

**POLICY AND RESOURCES BOARD**

**23<sup>RD</sup> SEPTEMBER 2010**

**REPORT OF THE CORPORATE DIRECTORS GROUP**

**INDEX OF REPORT ITEMS**

**Doc. Code: PRB-230910-REP-CDG**

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## **ITEM 1**

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

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

- 1.1 This report provides information relating to the Council's budget to 31<sup>st</sup> July 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 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.
- 2.3 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.

## **2.3.1 Policy and Resources Board**

### **Finance and Corporate Services**

#### Childcare Legal

There is a predicted overspend of around £300,000 on a base budget of £630,000 for Neath Port Talbot's share of the West Glamorgan Joint Childcare Legal Service. Efforts are being made by the Service Manager to control the cost by reducing the number of locums employed by the Service and to minimise the number of cases where external counsel are used. Any overspend following this exercise will need to be met from savings elsewhere within the Directorate and by utilising directorate reserves.

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

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

#### Adult / Community Education – Afan Nedd Franchise

A recent notification from Neath Port Talbot College outlines a reduction in the number of Credit Equivalent Units available for the contract year September 2010 to August 2011. It is likely that the overall impact of this reduction will be in the region of £150,000. A number of saving strategies across the Directorate are currently being reviewed to ensure that expenditure is contained within the overall cash limit.

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

#### Children and Young People Service - Staff

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.

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 have also arisen in respect of the staff budget due to the ongoing requirement to use agency staff to backfill for absences and vacancies during the first quarter. As a consequence the staff budget is projected to overspend by £350,000.

All vacancies have now been filled following a successful recruitment campaign, although 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.

### Placements

Pressures continue to arise due the ongoing cost of placements. There is currently £200,000 available to meet the cost of any new placements required before April 2011. Although there has been a reduction in the number of looked after children in recent months, it is too early to assume that the dip in numbers will be sustained. There is concern that the funding available will be insufficient to meet the future demand for 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

### Other costs

Pressures have also been identified in respect of the taxi costs budget due to a significant increase in the actual number of runs required during the first quarter of the year. Based on costs incurred to date the budget is projected to overspend by £134,000. A feasibility study is being undertaken to consider alternative more cost effective ways of providing transport services for Looked After Children for the future.

The high number of looked after children also places pressure on other budgets such as legal fees and inter agency adoption fees. Although there is currently insufficient cost data available to accurately project costs for 2010/11, continuation of prior year activity levels will put significant pressure on the children and young peoples' budget.

Action is being taken within the Childcare Legal team to pursue more cost effective means of delivering the service and thereby reduce the pressure identified.

### **2.3.3 Economic and Community Regeneration Board**

There are no issues to report at this stage in the budget monitoring process.

### **2.3.4 Environment and Highways Board**

#### **Environment**

##### Print and Graphics Unit

It is anticipated that the Print and Graphics Unit could suffer a significant drop in revenue of £100,000. A review is to be undertaken in this service area and some immediate short term measures have already been introduced to recover this position.

##### Drainage

New duties and responsibilities introduced under the Flood and Water Management Act 2010 and Flood Risk Regulations 2009 requires the immediate deployment of one skilled member of staff plus one GIS technician on associated issues. Unless revenue funded capacity can be redeployed from other areas this will result in a cost pressure of up to £50,000 in a full year. [It is also noted that, looking forward, a further two members of staff may subsequently be required to meet the new duties and responsibilities to 2015, at a total cost of £100,000 per annum]. For 2010/11, WAG has indicated that grant will be made available to the value of around £25,000, for the initial one off duties. It is intended that a report on the new duties and responsibilities will be presented to the Environment and Highways Cabinet Board in September/October.

##### Parking Services

A parking review identified the need for additional income of £310,000. A shortfall of £136,000 has now been identified due in part to insufficient permits being issued to cover that target. The review planned for the early autumn should reduce the anticipated deficit and resolve budget issues for future years.

##### Milland Road Car Park – Rent Review

The previous rental agreement for this car park came to an end with effect from 1st January 2010. The increased costs are likely to be in the region of £50,000. To date negotiations with Arriva Trains have not yet been concluded and the outcome will be reported in the next Budget Monitoring Report. In addition, the Directorate is likely to receive an

invoice for £40,000+ in relation to ten years back rent for a secondary lease at Milland Road. This adds to the financial pressures at this car park

#### 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.

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

There are no issues to report at this stage in the budget monitoring process.

## **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)
- Amber = 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 amber = £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. A system review is currently ongoing. This target will be at risk until the recommendations of the review are implemented. It is feasible that savings far in excess of the figures included within the Forward Financial Plan in respect of Catering and Cleaning may be achieved but will not be realised until future years.

##### 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 system review are quantified this savings target must continue to be reported as at risk.

## **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

### **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 Corporate Directors have approved a budget virement of £20,000 from Environment to Chief Executive's to reflect the transfer of the Human Resources function.

4.3 The following reserve movements are proposed:

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

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

The following changes to the reserve position are required:

- The Finance and Corporate Services IT Development fund to be renamed the Finance and Corporate Services IT Renewals fund which has no impact on the value of the reserve movements.
- The E-Government, Flexible Working Strategy and Costing system Corporate reserves are transferred into the IT Renewals Fund.
- An additional £200,000 is required from the IT Renewals fund in 2010/11 to meet the replacement costs of part of the server farm and for flexible working initiatives.
- It is proposed to utilise the Joint Childcare Board Reserve, the Legal Equalisation Account and the Finance and Corporate Equalisation Reserve to offset the overspend in the Childcare Legal Service.

- It is proposed that the £2,000 costs relating to the implementation of the Job Evaluation scheme for April 2010 are met from the Job Evaluation Pay and Grading Reserve.

These proposals will result in the following position.

### Finance and Corporate Services Reserves

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> March 2011 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
I.T. Renewals Fund	847	* (12)	835
F&CS Equalisation	33	(33)	0
Legal Equalisation	149	(149)	0
<b>Total</b>	<b>1,029</b>	<b>(194)</b>	<b>835</b>

\* This movement of £12,000 from the reserve is made up of the following items:

#### Transfers in from

E-Government Initiatives	£99,000
Flexible Working	£4,000
Costing System	£85,000

#### Less application of reserve

Server farm and flexible working initiatives	£200,000
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#### Net Movement

**£12,000**

### Corporate Reserves

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> March 2011 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
E-Government Initiatives	99	(99)	0
Flexible Working	4	(4)	0
Costing System	85	(85)	0
Joint Childcare Board	19	(19)	0
Job Evaluation	4,364	(2)	4,362
<b>Total</b>	<b>4,571</b>	<b>(209)</b>	<b>4,362</b>

## Chief Executive's Office

The following changes to the reserve position are required:

- Use a further £6,000 from the Management Capacity and Development reserve to fund the additional support within the Communications and Marketing Team until July 2011, to support the Change Management and Innovation Team.
- It is proposed that the £32,000 received from the WLGA is transferred into a designated reserve for the Local Service Board.

These proposals will result in the following changes:

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> March 2011 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Management Capacity, etc.	157	(6)	151
Local Service Board	0	32	32
<b>Total</b>	<b>157</b>	<b>26</b>	<b>183</b>

### 4.3.2 Economic and Community Regeneration Board

#### Education, Leisure and Lifelong Learning

The following changes to the reserve position are required:

- As a result of the recent fire at the Aquadome there has been a negotiated reduction in the annual Management Fee due to Celtic Community Leisure. This reduction, offset by a reduction in income to the Authority from Schools, has resulted in a net underspend on this budget area of £650,000. It is proposed that this underspend be transferred into a ring-fenced Directorate Reserve.
- A contribution from the Education Equalisation Reserve of £108,000 is required to complete the funding package for the proposed Capital project at the Citrus House at Margam Park. It is proposed that this funding be transferred to the Treasury Management Equalisation Account.

These proposals will result in the following changes:

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

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> March 2011 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Education Equalisation Account	1,173	(108)	1,065
Leisure Regeneration	0	650	650
<b>Total</b>	<b>1,173</b>	<b>542</b>	<b>1,715</b>

### **Corporate Reserves**

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> March 2011 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Treasury Management	2,428	108	2,536

### **Environment**

The following changes to the reserve position are required:

- It is proposed that the Environment Equalisation Reserve of £149,000 be fully utilised in 2010/11, mainly to fund delays in the implementation of the Forward Financial Plan savings.
- The Southwest Workways NPT project has requested that the £50,000 transferred to reserves in 2009/10 is transferred back to revenue. The reason for this request is that match funding is now incorporated in the quarterly claims as cash rather than repaid at the end of the project.

### **Environment Reserves**

<b>Reserve</b>	<b>Budgeted Position 31<sup>st</sup> March 2011 £'000</b>	<b>Additional Transfer to / (from) Reserves £'000</b>	<b>Updated Position 31<sup>st</sup> March 2011 £'000</b>
Environment Equalisation Account	149	(149)	0
Workways Equalisation	100	(50)	50
<b>Total</b>	<b>249</b>	<b>(199)</b>	<b>50</b>

4.4 The current cash limits are included in Appendix 2, with the position for all reserves shown in Appendix 3.

## **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.

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### **Background Papers**

Budget working papers 2010/11

### **Wards Affected**

All

### **Officer Contact**

For further information on this report item, please contact:

Mr Derek Davies – Director of Finance and Corporate Services

☎ 01639 763251

E-mail: [d.w.davies@npt.gov.uk](mailto:d.w.davies@npt.gov.uk)

Mr Hywel Jenkins – Head of Financial Services

☎ 01639 763644

E-mail: [h.jenkins@npt.gov.uk](mailto:h.jenkins@npt.gov.uk)

Mrs Janet North, Financial Services Manager

☎ 01639 763635

E-mail: [j.north@npt.gov.uk](mailto:j.north@npt.gov.uk)

## 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 & 17	70			

Green = achieved  
Yellow = on target (no problems envisaged)  
Amber = 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			

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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-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

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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)  
Amber = 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			

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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
				ELL-14	CYPE	School meals and cleaning	A Thomas	Achieved - Catering and Cleaning Review currently on going	10	115		
				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			

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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-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			
				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

Green = achieved  
Yellow = on target (no problems envisaged)  
Amber = 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
								Implementation will take place in 11/12.				
				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. Implementation will take place in 11/12.	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			

Green = achieved  
Yellow = on target (no problems envisaged)  
Amber = 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-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					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
				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	

Green = achieved  
Yellow = on target (no problems envisaged)  
Amber = 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
				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 by identifying other savings.	310			
				ENV-7	EH and ECR	Reduce posts by smarter working	G Andrews / G White/ G Nutt	The savings identified in red from 20011/12 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 20011/12 are currently being considered by EMT.	45	50	50	
				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	

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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-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		40	22		
				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	

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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-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				
				ENV-43	EH and ECR	Disturbance allowances savings	Env-All	40	14			
				ENV-45	EH and ECR	Vacancy management / general efficiencies	Env-All	184	20			
				ENV-46	EH and ECR	Review of support service costs	Env-All		76	137	287	

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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-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		
				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 £513,000 savings will need to be delivered by changes to terms & conditions, and bed configurations		513	216	576
				SHH-9	SSHH	Reconfiguration of Homecare	K Jones		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
				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		
				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	15			

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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
								monitoring of the learning disability placement budget				
				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			
				SHH-29	SSHH	Charging - day care transport, meals	R Rees		9	9	9	9
				SHH-30	SSHH	Charging - community alarm	R Rees		60			

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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-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			208		56
				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			

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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-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 through vacancy management within business support services.	66			
				SHH-53	SSHH	EH&TS - additional income - proceeds of crime	A Thomas			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	144	144
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	-152	-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>

Reserve Balances – 31<sup>st</sup> July 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	Cr 31	0	0	0	0	Cr 31
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 3,544	0	0	0	0	Cr 3,544
<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	0	108	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	0	Cr 650	Cr 650
	Cr 1,897	0	140	0	Cr 542	Cr 2,299
<b>Total Education Leisure &amp; Lifelong Learning</b>	<b>Cr 5,441</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>Cr 542</b>	<b>Cr 5,843</b>

Reserve Balances – 31<sup>st</sup> July 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>

Reserve Balances – 31<sup>st</sup> July 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>ENVIRONMENT</b>						
Winter Maintenance Reserve	Cr 72	0	0	0	0	Cr 72
Environment Equalisation Reserve	Cr 149	0	0	0	149	0
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 Mtee 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	0	50	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	0	199	Cr 960
<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>0</b>	<b>199</b>	<b>Cr 1,912</b>

Reserve Balances – 31<sup>st</sup> July 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>						
Council Tax Swipe Cards Renewals Fund	0	0	0	0	0	0
Legal Equalisation Account	Cr 149	0	0	0	149	0
F&CS I.T. Developments	Cr 171	0	0	0	0	Cr 171
IT Renewals Fund	Cr 959	Cr 173	285	0	12	Cr 835
Equalisation Reserve	Cr 49	0	16	0	33	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>0</b>	<b>194</b>	<b>Cr 1,339</b>

Reserve Balances – 31<sup>st</sup> July 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	0	2	Cr 4,362
Job Evaluation JE Employee Support	Cr 214	0	100	0	0	Cr 114
Joint Childcare Board Reserve	Cr 19	0	0	0	19	0
Costing System	Cr 85	0	0	0	85	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	0	4	0
E-Government Initiatives	Cr 99	0	0	0	99	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 7,141	0	0	0	0	Cr 7,141
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	0	Cr 589
* Treasury Management Equalisation Reserve	Cr 2,011	Cr 417	0	0	Cr 108	Cr 2,536
<b>Total Corporate Reserves</b>	<b>Cr 26,307</b>	<b>Cr 1,266</b>	<b>3,748</b>	<b>0</b>	<b>Cr 101</b>	<b>Cr 23,724</b>

Reserve Balances – 31<sup>st</sup> July 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	0	Cr 46
Health & Safety/Occupational Health	Cr 20	0	8	0	0	Cr 12
Management Capacity, Development, Advisors etc.	Cr 228	0	71	0	6	Cr 151
HR Equalisation	Cr 54	0	54	0	0	0
Local Service Board	0	0	0	0	Cr 32	Cr 32
<b>Total Chief Executive's</b>	<b>Cr 488</b>	<b>Cr 25</b>	<b>133</b>	<b>0</b>	<b>Cr 26</b>	<b>Cr 406</b>
<b>TOTAL ALL REVENUE RESERVES</b>	<b>Cr 37,899</b>	<b>Cr 3,261</b>	<b>6,458</b>	<b>0</b>	<b>Cr 74</b>	<b>Cr 34,776</b>

Reserve Balances – 31<sup>st</sup> July 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	3,544	0	0	0	0	3,544
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	0	Cr 2	3,184
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	7,141	0	0	0	0	7,141
Waste Reserve	4,280	0	0	0	0	4,280
Treasury Management Equalisation Reserve	2,011	417	0	0	108	2,536
<b>Sub Total - those requiring special consideration</b>	29,897	2,184	Cr 4,116	0	106	28,071
<b>REVENUE RESERVES</b>	<b>Cr 8,002</b>	<b>Cr 1,077</b>	<b>2,342</b>	<b>0</b>	<b>32</b>	<b>Cr 6,705</b>