

CYNGOR SIR POWYS COUNTY COUNCIL

CABINET EXECUTIVE

19th June 2018

REPORT AUTHOR: County Councillor Aled Davies

Portfolio Holder for Finance

SUBJECT: Financial Outturn for the Year Ended 31st March 2018

REPORT FOR: Decision / Discussion / Information

1. Summary

- 1.1 This report provides the summary outturn position by Directorate for the year ended 31st March 2018. The final outturn position, is an underspend of £3,682k. This compares with a forecast overspend of £141k at the end of February. The figures include savings delivered of £8.327m, 71% of the £11.780m target, this compares with 79% delivered last year.
- 1.2 The final outturn has been significantly improved due to Welsh Government providing additional monies for a number of services totalling £3.184m. This includes £1m to help support the council's continuing transformation work.
- 1.3 In delivering the outturn position, consideration has been given to the balance between the use of capitalisation, a prudent level of reserves and the subsequent demand on future year budgets. It is important that the council's reserves are protected and a prudent approach is adopted given the financial challenge. This approach has secured an increased level of general reserves at year end of £8.7m representing 5.40% of total net revenue budget excluding Schools and Housing Revenue Account (HRA).

2. Revenue

- 2.1 The final outturn position is an underspend of £3,682k. A summary by directorate is shown below:

Summary Forecast by Directorate	Original Budget	Total Working Budget	Actuals excluding reserve movements	Variance (Over) / Under Spend	
	£'000	£'000	£'000	£'000	%
People	69,993	71,221	75,578	(4,357)	(6)
Place	37,391	38,189	36,145	2,044	5
Schools	99,778	24,961	24,863	98	0
Resources	17,004	17,091	16,755	336	2
Corporate Activities	15,815	13,070	7,911	5,159	39
Total Service Areas	239,981	164,532	161,252	3,280	2
Financed by (RSG/CT/NNDR):	(239,980)	(239,980)	(240,382)	402	(0)
Total	1	(75,448)	(79,130)	3,682	2
Housing Revenue Account (HRA)	0	0	(907)	907	

Schools Delegated	0	75,446	74,397	1,049	1
Total including HRA and Delegated Schools	1	(2)	(5,640)	5,638	3

2.2 The table contained in Appendix A provides the outturn position by service, against approved working budget, which includes budgeted transfers to or from reserves. RAG (Red, Amber, Green) status has been applied to service variance based on the defined parameters. This method helps to highlight those Service areas with significant pressures, which are at most risk to the Authority, and to ensure future year budgets are managed effectively and mitigate any risk for future years.

3. Efficiency savings

3.1 The total revenue saving target for 2017/18 is £11.780m, made up of in year and previous year's targets. Savings of £8.327m have been achieved to date representing 71% of the total required, a slight decline on the 79% delivered in 2016/17. The council's current approach is to roll forward unachieved savings rather than remove them from the overall target. This ensures transparency about the overall financial position.

3.2 Unachieved savings of £3.4m have been mitigated by underspends elsewhere in the service areas but these remain a pressure going forward within the service budgets. Savings of £1,157k for 2015/16 and £321k for 2016/17 to be delivered, and equates to 43% of the unachieved savings rolled forward. Given the age of some of the savings consideration has been given in the forthcoming Medium Term Financial Strategy (MTFS) to replacing these savings with alternatives.

3.3 Of the total £1,720k, (50%) of the outstanding target relates to the phase 1 income and third party savings targets. A decision was taken to hold these corporately in 2017/18 and consequently £970k of income and 3rd party spend of £749k were drawn back from the service budgets to be delivered by the Income and Cost Improvement Board (ICIB). Opportunities were identified by the board and have been included in service savings, these have not however contributed to the corporate target. As a result the total is included as part of the 2019/20 savings target.

3.4 The table contained in Appendix B provides the detailed outturn position on the delivery of efficiency savings across the service areas. A prudent approach is adopted and only savings that have been delivered are included in the outturn. A summary is provided in the table below:

	Target £'000	Delivered £'000	Variance £'000
2015/16	1,323	165	1,157
2016/17	841	520	321
2017/18	9,616	7,641	1,975
Total	11,780	8,327	3,453

3.5 **People** – the overall savings target was £3,333k with £1,101k, 33% unachieved at year end. The delivery gap was due to:

- Childrens Services – as has been reported throughout the year, no plans or proposals have been put forward by the Service to achieve the outstanding savings, they will therefore be carried forward into 2018/19.

3.6 **Place** - the overall target was £3,532k with £302k, 8.5% unachieved. The delivery gap was due to:

- Logistics review – delays in project implementation has resulted in the full saving not being achievable in 2017/18, £249k is expected to be achieved in 2018/19.
- Property Service Joint Venture –additional income from the rental of property to Heart of Wales Property Services generated a saving of £19k, leaving a shortfall of £31k to be carried forward into 2018/19.
- Fleet/Transport - £10k remains to be found, the saving will be achieved in 2018/19, due to timing issues, from the review of Fleet and Transport targets.
- Closure of 2 household waste recycling centres – £11k will be carried forward to 2018/19 where the full saving will be realised.

3.6.1 Place have replaced original savings proposals with alternative efficiencies achieved in year, approval is required for the achievement of savings by alternative means.

- Additional savings on Waste contracts and the extra income achieved from the Design Team will be utilised to mitigate other savings which were un-achieved within Highways, Transport and Recycling, total £365k. The original savings included a review of Fleet targets £28k, reduction in the Highways budget by use of the jet patcher, £187k and £150k from the Highways Commissioning project.
- Savings in respect of income from workshops and Ladywell house of £135k will not be achieved due to insufficient capacity within the workshops portfolio and the renovation of Ladywell House to maximise rental potential not to be completed until 2019/20. It is proposed that the savings from property rationalisation and increased income from the rental of other properties will be utilised.

3.7 **Schools** – the savings target was £1,865k with £207k, 11% unachieved at the end of the year. The key delivery gap issues are:

- Small School closures – the split site allowance change anticipated did not materialise in respect of Nantmel School and Ysgol Dolafon Welsh Stream.
- Home to School Transport – the target of £158k, brought forward from 2015/16, remains outstanding.

3.8 **Resources** – the overall savings target for Resources was £2,760k, which includes the £1,720k transferred to the ICIB. A total of 88% of the service target of £1,040k was delivered leaving 12% outstanding at the end of the year. The remaining savings to be carried forward relate to:

- Vacancy Management – targets within Business Services £92k and ICT £32k have not been achieved but have been managed in-year through the management of vacant posts.

4 **Reserves**

4.1 The total revenue reserves held at 1 April 2017, together with the use of reserves during the year and the year end are set out in the table in Appendix C.

- 4.2 The revenue reserves held at the beginning of the year totalled £38.8m, with £8.6m held in the General Reserve and Specific and Ring fenced reserves of £28.3m.
- 4.3 The General Reserve balance has increased by £1.1m, whilst the use of specific reserves to support the revenue budget at year end, (excluding Schools and HRA) is £38k, compared with the forecast use of reserves in February of £3.1m.
- 4.4 A number of reserve movements, originally included in the budget were not required as follows:-
- £151k Trade unions and job evaluation funded from job evaluation reserve
 - £87k Sopra funded from General reserve
 - £48k Senior Officer in business services funded from job evaluation
 - School redundancies, of £1.5m were to be in part funded from the equalisation reserve. Instead the cost was funded through; £291k core budget, £605k capitalisation and £604k non-delegated underspends.
- 4.5 A number of specific reserves have been requested to be drawn against the final position, it is proposed that the following are approved:
- Regional Transport monies £310k
 - Builth/ Llandrindod Schools Deficit – £200k in addition to the £800k already agreed (total reserve of £1,000k required)
 - Mid Wales growth fund – £150k
 - Transformation grant for future demands – £1,000k
 - HOWPS accrual for outstanding work – £185k
- 4.6 The level of General Fund reserves as at 31st March 2018 is £9.7m (following the above adjustments), 5.9% of the total net revenue budget excluding Schools and HRA. This compares with the strategy of 3% level agreed as part of the MTFS.

5 Revenue Forecast

- 5.1 Previous reports have focussed on those areas with RAG status red, however, given this is the final outturn report for 2017/18, an explanation of other areas with significant under/overspends has also been provided.

6. <u>People Directorate</u>	Net Working Budget:	£ 71,221k
	Net Outturn:	£ 75,563k
	Variance (Over)/Under Spend:	£ (4,342)k
	February Forecast (Over)/Under Spend	£ (5,703)k
	Change in Forecast	£ 1,361k

6.1 **Adult Social Care (ASC) Underspend £1,128k**

- 6.1.1 The Adult Social Care (ASC) outturn for 2017/18 was an underspend of £1.128m, an improvement of £1.36m from the forecast at the end of Period 11, due to the following: additional income of £210k; removal of commitments and client adjustments of £662k, reduction in the bad debt provision £117k and utilisation of grants £350k.

The service is broken down as follows:-

6.2 Older People Underspend £1,083k

6.2.1 Home Care – outturn underspend of £382k. Additional one-off monies received from Welsh Government of £519k, with a further £65k received from the Powys Teaching Health Board (PtHB) in respect of winter pressures, however, both of these income streams have funded clients that will become budget pressures in 2018/19. To offset this underspend is an overspend of £89k in respect of the Llys Glan yr Afon Scheme, due to increased packages and new clients.

6.2.2 Residential Care – outturn underspend of £120k. Demand in residential and nursing placements, offset by care home deferred charge income which exceeded budget by £316k, this is an income stream hard to predict due to waiting for the appropriate time to collect income from the sale of properties.

6.2.3 Small underspends including staff and travel slippage provides a mitigating £147k underspend.

6.3 Learning Disabilities (LD) Overspend £ (593)k

6.3.1 Supported Tenancies – outturn overspend of £536k – inflation and TUPE pressures from suppliers in respect of pay increases totalling £286k. Increase in support hours for existing clients and repayment of supporting people grant for void tenancies has resulted in budget pressures of £153k and £133k respectively.

6.3.2 Independent Residential Care – outturn overspend £543k – planned transitions identified within growth pressures of £756k, along with an unplanned transition from Childrens resulting in part year cost of £144k. Reassessment of clients' need, due to frailty leading to additional support hours costing a further £211k. Savings of £494k have been delivered through the right sizing of packages.

6.3.3 Underspends across the other Service areas totalling £462k. Clients that have ceased home care offsetting the cost of 3 new additional clients £197k. Spend in relation to staffing in Supported Tenancies, Day and Employment and the Social Worker team totalling £265k, mitigate the overspends.

6.4 Physical Disability Underspend £195k

6.4.1 Residential and nursing placements had an outturn overspend of £21k offset by an underspend of £226k within Services in the Community due to a reduction in Service users.

6.5 Support Services Underspend £422k

6.5.1 The underspend within this area relates to vacancy staff slippage and staff expenditure funded by grants.

6.6 Childrens Overspend £ (5,536)k

6.6.1 The level of pressure faced by Children's Services has been covered in previous reports to cabinet. This continues to be the case. In addition outstanding efficiency savings relating to Childrens with Disabilities in residential establishments – Golwg Bannau/Camlas of £556k remains outstanding and £494k relating to partnership working with the Powys Teaching Health Board and Third sector for which there are no current plans in place.

- 6.6.2 Looked after Children are at a 5 year high with the outturn exceeding budget by £3.7m. This is a high risk area due to fluctuating demand and complexities of Service user need making it very hard to predict.
- 6.6.3 Legal costs of £411k over budget aligns to the fluctuating number of looked after childrens.
- 6.6.4 Additional capacity required to deliver the improvement plan along with agency costs equates to £1.24m over base staffing budget. Underspends in corporately held budgets were set aside to fund this.
- 6.6.5 Maximisation of grant funding has contributed to small overspends which partially offset the overall position.

6.7 Housing General Fund (HGF) Underspend £50k

- 6.7.1 The outturn underspend of 50k is due to many small underspends across all of the Housing General Fund (HGF) budget areas.
- 6.7.2 Gypsy sites underspend £14k - reduced running costs in Kings Meadow and Leighton Arches along with over achieved income at Kings Meadow. Offset by a small amount of expenditure on temporary toilet facilities and water supply at Machynlleth Gypsy site development.
- 6.7.3 Homelessness underspend £51k – additional income re Homelessness rent activity and not fully utilising rent and B&B budgets due to activity levels

7. <u>Place Directorate</u>	Net Working Budget:	£ 38,189k
	Net Forecast Expenditure:	£ 36,145k
	Variance (Over)/Under Spend	£ 2,044k
	February Forecast (Over)/Under Spend	£ 1,107k
	Change in Forecast	£ 937k

- 7.1 The Place Directorate have reported an outturn underspend of £2,044k against a forecast outturn position overspend of £1,107k at the end of period 11, February including capitalising spend of £564k.
- 7.2 The service improvement of £937k is mainly due to overachieved income of £420k across the Directorate, a £420k improvement in the position of Public Transport as a result of late grants received from Welsh Government, and £120k of repairs and maintenance works not completed. The service also received additional monies from Welsh Government of £197k to mitigate the costs of the severe adverse weather conditions.

7.3 Leisure and Recreation Underspend £324k

- 7.3.1 Service redesign in Youth Services has delivered the Service savings targets of £180k for 2017/18 and contributed towards the target for 2018/19. The service has been remodelled to create a universal service in conjunction with third sector organisations. This has resulted in an underspend of £105k from reductions in staffing.
- 7.3.2 Catering achieved an underspend of £81k by the year end which was achieved through the 5p increase in High School meals from November 2017, and additional income received from 2 day centres from August through to March.

- 7.3.3 The Archives service showed an overall under spend of £39k from staff vacancies and savings on supplies and services.
- 7.3.4 The Freedom Leisure Contract price was reduced by £350k in 2017/18 in line with the MTFs target. Breakage contract costs in respect of Staylitttle Outdoor Pursuits Centre amounted to £61k.
- 7.3.5 The Library Service have made savings in advance of their 2018/19 target of £125k. Work was already at an advanced stage in achieving this target by co-location and joint working with the community.

7.4 Regeneration, Property and Commissioning Underspend £701k

- 7.4.1 Additional income has been achieved in a number of areas, County Farms and Development Management of £315k. Offset by under-achieved income in Building Maintenance of £120k.
- 7.4.2 Grant monies have not been fully paid out in respect of Community Regeneration resulting in an underspend of £52k and the Carbon reduction commitment budget was also not fully utilised resulting in an underspend of £108k.
- 7.4.3 Underspends on office accommodation, property management, and environmental health totalled £429k offset by an overspend of £178k in Trading Standards relating to 'Operation Inject' in Animal Health and the Consumer Fraud Team.

7.5 Highways, Transport and Recycling Forecast Underspend £ 1,014k

- 7.5.1 Highways, Transport and Recycling outturn position is an under spend of £1,014k including capitalising costs of £564k; structural maintenance £466k and waste bins and caddies £98k. The main areas contributing to the underspend are as follows:-
- 7.5.2 **Head of Service HTR overspend £(179k)** – mainly due to unachieved savings, which have been addressed through utilisation of savings in the Waste Service and overachieved income in the Design Team.
- 7.5.3 **Waste and Recycling underspend £782k** – underspend of £905k on waste contracts, including £500k from contract changes. Additional income was realised of £293k as a result of maximising quality of recyclates, offset by an overspend in Waste operations of £221k mainly in respect of underachieved income in Trade Waste.
- 7.5.4 **Highways Technical underspend £514k** – mainly due to overachieved income from the Design Team of £554k. Underspends were also achieved in Streetworks £91k, due to staff vacancies and car parks £68k from overachieved income and reduced spend on machine maintenance.

8 Schools Service

(non-delegated)

Net Working Budget:	£24,961k
Net Forecast Expenditure:	£24,863k
Variance (Over)/Under Spend:	£ 98k
February Forecast (Over)/Under Spend	£ (360)k
Change in Forecast	£ 458k

- 8.1 The significant change in forecast for this area, was due to improved income and joint funding on out of county placements and inter-authority recoupment of £200k. Home to School transport overspend was less than anticipated by £100k, the pupil referral

unit saw an improvement of £100k and £70k relating to outstanding works carried out by HOWPS.

8.2 Schools Central underspend £236k – mainly due to staff slippage of £195k along with the use of the Education Improvement Grant to support additional teaching costs.

8.3 Schools Operational costs overspend £842k – Home to school/college transport and severance pay resulted in outturn overspends of £314k and £573k respectively. Redundancy costs of £1.5m were originally funded against a planned use of reserve of £800k and £291k core budget. Instead of the reserve draw down, £605k of the transformational redundancies will be funded by capitalisation matched to capital receipts and the balance left within the service offset against the underspend.

8.4 Schools Pupil Inclusion underspend £574k – the net effect of inter-authority recoupment and costs relating to out of county placements resulted in an underspend of £315k and the pupil referral units were underspent by £125k due to staff vacancies.

8.5 Schools delegated centrally held budget underspend £163k – due to the reduced demand for additional learning need provision of £99k and underspends relating to funding for class size protection and match funding for posts.

9	<u>Resources Directorate</u>	Net Working Budget:	£ 17,091k
		Net Forecast Expenditure:	£ 16,755k
		Variance (Over)/Under Spend:	£ 336k
		February Forecast (Over)/Under Spend	£ 225k
		Change in Forecast to Outturn	£ 111k

9.1 Resource outturn position was an underspend of £336k, an improvement of £111k from the forecast at the end of February, due to an improved position within Financial Services as a result of vacancies within the structure. The underspends within the other service areas make up the balance through vacancy management.

10	<u>Corporate Activities</u>	Net Working Budget:	£ 13,070k
		Net Forecast Expenditure:	£ 7,911k
		Variance (Over)/Under Spend:	£ 5,159k
		February Forecast (Over)/Under Spend	£ (34)k
		Change in Forecast to Outturn	£ 5,193k

10.1 The reason for the significant change in forecast within Corporate Activities is due to an underspend on Capital Charges of £4,760k and a reduction in prudential borrowing due to delays in capital spend and Welsh Government providing £6,028k of capital grants, which saved the cost of borrowing. Because of the reduced capital financing requirement only £2.2m of the Minimum Revenue Provision adjustment was drawn down.

10.2 The position was further improved at year end with the receipt of Welsh Government totalling £1m to cover the cost of transformation, a HMRC receipt of £0.5m for a VAT repayment in respect of Leisure income and slippage on the use of the Management of Change transformation budget of £0.5m.

10.3 The Council's general fund is responsible for its share of any losses from the implementation of the Joint Venture Company, Heart of Wales Property Services

(HOWPS), the financial position of the company as at the 31st March is reporting a loss and accordingly £157k has been accounted for within the Councils Accounts for 2017/18. HOWPS year end is the 30th June and it is expected that the current deficit position will improve.

11	<u>Schools Delegated</u>	Net Working Budget:	£	75,446k
		Net Forecast Expenditure:	£	74,397k
		Variance (Over)/Under Spend:	£	1,049k
		February Forecast (Over)/Under Spend	£	(382)k
		Change in Forecast	£	1,431k

11.1 The actual outturn position of School Delegated Budgets was better than previously anticipated with a use of reserves at year end of £870k compared with the budgeted figure of £2.153m.

11.2 The table below shows the breakdown of the deficit and surplus positions at year end by type of school:

School Sector	Opening Balance	Budgeted Contribution/(Use)	Actual Contribution/(Use) of Reserves	Change in Contribution/(use) of Reserves	Closing Balance
	£'000	£'000	£'000	£'000	£'000
Primary	1,607	(287)	655	942	2,262
Special	(259)	19	128	109	(131)
Secondary	(863)	(1,673)	(1,702)	(29)	(2,565)
Sub Total	485	(1,941)	(919)	1,022	(434)
Loans & other items	(494)	(212)	49	261	(445)
Total	(9)	(2,153)	(870)	1,283	(879)

11.3 The revised reserve position will need to be incorporated into the Schools budget plans, along with corrective action to ensure a balanced budget can be achieved within the required timeframe.

12 Housing Revenue Account Underspend (HRA) £906k

12.1 The HRA core budget was underspent by £909k at year end, mainly due to a reduction in the budgeted bad debt write off of £475k, this evidences better collection of debt and less outstanding or at risk at year end. Interest charges reduced as a result of a reduction in borrowing, in part planned through virements in year, due to a proportion of the Welsh Housing Quality Scheme (WHQS) program being rolled forward into 2018/19.

12.2 Write off of stock and overspend on repairs and maintenance totalling £119k, offset by underspends on adaptations of £127k through maximisation of grant funding and capitalisation and policy and management, including tenancies and rent collection of £146k.

12.3 HRA's share of the losses from the implementation of the Joint Venture Company, HOWPS £157k as at 31st March.

12.4 The current balance on the Housing Revenue Account is £3,267k, which is significantly in excess of the £1m balance required to satisfy financial regulations.

13 Options Considered/Available

No alternative options are considered appropriate as a result of this report.

14 Preferred Choice and Reasons

None to consider.

15 Impact Assessment

Is an impact assessment required? Yes/No

16 Corporate Improvement Plan

To achieve the Corporate Improvement Plan (CIP) objectives the Council undertakes forward planning with its medium term financial strategy (MTFS) - this sets out the financial requirements to deliver the short and longer term council vision. These capital and revenue monitoring reports are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

17 Local Member(s)

This report relates to all service areas across the whole County.

18 Other Front Line Services

This report relates to all service areas across the whole County.

19 Communications

Budget information is of interest to internal and external audiences and regular updates are provided by the Portfolio Holder for Finance. Detailed finance reports are presented to Heads of Service, Cabinet and the Audit Committee. These reports are public and are part of a range of statutory and non-statutory financial information documents including the Statement of Accounts.

20 Support Services (Legal, Finance, HR, ICT, BPU)

This report has no specific impact on support services other than reporting on those service areas financial outturns. Financial Services work closely with all service areas in monitoring financial performance against budgets.

21 Scrutiny

Has this report been scrutinised? Yes / No

22 Statutory Officers

The Head of Financial Services (Deputy Section 151 Officer) has provided the following comment:

As with previous reports to Cabinet the position is a prudent reflection of the 2017/18 revenue budget outturn.

The improved financial position achieves a transfer to reserves to support the future medium term financial strategy, that said there are concerns about the undelivered efficiency savings that will be reflected in the initial 2018/19 financial reports.

The increasing demand within Children Services and the implementation of the improvement plan continues to be the main financial challenge for the Authority. It is essential that the costings developed to support the plan are robust in order to provide the appropriate level of financial resource and governance.

The overall schools' balance position, particularly the secondary sector, remains a risk that needs to be addressed and will require concerted effort to ensure it is managed effectively.

The Monitoring Officer has no specific concerns with this report.

23 **Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
<p>a. The contents of this report are noted by Cabinet; and</p> <p>b. That the setting up of the specific reserves proposed in section 4.5 are approved;</p> <p>c. That the proposal for achievement of savings by alternative means set out in section 3.6.1 be approved;</p> <p>d. The use of capitalisation to fund school transformation redundancies is approved as set out in section 8.3.</p>	<p>To outline the end of year financial position and the council's financial performance.</p> <p>To ensure appropriate reserves are established.</p> <p>To help support the Cabinet's priorities.</p>

Relevant Policy (ies):		Financial Regulations	
Within Policy:	Yes	Within Budget:	n/a
Relevant Local Member(s):			
Person(s) To Implement Decision:		Jane Thomas	
Date By When Decision To Be Implemented:			
Contact Officer Name	Tel	Fax	E mail
Jane Thomas	01597-826341	01597-826290	jane.thomas@powys.gov.uk

Outturn by Service Area including RAG status as at 31st March 2018

Service Area	Net Budget	Outturn Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance RAG status
		£'000	£'000	%	
People					
Adult & Commissioning	57,335	56,206	1,129	1.97%	B
Children Services	13,153	18,689	(5,536)	-42.09%	R
Housing General Fund	733	683	50	6.82%	B
Place					
Leisure & Recreation	9,217	8,893	324	3.52%	B
Regeneration, Property & Commissioning	8,828	8,127	701	7.94%	B
Highways, Transport & Recycling	20,144	19,125	1,019	5.06%	B
Schools					
Schools Service	24,961	24,863	98	0.39%	G
Resources					
Financial Services	1,877	1,666	211	11.24%	B
Information Services	3,431	3,385	46	1.34%	B
Business Services	6,265	6,218	47	0.75%	G
Legal Services	3,033	3,008	25	0.82%	G
Workforce, OD and Comms	2,485	2,478	7	0.28%	G
Service Area Totals	151,462	153,341	(1,879)	-1.24%	
Corporate Activities	13,070	7,911	5,159	39.47%	B
Financed by (RSG/CT/NNDR)	(239,980)	(240,382)	402		
Total	(75,448)	(79,130)	3,682	-4.88%	
Housing Revenue Account (HRA)	0	-907	907	0.00%	G
Schools Delegated	75,446	74,397	1,049	1.39%	B
Total including HRA	(2)	(5,640)	5,638		

APPENDIX B

Efficiency / Saving	2015/16	2016/17	2017/18	Total to be Achieved 17/18	Total Achieved to Date	Remainder to find	Achieved
	£000's	£000's	£000's	£000's	£000's	£000's	%
Place							
Highways Transport & Recycling	151	364	1,839	2,354	2,084	270	89%
Regeneration, Property & Commissioning	14	35	399	448	417	31	93%
Leisure & Recreation	0	0	730	730	730	0	100%
Place	165	399	2,967	3,532	3,230	302	91%
Schools							
Schools	158	88	1,619	1,865	1,658	207	89%
Schools	158	88	1,619	1,865	1,658	207	89%
People							
Adult	0	0	2,231	2,231	2,231	0	100%
Children Services	0	1	1,101	1,101	0	1,101	0%
People	0	1	3,332	3,333	2,231	1,101	67%
Chief Executives							
Chief Executives	0	0	250	250	250	0	100%
Legal	0	12	28	40	40	0	100%
Chief Executives	0	12	278	290	290	0	100%
Resources							
Business Services	0	0	278	278	187	92	67%
Information Services	0	0	232	232	200	32	86%
Professional Services	0	20	215	235	235	0	100%
Corporate Activities	999	320	695	2,015	295	1,720	15%
Resources	999	340	1,421	2,760	917	1,844	33%
Grand Total	1,323	841	9,616	11,780	8,327	3,453	71%

RESERVE BALANCES

Summary	Opening Balance (1st April 17) Surplus / (Deficit)	Actual (Use) of Reserves	Balance (31st March 18) Surplus/ (Deficit)
	£`000	£`000	£`000
General Fund	8,685	1,010	9,695
	8,685	1,010	9,695
Ringfenced & Specific Reserves			
Budget Management Reserve	3,484	100	3,584
Specific Reserves	1,902	511	2,413
21st Century Schools Reserve	6,297	(773)	5,524
Adult Services Reserve	2,750	0	2,750
Regeneration Reserve	0	100	100
Invest to Save & Corporate Initiatives (inc JE)	5,300	531	5,831
Insurance Reserve	2,394	(807)	1,587
HOWPS	0	185	185
Mid Wales growth fund	0	150	150
Transport & Equipment Funding Reserve	6,199	(35)	6,164
Sub-Total	28,326	(38)	28,288
Schools Delegated Reserves	486	(930)	(444)
School Loans & Other Items	(494)	60	(434)
Net School Delegated Reserves	(8)	(870)	(878)
Total Ringfenced & Specific Reserves	28,318	(908)	27,410
Housing Revenue Account	1,761	1,506	3,267
	1,761	1,506	3,267
Total Revenue Reserves	38,764	1,608	40,372