

POLICY AND RESOURCES BOARD

11TH NOVEMBER 2010

REPORT OF THE CORPORATE DIRECTORS GROUP

INDEX OF REPORT ITEMS

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ITEM 1

BUDGET MONITORING REPORT TO 30TH SEPTEMBER 2010

1. Purpose of Report

- 1.1 This report provides information relating to the Council's budget to 30th September 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, it is anticipated that expenditure will be within the overall cash limit after planned Reserve Transfers. 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.

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

Savings are being targeted for the remainder of this and the next financial year to deal with the budget pressures reported previously. The remaining shortfall will be funded from Directorate reserves.

Financial Services

The Council has pursued claims against HM Revenue and Customs relating to the reclaim of VAT which had been declared by this and predecessor authorities, but following changes to case law the Council was allowed a limited time frame to reclaim funds of £440,000 of which £205,000 relates to interest. These mainly relate to Cultural, Libraries and Sports activities. The Council is continuing to pursue further refunds in relation to “cultural” related activities and it is assumed that in total £500,000 will be recovered, although this is highly speculative. It is proposed that these funds be transferred to the General Reserve.

Chief Executive’s Office

Trade Union

Union representatives have been centralised under the Chief Executive’s Office following a report to Personnel Committee in May 2010. An annual cost of £114,000 for the salaries of Trade Union representatives was agreed by the Committee and is going to be met from the General Reserve in 2010/11. A budget guideline is required in 2011/12 to finance the cost of these representatives. Their salaries would previously have been met by the Directorates where their substantive posts are based.

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 savings” will be achieved.

Social Services, Health and Housing

Children and Young People Service - Staff

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. Further funding is required from the General Reserve to offset the additional costs incurred (£288,000).

Additional resources 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 which has now been extended and therefore it will not be possible to realise the full savings target during 2010/11. This will result in an additional pressure of £267,000.

Additional pressures have also arisen in respect of the staff budget due to the ongoing requirement to use agency staff to backfill for absences and vacancies. As a consequence the staff budget is projected to overspend by £509,000.

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 e.g. 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.

Placements

Pressures continue to arise due to the ongoing cost of placements. The projected cost of all current placements exceeds the budget by £526,000. It is estimated based on current activity levels that a further £280,000 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 for 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 £128,000 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.

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 (£86,000), grant income (£129,000) and savings arising within business strategy (£72,000) 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:

	£'000
Extension of Childrens system review	288
Staff pressures	267
Current placement pressures	526
Taxi costs	128
	<hr/> 1,209
Offset by:	
Family support services review	-86
Grant income	-129
Business Strategy	-72
	<hr/> 922
Current Pressures	922
Anticipated placement pressures	280
	<hr/> £1,202 <hr/>

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.

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 £160,000. 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 develop a longer term strategy.

Parking Services

A review has commenced with the objective to reduce the anticipated budget deficit of £185,000 for both the current and future years. The original budget assumed income from the general public, disabled, staff and other sources. The budget shortfall will be funded from other budget areas in the current year.

Milland Road Car Park – Rent Review

As previously reported, the rent review for the lease of this car park is effective from the 1st January 2010.

It was previously reported in the Quarter 1 Budget monitoring report that the current rent of £30,000 per annum could rise to £80,000 pa, which equates to a £50,000 pa increase for the next 5 years. Negotiations have now been completed, and subject to a pending Cabinet report approving the recently completed negotiations, the revised rent from the 1st Jan 2010 will be £40,000 per annum. This is an increase of £10,000 per annum as opposed to the anticipated increase of £50,000 per annum as previously reported.

In addition, a lease incorporating Milland Road footbridge and associated car parking, which the Council has been in occupation for some time without rent demands is due to be completed, with an agreed initial rent of £3,500 per annum with effect from 2000.

The current review of Parking Services is taking account of the increased costs arising from this rent review for 2011/2012. Alternative savings are being sort for the current year.

Reduction in Vehicle Costs

A savings target of £100,000 for fuel savings following the reduction in taking vehicles home has been identified. This saving is unlikely to be delivered in 2010/11 due to the delay in implementing the scheme in conjunction with one off compensation costs not known when the budget was established. The target will be achieved in future years and for 2010/11 it will be funded out of the Reserve set up for this purpose in 2009/10.

Public Lighting & Network Management

There are budget pressures within Lighting and Network Management due to the loss of external income, reduction in capital works and the escalation of material cost which are significantly higher than inflation. Work undertaken to date to identify savings, which is ongoing, has reduced this pressure to £60,000. However, it is anticipated that this will be funded from other areas within the service.

Civic Amenities Site Running Costs Saving

As a result of the improved diversion of waste at Briton Ferry following the extension of the site, there is an anticipated £30,000 saving in running costs.

Energy Management

The budget for this area includes income of £34,000. The main source of this income was Celtic Community Leisure. However, the Trust has external service providers delivering this service with a resultant loss of income of £17,325. The remaining forecast income was in respect of rechargeable fees for energy advice, apart from £3,500 expected to be recharged to the HRA no further fees are expected. Other savings are being sought from within the budget and across other service area to balance within cash limit.

2.4.5 Social Services Health and Housing Board

Elderly placement

The ongoing demand for placements and pressures to release hospital beds has been such that it has not been possible to restrict placements in line with budget estimates. This issue was raised at the Social Services Health and Housing Scrutiny Committee, and members were made aware that an options paper to address the pressures identified would be presented at the next meeting.

Residential Care Review

This Review is ongoing and further funding of £189,000 will be required from the Transformation Reserve to meet the costs arising from Phase 2 of this Review.

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 £258,000. 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.

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. An initial investment of £21,000 is required from the Transformation Reserve to contribute to the cost of undertaking this Review; this will be repaid from the savings realised.

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

There are pressures existing in this service area in the current year and it is anticipated that there are significant risks around making the savings identified in the Forward Financial Plan throughout the period of the Plan.

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 recent 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

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 It is proposed that Cabinet are asked to approve the following budget virement

4.2.1 Policy and Resources Board

Chief Executive's Office

A budget virement is required for 2011/12 to fund the Trade Union representatives. Directorate budgets are being top sliced based on their share of the Unison membership; the impact on each Directorate is shown in the following table.

Directorate	Budget Virement £'000
Schools	21
Education and Lifelong Learning	13
Environment	12
Chief Executive's	4
Finance and Corporate Services	8
Social Services	41
Housing (General Fund)	2
Operating Accounts (General Fund Services)	7
Total	108

Non General Fund services will be recharged based on their share of Unison membership as shown in the table below:

Directorate	Re-charge £'000
Hillside	2
Operating Accounts (Non General Fund)	3
SWTRA	1
Total	6

4.3 The following reserve movements are proposed:

4.3.1 Policy and Resources Board

Corporate Reserves - Insurance Claims Reserve

As a result of the Wales Audit Office requiring changes to the Statement of Accounts for the year ended 31st March 2010, the opening balance for this reserve has increased to £10.984m. In addition, there is a withdrawal from this reserve to fund the capital investment in the Gwyn Hall totalling £3.469m, resulting in an estimated closing balance at March 2011 of £7.515m.

Corporate Reserves – Job Evaluation Reserve

Workforce negotiations have now been concluded in relation to alternating shift allowances and it is proposed that the General Fund cost of £509,000 be met from the job evaluation reserve.

This proposal will result in the following reserve position:

Reserve	Budgeted Position 31st July 2010 £'000	Additional Transfer to / (from) Reserves £'000	Updated Position 31st March 2011 £'000
Job Evaluation	Cr 3,184	(509)	Cr 2,675

Corporate Reserves – Transformation Reserve

An additional pressure has been identified in relation to the continuance of the Residential Care Review and it is proposed that the additional costs of £189,000 are funded from the Transformation Reserve.

An initial investment of £21,000 is required for support for the Catering and Cleaning Review and it is proposed that these costs are also met from the Transformation Reserve.

These proposals will result in the following reserve position:

Reserve	Budgeted Position 31st July 2010 £'000	Additional Transfer to / (from) Reserves £'000	Updated Position 31st March 2011 £'000
Transformation	Cr 589	(210)	Cr 379

General Fund

Chief Executive's Office

A contribution from the General Reserve of £114,000 is required in 2010/11 to meet the cost of Union Representatives centralised under the Chief Executive's Office.

Finance and Corporate Services

It is proposed that the funds reclaimed from HM Custom and Excise of £500,000 is contributed to the General Reserve.

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:

	£'000
Extension of Childrens system review	288
Staff pressures	267
Current placement pressures	526
Taxi costs	128
	<hr/> 1,209
Offset by:	
Family support services review	-86
Grant income	-129
Business Strategy	-72
	<hr/> 922
Current Pressures	922
Anticipated placement pressures	280
	<hr/> £1,202 <hr/>

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

4.3.2 Children, Young People and Education Board

Secondary Schools

As a result of changes identified during the completion of the Statement of Accounts for the year ended 31st March 2010, there was a call against the secondary school reserves of £71,000. As a result, the closing position for this reserve for 2009/10 now stands at £40,000.

4.3.3 Economic and Community Regeneration Board

Environment

There is a delay in the programme of works for the Local Development Plan and as a result an estimated £60,000 of the funding originally allocated to 2010/11 will now be required to meet costs in 2011/12.

This proposal will result in the following reserve position:

Environment Reserves

Reserve	Budgeted Position 31st July 2010 £'000	Additional Transfer to / (from) Reserves £'000	Updated Position 31st March 2011 £'000
Environment Equalisation Account	0	60	Cr 60

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.
- the proposed budget virement is forwarded to Cabinet for approval

Background Papers

Budget working papers 2010/11

Wards Affected

All

Officer Contact

For further information on this report item, please 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)
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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
				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
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-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-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			
				ELL-25	CYPE	Remodelling of working practices at Gwaun Cae Gurwen Workshops	A Thomas	Currently being reviewed and closely monitored	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-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			
				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
				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			

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-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			
				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-36	ECR	Library Service Rationalisation	R Ward	Work currently on going			74	
				ENV-1	ECR	Contributions to outside bodies	G Andrews		5	5	5	5

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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-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	
				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			

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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-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			
				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	

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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-28	EH	Reduction in use of vehicles	M Roberts	These are anticipated lease cost savings following a reduction in vehicles once they are no longer taken home. Due to the delay in the implementation of this policy there is uncertainty if this saving is fully achievable.	10	150	10	
				ENV-29	EH	Reduction in vehicles taken home	M Roberts	This will be achieved during 2010/11 by identifying other savings.	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
				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	

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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-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			
				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		

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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-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		
				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		

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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-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		200	300	500	
				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			

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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-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		
				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			

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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-27	SSHH	Charging - respite	R Rees		10	10	10	10
				SHH-28	SSHH	Charging - residential care	R Rees		80			
				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

	2010/11 Original Budget £000	2010/11 Revised Budget £000
Directly Controlled Expenditure		
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
Total Directly Controlled Expenditure	230,486	230,486
Levies		
Swansea Port Health Authority	54	54
Fire Authority	6,878	6,878
Margam Crematorium	3	3
Contributions		
Archive Service	144	144
Magistrates Court	22	22
Other Expenditure		
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	-152	-100
Contributions/Reserves		
Contribution from/to General Reserves	621	621
NET REVENUE EXPENDITURE	253,120	253,120
Performance Incentive Grant	-1,466	-1,466
BUDGET REQUIREMENT	251,654	251,654
INCOME		
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
TOTAL INCOME	251,654	251,654

Specific Reserve Balances – 30th September 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
EDUCATION, LEISURE & LIFELONG LEARNING						
<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	0	Cr 1,065
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	0	Cr 2,299
Total Education Leisure & Lifelong Learning	Cr 5,370	0	140	Cr 542	0	Cr 5,772

Specific Reserve Balances – 30th September 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
SOCIAL SERVICES, HEALTH & HOUSING						
<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
Total Social Services, Health and Housing	Cr 1,562	Cr 141	151	0	0	Cr 1,552

Specific Reserve Balances – 30th September 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
ENVIRONMENT						
Winter Maintenance Reserve	Cr 72	0	0	0	0	Cr 72
Environment Equalisation Reserve	Cr 149	0	0	149	Cr 60	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	0	Cr 123
European Fund	Cr 72	0	53	0	0	Cr 19
Workways Equalisation Reserve - group	Cr 50	Cr 50	0	50	0	Cr 50
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	199	Cr 60	Cr 1,020
Operating Accounts						
* 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
Total Environment	Cr 2,440	Cr 1,656	1,985	199	Cr 60	Cr 1,972

Specific Reserve Balances – 30th September 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
FINANCE AND CORPORATE SERVICES						
Council Tax Swipe Cards Renewals Fund	0	0	0	0	0	0
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
Total Finance and Corporate Services	Cr 1,661	Cr 173	301	194	0	Cr 1,339

Specific Reserve Balances – 30th September 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
CORPORATE RESERVES						
* 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	2	509	Cr 3,853
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	0	Cr 3,100
Insurance-Risk Mgmt Reserve	Cr 187	Cr 335	335	0	0	Cr 187
* Insurance-Claims Reserve	Cr 10,984	0	0	0	3,469	Cr 7,515
Corporate I.T. Developments	Cr 606	0	137	0	0	Cr 469
* Waste Reserve	Cr 4,280	0	0	0	0	Cr 4,280
Transformation Reserve	Cr 622	Cr 19	52	0	210	Cr 379
* Treasury Management Equalisation Reserve	Cr 2,011	Cr 417	0	Cr 108	0	Cr 2,536
Total Corporate Reserves	Cr 30,150	Cr 1,266	3,748	101	4,188	Cr 23,379

Specific Reserve Balances – 30th September 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
CHIEF EXECUTIVE'S						
Elections Equalisation Fund	Cr 140	Cr 25	0	0	0	Cr 165
Youth Offending Team Equalisation Fund	Cr 46	0	0	0	0	Cr 46
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
Total Chief Executive's	Cr 488	Cr 25	133	Cr 26	0	Cr 406
TOTAL ALL REVENUE RESERVES	Cr 41,671	Cr 3,261	6,458	Cr 74	4,128	Cr 34,420

Specific Reserve Balances – 30th September 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
* Less those requiring special consideration:						
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 2	Cr 509	2,675
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	0	3,100
Insurance-Claims Reserve	10,984	0	0	0	Cr 3,469	7,515
Waste Reserve	4,280	0	0	0	0	4,280
Treasury Management Equalisation Reserve	2,011	417	0	108	0	2,536
Sub Total - those requiring special consideration	33,669	2,184	Cr 4,116	106	Cr 3,978	27,865
REVENUE RESERVES	Cr 8,002	Cr 1,077	2,342	32	150	Cr 6,555

General Reserve - 30th September 2010

	Original Estimate 2010/11	Revised 2010/11	Difference 2010/11
		£000	£000
Opening Balance 1 April	Cr 4,164	Cr 3,664	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		1,202	Ov 1,202
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
Estimated Closing Balance	Cr 5,080	Cr 3,964	Ov 1,116