

**Policy Committee –
18th November 2014**

**REVENUE BUDGET MONITORING REPORT -
QUARTER 2 2014/2015**



Report of the Strategic Manager – Financial Services (s151 Officer)

Ward(s) affected: All

1. Purpose of Report

1.1 To advise members of the revenue budget position of the Council, based on the Quarter 2 review of income and expenditure to the end of 30 September 2014.

2. Recommendations

2.1 Members note the revenue budget a monitoring position as at 30 September 2014

2.2 Members note that £72k of the savings expected to be achieved this year are identified as green in Appendix B and that these savings will be carried forward for support to the 2015/16 budget and beyond.

2.3 That the Councils Long Term Financial Plan be amended to take account of the 'green' savings in 2015/16 and beyond where these are not currently allowed for in the budget.

3. Background Information

3.1 On 25 February 2014 the Council approved its Net Revenue Budget at £7,575k for 2014/15.

3.2 The budget included:

- A contribution of £77k to Parishes to assist them with the impact of the localisation of council tax.
- A compensatory grant of £34k, equivalent to an increase in Council tax of 1%.
- A contribution of £40k from previous years collection fund surpluses.
- New Homes Bonus Grant of £796k
- Net Contributions to Earmarked Reserves of £994k
- A Corporate Contingency of £75k. This has been adjusted to £25k by utilising surpluses generated in 2013/14.

4. **Quarter 2 Financial Performance – Revenue Budget**

- 4.1 Based on the September budget monitoring exercise the Council's performance against budget is a projected underspend of £111k for the full financial year. This is an increase of £12k from quarter 1.
- 4.2 Projected financial performance at the end of Q2 is summarised in Table 1 below and shown in detail at Appendix A.

Table 1: Summary Of Q2 Forecasted Outturn Position As At 30 September 2014

	Revised Budget 2014/15 £	Expected Outturn 2014/15 £	(Under) / Overspend 2014/15 £
<u>Services</u>			
Chief Executive / Director of Services	2,084,396	2,001,734	(82,662)
Resources Department	1,816,770	1,886,315	69,545
Community Department	2,172,289	2,090,682	(81,607)
Total Service Related Costs	6,073,455	5,978,731	(94,724)
<u>Corporate Costs</u>			
Investment Income	(31,410)	(55,000)	(23,590)
Interest Payable	255,710	255,710	0
MRP for Capital Financing	311,310	318,430	7,120
Revenue Funding For Capital Programme	1,025,250	1,025,250	0
Corporate Contingency	80,140	80,140	0
Revenue Budget	7,714,455	7,603,261	(111,194)
Support to Parishes	77,430	77,430	0
Contributions To / (From) Earmarked Reserves	(217,345)	(217,345)	0
Total Revenue Budget 2013/14	7,574,540	7,463,346	(111,194)

- 4.3 Service Related Costs
Services are currently showing a projected favourable variance of £95k. Details of the variances are set out in Appendices A1 to A4. The main factors giving rise to the variances are:

- 4.4 Chief Executive / Director of Services
- ✓ CLT Income from North Yorkshire LEP for secondment £32k. To be partially offset by an increased contribution to LEP from Economic Development.
 - ✓ Business Support £34k staffing costs
 - ✓ Communications £16k government grant for assets of community value
 - ✓ Customer Services £29k, staffing cost savings £18k, project costs saving £10k
 - X Revs & Bens £62k, reduction in benefits administration grant £21k, reduced subsidy for rent allowances offset by adjustments to council tax benefits £32k
 - ✓ Information Services £18k staffing costs
- 4.5 Resources
- ✓ Democratic Services £28k staffing costs
 - X Properties £13k, increased maintenance costs £7k and reduction in rentals £8k
 - ✓ Car Parks £22k, saving in NDR 27k, and staffing costs £3k offset by increased expenditure on consumables £9k
 - ✓ Amenity Areas £13k savings on planned maintenance
 - X Assets & Projects £55k additional staffing costs
 - X Corporate Costs £49k, removal of vacancy factor covered by staffing savings elsewhere.
- 4.6 Community
- X Waste Management £22k, additional staffing costs refuse collection and workshop £38k offset by additional income garden waste £12k.
 - ✓ Planning Services £39k, staffing cost savings £33k and additional income £6k.
 - ✓ Environmental Health and Housing Services £87k, Staffing costs savings £50k, additional income dog warden service £12k, additional rental income £14k.
 - X Industrial development increased contribution to the LEP £20k to be funded by income from LEP secondment in CLT.
- 4.7 Corporate
- At the end of the first quarter Corporate Costs are showing a projected positive variance of £16k due to higher than forecast cash balances. These increased cash balances have arisen in part due to the increase in reserves that the Council currently has. However as the reserves are committed and spent then this will affect cash balances.
- 4.8 Projects
- In addition to the Council's services through the revenue budget a number of projects are undertaken throughout the Craven District. These projects are generally externally funded and may span a number of years. The funding available for the delivery of these projects was £173k at 30th September a summary of them is shown at Appendix A5.
- 4.9 Savings
- The Council's financial pressures for its budgets will continue. The estimate from the refreshed Long Term Financial Strategy (LTFS) is that savings or additional income of £125k is required for 2015/16. Based on the latest

government announcements this increases by a further £121k in 2016/17 a giving a total of £246k savings required by 2017/18. These savings do not allow for any growth items which could add up to £100k to the figures.

- 4.10 To date projects totalling £337k in 2015/16 have been identified and work is on-going to identify further projects. These projects are not without risk. In addition work on some of these projects has commenced in 2014/15 and this is estimated to generate £160k. This information is summarised at Appendix B.
- 4.11 As detailed in Appendix B currently £71.5k of savings had been achieved by the end of September. It is intended that these savings are carried forward to support budget pressures in future years. Budgets were adjusted in Quarter 2 to reflect these savings.
- 4.12 Main Risk Areas
The 2014/15 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 2015/16 and beyond.
- 4.13 Income Streams
All income streams are monitored on a monthly basis and at the end of quarter 2 overall were 7% ahead of target.
- 4.14 Budget monitoring clinics are held with budget holders on a quarterly basis.
- 4.15 Statistics showing performance against income and salary budgets are also presented to CLT on a monthly basis.
- 4.16 Business Rates
The Council became part of the North Yorkshire Business Rates Pool from 1 April 2014. There remains a great deal of volatility in the rating system as a consequence of appeals which are currently far higher than forecast. The Valuation Office provided a list of outstanding appeals at 31 March 2014. In common with the North Yorkshire Authorities and the majority of Councils in the country we are finding that this list is proving to be inaccurate.
- 4.17 The current income forecast at the 30 September is that the Council will receive its estimated share of £1.448m from business rates however this is dependent on the continued impact of appeals and is not without risk. It is because of this risk that the Council budgeted for a contribution of £120k to the Business Rates reserve (as shown in Table 2) to mitigate against the impact of fluctuations in the business rates income.

5. Financial Position

- 5.1 The Council has a General Fund unallocated balance of £1,030k at 1 April 2014. It is expected that this balance will remain during 2014/15.
- 5.2 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 2014/15 this level was agreed as adequate.

- 5.3 The 2014/15 revenue budget is not without pressures, and as a consequence the contingency was set at £75k. The Council had a surplus on its 2013/14 revenue budget and it was agreed to utilise £25k for 2014/15 contingency thereby increasing the budget to £100k. At the end of quarter 2 £25k had been committed.
- 5.4 The funding for the 2014/15 capital programme was submitted to the meeting of Policy Committee on 22 July 2014. Members agreed that £726k from earmarked reserves would be utilised to fund the capital programme. Subsequently approval for two additional capital projects have been agreed (Skipton bus station toilets and Town Hall Phase 2) which add a further £299k giving a total of £1,025k to be drawn from reserves.

6. **Summary**

- 6.1 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.
- 6.2 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.
- 6.3 The Council had £4,056k in earmarked reserves at 1 April 2014 and estimates contributions of £1,277k (including the £72k from the savings plan) will be made to them during the year and £1,679k will be utilised in 2014/15 (this includes projects approved as part of the capital programme). Table 2 shows the details.

Table 2 - Earmarked Reserves

Description	Opening Balance 1 April 2014	Contribution	Utilisation	Forecasted Closing Balance
	£'000	£'000	£'000	£'000
New Homes Bonus	1,036	796	886	946
Enabling & Efficiencies	461	20	215	266
Planning	400	0	14	386
Vehicles	250	130	150	230

Description	Opening Balance 1 April 2014	Contribution	Utilisation	Forecasted Closing Balance
IT Replacement	312	50	203	159
Buildings	175	50	63	162
Contingency	173	0	173	0
Business Rates (1)	960	120	0	1,080
Future Year Budget (2)	173	72	0	245
Other (3)	116	30	0	146
Total	4,056	1,268	1,704	3,620

(1) Council has a potential liability of £960k from 2013/14 NDR. The exact total will be confirmed in 2014/15 for payment in 2015/16.

(2) Contribution reflects known savings identified green on Appendix B.

(3) Includes insurance reserve contribution.

7. **Implications**

7.1 **Financial and Value for Money Implications**

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

7.2 **Legal implications**

None as a direct result of this report. The Council set a balanced budget for 2014/15, and going forward it is a further requirement that the budget is balanced.

7.3 **Contribution to Council Priorities**

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

7.4 **Risk Management**

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

7.5 **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.

8. Consultations with Others

None

9. Access to Information : Background Documents

None

10. Author of the Report

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11. Appendices

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

Summary Report

Reference	Description	Original Budget 2014/15 £	Virements 2014/15 £	Revised Budget 2014/15 £	September Projected Outturn 2014/15 £	(Under)/ Overspend 2014/15 £	Comments
A2	Chief Executive/Director of Services	1,988,430	95,966	2,084,396	2,001,734	(82,662)	
A3	Resources Department	1,693,540	123,230	1,816,770	1,886,315	69,545	
A4	Community Department	2,198,110	(25,821)	2,172,289	2,090,682	(81,607)	
	Total Service Related Costs	5,880,080	193,375	6,073,455	5,978,731	(94,724)	
	<u>Corporate Costs</u>						
	Investment Income (6760)	(19,410)	(12,000)	(31,410)	(55,000)	(23,590)	Higher than forecast cash balances
	Interest Payable (6770)	255,710	0	255,710	255,710	0	
	MRP for Capital Financing (8530)	311,310	0	311,310	318,430	7,120	Correction to calculation
	Revenue Contributions to Capital Outlay (8535)	0	1,025,250	1,025,250	1,025,250	0	Funding of capital programme from reserves
	Corporate Contingency	75,000	5,140	80,140	80,140	0	Budget increased by £25k. £20k transferred to services.
	Total Revenue Budget 2014/15	6,502,690	1,211,765	7,714,455	7,603,261	(111,194)	

Description

Description	Original Budget	Virements	Revised Budget	September	(Under)/Overspend	Variance Analysis (Under)/Overspend
	2014/15	2014/15	2014/15	Projected Outturn 2014/15	2014/15	
	£	£	£	£	£	
CLT	499,270	(24,900)	474,370	441,910	(32,460)	Includes anticipated funding from staff secondment to LEP
Business Support	175,150	(2,730)	172,420	137,900	(34,520)	Surplus budget caused by vacant posts
Human Resources & Training	162,090	15,740	177,830	169,240	(8,590)	
Communications & Partnerships	202,880	17,981	220,861	202,140	(18,721)	£16.4k grants not budgeted for; staff costs underspent
Tour De France	36,150	76,810	112,960	109,210	(3,750)	Final invoices due from NYCC
Customer Services	319,380	1,365	320,745	292,230	(28,515)	£18k reduction in Employee costs, £10k reduction in Project Expenditure.
Revenues & Benefits Services	179,890		179,890	241,740	61,850	£57k increase in net rent allowances, £21k reduction in benefits admin subsidy, £6.5k increase in External Services, £8k increase in postages. £25k saving for Council Tax benefit now included in collection fund.
Information Services	413,620	11,700	425,320	407,364	(17,956)	Savings in salary costs. Now contains Website Officer and maintenance budget
Total Chief Executive/Director of Services	1,988,430	95,966	2,084,396	2,001,734	(82,662)	

Description	Original Budget 2014/15	Virements 2014/15	Revised Budget 2014/15	September Projected Outturn 2014/15	(Under)/Overspend 2014/15	Variance Analysis (Under)/Overspend
	£	£	£	£	£	
Democratic Services	49,380	0	49,380	21,105	(28,275)	£27k reduction in Employee costs including appointment of part-time Democratic Services Manager
Democratic Representation	256,330	(2,500)	253,830	252,353	(1,477)	
Elections	81,870	0	81,870	86,717	4,847	
Electoral Registration	53,920	15,280	69,200	75,101	5,901	European election costs and scanner costs for IER
Legal Services	135,380	0	135,380	141,809	6,429	3.5k over spend in salaries. LGA Property Litigation Searches - funding from 'new burdens' to offset 2.6k
Total Legal & Democratic Services	576,880	12,780	589,660	577,086	(12,574)	
Properties	310,800	19,500	330,300	343,038	12,738	£8k fall in rent receivable re BVS, £6.5k increase in reactive maintenance re BVS
Car Parks	(1,003,960)	10,300	(993,660)	(1,015,853)	(22,193)	£27k reduction in NNDR, £3k reduction in Employee costs, £9k increase in consumable goods expenditure.
Public Conveniences	62,440	25,000	87,440	85,966	(1,474)	
Amenity Areas/Aireville Park	108,040	12,200	120,240	109,540	(10,700)	£12k reduction in planned maintenance.
Asset & Projects Service Unit/Estates	113,070	0	113,070	167,889	54,819	£50k increase in employee costs re Interim Property Manager.
Total Projects & Facilities	(409,610)	67,000	(342,610)	(309,420)	33,190	
Corporate Costs	1,056,580	0	1,056,580	1,102,686	46,106	£49k vacancy provision offset by salary savings in services.
Financial Services	469,690	43,450	513,140	515,963	2,823	
Total Resources Department	1,693,540	123,230	1,816,770	1,886,315	69,545	

Description

Description	Original Budget	Virements	Revised Budget	September	(Under)/Overspend	Variance Analysis (Under)/Overspend
	2014/15	2014/15	2014/15	Projected Outturn 2014/15		
	£	£	£	£	£	
Refuse Collection - Domestic	745,900	0	745,900	759,126	13,226	Salary costs over £26k - Reduced bin purchases £(13)k
Refuse Collection - Commercial	(165,240)	0	(165,240)	(173,038)	(7,798)	
Street Cleansing	281,050	0	281,050	280,981	(69)	
Recycling	(114,960)	(53,510)	(168,470)	(165,748)	2,722	
Mechanics Workshop	4,030	0	4,030	36,825	32,795	Unbudgeted salary and agency costs £26k & reduced internal recharges, £6.5k, to other Services (conversly there will be reduced expenditure in said services).
Waste Management Service Unit	164,280	0	164,280	157,767	(6,513)	
Garden Waste Scheme	(115,000)	53,510	(61,490)	(73,577)	(12,087)	Actual Subscriptions and acheived above budgeted amount
Total Waste Management	800,060	0	800,060	822,336	22,276	
Hackney Carriages	(22,860)	9,470	(13,390)	(16,752)	(3,362)	
Liquor Licencing	(34,400)	9,471	(24,929)	(28,292)	(3,363)	
Total Licencing	(57,260)	18,941	(38,319)	(45,045)	(6,726)	
Street Signs & GIS	(5,000)	0	(5,000)	(12,131)	(7,131)	
Historic Buildings	3,000	0	3,000	3,020	20	
Building Control - Non Fee Earning	41,600	(4,443)	37,157	37,901	744	
Building Control - Fee Earning	(25,960)	(32,557)	(58,517)	(55,642)	2,875	
Local Development Framework	172,470	0	172,470	163,015	(9,455)	
Local Land Charges	(68,860)	0	(68,860)	(66,436)	2,424	
Development Control	190,050	0	190,050	156,075	(33,975)	Salary savings
Planning (Service unit)	51,500	0	51,500	56,873	5,373	
Total Planning Services	358,800	(37,000)	321,800	282,675	(39,125)	

Description

Description	Original Budget	Virements	Revised Budget	September	(Under)/	Variance Analysis (Under)/Overspend
	2014/15	2014/15	2014/15	Projected	Overspend	
	£	£	£	Outturn	2014/15	
				2014/15	£	
Environmental Health Services	416,230	* (17,576)	398,654	340,570	(58,084)	Vacant posts £40k. Additional income for temporary provision of Dog Warden Service to Hambleton DC £13k
Environmental Health Service Unit	14,380	* 0	14,380	12,420	(1,960)	
Aireview House	21,700	* (8,868)	12,832	(1,210)	(14,042)	Rents exceeding forecast £18k offset by increased Council Tax costs due to empty units £4k
Homelessness	194,440	* 40,210	234,650	223,740	(10,910)	
Private Sector & Housing Enabling	25,900	* 0	25,900	25,900	0	Salary Savings
Housing Service Unit	77,850	* (31,342)	46,508	44,710	(1,798)	
Total Environmental Health & Housing Services	750,500	(17,576)	732,924	646,130	(86,794)	
Art Development	39,020	* 0	39,020	38,490	(530)	Additional payment to LEP with likely to be offset by staff secondment to the LEP
Attraction of Trade & Tourists	24,300	0	24,300	22,300	(2,000)	
Industrial Development	16,740	0	16,740	36,990	20,250	
Settle TIC	34,070	0	34,070	33,970	(100)	
Economic Development Service Unit	158,360	(35,471)	122,889	122,760	(129)	
Total Economic Development	272,490	(35,471)	237,019	254,510	17,491	
Craven Swimming Pool	10,820	* 14,255	25,075	23,615	(1,460)	
Museum incl. Skipton TH	295,770	* 1,490	297,260	305,213	7,953	
Bereavement Services	(233,070)	* 29,540	(203,530)	(198,752)	4,778	
Total Community Department	2,198,110	(25,821)	2,172,289	2,090,682	(81,607)	

Description	Original Budget	Virements	Revised Budget	September	(Under)/	Responsible Service
	2014/15	2014/15	2014/15	Projected Outturn	Overspend	
	£	£	£	£	£	
Aireville Park Community Projects	3,373		3,373	0	(3,373)	Communications & Partnerships
Craven Crime Reduction	32,077		32,077	32,478	401	Crime Reduction
Housing Projects	66,010		66,010	0	(66,010)	Housing Homelessness Projects
Craven Market Town Improvement Programme	12,504		12,504	378	(12,126)	Economic Development Project
Craven Enterprise Network Development	4,419		4,419	370	(4,049)	Economic Development Project
Bemtham Town Team	5,721		5,721	594	(5,127)	Economic Development Project
Ingleton Fledgling Business Space Project	880		880	880	0	Economic Development Project
Leeds Liverpool Canal Corridor	2,000		2,000	2,000	0	Economic Development Project
Museum Heritage Lottery Funded Projects	2,430		2,430	1,410	(1,020)	Museum
Craven & The First World War	0	43,500	43,500	15,710	(27,790)	Museum
					0	
	129,414	43,500	172,914	53,820	(119,094)	

Key:

Green Income / Savings achieved - low risk

Amber Income / Savings in progress- further work required - medium risk

Red Income / Savings aspirational or not commenced - high risk (may require a change in council policy &/or member approval)

Ref No	Line No	<u>Additional Income / Proposed Saving</u> <u>Service Area</u>	<u>Status</u>	Original Target 2014/15 £	Latest Projection 2014/15 £	Target 2015/16 £	Target 2016/17 £	Target 2017/18 £	Progress / Comments	Lead Member
E1	1	Economic Development Review	Red	10,000	0	0	0	0	Not deliverable given extent of Council Plan actions under Enterprising Craven	Simon Myers
E12	2	Settle TIC Review	Red	2,000	2,000	26,000	26,000	26,000	Review to commence October 2014	Simon Myers
E20	3	Customer Services Review	Red	10,000	0	0	0	0	Not deliverable do to desire to improve performance on time taken to handle enquiries	Carl Lis
E21	4	Revenues and Benefits Review	Red	5,000	5,000	10,000	15,000	15,000	Savings dependent upon Government legislation	Alan Sutcliffe
E9	5	Housing Review	Red	0	0	10,000	36,000	36,000	Final element of saving to be delivered. £10k deliverable 2015/16 balance 2016/17 onwards	Richard Foster
I3	6	Extension of Pay and Display	Red	0	0	40,000	40,000	40,000	To be considered by Select Committee November 2014 with recommendations to Policy Committee	Alan Sutcliffe
I9	7	Building Homes to Rent	Red	0	0	0	100,000	100,000	Report to Policy Committee November 2014	Richard Foster
TOTAL RED SAVINGS				27,000	7,000	86,000	217,000	217,000		
E2	8	Skipton Town Hall	Amber	50,000	50,000	100,000	150,000	150,000	Work to commence on phase 2 October 2014. Vacant commercial space being marketed.	Alan Sutcliffe
I8	9	Vending on Council Land	Amber	10,000	1,000	10,000	10,000	10,000	Approval to trade given by Policy Committee in June 2014	Alan Sutcliffe
I10	10	Car Park Charging for Blue Badge Holders	Amber	15,000	15,000	30,000	30,000	30,000	Approved by Council's Policy Committee - awaiting outcome of consultation on the parking orders	Alan Sutcliffe
E14	11	Crematorium - Running Costs	Amber	8,000	8,000	10,000	10,000	10,000	Savings on running costs - utilities / repairs. Consultation underway on holding older	Alan Sutcliffe
E18	12	Business Support service provision	Amber	4,500	4,500	9,500	13,500	13,500	Further savings from streamlining service provision	Carl Lis
E23	13	Democratic Services - service provision	Amber	3,000	3,000	6,000	9,000	9,000	Savings to be generated from across Democratic Service provision.	Richard Foster
I7	14	Legal Services	Amber	2,500	0	0	0	0	Income from agency work on behalf of other Council's. Awarded contract to carry out some legal work for YDNPA but no guarantee about volume. No longer achievable.	Simon Myers
P3	15	Procurement Savings to be Identified	Amber	0	0	11,100	36,100	48,100	As savings are identified they will be itemised for monitoring. £15k transferred to P6.	Alan Sutcliffe
TOTAL AMBER SAVINGS				93,000	81,500	176,600	258,600	270,600		
E11	16	Building Control Review	Green	37,000	37,000	37,000	37,000	37,000	Delivered through a combination of increased income and reduced resource	Richard Foster
P6	17	ICT Wide Area Network	Green	15,000	15,000	15,000	15,000	15,000	Completed	Alan Sutcliffe
I5	18	Sports Development	Green	5,000	5,000	5,000	5,000	5,000	Completed	Simon Myers
E28	19	Technology for Members & CLT	Green	2,500	2,500	5,000	10,000	10,000	Delivered - I Pads issued to Members and reduced printing of papers and agendas initiated	Carl Lis
P7	20	Employer Pension Contributions	Green	0	12,000	12,000	12,000	0	Completed	Alan Sutcliffe
TOTAL GREEN SAVINGS				59,500	71,500	74,000	79,000	67,000		

Ref No	Line No	<u>Additional Income / Proposed Saving</u> <u>Service Area</u>	<u>Status</u>	Original Target	Latest Projection	Target	Target	Target	Progress / Comments	Lead Member
				2014/15 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £		
		Savings Required As per 2014/15 LTFS / MTFS		0	0	316,000	490,000	642,000	MTFS savings required will be updated as part of the budget strategy, based on latest information.	
		Target		180,000	180,000	350,000	550,000	650,000		
		Headroom (+) / Deficit (-)		3,090	-16,800	-6,668	15,692	-84,308		
Total Income / Savings Analysis										
		Green		59,500	71,500	74,000	79,000	67,000		
		Amber		93,000	81,500	176,600	258,600	270,600		
		Red		27,000	7,000	86,000	217,000	217,000		
		Total		179,500	160,000	336,600	554,600	554,600		
		GAP BETWEEN TARGET AND SAVINGS IDENTIFIED		(3,090)	16,800	6,668	(15,692)	84,308		