

Financial Health Monitoring 2024/25 – September (Month 6)

Date: 20<sup>th</sup> November 2024

Report of: Interim Assistant Chief Executive – Finance, Traded and Resources

Report to: Executive Board

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

1. The purpose of this report is to update the Executive Board on financial performance against the 2024/25 revenue budget, which has targeted resources towards the council's strategic priorities as set out in the Best City Ambition whilst also supporting our ongoing journey to strengthen the authority's financial resilience and sustainability. The report also updates the Board on the September (Month 6) position in respect of the Housing Revenue Account (HRA), the Schools Budget (DSG) and the Council Tax and Business Rates Collection Fund. For full details, please refer to **Appendices 1 to 4**.
2. A net revenue budget of £622.0m was approved by this Board in February 2024. At September (Month 6), we are forecasting a General Fund overspend of £22.9m or 3.7% of the approved 2024/25 net budget. Where known, pressures have been incorporated into the reported financial position, including those due to increased inflation, the resulting cost of living crisis, and demand and demography. In response to the reported position, the freeze on recruitment, agency and overtime spend introduced in 2022/23 within a framework of agreed exceptions remains in place, with further controls brought in to strengthen oversight and monitoring. All spend that is not critical for the delivery of a service is not to be incurred. Using our Team Leeds approach, working across the council and with partners, we will continue to take all action necessary to meet our legal requirement to deliver a balanced budget.
3. Within Leeds, work continues to review the highest cost / spend areas (notably Children Looked After, Transport and Leeds Building Services) and all services are continuing to explore opportunities to secure in-year savings (such as holding vacancies where this will not have a detrimental effect on critical services and on staff wellbeing) and maximising income. Asset reviews are underway to ensure the council has the right numbers and mix of assets.
4. The budget for 2024/25 requires delivery of £63.9m of savings, with £15.9m of General Fund in year savings and £3.4m of savings relating to the DSG also identified. At September (Month 6) it is anticipated that most of these budgeted savings would be delivered or have mitigating actions found. However, £4.4m delayed delivery of General Fund savings has been identified, primarily within Children's social care. This delayed delivery is included within the £22.9m overspend being reported today but has been mitigated through the use of reserves which are included within the reported Strategic position. A £3.4m delay in delivery is forecast against in year DSG savings. Further details are provided in the appended directorate positions and detailed Budget Action Plans are provided at **Appendix 4**.
5. The reported overspend needs to be understood within the wider national context: local government finances are in a critical state and there is continuing concern as an increasing number of councils are reporting significant pressures in the current financial year and considerable estimated budget gaps in future financial years which provide a challenge to their financial sustainability. The increasing cost of social care, particularly within Children's Services where the increasing numbers of external placements and significantly higher costs of those placements, combined with the impact of pay and price pressures which are in excess of the level of government resources provided, has not yet been recognised. As a result, a number of local authorities have issued or are raising the possibility of issuing Section 114 notices, effectively giving notice that a council cannot balance its budget. This current and future financial climate for local government represents a significant risk to Leeds City Council's priorities and ambitions.

6. Any forecast overspend at the year-end will require further savings to be identified for 2025/26.
7. Any Collection Fund income shortfall arising in 2024/25 will impact on the Revenue Budget in 2025/26.
8. At September (Month 6) the Housing Revenue Account is forecasting a balanced position.
9. At September (Month 6), the DSG budget is projecting an in-year pressure of £15.1m which equates to 2.73% of the total estimated DSG funding.
10. The Council is not in a position to go live with MS Dynamics on 1<sup>st</sup> December 2024. Further updates will be provided to Executive Board with a revised implementation date.

## Recommendations

Executive Board are asked to:

- a) Note that at September (Month 6) the authority's General Fund revenue budget is reporting an overspend of £22.9m for 2024/25 (3.7%) of the approved net revenue budget after application of reserves within a challenging national context, and that a range of actions are being undertaken to address this position.
- b) Note that at September (Month 6) the authority's Housing Revenue Account is reporting a balanced position.
- c) Note that at September (Month 6), the DSG budget is projecting an in-year pressure of £15.1m which equates to 2.73% of the total estimated DSG funding.
- d) Note that known inflationary increases, including demand and demographic pressures in Social Care and known impacts of the rising cost of living have been incorporated into this reported financial position. The 2024/25 pay offer has now been agreed for both JNC and NJC staff, and the JNC element was included in September's payroll and is reflected in directorate dashboards. The council expects to pay the NJC element in December's payroll and these additional costs and associated mitigations will be shown in dashboards once payment is processed. Inflationary pressures will continue to be reviewed during the year and reported to future Executive Board meetings as more information becomes available. Proposals will need to be identified to absorb any additional pressures.
- e) Note that where an overspend is projected, directorates, including the Housing Revenue Account, are required to present action plans to mitigate their reported pressures and those of the council's wider financial challenge where possible, in line with the Revenue Principles agreed by Executive Board in February 2024 through the annual Revenue Budget report (details at Appendix 11 of the linked document: 2024-25 Revenue Budget and Council Tax Report.)
- f) Note the delay in the go live date of the new MS Dynamics Finance System and that the council continues to work to minimise additional costs and further delays, whilst ensuring sufficiently robust testing for effective implementation. An update to be brought to Executive Board with the revised timescales.

## What is this report about?

- 1 This report updates the Board on financial performance against the council's 2024/25 General Fund revenue and Housing Revenue Account budgets for the first quarter of the financial year. Budget monitoring is a continuous process throughout the year, and this report reviews the position of the budget and highlights potential key risks and variations as at September (Month 6) 2024/25.

- 2 Executive Board will recall that the net revenue budget for 2024/25 was set at £622.0m. The Medium-Term Financial Strategy assumes a balanced budget position for 2024/25 after the application of Government funding, the delivery of savings and the utilisation of earmarked reserves.
- 3 The balance brought forward on the council's general fund reserve at 1<sup>st</sup> April 2024 was £36.2m. The reported position assumes a £1.5 contribution to this reserve as part of measures taken to ensure financial robustness and sustainability in the future.
- 4 At September (Month 6) directorates are reporting an overspend of £22.9m (3.7% of the approved 2024/25 net revenue budget), and the HRA is forecasting a balanced position. In addition, the DSG budget is projecting an in-year pressure of £15.1m which equates to 2.73% of the total estimated DSG funding.
- 5 As noted in the summary above, the revenue position reflects a national picture whereby local government finances are in a critical state.
- 6 The Council's Medium Term Financial Strategy and the 2024/25 Revenue Budget report, approved by Council in February 2024, detail how the budget (both revenue and capital) aligns with the council's Best City Ambitions. With regard to this reported Month 6 revenue position and given the requirement to deliver a balanced budget position at year end, it is not considered that this current position will have any implications for the planned delivery of the Council's Best City Ambitions.
- 7 Directorate positions are summarised in Table 1:

**Table 1: Summary position at September (Month 6), financial year 2024/25**

### Summary Position - Financial Year 2024/25

Directorate	Director	(Under) / Over spend for the current period				Previous Reported Position
		Staffing	Total Expenditure	Income	Total (under) /overspend	
		£000	£000	£000	£000	£000
Adults & Health	Caroline Baria	(3,819)	9,674	(1,728)	7,946	7,946
Children and Families	Julie Longworth	(2,606)	27,305	(8,459)	18,847	18,847
City Development	Angela Barnicle	(1,904)	(36)	1,234	1,198	0
Communities, Housing & Environment	James Rogers	(1,063)	(1,877)	1,877	(1)	0
Strategy & Resources	Andy Dodman/ Victoria Bradshaw	2,862	4,590	(1,995)	2,594	2,703
Strategic	Victoria Bradshaw	2	(5,347)	(2,338)	(7,685)	(7,539)
<b>Total Current Month</b>		<b>(6,526)</b>	<b>34,309</b>	<b>(11,408)</b>	<b>22,899</b>	<b>21,958</b>

<b>Previous reported (under)/over spend</b>	<b>(5,269)</b>	<b>32,422</b>	<b>(10,468)</b>	<b>21,958</b>
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- 8 This position reflects the demand and demographic pressures being experienced in social care. It also reflects the latest projections with regard to known inflationary pressures in respect of the costs of electricity, gas, fuel and the impact of the cost-of-living pressures on our residents and businesses which has significantly affected the cost of goods and services the council procures, demand for support and welfare services the council provides, and the activity levels that support a wide range of income streams. These will continue to be monitored throughout the year, as will any further increases in interest

rates and their impact on the council's financial position. The position shown reflects the agreed JNC pay award and budgeted assumptions regarding a 3.5% pay increase for NJC staff, pending payment of the NJC pay award in December following agreement on 22<sup>nd</sup> October. Where the agreed pay increase exceeds budgeted assumptions, directorates will be required to identify mitigations.

- 9 Four key messages continue to be reiterated to staff to remind everyone of the part we all have to play in supporting the financial position:
- **Stay within budget** – reduce discretionary spend and minimise recruitment, including agency and overtime.
  - **Absorb in-year pressures** – directorates required to absorb all in-year pressures.
  - **Highlight issues early** – use the budget monitoring process to raise issues with Financial Management as soon as possible.
  - **Robust monitoring is essential** – includes detailed discussion at relevant monitoring meetings.
- 10 In addition, given the forecast revenue overspend position reported here, the council's Corporate Leadership Team has agreed to continue the freeze on recruitment, agency and overtime spend introduced in 2022/23 and to further strengthen these controls which include the following:
- No travel is being undertaken unless it is required for the essential delivery of a service or in very exceptional circumstances; all meetings, where possible, should be conducted remotely / in the employee's place of business (with no travel costs incurred to attend a meeting if this meeting could be held remotely and; no conferences or training courses should be attended where these require travel either through mileage or public transport.
  - With a number of exceptions e.g., social work roles, a complete recruitment freeze is now in place.
  - Tighter controls are in place in respect of Agency and Overtime. All Agency Staff are being reviewed and Overtime needs to be consistent with the exception requirements to the recruitment freeze.
  - All spend that is not critical for the delivery of a service is not to be incurred. To deliver this requirement all orders need to be approved and no spend is to be incurred on Purchase Cards unless this is critical to the delivery of the service. Purchase Card Levels have been reduced to "zero" in the majority of cases and only those approved by the respective Directors remain in use;
- and these messages feature regularly in corporate, directorate and service communications.
- 11 The reported position incorporates ongoing cross-directorate work to support and challenge the highest cost/spend areas, such as Children Looked After, Transport and LBS and actions by services to maximise income. Asset reviews continue to ensure the council has the right numbers and mix of assets and directorates continue to consider where future year savings options identified as part of the Financial Challenge to meet the MTFS funding gap could be brought forward to generate savings during 2024/25, including income generation, additional non-essential spend savings and savings resulting from reviews of key areas of expenditure which both reduce activity levels and rationalise service provision.
- 12 Financial monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are deemed to be at risk, for example the implementation of budget action plans and those budgets which are subject to fluctuating demand and key income budgets. This is reinforced through specific project management-based support and reporting around the achievement of key budget actions plans. It is due to the robustness of this monitoring that the projected overspend was identified so early in the financial year, enabling action to be taken.

### **What impact will this proposal have?**

- 13 The budget proposals contained in the 2024/25 Budget have, where appropriate, been the subject of the Council's Equality Impact Assessment process and mitigating measures put in place or planned where appropriate. As such, an Equality Impact Assessment was provided at Appendix 6 to the 2024-25 Revenue Budget and Council Tax Report.

## How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing       Inclusive Growth       Zero Carbon

- 14 The Best City Ambition is the strategic plan which sets out the ambitions, outcomes and priorities for the City of Leeds and for the local authority. The Three Pillars of health and wellbeing, inclusive growth and achieving zero carbon underpin this vision and these can only be delivered through a sound understanding of the organisation's longer-term financial sustainability which enables decisions to be made that balance the resource implications of the council's policies against financial constraints.
- 15 This is the primary purpose of the Medium Term Financial Strategy which provides the framework for the determination of the council's annual revenue budget. This report needs to be seen in the context of the requirement for the authority to be financially sustainable and deliver a balanced revenue budget position in 2024/25 so that resources can continue to be targeted at the council's priorities.

## What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?       Yes       No

- 16 This is a factual report and is not subject to consultation. Public consultation on the Council's revenue budget proposals was carried out between December 2023 and January 2024 and is detailed at Appendix 1 in the 2024-25 Revenue Budget and Council Tax Report presented to this Board in February 2024.

## What are the resource implications?

- 17 This is a financial report and as such resource implications are detailed in both the report and the accompanying appendices.

## What are the key risks and how are they being managed?

- 18 The reported budget position is considered in the context of risk to both the in year financial position and the potential impact on the Council's Medium Term Financial Strategy. These risks are included on the Council's corporate risk register, reported to this Board annually and updated regularly. At July 2024 both the risk of the in year financial position being in deficit and the Council being unable to balance the Medium Term Financial Strategy were rated 'very high', reflecting the wider national context and the uncertainty of funding for future years.
- 19 Budget management and monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget judged to be at risk such as the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. To reinforce this approach, specific project management based support and reporting around the achievement of key budget actions plans continues to be in place for 2024/25.
- 20 This position reflects the agreed JNC pay award and a budgeted 2024/25 pay increase of 3.5% for NJC staff. The NJC pay award was approved nationally on 22<sup>nd</sup> October but the costs after associated mitigations is not yet known. Further this position reflects the latest projections with regard to known inflationary pressures in respect of the increased cost of electricity, gas, fuel and the impact of the cost of living pressures on our residents or businesses which has significantly affected the cost of goods and services the Council procures, demand for support and welfare services the Council provides, and the activity levels that support a wide range of income streams. These will continue to be monitored throughout the year as will increases on interest rates and their impact on the Council's financial position.

## **What are the legal implications?**

- 21 The council has a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.
- 22 Section 28 of the Local Government Act 2003 provides that the council has a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.
- 23 In addition, the council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The authority's Interim Assistant Chief Executive – Finance, Traded and Resources has established financial procedures to ensure the council's proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Executive Board to receive information about the revenue budget as set out in this report.
- 24 The monitoring of financial information is also a significant contributor to meeting the council's Best Value legal duty and, therefore, this report also demonstrates compliance with that legal duty.
- 25 Under Section 1 of the Local Government Act 2003 ("LGA") ("Power to borrow"), a local authority may borrow for any purpose relevant to its functions or for "the prudent management of its financial affairs".

## **Options, timescales and measuring success**

### **What other options were considered?**

- 26 Not applicable

### **How will success be measured?**

- 27 Not applicable.

### **What is the timetable and who will be responsible for implementation?**

- 28 Work continues to address the financial challenges outlined in this report and to identify savings to reduce the level of projected overspend. Further updates will be provided in future Financial Health Monitoring reports to this Board.
- 29 The responsibility for identification and actioning of the necessary measures to ensure the delivery of a balanced budget are the responsibility of the Interim Assistant Chief Executive – Finance, Traded and Resources, working in conjunction with departmental directors. A balanced budget must be delivered at Financial Outturn 2024/25, with the outturn position due to be reported to the June 2025 meeting of this Board.

## **Appendices**

- 30 The following appendices are attached to this report:
  - Appendix 1 - Financial Health Monitoring 2024/25 September (Month 6): detailed narrative regarding the financial outturn positions for directorates, the Housing Revenue Account HRA, Dedicated Schools Grant (DSG), Council Tax and Business Rates
  - Appendix 2 – Individual financial dashboards for directorates, DSG and the HRA

- Appendix 3 – Directorate Budget Action Plans
- Appendix 4 - Expenditure funded through Flexible Use of Capital Receipts

**Background papers**

31 None

## Financial Health Monitoring 2024/25 Report– September (Month 6)

### 1. Directorate Positions at Month 6

- 1.1 The Directorate budget variations of £22.9m are summarised in **Table 1** and outlined below, with additional detail provided on the Directorate dashboards at **Appendix 2**.

**Table 1: Summary position as at September (Month 6) Financial Year 2024/25**

#### Summary Position - Financial Year 2024/25

Directorate	Director	(Under) / Over spend for the current period				Previous Reported Position
		Staffing	Total Expenditure	Income	Total (under) /overspend	
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### 1.2 Adults & Health

#### Adult Social Care 2024/25 Budget

##### Budget Overview

At Month 6 an in-year budget pressure of £7.95m has been identified with further details provided below. This is in line with the Month 5 budget monitoring report. Whilst the overall reported position at Month 6 is line with Month 5 a summary of the movement is provided in the table below:

**Table 2: Summary of Budget Projection Movement (August to September)**

	£k
Pay Budgets	(278)
Demand Budgets	(873)
Other Expenditure	(130)
Income Budgets (ALL)	1,282
<b>Total</b>	<b>1</b>



To maintain the £7.95m reported position, further delivery of £16.5m of action plans needs to be achieved over the remainder of the financial year. There is a high risk that this will not be achieved. This will become clearer from Month 8 onwards.

This is due to a mix of currently identified failing 2024-25 budget action plans and action plan savings targets that are not currently being seen in the financial data alongside additional in-year action plans to cover increased trend in the demand budgets. This is principally the increasing trend within the Working Age Adults cohort and specifically the Learning Disabilities and Mental Health groups that rolled through from Quarters 3 & 4 2023/24 financial year into 2024/25 and Quarter 1 2024/25 continuing growth. The pressure on the Older People's demand budgets and the increasing trend since pay run 5 should also be noted. Further details are provided below.

The £16.5m of action plans is a mix of £14.0m demand management, £1.2m additional (client) income and £1.3m regarding controlling agency and overtime spend. Significant risks remain, principally around the demand led budgets for which there is budgetary provision of £291m in 2024/25. Reflected in the 2024/25 budget are Budget Action Plans totalling £25.6m, of which £0.7m are now identified as cancelled, £1.5m are rated 'high risk' and £6.8m rated 'some risk'. Further analysis is provided below.

Immediate action will be taken to mitigate this in-year pressure; freeze on non-essential spend and review overtime and agency usage. A key area will be around reviewing demand spend for both Working Age Adults and Older People, and reviewing client income and partner contributions, principally Continuing Healthcare (CHC) and s117 contributions due under the Mental Health Act.

### Budget Action Plans

**Table 3: Summary of Budget Action Plans - Adults & Health**

<b>ADULTS &amp; HEALTH SUMMARY</b>			
<b>RAG Status</b>	<b>Budgeted Savings £'000s</b>	<b>Year End Projected Savings £'000s</b>	<b>Shortfall / (Surplus) £'000s</b>
Achieved	(9,784)	(10,839)	(1,055)
On track	(6,830)	(7,930)	(1,100)
Some risk	(6,822)	(6,822)	0
High risk	(1,500)	(1,500)	0
Cancelled	(700)	0	700
<b>Total</b>	<b>(25,636)</b>	<b>(27,091)</b>	<b>(1,455)</b>

The 2024-25 Adults & Health budget has 31 Budget Action Plans to deliver, amounting to £25.6m, split £13.4m relating to demand and market management, £10.1m for additional income, primarily client income, and £2.1m other budget savings.

At Month 6, 3 Budget Action Plans are identified as cancelled and undeliverable amounting to £0.7m and 2 Budget Action Plans amounting to £1.5m have been identified as high risk. The Directorate's Departmental Leadership Team is developing alternative options to mitigate the pressure.

A further 5 Budget Action Plans amounting to £6.8m have been identified as having some delivery risk attached to them over the remainder of the financial year. Full details are provided in the Adults and Health Month 6 Budget Action Plan report at **Appendix 4**.

Achieved and On track Action plans are projected to over-deliver by £2.2m and these relate to £1m higher than anticipated levels of client income and £0.6m additional savings from the Home First Newton Europe discharge from hospital programme, £0.5m from review of CHC packages for Older People and Working Age Adults and £0.1m additional savings from contracts and 3<sup>rd</sup> Sector agreements, taking the full savings from this programme to £3.6m for 2024/25. As such the summary position for the 2024/25 Budget Action Plans is an over recovery of £1.5m.

### Demand Budgets

Adults Social Care demand budgets for 2024/25 are £316.4m, split £290.7m for social care, £2.3m for internally provided services and £23.4m for strategic commissioning. At Month 6, the variance on provider services was nil and for strategic commissioning £3.4m. The detail provided below is the analysis for Social Work & Social Care, the main area for demand.

The 2024/25 Social Work & Social Care demand related budgets reflect £28.9m of additional funding for price, inflation and demand & demography growth, taking the overall size of the demand led budgets up to £304.1m before reducing to £290.7m after accounting for the £13.4m approved 2024/25 demand related Budget Action Plans above and £1.1m demand budget reinvested into front line social work staffing.

The Month 6 projection is a pressure of £15.8m, a £0.1m adverse movement on the Month 5 reported position, and relates to higher trend from 2023/24 continuing into 2024/25, further increased demand in Quarter 1 in the new financial year around the Working Age Adults (18 – 65) cohort and, more specifically, the Learning Disability and Mental Health cohort and a recent increase in demand for the Older People cohort, +29 at pay run 6 and a further +19 for pay run 7.

The £0.1m adverse movement in the Month 6 position is a £0.3m pressure for Learning Disability, Mental Health, and Learning Difficulty projection, offset by a £0.2m improvement for Older People and Working Age Adults Physical Impairment. There has been no change in the action plan savings target detailed below.

It should be noted that the £15.8m pressure assumes further delivery of £14.0m action plans which are not currently showing in the finance data, which reflects no change from the Month 5 reported position.

**Table 4** presents the pressures based on spend by category and shows movement from the reported Month 5 position.

**Table 4: Demand Budgets Projections**

	LE 24-25 £	Month 6 £	Variance £	Month 5 £	M/ment 6-v-5 £
<b>Head of Service - (Working Age Adults)</b>					
Learning Disability	118,313,000	131,826,764	13,513,764	131,914,703	(87,939)
Mental Health (WAA)	24,628,000	27,955,438	3,327,438	27,599,774	355,664
Learning Difficulty	735,000	769,720	34,720	710,602	59,118
Staffing & Running costs (MH / LD)	457,000	457,000	0	457,000	0
<b>Total Working Age Adults Demand Bu</b>	<b>144,133,000</b>	<b>161,008,922</b>	<b>16,875,922</b>	<b>160,682,079</b>	<b>326,843</b>
<b>Head of Service - (Older People)</b>					
Older People	118,334,000	130,874,127	12,540,127	130,892,947	(18,820)
WAA PI	28,210,000	28,667,670	457,670	28,971,230	(303,560)
Drugs, Alcohol & Other	2,587,000	2,387,466	(199,534)	2,338,003	49,463
DP Audit Recovery Income	(2,600,000)	(2,600,000)	0	(2,600,000)	0
Staffing & Running costs (PI / Older)	94,000	184,000	90,000	184,000	0
<b>Total Older People Demand Budget</b>	<b>146,625,000</b>	<b>159,513,263</b>	<b>12,888,263</b>	<b>159,786,180</b>	<b>(272,917)</b>
<b>TOTAL DEMAND</b>	<b>290,758,000</b>	<b>320,522,185</b>	<b>29,764,185</b>	<b>320,468,259</b>	<b>53,926</b>
<b>Figures above prior to Action Plan Credits</b>					
Action Plan entries	0	(13,992,000)	(13,992,000)	(13,992,000)	0
<b>Month 6 Reported Demand Pressure</b>	<b>290,758,000</b>	<b>306,530,185</b>	<b>15,772,185</b>	<b>306,476,259</b>	<b>53,926</b>

The modelling for Older People assumes numbers at Month 6 continuing at that level for the remainder of the year: one in one out. For Working Age Adults, the modelling takes current numbers and then takes account of adolescents transferring into adulthood from Children & Families and the full-year effect of people who came into care in 2023/24 financial year. This is prior to the £14.0m action plan adjustment shown.

### Income

At Month 6, Adult Social Care is projecting additional client income of £0.8m, a £1.4m reduction from the Month 5 reported position. The write down is a mix of reducing client income for In-House Services and Telecare, £0.3m, non-delivery of the Deputy and Estates Appointeeship Budget Action Plan £0.1m and taking account of the high issuance of credit notes over the year to date £1.0m in Social Work & Social Care across all provider settings.

This includes part of the delivery of £1.1m of action plans over the remainder of the year, primarily around increased collection of client contributions, with the rest being from other external income.

**Table 5 Service User Income Month 6 – 2024/25**

Level 3 Description	Current Budget	Actual to Date	Proj. P6	Total (under) / over spend	Proj. P5	Varinace between mths
Health Partnerships	0	0	0	0	0	0
Provider Services	(3,901,000)	(1,906,835)	(3,004,330)	896,670	(3,063,330)	59,000
Resources and Strategy	(382,000)		0	382,000	(332,000)	332,000
Social Work and Social Care Services	(56,880,000)	(9,404,263)	(58,969,496)	(2,089,496)	(59,963,525)	994,029
Strategic Commissioning	(65,000)	41	(37,000)	28,000	(37,000)	0
<b>TOTAL</b>	<b>(61,228,000)</b>	<b>(11,311,057)</b>	<b>(62,010,826)</b>	<b>(782,826)</b>	<b>(63,395,855)</b>	<b>1,385,029</b>

As most of this income relates to a financially assessed charge there is a continuing risk that this level of income will not be achieved.

### Pay

Adults and Health at Month 6 are projecting pay savings of £3.8m, principally around Social Worker and Provider Services pay costs. Recruitment of key skilled workers is still a significant operational challenge, principally around Social Workers, Occupational Therapists and Wellbeing Workers. The £3.8m is comprised of savings on basic pay of £7.4m, offset by additional spend on Agency, £2.9m and Overtime, £0.4m. This assumes delivery of £1.3m of in-year action plan savings on agency and overtime. Other pay costs are £0.3m over budget but this is covered by additional grant income. This projection includes costs of £0.6m covering the second payment of the social worker loyalty payment of £1,500 which was paid in June 2024.

### Other

Included in the demand led pressures above are Civic Enterprise Leeds (CEL) pressures of £0.6m for Passenger Transport and other CEL pressures of £0.1m catering costs for in-house provision and £0.2m for cleaning and vehicle charges.

### **Public Health 2024/25 Budget**

Public Health (PH) Grant funding for 2024/25 is £49.7m; an increase of £1.0m from 2023/24 (2.1%). This is the second year of an announced two-year grant funding settlement for Public Health. Public Health grant is a ring-fenced account and restricted by specific terms and conditions. At Month 6 we are projecting a balanced position. Other funding streams for 2024/25 are £8.4m Additional Substance Misuse funding and £1m Stop Smoking funding.

## 1.3 **Children and Families**

The current year-end forecast for the Children and Families directorate is an overspend of £18.847m. This position remains unchanged from the position reported at Month 5.

Overall, the main variations to budget included within this Month 6 position are:

	<b>£m</b>
CLA: External Residential Placements	9.276
CLA: Staffing savings	(1.203)
CLA: IFA Placements	3.178
Semi Independent Living	0.704
Secure Welfare	(0.974)
In house Carers	0.477
Other CLA	0.477
Other Social Staffing	0.275
Transport	3.719
Learning	0.870
Children's Centres	0.684
Child Health and Disabilities (CHAD)	0.617
Legal	0.400
Other Variances	0.347
<b>Total</b>	<b>18.847</b>

This position is based on current CLA placement numbers and costs, remaining at the 'as is' position and therefore this methodology results in cost increases over and above the established budget but does not reflect any further increases in placement numbers or cost.

The number of children looked after has remained high during a time of further austerity and pressure on public sector finances. Children and young people's needs are complex and there are not always enough of the right homes and support at the right time to accommodate needs. Children looked after need good quality care, close to their communities, but there is currently not the right mix of care available for these children. Children and Families have developed a CLA Sufficiency Strategy, agreed by Executive Board in June 2024, which will support investment in early help, family-based solutions, permanency planning, fostering and local children's homes, to ensure there is greater control of the future cost, quality and outcomes for children and families.

The Sufficiency Strategy includes a three-year implementation plan focusing on fostering, residential and semi-independent ambitions. The plan sets out the direction of travel for the next three years and details target numbers required for each type of provision. The implementation plans will outline what is needed, by when and who is responsible. These plans will be monitored monthly and financial projections will be updated based on progress against the delivery of these plans.

Work on delivering the changes required to ensure that the Sufficiency Strategy is fully delivered is underway and benefits are now beginning to be seen, both in terms of financial impact and beneficial outcomes to children and young people. This does though then need to be balanced against increasing demands for support. Examples of the outcome of the work now include:

- The overall number of CLA and Children in Need at month end has reduced for the first time in an extended period, indicating that practice changes focussed on

preventing family breakdown are impacting upon overall numbers of children supported.

- Work on reunification is now seeing Leeds children, in appropriate circumstances, returned to stable homes within the city resulting in lower use of residential support (for that cohort).
- The initial Small Group Living Homes that the Council has invested in are now at various stages of outcome:
  - Seven homes have been bought, refurbished (where necessary) and staffing structures put in place and have Ofsted registration or are awaiting it.
  - Four homes now have young people accommodated, which has resulted in external placements for those young people coming to an end.
  - One home is approaching the end of the house purchase process.
  - One additional home is 'under offer' and approvals will shortly be in place for a further additional home and site search can progress.
- Work in relation to securing additional capacity (jointly with Housing Services) for semi-supported accommodation continues with main building alterations completed and this is expected to come on stream early in January 2025. Matching of young people to this accommodation is in place.
- Work is underway considering potential methods of working in partnership to deliver much needed residential capacity and market sounding exercises are underway to support that potential workstream.
- The Directorate's approach to Family Help is agreed and revised staffing arrangements have been put in place. Staff are being assimilated and recruitment to roles is nearly complete.
- Approaches to marketing, recruiting and retaining foster carers are agreed and October saw a marked increase in the number of potential foster carers approaching the Council. This is supplemented by enhanced partnership working with a range of organisations across the City promoting foster caring to employees and customers.

A continuation of this work and the potential to upscale it will form part of a savings proposal to be presented to Executive Board in December 2024.

In addition, the Directorate continues to participate in the council's overall response to mitigating cost pressures and is engaging in corporate processes which seek to identify savings through incurring critical spend only, vacancy control and minimising recruitment (where possible) and income maximisation.

#### **External Residential Placements:**

The External Residential budget for 2024/25 is £37.704m. Due to known inflation and demand pressures over and above what was assumed in the approved Budget there is a projected overspend of £9.276m. External Residential placements are currently at 148 against budgeted placements of 102. This pressure is partially offset by CLA staff savings against the Small Group Living staff budgets. This position includes (£3.013m) of mitigations to be delivered in the remainder of the year. Of these (£1.6m) of reunification savings have been identified. The remaining (£1.413m) of mitigations will include further reunification and small group living savings based on latest plans.

#### **CLA Staff Savings:**

The pressure against External Residential Placements has been offset by savings across CLA staffing budgets (£1.203m). The majority of this saving is due to the timescales for the development and opening of the new small group living homes.

**IFA Placements:**

The Independent Fostering Agency placement budget is projecting an overspend of £3.178m. As at Month 6 there are 237 IFA placements.

**Transport:**

The overall transport budget is showing a projected overspend of £3.722m due to increases in demand and a shortfall against budgeted savings.

**Learning:**

Within Learning there is an overall projected overspend of £0.870m. This mainly relates to pressures against both the Education Psychologist team of £0.157m and the SENSAP team of £0.125m, reduction of traded/DSG income of £0.487m and other additional staff costs of £0.149m.

**Budget Action Plans**

The budget for 2024/25 included general fund action plan savings of £23.050m which includes 2024/25 budget savings, new 2024/25 mitigating savings plans and any carried forward unachieved savings from 2023/24. The Month 6 position assumes that £16.734m of general fund savings will be achieved and the remaining £6.316m will not be delivered. Of those currently assumed as achieved the following risks are highlighted:

- The VLS target of £2.25m is assumed fully achieved. The full-year effect of savings will achieve this target in 2025/26, however in 2024/25 due to the part-year effect of savings there is a £720k gap. Further work is being carried out to identify one-off mitigating savings to offset this. At this stage this is assumed to be achievable within the projections.
- The commissioned services target of £1.569m is assumed to be fully achieved; however, there is currently a shortfall of £549k in 2024/25, £180k of which is due to the part-year effect of savings achieved during 2024/25. Further work is ongoing to identify mitigating savings and at this stage this is assumed to be achievable within the projections.
- The non-essential spend target of £1m is assumed fully achieved, but this will need to be delivered against multiple budgets during the year so there is a degree of risk this may not be achieved.

For awareness the budget action plan savings reported at Quarter 1 also included unbudgeted pressures which did not have a defined action plan. For clarity of reporting only the agreed savings targets are now included against budget action plans in line with the general reporting across directorates. Any unbudgeted pressures are now discussed in the general financial position.

**Dedicated Schools Grants**

The approved DSG budget for 2024/25 assumed a balanced in year budget. The position at Month 6 projects an in-year pressure of £15.142m (£14.869m general DSG and £0.273m relating to de-delegated funds) which equates to 2.73% of the total estimated DSG funding.

This projected pressure is within the high needs block and assumes the non-delivery of a £3.4m action plan saving. The increasing pressure on the High Needs

Block reflects a continuing increase in demand and complexity of need in relation to Education, Health and Care Plan (EHCP) provision and increasing costs associated with the provision of educational activity associated with CLA residential placements.

Work continues to be undertaken to determine if compensatory savings are available to offset the increasing pressure, however there is limited scope within the High Needs Block given the overarching context of demand.

DSG reserves at the end of 2024/25 are projected to be a deficit of £12.813m. This comprises a deficit of £13.377m for general DSG offset by a £0.564m contingency for de-delegated contributions.

This negative reserve position is allowed for within the management arrangements for the DSG by Local Authorities by means of a 'statutory override' to the requirement for the DSG to remain balanced. The Council is now working with the Department for Education on producing a 'DSG Management Plan' which will form the basis of work to seek to bring the DSG to a more balanced position over time. Whilst the DSG Management Plan will potentially assist in the medium term, the increasing level of deficit is however an issue that needs careful consideration and needs to be considered within the overall context of the Council's financial arrangements.

#### 1.4 **City Development**

The projected year end financial position for City Development at Month 6 is an overspend of £1.2m across the directorate.

As reported in previous months, there are a number of risks within individual service areas and this position reflects a review of risks, pressures and in-year savings at the half year point, based on the latest information and assumptions about the year end position. There are still some areas of risk within individual service areas, as described below, but it is anticipated that these potential pressures will largely be mitigated through the implementation of action plans to achieve the reported position.

The main variations currently anticipated are:

- **Active Leeds** – the service is projecting a year end underspend of £1.05m. This largely reflects assumptions around additional income at facilities in respect of memberships and swimming lessons (£0.95m), although income forecasts are subject to a degree of variability throughout the year. Additional staffing costs of £0.37m including the use of additional overtime at facilities are expected to partially offset this additional income, although further running cost savings of £0.47m across facilities are also anticipated.
- **Arts & Heritage** – an underspend of £0.13m is currently forecast. This reflects anticipated net income shortfalls totalling £0.32m in respect of café/retail income at Museums and Galleries sites, Breeze card charges, box office income and room hire charges offset by savings of £0.24m from vacant posts across the service. In addition, it is anticipated that £0.1m savings will be identified from the Culture programmes budget and further running cost/income savings of £0.1m will be identified within Museums and Galleries to achieve the forecast position.



- **Asset Management & Regeneration** – a balanced position is currently projected for the service. Although there are pre-existing pressures in respect of the Strategic Investment Fund (£0.66m) and Estate Rationalisation savings targets (£0.43m), these are expected to be partially offset additional fees relating to capital receipts (£0.74m), additional rental income (£0.1m) and an assumption that the remaining shortfall will be achieved from additional one-off sources of income (£0.25m).
- **Employment and Skills** – a projected underspend of £1.2m reflects staffing savings of £0.25m which includes vacancies and the identification of substitute funding and one-off balances in respect of programmes which have now concluded.
- **Highways and Transportation** – pressures totalling £1.57m are currently forecast across the service. These include a shortfall in fee income from capital schemes resulting from vacancies particularly in respect of Civil Engineering and the West Yorkshire Mass Rapid Transit scheme, a shortfall in budgeted income from the major scheme contractor procurement framework and in respect of network management fees and slippage in planned savings from the Voluntary Leavers Scheme. Whilst running cost savings of £0.5m have been identified to date to partially offset these pressures and the service will continue to look to mitigate these pressures where possible, it is anticipated that there will be an overspend of £1.07m at the year end.
- **Markets and City Centre Management** – a variation to budget of £0.73m for the Markets service mainly reflects an estimated shortfall of Markets income resulting from vacant units mainly within the Kirkgate and Outdoor markets. In addition, total income shortfalls of £0.38m are projected within City Centre Management in respect of city centre advertising income, income from street café licences and from promotional event spaces in the city centre.
- **Planning & Sustainable Development** – the forecast position at this stage of the year is an overspend of £1.87m. This includes staffing pressures of £0.57m, mainly due to the projected shortfall in meeting the budgeted vacancy factor and a shortfall in Biodiversity Net Gain income of £0.2m, partially offset by other minor sources of income. In addition, based on income received in the first six months of the year, it is highly likely that the budgeted level of planning fee income will not be achieved. Although income received to date represents a slight improvement over the same period last year, it has not increased to the extent anticipated and a shortfall to budget of £1.2m is currently forecast. The income is demand led and reflects economic conditions and is subject to variability month to month. There is therefore scope for the position to improve should activity levels increase in the second half of the year and the position will continue to be closely monitored as the year progresses.
- **Resources and Strategy** – an underspend of £0.45m is currently forecast. This mainly reflects the identification of further actions across the directorate to mitigate service pressures and achieved a balanced budget at the year end. These include:
  - reviewing areas of non-essential spending
  - reviewing the level of fees and charges where appropriate
  - maintaining strict vacancy controls

## Budget Action Plans

The 2024/25 budget included £7.8m of new savings plans. It is anticipated that whilst there are a number of areas which involve an element of risk, most are on track to be delivered or mitigating savings have been found to offset the potential shortfalls. Where the planned savings are not expected to be achieved in full, these are reflected in the individual service projections reported above.

In addition, further in-year actions have been identified within individual service areas to mitigate service pressures as well as further cross-cutting actions shown within Resources & Strategy to help achieve an overall balanced budget at the year end. These are currently being progressed but if any of these are not achieved in full, this may impact on the reported position.

### 1.5 Communities, Housing & Environment

At Month 6, the directorate is projected to manage net spend within the approved budget despite a number of challenging pressures that have arisen. There are some areas of risk that will be monitored closely as the year progresses – most notably in relation to the costs of pay inflation, waste disposal, benefit subsidy loss and external funding streams.

Staffing projections assume that existing staffing levels will be maintained for the remainder of the financial year (apart from known VLS leavers and a couple of specific action plans), with only essential vacancies subject to release.

Most CHE service areas are projected to be on or below their budgetary provision for 2024/25, but for this to happen a number of specific budget actions will need to be achieved. The key issues within each service area are:

- **Environmental Services +£2.0m** – The volume of tonnes presented for disposal or recycling through kerbside collections or at Household Waste Recycling Centres (HWRC) each month is extremely volatile. Likewise, the prices received for distinct types of recyclable goods can significantly vary month by month. The Month 6 projection is based on four months of tonnage data, and at this early stage of the year a disposal cost underspend of £0.3m has been projected against the budgeted tonnes/prices. This underspend position does assume that the savings identified from starting to collect glass in green bins and through better sorting at HWRC are delivered. The Cleaner Neighbourhood and City Centre teams are on track to overdeliver against the £0.6m budget action plan target for staffing/transport reductions with a £0.3m staffing underspend projected. Refuse collection and Household Waste Recycling Centre staffing costs are higher than budgeted for the first four months of the year, and an overspend of £2.2m has now been projected for 2024/25. A £0.1m pressure has emerged for city wide weed spraying with a further £0.3m of cost pressures identified at closed landfill sites and Household Waste Recycling Centres.
- **Statutory Housing Services -£0.1m** – Projected staffing underspends of £0.4m are partially offset by a corresponding £0.3m reduction in income. Significant growth in the number of families requiring support with temporary

accommodation is expected to cause a pressure of £1.1m in 2024/25, however a one-off funding solution for this significant demographic change that is affecting many other local authorities has been identified.

- **Elections, Licensing and Registration and Environmental Health -£0.1m –** Income pressures have been identified on Land and Property Searches (+£0.1m). These costs are expected to be fully offset by -£0.1m of staffing underspends and -£0.1m of Registrars income.
- **Customer Access -£0.1m -** Cost pressures of £0.3m from non-achievement of the vacancy factor at the Contact Centre are projected. This has been offset by staffing underspends at community hubs and the central library, giving a small underspend overall.
- **Welfare and Benefits -£0.5m.** Like many other Local Authorities, over recent years the Council has experienced significant growth in the Housing Benefit subsidy loss arising from an increased need to place people in Temporary Accommodation or in Supported Accommodation with providers who are not registered. The latest Housing Benefit caseload for claims in payment suggest that the budget is sufficient for current demand, however processing of additional claims is expected to give a pressure against the homelessness budgets assumed for Housing. Funding for the Household Support Fund has now been confirmed for the second half the year, new burdens funding is expected to be £0.1m better than budgeted and funding has been identified for £0.4m of costs.
- **Safer Stronger Communities -£0.1m –** Staffing pressures at Leeds Watch (+£0.2m) and community centre site closure income pressures (+£0.1m) have been offset by other staffing underspends and utilisation of new funding streams.
- **Climate, Energy and Greenspaces -£0.3m.** Significant income pressures across several areas have been experienced, which are mitigated by projected savings on staffing. Income from Bereavement Services is projected to be +£0.3m below the budgeted level due to increased use of Direct Cremations. Attractions income is trending +£0.2m below the budgeted level due in part to the fire at the Temple Newsam Play Barn which has delayed opening. Delays to the introduction of charges at car parks may cause a pressure +£0.3m and other expenditure/income pressures of +£0.2m have arisen in Forestry and Public Rights of Way. However, underspends on staffing should fully offset these pressures and an underspend of £0.3m has been projected for 2024/25.
- **Car Parking Services -£0.7m -** Income has continued a significant recovery trajectory since COVID lockdowns and is on track against the budget for 2024/25 in overall terms. Car Parking income surpluses of -£0.2m are projected with PCN/BLE income on budget overall and a -£0.2m underspend expected on staffing. Planned price increases from 1/10/24 should raise an additional -£0.3m in 2024/25.

## Budget Action Plans

£8.1m of budget action plans are monitored each month and the latest projections assumed that there will be an overachievement of £0.3m against these plans. The progress can be summarised as:

- £4.1m of savings marked as 'achieved' as the action has been taken and there is no reason to believe that it will not deliver the required saving;
- £3.4m of savings marked as 'on track' as the action has been implemented (or is in progress for implementation) but the level of savings will not be known for certain until later in the year – and for these actions there is no reason to think that the savings will not be achieved;
- £1.1m of savings marked as 'some risk'. The new car parking charges at Parks attractions have been delayed with a potential pressure already assumed in the projected savings. The scale of income generated through the charge for a second bulky waste collection is unlikely to be known until much later in the year.

## 1.6 Strategy and Resources

Based on an examination of key risk budgets, the Strategy and Resource Directorate is forecasting a pressure of **£2,595k** at this reporting period. This is summarised into the following areas across the directorate's services:

- **Financial Services £50k:** The service is projecting an overspend due to; increased postage costs within the Revenues service of £135k (a saving from a new online service was budgeted for, however the benefits of this are now expected in 2025/26), bank charges being £55k higher than previously reported, and an additional £5k cost for converting data to be compatible with the new general ledger system. These costs have been offset against a forecast of additional (£140k) Court Fee Income (which remains a risk as it can be volatile each year and dependent upon the number of cases). An additional (£5k) on various other budgets offsets some of the pressures.
- **Procurement and Commercial Services £142k:** Income is lower than anticipated for Social Value, Private Finance Initiative and Capital income.
- **Integrated Digital Services £0k Balanced:** The service is projecting a balanced budget, including mitigations to resolve pressures of around £96k. Staffing underspends are offset by agency and contract staff costs.
- **Legal and Democratic Services and Information Governance (£401k):** Much of this underspend is related to staffing following the implementation of vacancy controls, along with restrictions on supplies and services spending and additional recharge income.
- **Shared Services (£283k)** An underspend has resulted from additional Core Business Transformation Capital income and income from the sale of equipment. Business Administration remains an area of risk, due to the demand for support within some other directorates, but the projection reflects the current understanding of staffing intentions and holding posts.

- **Strategy and Improvement (£141k):** This underspend is a result of staff savings due to vacancies held and savings from vacating the Chief Executive post earlier than originally anticipated (after additional interim costs), recharges to public health and a review of accruals. There is also additional internal income for staff time on projects.
- **Human Resources (£33k):** The projected small underspend is due to staffing savings and additional income.
- **School Crossing Patrol (£45k):** A small underspend in relation to staffing is currently anticipated.
- **Leeds Building Services (LBS) £1424k:** The pressure reflects the current understanding of the level of work likely to be commissioned by clients relative to the £80.2m required turnover and the consequent impact on the rate of return. This projection is at risk if client departments reduce their planned expenditure. The projection is also based on an examination of non-chargeable time and an assessment of accruals taken at the last year end and transport costs. The projection includes funding of £359k from Strategic Contingency for accruals taken at the end of the last financial year as an examination has determined the income for these accruals had already been received in 2023/24. The current position will be carefully monitored throughout the financial year to ensure the ongoing mitigation of underlying risks.
- **Corporate Property Management £600k:** This continued pressure reflects work on buildings to ensure health and safety compliance, statutory inspections and backlog repairs. The projection assumes that £600k will be funded by the Strategic Contingency Reserve to reflect the pressure on the statutory elements of expenditure.
- **Catering £102k:** The service is projecting a small overspend against this large budget. This is broadly due to a revised forecast for meal numbers following the receipt of September data.
- **Cleaning £0k Balanced:** A balanced position is currently anticipated, although this requires mitigation for the remainder of the year against staffing budget pressures.
- **Fleet £830k:** The Fleet position reflects the ongoing pressure of an aging fleet and inflation, the consequence of which is increased occasional hire costs to maintain front line service operations. There is pressure on the income budget, particularly in relation to MOT income. The use of vehicles across the authority is subject to review.
- **Security £0k Balanced:** A balanced position is currently projected, although this requires mitigation for the remainder of the year against staffing budget pressures.
- **Presto £350k:** £300k reflects a projected shortfall of income in relation to the Civic Flavour element of Presto. Internal income is reduced as the service is impacted by reduced orders due to restrictions on non-essential expenditure. £50k is a result of Meals at Home income pressures in comparison to the

budget. Whilst a review of pricing will mean a break-even position going forward, the pressure from the first part of the year is reflected in projections.

- **Facilities Management £0k Balanced:** A pressure in relation to the Joint Service Centres of £800k due to increased rent charges being greater than the grant income received under the Public Private Partnership (PPP) arrangement has been recognised and is to be funded from the Strategic Contingency Reserve. The remaining £250k pressure (£150k is due to a property savings target applied in previous years on the expectation of a centralisation of property services, and £100k due to an increase in the service charge for Merrion House) is also recognised as a corporate pressure outside the control of CEL and will also be funded from the Strategic Contingency Reserve.

### **Budget Action Plans**

A total of £10.7m of budget action plans are monitored each month. At this stage of the year most are considered to be on track, but with some risk attached to the delivery of the £2m savings within Shared Services due to increasing demand for administration resource in some directorates. There is a high risk in regard to £80k of targeted income in the CEL service along with approximately £350k of efficiencies considered at some risk within fleet services due to the aging fleet.

### **Update on Implementation of the new Finance System**

As outlined in the 'Core Business Transformation Programme – Progress Update Report' discussed at Executive Board on 18th September, the CBT Programme Team (supported by KPMG) have been working towards replacing the current in-house Finance system with a new, modern Cloud solution MS Dynamics. The team have been working towards a go-live date of 1st December, but it was recognised that this was still a challenging timeline and would be subject to regular reviews. A number of go-live stage gates were agreed as part of cut-over preparation, with the first stage gate review being at the Finance Steering Group on 17th October - this review assessed whether the following criteria would be met by the second stage gate planned for 13th November:

- User Acceptance Testing (UAT) completed to agreed standard
- Confidence in ability to execute technical cutover
- Rollback plan in place
- Resources for cutover period confirmed
- Business Readiness

It was noted by the Steering Group that:

- A number of design issues remain outstanding (majority identified during later stages of the project)
- UAT was in progress, but would not be completed by required date (31st October)
- Rollback and cutover plans had not yet been finalised
- Business readiness - development of training materials behind schedule due to delays with UAT

In accordance with the Board's commitment to ensuring the new system is robustly tested to ensure any defects impacting on accounting integrity are identified and resolved, and that users are adequately trained, it was agreed by Steering Group

on 17th October that we would not be in a position to go-live with the new solution on 1st December. The Programme Team are currently identifying revised options which will be discussed with CBT Board on 31st October. There is a high level of confidence in the new system, but the current financial challenges along with external audit deadlines that have been imposed on the Council has created significant workloads for Finance staff and it has been acknowledged that timelines have to be realistic and take into account the capacity of staff whose experience and specialist knowledge is essential both for BAU and project work.

Further updates will be provided to Executive Board with a revised implementation date.

## 1.7 Strategic & Central Accounts

The projection for the Strategic and Central Accounts at September (Month 6) is an underspend of £7.7m. This largely reflects the release of £7.315m of reserves to revenue to offset anticipated delays in the delivery of savings in both Adults & Health (£0.675m) and Children & Families (£6.640m), where it is anticipated that these savings will be delivered by 2025/26.

Within Strategic budgets, the debt budget is projected to underspend by £0.8m. However, this has been offset by expected pressures in the level of IAS19 costs chargeable to the Public Health budget of £0.4m. There are also a number of other minor variations across Joint Committees, Strategic and Miscellaneous, amounting to a net pressure of £0.1m.

## 1.8 Budget Action Plans

The budget for 2024/25 requires the delivery of £63.9m of savings. In addition, directorates have identified a further £15.9m of General Fund savings actions since the Budget and £3.4m relating to DSG. Detailed budget action plans have been developed to identify how these savings will be achieved and progress against these action plans will be monitored and reported throughout the year. Further detail is provided at **Appendix 4**.

At September (Month 6) it is anticipated that the majority of savings will be delivered in full through the identified saving plans or through mitigating actions identified by each Directorate, however £4.4m delayed delivery of savings has been identified against General Fund action plans and is reflected in the reported directorate positions except where noted:

- **Children & Families** – A £6.3m delay in delivery is forecast in the General Fund: £3.7m against budgeted actions and £2.6m against other savings measures.

Delays in budgeted savings relate to the Adolescent Support Service invest to save proposal £1.3m, review of Children's Centres £1.0m, Transport service review £0.8m, Unaccompanied Asylum Seeker Children Housing invest to save proposal £1.0m, review of Traded Services £0.3m, WYCA transport cost and income sharing £0.1m and Transport including independent travel training £0.02m, offset by CLA: Small Group Living (£0.8m).

Delays in other savings measures relate to the Turning the Curve 2023/24 savings £3.0m, Efficiency targets 2023/24 £1.3m, Childrens Centres 2023/24 savings £0.3m, and Passenger Transport allowances for foster carers £0.05m, offset by Reunification (£2.0m).

The anticipated delays are offset by use of £6.6m of reserves as mentioned at paragraph 1.7.

It should be noted that £12.6m of unbudgeted savings plans shown in Quarter 1 Budget Action Plans are no longer included but are discussed in the directorate's general financial position at paragraph 1.3.

- **City Development** – the overall position is a surplus of (£0.6m), whereby a shortfall of £0.8m against budgeted savings which includes Highways & Transportation review £0.3m, Mass Transit - additional income £0.2m and Biodiversity net gain income £0.2m, is more than offset by other mitigating savings measures which are anticipated to deliver more than planned by (£1.4m).
- **Adult & Health** – the overall position is a surplus of (£1.5m), whereby Achieved and On track Action plans are projected to over-deliver by £2.2m, relating to £1m higher than anticipated client income and £0.6m additional savings from the Home First Newton Europe programme, £0.5m from review of CHC packages and £0.1m additional savings from contracts and 3rd Sector agreements, offset by £0.7m of projected delays on 3 Budget Action Plans which will not be delivered in year: Widening the transition process for children to adults £0.5m, review of the supported bank account contract (direct payments) £0.15m and an Invest to save proposal for the Deputy and Appointeeships team £0.05m. These delays are offset by use of £0.7m of reserves as mentioned at paragraph 1.7.

**Dedicated Schools Grants** – A £3.4m delay in delivery of planned savings is reported against the DSG High Needs Block savings target as discussed at paragraph 1.3.

Where other directorates have indicated shortfalls regarding fully meeting their targeted budget action plans, they have largely identified other mitigating measures to offset these shortfalls, as explained in paragraphs 1.2 to 1.7. Some undelivered action plans will continue to be pursued in 2025/26.

## 1.9 **Measures to address the 2024/25 overspend position**

Throughout the year, staff are continuously reminded of their role in supporting the financial position, through ensuring they stay within budget, identify ways to absorb in year pressures, highlight any issues early and support robust monitoring.

Annual cross-directorate work continues to support and challenge the highest cost/spend areas. Asset reviews continue to ensure the council has the right numbers and mix of assets and directorates continue to consider where future year savings options identified as part of the Financial Challenge to meet the MTFs funding gap could be brought forward to generate savings during 2024/25.



Corporate Leadership Team has agreed to the continuation and strengthening of a range of measures which further reinforce controls on spending, including the following:

- No travel is being undertaken unless it is required for the essential delivery of a service or in very exceptional circumstances; all meetings, where possible, should be conducted remotely / in the employee's place of business (with no travel costs incurred to attend a meeting if this meeting could be held remotely and; no conferences or training courses should be attended where these require travel either through mileage or public transport).
- With a number of exceptions e.g., social work roles, a complete recruitment freeze is now in place.
- Tighter controls are in place in respect of Agency and Overtime. All Agency Staff are being reviewed and Overtime needs to be consistent with the exception requirements to the recruitment freeze.
- All spend that is not critical for the delivery of a service is not to be incurred. To deliver this requirement all orders need to be approved and no spend is to be incurred on Purchase Cards unless this is critical to the delivery of the service. Purchase Card Levels have been reduced to "zero" in the majority of cases and only those approved by the respective Directors remain in use.

## 2. Inflationary Pressures

- 2.1 **Pay Inflation** – The council's Budget allows for £25.3m of pay inflation in 2024/25. This increase includes £28.2m for the following elements: the agreed pay awards for 2023/24 and provision for 3.5% annual pay awards for both NJC and JNC staff in 2024/25. This Budget provides for the Real Living Wage increase to £12.00, resulting in an hourly rate of £12.00 at pay scale point 2 in 2024/25. A further £0.8m is provided for the additional cost of Enhancements, £0.6m regarding LBS pay standardisation and £0.08m for Member's Pay, offset by mitigation plans of (£4.5m). The 2024/25 pay offer has now been agreed for both JNC and NJC staff at 2.5% and £1,290 respectively, the NJC offer having been approved nationally on 22<sup>nd</sup> October. The JNC element was included in September's payroll and is reflected in directorate dashboards. The council expects to pay the NJC element in December's payroll, with an estimated additional budget pressure of £2.14m before the identification of mitigations. Costs and associated mitigations will be shown in their respective directorates once payment is processed.
- 2.2 **Voluntary Leaver's Scheme (VLS)** – The council has operated a voluntary retirement and severance scheme since 2010/11 which has contributed to a reduction in the workforce and subsequent savings which have contributed towards the council being able to deliver balanced budget positions. In 2024/25 to date, approval has been given, and reaffirmations have been received from staff, for 186.31 FTEs to leave the Authority in the current year through the Voluntary Leaver's Scheme (VLS) and Flexible Retirement (FR) as part of restructuring exercises. This will generate savings of £28.2m (before reconfiguration costs) over the five-year period up to and including 2029/30.
- 2.3 **Energy** – The council's 2024/25 Budget assumes a (£2.8m) reduction in costs - a reduction of 18.6% is assumed on gas and 10.6% on electricity in 2024/25 compared to the base budget in 2023/24, which provided for a significant increase in energy costs of 118.5% for gas and 64.0% for electricity at an additional cost of £10.7m. As energy costs are still higher than precedent times, the council continues to address these costs through an ongoing programme of work to reduce energy

consumption including: further LED installations; enhanced building management controls; further permanent or temporary building closures and partial building shutdowns; focused action at high energy consuming sites; delivery of further energy efficiency and decarbonisation capital schemes; progressing the delivery of major local renewables generation schemes.

The council's forward purchasing of energy continues to hedge the council significantly against the impacts of further volatility in the global markets but does not relate to the on costs such as distribution and transmission network charges, government levies.

2.4 **Fuel** – The average UK pump prices for diesel and unleaded petrol saw decreases of 13.55% and 13.67% respectively between September 2023 and September 2024. The 2024/25 budget had assumed a saving of (£1.0m), as fuel prices had fallen significantly during 2023/24. This will continue to be monitored and reported to this board.

2.5 **Cost of Living Pressures** – Further to the inflationary pressures detailed here, there has been a wider inflationary impact to the council due to the severity of increased cost of living on our residents and businesses. As expected, we have seen the impact of this in increased costs to the council for the goods and services that we procure, increased demand for support and welfare services, and reduced income across a range of services as Leeds residents and visitors choose to spend differently.

### 3. Reserves and Funding from Other Resources

#### General Reserve

3.1 Following the closure of the 2023/24 accounts, the council's general fund reserve stood at £36.2m. A contribution of £1.5m is forecast to be made to the General Reserve in 2024/25. This is a reduction to the budgeted figure of £3m due to the significant financial pressures the Council is facing. The available balance in this reserve is currently forecast to be £37.7m at 31st March 2025. This position will be reviewed during the year and a contribution to the General Reserve may not be possible this year.

#### Earmarked Reserves

3.2 A balance of £23.0m was brought forward on the Strategic Contingency Reserve at 1<sup>st</sup> April 2024. This reserve was established in 2020/21 to fund future unforeseen budget pressures and to ensure the Council becoming more financially resilient. Subsequently £2.8m has been required from this reserve following a review of provisions required in the 2022/23 accounts, reducing the opening balance for 2024/25 to £20.2m. There is currently a planned net in year contribution of £0.3m to this reserve: a budgeted contribution of £5.9m and planned use of £5.6m. Planned use has increased by £0.4m since Month 5 in respect of lost revenue income arising from the sale of St George House £0.3m and Investment Portfolio debt recovery £0.1m. As such, the available balance in this reserve is forecast to be £20.5m at 31st March 2025.

3.3 The 2024/25 Budget established a £6.2m Social Care Contingency reserve in response to the significant risks regarding demand and cost pressures in both Adult

and Children’s Social Care. This reserve has been applied in full in this reported position to offset anticipated delays in the delivery of savings in both Adults & Health and Children & Families, as detailed in paragraph 1.8, where it is anticipated that these savings will be delivered by 2025/26.

- 3.4 The budget for 2024/25 also included a contribution of £3.0m to establish a new Strategic Resilience Reserve. This planned contribution has been applied to the in year position to reduce the overspend due to the significant financial pressures the Council is facing, however provision is to be made in the MTFs to contribute £3m to this reserve from 2026/27.

### Funding from other Resources

### 3.5 Flexible Use of Capital Receipts

Under the Government’s guidance Local Authorities are allowed to use capital receipts for funding “expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”

**Table 5: 2024/25 Flexible Use of Capital Receipts Quarter 2 Position**

Directorate	Planned Spend 2024/25 £m	Year End Projection 2024/25 £m	Variation to Planned Spend £m	Planned Savings 2024/25 £m	Year End Projection 2024/25 £m	Variation to Planned Savings £m
Adults & Health	2.14	2.14	0.00	(4.25)	(4.25)	0.00
Children & Families	1.40	1.25	(0.15)	0.00	0.00	0.00
City Development	0.91	0.51	(0.40)	0.00	0.00	0.00
Communities, Housing & Environment	0.14	0.00	(0.14)	(0.14)	0.00	0.14
Strategic & Resources	7.12	5.42	(1.70)	(1.53)	(1.53)	0.00
Strategic/ Corporate	10.77	9.80	(0.97)	(2.94)	(2.94)	0.00
<b>Grand Total</b>	<b>22.48</b>	<b>19.12</b>	<b>(3.36)</b>	<b>(8.86)</b>	<b>(8.72)</b>	<b>0.14</b>

Full Council approved allocation of £18.9m of capital receipts in the 2024/25 budget to support further transformational work, with (£7.2m) of savings to be achieved in year through use of receipts. At Quarter 2 the Board is recommended to approve additional planned use of capital receipts of £3.6m bringing the total planned use for 2024/25 to £22.5m and planned in year savings to (£8.9m). The additional £3.6m comprises of bringing forward allocations of £1.0m which reflect slippage against budgeted use in 2023/24 and £2.6m which relates to new transformational spend identified post 2024/25 budget. The total “Planned Spend” is as shown at **Table 5** and the movements against the budgeted position are detailed below, with further detail at **Appendix 3**:

**2023/24 Slippage £1.0m:**

- £0.58m Core Business Transformation
- £0.36m IDS - Highways Enterprise Architecture system
- £0.08m Council Tax Automation

**2024/25 New Projects £2.6m:**

- £1.44m Additional Voluntary Leave Statutory Severance Costs
- £0.66m CBT Licencing and support staff
- £0.45m CBT Post Go Live – Fujitsu

At Quarter 2 the total projected use of capital receipts against this Planned Spend is £19.1m and this spend is anticipated to achieve (£8.7m) of savings in 2024/25 with further savings in future years. The £3.4m reduction against planned usage reflects both reductions in the funding required for some schemes and partial slippage in delivery of the CBT programme of £0.97m.

3.6 **Invest to Save/Innovation Funds** – The Invest to Save and Innovation Funds are designed to strengthen the Council’s longer term financial resilience. The Invest to Save fund is used for service improvements or transformational projects where a proof of concept has already been delivered and an initial revenue investment would directly generate cost reductions or income for the Council. The Innovation Fund is designed to provide pump-priming investment for those more conceptual schemes which need to be developed further. It is acknowledged that not all of these schemes will be successful. Any savings generated will be reflected in the directorate positions.

**Table 6: Invest to Save/Innovation Funds Quarter 2**

	£k	Year End Projected Spend £k	Year End Projected Savings £k	Initial Approved Spend £k	Actual and Anticipated Savings, up to 2029/30 £k
Total Funds at start of 2024/25	(4,648)				
Less Funds Committed before 2022/23	139				
Less Funds Committed 2022/23 - 2023/24:					
Children & Families	193	193	0	1,199	0
City Development	177	177	(150)	277	(1,100)
Communities, Housing & Environment	347	165	(50)	445	(150)
Strategy & Resources	35	35	(419)	513	(1,255)
Strategic	0	0	0	5	0
	753	570	(619)	2,438	(2,505)
Less Funds Committed in 2024/25:					
Communities, Housing & Environment	2,200	1,100	0	2,200	(4,700)
	2,200	1,100	0	2,200	(4,700)
<b>Therefore Funds uncommitted and available</b>	<b>(1,557)</b>				

As summarised in **Table 6**, the total funds available for Invest to Save and Innovation Fund schemes at the start of 2024/25 were £4.6m, of which £0.1m relates to funds committed before 2022/23 and a further £0.8m relates to funds committed between 2022/23 and 2023/24. At 2024/25 Quarter 2, the funds committed to date in year total are £2.2m leaving an uncommitted balance of

£1.6m. The only use of the fund approved to date in 2024/25 relates to the delivery of the customer contact transformation programme (£2.2m).

The total spend approved on schemes between 2022/23 and 2023/24 was £2.4m. The actual and anticipated savings on these schemes, up to 2029/30, is £2.5m, based on actual savings made in 2022/23 and 2023/24, projected savings for 2024/25, and anticipated savings for future financial years up to 2029/30. Schemes approved in 2024/25, have anticipated savings of £4.7m up to the financial year 2029/30.

## **4. Other Financial Performance**

### **4.1 Council Tax**

The Council Tax in-year collection rate at the end of September 2024 was 52.02%. This is 0.56% behind the September 2023 in-year collection rate of 52.58% and 2.41% behind the September 2019 in-year collection rate of 54.43%. Collection rates continue to be impacted as collectable rates increase each year but residents continue to struggle with the cost of living crisis. Collection rates continue to be lower than pre-pandemic levels and the collection rate target for 2024/25 has now been lowered to 98% in the fullness of time from the pre-pandemic levels of 99%, at a cost to the council of £4.2m. Collection rates continue to be monitored throughout the year.

The opening deficit on the Collection Fund is £5.592m, which includes the deficit from 2023/24. At the time of 2023/24 declaration these elements were estimated to be £2.298m and this amount will be repaid by the council, the Fire Authority and the Police in 2024/25.

Based on historical trends of growth, movements in discounts and local council tax support, it is projected that an in-year deficit of £2.664m will be generated in 2024/25 leaving a projected closing deficit on the collection fund of £8.256m. Leeds share of this projected closing deficit would be £6.935m, with the remainder being paid by the Fire Authority and the Police.

### **4.2 Business Rates**

The Business Rates collection rate at the end of September 2024 is 55.53%, which is 0.31% lower than the September 2023 in-year collection rate of 55.85% and 0.69% below the September 2019 in-year collection rate of 56.22%, before the pandemic. This one month fall in collection rate compared to previous years requires further analysis and this will be completed over the coming month.

The budgeted collection rate for business rates is to achieve an in-year target of 97.7%, collecting £365.6m of business rates income. The collection rates will continue to be closely monitored in the current year and into future years.

The total rateable value of business properties in Leeds has increased from £947.8m at the time of the 2024/25 budget to £955.2m as at 30<sup>th</sup> September 2024, an increase of £7.4m. The 2024/25 budget includes an expected increase in

Rateable Value of £6.9m for the full year. The size of the Business Rates tax base in Leeds continues to be monitored closely.

Leeds' share of the declared Business Rates deficit from 2023/24 (at 31<sup>st</sup> December 2023) has been incorporated into the 2024/25 budget. The total declared deficit on the Business Rates Collection Fund was £3.18m.

After reassessing the level of the bad debt and appeals provisions and an unexpected prior-year adjustment to Mandatory Charity Relief to year end, the actual closing deficit for 2023/24 was £0.13m; an improvement of £3.04m from the position declared. This will be carried forward as an adjustment to any 2024/25 deficit in the 2025/26 budget.

In 2024/25, an in-year deficit of £2.05m is projected, driven mainly by a higher than expected demand for Small Business Rates relief (compensated for by Government at 69.1%) and an increase in Empty Rate relief (not compensated by Government), offset by a higher than expected increase in growth. When combined with the £3.04m improvement in the closing position for 2023/24 it is currently forecast that there will be a total closing surplus of £0.99m, which will have to be transferred to the general fund of the council in 2025/26.

### 4.3 **Business Rates Appeals**

The opening appeals provisions for 2024/25 are £18.6m, made up of £17.7m relating to appeals received against the 2017 ratings list and £0.8m estimated costs in relation to the 2023 ratings list. The 2010 ratings list is now closed and there are no appeals left outstanding. Under 50% Business Rates Retention, Leeds' budget is affected by 49% of any appeals provision made in this year.

Before the COVID-19 public health crisis, the introduction of the new Check Challenge Appeal system on 1<sup>st</sup> April 2017 saw a significant reduction in the number of appeals submitted by ratepayers against their Rateable Value on the 2017 ratings list compared to the 2010 ratings list. Only fifteen appeals have so far been submitted to the Valuation Tribunal, the final stage of the new process. The 2017 ratings list came to an end on 31<sup>st</sup> March 2023. In most cases this sees the end of the ratepayers' right to appeal against their Rateable Value on that list.

As at 30<sup>th</sup> September 2024, the council is providing for a net of 314 Challenges against the 2017 ratings list and 388 Checks and Challenges against the 2023 ratings list. It is anticipated that because of the move to 3 yearly revaluations from 2023 the valuation lists will necessarily be kept more accurate and up to date. It is therefore expected that there will be fewer challenges to lists going forward. The level of appeals, and the losses incurred, will continue to be closely monitored in the coming months.

In addition, the Authority has made provisions for specific issues such as expected reductions to hospitals, ambulance and fire stations and to several GP surgeries which will be reassessed quarterly.

#### 4.4 **Impact of Covid 19 and cost of living on the Collection Fund in 2024/25 and beyond**

The long-term impact of the measures implemented during the pandemic and current pressures of the cost of living crisis on collection rates and tax base will require continued close monitoring.

#### 5. **Housing Revenue Account (HRA)**

At September (Month 6) the HRA is projecting a balanced position. The key projected variations are:

- Dwelling Rent (£1,185k) – a forecast increase in rental income due the projected Right to Buy (RtB) sales dropping to 360 against a budget of 550. The number of void properties is below the budgeted level of 1%.
- Non-Dwelling Rent £38k – the pressure on garage rents.
- External Income (£120k) – telecoms income higher than budgeted.
- Internal Income £247k – the pressure on RtB administration fee income due to the reduction in projected RtB sales.
- Employees Net (£710k) - there is a forecast underspend against the employee budget of (£1,810k) due to vacant posts in the service. The underspend on employee costs is offset with a reduction in capitalised salaries of £1,095k and a £5k pressure on internal services for recharged staff in the CHG programme.
- Premises £96k - (£190k) reduction in the concierge service, £286k pressure on gas, electricity and heat source pumps.
- Supplies and Services £272k – pressure due to the increase in the Ombudsman fees for 2024/25 and NFH licence.
- Capital Charges (£229k) – reflects debt savings from slippage in the CHG programme.
- PFI £0k – a forecast pressure on the Unitary Charge of £457k and projected underspend on internal income (£10k) is offset through the use of PFI Sinking funds (£447k).
- Internal Services £109k – pilot of CCTV monitoring across 26 high rise blocks.
- Appropriation to Reserves £1,494k – projected underspends will be transferred to the HRA reserves in line with the medium term strategy to increase the level of general reserves to the recommended target level of circa £20m.

Financial Dashboard 2024/25 Financial Year

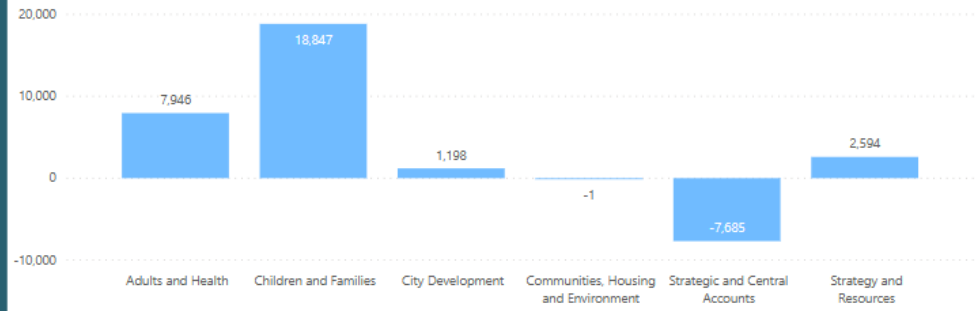


Budget Variation £000s

**22,899**

Overspend (+) / Underspend (-)

Forecast Year End Variance - £000s



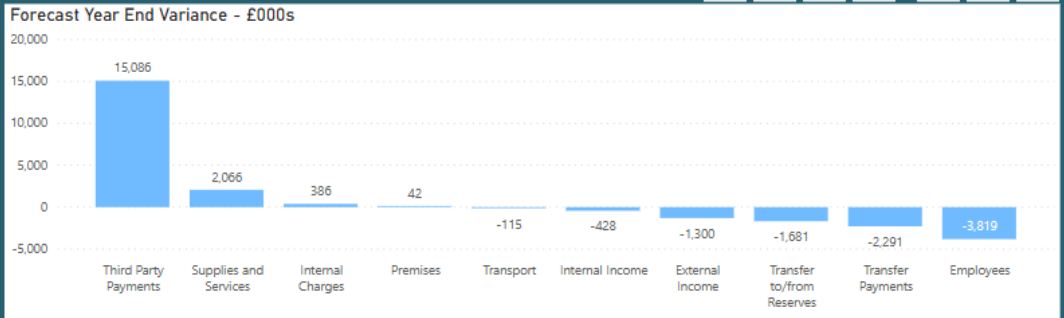
Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	567,930	561,401	-6,529
Premises	66,311	67,489	1,177
Supplies and Services	254,665	260,246	5,581
Transport	68,555	73,738	5,183
Internal Charges	99,370	101,140	1,770
Third Party Payments	567,769	604,602	36,833
Transfer Payments	199,805	196,147	-3,658
Capital	94,285	95,136	851
Transfer to/from Reserves	-17,762	-24,662	-6,900
Internal Income	-353,594	-355,295	-1,702
External Income	-925,378	-935,085	-9,706
<b>Total</b>	<b>621,957</b>	<b>644,856</b>	<b>22,899</b>



Financial Dashboard 2024/25 Financial Year



Budget Variation £000s  
**7,946**



Expenditure Type	Budget (LE) £000s	Actual £000	Projection £000s	Variance to Budget £000s
Employees	75,082	35,607	71,263	-3,819
Premises	1,227	669	1,269	42
Supplies and Services	5,265	5,537	7,331	2,066
Transport	906	364	791	-115
Internal Charges	15,817	5,304	16,203	386
Third Party Payments	347,802	158,734	362,888	15,086
Transfer Payments	15,176	7,446	12,885	-2,291
Transfer to/from Reserves	-147		-1,828	-1,681
Internal Income	-3,913	-2,553	-4,341	-428
External Income	-257,845	-132,579	-259,145	-1,300
<b>Total</b>	<b>199,370</b>	<b>78,529</b>	<b>207,316</b>	<b>7,946</b>

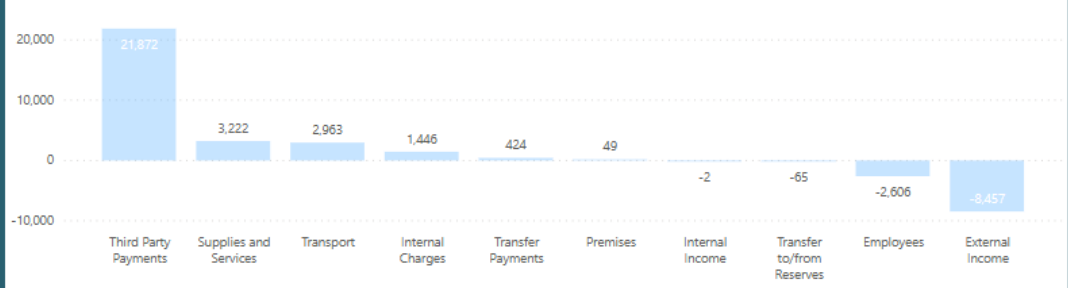
Financial Dashboard 2024/25 Financial Year



Budget Variation £000s


**18,847**

Forecast Year End Variance - £000s



Expenditure Type	Budget (LE) £000s	Actual £000	Projection £000s	Variance to Budget £000s
Employees	121,704	59,494	119,098	-2,606
Premises	4,339	1,190	4,388	49
Supplies and Services	62,015	45,666	65,237	3,222
Transport	14,632	828	17,595	2,963
Internal Charges	39,951	11,606	41,397	1,446
Third Party Payments	160,185	84,315	182,057	21,872
Transfer Payments	3,558	2,101	3,982	424
Transfer to/from Reserves	-1,689		-1,754	-65
Internal Income	-38,049	-14,366	-38,051	-2
External Income	-209,129	-38,908	-217,586	-8,457
<b>Total</b>	<b>157,517</b>	<b>151,926</b>	<b>176,364</b>	<b>18,847</b>

Financial Dashboard 2024/25 Financial Year

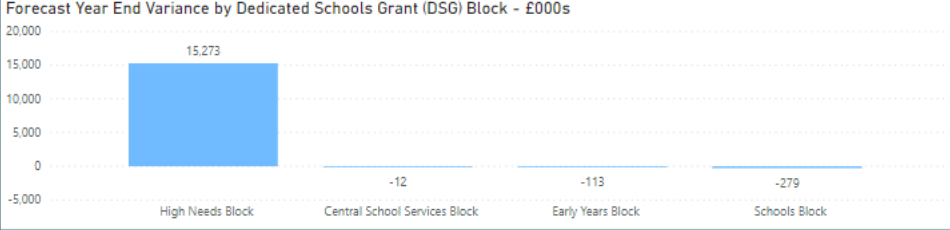


**DSG Variation £000s**

# 14,869

Overspend (+) / Underspend (-)

**Forecast Year End Variance by Dedicated Schools Grant (DSG) Block - £000s**



DSG Block	Variance (£000s)
High Needs Block	15,273
Central School Services Block	-12
Early Years Block	-113
Schools Block	-279

**Net Variations against the Approved Budget**

DSG Block	Income Budget	Income Projection	Income Variance	Expenditure Budget	Expenditure Projection	Expenditure Variance	DSG Budget (LE)	DSG Projection	DSG Variance
Schools Block	-349,305	-341,415	7,890	349,305	341,136	-8,169	0	-279	-279
High Needs Block	-127,648	-127,821	-173	127,648	143,094	15,446	0	15,273	15,273
Early Years Block	-80,877	-80,990	-113	80,877	80,877	0	0	-113	-113
Central School Services Block	-5,125	-5,125	0	5,125	5,113	-12	0	-12	-12
<b>Total</b>	<b>-562,955</b>	<b>-555,351</b>	<b>7,604</b>	<b>562,955</b>	<b>570,220</b>	<b>7,265</b>	<b>0</b>	<b>14,869</b>	<b>14,869</b>

**DSG Reserves**

Reserve Type	Balance b/fwd	Net contribution to(-)/from (+) balances	Budgeted Deficit (+) / Surplus (-) c/fwd	Projected in year under(-)/over(+) spend	Planned use of reserves	Projected Deficit (+) / Surplus (-) c/fwd
De-delegated	-1,191	500	-691	-273	900	-564
General	-5,265	3,500	-1,765	15,142	3,500	13,377
<b>Total</b>	<b>-6,456</b>	<b>4,000</b>	<b>-2,456</b>	<b>14,869</b>	<b>4,400</b>	<b>12,813</b>

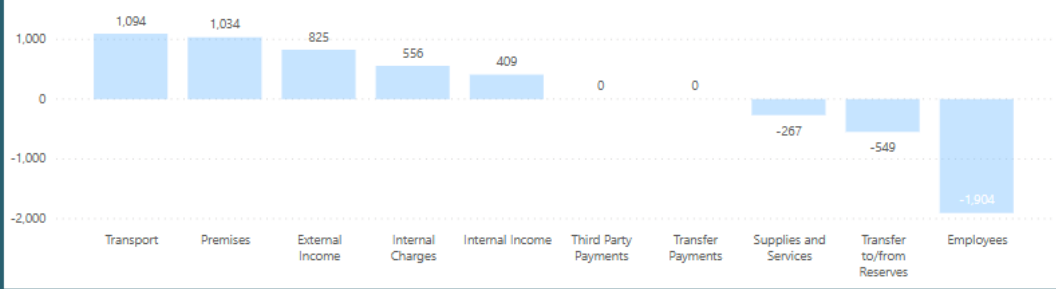
Financial Dashboard 2024/25 Financial Year



Budget Variation £000s

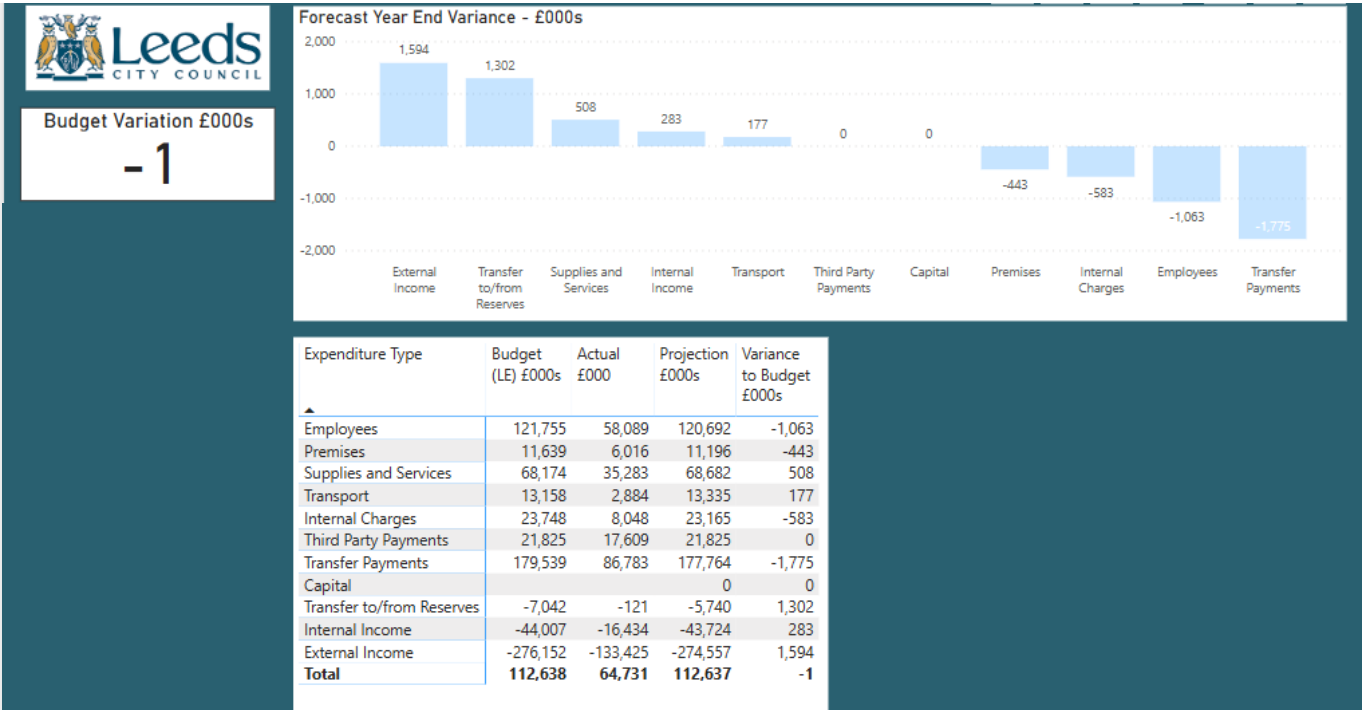
**1,198**

Forecast Year End Variance - £000s



Expenditure Type	Budget (LE) £000s	Actual £000	Projection £000s	Variance to Budget £000s
Employees	78,903	35,888	76,998	-1,904
Premises	32,895	13,634	33,928	1,034
Supplies and Services	47,986	21,296	47,719	-267
Transport	6,728	2,477	7,822	1,094
Internal Charges	10,403	1,588	10,959	556
Third Party Payments	221	-7	221	0
Transfer Payments		1	0	0
Transfer to/from Reserves	-845	-32	-1,394	-549
Internal Income	-47,622	-15,266	-47,213	409
External Income	-90,642	-39,508	-89,817	825
<b>Total</b>	<b>38,027</b>	<b>20,071</b>	<b>39,225</b>	<b>1,198</b>

Financial Dashboard 2024/25 Financial Year



Financial Dashboard 2024/25 Financial Year



Surplus (-) / Deficit (+) £000s

0

HRA Income	Budget (LE) £000s	Projection £000s	Variance £000s	Change in Variance £000s
Internal Income	-9,305	-7,973	1,332	286
Non Dwelling Rents	-3,392	-3,354	38	-1
Grants	-21,385	-21,385	0	0
Service Charges	-10,347	-10,359	-12	4
External Income	-1,667	-1,787	-120	0
Dwelling Rents	-244,924	-246,109	-1,185	-127
<b>Total</b>	<b>-291,020</b>	<b>-290,967</b>	<b>53</b>	<b>162</b>

HRA Expenditure	Budget (LE) £000s	Projection £000s	Variance £000s	Change in Variance £000s
Disrepair Provision	4,000	4,000	0	0
Repairs to Dwellings	62,952	62,952	0	0
Employees	35,712	33,902	-1,810	-291
Premises	12,350	12,446	96	96
Supplies and Services	5,742	6,014	272	60
PFI Unitary Charge	14,348	14,805	457	0
Transport	300	300	0	0
Internal Services	35,435	35,549	114	109
BITMO Management Fee	3,721	3,721	0	0
Provision for Doubtful Debts	1,136	1,136	0	0
Capital Charges	47,361	47,132	-229	0
Contribution to Capital Programme	68,017	68,017	0	0
<b>Total</b>	<b>291,074</b>	<b>289,974</b>	<b>-1,100</b>	<b>-26</b>

Surplus (-) / Deficit (+)	Budget (LE) £000s	Projection £000s	Variance £000s	Change in Variance £000s
Net Position	54	-993	-1,047	136
Appropriation: Sinking Funds	-1,054	-1,501	-447	0
Appropriation: Reserves	1,000	2,494	1,494	-137
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1</b>

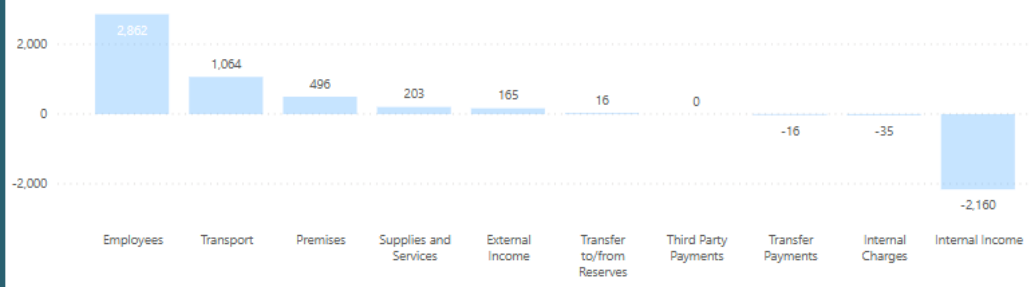
Financial Dashboard 2024/25 Financial Year



Budget Variation £000s

**2,594**

Forecast Year End Variance - £000s



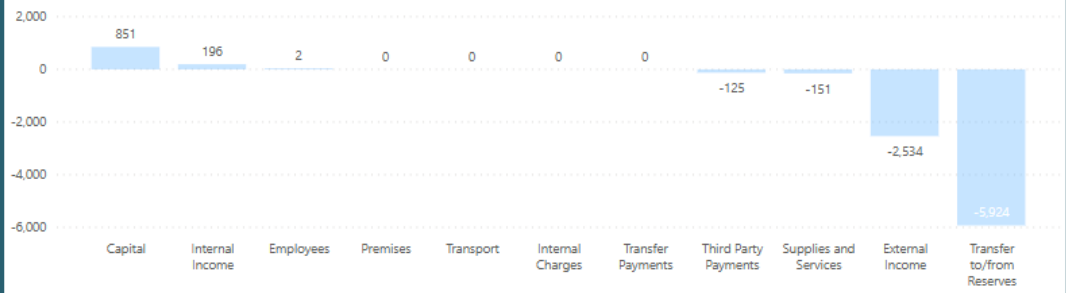
Expenditure Type	Budget (LE) £000s	Actual £000	Projection £000s	Variance to Budget £000s
Employees	165,796	81,524	168,658	2,862
Premises	16,211	6,345	16,707	496
Supplies and Services	68,186	34,765	68,388	203
Transport	33,131	15,585	34,195	1,064
Internal Charges	4,123	234	4,088	-35
Third Party Payments	28	1	28	0
Transfer Payments	66	6	50	-16
Transfer to/from Reserves	-74	-7	-58	16
Internal Income	-185,136	-23,743	-187,296	-2,160
External Income	-15,661	-4,174	-15,496	165
<b>Total</b>	<b>86,670</b>	<b>110,536</b>	<b>89,264</b>	<b>2,594</b>

Financial Dashboard 2024/25 Financial Year



Budget Variation £000s  
**-7,685**

Forecast Year End Variance - £000s



Expenditure Type	Budget (LE) £000s	Actual £000	Projection £000s	Variance to Budget £000s
Employees	4,689	3,325	4,692	2
Premises		0	0	0
Supplies and Services	3,039	5,501	2,888	-151
Transport			0	0
Internal Charges	5,328	4,831	5,328	0
Third Party Payments	37,708	35,989	37,583	-125
Transfer Payments	1,466	80,794	1,466	0
Capital	94,285		95,136	851
Transfer to/from Reserves	-7,965		-13,889	-5,924
Internal Income	-34,867	-10,424	-34,671	196
External Income	-75,950	44,815	-78,484	-2,534
<b>Total</b>	<b>27,735</b>	<b>164,831</b>	<b>20,050</b>	<b>-7,685</b>



**LEEDS CITY COUNCIL - SUMMARY**

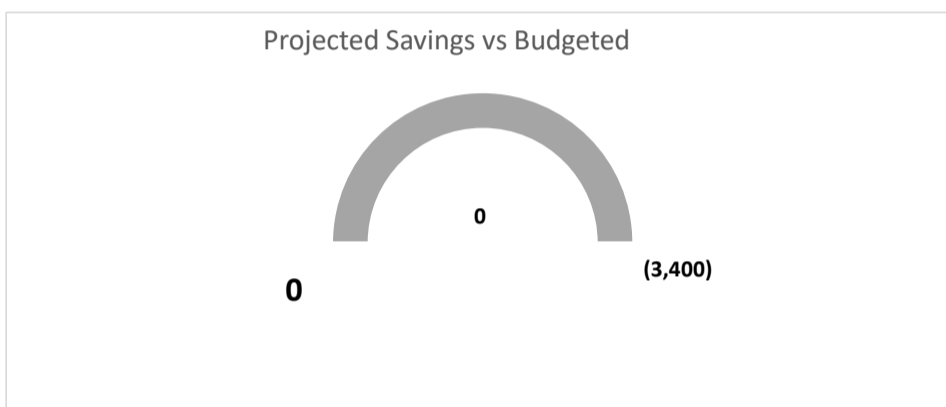
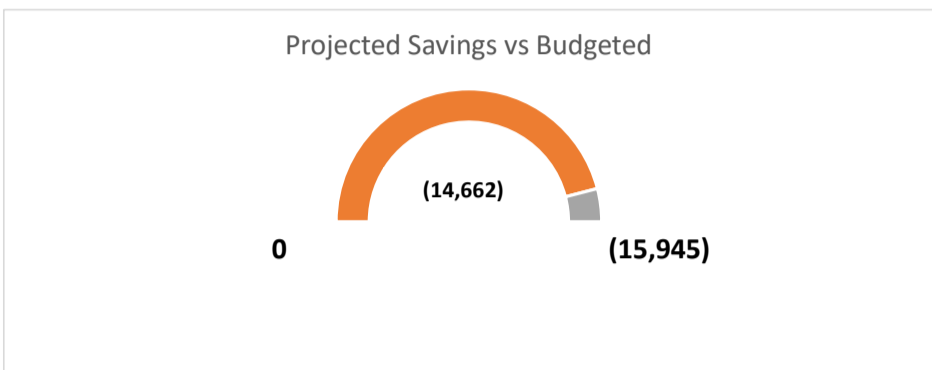
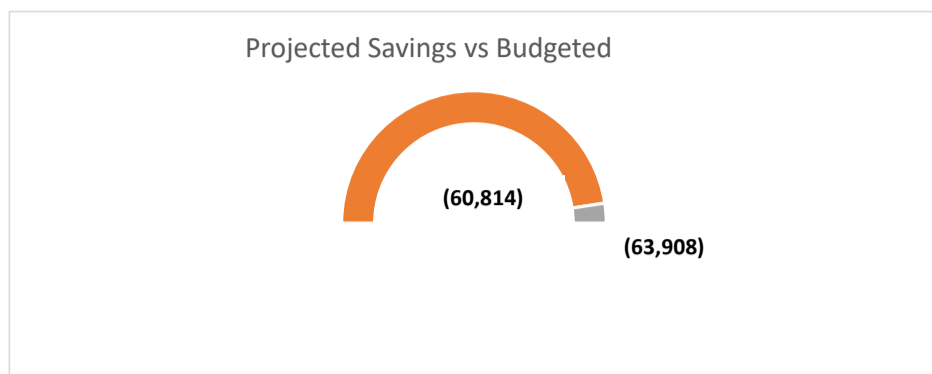
RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	(15,490)	(16,545)	(1,055)
On track	(21,021)	(23,509)	(2,488)
Some risk	(21,367)	(18,777)	2,590
High risk	(5,330)	(1,983)	3,347
Cancelled	(700)	0	700
<b>Total</b>	<b>(63,908)</b>	<b>(60,814)</b>	<b>3,094</b>

**LEEDS CITY COUNCIL - Other Savings Measures**

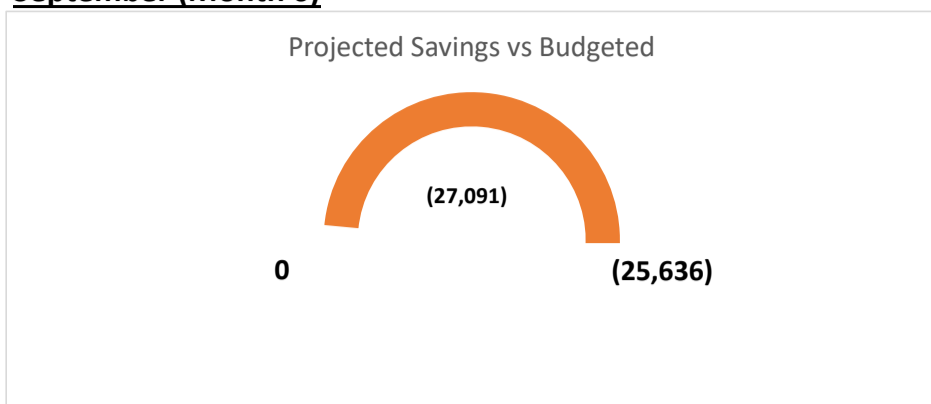
RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	0	0	0
On track	(9,456)	(11,679)	(2,223)
Some risk	(313)	(2,213)	(1,900)
High risk	(3,176)	(770)	2,406
Cancelled	(3,000)	0	3,000
<b>Total</b>	<b>(15,945)</b>	<b>(14,662)</b>	<b>1,283</b>

**Ring Fenced DSG Fund - Savings Measures**

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
High risk	(3,400)	0	3,400
<b>Total</b>	<b>(3,400)</b>	<b>0</b>	<b>3,400</b>



**September (Month 6)**



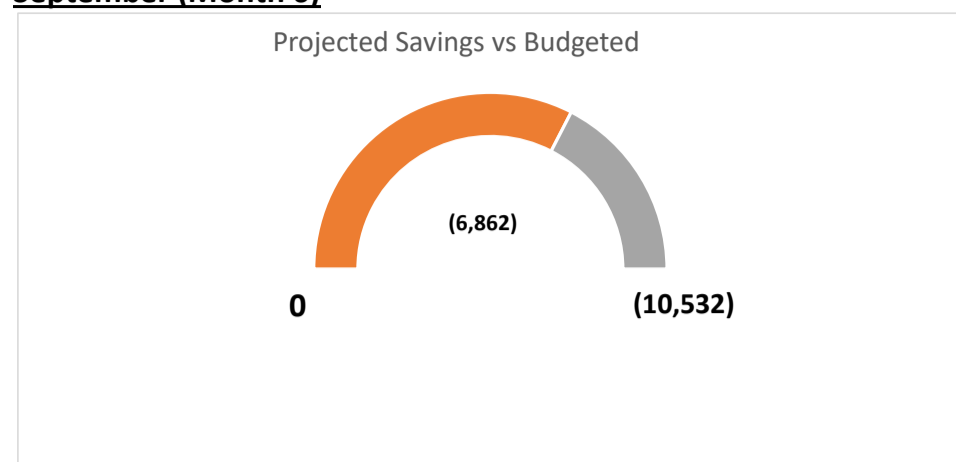
**ADULTS & HEALTH - SUMMARY**

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved			
On track	(9,784)	(10,839)	(1,055)
Some risk	(6,830)	(7,930)	(1,100)
High risk	(6,822)	(6,822)	0
Cancelled	(1,500)	(1,500)	0
Cancelled	(700)	0	700
<b>Total</b>	<b>(25,636)</b>	<b>(27,091)</b>	<b>(1,455)</b>

**Amber & Red Risk Areas**

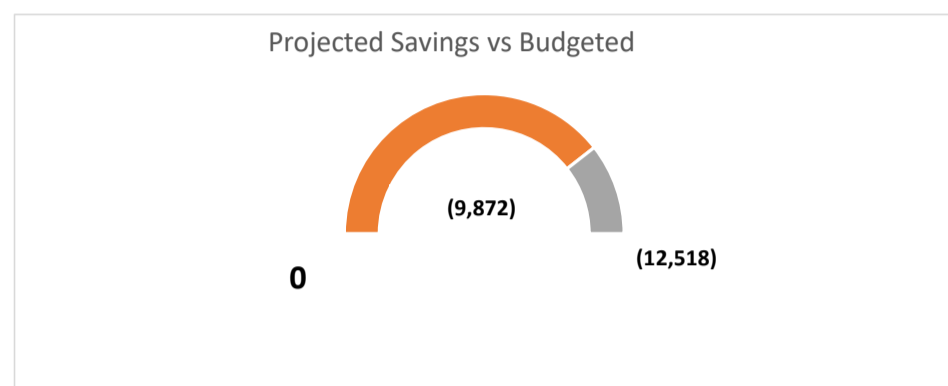
Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted savings	BAU	Review supported bank account contract (direct payments)	Tony Meadows	Cancelled	(150)	0	150	Contract will not be operational till 25-26. Need to identify alternative savings.
Budgeted savings	BAU	Invest to save proposal for Deputy and appointeeship's team	John Crowther	Cancelled	(50)	0	50	Ombudsmen decision means unable to charge. Need to identify alternative savings.
Budgeted savings	BAU	Additional recovery of unspent direct payments	Shona McFarlane	Some risk	(400)	(400)	0	Current recovery levels below action plan target. To assess end of Q2.
Budgeted savings	SR	Review of existing charges and introduction of new charges for adult social care activities	John Crowther	High risk	(150)	(150)	0	Slippage in implementing new fees & charges to Q4.
Budgeted savings	BAU	Impact of telecare growth plan	Shona McFarlane	Some risk	(200)	(200)	0	Service Transformation Team supporting service area to deliver.
Budgeted savings	SR	Review of commissioned and Leeds City Council-provided day services and opportunities	Shona McFarlane / Tony Meadows	High risk	(1,350)	(1,350)	0	Delay in implementing review. Programme delivery in 2nd half of financial year but delivery of the full savings target high risk.. Assume still deliverable.
Budgeted savings	BAU	Demand / market management: reviewing fee setting, care package review, in-house and commissioned services	Shona McFarlane / Tony Meadows	Some risk	(3,622)	(3,622)	0	Links with overall management of trend affecting both Working Age Adults and Older People cohort. Expansion of Value for Money reviews. Expand principles for Older People and Out of Area.
Budgeted savings	BAU	Widen transition process for children to adults (able to address and reduce high cost packages)	Tony Meadows	Cancelled	(500)	0	500	Alternative proposals identified from reviewing packages.
Budgeted savings	BAU	General management of market to include value for money and package prices outside framework price range	Tony Meadows	Some risk	(2,000)	(2,000)	0	Links with overall management of trend affecting both Working Age Adults and Older People cohort. Homecare and implement Electronic Recording Management (ECM) system to reduce homecare package size.
Budgeted savings	BAU	Remove quality premium from independent sector care home placements	Tony Meadows	Some risk	(600)	(600)	0	Prolicy not implemented in 24-5. Some savings from identifying providers no longer eligible for the premium payment.

## September (Month 6)



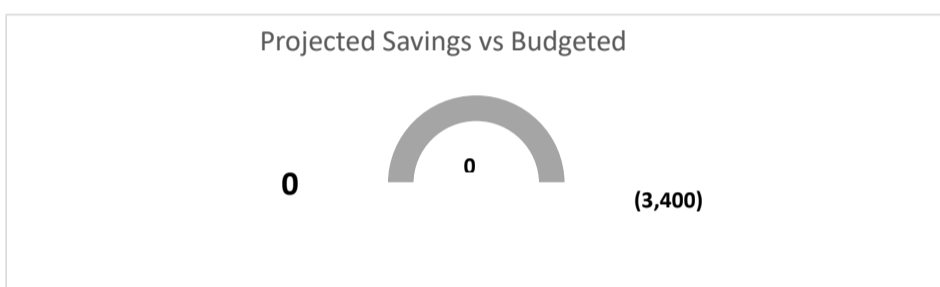
## CHILDREN & FAMILIES - SUMMARY

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	0	0	0
On track	(350)	(1,045)	(695)
Some risk	(6,932)	(5,634)	1,298
High risk	(3,250)	(183)	3,067
Cancelled	0	0	0
<b>Total</b>	<b>(10,532)</b>	<b>(6,862)</b>	<b>3,670</b>



## CHILDREN & FAMILIES - Other Savings Measures

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	0	0	0
On track	(7,126)	(8,839)	(1,713)
Some risk	(313)	(263)	50
High risk	(2,079)	(770)	1,309
Cancelled	(3,000)	0	3,000
<b>Total</b>	<b>(12,518)</b>	<b>(9,872)</b>	<b>2,646</b>



## DSG Savings Measures

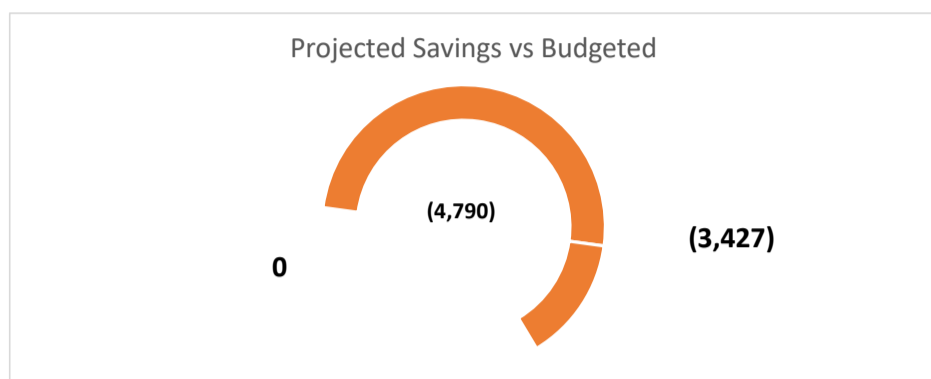
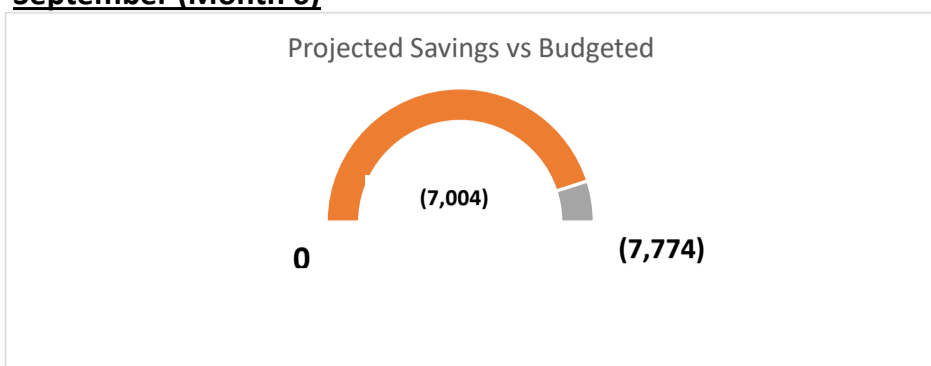
RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
High risk	(3,400)	0	3,400
<b>Total</b>	<b>(3,400)</b>	<b>0</b>	<b>3,400</b>

## Amber & Red Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted Savings	BAU	Non-essential spend savings	Julie Longworth	Some risk	(1,000)	(1,000)	0	To be closely monitored across all services aligned to corporate messaging re non essential spend reductions, as at month 6 expected to be fully delivered.
Budgeted Savings	SR	Staffing reductions	Julie Longworth	Some risk	(2,250)	(2,250)	0	Further VLS options continue to be considered
Budgeted Savings	SR	Review of commissioned activity	Julie Longworth	Some risk	(1,200)	(1,200)	0	Reviewing further options to mitigate any shortfalls against this saving
Budgeted Savings	BAU	Review of Children & Families' traded services to break even position (nil General Fund Support)	Julie Longworth	Some risk	(347)	(84)	263	Review of traded activity currently ongoing
Budgeted Savings	SR	Adolescent Support Service invest to save proposal	Farrah Khan	High risk	(1,250)	0	1,250	Service currently developing a plan for Family Help
Budgeted Savings	SR	Review of Children's Centres	Farrah Khan	High risk	(1,000)	0	1,000	Discovery phase underway to understand the scale and offer of service across the childrens centres estate.
Budgeted Savings	SR	Unaccompanied Asylum Seeker Children Housing invest to save proposal	Farrah Khan	Some risk	(1,820)	(800)	1,020	Month 6 assumes that the lease will commence and young people move in from November.
Budgeted Savings	BAU	Passenger Transport	Dan Barton	Some risk	(200)	(200)	0	Ongoing review of personal transport allowances
Budgeted Savings	BAU	Transport: Including independent travel training, personal transport allowances, use of private hire, commissioning an external review	Dan Barton	Some risk	(115)	(100)	15	Ongoing review of 1:1 transport

Budgeted Savings	BAU	Additional savings arising from review of transport costs (efficiencies, process changes and delivery opportunities)	Dan Barton	High risk	(1,000)	(183)	817	Work ongoing to identify additional savings options. Policy change options developed but if agreed would take effect 25/26.
Prior year savings	SR	Former target for turning the curve 2023/24, alternative savings identified	Farrah Khan	Cancelled	(3,000)	0	3,000	Mitigated by other unbudgeted savings plans, e.g. reunification and small group living
Other savings measure	SR	Commissioned services savings: 2023/24 savings still to be realised	Julie Longworth	High risk	(369)	(369)	0	Reviewing further options to mitigate any shortfalls against this saving
Prior year savings	BAU	Efficiency targets 2023/24 still to be realised.	Julie Longworth	High risk	(1,710)	(401)	1,309	Further work to be carried out to identify options, mitigation from other staff savings.
Other savings measure	SR	Independent Travel Training (ITT)	Dan Barton	Some risk	(235)	(235)	0	ITT progress to be monitored
Other savings measure	SR	Independent Travel Training (ITT)	Dan Barton	Some risk	(28)	(28)	0	ITT progress to be monitored
Other savings measure	SR	Passenger Transport Allowances (PTAs) for foster carers	Dan Barton	Some risk	(50)	0	50	Work ongoing to identify savings
DSG savings measure	SR	DSG: High Needs block saving target	Dan Barton	High risk	(3,400)	0	3,400	DSG Management Plan currently been developed to consider savings in 24/25 and beyond.

## September (Month 6)



### CITY DEVELOPMENT - SUMMARY

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	(1,107)	(1,107)	0
On track	(2,919)	(2,919)	0
Some risk	(3,248)	(2,678)	570
High risk	(500)	(300)	200
Cancelled	0	0	0
<b>Total</b>	<b>(7,774)</b>	<b>(7,004)</b>	<b>770</b>

### CITY DEVELOPMENT - Other Savings Measures

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	0	0	0
On track	(2,330)	(2,840)	(510)
Some risk	0	(1,950)	(1,950)
High risk	(1,097)	0	1,097
Cancelled	0	0	0
<b>Total</b>	<b>(3,427)</b>	<b>(4,790)</b>	<b>(1,363)</b>

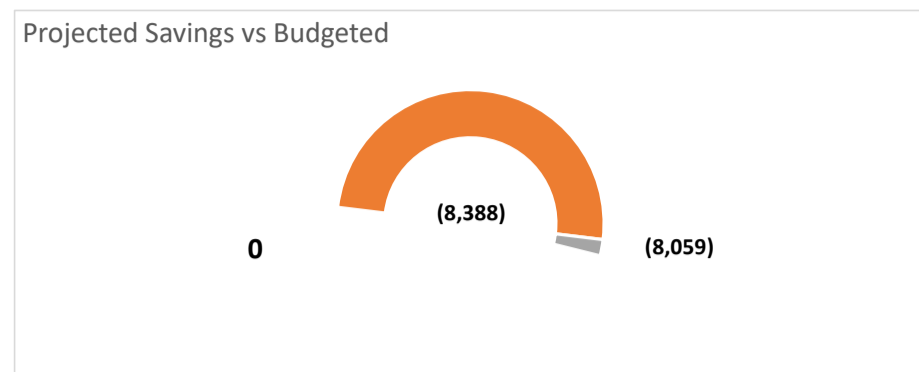
### Amber & Red Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted Savings	BAU	Additional recovery of income, business rates reductions, fees and charges review	Jane Walne	Some risk	(380)	(380)	0	Work in ongoing throughout services to maximise income
Budgeted Savings	BAU	Additional income from council's property portfolio	Angela Barnicle	Some risk	(150)	(130)	20	Negotiations ongoing . Current estimates are likely to be £130k.
Budgeted Savings	BAU	Regeneration Funding - One-off	Angela Barnicle	Some risk	(1,000)	(1,000)	0	Work ongoing - letter confirming funding received from DLUHC
Budgeted Savings	BAU	Mass Transit - additional income associated with MT team	Gary Bartlett / Angela Barnicle	High risk	(500)	(300)	200	Delay in agreements with WYCA have affected the potential income generation in Highways
Budgeted Savings	BAU	Income Generation (New).	Gary Bartlett	Some risk	(70)	(70)	0	Discussions ongoing to provide services to other LAs
Budgeted Savings	SR	Highways & Transportation review: includes stopping work, staff redeployment and service redesign	Gary Bartlett	Some risk	(750)	(450)	300	Delay in the process has meant staff leaving in July
Budgeted Savings	BAU	Breeze – reduction in programme and net spend or increased income	Jane Walne	Some risk	(56)	(56)	0	Limited risk as primarily based around success of Lotherton Christmas Experience
Other Savings Measures	SR	Pudsey Civic Hall	Jane Walne	Some risk	0	0	0	December 25 closure now planned due to closure of Morley Town Hall for refurbishment. no revenue savings anticipated so no issue around the delayed closure
Budgeted Savings	BAU	Economic Policy & Programmes: recharging of staff time to external funding	Fiona Bolam	Some risk	(92)	(42)	50	Govt Investment Zone Programme delayed. Currently showing £40k mitigation through Vacant post. Further update received in P6 and now being reviewed with Service pending confirmation of Leeds funding from WYCA

Budgeted Savings	BAU	Staffing reductions through voluntary measures where possible: Active Leeds	Jane Walne	Some risk	(250)	(250)	0	Part achieved - 3 VLS agreed. Further savings against target to be achieved with Exec Board approval to Vision for Leisure proposals which could generate further VLS at a future point
Budgeted Savings	BAU	Staffing reductions through voluntary measures where possible: Markets	Jane Walne	Some risk	(100)	(100)	0	Part achieved through FR although VLS may only come into effect in 25/26. other work areas ceased and externalised to make savings and may need to be factored in to savings target
Budgeted Savings	BAU	Development Management - pre-app service	David Feeney	Some risk	(50)	(50)	0	Due to likely budget pressures in Planning Fees income any positive from this is likely be negated by that.
Budgeted Savings	BAU	Biodiversity net gain income	David Feeney	Some risk	(350)	(150)	200	HBV not yet established - working through legals to establish HBV but savings being identified through S106 and wider opportunities. Projected amount for 2024/25 has been reduced to £150k.
Other Savings Measures	BAU	Estate rationalisation savings - prior years' savings target	Angela Barnicle	Some risk	(433)	0	433	Unlikely to achieve in year. Assume mitigating savings will offset the pressure
Other Savings Measures	BAU	Strategic Investment Fund	Angela Barnicle	Some risk	(664)	0	664	Unlikely to achieve, only pipeline project Seacroft Industrial estate. Assume mitigating savings will offset the pressure
Other Savings Measures	0	Identify mitigating savings to offset service pressures	Jane Walne	Some risk	0	(200)	(200)	£150k identified within Active Leeds
Other Savings Measures	0	Identify mitigating savings to offset AM&R pressures	Angela Barnicle	Some risk	0	(1,100)	(1,100)	c£850k identified at P6, but subject to variation depending on cap receipts generated
Other Savings Measures	0	Identify mitigating savings to offset H&T pressures	Gary Bartlett	Some risk	0	(500)	(500)	Proposals still to be agreed
Other Savings Measures	0	Identify mitigating savings to offset A&H pressures	Jane Walne	Some risk	0	(150)	(150)	Arts and Venues achieved as of P5. Museums and Galleries proposals still to be agreed

## September (Month 6)

## COMMUNITIES, HOUSING & ENVIRONMENT - SUMMARY



RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	(4,129)	(4,129)	0
On track	(2,484)	(3,177)	(693)
Some risk	(1,446)	(1,082)	364
High risk	0	0	0
Cancelled	0	0	0
<b>Total</b>	<b>(8,059)</b>	<b>(8,388)</b>	<b>(329)</b>

### Amber & Red Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted saving	SR	Community Centres: fees and pricing review	Paul Money	Some risk	(83)	(83)	0	Potential pressure - based on the non-achievement of the 2023/24 income budget and closure of some centres
Budgeted saving	SR	Retain free collection of Bulky Waste for first collection each year (five items) and introduce charges for repeat collections (excluding those in receipt of Council Tax Support)	John Woolmer	Some risk	(169)	(85)	84	Risk here is any shortfall (or additional income) unlikely to be known until later in year - ie after residents have had free collections Expected income reduced in P6
Budgeted saving	BAU	Waste Disposal cost efficiencies - £200k glass in green bins, £215k HWSS sorting arrangements, £240k POPs disposal, £250k contract price renegotiations	John Woolmer	Some risk	(905)	(905)	0	£215k - better sorting at HWSS unknown impact; £200k glass in Green bins, began in August 24 - impact to be known soon; £240k POPs change of disposal this looks like it could exceed expected saving due to reduced POPs waste; £250k contract negotiations, delayed but expected from April 2025
Budgeted saving	SR	Introduction of car parking charges at Middleton, Roundhay and Temple Newsam sites	Polly Cook	Some risk	(163)	(5)	158	Implementation now expected from 1/1/25
Budgeted saving	BAU	Introduction of car parking charges at Golden Acre and Otley Chevin parks	Polly Cook	Some risk	(126)	(4)	122	Golden Acre and Chevin original plan to implement from 1/6/24. Delayed to 1/1/25.





2024/25 - Expenditure funded through Flexible Use of Capital Receipts							Appendix 4		
Quarter 2									
Project Description	Directorate	Head Of Finance	Planned Spend	Year End Projection	Variation to Planned Spend	Planned Savings	Year End Projection	Variation to Planned Savings	
			2024/25	2024/25	Planned Spend	2024/25	2024/25	Planned Savings	2024/25
			£m	£m	£m	£m	£m	£m	£m
Adults and Health Service Transformation team (including management) supporting the delivery of key projects	Adults & Health	Alun Ellis	1.80	1.80	0.00	(4.00)	(4.00)	0.00	
Adults and Health - specific IDS staff supporting transformation.	Adults & Health	Alun Ellis	0.10	0.10	0.00	(0.25)	(0.25)	0.00	
Transformational Change - Adults & Health Leadership Team	Adults & Health	Alun Ellis	0.24	0.24	0.00	0.00	0.00	0.00	
Children & Families transformation team	Children & Families	Lucie McAulay	1.40	1.25	(0.15)	0.00	0.00	0.00	
IDS - Highways Enterprise Architecture system	City Development	Michael Everitt	0.80	0.40	(0.40)	0.00	0.00	0.00	
Capital Scheme support City Development Head of Service	City Development	Michael Everitt	0.11	0.11	0.00	0.00	0.00	0.00	
Providing resources to deliver transformation activity within the Communities Directorate	Communities, Housing & Environment	David McNutt	0.14	0.00	(0.14)	(0.14)	0.00	0.14	
IDS - Staff supporting the delivery of key projects across the Authority	Strategy & Resources	Patrick McGuckin	3.14	2.33	(0.81)	0.00	0.00	0.00	
Council Tax Automization	Strategy & Resources	Patrick McGuckin	0.10	0.10	0.00	0.00	0.00	0.00	
PACS staff delivering innovative solutions to realise Procurement savings	Strategy & Resources	Patrick McGuckin	0.77	0.77	0.00	0.00	0.00	0.00	
CEL staff time spent on Transformational projects	Strategy & Resources	Patrick McGuckin	0.10	0.10	0.00	(1.53)	(1.53)	0.00	
BSC - Staff supporting the delivery of system changes within the Shared Services.	Strategy & Resources	Patrick McGuckin	0.47	0.47	0.00	0.00	0.00	0.00	
Corporate Transformation Capacity Team	Strategy & Resources	Patrick McGuckin	1.04	0.20	(0.84)	0.00	0.00	0.00	
LBS Work Streams	Strategy & Resources	Patrick McGuckin	0.37	0.37	0.00	0.00	0.00	0.00	
Additional PACS staff to support transformation projects across the Council	Strategy & Resources	Patrick McGuckin	0.63	0.63	0.00	0.00	0.00	0.00	
Ernest Young Contract Review Exercise	Strategy & Resources	Patrick McGuckin	0.05	0.00	(0.05)	0.00	0.00	0.00	
CBT Post Go Live - Fujitsu	Strategy & Resources	Patrick McGuckin	0.45	0.45	0.00	0.00	0.00	0.00	
IDS - Driving a digital approach across the Council	Strategic/ Corporate	Naomi Eastwood	0.50	0.50	0.00	(0.50)	(0.50)	0.00	
Voluntary Leave Statutory Severance Costs	Strategic/ Corporate	Naomi Eastwood	2.44	2.44	0.00	(2.44)	(2.44)	0.00	
Staff supporting the delivery of the key Core Business Transformation Programme	Strategic/ Corporate	Mark Barrett	7.16	6.19	(0.97)	0.00	0.00	0.00	
CBT Licencing and support staff	Strategic/ Corporate	Mark Barrett	0.66	0.66	0.00	0.00	0.00	0.00	
<b>Grand Total</b>			<b>22.48</b>	<b>19.12</b>	<b>(3.36)</b>	<b>(8.86)</b>	<b>(8.72)</b>	<b>0.14</b>	