

**POLICY AND RESOURCES CABINET BOARD**

**10<sup>TH</sup> FEBRUARY 2011**

**REPORT OF THE CORPORATE DIRECTORS' GROUP**

**INDEX OF REPORT ITEM**

**Doc. Code: PRB-100211-REP-CDG**

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## **ITEM 1**

### **BUDGET MONITORING REPORT TO 31<sup>ST</sup> DECEMBER 2010**

#### **1. Purpose of Report**

- 1.1 This report provides information relating to the Council's budget to 31<sup>st</sup> December 2010.
- 1.2 This is a monitoring report which provides details for Policy and Resources Services for the committee to scrutinise and comment upon. The details of all other services is also included in recognition of the Board's role in reviewing the overall budget position.
- 1.3 The report provides details of significant variances from the current budget position, together with an explanation of the action being taken to manage these variances.
- 1.4 It also provides an update on the implementation of the Forward Financial Plan
- 1.5 Finally, any planned budget transfers or reserve movements are included for review.

#### **2. Current Financial Year**

- 2.1 The Council's resources are limited and it is essential that each Service is delivered within the allocated cash limit; otherwise undue pressure is transferred to other areas of the Authority's finances.
- 2.2 The Council is reliant upon service delivery being maintained within the current budget and the existing Forward Financial Plan savings being achieved. It is essential that these savings and budgets are made as there will be further pressures arising following the Comprehensive Spending Review.
- 2.3 At this stage in the budget monitoring process, some budget pressures have been identified and details of these are included below. There is concern that pressures continue to exist as a result of continued increasing demand for services. Rigorous management control and scrutiny will therefore be required throughout 2010/11 in order to contain expenditure within the cash limit wherever possible.

2.4 The following paragraphs provide details of variances from the agreed budget for 2010/11, together with details of the ways in which these variances will be managed.

#### **2.4.1 Policy and Resources Board**

##### **Finance and Corporate Services**

###### Childcare Legal

The Joint Childcare Legal Team is taking positive action to reduce expenditure on locums and external counsel. As a result of this action, the predicted overspend for this Council's share of the Joint Legal Service has reduced to £280,000 over the base budget of £635,750. This overspend is to be funded by the utilisation of Directorate reserves and further in year budget savings.

###### **Chief Executive's Office**

###### Youth Offending Team

The Youth Offending Team has employed the services of an Agency Social Worker to cover maternity leave at a net cost of £26,000. This was not included in the budget for 2010/11 and it is anticipated that the cost will be met from under spends within the Chief Executive's Office budget.

#### **2.4.2 Children, Young People and Education Board**

##### **Education, Leisure and Lifelong Learning**

###### Adult / Community Education – Afan Nedd Franchise £150,000

A reduction in the number of Credit Equivalent units has led to an income reduction in the region of £150,000. A number of saving strategies are currently being reviewed across the service to ensure that expenditure will be contained within the overall cash limit.

###### Gwaun Cae Gurwen Workshops - £30,000

An efficiency target of £30,000 was placed on Gwaun Cae Gurwen Workshops. This area of service is being closely monitored to ensure this "targeted saving" will be achieved.

## **Social Services, Health and Housing**

### Children and Young People Service - Staff

Additional resources (£267,000) were included in the budget for 2010/11 to fund six additional social work staff to address caseload pressures identified during 2009/10. The budget assumed that the additional costs could be offset by savings arising from the systems review.

It was originally anticipated that the systems review would be completed by June 2010 however there has subsequently been agreement that the review is extended and therefore it will not be possible to realise the full savings target during 2010/11.

Additional pressures (£678,000) have also arisen in respect of the staff budget due to the ongoing requirement to use agency staff to backfill for absences and vacancies.

Although most vacancies have now been filled following a successful recruitment campaign, there have been some delays in commencement and agency staff continue to be required to cover for other absences eg maternity cover, long term sickness and to backfill for staff undertaking the systems review. Options are currently being considered to reduce this ongoing pressure and to reduce the reliance on agency staff in the future..

### Placements

Pressures continue to arise due to the ongoing demand and cost of placements. The projected cost of all current placements exceeds the budget by £549,000. It is estimated based on current activity levels that a further £68,000 will be required to meet the cost of new placements arising in October to March 2011.

### Other costs

Given the overall increase in looked after children in 2009/10, pressures continue in relation to taxi costs. Taxis are used to transport looked after children to and from school and contact with their families. The budget overspent by £175,000 in 2009/10, and although an additional £80,000 was included in the budget for 2010/11, there is a projected overspend of £91,000 based on current activity. Every effort is being made to reduce ongoing costs, and a feasibility study is underway to establish alternative more cost effective ways of providing transport services for looked after children.

The ongoing demand for placements has also resulted in pressures on the legal fees budget which is currently projected to overspend by £200,000.

Strict management of placements and vacancies is being undertaken in an attempt to contain costs wherever possible. Savings arising from the Family support services review (£121,000), grant income (£129,000) and

savings arising within business strategy (£117,000) will be used to partly offset the pressures identified

The overall pressures currently identified which require funding from the General Reserve can be summarised as follows:

	<b>£'000</b>
Extension of Childrens system review	267
Staff pressures	678
Current placement pressures	549
Taxi costs	91
Legal fees	200
	<hr/> 1,785
Offset by:	
Family support services review	-121
Grant income	-129
Business Strategy	-117
	<hr/> 1,418
Current Pressures	1,418
Anticipated placement pressures	68
	<hr/> <b>£1,486</b> <hr/>

There is a current provision of £1.202m within the General Reserve so this will need to be increased by £284,000.

### **2.4.3 Economic and Community Regeneration Board**

#### **Education, Leisure and Lifelong Learning**

##### Catering – Margam Park - £10,000

A £10,000 efficiency saving has been placed against the catering operation at Margam Park. In the event of this efficiency saving not being able to be achieved this saving will have to be met from savings within the Margam Park Budget.

#### **Environment**

##### Green Park

The reserve, which was previously funding Green Park, was extinguished last year resulting in a financial pressure of £37,500. Discussions are currently ongoing to relocate the occupants into Civic Buildings to make savings.

### Facilities Management – Catering Services

The Catering Budget is under pressure due to a downturn in civic centre orders and set up costs in relation to the changeover in the Community Meals Service.

## **2.4.4 Environment and Highways Board**

### **Environment**

#### Print and Graphics Unit

The previously reported drop in anticipated revenue now reflects a potential problem of around £96,000. This is despite the instruction that all printing work should be channelled through the Print & Graphics Unit. Work is ongoing to review the current position and to develop a longer term strategy.

#### Winter Maintenance

A review of the winter maintenance budget was undertaken approximately eighteen months ago based on the average spend over the previous ten years and, as a consequence the winter maintenance budget was increased by £100,000. However the average spend over the last three years shows a significant increase and, as a result of recent adverse Arctic weather conditions continue the budget for the year has been fully spent. There may be a significant overspend subject to the weather conditions for the remainder of the year.

## **2.4.5 Social Services Health and Housing Board**

### Elderly placement

Demand for packages of care continues to be greater than the budgetary allocation. Steps have been taken to restrict the number of packages which can be released on a monthly basis in order to reduce the projected overspend on this budget head. However the reality of demand arising from both the community and hospital discharges has meant that it has been necessary to continue to release packages at a rate greater than the budget would allow.

In order to accommodate this, all other budgets in the service area are being strictly managed in an attempt to offset the pressures identified and to contain expenditure as far as possible.

### Learning Disability placements

Pressures continue to arise due to ongoing demand for placements. Although significant savings were realised during 2009/10 as a consequence of the transfer of packages meeting Continuing Health Care criteria, the current restructuring within health structures and delays in the publication of the new Continuing Health Care guidance has resulted in difficulties in formalising a process for new referrals. The new guidance makes it clear that joint packages need to be considered if a client is not eligible for continuing health care. There are currently six assessments outstanding and a further three new referrals are ongoing.

Health has identified review dates for 12 fully funded CHC packages and 18 joint packages, for which the total cost to Health is currently £1,619,090. An additional budget pressure could therefore arise if the funding of the packages changes as a consequence of the review.

A review of all existing packages has been undertaken in order to minimise costs wherever possible. The outcome of this review is that there will be a change in some current packages to ensure that need is being met in the most cost effective way.

Based on current funding arrangements the placement budget is projected to overspend by £180,000. The projection however does not include any provision for new placements arising between October and March 2011, or any changes to current CHC/joint funding arrangements. A provision to meet the cost of the projected overspend is included in the General Reserve.

## **3. Forward Financial Plan Monitoring 2011/12 to 2013/14**

3.1 The Council's Forward Financial Plan saving strategies are outlined in Appendix 1. Board are asked to consider the current position identified in relation to the planned savings for Policy and Resources and to take an overview of all other service areas.

3.2 To ensure that the Plan remains on target, each Head of Service has reviewed their items and identified the current status, choosing from the options of

- Green = achieved
- Yellow = on target (no problems envisaged)
- Lilac = significant risks
- Red = failed or unlikely to be achieved.

3.3 In order to highlight any areas of concern for review, the reference column on the left hand side of the analysis will indicate red for the following categories identified by Heads of Service

➤ If yellow = £250,000+

➤ If lilac = £100,000+

➤ If red = £10,000+

3.4 There are some areas of significant risk as follows:

### **3.4.1 Policy and Resources Board**

#### **Finance and Corporate Services**

##### Department systems and service reviews

There is further work required to identify where these solutions are to be made, but the Directorate is confident that these will be achieved through a range of measures including workforce strategy and service restructuring.

### **3.4.2 Children, Young People and Education Board**

#### **Education, Leisure and Lifelong Learning**

##### Access – School Meals and Cleaning - £115,000

Included within the Forward Financial Plan for 2011/12 are targeted savings of £115,000 (together with a further £50,000 targeted within the Environment budget). A “systems” review is currently on going. This target will be at significant risk until the recommendations of the review are implemented. It is anticipated that the review will make the savings in 2011/12 and it is feasible that savings in excess of the figures included within the Forward Financial Plan in respect of Catering and Cleaning may be realised in 2013/14.

##### Access – Home to School Transport - £660,000

The Forward Financial Plan includes a savings target of £660,000 for this service area for the financial years 2011/12 to 2013/14. Until the outcomes of the ongoing ‘systems’ review are quantified this savings target must continue to be reported as at significant risk of not being achieved.



## **Social Services, Health and Housing**

### Childrens Placements

Although the fostering strategy has been successful in increasing the number of internal foster carers, the savings have been offset by the additional costs arising from the increase in the total number of looked after children and consequent demand for services. The placement budget is now projected to overspend and there is no provision available to meet the cost of new placements arising between January and March 2011.

### **3.4.3 Economic and Community Regeneration Board**

#### **Education, Leisure and Lifelong Learning**

##### Leisure Trust – Afan Lido Revenue Savings

The Forward Financial Plan includes a savings target of £500,000 for 2013/14 which relates to a proposed reduction in the running costs of the Aquadome and Afan Lido Complex. The fire (December 2009) at the facility has meant that the entire strategy in relation to the Leisure offer at Aberafan Seafront needs to be reviewed. As a result of this it is deemed that the £500,000 base budget reduction must currently be viewed as being at significant risk.

#### **Environment**

##### Savings to be identified

The Directorate is currently considering how these savings are to be made and solutions will be identified as part of the budget process.

### **3.4.4 Environment and Highways Board**

#### **Environment**

##### Savings to be identified

The Directorate is currently considering how these savings are to be made and solutions will be identified as part of the budget process.

### **3.4.5 Social Services Health and Housing Board**

#### **Social Services, Health and Housing**

##### Elderly placements

The ongoing demand for placements has been such that it has not been possible to restrict placements in line with budget estimates. There is

concern that the any further restriction on the monthly allocation could place vulnerable service users at significant risk

#### Learning Disability placements

The learning disability placements budget is being strictly managed in order to reduce costs and to secure joint funding from partner agencies where ever possible, in an attempt to contain expenditure within budget, in light of the continued demand for services.

#### Unidentified savings

Further work is required to accurately quantify the savings arising from the workforce strategy and transformation programmes across corporate support services from 2011/12 onward. At present, there are no firm plans for achieving these savings and must be viewed as being at significant risk.

## **4. Budget Movements**

4.1 The Council's Constitution requires the prior approval of the Council for any virement with a value greater than £500,000 of the net service budget. Other virements that do not involve a significant variation in the level or nature of the delivery of the service agreed by Council in the Revenue Budget can be approved as follows:

- Corporate Directors can approve virements up to a limit of £100,000, Virements to this level that impact on the budget guideline of another Corporate Director may be implemented only after agreement with the relevant Corporate Director and the Director of Finance and Corporate Services.
- Cabinet can approve virements within a budget guideline between £100,000 and £500,000.

4.2 There are no budget virements requiring approval this quarter.

4.3 The following reserve movements are proposed:

### **4.3.1 Policy and Resources Board**

#### **Corporate Reserves – Job Evaluation Reserve**

Arrangements are being put in place to reflect the additional first aid allowances to be paid following resolution of the job evaluation exercise. It is proposed that these costs are met from the reserve established for issues such as this.

This proposal will result in the following reserve position:

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> Dec 2010 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Job Evaluation	Cr 2,675	43	Cr 2,632

### **Corporate Reserves - Waste Reserve**

A contribution is required from this corporate reserve to meet costs within the Environment and Highways Service which relate to professional fees for the Regional Waste Anaerobic Digestion Hub (food waste).

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> Dec 2010 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Waste Reserve	Cr 4,280	100	Cr 4,180

### **Corporate Reserves – Accommodation Strategy Reserve**

Further estimated costs to be met from the Accommodation Strategy Reserve in 2010/11 have been identified as follows:

	£000
Generator – Neath Civic	150
Aberafan House	250
Cymric House	40
Port Talbot Civic	170
Improved Building Utilisation	110
Adjustment to Quays retention	-39

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**681**

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These proposals will result in the following reserve position:

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> Dec 2010 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Accommodation Reserve	Cr 3,100	681	Cr 2,419

## General Fund

### Social Services, Health and Housing

There remain unfunded budget pressures within Social Services, Health and Housing that will need to be funded from the General Reserve if savings cannot be identified elsewhere. These are as follows:

	<b>£'000</b>
Extension of Childrens system review	267
Staff pressures	678
Current placement pressures	549
Taxi costs	91
Legal fees	200
	<hr/> 1,785
Offset by:	
Family support services review	-121
Grant income	-129
Business Strategy	-117
	<hr/> 1,418
Current Pressures	1,418
Anticipated placement pressures	68
	<hr/> 1,486
Children Services Pressures	1,486
Elderly Placements	180
	<hr/> <hr/> <b>£1,666</b>

A contingency of £1.202m is already included in the General Reserve, so a further provision of £0.464m is required.

The resulting position for the General Reserve is shown as Appendix 4.

### 4.3.2 Policy and Resources Board

#### Youth Offending Team

Funding of £13,000 received from the YOT Managers Cymru and £22,000 from YOT South Wales Training has been received in relation to costs which will be incurred in the following financial year. It is proposed that these funds be transferred to the YOT reserve so they can be used to meet costs in the correct financial year.

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> Dec 2010 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Youth Offending Team Equalisation Account	Cr 46	Cr 35	Cr 81

#### **4.3.3 Children, Young People and Education Board**

##### **School Adaptation and Improvement of Buildings - £25,000**

Improvement works to Pen Afan Football pitch originally scheduled for 2010/11 will now be undertaken in 2011/12. A contribution to reserves of £25,000 is required to ensure that there is appropriate funding available for this work.

##### **Grants to Voluntary Organisations - £10,000**

A grant of £10,000 originally planned for 2010/11 has been delayed and will not be paid until 2011/12. It is proposed that the funding identified for this grant be carried forward in the Directorate's Education Equalisation Reserve.

These proposals will result in the following position.

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> Dec 2010 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Education Equalisation Reserve	Cr 1,065	35	Cr 1,100

#### **4.3.4 Economic and Community Regeneration Board**

##### **Economic Development Reserve**

The current commitments against the Economic Development Fund have been reviewed and are identified as being £380,750 less than the current budget position. A low level of requests for support and delays in implementing approved projects reflects the continuing trading conditions and reluctance of banks to provide investment finance to companies. This has resulted in the fund being used less than in previous years.

However, there are projects in the pipeline such as support for a development at Glanrhyd and the seafront at Aberavon which will need

substantial help from this Fund in the near future and therefore there is a need to maintain a healthy reserve.

This proposal will result in the following reserve position:

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> July 2010 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Economic Development	Cr 123	Cr 381	Cr 504

### **Future Jobs Fund Reserve**

The delivery of Future Jobs Fund has generated operating surpluses estimated at £80,000 as a result of management fees and other costs within the claims process. It would be prudent to retain surpluses in a specific fund to support further work under the UK government's new Work Programme and other activities to help unemployed people back into work, particularly as it is likely that funds currently available for Workways from the Youth Justice Board for match funding will not be available from April 2011.

This proposal will result in the following reserve position:

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> July 2010 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Future Jobs Fund	0	Cr 80	Cr 80

- 4.4 The current cash limits are included in Appendix 2, with the position for all specific reserves shown in Appendix 3 and the General Reserve in Appendix 4.

## **5. Recommendations**

- 5.1 It is recommended that:

- the budget monitoring information is scrutinised and comments provided where appropriate.
- the proposed reserve movements are approved.

## **Background Papers**

Budget working papers 2010/11

## **Wards Affected**

All

## **Officer Contact**

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## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				FCS-2	PRB	ICT Supplies & Services	S John		4	10		
				FCS-3	PRB	ICT – Business Continuity	S John		30			
				FCS-5	PRB	ICT-Systems Review	S John		80			
				FCS-6	PRB	ICT Vacancy Management	S John		50			
				FCS-7	PRB	ICT Staff Retirement	S John				30	
				FCS-8	PRB	ICT Software purchase	S John		218	100	100	
				FCS-9	PRB	Systems Reviews of Council Tax	M Jones	Review ongoing and not yet finalised. Will be compensated by additional vacancy Management and expect delivery in 2011-12	24			
				FCS-10	PRB	Systems Reviews of Housing Benefits	M Jones		50			
				FCS-11	PRB	Housing Benefit	M Jones		25			
				FCS-12	PRB	Review Cashier Service	M Jones			20	20	
				FCS-16	PRB	Pontardawe OSS	M Jones	Only partially delivered at £13,000 with balance in 2011/12 with compensating savings in staff vacancies for remaining £13,000.	26			
				FCS-17	PRB	Revenue Services Vacancy Management	M Jones	Additional £43,000 savings on track for delivery to compensate re shortfall in year for FCS 9, 16 and 17	70			

Green = achieved  
Yellow = on target (no problems envisaged)  
Lilac = significant risks  
Red = failed or unlikely to be achieved.



Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				FCS-18	PRB	Cash Office	M Jones	Only partially delivered at £6,000 with balance in 2011/12 with compensating savings in staff vacancies for remaining £6,000.	12			
				FCS-19	PRB	Exchequer Payslips	H Jenkins		6			
				FCS-20	PRB	Grants to Voluntary Organisations	H Jenkins		5	5	5	5
				FCS-22	PRB	Streamline Accountancy Services	H Jenkins		5	5	5	5
				FCS-26	PRB	Financial Services	H Jenkins		50			
				FCS-27	PRB	Financial Services	H Jenkins		18			
				FCS-28	PRB	Financial Services	H Jenkins		20			
				FCS-31	PRB	HRA – Litigation Savings	D Michael		34			
				FCS-32	PRB	Legal Services	D Michael		7			
				FCS-33	PRB	Licensing	D Michael		13			
				FCS-34	PRB	Registrars	D Michael		7			

Green = achieved  
 Yellow = on target (no problems envisaged)  
 Lilac = significant risks  
 Red = failed or unlikely to be achieved.

## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				FCS-35	PRB	Committee Services	D Michael		8			
				FCS-36	PRB	Democratic Services	D Michael		10			
				FCS-37	PRB	Democratic Services	D Michael		6			
				FCS-38	PRB	Childcare Legal Team reorganisation	D Michael	Need to find permanent solution to budget overspend which will probably be over £300k on the £630k base budget. Will have to look for additional savings/use of reserves for 2010/11.	150			
				FCS-39	PRB	Department systems and service reviews	FCS-All	Savings plan still under development. Additional Job Losses are inevitable.		358	348	457
				FCS-40	PRB	Use of Equalisation Reserve	FCS-All		36			
				CEX-4	PRB	Salary savings, vacancy management and reductions in supplies and services costs	CEX-All		126			
				CEX-5	PRB	Reduced salary costs	CEX-All			132	135	115

Green = achieved  
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## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				ELL-2	CYPE	Implications of Behaviour Review / Establish a Virtual Learning Centre at KS4-SSIP	A Evans	ENGAGE Behaviour Intervention project has been established. This will cater for all KS4 pupils at risk of exclusion. Project is matched funded by School and Youth Service staff. No permanent exclusions at KS4 – no additional alternative curriculum costs on the LEA.	10	127	93	10
				ELL-3	CYPE	Self Financing of Adult Education	A Evans	Achieved – currently in negotiations with NPT College on rationalisation Adult Community Learning management structure	100			
				ELL-4	CYPE	Schools contribution	A Evans	Achieved – Transfer of funding to cover expenditure for children with complex learning needs.	469	387	387	348
				ELL-5	CYPE	Reconfiguration of Development Officer Staff	A Evans	Reduction in the core team of two Teacher Development Officers – Foundation Phase and Literacy	43			

Green = achieved  
Yellow = on target (no problems envisaged)  
Lilac = significant risks  
Red = failed or unlikely to be achieved.

## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				ELL-6	CYPE	Afan Nedd Franchise	A Evans	Recently notified by Neath and Port Talbot college that there is likely to be a reduction in Credit Evaluation Unit allocation. In year budget reductions will need to be identified across other budget areas, these reductions have yet to be identified in full however discussions are ongoing with Neath College surrounding the joint funding of some key posts.	150			
				ELL-7	CYPE	EDIS Restructure	A Evans	Retirement of a Teacher Development Officer wef Sept.	57			
				ELL-9	CYPE	Transfer from Equalisation Reserve	K Napieralla	Achieved – small reduction in ELL’s equalisation reserve	61			
				ELL-11	CYPE	Timing adjustment – Learner transport funding	A Thomas	Achieved	-63			
				ELL-12	CYPE	Increase income target for Education Library and Resource Service	A Thomas	Achieved	10	10	10	10
				ELL-13	CYPE	Smarter procurement re ICT infrastructure	A Thomas	Achieved	5			
				ELL-14	CYPE	School meals and cleaning	A Thomas	Achieved – Catering and Cleaning Review currently on going	10	115		

Green = achieved  
Yellow = on target (no problems envisaged)  
Lilac = significant risks  
Red = failed or unlikely to be achieved.

## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				ELL-15	CYPE	Transport savings from changing school session times	A Thomas	Home to School Transport Review is on going		117	83	61
				ELL-16	CYPE	SEN Transport Efficiencies	A Thomas	Home to School Transport Review is on going		87	62	
				ELL-17	CYPE	Rationalisation of Routes	A Thomas	Home to School Transport Review is on going	50	50	50	50
				ELL-18	CYPE	Out of County Transport savings	A Thomas	Home to School Transport Review is on going				100
				ELL-19	CYPE	Review of provider of services	A Thomas	Catering and Cleaning Review currently on going	30			
				ELL-20	CYPE	Create an in county provision for pupils with Autistic Spectrum Disorder (ASD)	A Thomas	Part of the SSIP project				240
				ELL-21	CYPE and ECR	Removal of Vacant Posts	A Thomas	Achieved	94			
				ELL-22	CYPE	Reduction in Schools Adaptations and Improvement budget	A Thomas	Achieved	100			
				ELL-23	CYPE	Increase in Primary School Meal Charges	A Thomas	Achieved	60			
				ELL-24	CYPE	Reduction in Support Staff for Access Managed Services	A Thomas	Achieved	30			

Green = achieved  
Yellow = on target (no problems envisaged)  
Lilac = significant risks  
Red = failed or unlikely to be achieved.

## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				ELL-25	CYPE	Remodelling of working practices at Gwaun Cae Gurwen Workshops	A Thomas	Currently being reviewed and closely monitored	30			
				ELL-26	CYPE	Broadband	A Thomas	On going – Corporate IT working with procurement unit		70		
				ELL-27	CYPE	Independent Sector Budget	A Thomas	Achieved	60			
				ELL-28	CYPE	Secretarial and Admin Review	A Thomas	Achieved – 2 posts removed	40			
				ELL-39	CYPE and ECR	Vacancy Management	ELLL-All	On target – being monitored on a monthly basis	104			
				SHH-45	CYPE	Family Support Services	J Rzezniczek		40			
				SHH-46	CYPE	Fostering – spend to save-phase 1	J Rzezniczek	Although the strategy has been successful in increasing the number of internal foster carers, the savings have been offset by the additional costs arising from the increase in the number of looked after children and consequent demand for services.	100	100	100	100

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Red = failed or unlikely to be achieved.

## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				SHH-47	CYPE	Fostering – spend to save-phase 2	J Rzezniczek	Although the strategy has been successful in increasing the number of internal foster carers, the savings have been offset by the additional costs arising from the increase in the number of looked after children and consequent demand for services.	156	156	-79	160
				SHH-48	CYPE	Implementation CYP Grant transferred into RSG	J Rzezniczek		10			
				ELL-30	ECR	Reduction in Leisure Trust Subsidy	R Ward	Achieved	25	25	25	25
				ELL-31	ECR	Community Education Centre Staffing	R Ward	Achieved	50			
				ELL-32	ECR	Sub contract catering – Margam	R Ward	Currently being reviewed and closely monitored	10			
				ELL-33	ECR	Reviewing the temporary arrangements at Neath Museum and other cultural services	R Ward	Achieved	3	86		
				ELL-34	ECR	Revenue Savings – Afan Lido	R Ward	Work currently on going				500
				ELL-35	ECR	Explore service delivery options for service delivery of Theatres.	R Ward	Work currently on going		20		
				ELL-	ECR	Library Service Rationalisation	R Ward	Work currently on going			74	

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Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				36								
				ELL-21	CYPE and ECR	Removal of Vacant Posts	A Thomas	Achieved	94			
				ELL-39	CYPE and ECR	Vacancy Management	ELLL-All	On target – being monitored on a monthly basis	104			
				ENV-1	ECR	Contributions to outside bodies	G Andrews		5	5	5	5
				ENV-2	ECR	Staff structure Economic Development Unit	G Andrews		15	30		
				ENV-17	ECR	Reduction in Council building floor space	G Nutt		65	25	30	35
				ENV-18	ECR	Industrial Units review	G Nutt			50	50	25
				ENV-19	ECR	Review of non-competitive service areas	G Nutt			50	50	25
				ENV-22	ECR	Review of Regeneration service delivery	G Nutt			35	25	
				ENV-42	ECR	Planning Systems Review	G White		28	28	28	

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## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				ENV-6	EH	Parking review	D. Griffiths	This will be achieved during 2010/11 from savings already identified elsewhere with the Directorate. A review to find future years in ongoing.	310			
				ENV-9	EH	Removal of graffiti	G White		30			
				ENV-11	EH	Highways Development Control – generate income	D. Griffiths		8	8	8	
				ENV-12	EH	Public Transport-change subsidy for three routes	D. Griffiths		19			
				ENV-13	EH	Road Safety – income generation	D. Griffiths		13	12	12	
				ENV-15	EH	Community Service Transport Unit-introduce new services	D. Griffiths		43			
				ENV-16	EH	Reduce staff and assets-property services	G Nutt			25	50	25
				ENV-20	EH	Travel Allowances saving	G Nutt		15			
				ENV-21	EH	Additional income generation from consultancy	G Nutt		25	37		
				ENV-23	EH	Refuse savings from food waste collection	M Roberts		140			

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Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				ENV-24	EH	Completion of wheelie bin lease	M Roberts			70		
				ENV-25	EH	Overtime reduction	M Roberts	30	10	10		
				ENV-26	EH	Redeployment / redundancy	M Roberts	165	132	133		
				ENV-27	EH	Non-replacement of posts on retirement	M Roberts	10	25	25		
				ENV-28	EH	Reduction in use of vehicles	M Roberts	10	150	10		
				ENV-29	EH	Reduction in vehicles taken home	M Roberts	100	2	2		
				ENV-30	EH	Change to the balance of workforce	M Roberts	9	36			
				ENV-31	EH	Reduce materials budget	M Roberts	20	10	10		
				ENV-32	EH	Trade Refuse income	M Roberts	10	10	42	10	

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## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				ENV-33	EH	Bowling greens	M Roberts			20	40	
				ENV-34	EH	Paddling pools	M Roberts	15				
				ENV-35	EH	Highways Maintenance	M Roberts				300	
				ENV-36	EH	Reduction in training budget	M Roberts				17	
				ENV-37	EH	Review of waste management service	M Roberts	263	310	54		
				ENV-38	EH	Streamline of activity / review service provision following Housing Stock Transfer	M Roberts					100
				ENV-39	EH	Reorganisation of fleet maintenance	D. Griffiths					150
				ENV-40	EH	Income from refuse disposal	M Roberts		10	40		
				ENV-41	EH	Road markings	M Roberts	30				

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Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				ENV-7	EH and ECR	Reduce posts by smarter working	G. Andrews/ G. White/ G. Nutt	The savings identified in red from 2011/12 are currently being considered by EMT.	20	63	20	
				ENV-8	EH and ECR	Non replacement of posts on retirement	G. Andrews/ G. White/ G. Nutt	The savings identified in red from 2011/12 are currently being considered by EMT.	45	50	50	
				ENV-43	EH and ECR	Disturbance allowances savings	Env-All		40	14		
				ENV-45	EH and ECR	Vacancy management / general efficiencies	Env-All	The current vacancy management budget is considered too high and can not be increased further in 2011/12.	184	20		
				ENV-46	EH and ECR	Review of support service costs	Env-All			76	137	287
				ENV-47	EH and ECR	Savings to be identified	Env-All	The savings identified in red from 2011/12 are currently being considered by EMT and solutions will be identified as part of the budget process		493	440	654
				SHH-1	SSHH	Management restructure	R Rees		47	47		

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## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				SHH-5	SSHH	Provision of home care for second extra care scheme provided from within existing homecare staff resource	R Rees		100			
				SHH-6	SSHH	Savings re Caewern respite home	R Rees		100			
				SHH-7	SSHH	Residential services – review of management structure	R Rees		16	16		
				SHH-8	SSHH	Modernising Residential Care for the Elderly	K Jones	The anticipated timescale for the transfer to the new partner is November 2011, therefore the full year effect of savings identified in the strategic business case will not be realised in 11/12. Instead the £513,000 savings will need to be delivered by changes to terms & conditions, and bed configurations, additional income from client contributions and savings identified in respect of utility costs.		513	216	576
				SHH-9	SSHH	Reconfiguration of Homecare	K Jones	The £200,000 for 2010/11 will be secured via contract negotiations and from managing placements. Thereafter, the preferred option identified in the strategic business case indicated that	200	300	500	

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Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
								savings of £650,000 could be secured, however these savings are dependent on the successful implementation of the workforce strategy, reconfiguration of HEAT/CIIS teams and a systems review to identify efficiencies in management and support service costs.				
				SHH-10	SSHH	Savings re carers grant – transferred into RSG	R Rees		40			
				SHH-11	SSHH	Saving re termination of DLC contract at Llandarcy	R Rees		26			
				SHH-12	SSHH	Reduction of elderly placements budget	R Rees	Strict management of placement allocation is in place but demand for services continues to increase.	90			
				SHH-13	SSHH	Budget reduction – physical disability day care development budget	R Rees		19			
				SHH-14	SSHH	No inflationary increase in grants to voluntary organisations	R Rees		55			
				SHH-20	SSHH	Learning Disabilities Day Services Review	R Rees		18	18		

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Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				SHH-21	SSHH	Learning Disabilities transport savings	R Rees	It is anticipated that the savings can be secured from the generation of additional income across learning disability services.	8			
				SHH-22	SSHH	Transfers from residential to supported living	R Rees	Costs arising from the transfer of placements are greater than expected. Savings will therefore need to be realised via strict monitoring of the learning disability placement budget	15			
				SHH-23	SSHH	Additional funding received in relation to the Implementation of the Mental Health Act	R Rees		10			
				SHH-24	SSHH	Reduce Mental health placement budget	R Rees		8			
				SHH-25	SSHH	Reduce substance misuse placement budget	R Rees		20			
				SHH-26	SSHH	Fairer charging grant transferred into RSG	R Rees		81			
				SHH-27	SSHH	Charging – respite	R Rees		10	10	10	10
				SHH-28	SSHH	Charging – residential care	R Rees		80			

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## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				SHH-29	SSHH	Charging – day care transport, meals	R Rees		9	9	9	9
				SHH-30	SSHH	Charging – community alarm	R Rees		60			
				SHH-31	SSHH	Review staffing structure non statutory services – Welfare Rights	R Rees		90			
				SHH-32	SSHH	Review of non statutory services	R Rees	A review is being undertaken to explore a range of partnership arrangements with other local authorities and organisations				317
				SHH-38	SSHH	Transformation of Older People's Services	K Jones	Savings have not yet been quantified but are anticipated to arise from the review of elderly day services, proposals to integrate with health, and the transformation of adults social care.				1,000
				SHH-39	SSHH	Directorate support service savings arising from residential care review	K Jones	The anticipated timescale for the transfer to the new partner is November 2011, therefore the full year effect of the savings will not be realised in 11/12.		208		56

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## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				SHH-51	SSHH	EH&TS – review of non statutory services	A Thomas	Delays in implementing the restructure of EH&TS services means that the savings target is unlikely to be realised in 10/11, but instead will be achieved through vacancy management within business support services.	41			
				SHH-52	SSHH	EH&TS – service review	A Thomas	Delays in implementing the restructure of EH&TS services means that the savings target is unlikely to be realised in 10/11, but instead will be achieved from additional income recovered via proceeds of crime Act and through vacancy management within business support services.	66			

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## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				SHH-53	SSHH	EH&TS – additional income – proceeds of crime	A Thomas	Concern regarding the unpredictability of proceeds of crime income due to legislative processes. The original intention was that an equalisation reserve be established to offset the costs of the service in years when income streams were low, but due to financial pressures across the Directorate income secured has been required to offset other pressures and therefore no contingency is available to reduce variations in income.		65		
				SHH-54	SSHH	Housing savings	R Rees		15	28		
				SHH-55	SSHH	Social Lettings Agency	R Rees			14	15	21
				SHH-56	SSHH	Energy Performance Certificate – Increased Income	R Rees		32	22		
				SHH-57	SSHH	Staff Restructure – Housing	R Rees		210	112		
				SHH-58	SSHH	Use of Housing Equalisation Reserve	R Rees			-88	49	39
				SHH-60	SSHH	Business Support services – staff restructure	A Thomas		255			

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## Forward Financial Plan – Monitoring the Saving Strategies

2010/11	2011/12	2012/13	2013/14	Ref	Board	Description	Lead	Action/ Mitigation	Revenue Savings			
									2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
				SHH-61	SSHH	Reduce training budget	A Thomas		20			
				SHH-63	SSHH	Unidentified savings arising from transformation work in support services	SSH-All	Realisation of the savings will be dependent on the successful implementation of the workforce strategy, and corporate transforming the way we do business project		623	1,384	909

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## Revenue Budget Summary 2010/11

	<b>2010/11 Original Budget £000</b>	<b>2010/11 Revised Budget £000</b>
<b>Directly Controlled Expenditure</b>		
Education, Leisure and Lifelong Learning	106,229	106,229
Social Services and Health	69,210	69,210
Housing	1,582	1,582
Environment	36,259	36,239
Finance & Corporate Services	11,943	11,943
Chief Executive	5,263	5,283
<b>Total Directly Controlled Expenditure</b>	<b>230,486</b>	<b>230,486</b>
<b>Levies</b>		
Swansea Port Health Authority	54	54
Fire Authority	6,878	6,878
Margam Crematorium	3	3
<b>Contributions</b>		
Archive Service	145	145
Magistrates Court	22	22
<b>Other Expenditure</b>		
Capital Financing (net of Interest Receipts)	14,931	14,931
Housing Benefits	-302	-302
Contingency-Management of Change	421	421
Contingency-Job Evaluation/	-39	-39
Contingency- budget saving to be allocated	-100	-100
<b>Contributions/Reserves</b>		
Contribution from/to General Reserves	621	621
<b>NET REVENUE EXPENDITURE</b>	<b>253,120</b>	<b>253,120</b>
Performance Incentive Grant	-1,466	-1,466
<b>BUDGET REQUIREMENT</b>	<b>251,654</b>	<b>251,654</b>
<b>INCOME</b>		
Revenue Support Grant	160,119	160,119
National Non Domestic Rates	38,815	38,815
Discretionary Rate Relief	-136	-136
Council Tax – Neath Port Talbot	52,856	52,856
<b>TOTAL INCOME</b>	<b>251,654</b>	<b>251,654</b>

Specific Reserve Balances – 31<sup>st</sup> December 2010

Description	Reserve Balance at 1 Apr 2010	2010/11 Contributions to reserve	2010/11 Contributions from reserve	Changes already agreed	Proposed changes in Period	Estimated Reserve Balance at 31 Mar 2011 £000
	£000	£000	£000	£000	£000	£000
<b>EDUCATION, LEISURE &amp; LIFELONG LEARNING</b>						
<i>Delegated Schools Cash Reserves</i>						
Primary Schools Reserve A/C	Cr 3,018	0	0	0	0	Cr 3,018
Secondary Schools Reserve A/C	40	0	0	0	0	40
Special Schools Reserve A/c	Cr 371	0	0	0	0	Cr 371
ERVR New Deal Primary	Cr 124	0	0	0	0	Cr 124
*	Cr 3,473	0	0	0	0	Cr 3,473
<i>Education, Leisure and Lifelong Learning</i>						
Cleaning & Equipment Reserve	Cr 9	0	0	0	0	Cr 9
Primary Kitchen Refurbishment Reserve	Cr 39	0	0	0	0	Cr 39
Equalisation Account-Education	Cr 1,273	0	100	108	Cr 35	Cr 1,100
School Transport Reserve	Cr 259	0	0	0	0	Cr 259
Repair and Maintenance Reserve	Cr 143	0	0	0	0	Cr 143
Upper Afan Valley Sports Reserve	Cr 3	0	0	0	0	Cr 3
Equalisation Account-Leisure	Cr 126	0	40	0	0	Cr 86
School Improvement Reserve	Cr 45	0	0	0	0	Cr 45
Leisure Regeneration	0	0	0	Cr 650	0	Cr 650
	Cr 1,897	0	140	Cr 542	Cr 35	Cr 2,334
<b>Total Education Leisure &amp; Lifelong Learning</b>	<b>Cr 5,370</b>	<b>0</b>	<b>140</b>	<b>Cr 542</b>	<b>Cr 35</b>	<b>Cr 5,807</b>

Specific Reserve Balances – 31<sup>st</sup> December 2010

Description	Reserve Balance at 1 Apr 2010	2010/11 Contributions to reserve	2010/11 Contributions from reserve	Changes already agreed	Proposed changes in Period	Estimated Reserve Balance at 31 Mar 2011
	£000	£000	£000	£000	£000	£000
<b>SOCIAL SERVICES, HEALTH &amp; HOUSING</b>						
<i>Hillside Secure Unit</i>						
* Hillside General Reserve	Cr 1,351	Cr 141	61	0	0	Cr 1,431
	Cr 1,351	Cr 141	61	0	0	Cr 1,431
<i>Other</i>						
Social Services Equalisation	Cr 1	0	0	0	0	Cr 1
Environmental Health Equalisation Reserve	Cr 15	0	13	0	0	Cr 2
	Cr 16	0	13	0	0	Cr 3
<i>Housing – General Fund</i>						
Housing Equalisation Account	Cr 87	0	37	0	0	Cr 50
Housing – Supporting People Equalisation	Cr 108	0	40	0	0	Cr 68
	Cr 195	0	77	0	0	Cr 118
<b>Total Social Services, Health and Housing</b>	<b>Cr 1,562</b>	<b>Cr 141</b>	<b>151</b>	<b>0</b>	<b>0</b>	<b>Cr 1,552</b>

Specific Reserve Balances – 31<sup>st</sup> December 2010

Description	Reserve Balance at 1 Apr 2010	2010/11 Contributions to reserve	2010/11 Contributions from reserve	Changes already agreed	Proposed changes in Period	Estimated Reserve Balance at 31 Mar 2011
	£000	£000	£000	£000	£000	£000
<b>ENVIRONMENT</b>						
Winter Maintenance Reserve	Cr 72	0	0	0	0	Cr 72
Environment Equalisation Reserve	Cr 149	0	0	89	0	Cr 60
SWTRA Reserve	Cr 160	Cr 70	230	0	0	0
Income Equalisation Reserve	Cr 34	0	0	0	0	Cr 34
Building Maintenance Reserve	Cr 272	Cr 50	50	0	0	Cr 272
Grounds Mtce Commuted Sums	Cr 22	0	6	0	0	Cr 16
Civic Buildings Future Maintenance	Cr 290	Cr 100	90	0	0	Cr 300
Caegarw	Cr 8	0	0	0	0	Cr 8
Economic Development	Cr 422	Cr 200	499	0	Cr 381	Cr 504
European Fund	Cr 72	0	53	0	0	Cr 19
Workways Equalisation Reserve	Cr 50	Cr 50	0	50	0	Cr 50
Future Jobs Fund Reserve	0	0	0	0	Cr 80	Cr 80
Reclamation Investigation Reserve	Cr 66	0	0	0	0	Cr 66
Transportation Planning Reserve	Cr 30	0	30	0	0	0
	Cr 1,647	Cr 470	958	139	Cr 461	Cr 1,481
<b>Operating Accounts</b>						
* Operating Accounts –Vehicle Renewals	Cr 744	Cr 1,186	986	0	0	Cr 944
Vehicle Tracking	Cr 49	0	41	0	0	Cr 8
	Cr 793	Cr 1,186	1,027	0	0	Cr 952
<b>Total Environment</b>	<b>Cr 2,440</b>	<b>Cr 1,656</b>	<b>1,985</b>	<b>139</b>	<b>Cr 461</b>	<b>Cr 2,433</b>

Specific Reserve Balances – 31<sup>st</sup> December 2010

Description	Reserve Balance at 1 Apr 2010	2010/11 Contributions to reserve	2010/11 Contributions from reserve	Changes already agreed	Proposed changes in Period	Estimated Reserve Balance at 31 Mar 2011
	£000	£000	£000	£000	£000	£000
<b>FINANCE AND CORPORATE SERVICES</b>						
Legal Equalisation Account	Cr 149	0	0	149	0	0
F&CS I.T. Developments	Cr 171	0	0	0	0	Cr 171
IT Renewals Fund	Cr 959	Cr 173	285	12	0	Cr 835
Equalisation Reserve	Cr 49	0	16	33	0	0
Access to Services Strategy	Cr 265	0	0	0	0	Cr 265
Development Fund for Modernisation	Cr 37	0	0	0	0	Cr 37
Grants to Voluntary Organisations	Cr 31	0	0	0	0	Cr 31
<b>Total Finance and Corporate Services</b>	<b>Cr 1,661</b>	<b>Cr 173</b>	<b>301</b>	<b>194</b>	<b>0</b>	<b>Cr 1,339</b>



Specific Reserve Balances – 31<sup>st</sup> December 2010

Description	Reserve Balance at 1 Apr 2010	2010/11 Contributions to reserve	2010/11 Contributions from reserve	Changes already agreed	Proposed changes in Period	Estimated Reserve Balance at 31 Mar 2011 £000
	£000	£000	£000	£000	£000	£000
<b>CORPORATE RESERVES</b>						
* Job Evaluation Reserve-Pay Protection	142	0	1,036	0	0	1,178
* Job Evaluation Reserve-New pay and grading	Cr 4,808	0	444	511	43	Cr 3,810
Job Evaluation JE Employee Support	Cr 214	0	100	0	0	Cr 114
Joint Childcare Board Reserve	Cr 19	0	0	19	0	0
Costing System	Cr 85	0	0	85	0	0
* LAWDC Contingency Reserve	Cr 1,863	Cr 19	0	0	0	Cr 1,882
Spend to Save Fund	Cr 89	0	0	0	0	Cr 89
Flexible Working Strategy	Cr 4	0	0	4	0	0
E-Government Initiatives	Cr 99	0	0	99	0	0
Community Council Grant Scheme	Cr 124	Cr 55	55	0	0	Cr 124
* Management of Change Reserve	Cr 508	Cr 421	900	0	0	Cr 29
* Accommodation Strategy	Cr 3,789	0	689	0	681	Cr 2,419
Insurance-Risk Mgmt Reserve	Cr 187	Cr 335	335	0	0	Cr 187
* Insurance-Claims Reserve	Cr 10,984	0	0	3,469	0	Cr 7,515
Corporate I.T. Developments	Cr 606	0	137	0	0	Cr 469
* Waste Reserve	Cr 4,280	0	0	0	100	Cr 4,180
Transformation Reserve	Cr 622	Cr 19	52	210	0	Cr 379
* Treasury Management Equalisation Reserve	Cr 2,011	Cr 417	0	Cr 108	0	Cr 2,536
<b>Total Corporate Reserves</b>	<b>Cr 30,150</b>	<b>Cr 1,266</b>	<b>3,748</b>	<b>4,289</b>	<b>824</b>	<b>Cr 22,555</b>

Specific Reserve Balances – 31<sup>st</sup> December 2010

Description	Reserve Balance at 1 Apr 2010	2010/11 Contributions to reserve	2010/11 Contributions from reserve	Changes already agreed	Proposed changes in Period	Estimated Reserve Balance at 31 Mar 2011
	£000	£000	£000	£000	£000	£000
<b>CHIEF EXECUTIVE'S</b>						
Elections Equalisation Fund	Cr 140	Cr 25	0	0	0	Cr 165
Youth Offending Team Equalisation Fund	Cr 46	0	0	0	Cr 35	Cr 81
Health & Safety/Occupational Health	Cr 20	0	8	0	0	Cr 12
Management Capacity, Development, Advisors etc.	Cr 228	0	71	6	0	Cr 151
HR Equalisation	Cr 54	0	54	0	0	0
Local Service Board	0	0	0	Cr 32	0	Cr 32
<b>Total Chief Executive's</b>	<b>Cr 488</b>	<b>Cr 25</b>	<b>133</b>	<b>Cr 26</b>	<b>0</b>	<b>Cr 406</b>
<b>TOTAL ALL REVENUE RESERVES</b>	<b>Cr 41,671</b>	<b>Cr 3,261</b>	<b>6,458</b>	<b>4,054</b>	<b>293</b>	<b>Cr 34,127</b>

Specific Reserve Balances – 31<sup>st</sup> December 2010

Description	Reserve Balance at 1 Apr 2010	2010/11 Contributions to reserve	2010/11 Contributions from reserve	Changes already agreed	Proposed changes in Period	Estimated Reserve Balance at 31 Mar 2011 £000
	£000	£000	£000	£000	£000	£000
<b>* Less those requiring special consideration:</b>						
Delegated Schools Cash Reserves	3,473	0	0	0	0	3,473
LAWDC Contingency Reserve	1,863	19	0	0	0	1,882
Hillside General Reserve	1,351	141	Cr 61	0	0	1,431
Job Evaluation Reserve	4,666	0	Cr 1,480	Cr 511	Cr 43	2,632
Management of Change Reserve	508	421	Cr 900	0	0	29
Operating Accounts –Vehicle Renewals	744	1,186	Cr 986	0	0	944
Accommodation Strategy	3,789	0	Cr 689	0	Cr 681	2,419
Insurance-Claims Reserve	10,984	0	0	Cr 3,469	0	7,515
Waste Reserve	4,280	0	0	0	Cr 100	4,180
Treasury Management Equalisation Reserve	2,011	417	0	108	0	2,536
<b>Sub Total – those requiring special consideration</b>	<b>33,669</b>	<b>2,184</b>	<b>Cr 4,116</b>	<b>Cr 3,872</b>	<b>Cr 824</b>	<b>27,865</b>
<b>REVENUE RESERVES</b>	<b>Cr 8,002</b>	<b>Cr 1,077</b>	<b>2,342</b>	<b>182</b>	<b>Cr 531</b>	<b>Cr 7,086</b>

General Reserve – 31<sup>st</sup> December 2010

	<b>Original Estimate 2010/11</b>	<b>Revised 2010/11</b>	<b>Difference 2010/11</b>
		<b>£000</b>	<b>£000</b>
Opening Balance 1 April	<b>Cr 4,164</b>	<b>Cr 3,664</b>	Ov 500
Council Tax increased income	Cr 1,400	Cr 1,400	0
Capital Financing Costs-Accommodation	420	420	0
Doubtful Debt Provision	160	160	0
Economic Development Fund	200	200	0
Community Councils	55	55	0
Job Evaluation – further costs	200	0	Un 200
Children Services		1,486	Ov 1,486
Social Services – other		180	Ov 180
Neighbourhood Renewal Assessment	70	70	0
Trade Union activities		114	Ov 114
VAT refund		Cr 500	Un 500
Contribution from Revenue	Cr 621	Cr 621	0
<b>Estimated Closing Balance</b>	<b>Cr 5,080</b>	<b>Cr 3,500</b>	<b>Ov 1,580</b>