

# Appendix A

## The Level of the Council's General Fund Working Balance

1. Reserves are sums set aside to meet possible future costs where there is no certainty about whether or not the costs will actually be incurred. The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
2. When reviewing their medium term financial plans and preparing their annual budgets local authorities should consider the establishment and maintenance of reserves. These can be held for three main purposes:
  - a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves;
  - a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves;
  - a means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but legally remain part of the General Fund.
3. Local authorities also hold other reserves that arise out of the interaction of legislation and proper accounting practice. These are reserves, which are not resource-backed and cannot be used for any other purpose. An example is the Revaluation Reserve which is a reserve that records unrealised gains in the value of fixed assets. The reserve increases when assets are revalued upwards, and decreases as assets are depreciated or when assets are revalued downwards or disposed of. Reserves of this type do not form part of the annual review of the adequacy of reserves.
4. Section 25 (1) (b) of the Local Government Act 2003 requires the Chief Financial Officer (in Pendle's case, this is the Financial Services Manager) to report to the Council on the adequacy of the proposed financial reserves. Guidance is published by the Chartered Institute of Public Finance and Accountancy (CIPFA) on the establishment and maintenance of local authority reserves and balances. The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the Chief Financial Officer.
5. In support of this requirement a risk assessment has been carried out to establish the minimum level of the General Fund Working Balance for Pendle. Details of this assessment are provided below and indicate that the minimum level of general reserves during 2017/18 should be £1.0m (i.e. a reduction of £0.25m on the equivalent position reported to Council in February 2016). At this level it represents c2% of the Council's gross revenue expenditure.
6. Details of the Council's other reserves, including forward projections, are provided at [Appendix G](#).

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**Table 1: Risk Assessment used to calculate minimum general reserves**

Minimum £'000	Desirable £'000	Area of expenditure / Explanation of risk / Justification for Reserves
25	100	<p><b>Pay</b> – the MTFP includes annual provision for a 1% pay award. The pay award for 2017/18 is agreed and hence there is little risk of the current assumptions on pay being exceeded. There can however be movement on increments.</p> <p style="text-align: right;"><b>Assessment: Degree of risk / reserve needed:</b>  <b>Low £0-25k      Medium £75k      High £100k</b>  <b>Likelihood of risk occurring : Low</b>  <b>Minimum reserve needed : £25k</b></p>
100	200	<p><b>Prices</b> – the budget assumes that price inflation can be managed by Departments within a zero cash-limited increase or specific inflation allowances for designated expenditure (e.g. fuel / utilities). The indications are pointing to growing inflationary pressures over the medium-term, post Brexit and other recent global developments. Using the contract with Liberata as an example a variance of +/-1% in the inflation factors used in the Council's contract with Liberata equates to c+/-£50k.</p> <p style="text-align: right;"><b>Assessment: Degree of risk / reserve needed:</b>  <b>Low £100k      Medium £200k      High £300k</b>  <b>Likelihood of risk occurring : Low</b>  <b>Minimum reserve needed : £100k</b></p>
125	250	<p><b>Income from Fees and Charges</b> – although there are some signs of a recovery in the economy, it is not yet sustained and as a result the current economic climate may continue to impact on a range of income streams from activities such as planning, land charges, markets and industrial estates. A number of services are also price sensitive and delivered in competition with other providers (e.g. trade waste / building control).</p> <p style="text-align: right;"><b>Assessment: Degree of risk / reserve needed:</b>  <b>Low £25k (1%)    Medium £125k (5%)    High £250k (10%)</b>  <b>Likelihood of risk occurring : Medium</b>  <b>Minimum reserve needed : £125k</b></p>
250	500	<p><b>Demand Led Pressures on Services</b> – the most significant is likely to be Housing and Council Tax Support given the prevailing economy and associated risk of increasing unemployment. The Council spends c£25m on Housing Benefits whereas the cost of Council Tax Support (applied as a discount on council tax bills) is estimated at c£7m.</p> <p>Housing benefit is matched by Government subsidy in full. The subsidy regime is complex and given the significance of this income to the Council's overall financial position it is considered prudent to provide for a 1% variance in the level of subsidy receivable. Errors can lead to overpayments which attract a lower level of subsidy and are also difficult to recover from the customer.</p> <p style="text-align: right;"><b>Assessment: Degree of risk / reserve needed:</b>  <b>Low £250k      Medium £500k      High £750k</b>  <b>Likelihood of risk occurring : Low</b>  <b>Minimum reserve needed : £250k</b></p>

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Minimum £'000	Desirable £'000	Area of expenditure / Explanation of risk / Justification for Reserves
100	150	<p><b>Non-achievement of Savings</b> – the residual level of savings required for the 2017/18 budget is c£0.5m (with greater savings assumed in each subsequent year of the MTFP). Whilst arrangements are in place to manage the implementation of the savings it is recommended that additional cover be provided to mitigate the risk of some not being realised. The risk assessment is based on 20% cover (low), 30% (medium) and 40% (high).</p> <p style="text-align: center;"><b>Assessment: Degree of risk / reserve needed:</b>  <b>Low £100k      Medium £150k      High £200k</b>  <b>Likelihood of risk occurring : Low</b>  <b>Minimum reserve needed : £100k</b></p>
200	400	<p><b>Unforeseen / emergency expenditure</b> – there is a risk that unexpected events may occur which require expenditure to be incurred or income to be foregone that has not been budgeted. Examples might include, adverse weather, flooding, business continuity linked to loss of key service/building (to the extent not covered by insurance)</p> <p style="text-align: center;"><b>Assessment: Degree of risk / reserve needed:</b>  <b>Low £200k      Medium £400k      High £800k</b>  <b>Likelihood of risk occurring : Low (assuming Bellwin scheme would apply in certain cases)</b>  <b>Minimum reserve needed : £200k</b></p>
100	200	<p><b>Receipt of capital resources</b> – the overall capital programme assumes a level of income from asset disposals / grants – as the timing of these can sometimes be uncertain it is considered prudent to set provision aside for additional revenue to help offset any shortfall if expenditure cannot be delayed</p>
100	250	<p><b>Business Rates</b> - Given the volatility inherent in the current rates retention system combined with membership of the Lancashire Pool it is considered prudent to set aside a level of funding within the working balance to help manage the risks. This was set at £250 in 2016/17. However, additional provision has since been made in the business rates volatility reserve and this is projected to have a balance of c£200k as at 31/3/17. Hence the amount proposed as part of the working balance is reduced to £100k.</p>
<b>1,000</b>	<b>2,050</b>	