

| | | | |
|---|---|-------------------------|-----------------|
| Report to: | Children's Scrutiny Committee | | |
| Date of meeting: | 28 th August, 2019 | | |
| Report of: | Interim Director of People Services Director of Corporate Resources | Report number: | PS294 |
| Contact officer: | Lisa Butcher, Head of Finance | Telephone number | 01204 336818 |
| Report title: | People Services Financial Monitoring 2019/20 Quarter One | | |
| Not confidential | | | |
| This report does not contain information which warrants its consideration in the absence of the press or members of the public. | | | |
| Purpose: | This report provides the Executive Member with information relating to the financial position for the People portfolio for the 2019/20 financial year, as at Quarter One. | | |
| Recommendations: | It is recommended that the Executive Member: <ul style="list-style-type: none"> • Notes the financial position of the portfolio as at 30th June 2019. • Agrees the revenue budget changes and savings options realised in quarter. • Notes changes within the capital programme as detailed. • Agree that the Director of People has delegated authority to call off on the framework(s) for the capital programme as detailed in section 3. | | |
| Decision: | | | |
| Background documents: | | | |
| Signed: (Executive Cabinet Member reports only) | Leader/Executive Cabinet Member | Monitoring Officer | |
| Date: | | | |

Bolton Council

| | | |
|---|-----|------------------|
| Consultation with other officers | | |
| Finance | Yes | Lynne Hargreaves |
| Legal | No | NA |
| HR | No | NA |
| Equality Impact Assessment required? | No | N/A |
| Pre-consultation reports Is there a need to consult on the proposals? | | No |

Post consultation reports

Please confirm that the consultation response has been taken into consideration in making the recommendations.

Please identify the appropriate Vision outcome(s) that this report relates or contributes to by ticking the relevant box.

1. Start Well

Y

2.Live Well

Y

3.Age Well

Y

4.Prosporous

Y

5. Clean and Green

Y

6.Strong and Distinctive

Y

1 Background

This report provides the Executive Member with information relating to the financial position for the 2019/20 financial year, as at Quarter One.

The information included within the report is divided into three elements:

- Revenue expenditure
- Capital expenditure
- Reserves movements

2 Revenue Expenditure

2.1 Revenue Budget

Table One: Department of People – Approved Revenue Budget 2019/20 – As At Quarter One

| £'000 | Adults | Children's | Total Budget |
|---|-------------------|-------------------|--------------------|
| 2019/20 Budget per Strategic Budget Report | 65,267,600 | 49,821,700 | 115,089,300 |
| Less Recharges | -3,529,100 | -4,712,400 | -8,241,500 |
| | | | |
| Budget Adjustments: | | | |
| Internal Recharge adjustments | -2,800 | 2,800 | 0 |
| Internal Recharge adjustments with Public Health | -43,900 | 2,800 | -41,100 |
| Transfer of Budget to Public Health to part fund post | | -13,700 | -13,700 |
| | | | |
| Plus Recharges | 3,529,100 | 4,712,400 | 8,241,500 |
| Adjusted Budget at Quarter One | 65,220,900 | 49,813,600 | 115,034,500 |

| £'000 | DSG |
|--|----------------|
| Dedicated Schools Grant per Strategic Budget Report | 186,957 |
| Budget Adjustments: | |
| Academy DSG Recoupment Adj | 572 |
| High Needs Place Deduction - March Update | -738 |
| 6th Form Funding - Pupil Number Update | -511 |
| | |
| Adjusted Grant at Quarter One | 186,280 |

Table One outlines the budget for the Department of People Services, including an analysis of amendments to the original budget.

There have been various budget adjustments within the first quarter.

Recharge adjustments have been made to accurately reflect Business Support and Policy Performance and Resource recharges between Children's Adults and Public Health.

There has been a movement of budget from Children's to Public Health to part fund an existing post.

The DSG budget in Quarter One has seen changes as a result of Academy Recoupment re-calculations. High Needs Place Deduction and 6th Form Funding updates relating to previous years academy conversions.

2.2 Strategic Redirections

In December 2018, following consultation, the Council approved departmental savings options of £23.5m to be taken out of the budgets in 2019-20. For the People department this equated to £13.8m of which £4.59m relates to Children's, £7.558m relates to Adults and £1.656 relates to Public Health. The full breakdown excluding Public Health is shown in Appendix C.

Throughout 2019/20, individual reviews will be undertaken and budgets reduced within the relevant services once completed. This will continue for those reviews remaining in 2020/21.

Review of Staffing across the department (Children's) £850k

Savings of £100k have been identified within the information management unit. These include the deletion of a vacant post (Project Support Officer 58580) and savings on software licences and other ICT costs.

Review of Staffing across the department (Adults) £750k

Savings of £136k have been identified through a review of budgets across Adult's Care Management. Working with budget holders savings have been identified across a range of non-staffing budgets and maximisation of income streams.

2.3 Financial Position – Revenue Expenditure – Position at Quarter One

Table Two below outlines the Department of People's revenue position as at quarter one.

Table Two – Department of People Financial Position 2019/20 – Quarter One

| Service | Net Budget | Outturn | Combined Re-Allocated | Year End Variance |
|---|----------------|----------------|-----------------------|-------------------|
| Local Authority Budgets | £000s | £000s | £000s | £000s |
| | | | | |
| Adult Services | | | | |
| Older Adults | 16,996 | 17,813 | | 817 |
| Integrated Services | -605 | -960 | | -355 |
| Adults Under 65 - LD/MH/PD | 31,520 | 35,275 | | 3,755 |
| Care Management | 7,426 | 7,602 | | 176 |
| Supporting People | 1,149 | 1,149 | | 0 |
| AD Element of Combined Services | | | -2,460 | -2,460 |
| Subtotal | 56,486 | 60,879 | -2,460 | 1,933 |
| | | | | |
| Children's Services | | | | |
| Education & Learning Division | 5,250 | 5,142 | | -108 |
| Staying Safe Division | 32,113 | 38,725 | | 6,612 |
| Children's Transport | 3,506 | 3,709 | | 203 |
| CH Element of Combined Services | | | -547 | -547 |
| Subtotal | 40,869 | 47,576 | -547 | 6,160 |
| | | | | |
| Combined Services | | | | |
| Corporate Recharges and other central costs | 8,513 | 6,315 | | -2,198 |
| Policy, Performance & Resources | 9,167 | 8,358 | | -809 |
| Subtotal | 17,680 | 14,673 | 3,007 | 0 |
| | | | | |
| Total Local Authority Budgets | 115,035 | 123,128 | 0 | 8,093 |
| | | | | |
| Reserve Movement | | | | -8,093 |
| | | | | |
| People Department Projected Outturn | 115,035 | 123,128 | 0 | 0 |

| Service | Net Budget | Projected Outturn | Year End Variance |
|--|----------------|-------------------|-------------------|
| Dedicated Schools Grant | £000s | £000s | £000s |
| | | | |
| Schools Block | | | |
| Nursery Schools | 0 | -6 | -6 |
| Primary Schools | 91,603 | 92,148 | 545 |
| Secondary Schools | 37,863 | 37,890 | 27 |
| Special Schools | 469 | 582 | 113 |
| Other - Growth | 828 | 828 | 0 |
| | | | |
| De-delegation | 0 | -18 | -18 |
| | | | |
| Use of schools balances | | -679 | -679 |
| | | | |
| Subtotal | 130,763 | 130,745 | -18 |
| | | | |
| Local Authority Retained Budgets | | | |
| Central Expenditure | 3,010 | 2,882 | -128 |
| Early Years Block | 21,793 | 21,705 | -88 |
| High Needs Block | 30,714 | 32,743 | 2,029 |
| | | | |
| Subtotal | 55,517 | 57,330 | 1,813 |
| | | | |
| Total Dedicated Schools Grant Budgets | 186,280 | 188,075 | 1,795 |

Variance Analysis

Outlined below are details of significant variances between the projection at quarter one and the budget, analysed between the Local Authority Block and Centrally Held Dedicated Schools Grant.

2.3.1 Local Authority Block

The revenue outturn position for the Local Authority block is expected to be in line with budget following use of reserves of £8.093m.

The most significant reasons for variances were as follows:

Adult Services

The budget is projected to have a significant overspend by year end, this is largely due to increased number of high value Learning Disability and Mental Health packages in residential and supported living. A significant number of packages are as a part of the Transforming Care programme, transitioning from Children's and cases moving in to the area.

The overspend in under 65s services is being partially offset by the Adult Social Care and Winter Pressures grant contribution which are a one off for 2019/20. Growing demand in older adults has seen an overspend in those budgets particularly around Home Care.

Children's Services

Financial pressures continue to increase with the higher numbers of Looked After Children overall and those placed in more expensive independent provider placements because of their complex needs.

The unit costs of our internal provision have risen due to the need to manage the number of children within the homes and the reduction in bed space. This is as a result of closer matching criteria being used so that placements are sustainable over a longer period and there is a more focused service developing through the review of Residential care that is underway.

The vast majority of our looked after children are looked after in house, in our foster care and residential provision but we are seeing an increase in the use of non-LA foster carers and external residential provision due to a national gap in placement sufficiency.

The costs of external provision is high due to demand in the market nationally these costs are escalating. The complex needs of some young people who need a package of care that includes a high ratio of staffing can cost between £6k and £9k a week.

The review of Early Help and In-house residential provision alongside a commitment to working differently with children, families and partners to divert children from the care system should see an improved picture by 2020. Workshops on the Early Help strategy have been held and initial proposals shared with Children's PDG in January 2019.

Budget challenge meetings with heads of service has seen stability in the number of children coming into care over the last two months and further workshops are planned for August 2019. The newly established Rapid Response Team have been closing cases in the safeguarding service which will reduce caseloads and cost overall.

We are preparing a bid for Innovation funding in the fostering service between the 10 GM authorities. This will build resilience and strength in our own fostering service and will contribute towards a fostering strategy that will lay out the plans to increasing recruitment of in house carers.

Work is being undertaken involving Commissioning and Greater Manchester Commissioning Group to ensure value for money and appropriate placements are sourced but the local and national context is very challenging.

We have produced a revised sufficiency statement and are taking a much more proactive approach to provider engagement which should result in a more targeted approach to the sourcing of placements and the recruitment of foster carers with the skills to meet the emerging and increasing complexity of children in Bolton.

The focus on improved permanence planning will deliver clearer long-term plans for children and a commitment to return children to their families where possible, reducing longer term placement costs.

Transport costs as a result of the high needs pressures began to grow in 16/17 and continued in 18/19 and in to 19/20.

2.3.2 Dedicated Schools Grant

Centrally Retained Budgets

Dedicated Schools Grant is projected to exceed the grant available by £1.795m.

The significant variance relates to the High Needs block due to increases in external placements and increased special school placements. Approval was given by the Secretary of State to contribute £2.1m of Schools block towards the High Needs block in 2019/20.

A High Needs Strategic group is ongoing to look at the pressures within this area and new ways to contain the overspend and begin to pay back the deficit.

Delegated Schools Budgets

Following the submission of the original budget plans by schools, schools balances are expected to reduce by £679k in 2019/20 mainly in the Primary sector. This may increase should there be further Academy transfers.

Schools balances are projected to total £6.3m at the end of the financial year, which is felt to be prudent but cost pressures are an ongoing factor for schools.

3 Capital Programme

Appendices Ai and Aii detail the capital programme, and this is summarised below.

Table Three – Capital Programme

| | Original Programme | Change | Revised Programme Q1 | Actual at Quarter 1 |
|----------------------------|--------------------|-------------|----------------------|---------------------|
| | £000s | £000s | £000s | £000s |
| | | | | |
| Adult Services | 299 | 0 | 299 | -59 |
| Children's Services | 22,899 | -597 | 22,302 | 1,895 |
| | | | | |
| Total Programme | 23,198 | -597 | 22,601 | 1,836 |

The original capital programmes for the Department of People Services were reported in the Cabinet reports of February 2019. The schemes have since been amended due to the following:-

- Slippage in both programmes from 2018-2019 £1.217m
- Reprogramming of schemes resulting in a reduction of £3.34m
- New Schemes £1.526m

At the end of quarter one expenditure was £1.836m.

It is recommended that the Director of People is authorised to procure for schemes under the limit of £300k via the Council's Corporate Procurement Team either through call offs under any available framework(s) or via open tender procurement process to enable the capital programmes to progress.

4. Reserves Movements

Table Four – Summary of Reserves Position

Outlined in the table below are the projected movements on the Department's reserves in the current year. Further detail of these reserves is shown in Appendix B.

| Revenue Reserves | Balance 1st April 2019 | Outturn Movements | Other Movements | Balance 31st March 2020 |
|--|------------------------|-------------------|-----------------|-------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| Adults Services Reserves | | | | |
| To cover known areas of key future spend | -1,263 | 628 | 534 | -101 |
| To cover key areas of risk | 0 | | 0 | 0 |
| Legal requirements | -111 | | 52 | -59 |
| Existing commitments | -1,410 | 1,149 | 193 | -68 |
| Service general contingencies | -195 | 156 | 0 | -39 |
| Total Adult Services Reserves | -2,979 | 1,933 | 779 | -267 |
| Children Services Reserves | | | | |
| To cover known areas of key future spend | -1,860 | | 234 | -1,626 |
| To cover key areas of risk | -842 | 510 | 276 | -56 |
| Legal requirements | -2,627 | 2,123 | 114 | -390 |
| Existing commitments | -5,491 | 2,906 | 1,301 | -1,284 |
| Service general contingencies | -730 | 621 | 109 | 0 |
| Total Children Services Reserves | -11,550 | 6,160 | 2,034 | -3,356 |
| Schools & DSG Reserves | | | | |
| To cover key areas of risk | -86 | | 30 | -56 |
| Legal requirements | 137 | 1,795 | 707 | 2,639 |
| Existing commitments | -7,907 | | 761 | -7,146 |
| Total Schools & DSG Reserves | -7,856 | 1,795 | 1,498 | -4,563 |
| Total Revenue Reserves | -22,385 | 9,888 | 4,311 | -8,186 |

| Capital Reserves | Balance 1st April 2019 | Outturn Movements | Other Movements | Balance 31st March 2020 |
|---|------------------------|-------------------|-----------------|-------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| Adults Services Reserves | | | | |
| Existing commitments | -1,334 | | 299 | -1,035 |
| Total Adult Services Reserves | -1,334 | 0 | 299 | -1,035 |
| Schools & DSG Reserves | | | | |
| Existing commitments | -34,146 | | 16,612 | -17,534 |
| Total Schools & DSG Reserves | -34,146 | 0 | 16,612 | -17,534 |
| Total Capital Reserves | -35,480 | 0 | 16,911 | -18,569 |

The outturn movements' column represents the impact upon reserves of the projected outturn position shown in Table 2 of this report.

5. Equality Impact Assessment

This report does not require an Equality Impact Assessment

6. Vision 2030

- 6.1 The proposal aligns to the Vision principles;
- Protecting the most vulnerable
 - Reforming our services in partnership
 - Inclusive growth and prosperity
- 6.2 The proposal will contribute to the following Vision priorities;
- Ensuring our children have the best possible start in life
 - Improving the health and wellbeing of residents
 - Older people in Bolton stay healthier for longer and feel more connected with their communities
 - Businesses and investment are attracted to the borough, matching our workforce's skills with modern opportunities and employment
 - Our environment is protected and improved so that more people enjoy it, care for it and are active in it.
 - Stronger, cohesive, more confident communities in which people feel safe, welcome and connected
- 6.3 The proposal will use the following drivers of change which underpin the 2030 Vision;
- Behaviour change
 - Delivering efficiently
 - Rebalancing our finances
 - Maximising our assets
 - Digital delivery
 - Engaging and empowering

7 Recommendations

It is recommended that the Executive Member:

- Notes the financial position of the portfolio as at 30th June 2019.
- Agrees the revenue budget changes and savings options realised in quarter.
- Notes changes within the capital programme as detailed.
- Agrees that the Director of People has delegated authority to call off on the framework(s) for the capital programme as detailed in section 3.

Appendix Ai

Adults Services – Detailed Capital Programme – Quarter One 2019/20

| Adult Services Capital Programme | Original Budget | New Schemes | Slippage | Scheme Reprogramming | Revised Programme Q1 | Expenditure Q1 |
|----------------------------------|-----------------|-------------|----------|----------------------|----------------------|----------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Scheme | 2019/20 | 2019/20 | 2018/19 | 2019/20 | 2019/20 | 2019/20 |
| Day Care | 80 | | | | 80 | |
| Supported Housing Developments | 166 | | | | 166 | |
| Various IT in AD Services | 53 | | | | 53 | |
| Intermediate Tier | | | | | | -59 |
| Total Expenditure | 299 | 0 | 0 | 0 | 299 | -59 |
| | | | | | | |
| Adult Services Capital Programme | Original Budget | New Schemes | Slippage | Scheme Reprogramming | Revised Programme Q1 | Expenditure Q1 |
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Financed By: | 2019/20 | 2019/20 | 2018/19 | 2019/20 | 2019/20 | 2019/20 |
| Capital Grant | 299 | | | | 299 | -59 |
| Total Financing | 299 | 0 | 0 | 0 | 299 | -59 |
| | | | | | | |
| Balance | 0 | 0 | 0 | 0 | 0 | 0 |

Appendix Aii

Children's Services – Detailed Capital Programme – Quarter One 2019/20

| Children's Services Capital Programme | Original Budget | New Schemes | Slippage | Scheme Reprogramming | Revised Programme Q1 | Expenditure Q1 |
|--|-----------------|--------------|--------------|----------------------|----------------------|----------------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Scheme | 2019/20 | 2019/20 | 2018/19 | 2019/20 | 2019/20 | 2019/20 |
| Building Maintenance Programme | 2,100 | 649 | 236 | | 2,985 | 60 |
| Capital Support Fund | 100 | 32 | 21 | -21 | 132 | 32 |
| Access | 100 | | 15 | -15 | 100 | 12 |
| Devolved Formula Capital | 900 | | | -199 | 701 | 110 |
| Primary Expansion Programme | 3,379 | | 255 | -550 | 3,084 | 64 |
| Special School Expansion Programme | 2,000 | 845 | 47 | -1,500 | 1,392 | 19 |
| Secondary Expansion Programme | 13,176 | | 32 | -1,027 | 12,181 | 1,071 |
| Primary Places | | | | 24 | 24 | 2 |
| Youth and Play Centres | 594 | | | -26 | 568 | 27 |
| Leisure and Youth Provision | 330 | | | -26 | 304 | 80 |
| Two year old funding | | | | | 0 | |
| Children Social Care | 30 | | | | 30 | 4 |
| Funding Short Breaks | | | 26 | | 26 | |
| Children's Centres | 190 | | 585 | | 775 | 414 |
| Surface Pro Purchase | | | | | 0 | |
| Total Expenditure | 22,899 | 1,526 | 1,217 | -3,340 | 22,302 | 1,895 |
| | | | | | | |
| Children's Services Capital Programme | Original Budget | New Schemes | Slippage | Scheme Reprogramming | Revised Programme Q1 | Expenditure Q1 |
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Financed By: | 2019/20 | 2019/20 | 2018/19 | 2019/20 | 2019/20 | 2019/20 |
| Section 106 | | | | 131 | 131 | |
| Basic Need Grant | 18,183 | 845 | 334 | -3,664 | 15,698 | 1,156 |
| Devolved Formula Grant | 900 | | | -199 | 701 | 110 |
| School Condition Grant | 2,300 | 423 | 272 | -556 | 2,439 | 104 |
| Schools BMP Contributions | | | | 518 | 518 | |
| Schools Capital Grants | | 242 | | | 242 | |
| Revenue Contributions to Capital - Schools | | 16 | | | 16 | |
| Revenue Contributions to Capital - LA | 315 | | 126 | -80 | 361 | 4 |
| Revenue Contributions to Capital - Corporate | 639 | | 26 | 28 | 693 | 133 |
| SEND Capital Grant | 372 | | | 482 | 854 | |
| Start Well Capital Reserve | 190 | | 459 | | 649 | 388 |
| Total Financing | 22,899 | 1,526 | 1,217 | -3,340 | 22,302 | 1,895 |
| | | | | | | |
| Balance | 0 | 0 | 0 | 0 | 0 | 0 |

Appendix Bi

Adult Services Projected Reserves Position – 2019/20 Financial Year

| Service | Balance | | Other | Balance |
|---|----------------|-------------------|------------|-----------------|
| | 1st April 2019 | Outturn Movements | Movements | 31st March 2020 |
| Adult Service's Revenue Reserves | £'000 | £'000 | £'000 | £'000 |
| Carers Funding | -150 | 150 | | 0 |
| Health & Social Care Funding | -523 | | 523 | 0 |
| Social Care Funding | -11 | | 11 | 0 |
| LD Fast Track Funding | -101 | | | -101 |
| Complex Cases | -478 | 478 | | 0 |
| | | | | |
| Important to cover known areas of key future spend | -1,263 | 628 | 534 | -101 |
| | | | | |
| Important to cover key areas of risk | 0 | 0 | 0 | 0 |
| Supported Housing - Networks | -59 | | | -59 |
| Amenity Funds | -2 | | 2 | 0 |
| LD Joint Team | -50 | | 50 | 0 |
| | | | | |
| Legal requirements | -111 | 0 | 52 | -59 |
| Capital | -460 | 399 | 61 | 0 |
| Adults Pressures | -750 | 750 | | 0 |
| New Lane Contract | -102 | | 102 | 0 |
| Adult Safeguarding Board | -98 | | 30 | -68 |
| | | | | |
| Reserve with existing commitment | -1,410 | 1,149 | 193 | -68 |
| General Reserves | -195 | 156 | | -39 |
| Service General Contingencies | -195 | 156 | 0 | -39 |
| | | | | |
| Total Revenue Reserves | -2,979 | 1,933 | 779 | -267 |

Appendix Bii

Children's Services Department Reserves Position – 2019/20 Financial Year

| Service | Balance | | Other | Balance |
|---|----------------|-------------------|--------------|-----------------|
| | 1st April 2019 | Outturn Movements | Movements | 31st March 2020 |
| Children' Services Revenue Reserves | £'000 | £'000 | £'000 | £'000 |
| Schools ICT | -1,346 | | -130 | -1,476 |
| Start Well | -514 | | 364 | -150 |
| | | | | |
| Important to cover known areas of key future spend | -1,860 | 0 | 234 | -1,626 |
| Children's Social Care | -804 | 510 | 276 | -18 |
| Schools Insurance Contingency | -38 | | | -38 |
| | | | | |
| Important to cover key areas of risk | -842 | 510 | 276 | -56 |
| Public Sector Reform and Troubled Families | -1,832 | 1,623 | 209 | 0 |
| Safeguarding Board | -161 | | 2 | -159 |
| School Improvement | -634 | 500 | -97 | -231 |
| | | | | |
| Legal requirements | -2,627 | 2,123 | 114 | -390 |
| Capital | -523 | 461 | 62 | 0 |
| Education Psychology | -167 | | 37 | -130 |
| SACRE | -7 | | 7 | 0 |
| Workforce Development - Grant | -166 | | 166 | 0 |
| Managed Funds | -3 | | 1 | -2 |
| Music Service | -154 | | -26 | -180 |
| GM Music Hub | -42 | | | -42 |
| Regional Adoption Agency | -691 | | 207 | -484 |
| Children's Demand | -2,445 | 2,445 | | 0 |
| Placements North West | -196 | | | -196 |
| Performance Policy and Resources | -1 | | 1 | 0 |
| Washacre Capital Works | -250 | | | -250 |
| Youth Services | -197 | | 197 | 0 |
| Capital Grants | -649 | | 649 | 0 |
| | | | | |
| Reserve with existing commitment | -5,491 | 2,906 | 1,301 | -1,284 |
| General Reserves | -730 | 621 | 109 | 0 |
| | | | | |
| Service General Contingencies | -730 | 621 | 109 | 0 |
| | | | | |
| Total Revenue Reserves | -11,550 | 6,160 | 2,034 | -3,356 |

Appendix Biii

Schools and DSG Reserves Financial Position – 2019/20 Financial Year

| Service | Balance | | Other | Balance |
|---|----------------|-------------------|-----------|-----------------|
| | 1st April 2019 | Outturn Movements | Movements | 31st March 2020 |
| Schools and DSG Revenue Reserves | £'000 | £'000 | £'000 | £'000 |
| High Needs Strategic Planning | -86 | | 30 | -56 |
| Important to cover key areas of risk | -86 | 0 | 30 | -56 |
| Centrally Retained DSG | 7,690 | 1,795 | | 9,485 |
| Other Schools Balances | -577 | | 28 | -549 |
| Schools Balances | -6,976 | | 679 | -6,297 |
| Legal requirements | 137 | 1,795 | 707 | 2,639 |
| Capital | -7,375 | | 761 | -6,614 |
| Bolton Supported School Improvement Group | -157 | | | -157 |
| Two Year Old Funding | -375 | | | -375 |
| Reserve with existing commitment | -7,907 | 0 | 761 | -7,146 |
| Total Revenue Reserves | -7,856 | 1,795 | 1,498 | -4,563 |

Appendix Ci

2019-21 Budget Options – Adult Services

| Savings Option | Budget Saving £000 | Delivered | In Consultation | No Report Yet | Comments |
|--|-----------------------|--------------|--------------------|------------------|----------------------|
| Do not apply Non-Pay Inflation | 2,729 | 1,443 | | 1,286 | |
| Review of Staffing across the department | 750 | 71 | | 679 | £136K in this report |
| Review of Community Meals | 250 | | | 250 | |
| Review of Handyman Service | 179 | | 186 | | |
| Review of the Intermediate Tier | 500 | | | 500 | |
| Review of Income including Charges and Subsidies | 500 | 500 | | | |
| Reprioritising iBCF | 1,000 | 1,000 | | | |
| Review of contracts | 1,650 | 300 | | 1,350 | |
| | | | | | |
| Total Saving | 7,558 | 3,314 | 186 | 4,065 | |

Appendix Cii

2019-21 Budget Options – Children's Services

| Savings Option | Budget Saving £000 | Delivered | In Consultation | No Report Yet | Comments |
|--|-----------------------|------------|--------------------|------------------|----------------------|
| Do not apply Non-Pay Inflation | 165 | 165 | | | |
| Review of Early Help | 3,500 | | 250 | 3,250 | |
| Management of Cash Limited Budgets | 75 | 75 | | | |
| Review of staffing across the department | 850 | | 315 | 535 | £100k in this report |
| | | | | | |
| Total Saving | 4,590 | 240 | 565 | 3,785 | |