

ADULTS AND HEALTH

Financial Dashboard - 2017/18 Financial Year

Month 11 (February 2018)

The Directorate continues to project a balanced position for the year, though it should be noted that this includes a contribution to rather than from reserves. This is primarily due to reduced demand based pressures relating to the Learning Disability service.

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 11 across the key expenditure types are as follows:

Staffing (-£0.7m – 1.4%)

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

Demand led budgets (+£0.8m – 0.3%)

There is a £0.8m 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 and Learning Disability.

Spring Budget spend

The virement has been processed in P11 and there are no variations relating to the Spring Budget monies. The income of £14.7m has been partially used to offset the unachieved £8.0m Health income target and the balance of £6.7m allocated to spend within the the Commissioning function for commissioned care.

Income (-£0.9m – 0.7%)

Service user contributions, related to Community Support services, are projected to be lower than budgeted. 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. This pressure has largely been offset by betterment of income in Learning Disability related to several Ordinary Residence cases.

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
Health Partnerships	485	(220)	265	36	0	25	(2)	0	0	0	0	0	59	(17)	42
Access & Care Delivery	250,843	(43,787)	207,056	453	397	(316)	(11)	(388)	1,762	(1,531)	0	118	484	(308)	176
Commissioning Services	44,799	(51,244)	(6,445)	(933)	21	(13)	(9)	250	3	0	0	751	71	47	118
Resources and Strategy	5,503	(933)	4,570	(249)	1	(174)	9	(33)	100	0	0	0	(346)	10	(336)
Public Health (Grant Funded)	46,041	(46,014)	27	(32)	(0)	22	(11)	217	438	0	0	39	672	(672)	(0)
Appropriation Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	347,671	(142,198)	205,472	(725)	419	(457)	(24)	46	2,303	(1,531)	0	908	939	(939)	0

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
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	B	0.8	(0.1)
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	B	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	A	2.5	0.7
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	0.6
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	0.2
10.	Review non-essential spend	Various	Review and top-slicing of non-essential spend	G	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. Other Significant Variations						
1.	Staffing	All	Relating to staffing turnover and slippage in employing new staff			(0.7)
2.	Community care packages	Various				(0.2)
3.	General running costs	All				(0.0)
4.	Use of reserves	All	contribution to reserves			0.9
5.	Income	S Hume				(1.2)
					Adults and Health Directorate - Forecast Variation	
					0.0	

CHILDREN & FAMILIES 2017/18 FINANCIAL YEAR FINANCIAL DASHBOARD - Period 11

Overall Summary - At period 11 the Directorate is projecting an overspend of £0.42m; a small adverse movement of £0.02m from P10. Projected staffing costs are £0.43m lower principally due to £0.22m lower Social Worker costs and £0.21m further savings from delays in recruiting to the DfE PIP project (offset by lower income). Adel Beck £0.1m savings on NNDR. Offset by £0.2m higher Legal Charges and £0.1m lower income in 0-19 Learning Improvement

In order to offset the demand led and staffing pressures, the Directorate is looking to utilise £1.95m of the DfE Partners in Practice funding earlier than profiled and also maximise external income and has identified an additional £0.6m (see **Other Income**). 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. The 2017/18 budget now includes an increase to the CLA budget of £6.7m compared to 2016/17. There has been an increase in the overall projected spend on Adoption, Special Guardianship Orders (SGOs) and Residence Orders (RO) and there has been a reduction in the costs of In-House Fostering. The period 11 projection assumes that the current level of CLA numbers is maintained to the end of the year. There is a risk that CLA numbers continue to rise.

Staffing - It is now projected that staffing will be overspent by £0.63m; a £0.43m improvement from P10 and explained above. This includes an additional £0.25m from capitalised pension costs as a result of prior year early retirements.

Transport - At Period 11 overall spend on transport is projected to balance to the budget as the increased demand and increasing complexity of need is offset by efficiency savings. The 2017/18 budget included an increase to the Transport budget of £2.8m reflecting anticipated demand pressures. There is still a risk that this projection could change.

Trading and Commissioning - Period 11 projects a shortfall against the £1.2m additional trading target of £0.340m. This is in service areas including the Activity Centres, Attendance Service, Music Support Service and 0-19 Learning Improvement. This shortfall has been partially offset by the additional traded income anticipated from the Kirklees Improvement Partnership work. There is a pressure of £0.3m 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 but the earlier than originally planned use of the grant will need reflecting in the financial strategy in 2019/20. There is additional School Improvement Monitoring & Brokering Grant of £0.5m. A shortfall in income in children's centres of £1.15m is forecast. At period 11 sources of external income have been identified to offset the CLA pressure. This includes additional draw down of Kirklees Improvement Partnership income of £0.3m; UASC grant income £0.755m (Unaccompanied Asylum Seeking Children grant); and additional Dedicated schools Grant 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 £'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			
Demand Led Budgets:																	
In House Fostering	12,510	(2,810)	9,700	0	0	0	0	0	(870)	0	0	0	(870)	0			(870)
Internal Residential	3,605	0	3,605	135	52	33	23	0	0	(12)	0	0	230	(1)			230
Kinship Care	2,363	0	2,363	0	0	1	0	0	255	(1)	0	0	254	2			256
Family Placement & Place for Adoption	1,628	0	1,628	0	0	0	0	0	(150)	(3)	0	0	(152)	(1)			(153)
IFA	7,769	0	7,769	0	0	0	0	0	186	0	0	0	186	0			186
External Residential	11,016	0	11,016	0	0	0	0	0	683	0	0	0	683	0			683
Semi Independent Living <18 & Secure Justice/Welfare	2,575	0	2,575	0	0	0	0	0	(167)	0	0	0	(167)	0			(167)
Adoption, SGO and RO	6,568	0	6,568	0	0	14	0	0	1,009	24	0	0	1,046	(283)			763
Leaving Care	4,659	(1,469)	3,190	0	0	35	3	0	775	(348)	0	0	465	(755)			(291)
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	0	0	0	0	0	0	0	0			0
Sub total Demand Led Budgets	72,688	(9,589)	63,099	135	52	82	26	0	2,046	(340)	0	0	2,001	(1,037)			963
Other Budgets																	
Partnerships	21,952	(9,450)	12,502	(88)	13	118	17	(33)	173	(125)	0	(200)	(125)	(138)			(263)
Learning, Skills & Universal Services	71,006	(68,462)	2,544	23	0	(15)	(1)	578	0	(250)	0	0	335	(431)			(96)
Safeguarding, Targeted & Specialist Services	99,650	(60,648)	39,002	768	(98)	424	134	(11)	223	(0)	0	(1,604)	(163)	678			515
Central Overheads	9,554	(7,735)	1,819	(199)	0	0	0	0	0	0	0	0	(199)	(500)			(699)
Sub total Other Budgets	202,162	(146,295)	55,867	504	(85)	527	150	534	396	(375)	0	(1,804)	(152)	(391)			(543)
Total	274,850	(155,884)	118,966	639	(33)	609	176	534	2,442	(715)	0	(1,804)	1,849	(1,428)			421

Key Budget Action Plans and Budget Variations:		Lead Officer	Additional Comments	Action Plan Value	Forecast Variation
A. Significant Variations			RAG	£m	£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 190 and ER is 62. The pressure of £0.856m assumes the current level of CLA numbers continues to the end of the year. This is an improved position of £0.56m primarily due to additional UASC income of £0.36m & in-house savings of £0.2m.	R	0.86
	Staffing related costs	CSLT	Capitalised pension costs relating to former employees early retirement costs	R	0.25
	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	0.11
B. Key Budget Action plans (BAP's)					
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 £0.95m is currently projected against the saving target, primarily due to non-achievement of the Initial Budget Action Plan around Social Work staffing.	R	0.73
E2	Other staffing savings	CSLT	Net staff savings from ELI and through the management of vacant posts.	A	(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	0.00
C3	Commissioned services	CSLT	Commissioned Services - A shortfall of £0.2m is currently projected against the budgeted savings. New contract awarded for Family Drugs Alcohol Court service £0.1m.	A	0.30
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	0.34
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	0.00
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	(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 £1.15m against the overall income target is projected. Planned changes to the Catering Service have been delayed resulting in a pressure of £0.1m. These pressures are partially offset by Family Services staffing savings of £0.55m.	R	0.70
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	0.01
	Various other budget savings	CSLT	Including short breaks contract savings, additional income from Adel Beck, additional public health and CCG funding, additional DCLG funding for troubled families, running cost savings etc.	A	0.08
C. Contingency Plans					
	Utilisation of External Income		Utilisation of additional Kirklees Improvement Partner grant income £0.1m ; anticipated additional schools funding contribution to area External Residential placements £0.3m.	A	(0.40)
Children and Families Directorate - Forecast Variation					0.42

CHILDREN & FAMILIES 2017/18 FINANCIAL YEAR

DEDICATED SCHOOLS GRANT FINANCIAL DASHBOARD PERIOD 11

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 11, general DSG is projected to underspend by £228k and de-delegated services are expected to overspend by £42k 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 overspent by £42k, mainly due to increased maternity pay costs which is partly offset by an underspend on the contingency fund. Due to slippage in planned places, there is expected to be an underspend of £400k on the Growth Fund and along with a number of underspends on other central provision budgets, an underspend of £618k 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 that there will be an underspend of £2,303k 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 £123k more income than expenditure resulting in a saving in 2017/18.
- for 3 and 4 year olds, the funding received is effectively for more places than the payments made to providers. The projection is that there will be £1,340k more funding than expenditure. Based on details received in October, there has been a significant take up of the additional 15 hours offer for working parents in the private, voluntary and independent sector, though this is partly offset by a lower than expected take up in schools. Projected expenditure and income has been increased as a result.
- the SEN Inclusion Fund has received fewer applications for funding than expected producing a projected underspend of £440k.
- the contingency fund has not yet had any calls on it and so is projected to be underspent by £400k.
- Early Years pupil premium is projected to be underspent by £47k, 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 11 there is projected to be an overspend of £2,735k 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.
- There is a further £550k in 2017/18 in relation to more set-up costs for 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 completed with providers to establish the responsibilities around this provision has resulted in reduced costs, but it is estimated that there will be costs of up to £200k in 2017/18.
- Outside placements have not been able to be brought back into LCC provision as quickly as hoped which means there is currently expected to be an overspend of £250k
- When the budget was set, £300k was set aside for the projected deficit on North West SILC. Current estimates are that the academy conversion will not happen until 2018/19 and so no costs will be incurred in 2017/18 as a result, which means there is an underspend on this budget. However, the deficit is now likely to be £1.4m which will need to be funded in 2018/19.
- an increase in the number and complexity of children with SEN along with top-up funding at the SEMH provision remaining at £20k per place rather than the £15k per place assumed in the budget and AIP's no longer contributing to the assessment costs of permanently excluded children, payments passported to other institutions are projected to overspend by £2,290k.
- following an assessment of current expenditure on external residential placements, there is now projected to be an overspend of £300k due to an increase in the number of SEN pupils in these placements.
- 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.

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 December 2016. However, during the year there have been a number of schools converting to academy status, which has resulted in £6,936k 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 £2,042k 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 £423k of income. Overall, the income received is expected to be £4,471k less than budgeted.

Budget Management - net variations against the approved budget

DSG Grant Reserves

	Budget £'000	Projection £'000	Variance £'000
Schools Block			
DSG Income	(324,708)	(317,772)	6,936
Individual Schools Budgets	311,768	304,609	(7,159)
De-delegated budgets	5,039	5,081	42
Central Provision	7,901	7,464	(437)
	0	(618)	(618)
Early Years Block			
DSG Income	(50,233)	(52,275)	(2,042)
FEEE 3 and 4 year olds	38,671	39,738	1,067
FEEE 2 year olds	8,265	7,823	(442)
Other early years provision	3,297	2,411	(886)
	0	(2,303)	(2,303)
High Needs Block			
DSG Income	(56,776)	(57,199)	(423)
Funding passported to institutions	49,305	53,790	4,485
Commissioned services	1,388	1,389	1
In house provision	5,314	4,755	(559)
Contribution to /from reserves	769	0	(769)
	0	2,735	2,735
Total	0	(186)	(186)

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)
3,392	(528)	2,864
4,161	(528)	3,633
(228)	42	(186)
3,933	(486)	3,447

Key Budget Action Plans and Budget Variations:

	Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
				£m	£m
A. Key Budget Action Plans					
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.	B	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.	R	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.	G	1.50	0.00
B. Significant Variations					
Schools Block		Reduced spend due to academy conversions along with minor underspends on de-delegated services and central provision.			(7.55)
Early Years Block		Increased expenditure on payments to providers.			0.63
Early Years Block		Underspends on centrally managed budgets.			(0.89)
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.			2.29
High Needs Block		Further £550k in 2017/18 for more set-up costs in relation to the new SEMH provision.			0.55
High Needs Block		Private hospital charges for education provision for mental health beds.			0.20
High Needs Block		Increased numbers of outside placements compared to budget			0.25
High Needs Block		Increase in numbers and cost of external residential placements for SEND pupils			0.30
High Needs Block		North West SILC academy conversion delayed to 2018/19			(0.30)
High Needs Block		Reduced demand on HNB following early years block contribution to costs of SENIT and Portage.			(0.60)
High Needs Block		Net effect of all other variances on the High Needs Block.			0.60
Contribution to / from reserves		Not making planned contribution to deficit reserve.			(0.77)
Grant income		Reduced grant following academy conversions.			4.47

Dedicated Schools Grant - Forecast Variation**(0.19)**

CITY DEVELOPMENT 2017/18 BUDGET - PERIOD 11 FINANCIAL DASHBOARD - MONTH 11 (APRIL - FEBRUARY)

The Period 11 Financial Dashboard recognises a number of significant budget pressures and the actions identified to mitigate them. Overall the Directorate is projecting a balanced position despite increased costs of £400k due to significant recent pressure on the Highways winter maintenance budget. This was recognised as a key risk within the Council's risk-based reserves strategy which includes £300k provision against a potential worst case budget pressure of £600k.

Planning and Sustainable Development are projecting a £321k pressure on expenditure due to Inspection and Planning Appeals legal costs. This is offset by the £487k additional projected income from Planning Fees and Building Control Fees and Charges. The projection also recognises approximately £100k of additional income anticipated from the £20% increase in Planning Fees from Mid-January 2018, resulting in a £166k saving to support the overall Directorate position.

In Economic Development the projected overspend of £666k is predominantly due to income pressures at Kirkgate Market. In addition to a £276k pressure from granting a 7 month (01/07/17) - 01/01/18) 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 £169k, £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 need to be revised down to reflect current trading and operating conditions. The 2018/19 budget strategy therefore includes proposals to address this. These pressures are partially offset by a £178k saving on borrowing costs.

In the last 18 months Asset Management have acquired a number of significant 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 £300k saving due to the difference in the assumed and real cost of borrowing, resulting in a net pressure of £700k. Additional ad-hoc income of £208k mitigates this to £492k. The £544k 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.

Predominantly via careful vacancy management, Employment and Skills are projecting an underspend of £120k to assist in offsetting other Directorate pressures.

Despite the winter maintenance pressure of £400k Highways and Transportation are projecting an underspend of £85k due to large and offsetting variations on staffing and income reflecting the constantly fluctuating allocation of works (internal or external to strategic partners WSP) and ongoing recruitment requirements.

Sport and Active Lifestyles have 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 £199k 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 £60k have been identified at from across the service to mitigate this budget pressure. The EU ruling on VAT for sports admissions has not been challenged by HMRC which means that £1.2m of VAT is estimated to be recovered in this financial year which will assist in mitigating Directorate pressures.

In Arts and Heritage pressures of £104k have been identified in Period 11 recognising potential shortfalls in income in respect of the Town Hall and Lotherton Hall Estate, and £140k pressure relating the Carnival and Reggae.

Additional income of £200k has been identified in relation to Bridgewater Place road closures and an action plan saving of £702k which will be met by the use of Section 106 balances.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	Total (under) / overspend £'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Planning & Sustainable Development	8,696	(6,320)	2,376	(6)	(70)	180	(12)	228	0	0	0	0	321	(487)	(166)
Economic Development	5,319	(4,666)	653	(45)	67	7	4	(153)	0	0	0	0	(120)	786	666
Asset Management & Regeneration	13,781	(15,485)	(1,704)	(68)	334	62	(7)	(406)	0	0	0	0	(85)	1,319	1,234
Employment & Skills	4,127	(2,378)	1,749	(109)	0	(1)	(0)	0	0	0	0	0	(110)	(10)	(120)
Highways & Transportation	58,582	(41,750)	16,832	(411)	188	1,335	1,055	(21)	0	0	0	0	2,146	(2,231)	(85)
Arts & Heritage	18,540	(8,990)	9,550	(80)	(83)	412	23	41	23	1	0	0	338	53	391
Sport & Active Lifestyles	24,459	(19,131)	5,328	(100)	(33)	(140)	13	35	(15)	15	0	0	(225)	(619)	(844)
Resources & Strategy	997	(125)	872	(84)	0	42	(1)	(31)	0	0	0	0	(74)	(1,001)	(1,075)
Total	134,501	(98,845)	35,656	(903)	403	1,897	1,075	(306)	8	16	0	0	2,190	(2,190)	0

Key Budget Action Plans and Budget Variations:					RAG	Action Plan Value	Forecast Variation against Plan/Budget
		Lead Officer	Additional Comments			£'000	£'000
A. Budget Action Plans							
1.	Planning and Sustainable Development	Tim Hill	Reduction in the net cost of service via increased income generation.		G	562	(166)
2.	Economic Development		Increased income and running cost savings		A	295	51
3.	Asset Management and Regeneration		Strategic Investment Income and additional fee income.		R	2,827	492
4.	Highways and Transportation	Gary Bartlett	Additional income from fees and developers.		G	1,396	(485)
5.	Arts and Heritage	Cluny MacPherson	Savings via increased income opportunities, not hosting the Tour de Yorkshire in 2017, and minor restructure.		R	810	251
6.	Employment and Skills	Sue Wynne	Staffing and commissioning savings.		G	240	(120)
7.	Sport and Active Lifestyles	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation.		A	652	139
8.	Resources and Strategy	Ed Mylan	Directorate wide additional savings requirement.		G	158	0
Total Budget Action Plan Savings						6,940	
B. Other Significant Variations							
1.	Asset Management		Shortfall in Advertising income.				544
2.	Economic Development		Kirkgate Market income pressures - 7 month 20% rent discount for all traders and then phasing out over 3 months (£276k), vacant units in the Indoor Market (£163k), Covered Daily Market (£146k), George Street shops (£59k), and Event Space (£56k), Open/Outdoor Market (£93k), partially offset by a saving of £178k on borrowing costs.				615
3.	Sport and Active Lifestyles	Cluny Macpherson	Income pressures from reduced Public Health funding, JCCS pool floor failure, and Aireborough refurbishment.				217
4.	Arts and Venues	Cluny Macpherson	Carnival and Reggae overspend				140
5.	Sport and Active Lifestyles	Cluny Macpherson	Sport VAT ruling				(1,200)
6.	City Development	All	Use of Section 106 balances to mitigate pressures				(802)
7.	Asset Management		Changing the Workplace/Merrion House				198
8.	Highways and Transportation	Gary Bartlett	Winter Maintenance - impact of the Beast from the East and the Pest from the West				400
9.	Highways and Transportation	Gary Bartlett	Bridgewater Place - increase in income accrual to reflect number of road closures				(200)
10.	Resources and Strategy	Ed Mylan	General savings across the Service.				(74)
City Development Directorate - Forecast Variation							0

RESOURCES AND HOUSING

FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR

MONTH 11

Overall

A balanced position is still projected at period 11 although there are pressures within some service areas around the timely implementation of savings incorporated as part of the 2017/18 budget strategy as well as some in year pressures which are identified below.

Resources

For month 11 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 £1,103k primarily as a result of savings against the staffing budget due to vacant posts. Strategy and Improvement is projected to make savings of £80k mainly against the staffing budget. The HR budget is now forecast to overspend by £188k due to the non achievement of the £300k savings assumed in the budget strategy through the authority wide consolidation of training budgets partially offset by savings against the staffing budget. There's a continuing pressure of £120k against the PPPU budget (savings against staffing more than offset by a projected shortfall in income) and a £502k overspend in Finance mainly due to a £396k shortfall against court fees income. There's also a continuing £205k DIS pressure 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 £200k pressure is now projected for LBS acknowledging that there may be a shortfall in turnover to achieve a balanced position before delivery of the £1.8m efficiency target is taken into account. The current projection in relation to the delivery of the planned £1.8m savings required in the budget strategy indicates a shortfall of £600k at period 11. 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. Within CPM a pressure of £371k is forecast consisting of a £507k pressure against the responsive repairs budget partially offset by a £97k income surplus for a Refit scheme and £39k savings against staffing. A part year projection is included for the recruitment of 3 temporary posts to enable the service to deliver the additional £5m capital investment programme. 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 £55k.

Civic Enterprise Leeds

A projected overspend of £298k is forecast for the division. As a result of the marginal financial impact of the reduced number of feeding days in 2017/18, the effect of snow days experienced recently and inflationary pressure on food costs there's likely to be a £540k pressure for the Catering service, partially offset by savings of £140k within Cleaning and Security mainly as a result of over achievement against the income budget and projected £100k savings within Facilities Management predominantly against running cost budgets to leave a net £298k pressure. There is also likely to be a financial impact of Merrion House re-opening in this financial year and some budget provision for the anticipated costs is in place.

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	98,298	(38,072)	60,226	(3,608)	66	1,395	(32)	21	0	0	0	(10)	(2,168)	1,854	(314)
LBS	46,947	(55,327)	(8,380)	(366)	158	2,356	(79)	(107)	0	0	0	0	1,962	(1,762)	200
Housing & Property	26,192	(12,399)	13,793	(627)	616	(498)	26	(210)	38	0	0	275	(380)	196	(184)
CEL	71,206	(63,631)	7,575	895	0	527	221	(32)	0	0	0	0	1,611	(1,313)	298
Total	242,643	(169,429)	73,214	(3,706)	840	3,780	136	(328)	38	0	0	265	1,025	(1,025)	0

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
Efficiencies						
1	Specialist Admin	Helena Phillips	Further efficiencies by consolidating "specialist" admin staff under one professional lead	G	1.00	-1.10
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	0.12
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	-0.11
8	Strategy & Improvement	Marianna Pexton	Further staff savings and efficiencies within Communications, Marketing and Emergency Planning.	G	0.10	-0.13
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	0.80
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	-0.05
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	-0.14
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	-0.10
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. Other Significant Variations

1	Financial Services	Doug Meeson	Shortfall against court fees income.	A		0.50
2	CEL	Sarah Martin	Net shortfall against Catering income, offset by savings in FM & Cleaning	A		0.30
3	DIS	Dylan Roberts	DIS pressure to secure Public Service Network certificate	A		0.20
4	CPM	Simon Costigan	Pressure against repairs budget	A		0.40
5	Strategic Housing	Jill Wildman	Realignment of eligible base budget spend.	A		-0.50
6	All other variations		Review of other spend / income not covered in items above.			-0.49

Strategy and Resources Directorate - Forecast Variation**0.00**

COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY
FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR
Period 11 (February 2018)

Overall Position (nil variance)

Communities (nil variance)
 The service is projecting a nil variance against its budget at period 11.

Customer Access (+£686k over budget)
 The main area of overspend is staffing in Community Hubs where current staff in post are projected to exceed the budget by £620k. This is largely due to delivery of the Community Hub programme which has required additional resource and management/supervision to be put in place. The cost of providing static guards at a number of sites, including the Central Library, due to safety concerns is likely to cost an additional £240k. These pressures are offset by additional income (net £274k) in the Interpreting and Translation Team from the provision of translation services to the NHS.

Elections, Licensing and Registration (-£55k below budget)
 The service is currently projecting an underspend mainly due to the net position on Entertainment Licensing which is a surplus of £53k. A small net shortfall within births, deaths and marriages (£18k) is offset by an underspend withing Local Land Charges. Costs in respect of the general election are expected to be met by government grant.

Welfare & Benefits (+£593k over budget)
 Housing Benefit overpayment income (budget £8.4m) 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 shortfall of income of around £1m at the year end. In other areas, expenditure variations including the cost of additional offsite processing are offset by additional grant income and staffing savings.

Parks & Countryside (nil variance)
 The service is projecting an overall variance at Cafe/Retail and Attractions of +£196k, which includes a projected shortfall in income at both Lotherton Hall and Tropical World. In addition there is a projected reduction in income from Golf of £81k, although other savings within the service, mainly bereavement income and income from land searches within PROW (Public Rights Of Way), are expected to offset this.

Environmental Action:

Car Parking (-£238k below budget)
 Staffing is projected to be under budget by (£191k) due to delays in recruitment. Income trends indicate an overall shortfall of £79k. Significant shortfalls in both on-street income and Bus Lane offences throughout the city are offset by additional off-street and PCN income. Other savings in expenditure are (£126k).

Cleaner Neighbourhoods Teams (-£89k below budget)
 The projected underspend reflects staffing savings from delayed recruitment to the new structure, partially offset by additional costs of overtime and hired sweepers.

City Centre (-£43k below budget)
 The projected variance is mainly due to staffing savings whilst recruitment is ongoing to fill the new structure, partially offset by the ongoing usage of overtime and costs of covering City Centre events.

Environmental Health (-£148k below budget)
 The projected variance is mainly due to savings from delayed recruitment (£149k). Variations in Pest control expenditure and income are projected at £45k, partially offset by other expenditure savings of £44k.

Waste Management:

Refuse (+£1,147k over budget)
 Within the Refuse Service, the delay in implementing the collection route efficiency programme is forecast to result in a pressure of +£1,033k. Additional staffing expenditure in relation to backup and sickness cover and union support to the route collection programme is projected to be largely offset by other staffing and one-off savings within the service.

HWSS & Infrastructure (+£96k over budget)
 Additional net expenditure of £113k is projected, mainly in respect of HWSS overtime/sickness cover and HWSS Plant Operator training. The projected shortfall in budgeted income of £121k, due to the delayed introduction of inert building waste charges at Household Waste sites until February 2018, is offset by additional weighbridge income of £138k.

Waste Strategy & Disposal (-£1,784k below budget)
 The projected underspend includes a saving of £470k in respect of business rates savings at the Recycling and Energy Recovery Facility (RERF), net disposal savings of £628k including Household Waste Sites savings, additional RERF volumes and SORT disposal savings, £215k additional income (mainly scrap metal, textiles) and other one-off savings of £471k identified within the service.

Community Safety (-£98k below budget)
 The projected underspend mainly reflects staffing savings of £151k due to vacant posts within CCTV, LABST and delays in recruiting to the new Domestic Violence structure, offset by a projected shortfall in CCTV income of £38k and additional expenditure variations of £15k.

Other savings (-£67k)
 The directorate will review all other areas of expenditure/income across the directorate to achieve further savings of £67k.

Budget Management - net variations against the approved budget;

Summary By Service

				Period 11 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	16,745	(11,377)	5,368	0	0	(3)	0	3					0	0	0
Customer Access	22,486	(3,269)	19,217	620	205	180	(4)	26		0			1,027	(341)	686
Elections, Licensing And Registration	4,699	(5,004)	(305)	431	324	643	0	20					1,418	(1,474)	(56)
Welfare And Benefits	268,070	(266,116)	1,954	(127)	4	85	(2)	66		0			26	567	593
Car Parking Services	4,895	(13,375)	(8,480)	(191)	(8)	(147)	8	20					(318)	79	(239)
Community Safety	8,106	(6,526)	1,580	(227)	11	(37)	2	(25)					(276)	179	(97)
Waste Management	40,379	(7,368)	33,011	1,528	(47)	(1,236)	(16)	(118)					111	(649)	(538)
Parks And Countryside	29,587	(23,098)	6,489	220	(181)	609	(116)	271	0				803	(803)	0
Environmental Action (City Centre)	1,999	(462)	1,537	(59)	(2)	79	(14)	22					26	(69)	(43)
Environmental Health	2,107	(565)	1,542	(148)	(6)	7	(10)	(6)					(163)	14	(149)
Cleaner Neighbourhood Teams	12,305	(4,518)	7,787	(281)	0	(82)	166	(6)					(203)	113	(90)
Other variations				(67)									(67)		(67)
Total	411,378	(341,678)	69,700	1,699	300	98	14	273	0	0	0	0	2,384	(2,384)	0

Key Budget Action Plans and Budget Variations:

		Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m
A. Key Budget Action Plans						
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)	1.03
2.	Implement charging for replacement wheeled bins	Andrew Lingham	Implemented May 2017	G	(0.24)	0.05
3.	Implement charging for inert building waste	Andrew Lingham	Implemented February 2018	G	(0.14)	0.12
4.	Environmental Action staffing savings	Helen Freeman	Restructure now agreed	G	(0.71)	0.00
5.	Implement charging for Bulky Waste	Helen Freeman	Implemented 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)	0.04
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	A	(0.53)	0.16
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	A	(0.12)	0.09
22.	Welfare and Benefits - reduction in off-site processing	Andy Cameron	Introduction of e-claims	G	(0.20)	0.00
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)	(0.10)
25.	Registrars	Steve Coupe	Charging /income proposals	G	(0.08)	0.00
B. Other Significant Variations						
1.	Waste Disposal Costs	Andrew Lingham	Net Budget £15.8m incl. £10.7m RERF. Projected saving incl Business Rates saving at RERF	G		(1.78)
2.	Community Hubs	Lee Hemsworth	Staffing overspend projected - see comments above	A		0.62
3.	Housing Benefits	Lee Hemsworth	Projected shortfall in overpayments income	A		1.00
4.	All other services		All other variations	G		(1.23)

Communities & Environment - Forecast Variation (0.00)

**STRATEGIC & CENTRAL ACCOUNTS - 2017/18 FINANCIAL YEAR
FINANCIAL DASHBOARD - PERIOD 11**

Overall :

At month 11 the strategic & central budgets are projected to be underspent by £8.3m

The key variations are;

- £6.7m reimbursement of VAT relating to Sport income (£7.3m received, £6.7m for previous years & £0.6m to City Dev't for the period Apr-Sept 2017)
- Section 278 income - a potential £2.1m risk due to lower levels of development activity
- An underspend on debt costs of £0.7m is forecast, largely due to accrued income on a deferred developer contribution
- Savings of £0.8m on the levy contribution to the business rates pool
- Reduction in New Homes Bonus of £1.7m
- Additional £3.6m of S31 grant income for business rates reliefs, primarily £3.2m of reliefs announced after the budget was set.(This is to offset the loss of business rates income)
- A surplus on the Insurance Fund of £0.75m is forecast resulting from a reassessment of the provision required for claims.

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)	292		(212)								80	(4,260)	(4,180)
Debt	20,235	(920)	19,315			230						(219)		11	(738)	(727)
Govt Grants	1,739	(22,399)	(20,660)								(849)			(849)	(1,779)	(2,628)
Joint Committees	37,100	0	37,100							54				54	(16)	38
Miscellaneous	6,243	(1,088)	5,155	(274)		(19)			(13)					(306)	275	(31)
Insurance	10,280	(11,308)	(1,028)			(1,305)		(118)					305	(1,118)	368	(750)
Total	63,320	(73,659)	(10,339)	18	0	(1,306)	0	(118)	41	(849)	(219)	305	(2,128)	(6,150)	(8,278)	

STRATEGIC & CENTRAL ACCOUNTS - 2017/18 FINANCIAL YEAR

Key Budget Action Plans and Budget Variations:

			RAG	Budget	Variation	Forecast against Budget
				£m	£m	£m
Lead Officer			Additional Comments			
A. Major Budget Issues						
1.	Debt Costs and External Income	Doug Meeson	Interest income to accrue on deferred developer contribution to capital expenditure, partially offset by additional £275k brokerage fees	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	R	(13.3)	1.8
4.	Business Rates (S31 Grants, Tariff adjustment & EZ)	Doug Meeson	New S31 grants announced and £2.1m in Small Business Rates Relief after budget was set	G	(9.6)	(3.6)
5.	S278 Contributions	Doug Meeson	Projection from Capital team is £2.8m, therefore there is a risk of a £2.1m shortfall, dependent on progress in capital spend on the relevant schemes during the year.	R	(4.9)	2.1
6.	General capitalisation target	Doug Meeson	Capitalisation of eligible spend in directorate/service revenue budgets.	G	(3.5)	(0.1)
7.	Schools capitalisation target	Doug Meeson	Capitalisation of eligible spend in school revenue budgets.	G	(3.5)	(0.3)
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 Committees	Doug Meeson	No significant variation now anticipated.	G	1.3	0.0
9.	VAT	Doug Meeson	Reimbursement of VAT (backdated) for Sport income	G	0.0	(6.7)
B. Other Significant Budgets						
1.	Insurance	Doug Meeson	Projected saving reflects reduced impact of large value claims.	G	(1.0)	(0.8)
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	Latest prudential borrowing projections show a minor	G	(14.7)	0.2
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	0.2
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	£400k projected shortfall against PPPU HRA income	A	0.0	0.4
9.	Other income	Doug Meeson	£200k recouped from dismissed employee and £100k recovered from debtor where bad debt provision previously raised	A	0.0	(0.3)

Strategic & Central Accounts - Forecast Variation

(8.3)

Housing Revenue Account - Period 11 Financial Dashboard - 2017/18 Financial Year

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

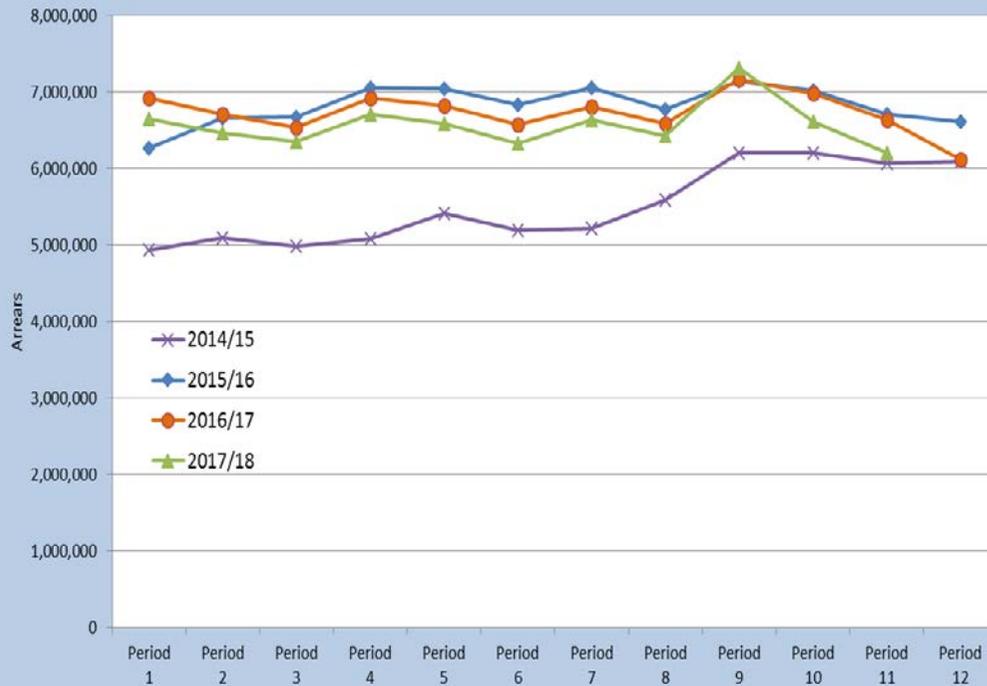
Directorate	Current Budget	Projected Spend	Variance to budget	Comments	Previous period variance
	£000	£000	£000		£000
Income					
Rents	(215,352)	(214,951)	400	Rent lower than budget due to lower stock numbers from increased RTB sales. The void level is at 0.9% which is the 2017/18 target	329
Service Charges	(6,968)	(6,834)	134	MSF service charge income £50k, Community Links furniture offset by saving in supplies and services £84k.	130
Other Income	(29,425)	(29,601)	(176)	Increased fee income from projected RTB sales (£207k), KPI income (£88k), Wharfedale View catering income (£36k) (offset by an increase in internal charges), PFI Pass Through Costs (£148k). Court income (£29k), Underachieved income on budgeted capitalised salary costs £299k (offset by savings on salaries), Tenant insurance £33k (offset by savings in Supplies and Services) .	(231)
Total Income	(251,744)	(251,386)	358		228
Expenditure					
Disrepair Provision	1,000	1,896	896	Disrepair compensation and fees	896
Repairs to Dwellings	43,548	43,425	(123)	Savings on external contracts	(136)
Council Tax on Voids	754	714	(40)	Reflects spend and commitments at P11	-
Employees	26,331	25,127	(1,204)	Savings due to vacant posts and temporary staff secondments (£1441k). This saving is offset by Disrepair agency staff £255k, Severance costs to date £47k. Other smaller savings identified following a review of budgets (£65k).	(1,022)
Premises	7,362	7,242	(120)	Commercial Asset Management repairs savings (£70k), Utilities savings (£20k), Office savings (£30k)	(104)
Supplies & Services	4,377	3,989	(387)	Community Links furniture savings balanced by reduction in service charge income (£92k), Savings following a review of printing requirements (£154k), Bank Charges (£179k), ICT project savings (£35k), Tenant incentive mobility scheme (£55k), Tenant Insurance (£44k), Local Initiatives (£40k), Other savings following review of budgets at P11 (including housing office project budgets) (£91k), Savings used to offset Sheltered furniture £181k and Tenancy Agreement review £60k. ERDMs project £32k and Changing the Workplace £30k funded through appropriations	(493)
Internal Services	40,604	40,616	12	Additional Fire Safety work £321k, Additional out of hours service £65k, Savings in other internal charges (£693k), Disrepair legal costs £271k, Increased costs of RTB due to high number of sales £48k	500

Housing Revenue Account - Period 11 Financial Dashboard - 2017/18 Financial Year

Capital Programme	71,000	71,000	-				
Unitary Charge PFI	8,860	8,576	(284)	PFI Scheme Adjustments: Unitary Charge (£210k), Insurance refund (£247k), Pass Through Costs £144k. Other adjustments (£29k).			(411)
Capital Charges	45,106	45,161	55	Interest payable to GF			55
Other Expenditure	6,976	6,298	(678)	Bad debt provision following review of requirements (£723k), LTF saving (£22k), Transport savings (£29k), Community Payback £95k			(37)
Total Expenditure	255,917	254,044	(1,873)				(752)
Net Position	4,173	2,658	(1,515)				(524)
Appropriation: Sinking funds	(3,139)	(2,737)	402	Unitary Charge on PFI funded by sinking fund			596
Appropriation: Reserves	(1,034)	79	1,113	Use of reserve to fund ERDMs project (£32k), Changing the workplace (£30k) and Community payback (£95k), Reduced need for reserves			(72)
(Surplus)/Deficit	0	0	0				0
Proposed New Reserves			-				-
Transfer to Capital Reserve			-				-
Total Current Month	0	0	0				0

Housing Revenue Account - Period 11 Financial Dashboard - 2017/18 Financial Year

Comparison of Current Tenant Arrears by Financial Year

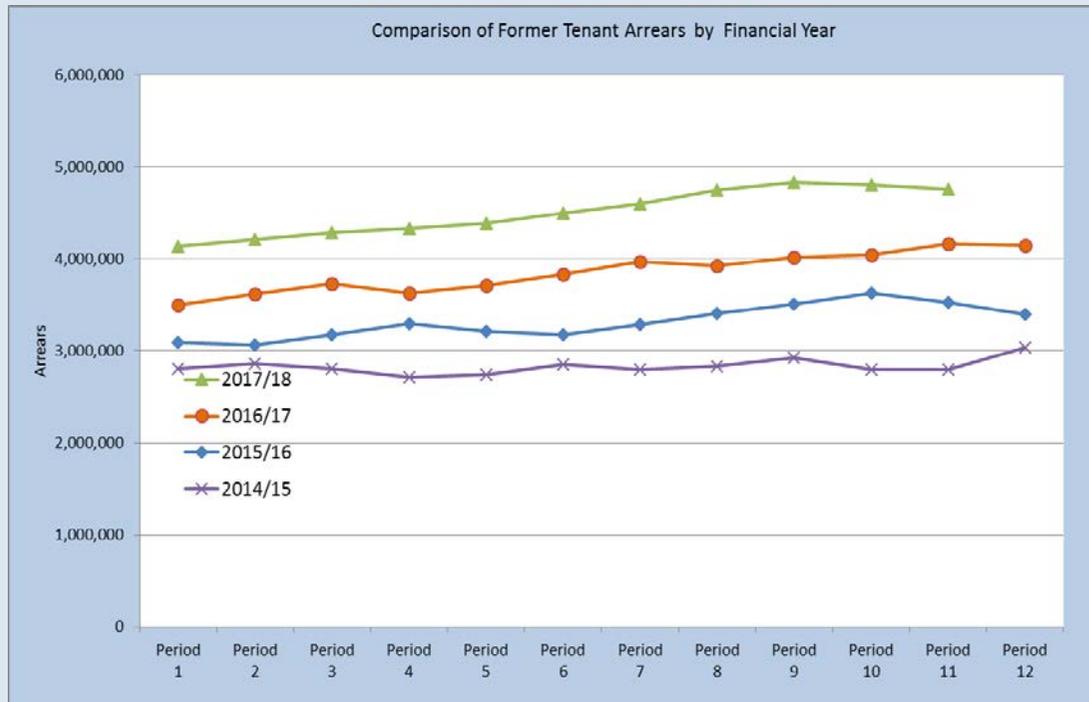


Change in Stock	Budget	Projection
Right to Buy sales*	350	510
New Build (PFI)	0	0
New Build (Council House Growth)	(101)	(101)
Total	249	409

* actual sales as at the end of Period 11: 464

Right to Buy Receipts	2016/17 Actual	2017/18 Projection
Total Value of sales (£000s)	25,983	26,181
Average Selling Price per unit (£000s)	50.4	51.3
Number of Sales*	516	510
Number of Live Applications	1,165	1,389

Housing Revenue Account - Period 11 Financial Dashboard - 2017/18 Financial Year



Arrears	2016/17	2017/18	Variance
	£000	£000	£000
Dwelling rents & charges	2017/18 Week 48		
Total Current Tenants	6,637	6,204	(433)
Former Tenants	4,164	4,755	591
	10,801	10,959	158
Under occupation	2017/18 Week 44		
Volume of Accounts	4,655	4,229	(426)
Volume in Arrears	2,155	1,926	(229)
% in Arrears	46.3%	45.5%	-0.8%
Value of Arrears	576	498	(78)
Collection Rates	2017/18 Week 44		
Dwelling rents	97.43%	96.90%	-0.5%
Target	97.50%	97.75%	
Variance to Target	-0.07%	-0.85%	

Housing Revenue Account - Period 11 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
HRA General Reserve	(6,631)	195	0	(6,436)
Earmarked Reserves				
Environmental Works	(1,668)	1,668		0
Insurance - large claims	(137)			(137)
Welfare Change	(1,782)	0		(1,782)
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)	30		(323)
eFiles Box-It Project	(262)	32		(230)
	(8,610)	2,189	0	(6,421)
PFI Reserves				
Swarcliffe PFI Sinking Fund	(10,343)	2,972	0	(7,371)
LLBH&H PFI Sinking Fund	(2,515)	0	(235)	(2,750)
	(12,858)	2,972	(235)	(10,121)
MRR (General)	(14,960)	59,093	(71,000)	(26,867)
MRR (New Build)	(12,540)	8,340	0	(4,200)
MRR (HRA RCCOs)	(3,003)			(3,003)
	(30,502)	67,433	(71,000)	(34,069)
Total	(58,601)	72,789	(71,235)	(57,047)