

**CYNGOR SIR POWYS COUNTY COUNCIL**

**CABINET EXECUTIVE**

**7<sup>th</sup> November 2017**

**REPORT AUTHOR: County Councillor Aled Davies**

**Portfolio Holder for Finance**

**SUBJECT: Financial Overview and Forecast as at 30<sup>th</sup> September 2017  
and Deficit Recovery Plan**

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**REPORT FOR: Decision / Discussion / Information**

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**1. Summary**

- 1.1 This report provides an update on the Revenue spend against Budget for the year to date, as at 30<sup>th</sup> September 2017, and provides an updated projection of the 2017/18 end of year financial forecast. It is important to note that efficiency savings are only included when they have been delivered, and we maintain this approach to ensure a prudent position.
- 1.2 The report has been prepared on an exceptions basis, using actual variance against budget to define the RAG (Red, Amber, Green and Blue) status of the services' financial position. This method assists in highlighting those service areas with significant pressures which carry the most financial risk to the Authority and where corrective action must be taken to ensure a balanced year end budget, and mitigate any risk for future years.
- 1.3 The year end position continues to be projected as a deficit and this report includes a deficit recovery plan with various recommendations to reduce and manage this deficit to limit the impact on the Councils reserves.

**2. Revenue**

- 2.1 The projected revenue forecast, is shown in table 1 below, with a projected overspend of £6.262m (August £6.093m), excluding Housing Revenue Account (HRA) and Delegated Schools. This is largely the result of non-delivery of savings targets. There has been limited improvement in recent months and it is of concern that savings delivery is becoming increasingly difficult. This raises concerns about the anticipated year end position. Sensitivity analysis, shown in 3.3 below, demonstrates the impact of the future delivery of savings on the outturn position.
- 2.2 The table contained in Appendix A provides a forecast spend by service, against approved working budget, which includes budgeted transfers to / from reserves. It shows the projected position on both savings delivery and service performance. Services are collectively forecasting an overspend of £646k for general delivery of service, an increase of £237k on the projection at the end of August.

Table 1

Summary Forecast by Directorate	Total Working Budget	Approved Use To / (From) Reserves	Forecast Spend	Variance (Over) / Under Spend	
	£'000	£'000	£'000	£'000	%
People	70,978	2	77,016	(6,038)	(8.5)
Place	38,429	(8,153)	38,390	39	0.1
Schools	24,499	(227)	25,067	(568)	(2.3)
Resources	18,097	(449)	17,891	206	1.1
Central Activities	12,586	(410)	12,487	99	0.8
<b>Total</b>	<b>164,589</b>	<b>(9,237)</b>	<b>170,851</b>	<b>(6,262)</b>	<b>(3.8)</b>
Housing Revenue Account	0	(49)	0	0	
Schools Delegated	75,390	(1,977)	75,243	147	
<b>Total including HRA and Delegated Schools</b>	<b>239,979</b>	<b>(11,263)</b>	<b>246,094</b>	<b>(6,115)</b>	<b>(2.5)</b>

### 3. Efficiency savings

- 3.1 The efficiency saving target of £11.78m includes both in year and undelivered previous year targets. For prudence the forecast includes savings that have been achieved or have progressed to a point where there is confidence in final delivery taking place. An additional £68k of savings has been achieved during the month, £6.163m has been achieved (52% of the total), leaving £5.616m yet to be attained.

Table 2

Financial Year	Target £'000	Delivered £'000	Variance £'000
2015/16	1,323	44	1,279
2016/17	841	295	546
2017/18	9,616	5,824	3,792
<b>Total</b>	<b>11,780</b>	<b>6,163</b>	<b>5,616</b>

- 3.2 Table 2 above is further explained in Appendix B, showing a service breakdown on the delivery of savings required within the budget.
- 3.3 A sensitivity analysis has been introduced for delivery of savings and the potential impact on the outturn position. Table 3 shows a range of forecasts, based on the level of confidence in the delivery of the remaining targets. The analysis uses a rating of High, Medium or Low; High being the current forecast position and includes savings already delivered; Medium based on savings with RAG status Amber; and Low, the position if all savings are delivered.
- 3.4 To achieve an improved outturn position of £5.687m overspend, (medium confidence in savings delivery) an additional £575k of savings, will need to be delivered.

Table 3

<b>Forecasted sensitivity analysis of savings delivery</b>			
	<b>BASE</b>	<b>POTENTIAL</b>	<b>BEST CASE</b>
<b>Directorate</b>	<b>Current forecast - includes savings already delivered</b>	<b>Forecast if savings with RAG status Amber are delivered</b>	<b>Forecast if all savings are delivered</b>
	£'000	£'000	£'000
People	-6038	-5978	-4,018
Place	39	430	1,585
Schools	-568	-568	-361
Resources	206	330	330
Central Activities	99	99	1,819
<b>Total</b>	<b>-6262</b>	<b>-5,687</b>	<b>-646</b>

3.5 All services must aim to deliver their targets in order to achieve a balanced budget by year end. However, it should be noted that even if all the savings were achieved the current projections for service overspend would still result in an overall deficit budget outturn of £646k.

3.6 A number of savings continue to be reported as RED and as the year progresses there is an increased risk that these will fail to be delivered. The risk within Children's services is of particular concern and in addition to the non-delivery of savings, the overspend in this service continues to rise and is the main contributor to the overall deficit position.

3.7 Some savings reported as RED within the Place Directorate are now unlikely to be achieved, however, the non-delivery is being mitigated by underspends or other action taken by the service. It is essential that this position is reviewed and where appropriate virements are actioned to resolve the position on a permanent basis.

#### **4 Reserves**

4.1 The total revenue reserves held at 1 April 2017, together with the forecast addition/ (use) of reserves during the year and the projected year end balances as at 30<sup>th</sup> September, are set out in the table in Appendix C.

4.2 The revenue reserves held at the beginning of the year totalled £38.8m, with £8.6m held in the General Reserve and Specific and Ring fenced reserves of £28.4m. The forecast use of reserves to support the revenue budget during the year, (excluding Schools and HRA) is £9.2m.

4.3 Delivery of the agreed efficiency savings will reduce the draw on the general reserve, which is currently forecast at £6.9m, bringing the projected year end balance to £1.6m. The revised forecast level of General Fund reserve as at 30<sup>th</sup> September 2017 is 1% of total net revenue budget (excluding Schools and HRA). This increases to 3.2% if the budget management reserve is included, marginally above the 3% agreed strategy.

## 5 Revenue Forecast

5.1 Appendix A confirms that the overspend of £6.262m relates to undelivered efficiency savings of £5.6m offset in part by net over/underspends currently projected on service budgets. RAG status has been applied to service variance based on the categories below, and those with a variance calculated at “red” have been explained in more detail.

- **Blue** Underspend above 1%
- **Green** +/- 1% (or £0.05m if budget less than £5m)
- **Amber** Overspend of 1-2% (£0.05m - £0.1m if budget less than £5m)
- **Red** Variance above 2% (£0.1m if budget less than £5m)

6. <u>People Directorate</u>	Net Working Budget:	£ 70,978k
	Net Forecast Expenditure:	£ 77,016k
	Variance (Over)/Under Spend:	£ (6,038)k
	August Forecast (Over)/Under Spend:	£ (6,286)k
	Change in Forecast	£ 248k

### 6.1 **Adult Social Care (ASC) - Net Budget £57,030k, Forecast Overspend £(2,113)k**

6.1.1 The forecast position has improved by £278k since August, in part from full utilisation of Welsh Government funding being utilised to mitigate costs of national living wage and pay inflation, and a small amount of system cleansing to remove commitments in the system that are now felt to be unnecessary.

6.1.2 The service have delivered 59% of their £2.2m efficiency target. Work is being carried out with the Service to clarify the potential savings projected for Reablement Intervention that can be attached to the £603k target. The remaining £315k savings are still outstanding, but at this point no concerns have been raised about their achievement, which would reduce the overspend to £1.798m.

### 6.2 **Older people - Net Budget £28,185k, Forecast Overspend £ (1,071)k**

6.2.2 Home Care **£(1,170)k** – the overspend is partly due to the unachieved efficiency savings for Reablement Intervention of £603k. After validation from Finance colleagues, we can confirm it is unlikely that this will be achieved in year. We are working with the service to clarify the potential savings that can be attached to the efficiency target in future years, and acknowledge that the real savings are likely to be small, because the service supports demand management and prevention, which will mainly be captured as cost avoidance. The service have identified alternative savings from policy changes involving the better use of community resources that empower service users to meet their own outcomes, the benefits of this are still to be calculated, but will not be significant in year. Home care demand remains above budget, by an estimated £520k partly attributable to the full year effect of last years demand and in year demographics.

6.2.3 The Lllys Glan Y Afon Extra Care Scheme was established in 2016, and funded from existing client home care budgets. Some of these clients have had increased packages within the scheme and there are new clients accessing the service. We have an estimated funding gap of £90k on this scheme based on current client levels, but we are accounting for this within the overall overspend within Home Care.

6.2.4 Residential Care **£ (120)k** - Residential and Nursing demand remains above budget, by an estimated £210k partly attributable to the full year effect of last years demand and in year demographics. £110k is now being funded from the Social Care Workforce Welsh Government (WG) grant to mitigate the costs of the national living wage.

### **6.3 Learning Disabilities(LD) – Net Budget £18,792k, Forecast Overspend £ (1,442)k**

6.3.1 Resettlement Houses and Independent Residential Care **£(1,569)k** – there are inflation pressures that are in part covered by a Welsh Government Grant and corporate monies available totalling just over £1m. But the overall quantum is likely to be greater and for prudence a pressure of £318k on supplier demands is built into the projection that can only be mitigated by savings or demand management. An increase in support hours has resulted in an additional budget pressure of £153k.

6.3.2 Demand within Independent Residential Care continues to grow due to client complexities and deterioration, meaning that the Community Based Service support is no longer sufficient to meet assessed need, and there is no natural turnover due to deceased clients as you would find in the Older category. In conjunction with this, pressures from planned FRM transitions equate to £310k along with an additional unplanned transition from Childrens at a cost of £5.5k per week, equating to a part year cost of £144k. However it must be noted that £494k of efficiencies has been achieved through right sizing of packages.

6.3.3 Home Care LD is forecasting an underspend of £82k, this is due to 7 clients that ceased service in period 6 and mitigated the overspend, when the virement was actioned to transfer budget to IRC following reclassification of costs.

### **6.4 Mental Health and Physically Disabled (PD)- Net Budget £6,909k, Forecast Underspend £210k**

6.4.1 Underspends in both Mental Health and PD of £25k and £185k respectively, mitigate the overspend within other service areas. The virement for reclassification of clients to older category has been actioned. £50k of the underspend is in relation to staff slippage, the remainder due to reduction in client demand.

6.4.2 The underspend on Support Services, due to staff slippage and utilisation of grant monies to fund posts, of £190k mitigates the overspends in the other Service areas

### **6.5 Children’s – Net Budget £13,150k, Forecast Overspend £ (3,944)k**

6.5.1 Following the outcome of the CSSIW inspection, the service and corporate support will review the budget position and savings strategy as part of the service improvements to be delivered as part of the Council’s Improvement Plan.

6.5.2 The overspend in Children’s is due to two factors with part due to non-delivery of the efficiency savings of £1.1m. In the main this is within Children with Disabilities

Residential establishments (Golwg Bannau and Golwg Camlas) where a saving of £556k remains a RED rated risk. A further £388k is in relation to the new model for delivery of Children's Services and the partnership working with the Powys Teaching Health Board and third sector.

6.5.3 A significant factor is that Looked After Children numbers are at a five year high and as a result the service is predicting an overspend of £2.892m. As previously noted in report's to Cabinet this area is one of significant risk, due to the demand and complexities with service user need and the month on month fluctuating activity. It should be noted that as a result it is very difficult to forecast with accuracy. It has now been assumed the current cohort of children in the Powys care system are projected to remain in their current placement until the end of the year (i.e. additional full year cost of 13 placements). This is the worst case scenario and may reduce, as 7 are under review.

6.5.4 An additional team of social workers were brought in to support children's service through the inspection process, this resource cost £180k , and no central funding has been identified to cover the cost

6.5.5 The overspends are offset by Staff costs slippage of £207k, due to recruitment issues and post restructure.

<b>7. <u>Place Directorate</u></b>	Net Working Budget:	£ 38,429k
	Net Forecast Expenditure:	£ 38,390k
	Variance (Over)/Under Spend:	£ (39)k
	August Forecast (Over)/Under Spend:	£ (89)k
	Change in Forecast	£ 50k

7.1 Although the Service areas within this directorate are no longer RAG status RED, due to the continued improvement in the forecast position of £50k a number of areas are worth noting.

7.2 The improved service delivery and processes within Waste Recycling have continued to produce additional income this month with a further £39k identified bringing the total to £293k.

7.3 Virements are required for 2 new revenue grants; 1. TrawsCymru grant for free weekend travel on the T4 & T6 totalling £242k and 2. Land Drainage for a national database for assets totalling £40k.

<b>8 <u>Schools Service</u> (non delegated)</b>	Net Working Budget	£24,499k
	Net Forecast Expenditure	£25,067k
	Variance (Over)/Under Spend:	£ (568)k
	August Forecast (Over)/Under Spend:	£ (378)k
	Change in Forecast	£ (190)k

8.1 Home to School/College Transport forecast overspend has increased by £211k to £732k. The main contributor to the adverse position is the Special Educational Needs (SEN) and Looked After Care (LAC) transport routes. Further work is being carried

out between finance and transport to establish further causes of the significant increase in deficit position.

8.2 School meals are predicting an overspend of £66k at year end due to revenue costs in association with the rollout of the Cashless Project, including bank charges and licenses. Future years' full year projections, based on the current project plan, are estimated to increase to £140k.

8.3 Centrally retained supply costs forecast overspend is £155k in respect of the eligible Supply Cover costs within schools. However, the forecast is based on particular assumptions which are subject to change.

8.4 Staff slippage of £112k within the Pupil Inclusion budget and £144k within Schools Central, along with Independent Out of County placements underspend of £81k, help offset the overspends.

<b>9</b>	<b><u>Resources Directorate</u></b>	Net Working Budget:	£	18,097k
		Net Forecast Expenditure:	£	17,891k
		Variance (Over)/Under Spend:	£	206k
		August Forecast (Over)/Under Spend:	£	225k
		Change in Forecast	£	(19)k

<b>10</b>	<b><u>Central Activities</u></b>	Net Working Budget:	£	12,586k
		Net Forecast Expenditure:	£	12,487k
		Variance (Over)/Under Spend:	£	99k
		August Forecast (Over)/Under Spend:	£	435k
		Change in Forecast	£	(336)k

10.1 The reason for the significant change in forecast within Central Activities, is due to a reduction of £349k in Council Tax surplus. The decrease since the last quarter is due to the value of discounts and exemptions granted. This could further reduce by year end and is regarded as a risk.

<b>11</b>	<b><u>Schools Delegated</u></b>	Net Working Budget:	£	75,390k
		Net Forecast Expenditure:	£	75,243k
		Variance (Over)/Under Spend:	£	147k
		August Forecast (Over)/Under Spend:	£	35k
		Change in Forecast	£	112k

11.1 The individual Schools Delegated budgets are forecasting a net £147k underspend as at the end of September. The figures from the High Schools and the All Through School have been incorporated where available, in accordance with the Scheme for Financing Schools. There are 6 Schools closing at the 31<sup>st</sup> August 2017, once a final financial position has been confirmed for each of these schools the cumulative deficit/surplus balances will be reported. One of the 6 schools is in receipt of a loan from the authority and this will also need to be reported as part of the closing balance.

11.2 The budgeted and forecast use of Schools Reserves is shown in the table below. The current information projects a £2.028m use of reserves.

School Sector	Opening Balance	Cabinet Budgeted Contribution/ (Use)	Budgeted Contribution/ (Use)	Forecast Underspend/ (Overspend)	Forecast Closing Balance
	£'000	£'000	£'000	£'000	£'000
Primary	1,608	(503)	(329)	0	1,279
Special	(259)	42	23	(8)	(244)
Secondary	(864)	(1,522)	(1,722)	155	(2,431)
<b>Total</b>	<b>485</b>	<b>(1,983)</b>	<b>(2,028)</b>	<b>147</b>	<b>(1,396)</b>

11.3 The balance of reserves held by schools at the beginning of the year was £485k, the projected draw will move these into a significant deficit balance by the end of this financial year.

## 12 Housing Revenue Account

12.1 The Housing Revenue Account (HRA) is forecasting a balanced budget, but it is important to note the following:-

12.2. The number of void properties continues to rise. At the end of June the voids were at an all time high of 145, of these, 60 have been empty longer than 12 weeks. If this void issue is not addressed the full year effect of the 60 void properties, based on the average rent, would equate to £254k of lost rental income.

## 13 Deficit Recovery Plan

13.1 The monthly budget monitoring reports in recent months have shown a mounting deficit position at year-end rather than a reducing one as expected.

13.2 In addition the recent CCSIW inspection of Childrens services has further impacted on the Councils budget with immediate action being required to put in place plans to address the issues raised. These actions will require ongoing additional financial support.

13.3 This regular monitoring of the Council's budget and the implementation of corrective action is essential to keep net expenditure within the approved budget and also to understand and limit the impact on the Councils reserves.

13.4 Cabinet have therefore requested that a Deficit Recovery Plan be prepared which outlines the proposals for containing the deficit for the current financial year including the additional emerging financial pressures within Childrens Services.

13.5 The attached report sets out a number of options to manage the deficit by year end. The options consider management action to limit expenditure and review spending, a reassessment of the use of reserves and a number of technical changes being developed by finance that could assist in recovering the position.



- 13.6 It is therefore recommended that the following actions and options are all considered to reduce the level of the projected deficit at year end. And that the resulting improvements or proposals are included in subsequent monthly reports to Cabinet.
- That the further delivery of savings is progressed and prioritised.
  - That a hold is placed on the Management of Change budget for the remainder of the financial year.
  - That the Capitalisation directive is explored further, utilising capital receipts for the funding of transformational costs.
  - Budget Holders be instructed to review service need and limit or delay revenue spend where appropriate.
  - Technical financial adjustments be explored and brought forward following the review.
  - A reassessment of reserves and their use is carried out to ensure that the level of reserves is maintained at a prudent level.
  - That a business case is submitted by Adult Social Care to request the drawn down of the specific reserve.

14 **Options Considered/Available**

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

15 **Preferred Choice and Reasons**

None to consider.

16 **Impact Assessment**

Is an impact assessment required?      Yes/No

17 **Corporate Improvement Plan**

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

18 **Local Member(s)**

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

19 **Other Front Line Services**

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

20 **Communications**

This report has no specific communication considerations. Detailed finance reports are presented to Heads of Service, Cabinet and the Audit Committee. These reports are public and are part of a range of statutory and non-statutory financial information documents including the Statement of Accounts.

21 **Support Services (Legal, Finance, HR, ICT, BPU)**

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

22 **Scrutiny**

Has this report been scrutinised? Yes / No

23 **Statutory Officers**

The Strategic Director, Resources (Section 151 Officer) has provided the following comment:

As with previous reports to Cabinet the position is a prudent reflection of the projected 2017/18 revenue budget outturn. The projections will only be adjusted when there is confidence and evidence that savings have been delivered.

As in previous years mitigation from additional sources will be sought and included when identified. The position will require the delivery of the deficit recovery plan with further proposals for approval brought forward for agreement by Cabinet.

As in the previous report attention is drawn to the more realistic position for Children's Services now included in the projections. This highlights a corporate financial challenge for the authority.

The overall schools' balance position is a risk that will need to be addressed and will require concerted effort to ensure it is managed effectively.

The Monitoring Officer has no specific concerns with this report.

24. **Members' Interests**

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

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<p>a. <b>The contents of this report are noted by Cabinet; and</b></p> <p>b. <b>Cabinet supports appropriate action by services to curtail or reduce the reported forecasted service deficits.</b></p> <p>c. <b>The revenue virements in para 7.3 be approved</b></p> <p>d. <b>That the actions and options outlined in para 13.6 are implemented and explored further to reduce the projected deficit; and that the improvements and further proposals are included in future monthly budget monitoring reports to Cabinet.</b></p>	<p><b>To monitor the council's financial performance and ensure that spending remains within approved limits and that the 3% minimum general fund reserve is maintained.</b></p>

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<b>Relevant Policy (ies):</b>		<b>Financial Regulations</b>	
<b>Within policy:</b>	Yes	<b>Within Budget:</b>	n/a

<b>Relevant Local Member(s):</b>	
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<b>Person(s) To Implement Decision:</b>	Jane Thomas
<b>Date By When Decision To Be Implemented:</b>	Ongoing

<b>Contact Officer Name</b>	<b>Tel</b>	<b>Fax</b>	<b>E mail</b>
Jane Thomas	01597-826341	01597-826290	<a href="mailto:jane.thomas@powys.gov.uk">jane.thomas@powys.gov.uk</a>

### Forecast Outturn and Undelivered Savings as at 30th September 2017

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Total Unachieved Savings as at 30th September 2017	Service Under/(Over) spend excl. unachieved savings	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
		£'000	£'000	£'000	£'000	%	
<b>People</b>							
Adult & Commissioning	57,030	59,143	(2,113)	(918)	(1,195)	(3.7)	R
Children Services	13,150	17,095	(3,945)	(1,101)	(2,844)	(30.0)	R
Housing General Fund	798	778	20	0	20	2.5	B
<b>Place</b>							
Leisure & Recreation	9,193	9,096	97	0	97	1.1	B
Regeneration, Property & Commissioning	8,895	8,785	110	(88)	198	1.2	B
Highways, Transport & Recycling	20,341	20,509	(168)	(1,458)	1,290	(0.8)	G
<b>Schools</b>							
Schools Service	24,499	25,067	(568)	(207)	(361)	(2.3)	R
<b>Resources</b>							
Business Services	6,278	6,272	6	(92)	98	0.1	G
Information Services	4,416	4,408	8	(32)	40	0.2	G
Legal Services	3,038	2,987	51	0	51	1.7	B
Financial Services	1,877	1,770	107	0	107	5.7	B
Workforce, OD & Comms	2,488	2,454	34	0	34	1.4	B
<b>Service Area Totals</b>	<b>152,003</b>	<b>158,364</b>	<b>(6,361)</b>	<b>(3,896)</b>	<b>(2,465)</b>	<b>(4.2)</b>	
Central Activities	<b>12,586</b>	12,487	99	(1,720)	1,819	0.8	G
<b>Total</b>	<b>164,589</b>	<b>170,851</b>	<b>(6,262)</b>	<b>(5,616)</b>	<b>(646)</b>	<b>(3.8)</b>	
Housing Revenue Account (HRA)	0	0	0	0	0		G
Schools Delegated	75,390	75,243	147	0	147	0.2	G
<b>Total including HRA</b>	<b>239,979</b>	<b>246,094</b>	<b>(6,115)</b>	<b>(5,616)</b>	<b>(499)</b>		

EFFICIENCY TRACKER AS AT 30<sup>TH</sup> SEPTEMBER 2017

APPENDIX B

Efficiency / Saving	2015/16	2016/17	2017/18	Total to be Achieved 17/18	Total Achieved to Date	Remainder to find	Achieved
	£000's	£000's	£000's	£000's	£000's	£000's	%
<b>Place</b>							
Highways Transport & Recycling	151	364	1,839	2,354	896	1,458	38%
Regeneration, Property & Commissioning	14	35	399	448	360	88	80%
Leisure & Recreation	0	0	730	730	730	0	100%
<b>Place</b>	<b>165</b>	<b>399</b>	<b>2,967</b>	<b>3,532</b>	<b>1,985</b>	<b>1,546</b>	<b>56%</b>
<b>Schools</b>							
Schools	158	88	1,619	1,865	1,658	207	89%
<b>Schools</b>	<b>158</b>	<b>88</b>	<b>1,619</b>	<b>1,865</b>	<b>1,658</b>	<b>207</b>	<b>89%</b>
<b>People</b>							
Adult	0	0	2,231	2,231	1,313	918	59%
Children Services	0	1	1,101	1,101	0	1,101	0%
<b>People</b>	<b>0</b>	<b>1</b>	<b>3,332</b>	<b>3,333</b>	<b>1,313</b>	<b>2,020</b>	<b>39%</b>
<b>Chief Executives</b>							
Chief Executives	0	0	250	250	250	0	100%
Legal	0	12	28	40	40	0	100%
<b>Chief Executives</b>	<b>0</b>	<b>12</b>	<b>278</b>	<b>290</b>	<b>290</b>	<b>0</b>	<b>100%</b>
<b>Resources</b>							
Business Services	0	0	278	278	187	92	67%
Information Services	0	0	232	232	200	32	86%
Professional Services	0	20	215	235	235	0	100%
Corporate Activiites	999	320	695	2,015	295	1,720	15%
<b>Resources</b>	<b>999</b>	<b>340</b>	<b>1,421</b>	<b>2,760</b>	<b>917</b>	<b>1,844</b>	<b>33%</b>
<b>Grand Total</b>	<b>1,323</b>	<b>841</b>	<b>9,616</b>	<b>11,780</b>	<b>6,164</b>	<b>5,616</b>	<b>52%</b>

RESERVES TABLE AS AT 30<sup>TH</sup> SEPTEMBER 2017

## APPENDIX C

Summary	Opening Balance (1st April 17) Surplus / (Deficit)	Forecast Addition / (Use) of Reserves	Forecast (Over) / Under Spend	Projected Balance (31st March 18) Surplus/ (Deficit)
	£'000	£'000	£'000	£'000
General Fund	8,585	(678)	(6,262)	1,645
	<b>8,585</b>	<b>(678)</b>	<b>(6,262)</b>	<b>1,645</b>
<b>Ringfenced &amp; Specific Reserves</b>				
Budget Management Reserve	3,484	100		3,584
Specific Reserves	1,902	(180)		1,722
21st Century Schools Reserve	6,297	74		6,371
Regeneration Reserve	100			100
Invest to Save & Corporate Initiatives (incl JE and ASC reserve)	8,050	(562)		7,488
Insurance Reserve	2,394	0		2,394
Transport & Equipment Funding Reserve	6,199	(7,962)		(1,763)
<b>Sub-Total</b>	<b>28,426</b>	<b>(8,530)</b>	<b>0</b>	<b>19,896</b>
Schools Delegated Reserves	486	(2,028)	147	(1,395)
School Loans & Other Items	(494)	51		(443)
<b>Net School Delegated Reserves</b>	<b>(8)</b>	<b>(1,977)</b>	<b>147</b>	<b>(1,838)</b>
<b>Total Ringfenced &amp; Specific Reserves</b>	<b>28,418</b>	<b>(10,507)</b>	<b>147</b>	<b>18,058</b>
Housing Revenue Account	1,761	(78)	0	1,683
	<b>1,761</b>	<b>(78)</b>	<b>0</b>	<b>1,683</b>
<b>Total Revenue Reserves</b>	<b>38,764</b>	<b>(11,263)</b>	<b>(6,115)</b>	<b>21,386</b>