

**NORTHAMPTONSHIRE POLICE, FIRE AND CRIME COMMISSIONER  
RESERVES STRATEGY (UPDATED JANUARY 2025)**

1. Reserves Strategy
   1. Reserves are a key part of medium-term financial planning with other components including revenue spending plans, income forecasts, potential liabilities, capital investment plans, borrowing and council tax levels. Decisions on these are inter-linked. Consequently, some organisations will need to maintain reserves at higher levels than others.
   2. All publicly funded organisations should have a reserves strategy to demonstrate transparency and accountability, to comply with best practice financial management and to justify the levels of reserves held.
   3. The PFCC maintains reserves to provide a measure of protection against risk. Without this protection, any unforeseen expenditure would have to be met either by increases in Council Tax or immediate savings (potentially through reductions in service levels).
   4. The term "reserves" has a variety of technical and everyday meanings, depending on the context in which it is used. In this strategy, it is taken to mean funds set-aside at the PFCC’s discretion for general or specific future purposes.
   5. Reserves are required to protect and enhance the financial viability and in particular:
      * To maintain a degree of in-year financial flexibility.
      * To enable the PFCC to deal with unforeseen circumstances and incidents.
      * To set aside monies to fund major developments in future years.
      * To enable the PFCC to invest to transform and achieve improved service effectiveness and efficiency.
      * To set aside sums for known and potential liabilities.
      * To provide an operational contingency at service level.
   6. Reserves should not be held to fund ongoing revenue expenditure as this is unsustainable in the long term. However, they may be important in smoothing a major financial imbalance (revenue or capital) over a longer timescale. CIPFA Bulletin 13 – Local Authority Reserves and Balances (Updated) published March 2023 states:

*“Balancing the annual budget by drawing on general reserves may be viewed as a legitimate short-term option. However, it is not normally prudent for reserves to be deployed to finance recurrent expenditure. CIPFA has commented that councils should be particularly wary about using one off reserves to deal with shortfalls in current funding. Where such action is to be taken, this should be made explicit, and an explanation given as to how such expenditure will be funded in the medium to long term.”*

* 1. The reserves strategy assumes that the Medium-Term Financial Plan (MTFP) is broadly balanced on a sustainable basis across the five year planning period. If the financial impact of current economic conditions continues to impact on taxbase and council tax levels over the medium term, then this could impact on those assumptions.
  2. Reserves should reflect the agreed financial strategy and should represent the quantified impact of risks and opportunities over the planning period, weighted for their probability.

1. National Guidance and Compliance with Home Office Guidance on Police Reserves
   1. The CIPFA Bulletin includes guidance on the establishment and maintenance of local authority reserves and balances, setting out the key factors that should be taken into account locally in making an assessment of the appropriate level of reserves and balances to be held.
   2. There is information that each PFCC must publish in terms of police reserves. One of the key requirements is that the information on each reserve should make clear how much of the funding falls into each of the following three categories:
      * Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan.
      * Funding for specific projects and programmes beyond the current planning period.
      * As a general contingency to meet other expenditure needs held in accordance with sound principles of good financial management.
   3. This information is summarised across the Home Office headings as at 31st March 2025, together with the proposed use of the reserves held at that date as follows:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Reserve** | **Forecast Balance as at 31/3/2025** | **Funding for planned expenditure on projects and programmes over the MTFP (24/25-28/29)** | **Total Forecast Revenue and Capital Reserves as at 31/3/2030** | **Funding for specific projects and programmes beyond the current planning period** | **As a general contingency to meet other expenditure needs** |
|  | **£m** | **£m** | **£m** | **£m** | **£m** |
| **General Fund** | **5.300** | **0.200** | **5.500** | **0.000** | **5.500** |
|  |  |  |  |  |  |
| **Earmarked Revenue:** |  |  |  |  |  |
| Insurance | **2.006** |  | **2.006** |  | **2.006** |
| Operational Equipment | **0.547** | (0.270) | **0.277** |  | **0.277** |
| Carry Forwards | **0.393** | (0.393) | **0.000** |  | **0.000** |
| Pensions | **0.215** |  | **0.094** |  | **0.094** |
| Smoothing | **3.492** | (1.095) | **2.397** |  | **2.397** |
| PFCC Initiatives | **3.912** | (1.921) | **1.991** | (1.991) | **0.000** |
| Transformation | **3.333** | (1.917) | **1.416** | (1.416) | **0.000** |
| Safer Roads | **0.664** | (0.330) | **0.334** | (0.334) | **0.000** |
| Neighbourhood | **0.998** | 0.276 | **1.274** | (1.274) | **0.000** |
| **Total Earmarked** | **15.560** | **(5.650)** | **9.789** | **(5.015)** | **4.774** |
|  |  |  |  |  |  |
| Collaboration | 0.472 |  | **0.472** | (0.472) | **0.000** |
| **Total Revenue** | **16.032** | **(5.650)** | **10.261** | **(5.487)** | **4.774** |
|  |  |  |  |  |  |
| **Capital:** |  |  |  |  |  |
| Capital Reserve | 0.077 |  | **0.000** | 0.000 | **0.000** |
| S106 Developer Contributions | 0.000 | 0.000 | **0.000** |  | **0.000** |
| **Total Capital** | **0.077** | **0.000** | **0.000** | **0.000** | **0.000** |
|  |  |  |  |  |  |
| **Total Reserves** | **21.409** | **(5.450)** | **15.761** | **(5.487)** | **10.274** |

*Note: numbers may not sum due to rounding*

1. General Reserve
   1. In order to assess the adequacy of the unallocated general reserve when setting the budget, the PFCC, on the advice of the two Chief Finance Officers, should take account of the strategic, operational and financial risks facing the authority. This assessment of risk should include external risks, as well as internal risks, for example the ability to deliver planned efficiency savings.
   2. Whilst there is no prescribed level of reserves that PFCCs should hold; it is influenced by individual discretion, local circumstances, advice from external auditors, risk management arrangements and risk appetite. CIPFA guidance specifically cautions against prescriptive national guidance for a minimum or maximum level of reserves and states:

*“The many factors involved when considering appropriate levels of reserves can only be assessed properly at a local level. A considerable degree of professional judgement is required. The chief finance officer may choose to express advice on the level of balances in cash and/or as a percentage of budget (to aid understanding) so long as that advice is tailored to the circumstances of the authority.”*

* 1. However, the minimum level of reserves may be set for the authority by the Ministers in England and Wales where an authority does not act prudently, disregards the advice of its chief finance officer or is heading for financial difficulties.
  2. CIPFA indicate a minimum general reserve level is typically between 2% and 3% of net budget requirement.
  3. The PFCC has considered the reserves strategy and wishes to hold a sufficient but not excessive level of reserves. In determining this position, Annexe 1 outlines how the PFCC complies with the 7 key CIPFA principles which can be used to assess the adequacy of reserves.
  4. Given that the PFCC is required to meet the first 1% of any special grant requirement, and the level and range of earmarked reserves available to the PFCC, it seems prudent that the current policy is to maintain general reserves at a guideline level of around 3% of annual net revenue expenditure, with a minimum of 2.5%.
  5. At present, there are no plans to use the general reserve during the period of the MTFP. However, with forecast budget increases, there is a need to ensure the level of general reserves keeps pace to ensure minimum and guideline levels are achieved as follows:

|  |  |  |
| --- | --- | --- |
| **Year** | **£m** | **%** |
| 2025/26 | **5.300** | 2.6% |
| 2026/27 | **5.300** | 2.6% |
| 2027/28 | **5.350** | 2.5% |
| 2028/29 | **5.400** | 2.5% |
| 2029/30 | **5.500** | 2.6% |

* 1. Where appropriate and if budget levels are higher than those forecast in the MTFP, the PFCC will endeavour to increase general reserves for additional resilience.

1. Earmarked Reserves
   1. In addition to the general reserve, the PFCC holds a number of reserves which are earmarked for specific purposes.
   2. The predicted position for each earmarked reserve as at 31st March 2025, together with an outline of its specific purpose is attached at Annexe 2.
   3. At the 31st March 2025, it is estimated that the PFCC will hold £16.109m in earmarked reserves which are as follows and detailed in Annexe 3:
      * **Insurance** – To set aside funds if considered prudent for civil claims (Public and Employer liability) in line with professional advice.
      * **Operational Equipment** – To smooth the impact on the revenue budget in respect of the cost of replacing operational equipment, rather than impacting disproportionately on the budget in any one year.
      * **Carry Forwards** – To hold previous years underspends which are ring-fenced and carried forward for specific purposes in the medium term.
      * **Pensions** – To smooth the impact of ill-health retirements and to meet the costs of any unexpected pension-related pressures in excess of budget provision where the timing of such pressures are uncertain.
      * **Smoothing** – To enable the savings generated to be earmarked and released over future years as needed, smoothing the impact of funding fluctuations and timing of savings programmes on the revenue budget.
      * **PFCC Initiatives** – To deliver funding towards the specific initiatives of the PFCC arising to deliver against the Public Safety Plan.
      * **Transformation** – To support initiatives and transformative activities such as investments in technology and other innovation.
      * **Safer Roads** – To use in line with specific criteria for equipment or road safety initiatives. A Road Safety Alliance is in place with partners to produce priorities and the PFCC’s reserve is held for this.
      * **Neighbourhood** – To capture any underspends from the in-year Police Officer and Police Community Support Officers (PCSO) budgets. It is intended that the PCSO proceeds of this reserve will be specifically used to support neighbourhoods, and that Police Officer funds are used to maintain officer strength where needed.
      * **Developer Contributions (S106)** – To collect the drawn down developer contributions awarded to the PFCC in line with S106 planning arrangements. These funds will be released in accordance with the terms of the agreements, usually to fund capital expenditure. The reserve only accounts for funds once they have been drawn down and will apply funds against qualifying expenditure in line with the Treasury Management Strategy.
      * **Capital** – To hold capital financing underspends or disposal proceeds. These are to be used to fund the capital programme and minimise borrowing in line with the Treasury Management Strategy.
      * **Collaboration** – To hold previous years underspends on regional collaboration to fund regional asset replacements. Each P(F)CC holds their share of the regional reserves, set aside to meet future regional costs.
   4. The forecast balance on the reserves, taking into account a prudent estimate of timings for proposals which are currently being developed is detailed within Annexe 3.
2. Provisions
   1. The CIPFA Statement of Recommended Practice is prescriptive about when provisions are required (and when they are not permitted). A provision must be established for any material liabilities of uncertain timings or amount, to be settled by the transfer of economic benefits. In accordance with this statutory guidance, the Force hold an established ‘Insurance Provision’ which is reviewed as part of the closedown process for each year.
3. Procedures for management and control
   1. Any drawdown from reserves is subject to the approval of the PFCC, on advice from their Chief Finance Officer (s151 officer) or under their delegated authority.
   2. The Local Government Act 2003 requires the s151 officer to report annually on the adequacy of the reserves and this is included within the statement on the robustness of the budgeting estimates.
   3. The Strategy will be reviewed annually by the s151 Officer as part of the Budget and Precept process.

**Annexe 1**

**Northamptonshire OPFCC - Compliance with the 7 Key CIPFA Principles to assess the adequacy of reserves**

|  |  |
| --- | --- |
| **Budget Assumptions**  **(CIPFA Principles)** | **2025/26 Situation in Northamptonshire** |
| **The treatment of inflation and interest rates** | Northamptonshire makes full and appropriate provision for pay and price increases, informed by benchmarking with peers.  An informed assessment is made in the Treasury Management Strategy of interest rate movements.  All income and expenditure in the budget is prepared and published at outturn prices.  Additionally, there are operational and inflation contingencies to mitigate any volatility during the year. |
| **Estimates of the level and timing of capital receipts** | Northamptonshire has recently reviewed its estates strategy as a fundamental part of the capital programme and has made a prudent assumption of future capital receipts across the programme which are being used to fund capital expenditure and minimise the impact of borrowing on the budget. |
| **The treatment of demand led pressures** | The Force is required to operate and manage within its annual budget allocation. Overtime budgets are devolved within the Force to enable operational leaders to make decisions and the Chief Constable retains an operational contingency to support additional major incidents.  On an exceptional basis, agreement is sought from the PFCC to utilise carry forwards to meet one off demand led pressures and demand led pressures are scrutinised and built into the budget set by the PFCC.  Northamptonshire have identified savings in previous years which mean that opportunities for efficiencies are less than in previous years.  The PFCC is keen to ensure the Force continue to identify efficiencies where it makes sense to do so, and an efficiency target is set as part of the budget and MTFP and detailed within the annual strategic outcomes agreed with the Chief Constable.  Depending on funding availability, the PFCC has and will continue to support investment in areas that reduce demand, or which increase efficiency/capacity to deal with demand.  General reserves are only used as a last resort to manage and fund demand led pressures. |
| **The treatment of Planned Efficiency Savings/Productivity Gains** | The Force has a plan to meet financial savings and challenges and has a good track record of achieving required efficiencies.  The Force undertakes budget challenge meetings and reports on savings that are earmarked to offset pressures in the MTFP.  The Force operates a Strategic Planning Board which monitors investments, savings and efficiencies and is attended by OPFCC representatives.  There are efficiency requirements aligned to the MTFP and any identified savings and efficiencies will be monitored and reviewed regularly and are only included as achieved in budgets when confirmed and verified. |
| **The financial risks inherent in any significant new funding partnerships, collaboration, major outsourcing arrangements or major capital developments.** | The financial consequences of partnership collaboration working outsourcing arrangements or capital investment are reported to the PFCC as part of the medium-term planning process. Where relevant, any additional costs are incorporated into the annual revenue budget and/or capital programme.  There is a risk that partners will withdraw funding as their own budgets are squeezed, or that the continued viability of private sector commercial partners will be exposed to risk in the face of an economic recession. |
| **The availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions.** | Northamptonshire OPFCC have created earmarked reserves and provisions to meet specific expenditure items and have added to these further in this strategy. Their use and balances are detailed in Annexe 3.  Northamptonshire maintains an insurance provision, the adequacy of which is monitored in detail by the legal services insurance advisors, together with our insurance advisors. The access criteria for special grants state that PFCCS may be required to fund up to 1% of their net budget requirement themselves before the Government considers grant aid. This applies on an annual basis.  Northamptonshire’s general reserve provides sufficient scope to cover this eventuality. |
| **The general financial climate to which the Authority is subject** | It is anticipated that the financial climate will continue to be challenging and the medium-term financial plan reflects the “best estimate” of future inflation rates and increases in government grants and contributions.  The Commercial team keep the authority updated on matters/risks affecting large contracts and supply chain.  The MTFP will be regularly reviewed and updated to support operational decision making. |

**Annexe 2**

**RESERVES OF THE NORTHAMPTONSHIRE PFCC**

**2025/26 to 2029/30**

|  | **Rationale** | **How and when used** | **Level** | **Risk If Reserve Not Held** | **Management and control** | **Review** |
| --- | --- | --- | --- | --- | --- | --- |
| **GENERAL RESERVE** | To maintain a degree of in-year financial flexibility.  To enable the PFCC to deal with unforeseen circumstances and incidents.  To set aside sums for known and potential liabilities.  To support the operational contingency held at service level if demands on them exceed the contingency levels held. | To meet exceptional spending needs or overspends which are unable to be otherwise financed at the year end.  To smooth the profile of funding revenue over a medium term financial period  To allow higher spending without raising council tax on a one-off basis | Maintained at least 2.5% of net budget requirement. | The general reserve is held at a level which reflects risk, uncertainties, and volatility.  If no reserve is held there may be insufficient resources available for major catastrophe, which could jeopardise financial status and reputation of the PFCC.  The PFCC would have recourse to Home Office discretionary special grant if costs exceed 1% of budget or Bellwin scheme for natural disasters. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - INSURANCE** | To cover the potential and contingent liabilities of uninsured risks as assessed annually by our insurers based on claims outstanding. | The balance will increase or reduce annually dependent on the PFCC’s outstanding claims record.  Reviewed/scrutinised by the Joint Finance team and by legal and claims handling experts; the annual actuarial assessment determines the level of the reserve. | Variable according to annual risk assessment | The reserve is held to cover potential uninsured risks.  If no reserve is held the PFCC is potentially open to significant excess and claims payments in year beyond available revenue budgets.  Assessment by insurers needs to be realistic not unduly pessimistic. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - OPERATIONAL EQUIPMENT** | To smooth the impact of operational equipment purchases on the revenue budget | To access the funds a costed request has to be provided. | Variable according to usage and annual risk assessment. | The reserve is held to smooth the impact of operational equipment replacement rather than have significant variations in the budget.  If no reserve is held, the risk is that equipment would have to be replaced from the current year’s budget or capital programme. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - CARRY FORWARDS** | To fund specific expenditure requested by the force from previous year underspends or earmarked funding received. | Business cases provided as part of the outturn report or specific funding conditions. | Variable according to financial outturn. | Establishing a reserve enables an incentive and an opportunity to utilise year end underspends in a manner which will provide additionality and benefit for the service in future years, rather than finding resources from in-year or reserves. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - PENSIONS** | To meet the costs of any ill-health or injury retirements which are unbudgeted and fall directly on the PFCC.  To cover any significant overspend on the employer contributions to the Pension Account.  To cover costs in excess of budget relating to the administration of pension remedy, following changes to regulations. | Annually as required.  Transfers out depend on the amount resulted from successful claims during the year.  Historically there has been budget provided within the Force revenue budget for approximately 6 claims in a year. Any unused budget within a year would represent transfers in. | Variable according to annual risk assessment | The reserve is held to collect any underspend from ill health pensions in the budget and provides an opportunity to smooth the impact of a financial pressure or overspend in subsequent years.  The reserve enables a flat and realistic annual budget to be set for ill-health pensions rather than being subject to annual variances.  If no reserve is held, significant pension costs beyond normal budgeted profile could create pressure on the revenue budget or general reserves. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - SMOOTHING** | The reserve is held to receive any efficiencies and funding in excess of the budget set and to utilise to ensure any future variations are smoothed where appropriate.  This includes the impact of fluctuations in funding receipts from the collection fund if provided after the budget has been set. | The balance will increase or reduce annually dependent on budget levels and the savings programme. | Variable according to usage and annual risk assessment. | If funds were not maintained the PFCC and the Force could be required to balance the budget or funding shortfalls by in-year savings.  There can be significant variations each year in the revenue budget whilst the timing of efficiency savings occur – this smoothing reserve will assist in mitigating that. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - PFCC INITIATIVES** | The reserve is held and was established from a PFCC reserve and has been supplemented by in-year underspends.  To deliver funding to for specific initiatives of the PFCC arising from the Public Safety Plan.  To provide funding to deliver innovative solutions and pump prime new projects.  To fund invest-to-save projects that support the Public Safety Plan. | As required – typically informed by approved business cases for bids on the Fund. | Variable according to outturn and annual risk assessment. | If the reserve was not held initiatives would be funded either from the revenue budget or from other earmarked policing reserves.  If alternative funds were not available, then there could be missed opportunities for initiatives that cannot be progressed. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - TRANSFORMATION** | To fund transformative activities and opportunities and meet initial and upfront costs of approved projects. | To access the funds a costed request or business case has to be provided. | Variable according to outturn and annual risk assessment. | If funds were not provided, the risk is that equipment or services and resources required to implement transformative projects would have to be replaced from the current year’s budget or other reserves.  If no funds were available, it may be that innovative activity is hindered. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - SAFER ROADS** | The reserve is held to provide an opportunity for supporting local road safety related grants and to fund initiatives in the county identified locally and by the Road Safety Alliance.  Surpluses of fines and speed awareness course income is reinvested in replacement equipment and road safety initiatives.  The reserve is influenced by the work of the Road Safety Alliance. | As required – typically informed by approved business cases for bids on the Fund. | Variable according to outturn and annual risk assessment. | If reserve was not held then safety initiatives would have to be funded from the revenue budget, other reserves or not implemented.  This reserve can only be used in accordance with the legislation for its use of road safety related activities. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - NEIGHBOURHOOD** | For underspends in the Police Community Support Officers (PCSO) budget to be held to be used towards prioritising those resources and used in neighbourhoods or other associated requirements.  The reserve also provides an opportunity to overrecruit PCSOs or to use on other neighbourhood associated activities or requirements.  For underspends in Police Officer Pay to be earmarked to support officer strength in the future. | As required – typically informed by approved business cases for bids on the Fund. | Variable according to outturn and annual risk assessment. | If funds were not earmarked, it is possible that officer or PCSO numbers would need to be reduced. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - COLLABORATION** | Transfers in relate to underspend on regional collaboration. Transfers out represent contribution towards regional decisions including capital funding. | Upon requirement on decision made to contribute towards projects in relation to regional collaborations.  Decisions made on East Midlands PFCC and CC Boards | Variable according to usage and annual risk assessment. | If funds were not maintained, there would be a risk of regional projects not being supported. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - CAPITAL** | To hold capital financing underspends or disposal proceeds. These are to be used to fund the capital programme and minimise borrowing. | Released to fund capital projects where deemed the most cost efficient way to do so, in line with the Treasury Management Strategy. | Variable according to outturn, usage and annual risk assessment. | If unavailable, the cost of financing capital expenditure could adversely impact revenue budgets into the future.  Capital projects may be deemed unaffordable. | PFCC, on advice from PFCC CFO | Annual |
| **EARMARKED - DEVELOPER CONTRIBUTIONS (S106)** | The reserve is held for funds allocated to the PFCC from developers towards the cost of infrastructure developments for Policing.  To meet the additional cost of operational requirements | To access the funds a costed request has to be provided which is consistent with the conditions of the developer contribution. | Variable according to usage. | If funds were not provided, the risk is that the additional costs would have to be factored into the capital programme. | PFCC, on advice from PFCC CFO | Annual |

**Annexe 3**

**Summary of Revenue and Capital Reserves 2024/25 to 2029/30**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Earmarked Reserves - Updated Jan 2025** | **Forecast Balance at  31 March 2025** | **Forecast Balance at  31 March 2026** | **Forecast Balance at  31 March 2027** | **Forecast Balance at  31 March 2028** | **Forecast Balance at  31 March 2029** | **Forecast Balance at  31 March 2030** |
|  | **£m** | **£m** | **£m** | **£m** | **£m** | **£m** |
| **Held to meet budgetary risks** |  |  |  |  |  |  |
| Insurance | 2.006 | 2.006 | 2.006 | 2.006 | 2.006 | 2.006 |
| Operational Equipment | 0.547 | 0.347 | 0.277 | 0.277 | 0.277 | 0.277 |
|  | **2.553** | **2.353** | **2.283** | **2.283** | **2.283** | **2.283** |
| **Held to support the medium term budget** |  |  |  |  |  |  |
| Earmarked - Carry Forwards | 0.393 | 0.200 | 0.000 | 0.000 | 0.000 | 0.000 |
| Pensions | 0.215 | 0.215 | 0.094 | 0.094 | 0.094 | 0.094 |
| Smoothing | 3.492 | 3.582 | 2.397 | 2.397 | 2.397 | 2.397 |
|  | **4.100** | **3.997** | **2.491** | **2.491** | **2.491** | **2.491** |
| **Held to facilitate change programmes** |  |  |  |  |  |  |
| PFCC Initiatives Reserve | 3.912 | 3.396 | 2.741 | 2.491 | 2.241 | 1.991 |
| Transformation Reserve | 3.333 | 1.154 | 1.416 | 1.416 | 1.416 | 1.416 |
| Safer Roads Reserve | 0.664 | 0.598 | 0.532 | 0.466 | 0.400 | 0.334 |
| Neighbourhood Reserve | 0.998 | 1.574 | 1.274 | 1.274 | 1.274 | 1.274 |
| S106 Developer Contributions | 0.000 | 0.042 | 0.000 | 0.000 | 0.000 | 0.000 |
|  | **8.907** | **6.764** | **5.963** | **5.647** | **5.331** | **5.015** |
| **Capital Reserves** |  |  |  |  |  |  |
| Capital Reserves | 0.077 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  | **0.077** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |
|  |  |  |  |  |  |  |
| **Total PFCC Earmarked Reserves** | **15.637** | **13.114** | **10.737** | **10.421** | **10.105** | **9.789** |
|  |  |  |  |  |  |  |
| Collaboration Reserves - Held locally | 0.472 | 0.472 | 0.472 | 0.472 | 0.472 | 0.472 |
|  |  |  |  |  |  |  |
| **Total Earmarked Reserves** | **16.109** | **13.586** | **11.209** | **10.893** | **10.577** | **10.261** |
|  |  |  |  |  |  |  |
| General Fund | 5.300 | 5.300 | 5.300 | 5.350 | 5.400 | 5.500 |
|  |  |  |  |  |  |  |
| **Total Reserves** | **21.409** | **18.886** | **16.509** | **16.243** | **15.977** | **15.761** |

*Note: numbers may not sum due to rounding*