

## Financial Health Monitoring 2021/22 – December (Month 9)

Date: 9<sup>th</sup> February 2022

Report of: Chief Officer Financial Services

Report to: Executive Board

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### What is this report about?

#### Including how it contributes to the city's and council's ambitions

- The purpose of this report is to inform the Executive Board of the financial health of the Authority in respect of both the General Fund revenue budget and the Housing Revenue Account. At the end of December (Month 9) a COVID-19 related overspend of £27.7m is projected for the Authority.
- The Council has received £24.3m of Government funding towards the costs of COVID-19 in the first quarter of 2021/22. Of this amount £0.5m is committed to funding free school meals and £0.8m is funding Directorate pressures. The position at the end of September assumes that the balance of this funding, £23.0m, will be applied to the COVID related overspend. A £3.0m Government contribution to lost income from sales, fees and charges is also being applied to the identified COVID pressure. After the application of COVID funding there still remains a projected COVID overspend of £1.762m which when combined with a projected non COVID underspend of £1.290m results in an overall forecast overspend of £0.472m at the end of December. Any Collection Fund income shortfall in 2021/22 will impact on revenue in 2022/23.
- The 2021/22 budget targeted resources towards the Council's policies and priorities as set out in the Best Council Plan. This report comments on financial performance against this budget, supporting the Best Council ambition to be an efficient and enterprising organisation.
- The current and future financial climate for local government represents a significant risk to the Council's priorities and ambitions. The position remains challenging and the budget for 2021/22 requires delivery of £56.1m of savings in addition to the considerable savings achieved since 2010. At the end of December, it is anticipated that the required £56.1m of budgeted savings will be delivered in full or managed through mitigating actions, with the exception of £0.7m relating to three savings plans in the Children and Families directorate. Any areas of risk are highlighted in directorate narratives at Appendix 1, with further detail provided at Appendix 3.
- At the end of December, the Housing Revenue Account is forecasting a balanced position.

### Recommendations

Executive Board are asked to:

- a) Note the projected financial position of the Authority at the end of December (Month 9) and the projected impact of COVID-19 on that position.
- b) Note that for 2021/22 the Authority is forecasting an overspend of £0.472m at the end of December.
- c) Note that the position reported does not reflect the potential effects of any further local or national lockdown arrangements on these financial projections.

### **Why is the proposal being put forward?**

- 1 This is a factual report to update the Board on financial performance against the Council's 2021/22 General Fund revenue budget and Housing Revenue Account for the first 9 months of the financial year.

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

**Wards affected:**

Have ward members been consulted?       Yes       No

- 2 This is a factual report and is not subject to consultation.
- 3 The budget proposals contained in the 2021/22 Revenue 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 5 to the [2021/22 Revenue Budget and Council Tax Report](#).

### **What consultation and engagement has taken place?**

- 4 This is a factual report and is not subject to consultation. Public consultation on the 2021/22 Revenue Budget was carried out between December 2020 and January 2021 and is detailed in the 2021/22 Revenue Budget and Council Tax report presented to this Board in February 2021.

### **What are the resource implications?**

- 5 This is a revenue financial report and as such all resource implications are detailed in the report and appendices.

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

- 6 There are no legal implications arising from this report.

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

- 7 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.
- 8 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 is in place for 2021/22.
- 9 More specifically, the reported position does not reflect the potential effects of any further local or national lockdown arrangements not yet introduced which could impact on these financial

projections. Government support for additional general expenditure and eligible income losses related to COVID in 2021/22 ended on 30<sup>th</sup> June 2021. A range of schemes supporting businesses will end on the 31<sup>st</sup> March 2022 and it remains complex to estimate the continued impact of COVID-19 on council tax and business rates income. Early concerns have arisen around collection rates, reductions in the tax base in Leeds and the impact of any permanent economic scarring on Business Rates reliefs, particularly Empty Rate Relief. These require continued close monitoring over the coming months. However, there are signs that there may be some recovery, in Council Tax and Business Rates, contingent on the continued opening of the local economy.

- 10 The projected position includes the estimated costs of the 2021/22 pay award, based on the final National Employers pay offer. Pay negotiations are ongoing, and there remains a risk that the final pay award agreed will exceed this level of provision.
- 11 The report highlights a risk relating to unprecedented high global electricity and gas prices. The pressure on the General Fund may range from approximately £0.5m to £2.1m. As part of the 21/22 budget process, an Energy Reserve of £1.07m was created. It is likely that a substantial call on this reserve may be made. Because of the uncertainty with regard to the likely impact of energy price increases upon the Council's financial position a variation on energy as not been included in these financial projections, although it is recognised that there is likely to be a pressure upon approved budgets.

### **Does this proposal support the council's three Key Pillars?**

Inclusive Growth       Health and Wellbeing       Climate Emergency

- 12 The Best Council Plan is the Council's strategic plan which sets out its ambitions, outcomes and priorities for the City of Leeds and for the Local Authority. The Three Pillars of inclusive growth, health and wellbeing and the climate change emergency 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. 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.
- 13 This is a factual report which needs to be seen in context of the requirement for the Council to be financially sustainable and deliver a balanced budget position in 2021/22 so that resources can continue to be targeted at the Council's priorities.

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

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

14 Not applicable.

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

15 Not applicable.

#### **What is the timetable for implementation?**

16 Not applicable.

### **Appendices**

17 The following appendices are attached to this report:

- **Appendix 1** – background information, detailed narrative regarding the projected financial positions for directorates, Dedicated Schools Grant (DSG) and the Housing Revenue Account HRA, update on Council Tax and Business Rates including collection performance.
- **Appendix 2** – Individual financial dashboards for directorates, DSG and the HRA.
- **Appendix 3** – Directorate Budget Action Plans.

### **Background papers**

18 None.

## Financial Health Monitoring 2021/22 – December (Month 9)

### 1. Purpose of this report

- 1.1. This report sets out for the Executive Board the Council's projected financial health position for 2021/22 at the end of December (Month 9).
- 1.2. 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 after the second month of the year.

### 2. Background information

- 2.1 Executive Board will recall that the net budget for the general fund for 2021/22 was set at £435.3m.
- 2.2 Following the closure of the 2020/21 accounts, the Council's general fund reserve stands at £27.8m. The 2021/22 budget assumes a contribution of £4m to this reserve during the current financial year.
- 2.3 The Medium-Term Financial Strategy assumes a balanced budget position for 2021/22 after the application of Government funding, the delivery of non-COVID savings and the utilisation of earmarked reserves. Any adverse variation to a balanced budget position will require the identification of further savings in 2022/23.
- 2.4 Financial monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, 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 the key budget actions plans.

### 3. Main Issues

- 3.1 At the end of December, a COVID related overspend of £27.7m is projected. Directorate positions are summarised in Table 1.
- 3.2 The Council has received £24.3m of Government funding towards the cost of COVID-19 in the first quarter of 2021/22. Of this amount £0.5m is committed to funding free school meals and £0.8m is funding pressures relating to PPE, Planning and Returning to the Workplace. The position at the end of December assumes that the balance of this funding, £23.0m, will be applied to the COVID related overspend. A £3.0m Government contribution to lost income from sales, fees and charges is also being applied to the identified COVID pressure. After this application of COVID funding there remains a projected COVID overspend of £1.762m which, when combined with a projected non COVID underspend of £1.290m, results in an overall forecast overspend at £0.472m at the end of December (Month 9).
- 3.3 Any Collection Fund income shortfall arising in 2021/22 will impact on the Revenue Budget in 2022/23.

- 3.4 Consequently, this report reflects a net overspend of £0.472m against the 2021/22 Budget of which £1.762m relates to COVID pressures and £1.290m relates to net directorate savings not relating to COVID.

### Summary Position at Month 9 - Financial Year 2021/22

Directorate	Director	(Under) / Over spend for the current period				COVID related	Non-COVID related	Previous Reported Position
		Staffing	Total Expenditure	Income	Total (under) /overspend			
		£000	£000	£000	£000	£000	£000	£000
Adults & Health	Cath Roff	349	29,864	(29,864)	0	(300)	300	0
Children and Families	Sal Tariq	51	6,640	2,693	9,333	9,979	(646)	8,987
City Development	Martin Farrington	(809)	(1,535)	7,712	6,177	6,944	(767)	6,274
Communities, Housing & Environmer	James Rogers	1,138	3,707	6,098	9,805	8,169	1,636	10,018
Resources	Neil Evans	(219)	(3,726)	4,103	377	2,931	(2,554)	526
Strategic	Victoria Bradshaw	(228)	18,175	(43,395)	(25,220)	(25,961)	741	(24,896)
<b>Total Current Month</b>		<b>283</b>	<b>53,125</b>	<b>(52,653)</b>	<b>472</b>	<b>1,762</b>	<b>(1,290)</b>	<b>909</b>

<b>Previous reported (under)/over spend</b>	<b>1,095</b>	<b>48,060</b>	<b>(47,150)</b>	<b>909</b>	<b>371</b>	<b>538</b>
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<b>MEMO: Covid Related Pressures</b>	27,723
<i>funded by:</i>	
COVID Contingency in Strategic (Use of Govt funding)	(7,551)
COVID Reserve (use of Government Funding)	(16,729)
Less: Directorate pressures	774
Less :Free Schools Meals	520
Estimated Sales, Fees and Charges Compensation	(2,975)
<b>Remaining COVID Related Pressure</b>	<b>1,762</b>

- 3.5 The major variations are outlined below, with further detail provided on the Directorate dashboards at Appendix 2 of this report. In addition to this, Appendix 3 provides details on the Directorate budget action plans.

- 3.5.1 **Adults & Health.** – the directorate is projected to deliver a balanced budget, with the Net Managed Budget for 2021-22 being £195.1m; reduction of £0.1m from P7 due to general capitalisation of eligible revenue expenditure. Entering the 2021-22 Winter Season we are beginning to see increased pressures on the Health and Social Care System, which we're currently projecting we will contain within the available 2021-22 budget.

The 2021-22 budget includes £15.52m for efficiency and service changes. The service is currently on target to deliver a balanced budget, however there are currently £2.0m Budget Action Plans that are at risk of non-delivery; £1.3m relating to client income, £0.4m slippage in implementing Commissioning savings plans and £0.3m assistive technology additional income via increased demand. Further details below. Where slippage / non-delivery identified, alternative options to balance the

budget have been identified; utilising available reserves £0.4m; LD reassessment team work and new charges £1.6m; additional income for Community Beds Service £0.9m; ICF income £0.3m; additional CCG agreements £0.4m. Also note the full BAP report is now included in the monthly financial report submitted to CLT and Executive Board.

Pay Award – This forecast takes account of the latest Employers pay offer for the 2021-22 financial year. Impact for Adults & Health, outside of externally funded areas, e.g., Public Health, is an additional cost of £0.656m funded from the underspend in the support for the Care Homes re low occupancy scheme.

Demand – Incorporated into the budget is demand and demography growth of £8.41m. At Month 9 there is a £1.6m pressure on the Demand Led budgets; £1.1m for Older People (£0.3m Homecare / £0.4m Nursing and £0.4m Residential) and £0.5m for Working Age Adults, predominately in Support Living settings. We are working with the Service Managers to understand the implications for the in-year budget and the Medium-Term Financial Plan.

Additional COVID-19 funding of £27.594m has been received and the position assumes that there is associated expenditure against this funding: - £2.661m for Clinical Extremely Vulnerable funding support, £0.525m Hospital Discharge fund, £11.679m Infection Control fund & Rapid Testing (reflecting a further £4.659m for ICF3 for October'21 to March 2022) and £6.349m Controlled Outbreak Management fund. New Winter 2021-22 funding for Workforce Recruitment and Retention programme of £2.242m and £4.138m Workforce & Retention Fund strand 2 are also reflected. See the attached finance dashboard for further information.

**Children and Families** – As detailed on the dashboard, the current year-end forecast for the Children and Families directorate is an overspend of £9.333m which is an increase of £326k since the previously reported Month 7 position. Within the Month 9 projections there is an overspend of £9.979m related to COVID, and a £646k net underspend not related to COVID. The Month 9 projected overspend of £9.333m is broken down as follows:

<b>Expenditure</b>	<b>£m</b>
• CLA Placements	4.012
• Non CLA Placements	3.323
• CLA staffing	0.819
• Assumed pay award	1.408
• Contract rebate	(1.304)
• 'Little Owls' nurseries staffing	(0.500)
• Saving Action Plans not met	0.290
• School Severance costs	(0.360)
• Early Help service costs	(0.401)
• Other	0.035
<b>Income</b>	
• 'Little Owls' nurseries	1.900
• Leeds Activity Centres	0.224
• DSG contribution for pay award	(0.112)
<b>Total projected overspend</b>	<b>9.333</b>

As shown above, the key pressure relates to the budget for Children Looked After (CLA) and non-CLA placements, which is currently forecast to overspend by £7.335m. As at the end of December, CLA numbers were 1,346, an increase of 70 since the start of 2021/22. Although the number of in-house CLA placements has decreased slightly from the start of the year (847) to 844, demand for external CLA placements has increased from 426 at the start of the year to 502.

Over the past five years, CLA numbers have increased both nationally and in Leeds by 10%. A number of local authorities are also currently reporting increased CLA numbers leading to overspends.

Non-CLA placements are those such as special guardianship orders and semi-independent living for over 18s. Although they are not CLA placements, they are related as they often prevent more costly CLA placements or relate to statutory duties once young people leave care. Non-CLA placements have decreased by 13 overall since the start of the year, from 1,052 to 1,039. The reduction has been in semi-independent living for over 18s. However these placements are still greater than originally expected which has resulted in an overspend.

Building and supplies constraints continue to impact the social housing sector and means that the ability to move people out of placements into social housing is significantly impaired. LCC Housing have committed to working with Children and Families in helping these people move on to free up capacity. There is a small project group being formed to work on this with oversight from senior managers with Housing and Children and Families.

The projection also demonstrates an overspend of £819k against CLA staffing. This mainly relates to the secure unit staffing budget due to additional agency costs incurred to date due to both specialist post requirements and recruitment difficulties.

The Month 9 position assumes a projected net pressure of £1.4m across the Little Owls nursery settings, which represents a projected £1.9m shortfall of paid fee income offset by a projected £500k saving on staff costs. The Little Owls nurseries have experienced a significant reduction in demand due to Covid and, whilst there has been some recovery during 2021/22, attendance is still not back to pre-pandemic levels due to changing working patterns and reduced nursery capacity due to ongoing recruitment difficulties. The service is taking mitigating actions to increase nursery income, including a revised marketing strategy to encourage new registrations and an enhanced apprenticeship programme to increase staff numbers and nursery capacity.

This projected loss of income from the ongoing impact of Covid forms part of the claim to Central Government from the 'Sales, Fees and Charges' grant available for the first three months of the 21/22 financial year.

The projections include assumed pay award costs reflecting the National Employers final pay offer. In addition for Month 9 the projections include expected rebates on Children and Families contracts.

The projection assumes delivery of most savings plans included in the budget. The Month 9 projected overspend of £9,333k assumes that £700k of these savings plans will not be delivered. £410k of this is included in CLA pressures in the

breakdown above, and a further £290k is separately identified for partnership contributions and contract savings. In addition a further two actions are deemed to be higher risk and are being monitored by Children and Families. These relate to an additional net income target of £1.58m across the directorate and £1.7m from the CCG.

### Dedicated Schools Grant

In relation to the Dedicated Schools Grant (DSG), the approved DSG budget 2021/22 assumed that there would be a carry forward deficit of £3.683m as at the end of the year. At Month 9 we are projecting a £1.316m overspend on DSG for 2021/22, this would result in a closing deficit of £4.999m.

The in-year overspend is due to the following:

- Schools Block £480k underspend: There is a slight underspend of £44k due to business rate savings which occur following the conversion of schools to academies. In addition there is a net saving of 436k within delegated services.
- High Needs Block £43k underspend.
- Early Years Block £1.913m overspend: During 2020/21 there was an underspend on the Early Years block of £2,228k due to funding being based on the January census which has higher numbers of 2-4 years olds than the average of all censuses over the year. Children and Families are consulting on the best use of this underspend. Although it was included in the DSG balance carried forward to 2021/22, any expenditure incurred against it will show as an overspend in the Early Years Block as it has not been budgeted for.
- Central School Service Block £73k underspend: Within this block there is a projected saving of £73k due to staff vacancies and delays in recruitment.

**3.5.2 City Development** – at Month 9 the directorate is projecting an overspend of £6.2m for the year. This is primarily due to the continuing impact of COVID on income streams, currently estimated at £6.9m for the year, partially offset by all other savings across the directorate of £0.7m. This represents an improvement of £0.1m from the position reported at Month 7 and the projection includes the impact of the Local Government pay offer which is estimated at an additional cost of £0.9m across the directorate.

As the impact that the COVID pandemic continues to have on income streams for the full financial year remains uncertain, this position is still subject to variation and will continue to be monitored.

An element of the COVID related income losses incurred in the first quarter of the year (c£2.6m) is recoverable through the Government's income compensation scheme for sales, fees and charges which applies to first quarter losses only.

The main variations are:

- Active Leeds – the estimated impact on income of capacity restrictions due to COVID is £4.3m, primarily in respect of swimming and membership income, although there is still likely to be a degree of volatility in the projections. Of this projected income loss, £1.7m relates to the first quarter and an element of this is

recoverable through the Government's income compensation scheme. The income loss is projected to be partially offset by staffing and running cost savings, resulting in an overall projected overspend for the service of £3.7m

- Arts and Heritage - an overspend of £0.7m is anticipated, largely due to the impact of COVID on Cafes/Shops, city centre sites room hire, and admissions. Of this, the first quarter losses are £0.4m of which an element will be recoverable through the income compensation scheme.
- Asset Management & Regeneration – an overspend of £0.2m is projected which reflects the impact of the pay award and all other variations across the service.
- Markets and City Centre - The estimated ongoing impact of COVID on income is a projected shortfall of £1.1m on Markets income reflecting rental support to market traders and vacant units and £0.7m in respect of city centre advertising income and street café licences.
- Planning & Sustainable Development – the COVID pandemic has had a significant impact on the service in terms of increased volumes of applications and enforcement work, outstripping the capacity of existing resources. Additional short-term funding of £0.2m in 2021/22 has therefore been secured to address the backlogs and to facilitate the timely delivery of Planning outcomes. However, it is anticipated that there will be an impact on the service's ability to deliver budgeted efficiency savings and its staffing vacancy factor and a projected overspend of £0.3m in Development Management is currently estimated, although this is partially offset by savings in the rest of the service, giving an overall overspend of £0.2m.
- Highways and Transportation – The service is projecting an underspend of £0.3m which includes savings of £0.6m in respect of street lighting energy consumption. A projected staffing underspend of £0.6m due to vacancies is offset by reduced income and increased external supplier costs.
- The overall projected position of £6.2m includes net staffing savings of £0.1m across the directorate after taking account of income generating posts. However, as noted above, this includes provision of £0.9m for the estimated impact of the local government pay award across the directorate which is subject to confirmation at this stage.

The 2021/22 budget contained £10m of new savings plans. Whilst the latest monitoring position is that most have been delivered or are currently on track to be delivered, the Month 9 position reflects shortfalls in the following main areas:

- Efficiencies within the Planning Service (impacted by Covid) - £0.1m
- Markets business plan savings - £0.1m
- Breezecard charging income - £0.1m

In addition, there are some budget savings plans which although they are not being achieved as originally envisaged, mitigating savings have been identified to offset the pressures. These include:

- Strategic Investment Fund target - £0.8m, offset by existing disposals and disinvestments
- Estate Rationalisation savings - £0.4m, largely offset by one-off Access Rights income

- Additional Highways DLO surplus, - £0.08m, offset by other savings within Highways & Transportation
- Reduced opening hours at Lotherton Hall and Thwaite Mills - £0.1m, offset by other expenditure savings within the service

3.5.3 **Communities, Housing & Environment** – At Month 9, the Directorate is facing pressures of £9,805k, of which £8,169k is COVID related and for which the Council has set aside specific funding to mitigate. There are £1.6m of other non-COVID pressures which are outlined in more detail below. The figures remain largely consistent with previous months and include the impact of the pay award offer.

There remains uncertainty surrounding the projections for the final quarter of 2021/22 in waste management and car parking income in particular due to the changing COVID guidance and the impact of Omicron. These areas in particular will continue to be kept under close review.

The shortfalls related to income will be partially offset by the Government's Sales, Fees and Charges compensation scheme which is in place to cover a proportion of qualifying losses until the end of quarter 1 of this financial year, which is accounted for centrally.

The main areas of variations in respect of COVID-19 are currently estimated as follows:

- **Car Parking Services** **£3,066k**  
Loss of car parking and enforcement income, based on lost income during to December 2021. With regard to the last quarter, previous projections remain until the impact of the revised COVID guidance is seen in the January figures.
- **Net loss of Parks & Countryside income** **£1,123k**  
This includes net income losses from visitor attractions, cafes, bereavement services and the cancellation of planned events, offset by minor expenditure savings.
- **Waste Management** **£4,364k.**  
This includes the cost of providing additional crews and vehicles to deal with continuing increased volumes of household waste, the cost of disposing of this additional waste (10% to 15% above baseline) and the cost of providing additional staffing cover at Household Waste sites.
- **Benefits subsidy income** **£180k**
- **Other minor variations** **£(564k)**  
This includes losses on income from the hire of Community Centres, offset by receipt of public health funding and other funding to compensate.

**Non COVID Variations** **£1,635k**

Outside of the COVID related pressures, the main pressure is an estimated £1.4m impact on housing benefit subsidy income. In 2020-21 approximately 94% of benefit

costs were recovered through subsidy. To date in 2021-22 this has reduced to 91% mainly as a result of payments to some supporting people providers not being eligible for full subsidy. The service is working with the providers to address this pressure.

Additional pay pressures, estimated in excess of £1m over the amount provided for in the budget, have been largely contained from staffing savings above vacancy factors, continued careful management of post releases, additional grant income and spending controls.

The Directorate remains on target to deliver the vast majority of the savings of £6.1m approved at Budget Council in February 2021.

### 3.5.4 Resources

Based on an examination of key risk budgets, an overspend of £377k is forecast for the Resources Directorate. This is a £15k decrease from last month. The decrease is mainly due to;

- LBS £245k increase due to COVID compliant working.
- Shared Services £130k decrease due to savings on supplies and services.
- Democratic Services £84k decrease due to staffing savings and income from the CCG.
- Catering £200k increase due to changes income and increases in staffing.
- £176k decrease in IDS due to the funding of pension costs of those who left in 20/21 by the Strategic Early Leavers Initiative funding source.
- HR £53k decrease due to staffing savings.

This is summarised into the following areas across the Directorate's services: -

- **Leeds Building Services (LBS) £1,119k**  
 This is the result of increased costs due to operatives working under COVID compliant working conditions and operatives self-isolating due to Track and Trace instructions. An estimated cost of pay award of £340k is included in these figures.
- **Catering income & emergency meals £650k**  
 The overall loss off income in from schools is £1,870k. This is offset by the savings on food of £574k and staffing savings of £953k. The overall loss of commercial income is £733k this all being due to covid and is somewhat offset by staffing savings of £200k and food savings of £283k. Were the Government to extend the Sales, Fees and Charges grant to beyond the first quarter of 21/22 (as LCC has lobbied for), this additional loss of income would be eligible for that grant.  
 There are £69k staffing savings due to the ASC sites closing and Staff being redeployed to other sites which will alleviate pressure and reduce level of casual staff. Also, there is a management staff saving of £65k.  
 There is a further pressure of £142k due to; £64k slippage in the implementation of a new system and £94k loss of contract. An estimated cost of pay award of £198k is included in these figures, mitigated by £15k charging out the cost and the remainder mitigated by flexible use of Capital Receipts, shown outside of CEL.  
 This figure also incorporates £150k Supplier Relief.

- **Integrated Digital Service** **£385k**  
 There is a projected staffing and agency overspend of £2,016k, which is partially offset by savings of £732k on running costs, £220k one-off savings on Prudential Borrowing, £400k additional income from charging staff to projects, circa £1m from Health, also other variances, such as an inherited income shortfall of £267k due to fall out of capital income. An estimated cost of pay award of £385k is included in these figures.
- **Legal and Democratic** **£84k**  
 There is a £50k pressure due to a reduction in court fees due to the impact of Covid. The budget pressure may be partially mitigated corporately by the quarter one Sales Fees and Charges grant. This is offset by staffing savings and income from CCGs within Democratic Services. An estimated cost of pay award of £118k is included in these figures.
- **Procurement and Commercial Services** **£132k**  
 There is a projected loss of income of £440k due to a delay in the recruitment of a Commercial Finance Manager and Senior Commercial Business Partner which would drive income generation for the service. The service has identified an additional £240k to mitigate some of this income loss. An estimated cost of pay award of £32k is included in these figures.
- **Strategy and Improvement** **-£110k**  
 There is a projected saving of £198k, due to income from Public Health to fund 5 x SO2 posts for 6 months. An estimated cost of pay award of £62k is included in the projection.
- **Human Resources** **-£99k**  
 A projected staff saving of £182k across the HR service, also additional income of £72k from Public Health, and £28k saving on supplies and services, which is partly offset by an estimated £56k loss of income due to the of elements of the Aspire contract. Severance costs of £39k for a member of staff that has left on ELI. An estimated cost of pay award of £88k is included in the projection.
- **Finance** **£94k**  
 This position utilises £300k of additional Court Fee income, which is offsetting pressures in Revenues and £100k of the Pay Award. An estimated cost of pay award of £187k is included in the projection.
- **Facilities Management** **-£140k**  
 The service has absorbed approximately a £75k pressure to provide front of house at seven key buildings from November 2021. These are the large multi occupancy sites where there are a multitude of departments using the building as either a permanent base or as dropdown space. This service enables safe and secure access to staff and visitors as they will operate a reception system and helps discharge our statutory responsibilities with regards to Health and Safety providing services such as First Aider, Fire Warden and Emergency Incident Officer.

There is a COVID cost of £60k within Facilities Management for the PAT testing of home working equipment. There is also NNDR credit of £200k as the service has actively sort to declare buildings as void where relevant.

- **Corporate Property Management** **-336k**  
 NNDR credit of £336k as the service has actively sort to declare buildings as void where relevant.
- **Cleaning, Fleet, Presto, School Crossing Patrol** **£125k**  
 There is a £135k Pay Award for these services plus savings of £10k.
- **Shared Services** **-£130k**  
 A projected staffing saving of £19k along with an estimated cost of pay award of £477k pay award. This is offset by supplies and services savings.
- **Pay Award Mitigation.** **-£1m**  
 As stated in the summary, current assumptions indicate the additional cost to Resources of the current National Employer's pay offer will be £2.4m. Approximately £0.75m of this is mitigated by following the principle that trading departments recover the costs from client where contract and agreements allow. Approximately £0.25m is expected from additional fee income and vacancy management.
- **Capital Receipt Flexibilities** **-£1.398m**  
 A £1.4m value of transformational activity within the directorate has been identified which falls within the additional flexibilities definition for Capital Receipts which the government has allowed local authorities. A total of £1.398m is therefore shown on the 'General Fund Support Services' heading to reflect this.

Reported overspends due to loss of income from the ongoing impact of Covid will form part of a claim to Central Government from the 'Sales, Fees and Charges' grant available for the first three months of the 21/22 financial year. The authority will continue to lobby for the funding of income losses related to the remainder of the year and for further funding for additional expenditure incurred due to Covid.

#### **Budget Action Plans - Amber**

The 21/22 Budget for Resources includes Action Plans of £16.626m. Each of these is currently expected to be delivered with the exceptions of:

**Catering.** The £785k Action plan to generate additional income has been impacted by Covid. This pressure is reflected in the above figures, with a mitigation of staff savings offsetting much of the pressure. This action plan is therefore rated as amber.

**Contact Centre/Digital Access.** A budget action plan of £420k requires channel shift to fully deliver. £260k of the action plan has been achieved to date through the Early Leavers initiative. The action plan is rated as amber.

**3.5.5 Strategic & Central Accounts** - At the end of December, the Strategic & Central accounts projection is an overspend of £0.75m, before taking into account the application of funding to address the £27.7m COVID pressures projected in directorate positions.

The Strategic projection recognises a £1m pressure in relation to the Council's levy payment to the West Yorkshire Combined Authority, which was higher than anticipated when the budget was set, and pressures of £1.2m in the delivery of corporate savings targets and £0.5m in respect of budgeted capitalisations. A cost of £0.3m in relation to the settlement of disputed historical energy bills has also been recognised. These pressures are netted down by projected savings in the debt budget of £2.4m.

Contained within the published Provisional Local Government for 2022/23 was an announcement of a further year's allocation of New Homes Bonus. Therefore an additional projected £6.8m receivable in New Homes Bonus grant will be transferred to the Strategic Contingency Reserve for use in future years.

The 2021/22 budget for Strategic contained £0.8m of net savings in Budget Action Plans. An amber risk is currently reflected against £1.05m of budgeted savings in respect of the delivery of customer contact savings.

- 3.5.6** Directorate dashboards highlight a projected COVID-19 overspend of £27.7m. The Council has received £24.3m of Government funding towards the costs of COVID-19 additional expenditure for the first quarter of the 2021/22. £7.6m of this funding had been included in the Strategic Budget as a COVID contingency, with the remaining grant placed in a COVID reserve. The application of the £7.6m budgeted COVID contingency, £15.4m of grant funding from the COVID reserve and the compensation for eligible income losses of £3.0m are also reflected in the Strategic position and in the appended dashboard. After the application of these funds there remains a COVID pressure of £1.762m.
- 3.5.7** A projected non-COVID underspend of £1.290m is projected against the Council's 2021/22 revenue budget which combined with the COVID overspend results in an overall forecast variation of £0.472m.
- 3.5.8** The reported position does not reflect the potential effects of any further local or national lockdown arrangements not yet introduced which could impact on these financial projections. Government support for additional general expenditure and eligible income losses related to COVID is currently unavailable beyond 30th June 2021. A range of schemes supporting businesses will end on 31<sup>st</sup> March 2022 and it remains complex to estimate the continued impact of COVID-19 on council tax and business rates income. There are signs that there may be some recovery in both Business Rates and Council Tax, although this remains contingent on the continued opening of the local economy. A summary is given of the continuing areas of concern at paragraph 4.4.
- 3.5.9** The Council has budgeted for a £1.6m increase in pay costs to provide a minimum pay increase of £250 in 2021/22 for all staff earning less than £24,000, as announced at the 2020 Spending Review. National Employers made a final offer in July 2021, based on which NJC staff on SCP1 would receive a 2.75% increase, all other NJC staff a 1.75% increase and JNC staff a 1.5% increase. The reported

position for each directorate at Month 9 reflects the estimated impact of this final offer on staffing costs. Pay negotiations are ongoing, and there remains a risk that the final pay award agreed will exceed this level of provision.

- 3.5.10 Significant global increases in gas and electricity prices have been experienced since late 2020, with current prices at an unprecedented high. The Council purchases gas and electricity in advance in line with its agreed risk strategy, and so has already hedged the price for the vast majority of its energy requirement for 2021/22, and for a substantial proportion for 2022/23. However, there remains a proportion of our forecast volume requirement for which we have not yet secured the price.
- 3.5.11 The 2021/22 budgets for gas and electricity total £20.93m. The latest estimate for 2021/22 is £21.63m for gas and electricity combined (£0.7m over budget). However, if the prices currently being forecast based on the current market conditions are realised, the estimated overall cost would be £23.95m (£3.0m over budget). Approximately 70% of this pressure would fall on the General Fund, with 21% falling to Schools and 9% to the HRA. The pressure on the General Fund may therefore range from approximately £0.5m to £2.1m. As part of the 21/22 budget process, an Energy Reserve of £1.07m was created. It is therefore likely that a substantial call on this reserve may be made. Because of the uncertainty with regard to the likely impact of energy price increases upon the Council's financial position a variation on energy has not been included in these financial projections, although it is recognised that there is likely to be a pressure on approved budgets. The Council's Energy team will continue to monitor the market and to purchase energy at the optimum time based on expert market advice, whilst observing the agreed risk strategy.
- 3.5.12 The budget for 2021/22 requires the delivery of £56.1m of savings. Detailed budget action plans have been developed to identify how these savings will be achieved and progress against these action plans is monitored and reported throughout the year. At the end of December, it is anticipated that the required £56.1m of budgeted savings will be delivered in full or managed through mitigating actions, with the exception of £0.7m relating to three savings plans in the Children and Families directorate. Areas of risk are highlighted in directorate narratives above with further detail provided at Appendix 3.

## 3.6 COVID Reserve

- 3.6.1 The £16.7m COVID Reserve was created in the 2021/22 Budget to be applied to any pressures arising which exceeded the initial estimate of COVID impact in 2021/22. In addition to the use reported above (£15.4m in the Strategic position and a further £0.8m in directorate positions), the July meeting of this Board approved the use of £0.52m to support the delivery of Free School Meals across the summer school holidays. As such, based on current projections, this reserve will be applied in full in 2021/22.

## 4. Other Financial Performance

### 4.1 Council Tax

The Council Tax in-year collection rate at the end of December was 79.43%. For comparison, in December 2020 the in-year collection rate was 80.19%, and in December 2019, a 'normal' year, the in-year collection rate was 80.79%. The collection rate requires continued monitoring as the economy recovers, however the collection rate in the fullness of time for 2021/22 was assumed to be 1% lower, at 98%, than in a normal year in the 2021/22 Budget. Currently this additional allowance for non-collection appears to allow sufficient provision.

Leeds' share of the declared Council Tax deficit for 2020/21 (at 31<sup>st</sup> December 2020) has been incorporated into the 2021/22 budget. The declared deficit was £15.557m. This has been adjusted for the 3-year spreading legislated by Government in order that authorities can better manage deficits arising as a result of the economic impact of COVID-19. The deficit that is budgeted to be repaid in 2021/22 is therefore £4.951m, with Leeds share of this being £4.196m. This repayment is a fixed amount.

The actual closing deficit for 2020/21 was £13.958m. Adjusting this for the 3-year deficit spreading results in an opening deficit on the collection fund of £3.704m, with Leeds share of this being £3.14m. The £1.056m improvement will benefit the General Fund in 2022/23.

In addition to the above, Government introduced a Local Tax Income Guarantee (LTIG), applying to both Council Tax and Business Rates. Losses in scope will be compensated by Government at a rate of 75%. The 2021/22 budget reflected the assumption that a grant of around £5.2m would be payable to the Authority under this scheme. As the 2020/21 outturn position improved compared to the position in the Budget, the grant we expect to receive will be lower. The 2021/22 Budget and the Medium-Term Financial Strategy reflect that this funding will not be utilised in 2021/22, but will, instead, be held in reserve and applied in 2023/24 when the final instalment of the 2020/21 deficit will become payable.

At the end of December 2021 the in-year projection for Council Tax is a surplus of £1.050m, resulting in a proposed projected closing deficit to be declared of £2.654m. Leeds share of this deficit will be £2.249m, a General Fund cost to be met in 2022/23.

### 4.2 Business Rates

The budgeted collection rate for business rates is to achieve an in-year collection target of 96.5%, collecting £367.8m of business rates income. However, the Board will be aware that, in response to the ongoing effects of the COVID-19 pandemic, the Government subsequently announced significant additional business rates reliefs, reducing the income to be collected directly from business to £320.0m as at 31<sup>st</sup> December 2021. These reliefs gave 100% business rates relief to retail and leisure establishments and children's nurseries until 30<sup>th</sup> June 2021, although the total relief that any one ratepayer can claim is capped at £2m nationally if they were forced to close in 2021/22 or £105,000 nationally if they could remain open, with a sliding scale of relief subsequently until 31<sup>st</sup> March 2022 when all COVID-19 related

reliefs are due to end. The costs to the Council's retained Business Rates income will be funded in full by Government through Section 31 grants. This reduces the risk to the Authority regarding non-collection of business rates income. The collection rate at the end of December 2021 was 75.09%, which is 1.57% lower than the collection at this time in 2020/21, largely due to the impact of the new 100% reliefs in the first three months which have affected the profile of payments becoming due during the year. The collection rate is 6.01% below that in 2019/20, the last 'normal year'. Current projections are that in the fullness of time collection will be 7.7% below that of a normal year, which results in bad debt provisions required to be created in 2021/22 of £13.0m. At the time of the 2021/22 Budget these provisions were budgeted to cost £13.2m. The revised costs have been incorporated into the estimated declared deficit to be met in 2022/23.

The total rateable value of business properties in Leeds has reduced from £929.3m at the time of the 2021/22 budget to £926.6m as at 31<sup>st</sup> December 2021, a decrease of £2.7m. The 2021/22 budget includes an expected reduction in Rateable Value of £11.2m for the full year. The reduction in the rate of decline of the tax base has been incorporated into the estimated declared deficit to be met in 2022/23.

Leeds' share of the declared Business Rates deficit from 2020/21 (at 31<sup>st</sup> December 2020) has been incorporated into the 2021/22 budget. The total declared deficit on the Collection Fund was £234.9m, largely driven by the extended reliefs introduced in 2020/21 by the Government in response to the pandemic, fully funded by section 31 Government grant held in reserve. Leeds' share of the unfunded declared deficit is £36.7m, which will be spread over three years in accordance with Government legislation. £12.2m of this unfunded deficit will be paid in 2021/22 and is fixed.

Since declaration a number of issues underlying the declared deficit have been clarified. These positively affected previous assumptions regarding claims for Empty Rate Relief during lockdowns; ratepayer appeals, many of whom claimed a Material Change of Circumstance due to the pandemic that will not now be successful; and the forecast continued reduction in the tax base in Leeds in 2020/21. Taking these into account, the actual closing deficit for 2020/21 is an improvement of £13.5m from the position declared and used in the 2021/22 budget, leaving an opening surplus for the 2021/22 of £1.2m. This improvement will benefit the General Fund in 2022/23.

As at the 31<sup>st</sup> December 2021 it is projected that Leeds share of the in-year deficit will be £29.4m, largely due to the reliefs introduced by Government in March 2021 in response to the COVID-19 situation. These reliefs are fully funded by section 31 grants, £32.1m of which will be held in reserve to meet the cost of this deficit in 2022/23. Leeds share of the projected declared deficit in 2021/22 will be £28.2m.

Government introduced a Local Tax Income Guarantee (LTIG) for 2020/21, with losses in scope compensated by Government at a rate of 75%. The 2021/22 budget reflects the assumption that a grant of around £25.8m would be receivable under this scheme. As the 2020/21 outturn position was significantly improved compared to the declared position in the Budget, the grant we expect to receive will be significantly lower. Of the funding received, £8.6m will be applied in 2021/22 and the remainder will be held in reserve to partially meet the unfunded final instalment of the 2020/21 Business Rates deficit in 2023/24.

### 4.3 **Business's Rates Appeals**

The opening appeals provisions for 2021/22 are £30.0m, made up of £7.7m relating to appeals received against the 2010 ratings list and £22.3m estimated costs in relation to the 2017 ratings list. Under 50% Business Rates Retention, Leeds' budget is affected by 49% of any appeals provision made in this year.

On the 31<sup>st</sup> December 2021, there were 144 appeals outstanding against the 2010 ratings list. During December 2021 19 appeals have been settled, none of which has resulted in changes to rateable values. No new appeals have been received in December. Currently, 5.7% of the city's total rateable value on the 2010 list is subject to at least one appeal. Currently £5.5m are held in provisions for appeals against the 2010 Rating List.

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. There are only four outstanding appeals that have been submitted to the Valuation Tribunal, the final stage of the new process.

However, during the national lockdowns in 2020/21 there was a significant upsurge in the number of Checks and Challenges submitted to the Valuation Office. Most of these claimed a Material Change of Circumstance due to the restrictions to economic activity during the crisis. Initially the Council provided for the estimated costs of these appeals should they result in reductions to rateable value and this was included in the declared deficit position for 2020/21, submitted to Council in February 2021 in the 2021/22 Revenue Budget and Council Tax Report. Subsequently the Government has published primary legislation, which has now received Royal Assent, to ensure that these 'appeals' will not be successful and will not lead to reductions in Rateable Value. As at 31<sup>st</sup> March 2021 the Authority was therefore able to exclude 1,007 Challenges from its calculations of provisions reducing the cost to Leeds in 2020/21 by £6.4m.

As at 31<sup>st</sup> December 2021 the Council is providing for a net of 386 other Checks and Challenges against the 2017 ratings list plus provisions for specific issues such as the removal of ATMs located in shops from the 2017 list, expected reduction to hospitals, ambulance and fire stations and expected reductions to a number of GP surgeries. In total the Council holds an estimated £22.9m in provisions for appeals against the 2017 Ratings List.

### 4.4 **Impact of COVID-19 on the Collection Fund in 2021/22 and beyond**

It remains very complex to estimate the continued impact of COVID-19 on council tax and business rates income. It is certain that there does appear to be a continued impact on collection rates, particularly in regard to Business Rates. Concerns persist about growth in the tax bases of both Council Tax and Business Rates, and the increased impact of Empty Rates Relief on Business Rates income has been especially pronounced in 2021/22 as COVID reliefs have progressively reduced. In 2023 it is widely predicted that the Revaluation of Rateable Values for Business Rates will see a considerable reduction in the tax base for most billing authorities as a result of the pandemic. Although the Business Rates Retention

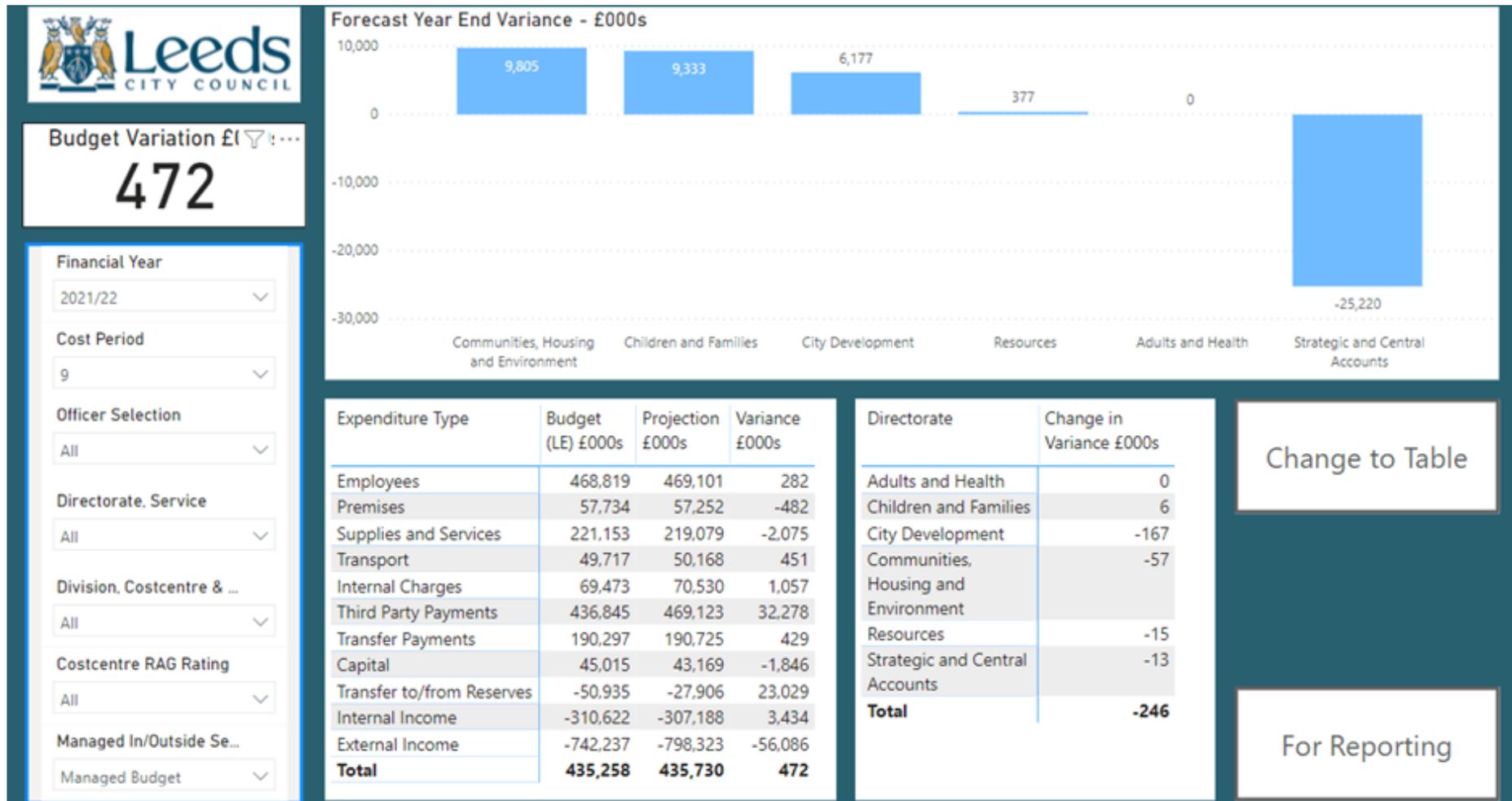
Scheme is meant to adjust for Revaluations to make them revenue neutral for local government, this may entail a significant shift between locally generated resources and grant funding. All these factors will require close monitoring over the coming months and will be incorporated in the financial models used to project the Council's available resources over the period of the current Financial Strategy.

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

- 5.1 At the end of Month 9 the HRA is projecting a balanced position.
- 5.2 There is a forecast reduction in rental income of £1,460k mainly due to a temporary increase in the number of void properties because of the ongoing impact of COVID-19. There is a £125k pressure on service charges due to the delay in implementing the new Retirement Life charge as facilities have been unable to open during the first quarter of the year due to COVID restrictions. These income pressures are partially offset by additional external telecoms income of £195k.
- 5.3 Employee costs are forecast to underspend by £1,704k. The projected saving is a result of the time taken to fill vacant posts following the ELI process and service realignment. The savings are partially offset by a £1,339k reduction in the staff costs chargeable to the capital programme.
- 5.4 The £157k balance on the Welfare Reform reserve will be utilised in year as the Enhanced Income Team has now been integrated back into the Housing Management staffing structure, therefore the reserve is no longer required.
- 5.5 There is a forecast pressure on the disrepair budget of £1.97m for the year, this pressure has been offset by utilising the disrepair / repairs reserve.
- 5.6 There is a forecast pressure on the repairs to dwellings budget of £1.94m due to the catch up costs from the COVID-19 backlog and price pressures, this pressure has been offset by using the disrepair / repairs reserve.
- 5.7 The provision for doubtful debt figure has been reviewed and the projection is now forecast to be £401k lower than budgeted.
- 5.8 There is a forecast saving of £270k on capital charges due to a realignment of the Council House Growth programme and the impact of lower than forecast interest rates.
- 5.9 A review of the internal recharges has resulted in a £300k saving compared with the budget in 21/22.
- 5.10 Projected Right to Buy sales for the year are projected in line with budget at 610 with 407 completed sales at the end of December.

Overall Summary

Financial Dashboard 2021/22 Financial Year



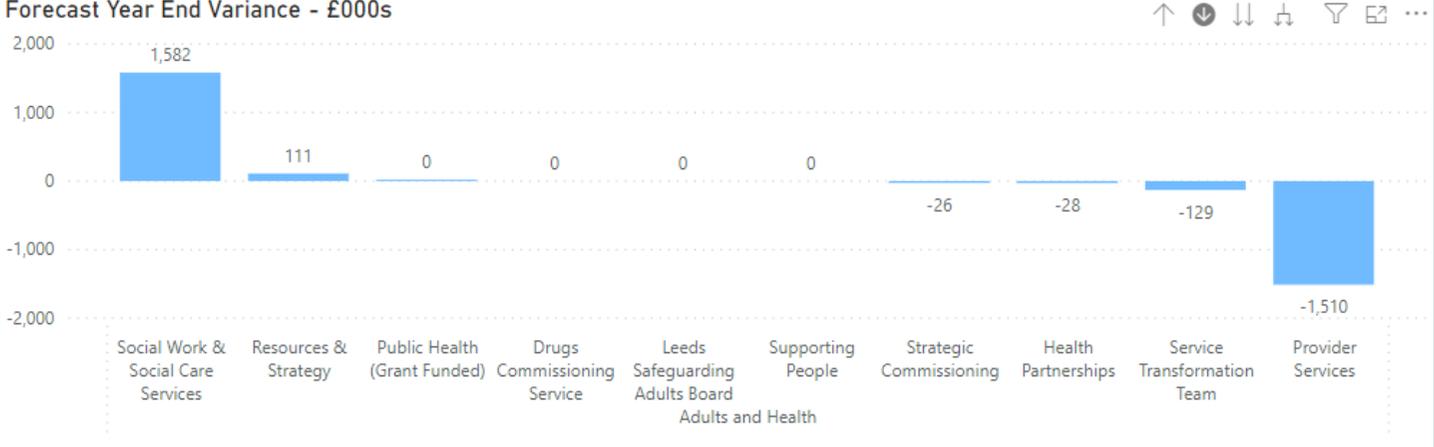
Financial Dashboard 2021/22 Financial Year



**Budget Variation £000s**

# 0

Forecast Year End Variance - £000s



Department	Variance (£000s)
Social Work & Social Care Services	1,582
Resources & Strategy	111
Public Health (Grant Funded)	0
Drugs Commissioning Service	0
Leeds Safeguarding Adults Board	0
Supporting People	0
Strategic Commissioning	-26
Health Partnerships	-28
Service Transformation Team	-129
Provider Services	-1,510

Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	58,011	58,359	349
Premises	1,077	1,087	11
Supplies and Services	7,550	12,161	4,611
Transport	948	923	-25
Internal Charges	11,652	12,888	1,236
Third Party Payments	282,026	305,345	23,319
Transfer Payments	10,323	10,524	202
Capital		0	0
Transfer to/from Reserves	-3,294	-3,133	161
Internal Income	-5,137	-6,936	-1,799
External Income	-168,071	-196,135	-28,064
<b>Total</b>	<b>195,084</b>	<b>195,084</b>	<b>0</b>

Directorate	Change in Variance £000s
Adults and Health	0
<b>Total</b>	<b>0</b>

Change to Table

For Reporting

Financial Year

2021/22

Cost Period

9

Officer Selection

All

Directorate, Service

All

Division, Costcentre & ...

All

Costcentre RAG Rating

All

Managed In/Outside Se...

Managed Budget



Financial Dashboard 2021/22 Financial Year

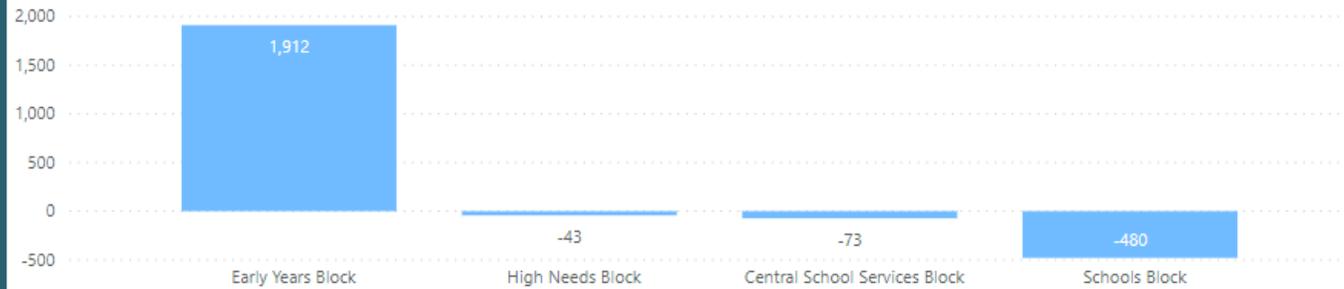


DSG Variation £000s

1,316

Overspend (+) / Underspend (-)

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



Financial Year

2021/22

Cost Period

9

Income / Expenditure

All

Sub-Block

All

Cost Description

All

For Reporting

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	-329,912	-317,938	11,974	329,912	317,458	-12,454	0	-480	-480
High Needs Block	-92,284	-89,918	2,365	92,284	89,875	-2,408	0	-43	-43
Early Years Block	-58,279	-58,367	-88	58,279	60,279	2,000	0	1,912	1,912
Central School Services Block	-5,156	-5,156	0	5,156	5,083	-73	0	-73	-73
<b>Total</b>	<b>-485,631</b>	<b>-471,380</b>	<b>14,251</b>	<b>485,631</b>	<b>472,695</b>	<b>-12,936</b>	<b>0</b>	<b>1,316</b>	<b>1,316</b>

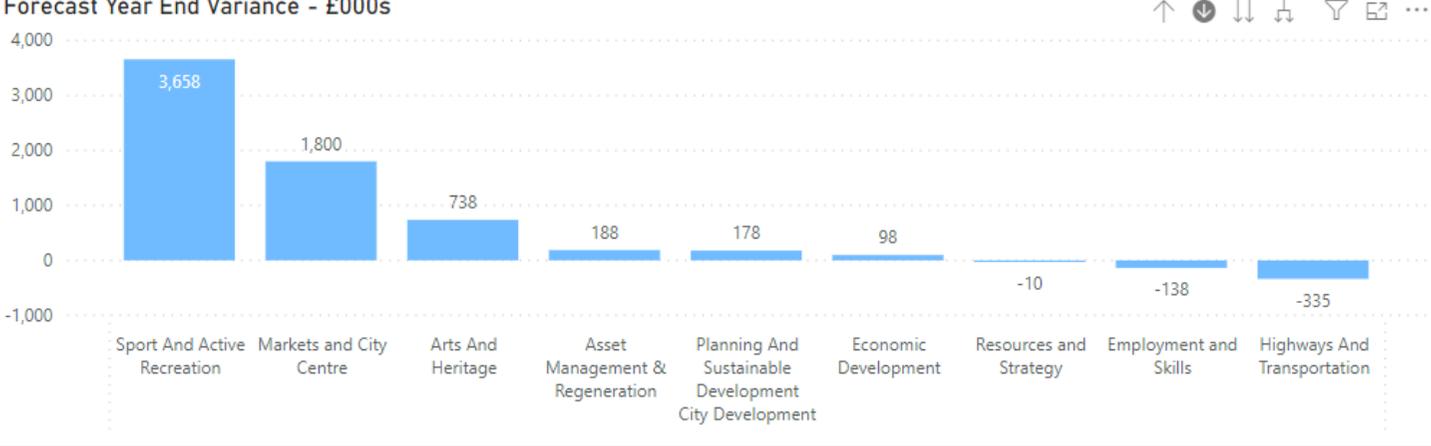
DSG Reserves

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
General	3,134	1,681	4,815	1,751	518	5,403
De-delegated	-1,132	0	-1,132	-436	1,000	-568
<b>Total</b>	<b>2,002</b>	<b>1,681</b>	<b>3,683</b>	<b>1,315</b>	<b>1,518</b>	<b>4,835</b>

Financial Dashboard 2021/22 Financial Year



Forecast Year End Variance - £000s



Budget Variation £000s

# 6,177

Financial Year

2021/22

Cost Period

9

Officer Selection

All

Directorate, Service

All

Division, Costcentre & ...

All

Costcentre RAG Rating

All

Managed In/Outside Se...

Managed Budget

Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	63,943	63,134	-809
Premises	27,104	27,161	57
Supplies and Services	44,897	44,649	-248
Transport	6,003	5,539	-463
Internal Charges	10,017	10,233	216
Third Party Payments	166	166	0
Transfer Payments		0	0
Capital		0	0
Transfer to/from Reserves	-1,560	-1,847	-288
Internal Income	-41,495	-40,755	740
External Income	-78,114	-71,142	6,972
<b>Total</b>	<b>30,960</b>	<b>37,137</b>	<b>6,177</b>

Directorate	Change in Variance £000s
City Development	-167
<b>Total</b>	<b>-167</b>

Change to Table

For Reporting

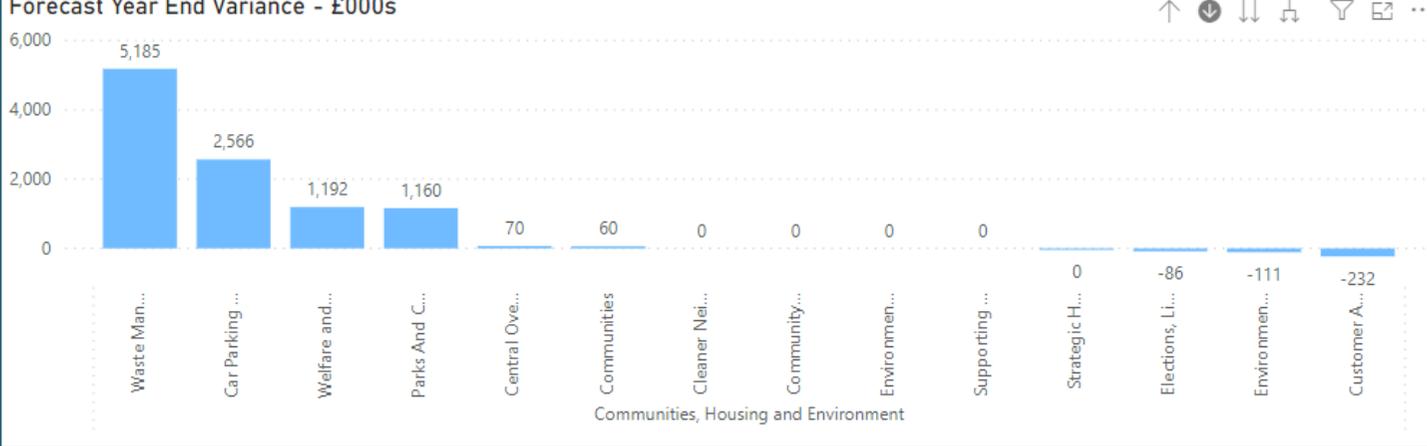
Financial Dashboard 2021/22 Financial Year



**Budget Variation £000s**

# 9,805

Forecast Year End Variance - £000s



**Financial Year**

2021/22

**Cost Period**

9

**Officer Selection**

All

**Directorate, Service**

All

**Division, Costcentre & ...**

All

**Costcentre RAG Rating**

All

**Managed In/Outside Se...**

Managed Budget

Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	91,135	92,274	1,138
Premises	10,330	9,909	-421
Supplies and Services	44,960	46,700	1,740
Transport	9,693	10,790	1,097
Internal Charges	12,585	12,526	-59
Third Party Payments	19,155	19,155	0
Transfer Payments	175,088	175,088	0
Capital		0	0
Transfer to/from Reserves	-1,272	-1,060	212
Internal Income	-38,008	-36,748	1,260
External Income	-248,733	-243,896	4,837
<b>Total</b>	<b>74,933</b>	<b>84,738</b>	<b>9,805</b>

Directorate	Change in Variance £000s
Communities, Housing and Environment	-57
<b>Total</b>	<b>-57</b>

Change to Table

For Reporting

Financial Dashboard 2021/22 Financial Year



Surplus (-) / Deficit (+) £000s

0

Financial Year

2021/22

Cost Period

9

Officer Selection

All

Service Division

All

Costcentre & Descripti...

All

Costcentre RAG Rating

All

HRA Income	Budget (LE) £000s	Projection £000s	Variance £000s	Change in Variance £000s
▲ Dwelling Rents	-209,900	-208,440	1,460	369
Non Dwelling Rents	-3,258	-3,217	42	0
Service Charges	-9,021	-8,895	125	0
Internal Income	-9,650	-8,312	1,339	74
Grants	-21,385	-21,385	0	0
External Income	-2,033	-2,228	-195	0
<b>Total</b>	<b>-255,248</b>	<b>-252,477</b>	<b>2,771</b>	<b>443</b>

HRA Expenditure	Budget (LE) £000s	Projection £000s	Variance £000s	Change in Variance £000s
▲ Discretionary Housing Payments (DHP)	500	500	0	0
Council Tax on Voids	793	793	0	0
Disrepair Provision	1,400	3,370	1,970	0
Repairs to Dwellings	44,853	46,794	1,941	0
Employees	30,222	28,518	-1,704	38
<b>Total</b>	<b>254,918</b>	<b>256,943</b>	<b>2,025</b>	<b>-376</b>

Surplus (-) / Deficit (+)	Budget (LE) £000s	Projection £000s	Variance £000s	Change in Variance £000s
▼ Net Position	-330	4,466	4,796	1
Appropriation: Sinking Funds	188	-538	-726	0
Appropriation: Reserves	141	-3,927	-4,069	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

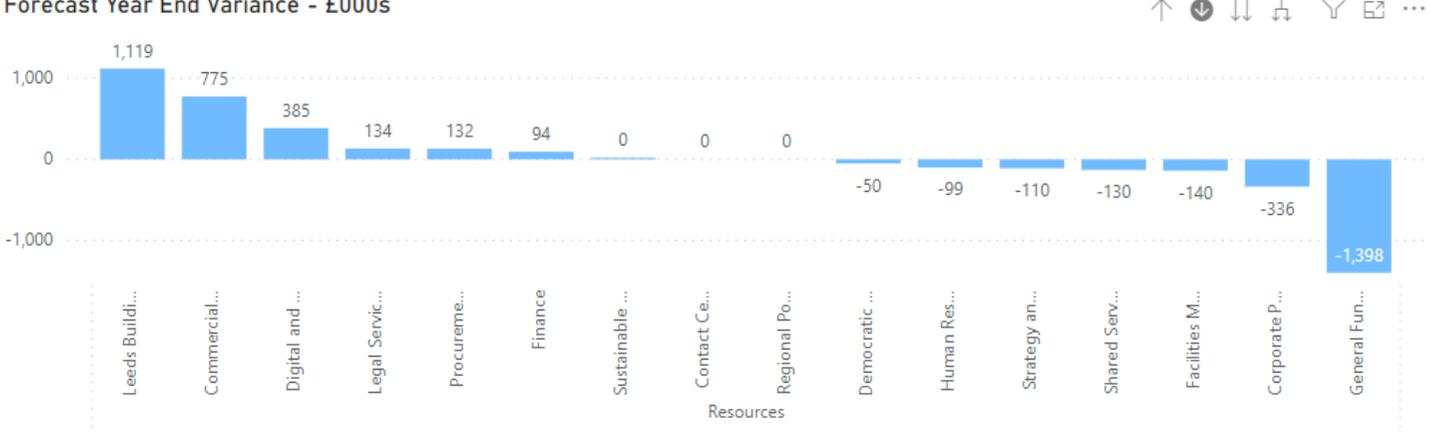
HRA Reserves

For Reporting

Financial Dashboard 2021/22 Financial Year



Forecast Year End Variance - £000s



Budget Variation £000s

# 377

Financial Year: 2021/22

Cost Period: 9

Officer Selection: All

Directorate, Service: All

Division, Costcentre & ...: All

Costcentre RAG Rating: All

Managed In/Outside Se...: Managed Budget

Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	153,342	153,124	-219
Premises	16,236	15,724	-512
Supplies and Services	56,611	53,926	-2,685
Transport	20,565	20,551	-14
Internal Charges	4,672	4,502	-171
Third Party Payments	28	28	0
Transfer Payments	40	40	0
Capital		0	0
Transfer to/from Reserves	-1,100	-1,226	-125
Internal Income	-154,765	-150,000	4,765
External Income	-18,266	-18,928	-662
<b>Total</b>	<b>77,363</b>	<b>77,740</b>	<b>377</b>

Directorate	Change in Variance £000s
Resources	-15
<b>Total</b>	<b>-15</b>

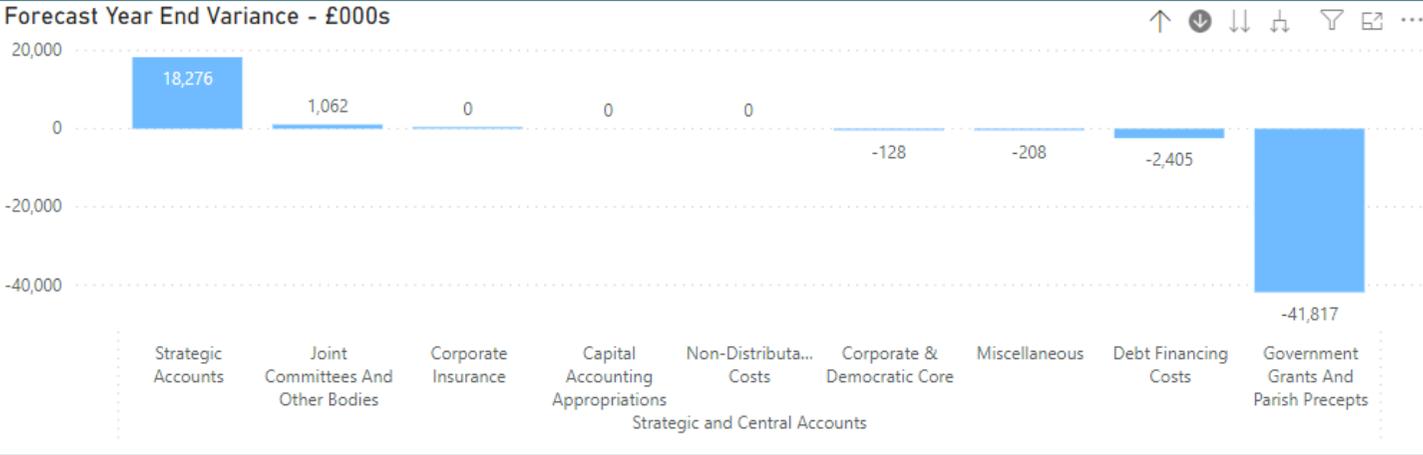
Change to Table

For Reporting

Financial Dashboard 2021/22 Financial Year



Forecast Year End Variance - £000s



**Budget Variation £000s**

-25,220

**Financial Year**

2021/22

**Cost Period**

9

**Officer Selection**

All

**Directorate, Service**

All

**Division, Costcentre & ...**

All

**Costcentre RAG Rating**

All

**Managed In/Outside Se...**

Managed Budget

Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	4,807	4,578	-228
Premises		350	350
Supplies and Services	5,023	869	-4,154
Internal Charges	4,041	3,902	-139
Third Party Payments	35,765	36,827	1,062
Transfer Payments	803	913	110
Capital	45,015	43,169	-1,846
Transfer to/from Reserves	-43,418	-20,398	23,020
Internal Income	-40,654	-42,377	-1,724
External Income	-71,488	-113,159	-41,671
<b>Total</b>	<b>-60,105</b>	<b>-85,326</b>	<b>-25,220</b>

Directorate	Change in Variance £000s
Strategic and Central Accounts	-13
<b>Total</b>	<b>-13</b>

Change to Table

For Reporting

## Leeds City Council - Summary

## Budget Action Plan 2021/22 Financial Year

## Budget Action Plans by Status - £000s

Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
▲						
At significant risk of not delivering	6	1,523	21	1%	599	924
High risk	11	3,262	273	8%	773	2,489
Some risk	14	5,676	1,825	32%	5,252	424
Savings figure may/will be revised down	5	1,651	772	47%	1,494	158
On track, no issues	105	31,558	20,898	66%	32,058	-500
Savings achieved	28	6,786	6,679	98%	6,697	90
Delivered in full	24	5,680	5,080	89%	5,680	0
<b>Total</b>	<b>193</b>	<b>56,136</b>	<b>35,548</b>	<b>63%</b>	<b>52,552</b>	<b>3,584</b>

## Projected Savings vs. Budgeted


[Link to MTFS](#)

## Other Savings Measures

## Budget Action Plans by Status - £000s

Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
▲						
High risk	6	3,831	916	24%	2,213	1,618
Savings figure may/will be revised down	1	500	375	75%	500	0
On track, no issues	12	1,975	1,386	70%	1,975	0
Delivered in full	1	150	150	100%	150	0
<b>Total</b>	<b>20</b>	<b>6,456</b>	<b>2,827</b>	<b>44%</b>	<b>4,838</b>	<b>1,618</b>

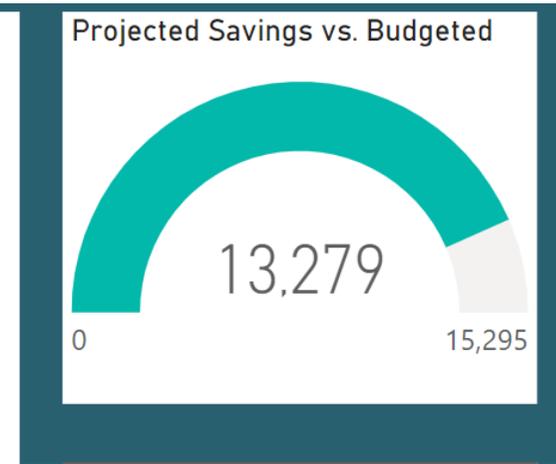
## Projected Savings vs. Budgeted



Budget Action Plan 2021/22 Financial Year

**Budget Action Plans by Status - £000s**

Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
▲ At significant risk of not delivering	2	1,236	0	0%	550	686
High risk	6	1,672	221	13%	442	1,230
Some risk	1	500	368	74%	400	100
On track, no issues	14	6,938	4,237	61%	6,938	0
Savings achieved	6	1,236	1,236	100%	1,236	0
Delivered in full	8	3,713	3,113	84%	3,713	0
<b>Total</b>	<b>37</b>	<b>15,295</b>	<b>9,175</b>	<b>60%</b>	<b>13,279</b>	<b>2,016</b>



## Budget Action Plan 2021/22 Financial Year

## Red and Amber Risk Areas

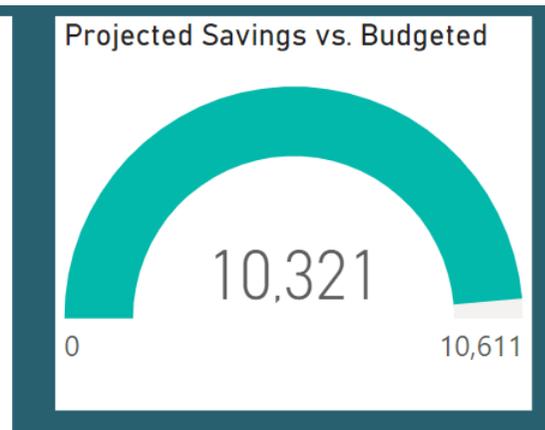
Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	Latest	Budgeted £'000s	Achieved to date / £'000s	Budgeted achieved to date %	Projected £'000s	Projected Shortfall / (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted savings	BAU	Review of care packages	Shona McFarlane	Some risk	500	368	74%	400	100	£400k forensic 1 to 1's. £100k Homecare Double Ups. Shortfall on Homecare double ups
Budgeted savings	SR	Increase in client contributions	Shona McFarlane John Crowther	At significant risk of not delivering	1,076	0	0%	550	526	The consultation on the removal of the MAC charge and charging for two carers for one hour has undergone extensive scrutiny, delaying the potential implementation. Some clients will then need to be reassessed so savings only likely for a max of two months
Budgeted savings	BAU	Assistive Technology	Shona McFarlane	High risk	300	0	0%	0	300	Meant to be achieved through increasing the number of people receiving a referral for reablement and assistive technology and therefore reducing the cost of on going long term care. This has not happened in 2021/22
Budgeted savings	BAU	Recovery of Payments for Care not Delivered	Shona McFarlane	High risk	489	0	0%	0	489	Two extra staff needed to fulfil this role. Recruited in August but they have been diverted to others tasks. Not expected to be able to focus on this until February
Budgeted savings	SR	Commissioned services for working age adults proposals: reduction in grant funding	Shona McFarlane Caroline Baria	High risk	33	8	24%	17	16	Savings were to be achieved from a 10% reduction in commissioned services. Due to the need for a 6 month notification period only 50% expected to be achieved in 21/22. Full saving expected in 22/23. Reserves cover 21/22 shortfall
Budgeted savings	SR	Strategic Commissioning (Older Adults) proposals: 10% reduction in grant funding	Shona McFarlane Caroline Baria	High risk	24	6	25%	12	12	Savings were to be achieved from a 10% reduction in commissioned services. Due to the need for a 6 month notification period only 50% expected to be achieved in 21/22. Full saving expected in 22/23. Reserves cover 21/22 shortfall
Budgeted savings	SR	Commissioned services for working age adults proposals: reduction in grant funding	Shona McFarlane Caroline Baria	High risk	348	87	25%	174	174	Savings were to be achieved from a 10% reduction in commissioned services. Due to the need for a 6 month notification period only 50% expected to be achieved in 21/22. Full saving expected in 22/23. Reserves cover 21/22 shortfall
Budgeted savings	SR	Strategic Commissioning (Older Adults) proposals: 10% reduction in grant funding	Shona McFarlane Caroline Baria	High risk	478	120	25%	239	239	Savings were to be achieved from a 10% reduction in commissioned services. Due to the need for a 6 month notification period only 50% expected to be achieved in 21/22. Full saving expected in 22/23. Reserves cover 21/22 shortfall
Budgeted savings	SR	Increase in client contributions	John Crowther	At significant risk of not delivering	160	0	0%	0	160	Appointeeship Charges deferred until 22/23. Impact to be addressed via other savings

Savings achieved	4,949	4,349	88%	4,949	0
Cancelled	0	0	0%	0	0
High risk	2,908	221	8%	992	1,916
Some risk	500	368	74%	400	100
On track, no issues	6,938	4,237	61%	6,938	0
<b>Total</b>	<b>15,295</b>	<b>9,175</b>	<b>60%</b>	<b>13,279</b>	<b>2,016</b>

Budget Action Plan 2021/22 Financial Year

**Budget Action Plans by Status - £000s**

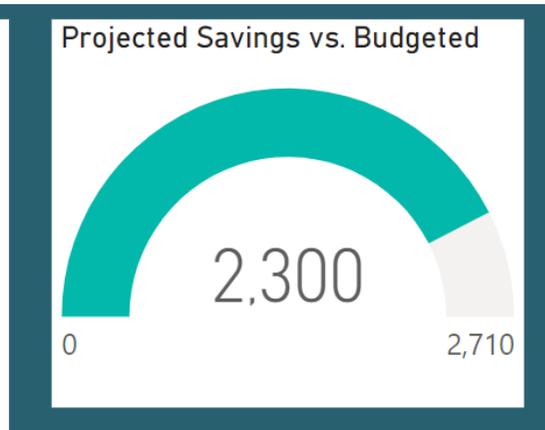
Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
High risk	2	190	0	0%	190	0
Some risk	4	2,470	300	12%	2,270	200
On track, no issues	9	3,436	827	24%	3,436	0
Savings achieved	4	1,315	1,208	92%	1,225	90
Delivered in full	13	3,200	3,200	100%	3,200	0
<b>Total</b>	<b>32</b>	<b>10,611</b>	<b>5,535</b>	<b>52%</b>	<b>10,321</b>	<b>290</b>



Other Savings Measures

**Budget Action Plans by Status - £000s**

Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
High risk	4	2,140	433	20%	1,730	410
On track, no issues	3	420	220	52%	420	0
Delivered in full	1	150	150	100%	150	0
<b>Total</b>	<b>8</b>	<b>2,710</b>	<b>803</b>	<b>30%</b>	<b>2,300</b>	<b>410</b>



## Budget Action Plan 2021/22 Financial Year

## Red and Amber Risk Areas

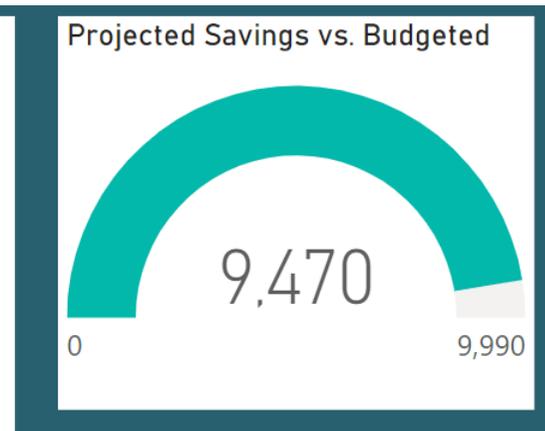
Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	Latest	Budgeted £'000s	Achieved to date / £'000s	Budgeted achieved to date %	Projected £'000s	Projected Shortfall / (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted savings	BAU	Increase in income from Adel Beck Placement charges	Ruth Terry	Some risk	250	0	0%	250	0	Whilst additional income is expected this needs to be considered in the context of overall budget position of Adel Beck
Budgeted savings	BAU	CCG Income	Julie Longworth	Some risk	1,700	0	0%	1,700	0	Negotiations ongoing with the CCG
Budgeted savings	BAU	Safeguarding partnership – management costs	Sal Tariq	High risk	40	0	0%	40	0	Revised plan to deliver these savings subject to governance, so may be a delay in implementation
Other savings measures	BAU	Review of CLA pressure previously assumed	Ruth Terry	High risk	410	0	0%	0	410	Significant pressures reported on the CLA budget and unable to deliver. No mitigating savings identified.
Budgeted savings	BAU	Contract savings	Tim Pouncey	Some risk	500	300	60%	300	200	£200k shortfall against this target, no mitigating savings yet identified
Budgeted savings	BAU	Running costs	Tim Pouncey	High risk	150	0	0%	150	0	0
Budgeted savings	0	Taxi Contract	Tim Pouncey	Some risk	20	0	0%	20	0	0
Other savings measures	0	Additional income - moved in MTFS to Grants, so is not part of the Savings Review total figure	Sal Tariq	High risk	1,250	433	35%	1,250	0	Further income expected to be identified
Other savings measures	BAU	Running costs	Tim Pouncey	High risk	150	0	0%	150	0	0
Other savings measures	x	Additional income	Sal Tariq	High risk	330	0	0%	330	0	Further income expected to be identified

<b>Savings achieved</b>	4,665	4,558	98%	4,575	90
<b>Cancelled</b>	0	0	0%	0	0
<b>High risk</b>	2,330	433	19%	1,920	410
<b>Some risk</b>	2,470	300	12%	2,270	200
<b>On track, no issues</b>	3,856	1,047	27%	3,856	0
<b>Total</b>	<b>13,321</b>	<b>6,338</b>	<b>48%</b>	<b>12,621</b>	<b>700</b>

Budget Action Plan 2021/22 Financial Year

**Budget Action Plans by Status - £000s**

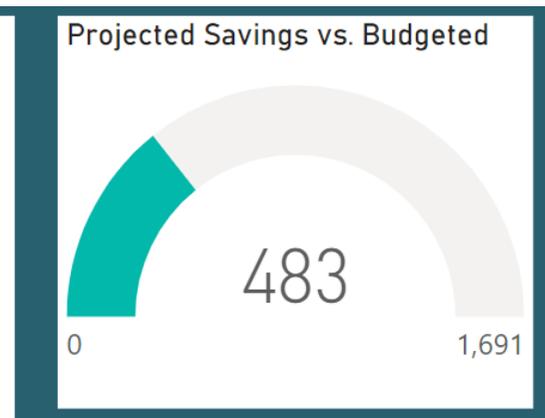
Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
▲						
At significant risk of not delivering	3	237	21	9%	49	188
High risk	2	350	52	15%	141	209
Some risk	7	1,986	1,157	58%	1,862	124
On track, no issues	6	3,182	2,773	87%	3,182	0
Savings achieved	18	4,235	4,235	100%	4,236	0
<b>Total</b>	<b>36</b>	<b>9,990</b>	<b>8,238</b>	<b>82%</b>	<b>9,470</b>	<b>521</b>



Other Savings Measures

**Budget Action Plans by Status - £000s**

Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
▲						
High risk	2	1,691	483	29%	483	1,208
<b>Total</b>	<b>2</b>	<b>1,691</b>	<b>483</b>	<b>29%</b>	<b>483</b>	<b>1,208</b>



## Budget Action Plan 2021/22 Financial Year

## Red and Amber Risk Areas

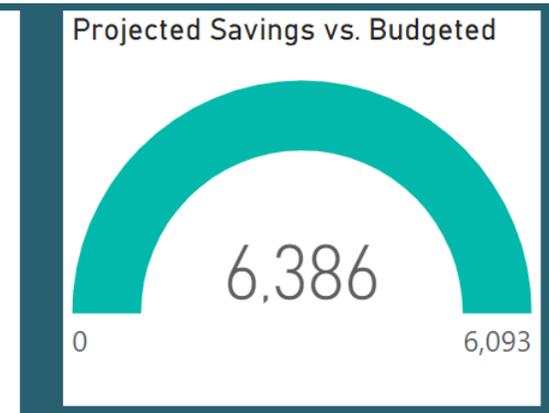
Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	Latest	Budgeted £'000s	Achieved to date / £'000s	Budgeted achieved to date %	Projected £'000s	Projected Shortfall / (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted savings	BAU	Estate Rationalisation and Remodel	Angela Barnicle	Some risk	236	192	81%	192	44	Projection reflects savings from St Georges House.
Budgeted savings	BAU	Markets and City Centre Service	Phil Evans	High risk	200	50	25%	116	84	High risk of all savings within markets not being achieved by year end. Latest forecasts assume 58% will be achieved this year leading to a 84K pressure.
Budgeted savings	BAU	Highways & Transportation	Gary Bartlett	Some risk	900	370	41%	820	80	Additional DLO income target may not be achievable in 21/22 due to delays in recruitment but shortfall managed within the service
Budgeted savings	BAU	Arts, Events & Venues	Eve Roodhouse	Some risk	254	224	88%	254	0	Some risk re Carriageworks Income as a result of covid
Budgeted savings	SR	Strategic Planning	David Feeney	Some risk	100	0	0%	100	0	Staffing savings identified
Budgeted savings	SR	Planning application decision-making process	David Feeney	At significant risk of not delivering	100	0	0%	0	100	Unlikely to achieve saving proposal due to workload pressures within the service as a result of Covid.
Budgeted savings	SR	Lotherton Hall	Eve Roodhouse	At significant risk of not delivering	67	21	31%	49	18	Savings delivered via Service wide review of expenditure (achieved) and through additional Income via One Estate (being monitored)
Budgeted savings	SR	Thwaite Mills	Eve Roodhouse	At significant risk of not delivering	70	0	0%	0	70	Savings delivered via Service wide review of expenditure
Budgeted savings	SR	Breezecard charge	Eve Roodhouse	High risk	150	2	1%	25	125	Breezecard offer launched August. Requires 36,000 sales to achieve target. To be monitored closely as considerable risk
Budgeted savings	SR	Leeds Lights	Eve Roodhouse	Some risk	208	158	76%	208	0	Mostly delivered (savings against Staffing and Transport) along with increased Income being monitored
Budgeted savings	SR	Yeadon Tarn Sailing Centre	Phil Evans	Some risk	88	88	100%	88	0	Proposal to lease ongoing, currently awaiting Business Case review of interested parties. Staffing savings identified in current year
Budgeted savings	SR	John Charles Centre	Phil Evans	Some risk	200	125	63%	200	0	this proposal was in 4 parts, Staffing - achieved, Tennis Centre - on course, Club Bookings and Elite Programme both carry some risk due to delayed offer as a result of covid and capacity issues - under close review
Other savings measures	0	Estate Rationalisation	Angela Barnicle	High risk	376	0	0%	0	376	Fee income from sale of Logic Leeds (c£1.15m) and access rights income will offset
Other savings measures	0	Strategic Investment Fund	Angela Barnicle	High risk	1,315	483	37%	483	832	Projection assumes St Georges House income. Remainder to be offset by fee income from sale of Logic Leeds (c£1.15m)

Savings achieved	4,235	4,235	100%	4,236	0
Cancelled	0	0	0%	0	0
High risk	2,278	556	24%	673	1,605
Some risk	1,986	1,157	58%	1,862	124
On track, no issues	3,182	2,773	87%	3,182	0
<b>Total</b>	<b>11,681</b>	<b>8,721</b>	<b>75%</b>	<b>9,953</b>	<b>1,729</b>

**Budget Action Plan 2021/22 Financial Year**

**Budget Action Plans by Status - £000s**

Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
▲ At significant risk of not delivering	1	50	0	0%	0	50
Savings figure may/will be revised down	4	1,351	772	57%	1,194	158
On track, no issues	31	4,692	3,641	78%	5,192	-500
<b>Total</b>	<b>36</b>	<b>6,093</b>	<b>4,413</b>	<b>72%</b>	<b>6,386</b>	<b>-293</b>



## Budget Action Plan 2021/22 Financial Year

## Red and Amber Risk Areas

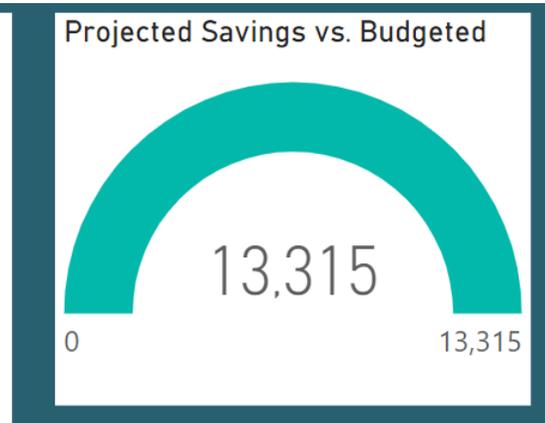
Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	Latest	Budgeted £'000s	Achieved to date / £'000s	Budgeted achieved to date %	Projected £'000s	Projected Shortfall / (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted savings	BAU	Bus Lane Enforcement	John Mulcahy	At significant risk of not delivering	50	0	0%	0	50	Total parking income including BLE is significantly affected by COVID. Assuming this £50k is part of £3m parking income pressures
Budgeted savings	BAU	Environmental Services Staffing	John Woolmer	Savings figure may/will be revised down	683	512	75%	683	0	Approx £40k projected variance 1 x team manager from original proposals - however expected to be offset with other natural vacancies during the year
Budgeted savings	BAU	Ellar Ghyll HWRC	John Woolmer	Savings figure may/will be revised down	75	0	0%	31	44	Not implemented yet but other savings have been identified at household waste sites to offset this specific BAP pressure
Budgeted savings	BAU	Benefits Staffing	Lee Hemsworth	Savings figure may/will be revised down	520	260	50%	461	59	Approx 50% delivered through ELIs at the end of 2020/21. balance from vacant posts pending completion of service review and a restructure. Not materially different
Budgeted savings	0	Parks - Intruder Monitoring	Sean Flesher	Savings figure may/will be revised down	73	0	0%	18	55	Delay in implementation with a minor shortfall expected, pressure expected to be offset by other unrelated staffing underspends

Savings achieved	0	0	0%	0	0
Cancelled	0	0	0%	0	0
High risk	50	0	0%	0	50
Some risk	1,351	772	57%	1,194	158
On track, no issues	4,692	3,641	78%	5,192	-500
<b>Total</b>	<b>6,093</b>	<b>4,413</b>	<b>72%</b>	<b>6,386</b>	<b>-293</b>

**Budget Action Plan 2021/22 Financial Year**

**Budget Action Plans by Status - £000s**

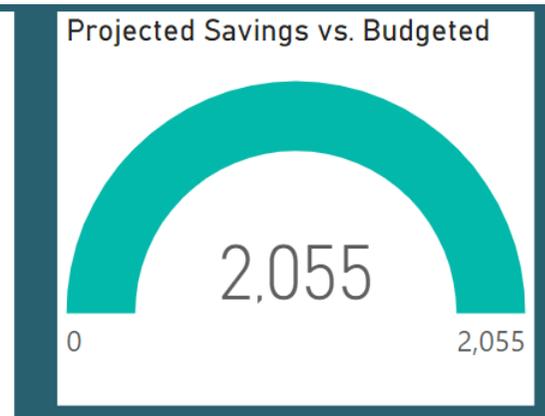
Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
▲						
Some risk	2	720	0	0%	720	0
On track, no issues	44	12,560	9,420	75%	12,560	0
Delivered in full	1	35	35	100%	35	0
<b>Total</b>	<b>47</b>	<b>13,315</b>	<b>9,455</b>	<b>71%</b>	<b>13,315</b>	<b>0</b>



Other Savings Measures

**Budget Action Plans by Status - £000s**

Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
▲						
Savings figure may/will be revised down	1	500	375	75%	500	0
On track, no issues	9	1,555	1,166	75%	1,555	0
<b>Total</b>	<b>10</b>	<b>2,055</b>	<b>1,541</b>	<b>75%</b>	<b>2,055</b>	<b>0</b>



## Budget Action Plan 2021/22 Financial Year

## Red and Amber Risk Areas

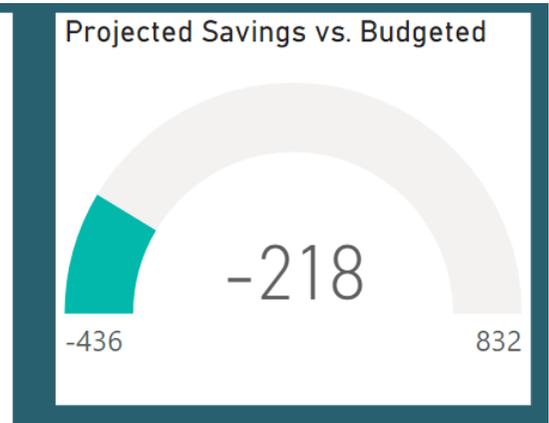
Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	Latest	Budgeted £'000s	Achieved to date / £'000s	Budgeted achieved to date %	Projected £'000s	Projected Shortfall / (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted savings	0	CONTACT CENTRE: CHE>R	Mariana Paxton	Some risk	420	0	0%	420	0	Amber - A budget action plan of £420k requires channel shift to fully deliver. £260k of the action plan has been achieved to date through the Early Leavers initiative. The remainder has been achieved through mitigation in other areas. The action plan is rated as amber.
Budgeted savings	SR	CEL: Increase income	Sarah Martin	Some risk	300	0	0%	300	0	Amber - Action plan to generate additional income has been impacted by Covid. This pressure is reflected in the above figures, with a mitigation of staff savings offsetting much of the pressure. This action plan is therefore rated as amber.
Other savings	0	Other	Various	Savings figure may/will be revised down	500	375	75%	500	0	0

Savings achieved	35	35	100%	35	0
Cancelled	0	0	0%	0	0
High risk	0	0	0%	0	0
Some risk	1,220	375	31%	1,220	0
On track, no issues	14,115	10,586	75%	14,115	0
<b>Total</b>	<b>15,370</b>	<b>10,996</b>	<b>72%</b>	<b>15,370</b>	<b>0</b>

Budget Action Plan 2021/22 Financial Year

Budget Action Plans by Status - £000s

Action Plan Status	No of Savings Plans	Budgeted	Achieved to Date	% Budgeted Achieved to Date	Projected	Shortfall / (Surplus)
High risk	1	1,050	0	0%	0	1,050
Savings figure may/will be revised down	1	300	0	0%	300	0
On track, no issues	1	750	0	0%	750	0
Delivered in full	2	-1,268	-1,268	100%	-1,268	0
<b>Total</b>	<b>5</b>	<b>832</b>	<b>-1,268</b>	<b>-152%</b>	<b>-218</b>	<b>1,050</b>



Budget Action Plan 2021/22 Financial Year

Red and Amber Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	Latest	Budgeted £'000s	Achieved to date / £'000s	Budgeted achieved to date %	Projected £'000s	Projected Shortfall / (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted savings	0	Organisational Change	0	High risk	1,050	0	0%	0	1,050	Revenues/Customer contact savings revised down.
Budgeted savings	0	Organisational Change	0	Savings figure may/will be revised down	300	0	0%	300	0	Revenues/Customer contact savings revised down.

Savings achieved	-1,268	-1,268	100%	-1,268	0
Cancelled	0	0	0%	0	0
High risk	1,050	0	0%	0	1,050
Some risk	300	0	0%	300	0
On track, no issues	750	0	0%	750	0
<b>Total</b>	<b>832</b>	<b>-1,268</b>	<b>-152%</b>	<b>-218</b>	<b>1,050</b>