

**Policy Committee –
10th September 2013**

**REVENUE and CAPITAL BUDGET
MONITORING REPORT - QUARTER 1
2013/2014**



Report of the Corporate Head of Financial Management

Ward(s) affected: All

1. Purpose of Report

1.1 To advise members of the revenue and capital budget position of the Council, based on the Quarter 1 review of income and expenditure to the end of June 2013.

2. Recommendations

2.1 Members endorse the actions of officers and note the revenue budget and capital budget monitoring position as at 30 June 2013.

2.2 Members note the £71k of the savings expected to be achieved this year and identified as green in Appendix C and that these savings will be carried forward for support to the 2014/15 budget and beyond.

2.3 That the Councils Medium Term Financial Plan be amended to take account of the 'green' savings in 2014/15 and beyond where these are not currently allowed for in the budget.

3. Background Information

3.1 On 25 February 2013 the Council approved its Revenue Budget at £6,369k for 2013/14.

3.2 The budget included:

- A compensatory grant of £34k, equivalent to an increase of 1%, which is payable for two years only.
- Contributions to Earmarked Reserves are as follows:
New Homes Bonus Reserve £553k
Enabling Efficiencies £30k
- Growth pressures of £228k were included in the 2013/14 budget, of which £100k are ongoing, i.e. will impact on the base budget in future years.
- A Corporate Contingency of £67k. This has been adjusted to £100k by

utilising surpluses generated in 2012/13.

- 3.3 On 23 July the Council endorsed the recommendation from Policy Committee for a capital programme of £1,842k.

4. Quarter 1 Financial Performance – Revenue Budget

- 4.1 Based on the June budget monitoring exercise the Council's performance against budget is a projected underspend of £79k for the full financial year.
- 4.2 Projected financial performance at the end of Q1 is summarised in Table 1 below.

Table 1: Summary Of Q1 Forecasted Outturn Position As At 30 June 2013

	Revised Budget 2013/14 £	Expected Outturn 2013/14 £	(Under) / Overspend 2013/14 £
<u>Services</u>			
Chief Executive / Director of Services	1,873,941	1,863,123	(10,818)
Resources Department	1,797,468	1,768,281	(29,187)
Community Department	2,109,441	2,045,589	(63,852)
Total Service Related Costs	5,780,850	5,676,993	(103,857)
<u>Corporate Costs</u>			
Investment Income	(54,000)	(54,000)	0
Interest Payable	284,000	284,000	0
MRP for Capital Financing	316,480	316,480	0
Recharges to capital excluded from Net costs of Services	(25,000)	0	25,000
Corporate Contingency	100,000	100,000	0
Total Revenue Budget 2013/14	6,402,330	6,323,473	(78,857)

- 4.3 Service Related Costs
Services are currently showing a projected favourable variance of £104k. Details of the variances are set out in Appendices A2 to A4. The main factors giving rise to the variances are:
- 4.4 Chief Executive / Director of Services
✓ Savings in employee costs of £36k across various services
X Additional Microsoft computer licence costs recognised £25k relating to prior years following a compliance audit.
- 4.5 Resources
✓ Savings in employee costs of £22k across various services
✓ Savings in 2013/14 NNDR charge of £27k High St Car Park
✓ Additional rental income from properties/other £17k
X Additional premises running costs (cleaning, security, utilities) of £35k.
- 4.6 Community
✓ Waste Management Services are projecting an underspend of £26k. This includes net additional income of £56k from the introduction of the Garden Waste Subscription Scheme and a forecast overspend on employee and vehicle maintenance costs of £30k
✓ Housing income and employees show a combined saving of £21k
✓ Planning Income targets are forecast at this stage to be achieved and employee savings amount to £12k
✓ Craven Pool & Fitness Centre is forecast to achieve a bottom line saving of £15k, a result of income growth in swimming and fitness, and employee savings.
X Bereavement Services are projecting a small overspend of £7k due to higher than expected utility costs.
- 4.7 Corporate
At the end of the first quarter Corporate Costs are showing a projected adverse variance of £25k due to a reduced charge to Capital schemes.
- 4.8 Savings
The Council is facing financial pressure for its budgets from 2014/15 onwards. The estimate from the Medium Term Financial Strategy is that savings or additional income of £682k is required for 2014/15. Based on the latest government announcements this increases by a further £384k in 2016/17.
- 4.9 To date projects totalling £595k in 2014/15 have been identified and work is on-going to identify further projects. In addition work on some of these projects has commenced in 2013/14 and this is estimated to generate £98k. This information is summarised at Appendix C.
- 4.10 As detailed in Appendix C currently £71k of savings had been achieved by the end of June. This includes £50k on green waste subscriptions. This figure is forecast to increase as further households request the service. It is intended that these savings are carried forward to support budget pressures in future years.

- 4.11 Main Risk Areas
The 2013/14 Revenue Budget report highlighted the main risk areas to the Council as sustaining income levels in the current economic climate, and implementing the savings that have been built into the budget. These risks will continue in to 2014/15 and beyond.
- 4.12 Income Streams
All income streams are monitored on a monthly basis and at the end of quarter 1 overall were 3% ahead of target.
- 4.13 Budget monitoring clinics are held with budget holders on a quarterly basis.
- 4.14 Statistics showing performance against income and salary budgets are also presented to CLT on a monthly basis.

5. Quarter 1 Financial Performance – Capital Budget

- 5.1 The Council has approved an outline capital programme in February and the detailed programme of £1.842m for 2013/14 was confirmed at the meeting of Policy Committee on 9th July this includes £306k slippage from 2012/13. Details of the programme together with an update on progress is shown at appendix B.
- 5.2 The Council is forecasting that it will receive £1,349k in capital receipts during 2013/14 of which £927k will be required to support the capital programme with the balance to be carried forward to support future years. To date £699k has been received.
- 5.3 Two capital projects approved in April are progressing. The rationalisation of Waltonwrays Crematorium Buildings was all but completed by the end of June. The second project Installation of Photovoltaic (PV) Cells at Craven Pool and Airedale Business Park is out to tender.

6. Financial Position

- 6.1 The Council has a General Fund unallocated balance of £1,030k at 1 April 2013. It is expected that this balance will remain during 2013/14.
- 6.2 The Council's policy was to maintain the General Fund Balance at a prudent level. This is essential in order to mitigate against the risk of unplanned movements from budgeted net expenditure levels and to cover for day to day cash flow variances. Moreover, a robust level of reserves will help the Council mitigate against the risks of ongoing funding cuts. For 2013/14 this level was agreed as adequate.
- 6.3 The 2013/14 revenue budget is not without pressures, and as a consequence the contingency was set at £67k. The Council had a surplus on its 2012/13 revenue budget and it was agreed to utilise £33k for 2013/14 contingency thereby increasing the budget to £100k.

7. **Summary**

- 7.1 The impact of the economy on the Council's income streams and their volatility is a risk to the Council and will need to be managed closely going forward.
- 7.2 The General Fund Revenue Balance currently stands at £1,030k. This will assist in mitigating against the risk of unplanned movements from budgeted net expenditure levels, as well as the impact of changes in local government funding.
- 7.3 In addition the Council has £1,726k in earmarked reserves of which £861k is currently planned to be utilised in 2013/14 (this includes projects approved as part of the capital programme at the meeting of Policy Committee on 9th July 2013). Table 2 shows the details.

Table 2 - Earmarked Reserves

<u>Description</u>	<u>Opening Balance</u> 1 April 2013	<u>Contribution</u>	<u>Utilisation</u>	<u>Forecasted Closing Balance</u>
	£'000	£'000	£'000	£'000
New Homes Bonus	620	588	553	655
Enabling & Efficiencies	424	30	170	284
Planning	385	0	0	385
Vehicles	50	0	0	50
IT Replacement	83	0	65	18
Buildings	50	0	40	10
Contingency	33	0	33	0
Other	81	0	0	81
Total	1,726	618	861	1,483

8. **Implications**

8.1 **Financial and Value for Money Implications**

All financial implications are contained in the body of the report.

8.2 **Legal implications**

None as a direct result of this report. The Council set a balanced budget for 2013/14, and going forward it is a further requirement that the budget is balanced.

8.3 **Contribution to Council Priorities**

The delivery of a balanced and managed budget is critical to the well being of the Authority.

8.4 **Risk Management**

Failure to achieve a balanced budget in the financial year would have had serious consequences for the Council.

8.5 **Equality Impact Assessment**

The Council's Equality Impact Assessment Procedure **has been** followed. An Equality Impact Assessment **has not** been completed on the proposals as completion of **Stage 1- Initial Screening** of the Procedure identified that the proposed policy, strategy, procedure or function **does not have** the potential to cause negative impact or discriminate against different groups in the community based on •age • disability •gender • race/ethnicity • religion or religious belief (faith) •sexual orientation, or • rural isolation.

9. **Consultations with Others**

None

10. **Access to Information : Background Documents**

None

11. **Author of the Report**

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12. **Appendices**

Appendix A – Revenue Budget - analysis of projected outturn by Department / Cost Centre Group.
Appendix B – Capital Programme
Appendix C – Income and savings plan.

Summary Report

Reference	Description	Original Budget 2013/14 £	Virements 2013/14 £	Revised Budget 2013/14 £	June Projected Outturn 2013/14 £	(Under)/Overspend 2013/14 £
A2	Chief Executive/Director of Services	1,873,941	0	1,873,941	1,863,123	(10,818)
A3	Resources Department	1,797,468	0	1,797,468	1,768,281	(29,187)
A4	Community Department	2,109,441	0	2,109,441	2,045,589	(63,852)
	Total Service Related Costs	5,780,850	0	5,780,850	5,676,993	(103,857)
	<u>Corporate Costs</u>					
	Investment Income	(54,000)		(54,000)	(54,000)	0
	Interest Payable	284,000		284,000	284,000	0
	MRP for Capital Financing	316,480		316,480	316,480	0
	Recharges to capital excl from Net costs of Services	(25,000)		(25,000)	0	25,000
	Corporate Contingency	66,850	33,150	100,000	100,000	0
	Total Revenue Budget 2013/14	6,369,180	33,150	6,402,330	6,323,473	(78,857)

Forecast not rechargeable as per 12/13 actual - dependant on capital programme schemes

Description	Original Budget 2013/14	Virements 2013/14	Revised Budget 2013/14	June Projected Outturn 2013/14	(Under)/Overspend 2013/14	Variance Analysis (Under)/Overspend £
	£	£	£	£	£	
CLT	447,961	0	447,961	449,269	1,308	
Business Support	176,139	0	176,139	164,300	(11,839)	Savings in employees £(10)k-Delay filling Vacancies/Maternity
Human Resources & Training	161,444	0	161,444	158,310	(3,134)	Nett savings in employees £(3)k
Communications & Partnerships	218,523	0	218,523	218,060	(463)	
Tour De France	0	0	0	0	0	Detailed update qtr 2
Customer Services	335,494	(22,825)	312,669	308,362	(4,307)	Nett savings in employees £(4)k
Revenues & Benefits Services	125,877	22,825	148,702	131,578	(17,124)	Nett savings in employees £(17)k
Information Services	408,503	0	408,503	433,244	24,741	Additional Operational (Applications) computer costs recognised £25k-(prior year issue regarding licences)
Total Chief Executive/Director of Services	1,873,941	0	1,873,941	1,863,123	(10,818)	

Description	Original Budget 2013/14	Virements 2013/14	Revised Budget 2013/14	June Projected Outturn 2013/14	(Under)/Overspend 2013/14	Variance Analysis (Under)/Overspend £
	£	£	£	£	£	
Democratic Services	52,782	0	52,782	29,930	(22,852)	Vacancy filled only part year-Saving £(22)k
Democratic Representation	249,722	0	249,722	248,949	(774)	
Elections	25,759	0	25,759	28,069	2310	Employee overspend £2k
Electoral Registration	68,678	0	68,678	70,124	1,446	
Legal Services	133,278	0	133,278	133,318	40	
Total Legal & Democratic Services	530,219	0	530,219	510,389	(19,830)	
Properties	375,581	0	375,581	410,690	35109	Unbudgetted Cleaning costs £25k BVS,Additional Gas & NNDR costs Skipton TH-£10k,Additional Security Costs (break-in) Skipton Depot £5k,Additional Garage income £(5)k
Car Parks	(971,673)	0	(971,673)	(1,030,670)	(58,997)	Savings in Employees £(26)k-tfrs to HBC,Saving of £(27)k in NNDR High St-Change in RV,Savings in Equip Maint costs (Ticket Machines)- £(6)k
Public Conveniences	76,790	0	76,790	76,920	130	
Amenity Areas/Aireville Park	101,430	0	101,430	101,430	0	
Asset & Projects Service Unit/Estates	120,296	0	120,296	106,102	(14,194)	Additional rental income from properties £(4)k, & Income from Nycc £(8)k
Total Projects & Facilities	(297,576)	0	(297,576)	(335,528)	(37,952)	
Corporate Costs	1,107,780	0	1,107,780	1,120,350	12,570	Quarter of Vacancy Provision released -£12k-see savings in employee costs other cost centres
Financial Services	457,045	0	457,045	473,070	16,025	Nett Employee overspend £16k
Total Resources Department	1,797,468	0	1,797,468	1,768,281	(29,187)	

Description	Original Budget 2013/14	Virements 2013/14	Revised Budget 2013/14	June Projected Outturn 2013/14	(Under)/ Overspend 2013/14	Variance Analysis (Under)/Overspend £
	£	£	£	£	£	
Refuse Collection - Domestic	712,072	0	712,072	716,586	4,514	Reduced sales income (Wheelle Bins £7k), Savings in Vehicle insurance £(3)k
Refuse Collection - Commercial	(131,138)	0	(131,138)	(131,523)	(385)	Additional Nett Increase in Commercial Waste Income £(7)k Offset by additional parts & fuel costs £7k
Street Cleansing	267,315	0	267,315	282,894	15,579	Additional Employee costs £11k (mainly overtime), additional insurance & other costs £4k
Recycling	(212,572)	0	(212,572)	(275,086)	(62,514)	Additional Income from Garden Waste Subscription Scheme £(76)k, Additional Vehicle costs (Fuel & parts)-£11k
Mechanics Workshop	(9,729)	0	(9,729)	3,706	13,435	Additional Overtime & agency costs-£14k
Waste Management Service Unit	163,196	0	163,196	167,048	3,852	One -off set up costs (new garden waste scheme)-£20k, Savings in Employees £(15)k-maternity
Total Waste Management	789,144	0	789,144	763,624	(25,520)	
Environmental Health Services	379,102	0	379,102	380,812	1,710	Additional Car Allows/Consumables £6k, Additional Water Sampling Income £(4)k
Hackney Carriages	(18,551)	0	(18,551)	(18,551)	0	
Liquor Licencing	(32,656)	0	(32,656)	(32,656)	0	
Environmental Health Service Unit	56,090	0	56,090	56,600	510	
Total Environmental Health	383,985	0	383,985	386,205	2,220	
Street Signs & GIS	(300)	0	(300)	(300)	0	
Historic Buildings	4,000	0	4,000	4,000	0	
Building Control - Non Fee Earning	40,706	0	40,706	40,716	10	
Building Control - Fee Earning	(32,556)	0	(32,556)	(29,970)	2,586	Additional Employee costs £2k
Local Development Framework	179,842	0	179,842	170,915	(8,927)	Savings in employee costs £(9)k
Local Land Charges	(58,599)	(3,628)	(62,227)	(61,085)	1,142	Additional Employee costs £3k
Development Control	206,202	(24,624)	181,578	184,621	3,043	Vacant post not filled £(12)k, Additional legal fees £3k
Planning (Service unit)	61,395	28,252	89,647	79,999	(9,648)	
Total Planning Services	400,690	0	400,690	388,896	(11,794)	
Aireview House	17,192	0	17,192	16,532	(660)	
Homelessness	187,419	0	187,419	164,910	(22,509)	Unbudgetted Yorks Housing Admin/verification Grant £(15)k, Net savings in Employees £(7)k
Private Sector & Housing Enabling Housing Service Unit	25,900	0	25,900	25,825	(75)	
Total Housing Services	302,634	0	302,634	281,382	(21,252)	Small overspend in employees £2k, see savings in Homelessness
Economic Development	286,501	0	286,501	286,849	348	
Craven Swimming Pool	2,456	0	2,456	(12,573)	(15,029)	Savings in employee costs £(9)k additional Fitness/club hire income £(8)k
Museum	163,657	0	163,657	163,895	238	Small casual staff overspend offset by savings in premises costs
Bereavement Services	(219,626)	0	(219,626)	(212,689)	6,937	Gas costs higher than budget £8k, Additional Cremation Fee Income £(6)k Reduction in Nett Burial income £4k
Total Community Department	2,109,441	0	2,109,441	2,045,589	(63,852)	

CAPITAL PROGRAMME 2013/14

<u>Scheme Description</u>	2013/14 Total Capital Programme £	2013/14 Forecast Outturn £	Comments / Update
Waltonways Crematorium Rationalisation of Buildings	114,940	114,940	Project well under way at end of June expected completion July
Remodelling of pathways for parking at Waltonways	14,450	14,450	Project almost completed by end of June
Instal PV Panels at CPLC & ABP	84,510	84,510	Specification and other associated documents prepared by end of June ready for the tender of works / procurement process
Disabled Facilities Grants	440,290	440,290	£61k spent by end of June
Community Capital Grants	13,850	13,850	£2k spent by end of June.
Replacement Vehicles	640,350	640,350	Budget approved July Policy Committee
Replace Selected Car Park machines	50,440	50,440	Budget approved July Policy Committee
Upgrade Intruder Alarms	20,000	20,000	Budget approved July Policy Committee
Re-surface Engine Shed Lane	185,000	185,000	Budget approved July Policy Committee
Refurbish Health Suite	20,000	20,000	Budget approved July Policy Committee
PCI DSS Compliance	30,030	30,030	Budget approved July Policy Committee
Upgrade of communications line to Craven Leisure Centre	13,000	13,000	Budget approved July Policy Committee
Website Development	35,000	35,000	Budget approved July Policy Committee
Upgrade business applications to Windows 2008	20,000	20,000	Budget approved July Policy Committee
Upgrade PCs to Windows 7	15,000	15,000	Budget approved July Policy Committee
Document Management Rollout	20,000	20,000	Budget approved July Policy Committee
Upgrade VMware Software	10,000	10,000	Budget approved July Policy Committee
Additional Lighting at CPLC	20,000	20,000	Budget approved July Policy Committee
Skipton Town Hall / Museum Works	70,000	70,000	Budget approved July Policy Committee
Capital Administration	25,000	0	Approved July Spend will depend on suitable projects for cost allocation
TOTAL	1,841,860	1,816,860	

Craven District Council Income & Savings Plan - Quarter 1

Income & Savings Action Plan 2013/14 - 2016/17 (v8) Updated 23 July 2013

Key:

Green	Income / Savings achieved - low risk
Amber	Income / Savings in progress- further work required - medium risk
Red	Income / Savings aspirational / require a change in council policy & member approval / not commenced - high risk

Ref Line No	Additional Income / Proposed Saving Service Area	Status	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Progress / Comments	Lead Member
Income Generation								
I1	1 Garden Waste Contribution to Costs	Green	50,000	90,000	140,000	140,000	Project commenced -part year 2013/14 & 2014/15 as contribution covers both years - full year from 2015/16 Total expected per annum £140,000. Target achieved by end of June	Carl Lis
I2	2 Crematorium - Income from Tenant	Red	2,000	4,500	4,500	4,500	Capital project commenced - Income available from letting of the lodge - 15 year lease	Alan Sutcliffe
I3	3 Extension of Pay and Display	Red	0	40,000	40,000	40,000	Subject to Member support of 'savings package'	Alan Sutcliffe
I4	4 Sports Development	Red	0	10,000	10,000	10,000		Simon Myers
I5	5 Elections & Electoral Registration	Red	0	400	400	400	Introduce charging for Certificates of Residence at £15.00 each.	Simon Myers
I6	6 Legal Services	Red	0	500	500	500	Income from agency work on behalf of other Council's	Simon Myers
Procurement								
P1	7 Transfer Grants to Localism Reserve	Red	0	70,000	70,000	70,000	Subject to Member support of 'savings package'	Linda Brockbank
P2	8 Legal Services	Red	0	250	2,190	2,190	Utilisation of webinars for training & replacement of IKEN case management solution to in-house option.	Simon Myers
P3	9 Procurement Savings to be Identified	Red	0	15,000	50,000	75,000	As savings are identified they will be itemised for monitoring	Alan Sutcliffe
Efficiencies & Service Rationalisation								
E1	10 Economic Development Review	Red	0	10,000	10,000	10,000	Review commenced April 2013	Simon Myers
E2	11 Skipton Town Hall	Red	50,000	100,000	150,000	150,000	CDC to manage town hall - business plan due to be submitted to Policy Committee in September.	Alan Sutcliffe

Ref Line No	Additional Income / Proposed Saving Service Area	Status	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Progress / Comments	Lead Member
E3	12 Bus Station Toilets	Red		19,000	19,000	19,000	CDC can opt for break clause in 2014/15	Alan Sutcliffe
E4	13 Environmental Health Review	Red		30,000	30,000	30,000	Subject to review	Carl Lis
E5	14 Planning Policy Review	Red		14,000	51,000	51,000	Resource required until end 2013 / early 2014	Richard Foster
E6	15 LLPG Review	Green	5,000	5,000	5,000	5,000	Review commenced April 2013	Richard Foster
E7	16 Housing Review	Green	7,000	7,000	7,000	7,000	Draft review report expected May 2013	Richard Foster
E8	17 Housing Review	Red		36,000	36,000	72,000	Additional Savings - Draft review report expected May 2013	Richard Foster
E9	18 Development Control Review	Red	0	17,000	17,000	17,000	Review commenced May 2013	Richard Foster
E10	19 Building Control Review	Red		37,000	37,000	37,000	Review commenced May 2013	Richard Foster
E11	20 Settle TIC Review	Red	0	26,000	26,000	26,000	Subject to Member support of 'savings package'	Simon Myers
E12	21 Pool Management Rationalisation	Red	10,000	20,000	20,000	20,000	Review commenced April 2013 completion expected September 2013	Carl Lis
E13	22 Crematorium - Running Costs	Red	5,000	10,000	10,000	10,000	Savings on running costs - utilities / repairs	Alan Sutcliffe
E14	23 HR Service Provision	Green	5,000	5,000	5,000	5,000	Savings to be generated from across HR Service provision (Recruitment, Training, H&S, etc)	Linda Brockbank
E15	24 HR Service Provision	Amber	0	5,000	10,000	15,000	Further savings to be generated from across HR Service provision (Recruitment, Training, H&S, etc)	Linda Brockbank
E16	25 Business Support service provision	Green	4,000	4,000	4,000	4,000	Savings from streamlining service provision	Linda Brockbank
E17	26 Business Support service provision	Amber	0	4,500	9,500	13,500	Further savings from streamlining service provision	Linda Brockbank
E18	27 Customer Services Review	Red	5,000	10,000	10,000	10,000	Service review to commence December 2013	Linda Brockbank
E19	28 Revenues and Benefits Review	Red	0	5,000	10,000	15,000	Savings dependent upon Government legislation	Alan Sutcliffe
E20	29 Democratic Services - service provision	Amber	2,500	5,500	8,500	11,500	Savings to be generated from across Democratic Service provision	Chris Knowles-Fitton
E21	30 Facilities Management Service Provision	Amber	3,000	6,500	10,000	13,500	Savings to be generated from across facilities management service provision.	Alan Sutcliffe
E22	31 Democratic Services - Member Allowances	Red	0	15,000	15,000	15,000		Chris Knowles-Fitton

Status 2013/14 2014/15 2015/16 2016/17 **Progress / Comments** **Lead Member**

Ref Line **Additional Income / Proposed Saving**
No No **Service Area**

Ref No	Line No	Service Area	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Progress / Comments	Lead Member	
E23	32	Finance Review	Amber	0	4,000	9,700	9,700	Completed Service review future years financial impact	Alan Sutcliffe
E24	33	CLT Review	Red	0	0	20,000	20,000		Chris Knowles- Fitton
E25	34	Technology for Members & CLT	Red	0	2,500	5,000	10,000	Paperless meetings through use of technology	Carl Lis
E26	35	Pest Control	Red	5,000	5,000	5,000	5,000	Review provision of service	Carl Lis

Savings Inflation Adjustment

0

11,673

16,146

18,876

Total Income / Savings	98,500	595,323	823,436	962,666
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Total Savings Target	0	681,566	1,065,582	1,174,243
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Headroom (+) / Deficit (-)	98,500	-86,243	-242,146	-211,577
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Total Income / Savings Analysis

Green	71,000	113,220	164,220	164,220
Amber	5,500	26,010	48,654	64,464
Red	22,000	456,093	610,562	733,982
Total	98,500	595,323	823,436	962,666

Total Income / Savings Analysis

Savings Target	0	681,566	1,065,582	1,174,243
Value of Savings Achieved	71,000	113,220	164,220	164,220
Value of Savings to Achieve / Find	-71,000	568,346	901,362	1,010,023
Total Savings Target				
Green Savings				
Amber & Red Savings and Deficit				