

Meeting of:	Learning and Culture Scrutiny Committee
Date of Meeting:	Thursday, 14 September 2023
Relevant Scrutiny Committee:	Learning and Culture
Report Title:	Quarter 1 Revenue Monitoring 2023/24
Purpose of Report:	To advise Committee of the Quarter 1 Revenue Monitoring position for 2023/24
Report Owner:	Director of Learning and Skills
Responsible Officer:	Matt Bowmer Head of Finance/Section 151 officer

Executive Summary:

• The table below sets out the Original Budget and Virement requests for approval by Directorate.

Directorate	Original Budget 2023/24	Virement Request 2023/24	Amended Budget 2023/24	Projected Outturn	Variance
	£000's	£000's	£000's	£000's	£000's
Learning and Skills	130,711	-33	130,678	130,678	0
Social Services	88,858	33	88,891	89,891	1,000
Environment and Housing	34,260	700	34,960	35,960	1,000
Corporate Resources	5,047	-667	4,380	4,380	0
Place	4,261	60	4,321	4,321	0
Policy	33,381	-93	33,288	31,288	-2,000
Use of Reserves	-2,096	0	-2,096	-2,096	0
Total	294,422	0	294,422	294,422	0
Public Sector Housing (HRA)	10,672	0	10,672	10,672	0
Total	305,094	0	305,094	305,094	0

• The revenue position for 2023/24 continues to reflect challenging demand and inflationary pressures, with increasing demand in respect of Children's and Adults Social Care and significant increases in the cost of placements and care packages, Support for Additional Learning Needs continues to be an area of significant pressure within Learning and Skills. The Council is also



experiencing continued inflationary pressures in respect of School Transport. Across the services inflationary pressures are also being experienced in respect of pay most notably where market forces are being utilised and for the funding gap between provision for the 2023/24 pay award and the likely pay award for 2023/24.

• Challenging savings and efficiency targets have been set out for 2023/24 this includes a target of £2.75m for schools and £4.628m Corporate savings. The progress against these savings targets are reflected in the Appendix B and summarised in the table below.

Directorate	Target	Projected	% Achieved	Mitigatio n	Mitigatio n Achieved %	Shortfall	Shortfall %
	£'000s	£'000s	%	£'000s	%	£'000s	£'000s
Policy	1,565	1,565	100	-	0	-	0%
Resources	582	308	53	73	47	1	0%
Neighbourhood and Housing	1,000	883	88	40	4	77	8%
Learning and skills	564	405	72	-	0	159	28%
Social Services	681	681	100	-	0	-	0%
Place	265	133	50	-	0	132	50%
Total	4,657	3,975	85	313	7	369	8%

• Projected transfers to and from reserves are set out in the table below.

As at	Balance 01/04/2023	Capital Funding	Planned Transfer (from) reserves	Planned Transfer to reserves	Unplanned Drawdown from Reserves	Estimated Balance 31/03/2024
	£'000	£'000	£'000	£'000	£'000	£'000
General Fund	11,523	0	-496	0	0	11,027
Insurance	4,877	0	0	0	0	4,877
Service Reserves	22,521	-646	-6,426	42	-3,246	12,246
Risk and Smoothing Reserves	29,802	-4,404	-4,022	165	0	21,541
Capital	17,726	-14,885	-477	823		3,187
Schools	7,254	0	-6,500	0		754
Housing Revenue Account	16,486	-15,537	0	0		949
Total	110,190	-35,472	-17,921	1,030	-3,246	54,581

Recommendations

- **1.** That the position with regard to the Authority's 2023/24 Revenue Budget be noted.
- That Members note the virements included as part of this report as set out in Table
 1.

Reasons for Recommendations

- **1.** To inform Committee of the projected revenue outturn for 2023/24.
- **2.** To update the original budget for 2023/24 for virement requests.

1. Background

1.1 Council on 6th March, 2023 approved the revenue budget for 2023/24 (minute number 779) and earlier in the year Council on 11th January, 2023 approved the Housing Revenue Account budget for 2023/24 (minute number 607). There is an approved drawdown from the Council Fund of £496k during 2023/24 and £2.8m from other specific reserves.

2. Key Issues for Consideration

Emerging Corporate Pressures

2.1 The revenue position for 2023/24 continues to be challenging for the Council both operationally and financially due to the ongoing implications of the Cost of Living Crisis, support for Ukrainian refugee, inflationary pressures and the continuing impact of the Covid 19 pandemic. The Council has continued to see additional pressures as a result of these factors particularly across Education, Leisure, Housing and Social Services.

Revenue Financial Position

2.2 Table 1 below details the original budget and reflects any requested virements. The use of reserves will be necessary to address emerging inflationary pressures and deliver projects across services. Officers are closely monitoring the position and exploring mitigating actions to address the financial pressures and will potentially bring forward savings proposals for 2024/25 into the current financial year.

Table 1. Council Summary

Directorate/Service	Original Budget	Virements Requested	Adjusted Original Budget	Projected Outturn	Variance	Use of Reserves
	£000	£000	£000	£000	£000	£000
Learning and Skills						
Schools	115,439	0	115,439	115,439	0	7,550
Use of Reserves (Schools)	-1,200	0	-1,200	-1,200	0	1,200
Strategy, Culture, Community Learning & Resources	8,911	0	8,911	8,911	0	692
Directors Office	252	0	252	252	0	0
Additional Learning Needs & Wellbeing	4,174	-61	4,113	4,113	0	443
Standards and Provision	3,135	28	3,163	3,163	0	40
Total Learning and Skills (incl. Schools)	130,711	-33	130,678	130,678	0	9,925
Social Services						
Children and Young People	19,507	138	19,645	20,562	917	1,362
Adult Services	60,131	-105	60,026	62,958	2,932	2,408
Resource Management & Safeguarding	8,452	0	8,452	8,849	397	257
Youth Offending Service	768	0	768	768	0	0
Unplanned Use of Reserves	0	0	0	-3,246	-3,246	3,246
Total Social Services	88,858	33	88,891	89,891	1,000	7,273
Environment and						
Housing						
Neighbourhood Services & Transport	29,963	700	30,663	31,663	1,000	200
Building/Cleaning Services	0	0	0	0	0	50
Regulatory Services	2,084		2,084	2,084	0	0
Council Fund Housing	2,213		2,213	2,213	0	45
Public Sector Housing (HRA)	10,672		10,672	10,672	0	0
Total Environment and Housing	44,932	700	45,632	46,632	1,000	295
Corporate Resources						
Resources	4,355	-667	3,688	3,688	0	636
Housing Benefit	692	0	692	692	0	0
Total Corporate Resources	5,047	-667	4,380	4,380	0	636

Place						
Regeneration	1,852	80	1,932	1,932	0	145
Development	2,162	0	2,162	2,162	0	30
Management	2,102	0	2,102	2,102	0	50
Private Housing	247	-20	227	337	110	58
Unplanned Use of	0	0	0	-110	-110	110
Reserves	0	0	0	-110	-110	110
Total Place	4,261	60	4,321	4,321	0	343
Policy						
General Policy	33,381	-93	33,288	31,288	-2,000	-42
Total Policy	33,381	-93	33,288	31,288	-2,000	-42
Use of Reserves	-2,096	0	-2,096	-2,096	0	-2,096
Grand Total	305,094	0	305,094	305,094	0	16,334

Learning and Skills

- 2.3 The Learning and Skills budget was set at £130.711m for 2023/24 and included use of reserves of £1.2m to support the Schools budget. The Budget assumed £2.75m efficiencies for schools and £564k corporately.
- 2.4 A virement of £33k to Social Services is requested as part of this report. The budget position is detailed in Appendix A.
- 2.5 The projected outturn for Learning and Skills in 2023/24 is breakeven position after a drawdown of approximately £10m of reserves including £6.5m ringfenced for schools and this is further detailed in Appendix A.
- 2.6 Key pressures within the directorate include the following:
 - Retirement and Redundancy costs in schools
 - Reduction in Out of County Income for pupils from other Local Authorities attending Special Schools and Resource Bases.
 - Children's Placement Costs due to increasing numbers of placements and the increasing cost of those placements.
 - Additional Welsh Medium Provision establishment of new Welsh Medium Resource Base is being set up at Gwaun Y Nant from September 2023 and the existing provision at Whitmore Resource Base and Hafan Resource Base (Gladstone school) is being increased.
 - Shortfall against Arts Provision savings target in 2023/24 budget.
- 2.7 Likely use of reserves includes the following:
 - £850k transferred to reserves from the 2022/23 surplus to support pupils with Additional Learning Needs in Schools.
 - £200k transferred to reserves from the 2022/23 surplus to support schools in Special Measures.

- £336k from the Pay Pressures reserve to fund the costs of Early Retirement and Redundancy in Schools.
- Other transfers detailed in the appendix.

Social Services

- 2.8 The Social Services budget was set at £88.858m for 2023/24 a virement of £33k from Learning and Skills is requested as part of this report. The Budget assumed £600k efficiencies which are currently on track to be achieved in year. The budget position is further detailed in the full Cabinet report and appendices that were reported to Cabinet on 7th September 2023.
- 2.9 Social Services Budget programme continues in 2023/24 and will utilise a contribution of £1.338m of funding and additional efficiency savings of £81k to reduce the use of reserves as part of the agreed 5 year period.

Year	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000
Children's Services	- 673	-536	- 384	-232	-80	-1,905
Adult Services	- 408	-325	-242	-159	-76	-1,208
Resource						
Management and	- 257	-206	-154	-103	-51	-771
Safeguarding						
Total	-1,338	-1,067	-780	-494	-207	-3,884
Saving Target	81	271	287	286	287	1,212

Table 2 – Social Services Budget Programme

- 2.10 The Social Services budget is also expected to utilise £2m of step in funding from the Social Services reserve as commissioning of Social Services care hours has increased in excess of the initial projections for 2023/24. The potential for this had been recognised when the budget was approved in March.
- 2.11 The projected outturn for Social Services in 2023/24 after this use of reserves is an adverse variance of £4.246m.
- 2.12 The planned drawdown from reserves for 2023/24 is £4.027m with a further £3.246m projected to offset the additional adverse variance this poses significant additional budgetary pressures that will need to be addressed as part of the 2024/25 budget proposals.
- 2.13 Key pressures in addition to the reserves funding set out below within the directorate include the following:
 - Rising cost associated with placements for Children and Young People.

- Additional legal costs associated with increased complexity and incidence of care proceedings.
- Increase in care hours required for Adults which can in part be explained by a return to care following Covid and also Demographic pressures.
- The service is also reporting an increase in residential and nursing placements, an increase in direct care placements and respite.
- 2.14 Likely use of reserves includes the following:
 - £2m use of reserves to reflect increased take up of commissioned hours at a more rapid pace than the budget has allowed for, the base budget will be corrected as part of the planning for 2024/25.
 - £1.163m use of reserves for Children's Services to support additional costs associated with Market forces payments, adoption allowances and legal costs and the budget programme.
 - A further £200k of reserves to develop a financial strategy for Children's Services.
 - £257k for Resource Management and Safeguarding as part of the Social Services budget programme.
 - £408k for Adult Services as part of the Social Services budget programme.
 - Additional use of reserves to offset the additional costs of placements and care hours is likely to be required to reflect the increased need £2.329m.
 - Additional use of reserves to offset additional costs of Children's placements and legal costs £917k.

Environment and Housing

- 2.15 The Environment and Housing budget was set at £34.260m for 2023/24 with a further £10.672m for the Housing Revenue Account. The Budget assumed £1m of efficiencies some of which are on track to be achieved, some are delayed and some have been mitigated by projected additional income generated in year. The budget position is detailed in the full report and appendices that were reported to Cabinet on 7th September 2023.
- 2.16 A virement of £700k is requested from Corporate Resources to offset the additional energy costs for street lighting in 2023/24.
- 2.17 The projected outturn for Environment and Housing in 2023/24 is an adverse variance of £1m.
- 2.18 Key pressures within the directorate include the following:
 - Highways patching and pot holes
 - Energy costs particularly Street Lighting Energy
 - Staffing budgets market forces payments to HGV drivers
 - Transport budgets increased costs of fuel/parts and setting aside funding for renewal.
 - Ash die back work continues however no specific allocated budget
 - Staff pay award if greater than 6% estimated within budget for 2023/24

- Animal Welfare investigations within Regulatory Services
- Accommodation to meet the need of homeless people and families currently based at the Copthorne Hotel.
- Cost of providing support to assist Ukranian families moving into the Eagleswell school site
- 2.19 Likely use of reserves includes the following:
 - £200k for Ash die Back
 - £696k from Neighbourhood Services and Transport reserve to fund capital schemes within the current capital programme
 - £1,404k from Neighbourhood Services and Transport reserve ringfenced for further capital schemes not yet approved
 - £50k from the Building Services Improvement fund to meet the cost of apprenticeships within the service.
 - £45k from the Homelessness & Policy reserve to contribute to the cost of the Rural Housing Enabler post and running costs of Cadoxton House.
- 2.20 Trading Estate The Building Maintenance and Building Cleaning and Security Trading Accounts are currently projected to outturn on budget. There is a planned drawdown on reserves of £50k to fund the cost of apprenticeship posts.
- 2.21 Public Sector Housing (HRA) The HRA is expected to outturn on target and any under/overspends in year will be offset by changes to the contributions to capital expenditure thus changing the drawdown from the Housing Revenue Account reserve.

Corporate Resources

- 2.22 The Corporate Resources budget was set at £5.047m for 2023/24. The Budget assumed £582k efficiencies which are currently on track to be achieved in year. The budget position is further detailed in the full report and appendices that were reported to Cabinet on 7th September 2023.
- 2.23 A virement from the Policy budget is requested to fund additional resource in the Finance team to support the collection of Council Tax income, a virement of £700k to Environment and Housing is requested to offset the additional costs associated with Street Lighting in 2023/24.
- 2.24 The projected outturn for Corporate Resources in 2023/24 is a favourable variance of £10k.
- 2.25 Key pressures within the directorate include the following;
 - Delays to the implementation of 2023/24 savings initiatives such as the reorganisation of Council Office space which impacts savings proposals for Docks Office and Contact OneVale.
 - Coroner Services Overspend £70k.

- Legal Services Income Shortfall
- Annual Microsoft Licencing Cost
- 2.26 Likely use of reserves includes the following; £558k from reserves for staffing costs and a further £70k to support the additional Pay Award costs for the Internal Audit Shared Service.

Place

- 2.27 The Place budget was set at £4.261m for 2023/24. There are budget virements to be made for the following purposes:
 - A £20k virement request relates to central support budgets allocated to Private Housing rather than Regeneration in error.
 - A £60k virement covers a transfer from Policy for the new Empty Property Enforcement funding.
- 2.28 The Budget assumed £265k efficiencies which are currently on track to be achieved in year with the exception of £20k against private housing which is delayed due to the delayed review of the provision of Disabled Facilities Grants. The budget position is further detailed in the full report and appendices that were reported to Cabinet on 7th September 2023.
- 2.29 The projected outturn for Place in 2023/24 is an adverse variance of £110k after planned use of reserves of £243k. This overspend will need to be offset by a contribution of £110k from Place reserves.
- 2.30 Key pressures within the directorate include the following:
 - Vale Enterprise Centre closure of buildings
 - Planning Fee income
 - Private Housing fee income
- 2.31 Likely use of reserves includes the following:
 - £100k for costs associated with the Local Development Plan
 - £40k towards Project Manager's fees on Barry Regeneration projects
 - £58k for Occupational Therapist post
 - Additional £110k from Place reserves to offset a projected overspend in the Private Housing budget.

Policy

- 2.32 Policy The Policy Budget was set at £33.381m for 2023/24 and assumed £1.565m of savings. It is currently projected that all savings targets as set out in Appendix B will be achieved in 2023/24.
- 2.33 A virement from the Policy budget is requested to fund additional resource in the Corporate Resources Finance team to support the collection of Council Tax

income a virement to the Place budget of £60k is also requested for the new Empty Homes Property Enforcement approach.

- 2.34 The projected outturn for Policy in 2023/24 is a favourable variance of £2m as detailed below.
- 2.35 Projected Favourable Variances Due to the improved performance on the Council's Treasury Management Investment during 2023/24 as a result of the base rate rises throughout the period there is projected to be a surplus on investment income of approximately £1m. As in previous years the Council continues to utilise an approach of maximising internal borrowing. As this approach reduces the external borrowing costs that are met by the Authority it is currently projected that a surplus will be reported against this budget in 2023/24 of £1m.
- 2.36 Likely transfer to reserves include the following:
 - Planned transfer to reserves £42k towards the cost of future Local Elections.
- 2.37 Council Tax The current projection is that the Council Tax will breakeven at year end. A significant increase in provision for arrears was made as part of the closure in accounts for 2022/23 and if arrears are reduced this should have a positive impact on income balances in 2023/24. At the end of July the collection rate position was 38.9% compared to 39.3% at the end of July 2022. Whilst on the face of it, this would seem a worsening position, the majority of all recovery action that has so far taken place has been on pre 2023/24 debts due to the hiatus in recovery action last year. This is borne out by the fact that during the first four months of this financial year there has been a reduction in the overall arrears position (pre in-year Council Tax) by £800,000 more than the arrears had been reduced by in the same period of 2022/23. Also despite the slight dip in collection, at the end of the first quarter of 2023/24 the Vale of Glamorgan was position 6th out of the Welsh Authorities in terms of our collection rate for this year and were in the top guartile for collection rate (30.0% and the top guartile started at 29.8%). In year recovery is now in flight and as such the team is expecting to see the in year collection improve over the coming months.

Efficiency Targets

- 2.38 As part of the Final Revenue Budget Proposals for 2023/24, an efficiency target of £7.378m was set for the Council, this is a far higher level of savings than has been set for a number of years.
- 2.39 Of this sum £2.75m has been delegated to schools and the schools budgets and budget recovery plans are in the process of being compiled by schools with the support of colleagues in HR and the Education Finance team.
- 2.40 The current position in respect of the 2023/24 savings is detailed in Table 3 below.

Table 3 – Efficiency Targets

Directorate	Target	Amount Projecte d	% Achieve d	Mitigati on	Mitigati on Achieve d %	Shortfall	Shortfall %
	£'000s	£'000s	%	£'000s	%	£'000s	£'000s
Learning and skills	564	405	72	-	0	159	28%
Social Services	681	681	100	-	0	-	0%
Environment and Housing	1,000	883	88	40	4	77	8%
Corporate Resources	582	308	53	273	47	1	0%
Place	265	133	50%	-	0%	132	50%
Policy	1,565	1,565	100	-	0	-	0%
Total	4,657	3,975	85%	313	7%	369	8%

2.41 Attached at Appendix B is a statement detailing all savings targets for 2023/24 and the current progress against them.

Use of Reserves

- 2.42 Reserves are a way of setting aside funds from budgets in order to provide security against future levels of expenditure and to manage the burden across financial years. The Council has always taken a prudent approach with regard to Specific Reserves and uses them to mitigate known risks (financial and service) and contingent items, e.g., Insurance Fund. Other reserves have been established to fund Council priorities and in particular the Capital Programme. The Housing Revenue Account Reserve is ring-fenced to Housing and the majority will be used to fund improvements to the Council's housing stock.
- 2.43 Table 4 below sets out the use of reserves for a variety of purposes including planned usage to fund Capital Expenditure, planned revenue usage in accordance with the earmarked purpose of the reserve, unplanned usage to fund emerging overspends during 2023/24 and planned transfers to reserves to set aside fund for specific purposes.

Table 4 – Use of Reserves

As at	Estimated Balance 31/03/2023	Capital Funding	Budget Transfer	Planned Transfer (from) reserves	Planned Transfer to reserves	Unplanned Transfer (from) reserves	Estimated Balance 31/03/2024
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund	11,523		-496				11,027
Insurance	4,877						4,877
Service Reserves							
Learning and Skills	4,131			-1,967			2,164
Social Services	10,012			-3,891		-3,246	2,875
Neighbourhood Services	3,076	-646		0			2,430
Corporate Resources	733			-182			551
Place	2,100			-220			1,880
Other Service Reserves	1,629				42		1,671
Other Corporate	841			-166			675
Risk and Smoothing Reserves							
Homelessness and Housing Reserve	4,456		-200	-45			4,211
Cost of Living	854		-200				654
Pay Pressures	4,168			-336			3,832
Energy Pressures	3,885	-500	-2,400		60		1,045
Legal	2,000			-92			1,908
Project Zero	2,325	-185		-284	105		1,961
Investment and Growth Fund	2,353	-115					2,238
Reshaping Risk and Investment	2,523	-490		-417			1,616
Corporate Landlord	5,708	-3,069					2,639
Digital Reshaping	1,531	-45		-48			1,438
Capital Reserves							
Capital	17,726	-14,885		-477	823		3,187
Sub Total	86,450	-19,935	-3,296	-8,125	1,030	-3,246	52,878
Ring Fenced							
Reserves	7 05 4			6 500			75.4
Schools	7,254			-6,500			754
Housing Revenue Account	16,486	-15,537					949
Total Reserves	110,189	-35,472	-3,296	-14,625	1,030	-3,246	54,581

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1 The revenue budget has been set in order to support services in the delivery of the Council's Well-being objectives. It is therefore important for expenditure to be monitored to ensure that these objectives are being delivered.
- 3.2 The revenue budget has been set and is monitored to reflect the 5 ways of working.
- 3.3 Looking to the long term The setting of the revenue budget requires planning for the future and takes a strategic approach to ensure services are sustainable and that future need and demand for services is understood.
- 3.4 Taking an integrated approach The revenue budgets include services which work with partners to deliver services e.g. Health via ICF.
- 3.5 Involving the population in decisions As part of the revenue budget setting process there has been engagement with residents, customers and partners.
- 3.6 Working in a collaborative way The revenue budgets include services which operate on a collaborative basis e.g. Shared Regulatory Service, Vale Valleys and Cardiff Adoption Service.
- 3.7 Understanding the root cause of issues and preventing them Monitoring the revenue budget is a proactive way of understanding the financial position of services in order to tackle issue at the source as soon as they arise.

4. Climate Change and Nature Implications

- 4.1 The Council has identified dedicated funding in the 2023/24 reserves projections to support the delivery of Project Zero. Additional funding is ringfenced in the Capital Programme to support schemes.
- 4.2 All savings and cost pressures will be reviewed for Climate Change and Nature Implications prior to implementation.

5. Resources and Legal Considerations

Financial

5.1 As detailed in the body of the report.

Employment

5.2 As detailed in the body of the report.

Legal (Including Equalities)

5.3 There are no legal implications.

6. Background Papers

None.

Appendix A

Directorate Monitoring: Learning and Skills

	2023/24 Budget	Virements	Adjusted 2023/24 Budget	-	Variance	Use of Reserves
	£'000 s	£'000 s	£'000s	£'000 s	£'000 s	£'000s
Delegated Schools	114,239	0	114,239	114,239	0	7,550

The Delegated Schools Budget for 2023/24 is set out in the table below.

The delegated schools budget for 2023/24 is projected to outturn on target after transferring £7.55M from reserves.

The projected outturn for the delegated schools budget for 2023/24 assumes a drawdown of £6.5M from school reserves according to budgets submitted by schools for the 2023/24 financial year. Schools have submitted three year budgets in line with the statutory deadline of 30th June 2023. There are 21 schools that have submitted a deficit budget for the 2023/24 financial year, with total deficits estimated at £2.7M. The regulations require that schools that find themselves in a deficit position should submit a balanced recovery plan showing how the deficit will be eradicated over the next few years, this is also referenced in the Councils Fair Funding scheme for schools which dictates that the period for a balanced recovery plan should be three to five financial years. Currently only two of the schools in a deficit position have provided a balanced recovery plan, and the other 19 schools have submitted non-recoverable budget deficits.

Schools are being challenged where appropriate and work is ongoing to support schools in reducing deficits where possible.

Key Pressures for 2023/24 in the delegated schools budget.

- £2.3M ringfenced funding for Energy costs has been set aside as part of the 2023/24 budget proposals and will be allocated based on actuals.
- Additional funding for Additional Learning Needs support in mainstream schools of £850k has been identified as part of the 2022/23 outturn and has been added to the Education Pressure Reserve.
- Additional funding for schools in special measures of £200k was also identified as part of the 2022/23 outturn. The funding has been allocated to Pencoedtre and Ysgol Pen Y Garth to support the schools with additional staff and training

• Schools were allocated an efficiency savings target of £2.75M within the 2023/24 delegated budget, which was cut from school budgets via the schools funding formula.

	2023/24 Budget	Virements	Adjusted 2023/24 Budget	Projected Outturn		Use of Reserves
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Director	252	0	252	252	0	0
ALN & Wellbeing	4,174	-£61	4,113	4,113	0	443
Standards & Provision	3,135	£28	3,163	3,163	0	40
Strategy, Resources, Culture & Community Learning	6,973	0	6,973	6,973	0	292
Schools Non Delegated	1,938	0	1,938	1,938	0	380
Catering	0	0	0	0	0	20
Total	16,472	-33	16,439	16,439	0	1,175

The Central Learning and Skills Budget for 2023/24 is set out in the table below.

The Central Learning and Skills budget for 2023/24 is projected to outturn on target after transferring £1,175k from reserves.

Key Pressures for 2023/24 in the Central Learning and Skills budget

• Schools Non-Delegated: Early Retirement/Voluntary Retirement (ER/VR) budget - It is a statutory requirement that redundancy costs in schools are funded centrally. The ERVR budget is currently projected to overspend by £275k due to increased redundancy costs in schools this year. Schools are responsible for paying the early retirement costs for any staff that leave but a scheme has been in place for a number of years where the ER/VR budget pays the one-off costs related to a teacher leaving and then the cost is recharged to the school over an agreed number of years. The additional net costs for this year will be in the region of £61k. A total of £336k will therefore be transferred from the Corporate Pay Pressures Reserve to offset these

additional costs. The situation will change as more voluntary redundancy and early retirement costs are received from schools.

- ALN & Wellbeing: Out of County Income Due to the increase in Vale of Glamorgan pupils requiring specialist placements at Ysgol Y Deri, there is no capacity to admit new pupils from other Local Authorities. As a result, the projected income is dropping significantly each year as out of county pupils leave the school. The cost pressure requested for 23/24 was £545k but due to budget pressures across the council only £350k was awarded. This £195k shortfall will be met from reserves unless any in-year savings are found however, this is not sustainable.
- ALN & Wellbeing: The Children's Placements budget This budget pays for provision at out of county and independent schools and was projected to overspend by £69k at the beginning of the financial year even though the budget had been increased by £300k. Due to increasing numbers of placements and the increasing cost of those placements this figure is likely to increase by year end. The position for 23/24 is currently being updated and a more accurate outturn should be available in September. The shortfall will be met from reserves unless any in-year savings are found
- ALN & Wellbeing: Due to increased need a new Welsh Medium Resource Base is being set up at Gwaun Y Nant from January 24 and the existing provision at Whitmore Resource Base and Hafan Resource Base (Gladstone school) is being increased from September 24. At the moment the estimated costs from Sept to March 24 are in the region of £300k. These costs and any other cost relating to new provision or supporting existing provision for additional learning needs (ALN) will be funded from the ALN Implementation Grant (£393k) and/or reserves. This will be an ongoing pressure for future years.
- Strategy, Resources, Culture & Community Learning: As part of the efficiency savings for the Directorate the Arts Service was set an income target of £65k. A number of options are being considered and external funding avenues are being explored. Should this not be fully achieved then the Department will look at funding from reserves.

Savings Tracker Update

The progress against the 2023/24 savings for the Directorate is detailed in Appendix F.

Planned Drawdown on Reserves in Year

Central Learning & Skills

Reserve Name	Brief Description of purpose of drawdown	Planned 2023/24 Drawdown £000's
Education Pressures & Improvement Reserve	Additional lump sum allocation for Breakfast Clubs at St Helens and Dinas Powys due to split sites - will be included in the formula from 24/25	20
Education Pressures & Improvement Reserve	Additional costs for temporary demountables at Ysgol y Deri which have been put in place whilst the expansion of the school takes place.	180
Education Pressures & Improvement Reserve	Strategy & Resources additional temporary staff costs	156
Education Pressures & Improvement Reserve	Shortfall in income received for out of county pupils placed at Ysgol Y Deri	195
Education Pressures & Improvement Reserve	Projected increase in child placements at out of county schools and independent provision	69
Education Pressures & Improvement Reserve	ALN & Wellbeing additional temporary staff costs	179
Education Pressures & Improvement Reserve	Temporary Liaison and Engagement Officer (LEO) posts will be funded from reserves until they finish in August 23. Earmarked funding within the reserve will then be used to continue to fund a full time LEO post for a further two years. The transfer required in 23/24 has reduced from £89k to £11k due to projected underspends elsewhere within Standards and Provision. The position will be updated as the year progresses	11
Education Pressures & Improvement Reserve	The Education Other than at School (EOTAS), Engagement and Alternative Curriculum budget is projected to overspend by £29k due to increased provision from September plus a new post from September to March.	29
Corporate Pay Pressure Reserve	Redundancy costs for schools plus actuarial costs related to early retirements	336

Total Projected Reserve Transfer for Central Learning & Skills	,
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Note: Should there be any underspends across the Directorate by year end then the planned drawdown of reserves outlined above may reduce

<u>Schools</u>

Reserve Name	Brief Description of purpose of drawdown	Planned 2023/24 Drawdown £000's
School Reserves	Draw down to balance school budgets	6,500
Education Pressures & Improvement Reserve	Additional funding for Additional Learning Needs support in mainstream	850
Education Pressures & Improvement Reserve	Additional funding for schools in special measures	200
	Total Projected Reserve Transfer for Schools	7,550

Savings Tracker

Directorate	Ref	Description of Saving Proposal		Saving	Target V	/alue		
			FTE	Category	£'000	£'000	Overall RAG Status	Comments/Narrative
			Impact					
			2023/24	L .				

Directorate Learning and Skills

Learning and Skills L&S-SCL&R 0 Service Review 14 Green Payments to Non Maintained 20 Notice given to St Donate ND1 Nursery Providers L&S-SCL&R 90 Learning and Skills Removal of schools emergency 0 Service Review Even though the budget Amber ND2 repairs budget ongoing pressure relating schools. Whilst this is rela moment it is likely to incr months. This area will be L&S-SCL&R 80 Learning and skills Move to cost recovery position for 0 Generating Income ACL1 ACL L&S-SCL&R Makerspace income generation for 20 Learning and skills 0 Generating Income Amber as unable to Budget has been set inclu LIB1 letting out of makerspace rooms in predict income target. Unable to predict barry and penarth libraries generation whether the income targe Learning and skills L&S-SCL&R External income -income generation 0 Generating Income 20 Amber as unable to Budget has been set inclu LIB2 for letting to external organisations predict income target. Unable to predict for filming and events generation whether the income targe L&S-SCL&R Learning and skills Stop providing newspapers and 0 Service Review 15 Budget has been cut, serv Green LIB3 DVDs in libraries purchase DVDS Learning and skills L&S-SCL&R Increase libraries fees and charges 0 Generating Income 5 Green fees have been increased LIB4 by 12% L&S-SCL&R Review Arts Provision 65 Learning and skills 2 Service Review Red options Re -evaluation of options ART1 appraisal under following extensive const consideration but reconsidered in light of cu consider external and savings required. Thi funding to mitigate and costed proposals wil L&S-S&P 89 Learning and Skills Reshaping of Out of School Tuition 0 Service Review Green The way in which OOST is OOST1 altered so that most tuiti rather than face to face. not out of sync with man saving will be achieved bu Learning and Skills L&S-SCL&R Increase in retained element of Post 0 Service Review 50 Green Post 16 grant for schools GR1 16 WG grant for school contribute towards the co improvement administration Learning and Skills Direct included as an ongoing b

2023/24 2024/25

	Value Achieved /Expecte d to be Achieved	Percentage Achieved	
	2023/24	%	2023/24
ts	20	100%	
thas been cut there is an g to emergency repairs in latively small at the rease during the winter e kept under review	90	100%	
		n/a	
luding new income t at this early stage get will be achieved		0%	
luding new income t at this early stage get will be achieved		0%	
rvice will no longer	15	100%	
d in the budget	5	100%	
s proposals developed ultation to be current financial situation is process is underway II follow.	·	0%	
s delivered has been ion is delivered online This is not ideal but is ny other LAs. Budget out service affected	89	100%	
s has been top-sliced to central costs of the torate. £50k has been oudgeted income	50	100%	

Savings Tracker											
Directorate	Ref	Description of Saving Proposal		Saving	Target V	/alue			Value		Mitigation
			FTE Category Impact 2023/24		£'000	£'000 Overall RAG Status		Comments/Narrative	Achieved /Expecte d to be Achieved	Percentage Achieved	
					2023/24	a 2024/25			2023/24	%	2023/24
Learning and skills	L&S-SCL&R GR2	Review use of alternative funding sources to support service delivery	0	Service Review	19	0	Green	Shared Prosperity Fund grant has increased not decreased as anticipated. Staff roles within the Youth Service have been reassigned to work on the shared prosperity grant funded project	136	72%	
Subtotal Directorat	e Learning and	Skills	2		564	94			405	72%	-
Directorate Social S	ervices										
Social Services	SS-CYPS- C2H1	Closer to Home Residential Care (C&YPs)	0	Invest to Save	200	100		Delays on Building Programme and Recruitment of Staff, need to go through CIW registration process- Likely to be utilised in Autumn of 2023.	200	100%	
Social Services	SS-AS- ASSET1	Reduced building rental		Corporate Asset Strategy	-	50		Part of wider asset reorganisation review overall costs and savings position.	0	0%	
Social Services	SS-AS-C2H2	Closer to Home Supported Living (LD)	0	Invest to Save	-	100		Further smart houses planned, additional work required to review potential for savings.	0	0%	
Social Services	SS-SS-BP	Budget Programme Savings 2023-24	?	Invest to Save	81			Potential to identify 2023/24 target from review of high cost packages of care and commitments and health funding further review work to be undertaken.	81	0%	
Social Services	SS-SS-BP	Budget Programme Savings 2024-25 to 2027/28	?	Invest to Save		286		Savings/Efficiencies need to be identified RAG rating dependent on above.	0	0%	
Social Services	SS-RM&S- DI1	Additional Income	0	Generating Income	400			Budget Adjustment	400	100%	
Subtotal Directorat	e Social Service	25	-		681	536			681	100%	-
Directorate Neighb	ourhood and H	ousing									
Neighbourhood and	HN&H-FEE1	Increase in fees and charges	0	Generating Income	30)	Green	Fees & Charges increased for 23/24	30	100%	
	N&H-HIGH-							Residents permits - Cabinet Report due to be		0%	
Neighbourhood and		Parking Charging Review	0	Generating Income	20	100	Amber	taken delayed due to 20mph work			
Noighbourbead	N&H-HIGH-	Daviau Car Dark Proviser		Corporato Accest Char			Ambor	Court Road Car Park- Public Consultation plan in		0%	
Neighbourhood and		Review Car Park Provison	0	Corporate Asset Stra	50	-	Amber	progress.		1000/	
Noighbourbead	N&H-HIGH-	Stop provision of conducts		Sonvice Devices	_		Croon	Need to do come Comme and Community Desilie		100%	
Neighbourhood and		Stop provision of sandbags	0	Service Review	5	-	Green	Need to do some Comms and Community Resilie	n 5		
Neighbourhood and		Expand Construction and Design Team	0	Generating Income	-	25				n/a	
	N&H-P&C-	Rationalisation of Public								n/a	
Neighbourhood and	HPC1	Conveniences	0	Corporate Asset Stra	-	50					

Savings Tracker											
Directorate	Ref	Description of Saving Proposal		Saving	Target V				Value		Mitigation
			FTE	Category	£'000	£'000	Overall RAG Status	Comments/Narrative		Percentage	
			Impact						Achieved	Achieved	Achieved
			2023/24						/Expecte		
									d to be		
									Achieved		
		I		1	2023/24	2024/25	1	Т	2023/24		2023/24
	N&H-P&C-					_				n/a	
Neighbourhood and		Review Charges for Coastal Toilets	0	Generating Income	-	5				· · · · · · · · · · · · · · · · · · ·	
	N&H-P&C-									n/a	
Neighbourhood and		Mobile Cleansing Service	0	Service Review	-	50					
	N&H-P&C-									n/a	
Neighbourhood and	HPARK1	Mobile Parks Service	0	Service Review	-	50					
		Review Planting in Parks consider								n/a	
	N&H-P&C-	use of shrubs/drought resitant									
Neighbourhood and	HPARK2	planting and sponsorship	C	Service Review	-	15					
	N&H-P&C-	Do not apply for Green Flag and								0%	
Neighbourhood and	HPARK3	Coastal Awards	C	Service Review	5	-	Amber	Review to be undertaken	-		
	N&H-P&C-							Charges increased for 23/24 to reflect cost		100%	
Neighbourhood and	HPARK4	Allotment Charging	0	Generating Income	3	-	Green	recovery and letters have now gone out.	3		
										0%	
	N&H-P&C-	Double Shift Mechanical sweepers						Further review required potential to mitigate			
Neighbourhood and	PARK5	(2 vehicles plus one spare)	0	Service Review	40	-	Amber	through Recycling Income	-		
	N&H-P&C-									n/a	
Neighbourhood and	PARK6	Review use of external suppliers	0	Service Review	-	25					
				-				Tender price higher than anticipated therefore		0%	
	N&H-P&C-	Reduce Grass cutting schedule to 5						savings not achieved. Mitigated by Enforcement			
Neighbourhood and	HPARK7	cuts a year		Service Review	40	-	Red but mitigated	Income	-		40
U	N&H-P&C-			-						N/A	
Neighbourhood and	HMIT ENF	Enforcement Income		Income Generation			Green	Enforcement used to mitigate the above	40		
-0	N&H-P&C-									n/a	
Neighbourhood and		Jenner Park alternative model		Corporate Asset Stra	-	65				, -	
- 0	N&H-SUPP-	Commercial Opportunities and						Reception at Alps closed. Posts to be kept vacant		100%	
Neighbourhood and		Business Support review		Service Review	50	130	Green	within support	50		
0	N&H-SUPP-	Reassess Tracking Information to								n/a	
Neighbourhood and		rationalise fleet		Service Review	-	10				, u	
	N&H-SUPP-		 							n/a	
Neighbourhood and		Charge for Post 16 Transport		Generating Income		- I				,u	
										67%	
								Commenced in July Shortfall due to delayed start		0,70	
	N&H-SUPP-	Waste Collection for Black Bags to 3	Agency					and could be mitigated by green bag income and			
Neighbourhood and		weeks		Service Review	150	- I	Amber	dropped vehicle. Staff no. not yet reduced.	100		
			Jun		1.00		Alloci		100	110%	
	N&H-SUPP-									11070	
Noighbourbood		Groop Bag Subscription Charge		Concrating Income	F00		Ambor	Common cod July 2022			
Neighbourhood and		Green Bag Subscription Charge	+ · ·	Generating Income	500	-	Amber	Commenced July 2023	550	- 1-	
		Commercial Maste electric uchicles								n/a	
	N&H-SUPP-	Commercial Waste electric vehicles									
Neighbourhood and	η ννινι 3	invest to save - business case		Invest to Save	-	50					

Savings Tracker											
Directorate	Ref	Description of Saving Proposal	FTE	Saving Category	Target V £'000	/alue £'000	Overall RAG Status	Comments/Narrative	Value	Percentage	Mitigation Value
			Impact 2023/24						Achieved /Expecte d to be Achieved	Achieved	Achieved
				_	2023/24	1 2024/25			2023/24	%	2023/24
		Garage Generation of additional								n/a	
Neighbourhood and	HN&H-GAR1	income	0	Generating Income	-	10					
		Charging for public use of Electric								0%	
Neighbourhood and	HN&H-GAR2	vehicle chargers	0	Generating Income	2	. 3	Amber		-		
		Reduced Contribution Regulatory								100%	
Neighbourhood and	HN&H-REG1	Services	0	Service Review	21		Budget Adjustment	Budget Adjustment	21		
	N&H-	Budget Adjustment Pre Tenancy								100%	
Neighbourhood and	FHOUS1	Adviser and VATs budget	0	Service Review	26	5	Achieved - budget ad	Budget Adjustment	26		
		Review Senior Officer Recharges to								100%	
	N&H-	HRA to ensure no cross									
Neighbourhood and	FHOUS2	subsidisation	0	Generating Income	33	3	Achieved - budget ad	Budget Adjustment	33		
	N&H-									100%	
Neighbourhood and	FHOUS3	Review Support Function - Vacant Po	0	Service Review	25	5	Achieved - budget ad	Budget Adjustment	25		
Subtotal Directorate	Neighbourho	ood and Housing	-		1,00	0 588			883	88%	40
Directorate Place				1							
		General Efficiencies within								100%	
Place	PLA-REG1	Regeneration service	0	Service Review	25	5	Budget Adjustment		25		
								Negotiations are underway regarding termination of the lease at VEC, this is an Invest to Save		0%	
Place	PLA-REG2	Review of facilities contracts	0	Corporate Asset Stra	10	23	Amber	scheme that is subject to a business case.	-		
		Administration target for Creative								100%	
Place	PLA-REG3	Communities team	0	Generating Income	15	5	Budget Adjustment		15		
		Review of Regeneration & Economic						Review of Regeneration structure is delayed but hoping that savings target can be coevered this		16%	
Place	PLA-REG4	Development Support Services	1	Service Review	62	<u>.</u>	Amber	year by alternative income sources	10	4.000/	
Place	PLA-REG5	Reduce events grants budget	0	Service Review	3		Budget Adjustment		3	100%	
Place	PLA-REG6	Review of visitor attractions in country parks		Service Review	50		Amber	Review of country parks attractions – delayed due to the need to undertake a feasibility report to allow a review to be undertaken.		0%	
		Review planning and additional fee						Developers are being offered the opportunity to enter agreements with the Council to ensure that applications are processed as quickly and		100%	
Place	PLA-SD1	income (e.g. PPAs)	0	Generating Income	36)	Budget Adjustment	efficiently as possible.	36	1000/	
Place	PLA-SD2	Review of Business Support function	1.6	Service Review	44	.	Green	staff savings achieveable	44	100%	

Savings Tracker								
Directorate	Ref	Description of Saving Proposal		Saving	Target V	/alue		
			FTE	Category	£'000	£'000	Overall RAG Status	Comments/Narrative
			Impact					
			2023/24					

Savings Tracker											
Directorate	Ref	Description of Saving Proposal	FTE Impact 2023/24	Saving Category	Target V £'000	alue £'000	Overall RAG Status	Comments/Narrative	Value Achieved /Expecte d to be Achieved	Percentage Achieved	Mitigation Value Achieved
				_	2023/24	2024/25			2023/24	%	2023/24
Place	PLA-PRIHOU	Increased DFG provision (removal o Smeans testing)		Generating Income	20		Red	Unlikely due to the delay in the establishment of one Independant Living Function team.	_	0%	
Subtotal Directo	rate Place		4		265	6 45	5		133	50%	-
Directorate Corp	orate Resources			_							
Resources	RES-DEM1	Mayor's Supplies and Services Budg	e 0	Service Review	4		Achieved - budget adjusted.		4	100%	
Resources	RES-DEM2	Democratic Supplies and Services Bu	u 0	Service Review	1		Achieved - budget adjusted.		1	100%	
Resources	RES-DEM3	Registrars Supplies and Services Buc	0 3t	Service Review	1		Achieved - budget adjusted.		1	100%	
Resources	RES-LS1	Legal Services Supplies and Services	<u> </u>	Service Review	17		Achieved - budget adjusted.		17	100%	
Resources	RES-P&BT1	Budget Supplies and Services Adjust	in O	Service Review	9		Achieved - budget adjusted.		9	100%	
Resources	RES-PROP1	Supplies and Services Budget Adjust	ir O	Service Review	17		Achieved - budget adjusted.		17	100%	
Resources	RES-HR1	Supplies and Services Budget Adjust	in O	Service Review	9		Achieved - budget adjusted. Achieved - budget		9	100%	
Resources	RES-FIN1	Supplies and Services Budget Adjust	in O	Service Review	20		adjusted.		20	92%	
Resources	RES-ICT1	Supplies and Services Budget Adjust	in O	Service Review	13		Amber	Need to consider impact of OD refreshments cut Budget has been adjusted. Additional target	12	100%	
Resources	RES-DEM4	Registrars' Income	0	Generating Income	30		Green	should be achieved based on annual trends.	30	58%	
Resources	RES-ICT2	O2 Mobile Phone Contract	0	Contract/Procureme	55		Green	Achieved - budget adjusted to reflect lower tariff	32	5070	
Resources	RES-MIT-PRI	Temporary Print Saving					Green				23
Resources	RES-ICT3	Managed Print Service	0	Contract/Procureme	_	70				n/a	
Resources	RES-ICT4	Annual RSA Support Costs - Reduce	n 0	Contract/Procureme	22		Green	Saving is predicated on the reduced use of RSA due to greater VPN usage.	22	100%	
								Full saving will not be achieved during 23/24 as review is ongoing and this is part of a wider		0%	
Resources		Review C1V Office Accommodation	0	Corporate Asset Stra	50	 	Amber	review of office space.			F 0
Resources	KES-MIT C1V	Mitigation Staff Vacancies					Green	Vacant OM PostsFull saving will not be achieved during 23/24 asreview is ongoing and this is part of a widerreview of office space. A Rateable Value reductionhas realised part of the saving earlier than		<u>N/A</u> 0%	
Resources		Review Docks Office Site		Corporate Asset Stra	200	100	Amber	anticipated.			
Resources	RES-MIT-DO	C Temporary savings other Office Acco	ommodatio	on						n/a	200

Savings Tracker Directorate	Ref	Description of Saving Proposal	Savin	ng	Target Va	lue			Value		Mitigation
Directorate	iter	Description of Saving Proposal	FTE Categ Impact 2023/24		£'000	£'000	Overall RAG Status	Comments/Narrative	Achieved /Expecte d to be Achieved	Percentage Achieved	Value
					2023/24	2024/25			2023/24	%	2023/24
										100%	
Resources	RES-PROP3	Remove Vacant Posts	0 Work	kforce Review	43		Green	Achieved - posts removed from establishment.	43		
								The Shared Cost AVC process will commence		100%	
								June/ July 23. It is anticipated the target of £25k			
								will be achieved as it was a conservative estimate.			
								Nature of the saving also fragmented as relates to			
Resources	RES-HR2	Shared Cost AVCs	0 Gene	erating Income	25		Green	all services.	25		
										100%	
								Team are engaging with business improvement			
								team about what we can do with the ongoing			
								daily mailings through Datagraphic (hybrid mail).			
								Plan to introduce text messaging for CTax pre			
								reminders/finals/summonses and we will be able			
Resources	RES-FIN1	e-Billing in Revenues	0 Digita	al Strategy	7		Green	to use the same solution for promoting e-billing	7		
								Project has been kicked off and team have		100%	
Resources	RES-FIN2	Hybrid Mail - Housing Benefits	0 Digita	al Strategy	20		Green	engaged with Business Improvement.	20		
							Achieved - Vale			100%	
							share of post				
							removed from				
Resources	RES-IASS1	Vale proportion of Vacant Post	0 Work	kforce Review	15		establishment.		15		
		Vale proportion of miscellaneous					Achieved - Vale			100%	
		supplies and services savings from					share of budget				
Resources	RES-IASS2	budget	0 Servi	ce Review	2		adjusted		2		
							Achieved - budget	Service includes a high target for fraud reduction.		100%	
Resources	RES-FRAUD1	Counter fraud budget reduction	0 Servi	ce Review	22		adjusted	Annual income target is £125k.	22		
Subtotal Director	rate Corporate Re	sources	-		582	170			308	53%	27
Policy											
							Achieved Budget			100%	
Policy	POL-DEM1	Mayor's hospitality budget and twin	r 0 Servi	ce Review	40		Adjustment		40		
		Appropriation of Debt to HRA -					Achieved Budget			100%	
Policy	POL-CFIN1	Savings against borrowing costs	0 Servi	ce Review	25		Adjustment		25		
							Achieved Budget			100%	
Policy	POL-CFIN2	Temporary Capital Financing Headro	0 Servi	ce Review	1,000	- 500	Adjustment		1,000		
							Dependent on			100%	
Policy	POL-CFIN3	Additional Investment Income (Tem	0 Gene	erating Income	500	- 250	Income Generation	On Target to Achieve in full	500		
Subtotal Policy			-		1,565	- 500			1,565	100%	
Total Savings			6		4,657	933			3,975	85%	31
Subtotal Director	rate Learning and	Skills			564	94			405	72%	
Subtotal Director	rate Social Service	25			681	536			681	100%	

Subtotal Directorate Learning and Skills		564	94	
Subtotal Directorate Social Services		681	536	

Savings Tracker											
Directorate	Ref	Description of Saving Proposal		Saving	Target V	alue			Value		Mitigation
			FTE	Category	£'000	£'000	Overall RAG Status	Comments/Narrative		Percentage	Value
			Impact						Achieved	Achieved	Achieved
			2023/24						/Expecte		
									d to be		
									Achieved		
					2023/24	2024/25			2023/24	%	2023/24
Subtotal Directorat	te Neighbourho	ood and Housing			1,000	588			883	88%	40
Subtotal Directorat	te Place				265	45			133	50%	-
Subtotal Directorat	te Corporate Re	esources			582	170			308	53%	273
Subtotal Policy					1,565	- 500			1,565	100%	-
Total Savings					4,657	933			3,975	85%	313