Former 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 7: 324

Right to Buy Receipts	2016/17 Actual	2017/18 Projection
Total Value of sales (£000s)	25,983	27,506
Average Selling Price per unit (£000s)	50.4	51.9
Number of Sales*	516	530
Number of Live Applications	1,165	1,254

Arrears	2016/17	2017/18	Variance
	£000	£000	£000
<b>Dwelling rents &amp; charges</b>	<b>2017/18 Week 31</b>		
Current Tenants	6,813	6,641	(172)
Former Tenants	3,974	4,604	630
	10,787 #	11,245	458
<b>Under occupation</b>	<b>2017/18 Week 26</b>		
Volume of Accounts	4,655	4,312	(343)
Volume in Arrears	2,155	2,023	(132)
% in Arrears	46%	47%	1%
Value of Arrears	576	521	(55)
<b>Collection Rates</b>	<b>2017/18 Week 26</b>		
Dwelling rents	97.43%	96.55%	-0.88%
Target	97.50%	97.75%	
Variance to Target	-0.07%	-1.20%	

## Housing Revenue Account - Period 7 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>(0)</b>	<b>(6,531)</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)	2,900	0	(7,443)
LLBH&H PFI Sinking Fund	(2,515)	46	0	(2,469)
	<b>(12,858)</b>	<b>2,946</b>	<b>0</b>	<b>(9,912)</b>
<b>Capital Reserve</b>				
MRR (General)	(14,960)	55,190	(71,000)	(30,770)
MRR (New Build)	(12,540)	9,350	0	(3,190)
MRR (HRA RCCOs)	(3,003)			(3,003)
	<b>(30,502)</b>	<b>64,540</b>	<b>(71,000)</b>	<b>(36,963)</b>
<b>Total</b>	<b>(58,601)</b>	<b>70,187</b>	<b>(71,000)</b>	<b>(59,416)</b>