

**Policy Committee – 14<sup>th</sup> February  
2017  
Revenue Budget 2017/18 and  
Medium Term Financial Plan  
2017/18 to 2019/20**



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

Lead Member – Finance: Councillor Mulligan

Ward(s) affected: All

**1. Purpose of Report**

- 1.1 The purpose of this report is to:
- identify a fully funded Revenue Budget for 2017/18
  - recommend a prudent level of General Fund Revenue Balances for the financial year.
  - outline the medium term financial plan (MTFP) to 2019/20

**2. Recommendations**

That the following be recommended to Council:-

- 2.1 Revenue Budget assumptions as detailed in the report be noted
- 2.2 The Revenue Budget for 2017/18 of £6,962,165 detailed at Appendix A is approved.
- 2.3 The schedule of growth bids of £282k as identified in Appendix C, be approved.
- 2.4 The savings of £317k in Appendix D be incorporated into the budget.
- 2.5 A contribution from New Homes Bonus Reserve of £197k is made to support the 2017/18 budget, in addition to £279k for approved projects. Giving a total of £476k.
- 2.6 The assessment of the Robustness of the Budget and Adequacy of Reserves in Paragraph 10 and Appendix F be agreed.
- 2.7 The estimated sum of £995k as identified as the General Fund Balance as at 31 March 2016 in Paragraph 10 and Appendix F be approved.
- 2.8 That Council Tax is increased at Band D by £5 to £162.21
- 2.9 The Revenue Budget incorporates the net contributions to/(from) earmarked based as detailed in Tables 2 & 3, paragraph 7.8, Appendix A and Appendix F (annex 1).

- 2.10 That should additional resources be available through the Retained Business Rates scheme a matching contribution to the Business Rates Contingency Reserve is made to mitigate against future uncertainties.
- 2.11 That the Section 25 report on the robustness of the budget contained at Section 10 of this report and Appendix F be noted.
- 2.12 The Funding sources identified in the report and Appendix A be approved as follows:

		£'000
a)	Revenue Support Grant	353
b)	Rural Services Grant	225
c)	Transition Grant	21
d)	New Homes Bonus	816
e)	Retained Business Rates	1,450
f)	Business Rates Collection Fund (Deficit)	(484)
g)	Council Tax Collection Fund Surplus	98
h)	Council Tax	3,584
i)	Contribution from General Fund Balance	0
j)	Contributions (to)/from Earmarked Reserves	899
	<b>Total Funding</b>	<b>6,962</b>

### **3. Background Information**

- 3.1 This report presents a balanced budget for Members to set for 2017/18 and prepares the Council to achieve a balanced budget over the medium term to 2019/20. Details are included at Appendix A.
- 3.2 As the final settlement has not yet been confirmed the 2017/18 budget is based on the draft grant settlement announcement on 15 December 2016. It is expected that there will be little change to the figures. As part of the announcement on 15 December by the Secretary of State for Communities and Local Government permission was given for Shire districts charging less than £250 at Band D to increase their charge by £5 without triggering a referendum. This is equivalent to 3.18% for Craven.
- 3.3 A £5 increase gives a Council tax of £162.21 at band D compared to a 2% increase in council tax giving a Band D charge of £160.35. However this should be put into context that Council Tax was frozen for the 5 years prior to 2016/17, and that the Council Tax freeze grant received of £189k is being removed with the loss of RSG.

- 3.4 In relation to retained business rates income, the figures in this report have been taken from the information that will be used to complete the NDR1 which was due to be completed for the deadline of 31 January 2017. The information on the NDR1 is an estimate and the actual financial position may vary from the estimate.
- 3.5 A budget consultation exercise has been undertaken and a summary of the feedback is included at Appendix G.

#### **4. Review of the 2016/17 Financial year**

- 4.1 Monitoring of the 2016/17 budget has taken place through monthly income and staffing costs reports to the Corporate Leadership Team (CLT), and detailed reporting to the quarterly Value for Money Clinics and this Committee.
- 4.2 Based on the Quarter 2 Budget Monitoring Report to Policy Committee on 13 December 2016, an underspend of £342k was forecast for 2017/18. This included £12k from the Council's income and savings plan.
- 4.3 Work on the Quarter 3 position is nearing completion, and will be reported to Committee in March. This work forecasts that there will be further underspends against budget for 2017/18. These underspends reflect the target savings and other service variances, including increases in income. These savings will be used to contribute to certain reserves to ensure funding of Council projects in future years.
- 4.4 The Council had an unallocated General Fund Balance of £995k at the start of the year and this is not expected to change. A review of the robustness of the Council's balances and reserves is given at Appendix F

#### **5. Budget Assumptions in relation to the 2017/18 Revenue Budget and MTFP**

- 5.1 Figures released by the Office of National Statistics showed that CPI inflation for the year to December 2016 rose by 1.6%, whilst RPI rose by 2.5%. The forecast for CPI to rise to 2% by the end of 2017.
- Pay and Prices Inflation
- 5.2 The budget for 2017/18 and beyond includes the expected impact of a pay award for officers based on the 1% announced in the as part of the overall public sector pay limits from the chancellors July 2015 budget and autumn statements.
- 5.3 The pay budgets also allow for the impact of the triennial revaluation of the pension fund and the National Living wage on the salary bands.
- 5.4 Prices inflation has been applied at a cost centre level based on known inflationary pressures, for example in relation to utility costs, changes to the NNDR multiplier and charges and the increase in insurance premium tax from 9.5% to 12% from June 2017.
- 5.5 In total cost pressure of £158k arising from inflation has been incorporated into the 2017/18 budget.

- 5.6 In line with the Long Term Financial Strategy (LTFS) approved in September 2016 an average of 2% inflation has been allowed within the MTFP for non- pay items for 2018/19 and 2019/20 indicative budgets.

#### Fees & Charges

- 5.7 Increases to fees and charges were agreed by Policy Committee at its meeting on 13 December 2016. The impact of these increases has been included in the relevant budget lines. It is forecast that the increase in these fees will generate an estimated £320k of additional income.

#### Financing of Capital Expenditure

- 5.8 The capital programme is included as a separate report. The budget assumes that no new long term external borrowing will be made to finance the programme in 2017/18. Consequently, there is no need to increase the Revenue Budget in respect of increased external loan costs.
- 5.9 However, going forward the delivery of the capital programme is not sustainable within the resources that the Council currently has allocated to the programme. Therefore consideration will need to be given to the funding of the programme through disposal of surplus assets, increased contributions to reserves, in year revenue funding to the programme, increased external loans (which will have a revenue impact), or investment in or acquisition of assets with revenue generating potential. A summary of the Capital Programme forecasts is shown in Table 1

Table 1: Capital Programme Forecast 2017/18 – 2019/20

	2017/18 Estimate £'000	2018/19 Indicative £'000	2019/20 Indicative £'000
Capital Programme Costs	2,460	2,572	667
<u>Funding Resources</u>			
Capital Receipts	527	476	104
Capital Grants	1,122	866	433
Earmarked Reserves	711	230	130
Borrowing	100	1,000	0

## 6. 2017/18 Revenue Budget Funding

### Grant Settlement and Specific Grants

- 6.1 The Draft Local Government Finance Settlement for 2017/18 was announced on the 15 December 2016, with the information arriving over the subsequent days. Consultation on the draft settlement closed on 13 January 2017 and the final settlement will be confirmed shortly. The budget report has been based on the draft announcement as little change is expected to the figures.

- 6.2 The Council accepted the Governments Four Year Settlement Offer which was made as part of the 2016/17 funding announcements. The draft figures for 2017/18 have not changed from this. 97% of Council's accepted the Four Year Offer.
- 6.3 The figures confirmed that 2018/19 will be the last year that the Council receives RSG.
- 6.4 The draft announcement also included information regarding Rural Services Delivery Grant which currently remains as stated in the four year offer. The grant for 2017/18 will be £225k a decrease of £53k on 2016/17. This is set to decrease again in 2018/19, by £52k, to £173k. For 2019/20 it will be £225k again, an increase of £52k.
- 6.5 The final settlement package includes a transition grant of £150m for two years to be received by authorities due to receive above-average cuts in RSG. Craven District Council is one of these authorities and was allocated £21k for 2016/17. £21k has also been allocated for 2017/18. The method for the transition grant has not been released but clearly has a threshold for qualification which is related in some way to RSG or Settlement Funding Assessment.
- 6.6 Further changes to business rates were announced in the autumn statement including confirmation that the reset (revaluations) of the business rates was scheduled for implementation in April 2017. The continuation of the enhanced assistance to small businesses for a further year was proposed. Councils have been assured that once again they will not lose financially from this announcement for 2016/17, with a s31 grant to compensate. (Section 31 is the relevant part of the Local Government Act 2003 under which such grants can be issued to local authorities).
- 6.7 The Government in the calculations for the RSG and indicative business rates amounts have made an assumption made that Council Tax will increase by the maximum amount.

#### Brexit Impact

- 6.8 The current situation of not knowing when Article 50 will be enacted has left local government unable to effectively plan resources and policy to counteract negative impacts of Brexit. Whilst this council does not directly have services supported by EU funding thus simplifying the process for us, our partners may have services funded by the EU and provide to Craven residents. This may impact on our residents which may require resources from the Council albeit on an interim basis.
- 6.9 It is naïve to think that any economic decline caused by Brexit will not impact on local government finances requiring more cuts to public services. That said local government is ideally situated to deliver best outcomes in partnership with its communities following Brexit.

#### Retained Business Rates

- 6.10 For 2017/18 the Council estimates that it will collect £18.273m (£18.495m 2016/17) in business rates. Within this the Government allocates to the Council £118k (£120k 2016/17) for the cost of administering the rates system. Members will be

aware that the Council retains 40% of this net rate income it collects, £7.309m (2016/17 £7.398m); it then pays a fixed tariff to the Government of £5.693m (£5.876m in 16/17) giving a net £1.616m (2016/17 £1.522m). If it then has income above a pre-determined target the Council keeps 50% of this sum with the remainder paid as a levy to the Government unless it is part of a business rates pool. The target for 2017/18 is £1.386m (£1.360m 2016/17). However, the actual amount that the council can retain from the business rates system is only confirmed at the year-end once all adjustments have been taken into account. Since the introduction of business rates retention the council has had to repay £1.808m from its on-account rates receipts of £6.382m.

- 6.11 The Business Rates system has further uncertainty in 2017/18 as all business have been revalued for rating and this affects bills that will be issued for 2017/18. The Council therefore has to estimate the impact of this change on the rates it will be able to collect, as it is not known how many businesses will successfully appeal their new rateable values. In addition the impact of the remaining unsettled appeals from rating valuations prior to April 2017 also has to be estimated. These factors affect the amount of income that the council will receive.
- 6.12 The Government will continue to provide grant funding to Council's to enable the measures it introduced to assist small businesses to continue for a further year in 2017/18. The rateable value threshold for small businesses has increased to £12,000 from £6,000 from April 2017. This increases the number of business eligible for assistance. The grant in lieu of Non Domestic Rates Income is estimated at £737k (£592k 2016/17).
- 6.13 The Council will continue as member of the North Yorkshire business rates pool for 2017/18 with North Yorkshire County Council (NYCC), Hambleton District Council, Richmondshire District Council, Ryedale District Council, and Scarborough Borough Council (who act as host). The benefit of forming the pool is that the levy rate on growth above target is reduced to zero. This benefit is shared between the pool members in accordance with the agreement.
- 6.14 An estimate of the business rate income based around the current position is included in the budget. The impact of the 2017 rates revaluation and appeals from previous revaluations is an issue for 2017/18 and a prudent approach to the income receipt in respect of business rates has been included in the budget of £1.450m. The benefit of being in the business rates pool is to enhance this income further to enable investment in county wide economic development projects. Clearly though the receipt of this income is dependent not only on Craven's business rate income but that of the other pool members (excluding NYCC). Because of this and due to the business rate calculations still being finalised by the member authorities a prudent view has been taken. The budget does not include a contribution to the Business Rates Contingency Reserve. It is proposed that any surplus above the budgeted amount is transferred to the reserve as part of the year end processes when the actual position is known. Should the opportunity arise then further contributions will need to be considered due to the unknown impact of the 2020 business rates reset. The purpose of the contingency reserve is to help mitigate against the risk of fluctuations.
- 6.15 The Council has declared that there will be a deficit on the NDR collection fund at the end of 2016/17 and that its share will be £484k to repay. At the end of 2015/16

the Council recognised this potential deficit caused partly by the changes to relief given to small businesses (reimbursed through s31 grant), outstanding valuation appeals identified by the Valuation Office Agency (VOA), and changes to methods of valuation by the VOA. Additional contributions were therefore made and the Business Rates Contingency Reserve is holding these funds pending repayment to the NDR Collection Fund.

#### Localisation of Council Tax

- 6.16 Financial support to assist the Council with the Localisation of Council Tax Scheme is contained within the RSG. The amount however is not identifiable and is assumed to be reducing in line with the reduction in RSG.
- 6.17 The Council has agreed that for 2017/18 the Localisation of Council Tax Support Scheme will remain at 2016/17 levels for working age claimants. That is that the maximum discount for eligible claimants towards their Council tax bill is 90%. For Pension age claimants the maximum is 100%.
- 6.18 As part of the budget setting process for 2016/17 and subsequent approval of the LTFS in September 2016 the Council confirmed that it would continue to provide assistance to parishes. The assistance for parishes is reducing in line with the reduction in the Council's RSG or parish need whichever is the smaller. For 2017/18 a total of £9k will be made available to parishes for assistance should they require it. This figure has been included within the budget.

#### New Homes Bonus

- 6.19 The indicative New Homes Bonus (NHB) allocation for 2017/18 is £816k. This is £280k below the forecast provided in the 2016/17 settlement data and £270k less than 2016/17. The decrease is due to a reduction in eligible property numbers in the district and the changes to the payments for property growth reducing from six years to five years removing £140k relating to the 2012/13 award. Going forward in 2018/19 the awards will be further reduced to four years payments removing £422k from the Council's allocation.
- 6.20 As part of the changes announced to the NHB scheme a national property baseline growth of 0.4% is to be applied from 2017/18, below which an authority will not receive NHB. For Craven this equates to an increase of approximately 109 new properties each year out of an annual needs allocation of 214 before NHB will be paid.
- 6.21 NHB is not new money it has been top sliced from RSG for redistribution. The Council unlike many others has been utilising NHB grant to fund specific projects within the District and to date £2.059m has been allocated to such projects. The choice on how to utilise NHB is at the discretion of the Council.
- 6.22 In view of the RSG position and to avoid cuts to services whilst alternative funding sources are realised, it is proposed to utilise some of the New Homes Bonus to support the budget in the short term. £197k will be required from the reserve for 2017/18. Alternative options for funding for NHB projects need to be considered – such as utilising additional growth from business rates.

## 7.0 Revenue Budget 2017/18 – Proposals

- 7.1 Appendix A, attached, identifies the proposed budget for 2017/18 at £6.962m including support to parishes (£7.896m 2016/17). Indicative budgets are also shown for 2018/19 and 2019/20. The budget includes £282k of revenue bids (£136k 2016/17), £711k (£668k 2016/17) of support to the capital programme which will be funded from earmarked reserves including £230k of New Homes Bonus. There are no other NHB funded projects planned (£687k 2016/17). Overall the Net Cost of Services has decreased by £433k.
- 7.2 The summary budget for 2017/18 and indicative budget for 2018/19-2019/20 are shown in Table 2 below.
- 7.3 Appendix B gives a subjective analysis of the net cost of service by cost centre.

Table 2 Summary Budget 2017/18 and Indicative Budget 2018/19-2019/20

	2017/18 £'000	2018/19 £'000	2019/20 £'000
Net Cost of Services	5,362	5,584	5,537
Revenue Growth Bids	282	0	0
Capital Costs & Investment Income	523	439	464
Revenue Contribution to Capital Programme	711	230	130
New Homes Bonus Funded Projects	0	0	0
Corporate Contingency	75	75	75
Support to Parishes	9	4	0
Net Revenue Expenditure	6,962	6,332	6,206
Contribution General Fund Balance	0	0	0
Ctax & NDR Collection Fund (Surplus) / Deficit	385	(50)	(30)
Government Grants*	(598)	(314)	(225)
New Homes Bonus	(816)	(427)	(425)
Non Domestic Rates & Grant	(1,450)	(1,421)	(1,442)
Funding required from Ctax & Reserves	4,483	4,120	4,084
<b><u>Proposed £5.00 Increase in Ctax</u></b>			
Contributions to/(from) Reserves	(899)	187	323
Council Tax	(3,584)	** (3,722)	** (3,862)
Savings Required	0	**585	**545



- 7.4 The net revenue budget includes a corporate contingency of £75k. This is in line with the original budget set for 2016/17. The contingency for 2016/17 was increased to £100k as part of the closedown of the 2015/16 accounts.
- 7.5 Information on the indicative 2018/19 and 2019/20 budgets are included as part of Appendix A. This information will be used to inform the LTFS when it is refreshed in 2017/18.
- 7.6 The Council has developed an income and Savings plan to assist it in focussing on the projects that it needs to implement to address the reductions in Government Support. Then the plan is regularly reviewed and updated. Savings achieved in 2016/17 equate to £141k. For 2017/18 a further £317k of savings and income have been included within the budget, these are based on proposals from Service Mangers in 2016/17. For 2017/18 the cumulative total savings are £458k rising to £522k in 2018/19. This information is shown at Appendix D.
- 7.7 \*\*Adjusted figures from LTFS based on impact of decisions for 2017/18. The more rapid reduction by the Government of RSG to nil by 2019/20 has meant that the Council needs to utilise NHB in the short-term to support the budget. However NHB will not be adequate to mitigate the total shortfall in the long-term. Its use is to bridge the 'gap' whilst alternative income sources are sought or additional savings and efficiencies are driven into the budget.
- 7.8 The budget provides for contributions to reserves of £912k and contributions from reserves of £1,804k giving net contributions from reserves of £892k as detailed in Table 3 below.

Table 3: Contributions to/(from) Reserves 2017/18

Reserve	Contribution To £'000	Contribution From £'000	Net Movement £'000
New Homes Bonus	735	(476)	259
Business Rates Contingency	0	(484)	(484)
Planning Reserve	0	(230)	(230)
Insurance Fund	10	0	10
Buildings	52	(111)	(59)
IT Projects	30	(185)	(155)
Vehicles	30	(190)	(160)
Enabling Efficiencies	20	(35)	(15)
Elections	35	0	35
Future Year Budgets	0	(100)	(100)
Total	912	(1,811)	(899)

## **8. Financial Standing and Governance**

- 8.1 Subject to the agreement of the Budget, the Council's 2017/18 net expenditure base is able to be financed from within available funding sources, without reliance on contributions from the General Fund Balance.
- 8.2 The major risks for the Council in 2017/18 are:
- Sustaining income levels
  - Containing expenditure within budget parameters
  - Realising savings that have been built into the budget and delivering the projects on the income and savings plan going forward.
  - The continued uncertainty around the business rates retention scheme.
- 8.3 A risk analysis of the major budgets is included at Appendix E
- 8.4 Balances and financial performance will continue to be monitored on a regular basis. This information will be reported as an integral element of the quarterly budget monitoring reports presented to Policy Committee during 2017/18. Quarterly performance monitoring clinics will also continue ensuring that there is close scrutiny of any potential variances to financial and performance plans.
- 8.5 The budget proposed in this report includes the increases to fees and charges as already approved by Members.

## **9. Setting the Council Tax levels for the year**

- 9.1 The Settlement announcement confirmed that the referendum limit was 2%. In addition the Secretary of State also confirmed that Shire districts charging less than £250 at Band D can increase their charge by £5 without triggering a referendum.
- 9.2 The draft budget is based on the Council increasing the Council tax for 2017/18 by £5 to give a Council Tax at Band D of £162.21. The government in its calculations assumes that this is the option that the Council will take.

## **10.0 Robustness of the Budget and Adequacy of Reserves**

- 10.1 Section 25 of the Local Government Act 2003 includes a specific personal duty on the Chief Financial Officer (s151 Officer) to make a report to the authority when it is considering its budget and Council Tax. Also Section 26 of the Act gives the Secretary of State power to set minimum levels of reserves for which an authority must provide in setting its budget. This report is contained in Appendix F
- 10.2 As part of the budget setting process, it is also necessary to give members an indication of the levels of the reserves and balances and comment thereon. Appendix F attached to this report sets out the projected major Funds and Reserves balances and comments upon their adequacy.
- 10.3 This budget report shows that the estimated position on the General Fund Balance at 31 March 2017 will be £995k. No further contribution will be made in 2017/18. The level of £995k is considered prudent. Reserve levels will be kept under review

to ensure that they are sufficient to manage financial risks facing the Council in future years.

- 10.4 Taking into account all of the above factors and the risks identified, the Budget identified is robust and will deliver a balanced budget in 2017/18, as required by Section 25 of the Local Government Act 2003.

## **11. Budget Consultation**

- 11.1 A budget consultation exercise was undertaken between September and 30 November. The consultation focussed on areas of expenditure, income, savings and Council priorities. The Council received 156 responses compared to 189 for 2016/17. A summary of the feedback from the Consultation is attached at Appendix G.
- 11.2 The survey contains a number of constructive comments with the key messages being that there is a high level of support for the Council's current priorities. We asked a number of questions about spending on services, Refuse Collection, Street Cleansing and Housing had the highest responses with 60% plus feeling that expenditure should be maintained at current levels. We asked the same question regarding discretionary services and over 50% indicated that expenditure should be maintained on Amenity Areas, Public Conveniences, Economic Development and Skipton Bus Station. We asked respondents to prioritise reduction in spend on back office services and over 50% saw as a high priority reducing spend on Senior Management Costs and Democratic Services. Customer Services was seen as the lowest priority for reducing expenditure. 65% of respondents felt the Council offers value for money. There was good support for more services being provided by voluntary and community organisations, local communities and volunteers. There was a high level of support for increasing council tax charges.

## **12. Implications**

### **12.1 Financial and Value for Money Implications**

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

### **12.2 Legal Implications**

All legal implications in respect of delivery of a balanced budget and adequacy of reserves are contained in the body of the report and its appendices. The requirements in the Local Government Act 2003 for reports to be presented to the Council on the robustness of the estimates, and on the position on reserves and balances are dealt with in the report.

### **12.3 Contribution to Council Priorities**

The Revenue Budget for 2017/18 has been developed in support of the Council Plan. The Council's financial sustainability and resilience are crucial to delivering its priorities.

#### 12.4 **Risk Management**

All risks are clearly identified throughout the report.

#### 12.5 **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.

#### 13. **Consultations with Others**

Public consultation has been held via presentation and on line. Consultation with Members has been undertaken during the course of the budget setting process.

#### 14. **Access to Information : Background Documents**

Long Term Financial Strategy approved in September 2016

#### 15. **Author of the Report**

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#### 15. **Appendices**

Appendix A – Summary Revenue Budget 2017/18 – 2019/20  
Appendix B – Subjective Analysis 2017/18  
Appendix C – Summary Revenue Growth Bids  
Appendix D – Savings  
Appendix E – Budget Risk Assessment  
Appendix F – Robustness of Budget and Adequacy of Reserves and Balances Assessment  
Appendix G – Budget Consultation

**Craven District Council Summary Budget 2017/18**

2015/16 Actual £ Col 1	2016/17 Approved Budget £ Col 2	2016/17 Forecast Outturn £ Col 3	2016/17 Variance £ Col 4	Cost Centre	2017/18 Original Budget £ Col 5	2018/19 Indicative Budget £ Col 6	2019/20 Indicative Budget £ Col 7
397,032	416,327	403,210	(13,117)	CLT	434,570	477,400	482,610
146,559	200,165	174,442	(25,723)	Business Support	193,495	191,605	200,470
152,647	160,147	195,448	35,301	Human Resources & Training	154,990	156,025	157,045
295,543	309,360	279,806	(29,554)	Customer Services	317,850	335,605	338,810
(7,634)	-	6,557	6,557	Craven Crime Reduction P'ship	8,775	27,920	28,285
2,952	-	(9,000)	(9,000)	Safer & Stronger Communities	1,000	1,000	1,000
(435,502)	(463,120)	(463,120)	-	Cost of Coll. & Rent Allowances	(487,120)	(452,960)	(430,960)
456,127	577,000	490,489	(86,511)	Revenues & Benefits Services	599,530	606,065	611,830
<b>1,007,725</b>	<b>1,199,879</b>	<b>1,077,832</b>	<b>(122,047)</b>	<b>Chief Executive's Department</b>	<b>1,223,090</b>	<b>1,342,660</b>	<b>1,389,090</b>
430,182	464,870	529,715	64,842	Information Services	436,330	441,465	446,560
210,671	176,790	139,080	(37,710)	Communications, Partnerships & Engagement	166,790	253,570	235,350
<b>640,853</b>	<b>641,660</b>	<b>668,795</b>	<b>27,132</b>	<b>Director Of Services</b>	<b>603,120</b>	<b>695,035</b>	<b>681,910</b>
7,830	37,311	42,651	5,340	Democratic Services	30,840	31,100	31,355
223,779	249,601	240,953	(8,648)	Democratic Representation	253,770	256,005	255,830
54,612	85,670	86,448	778	Elections	48,490	87,145	87,480
41,420	66,910	67,497	588	Electoral Registration	62,540	64,135	65,120
158,084	163,290	161,366	(1,924)	Legal Services	165,240	166,765	167,690
<b>485,724</b>	<b>602,782</b>	<b>598,916</b>	<b>(3,865)</b>	<b>Legal &amp; Democratic Services</b>	<b>560,880</b>	<b>605,150</b>	<b>607,475</b>
911,992	974,255	986,456	12,196	Corporate Costs	818,470	837,680	855,200
475,266	498,280	481,449	(16,831)	Financial Services	512,345	526,260	540,710
-	10,000	10,000	-	Community Services	10,000	3,600	-
<b>1,387,257</b>	<b>1,482,535</b>	<b>1,477,905</b>	<b>(4,635)</b>	<b>Financial Services</b>	<b>1,340,815</b>	<b>1,367,540</b>	<b>1,395,910</b>
116,932	12,290	(13,830)	(26,120)	Skipton Town Hall	(53,715)	(43,680)	(58,605)
14,549	21,340	26,784	5,444	Miscellaneous Property	13,670	13,990	14,140
297	18,240	13,565	(4,674)	Bus Station	12,120	12,840	13,345
(34,993)	(23,950)	(23,950)	(5)	Private Garage Sites	(31,320)	(31,190)	(31,190)
56,659	39,540	39,540	-	Skipton Depot	38,675	40,525	41,215
106	570	570	-	Settle Depot	70	70	70
235,850	249,850	246,818	(3,033)	Belle View Square	229,655	236,025	239,505
(1,044,373)	(1,130,660)	(1,128,335)	2,321	Car Parks	(1,155,865)	(1,205,810)	(1,196,980)
67,335	67,520	67,520	5	Public Conveniences	46,130	58,400	58,920
98,687	104,720	104,720	(1)	Amenity Areas	103,275	106,095	116,085
-	-	8,000	8,000	Shared Ownership Scheme	(13,430)	(38,430)	(38,430)
(104,950)	(118,600)	(122,365)	(3,766)	Estates Services	(86,345)	(89,235)	(88,905)
10,067	5,000	5,000	-	Skipton Developments	-	-	-
224,860	336,720	318,929	(17,791)	Assets & Projects Service Unit	373,015	381,515	357,660
<b>(358,973)</b>	<b>(417,420)</b>	<b>(457,034)</b>	<b>(39,620)</b>	<b>Assets &amp; Projects Services</b>	<b>(524,065)</b>	<b>(558,885)</b>	<b>(573,170)</b>
<b>1,514,009</b>	<b>1,667,898</b>	<b>1,619,787</b>	<b>(48,120)</b>	<b>Resources Department</b>	<b>1,377,630</b>	<b>1,413,805</b>	<b>1,430,215</b>

**Craven District Council Summary Budget 2017/18**

2015/16 Actual £ Col 1	2016/17 Approved Budget £ Col 2	2016/17 Forecast Outturn £ Col 3	2016/17 Variance £ Col 4	Cost Centre	2017/18 Original Budget £ Col 5	2018/19 Indicative Budget £ Col 6	2019/20 Indicative Budget £ Col 7
(14,449)	(5,000)	(5,000)	-	Street Signs & GIS	27,265	27,630	27,995
1,101	3,000	3,000	-	Historic Buildings & Conservation	3,000	3,000	3,000
37,806	39,295	39,337	42	Building Control - Non Fee Earning	35,820	37,590	37,930
(33,139)	(59,060)	(9,649)	49,411	Building Control - Fee Earning	(67,985)	(62,360)	(61,295)
378,137	180,920	277,814	96,894	Local Plan	192,350	194,775	196,655
(141,768)	(79,680)	(76,682)	3,002	Local Land Charges	(80,160)	(78,865)	(78,445)
(103,467)	88,680	75,236	(13,444)	Development Control	80,995	89,980	95,350
43,967	22,180	28,429	6,249	Head of Planning & Building Control	10,410	10,910	11,410
<b>168,189</b>	<b>190,335</b>	<b>332,485</b>	<b>142,154</b>	<b>Planning Services</b>	<b>201,695</b>	<b>222,660</b>	<b>232,600</b>
39,275	41,790	41,630	(160)	# Arts Development	39,160	39,965	40,260
29,532	24,300	24,300	-	Attraction of Trade & Tourists	23,300	24,300	24,300
51,060	59,140	59,140	-	Industrial Development & Promotion	72,440	42,440	42,440
29,313	29,290	29,070	(220)	Settle Tourist Information Centre	27,810	27,930	28,040
110,400	117,390	130,920	13,530	# Economic & Community Development Service Unit	120,370	121,550	122,770
<b>259,580</b>	<b>271,910</b>	<b>285,060</b>	<b>13,150</b>	<b>Economic &amp; Community Development Services</b>	<b>283,080</b>	<b>256,185</b>	<b>257,810</b>
(46,312)	(10,300)	(11,159)	(864)	<b>Craven Swimming Pool &amp; Fitness Centre</b>	(72,565)	(59,825)	(98,505)
<b>(391,558)</b>	<b>(293,020)</b>	<b>(299,870)</b>	<b>(7,550)</b>	<b>Bereavement Services</b>	<b>(348,890)</b>	<b>(432,075)</b>	<b>(486,520)</b>
0	-	(16,980)	(16,980)	Museum-WW1	-	-	-
-	-	-	-	Museum-Development Project	-	-	-
-	-	-	-	Museum-Indispensable	-	-	-
119,043	149,920	118,460	(31,460)	Museum	159,370	161,180	129,650
<b>119,043</b>	<b>149,920</b>	<b>101,480</b>	<b>(48,440)</b>	<b>Museums</b>	<b>159,370</b>	<b>161,180</b>	<b>129,650</b>
380,017	387,340	366,623	(20,717)	Environmental Health Services	308,590	306,360	296,730
(26,977)	2,490	1,797	(690)	Hackney Carriages	1,370	1,605	2,160
(33,526)	(27,370)	(26,885)	485	Licencing	(27,995)	(27,490)	(26,940)
15,663	-	-	-	Flooding 15/16	-	-	-
8,184	11,780	12,046	266	Environmental Health Services Service Unit	-	-	-
<b>343,361</b>	<b>374,240</b>	<b>353,581</b>	<b>(20,656)</b>	<b>Environmental Health &amp; Housing</b>	<b>281,965</b>	<b>280,475</b>	<b>271,950</b>
216,194	36,710	43,850	7,140	Private Sector & Housing Enabling	33,850	34,180	34,510
53,748	26,980	48,850	21,870	Aireview House	43,620	41,930	28,665
184,832	253,930	242,380	(11,550)	Homelessness	244,945	237,275	240,905
43,810	48,980	25,604	(23,376)	Housing Service Unit	22,110	23,410	23,580
<b>498,585</b>	<b>366,600</b>	<b>360,684</b>	<b>(5,916)</b>	<b>Housing Services</b>	<b>344,525</b>	<b>336,795</b>	<b>327,660</b>
688,724	787,140	799,529	12,390	Refuse Collection Domestic	691,075	715,695	739,785
(159,969)	(146,980)	(149,905)	(3,191)	Refuse Collection Commercial	(177,385)	(163,405)	(157,500)
250,941	293,190	294,489	1,303	Street Cleansing	311,490	320,150	326,150
(238,829)	124,250	131,636	7,383	Recycling	292,440	294,535	289,645
-	-	-	-	Cleaner Neighbourhoods	70,805	72,520	73,125
81,636	26,570	16,131	(10,442)	Mechanics Workshop	-	0	(0)
252,950	216,310	186,078	(30,231)	Waste Management Service Unit	220,190	226,720	228,875
(43,516)	(64,060)	(49,227)	14,833	Garden Waste Subscription Scheme	(99,195)	(98,670)	(99,230)
<b>875,454</b>	<b>1,236,420</b>	<b>1,228,731</b>	<b>(7,955)</b>	<b>Waste Management &amp; Recycling</b>	<b>1,309,420</b>	<b>1,367,545</b>	<b>1,400,850</b>
<b>1,826,340</b>	<b>2,286,105</b>	<b>2,350,993</b>	<b>63,924</b>	<b>Community Department</b>	<b>2,158,600</b>	<b>2,132,940</b>	<b>2,035,495</b>
<b>4,988,927</b>	<b>5,795,540</b>	<b>5,717,407</b>	<b>(79,111)</b>	<b>TOTAL NET COST OF SERVICES</b>	<b>5,362,440</b>	<b>5,584,440</b>	<b>5,536,710</b>

**CRAVEN DISTRICT COUNCIL SUMMARY BUDGET 2017/18**

2015/16 Actual £ Col 1	2016/17 Approved Budget £ Col 2	2016/17 Forecast Outturn £ Col 3	2016/17 Variance £ Col 4	Cost Centre	2017/18 Original Budget £ Col 5	2018/19 Indicative Budget £ Col 6	2019/20 Indicative Budget £ Col 7
				<b>Corporate Items and Financing</b>			
				<b>Corporate Income and Expenditure</b>			
				Interest Payable (Incl Premia/Discount)	255,710	255,710	255,710
255,710	255,710	255,710	-	Investment Income	(56,820)	(64,210)	(64,210)
-55,000	(59,880)	(59,880)	-	MRP for Capital Financing	324,190	247,050	273,120
318,000	321,000	321,000	-	Revenue Contributions to Capital Outlay	710,500	230,000	130,000
409,540	667,550	537,550	(130,000)	Corporate Contingency	75,000	75,000	75,000
100,000	75,000	75,000	-	Top Up Grant to Parishes -CDC Contribution	9,000	4,000	-
77,430	17,760	17,760	-	Revenue Growth Bids to Allocate	282,145	-	-
	136,100	136,100	-	New Homes Bonus Projects Approved to Commence	-	-	-
	687,120	687,120	-				
<b>6,094,607</b>	<b>7,895,900</b>	<b>7,687,767</b>	<b>209,111</b>	<b>NET REVENUE EXPENDITURE</b>	<b>6,962,165</b>	<b>6,331,990</b>	<b>6,206,330</b>
				<b>Contributions to/(from ) Reserves/Other</b>			
	(103,070)			Contribution (from) Enabling Efficiencies Fund Reserve	(35,000)		
	(875,020)			Contribution (from) Planning Reserve	(230,000)		
	(364,000)			Contribution (from) New Homes Bonus Reserves	(476,201)		
	(172,240)			Contribution (from) Business Rates Contingency	(483,600)		
	(135,180)			Contribution (from) Future Budgets Reserve	(100,000)		
	(105,000)			Contribution (from) Buildings Reserve	(111,000)		
	(310,500)			Contribution (from) IT Reserve	(185,000)		
	-			Contribution (from) Vehicle Reserve	(190,000)		
	901,000			Contribution (from) General Fund Reserve			
	107,000			Contribution to New Homes Bonus Reserves	734,922		
	10,000			Contribution to Business Rates Contingency			
	30,000			Contribution to Insurance Fund	10,000		
	30,000			Contribution to Buildings Reserve	52,000		
	30,000			Contribution to IT Reserve	30,000		
	30,000			Contribution to Vehicle Reserve	30,000		
	20,000			Contribution to Enabling Efficiencies	20,000		
				Contribution To Elections Reserve	35,000		
	<b>6,958,890</b>	<b>7,687,767</b>	<b>(209,111)</b>	<b>AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement)</b>	<b>6,063,286</b>		
				<b>Central Government Support</b>			
	(697,350)			Revenue Support Grant	(352,676)		
	(278,180)			Rural Services Delivery Grant	(224,622)		
	(21,220)			Transition Grant	(21,134)		
	(72,030)			Transfer from CtaxCollection Fund	(98,168)		
	364,000			Transfer from NDR Collection Fund	483,600		
	(1,086,000)			New Homes Bonus	(816,580)		
	(1,737,000)			Redistributed National Non-Domestic Rates & Grant	(1,450,000)		
	<b>3,431,110</b>	<b>7,687,767</b>	<b>(209,111)</b>	<b>AMOUNT TO BE MET FROM COUNCIL TAX</b>	<b>3,583,706</b>		

**CRAVEN DISTRICT COUNCIL**  
**2017/2018 BUDGET**  
**SUBJECTIVE ANALYSIS**

Cost Centre	Employees	Premises	Transport	Supplies/ Services	Agency/ Contracted	Transfer Payments	Internal Rcharge	Total Costs	External Income	Govt Grants	C/Tax NDR	Internal Income	Total Income	Net Cost of Service
Chief Executive	466,220		2,200	7,650				476,070	(41,500)				(41,500)	434,570
Business Support	191,310	-	1,300	5,445				198,055	(4,560)				(4,560)	193,495
Human Resources & Training	120,290		110	35,390				155,790	(800)				(800)	154,990
Customer Services	305,170	10	1,500	23,670				330,350	(12,500)				(12,500)	317,850
Craven Crime Reduction P'ship	16,490		1,500	785				18,775				(10,000)	(10,000)	8,775
Safer & Stronger Communities				1,000				1,000					-	1,000
Cost of Coll. & Rent Allowances	-	-	-	16,560		8,000,000		8,016,560	(8,131,000)	(275,680)	(97,000)		(8,503,680)	(487,120)
Revenues & Benefits Services	416,850		4,500	183,180		-		604,530	(5,000)	-	-		(5,000)	599,530
<b>Chief Executive's Department</b>	<b>1,516,330</b>	<b>10</b>	<b>11,110</b>	<b>273,680</b>	<b>-</b>	<b>8,000,000</b>	<b>-</b>	<b>9,801,130</b>	<b>(8,195,360)</b>	<b>(275,680)</b>	<b>(97,000)</b>	<b>(10,000)</b>	<b>(8,578,040)</b>	<b>1,223,090</b>
Information Services	275,970	2,020	750	157,590				436,330	-				-	436,330
Communications, Partnerships & Engagement	131,220	-	700	87,020				218,940	(52,150)	-			(52,150)	166,790
<b>Director of Services</b>	<b>407,190</b>	<b>2,020</b>	<b>1,450</b>	<b>244,610</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>655,270</b>	<b>(52,150)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(52,150)</b>	<b>603,120</b>
Democratic Services	23,677		200	6,963				30,840	-				-	30,840
Democratic Representation	227,710	80	-	25,980				253,770	-				-	253,770
Elections	31,300	1,500	-	15,690				48,490	-				-	48,490
Electoral Registration	30,060		500	33,380				63,940	(1,400)	-			(1,400)	62,540
Legal Services	145,700		250	34,290				180,240	(15,000)				(15,000)	165,240
<b>Legal &amp; Democratic Services</b>	<b>458,447</b>	<b>1,580</b>	<b>950</b>	<b>116,303</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>577,280</b>	<b>(16,400)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(16,400)</b>	<b>560,880</b>
Corporate Management	580,510			241,910				822,420	(3,950)				(3,950)	818,470
Community Services	-	-	-	10,000	-	-	-	10,000	-	-	-	-	-	10,000
Financial Services	397,750	-	350	114,245				512,345	-				-	512,345
<b>Financial Services</b>	<b>978,260</b>	<b>-</b>	<b>350</b>	<b>366,155</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,344,765</b>	<b>(3,950)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,950)</b>	<b>1,340,815</b>
Skipton Town Hall	111,290	78,342	120	89,210			1,880	280,842	(309,587)			(24,970)	(334,557)	(53,715)
Miscellaneous Property		13,420		250				13,670	-				-	13,670
Bus Station		25,260		-			5,360	30,620	(18,500)				(18,500)	12,120
Private Garage Sites		5,750		5,400			30	11,180	(42,500)				(42,500)	(31,320)
Skipton Depot	1,585	35,260		1,830				38,675	-				-	38,675
Settle Depot		70		-				70	-				-	70
Belle Vue Square	-	156,655		28,740			65,557	250,952	(21,297)				(21,297)	229,655
Car Parks	35,427	236,573	2,730	96,430			27,205	398,365	(1,554,230)				(1,554,230)	(1,155,865)
Public Conveniences	30	31,820		19,780				51,630	(5,500)				(5,500)	46,130
Amenity Areas	-	25,772		800	81,803		4,900	113,275	(10,000)				(10,000)	103,275
Shared Ownership Scheme	-	570		6,000				6,570	(20,000)				(20,000)	(13,430)
Estates Services	-	11,925		12,430				24,355	(110,700)				(110,700)	(86,345)
Skipton Developments				-				-	-				-	-
Assets & Projects Service Unit	435,209	9	515	7,200				442,933	(19,918)			(50,000)	(69,918)	373,015
<b>Projects &amp; Facilities Management</b>	<b>583,541</b>	<b>621,426</b>	<b>3,365</b>	<b>268,070</b>	<b>81,803</b>	<b>-</b>	<b>104,932</b>	<b>1,663,138</b>	<b>(2,112,232)</b>	<b>-</b>	<b>-</b>	<b>(74,970)</b>	<b>(2,187,202)</b>	<b>(524,065)</b>



APPENDIX B

Cost Centre	Employees	Premises	Transport	Supplies/ Services	Agency/ Contracted	Transfer Payments	Internal Recharge	Total Costs	External Income	Govt Grants	C/Tax NNDR	Internal Income	Total Income	Net Cost of Service
Street Naming, Numbering & GIS	35,265	7,000		-				42,265	(15,000)	-			(15,000)	27,265
Historic Buildings & Conservation				3,000				3,000	-				-	3,000
Building Control - Non Fee Earning			2,400	2,525				35,820	-				-	35,820
Building Control - Fee Earning	30,895		7,000	4,430				107,015	(175,000)				(175,000)	(67,985)
Local Development Framework	186,870		1,500	3,980				192,350		-			-	192,350
Local Land Charges	29,330	3,010		37,500				69,840	(150,000)				(150,000)	(80,160)
Development Control	425,385	-	11,500	62,610				499,495	(418,500)				(418,500)	80,995
Head of Planning & Building Control	-		-	10,410				10,410	-	-			-	10,410
<b>Planning Services</b>	<b>803,330</b>	<b>10,010</b>	<b>22,400</b>	<b>124,455</b>	-	-	-	<b>960,195</b>	<b>(758,500)</b>	-	-	-	<b>(758,500)</b>	<b>201,695</b>
Arts Development	28,520		740	9,900				39,160	-				-	39,160
Attraction of Trade & Tourists				23,300				23,300	-				-	23,300
Industrial Development & Promotion				72,440				72,440					-	72,440
Settle Tourist Information Centre	28,810	6,860	150	6,600				42,420	(14,610)				(14,610)	27,810
Economic & Community Development Unit	109,920	40	1,700	8,830				120,490	(120)				(120)	120,370
<b>Economic &amp; Community Development Services</b>	<b>167,250</b>	<b>6,900</b>	<b>2,590</b>	<b>121,070</b>	-	-	-	<b>297,810</b>	<b>(14,730)</b>	-	-	-	<b>(14,730)</b>	<b>283,080</b>
<b>Craven Swimming Pool &amp; Fitness Centre</b>	<b>599,845</b>	<b>337,275</b>	-	<b>254,035</b>	-	-	<b>3,000</b>	<b>1,194,155</b>	<b>(1,266,720)</b>	-	-	-	<b>(1,266,720)</b>	<b>(72,565)</b>
<b>Bereavement Services</b>	<b>168,630</b>	<b>135,561</b>	<b>1,570</b>	<b>85,050</b>	<b>34,020</b>	-	<b>2,580</b>	<b>427,411</b>	<b>(776,301)</b>	-	-	-	<b>(776,301)</b>	<b>(348,890)</b>
Museum-WW1	-	-	-	-				-	-				-	-
Museum-Indispensable	11,230		710	5,090				17,030	(13,110)			(3,920)	(17,030)	-
Museum Development Project	16,330			22,770				39,100	(39,100)				(39,100)	-
Museums	113,560	49,010	-	31,250				193,820	(34,450)				(34,450)	159,370
<b>Museum &amp; Arts</b>	<b>141,120</b>	<b>49,010</b>	<b>710</b>	<b>59,110</b>	-	-	-	<b>249,950</b>	<b>(86,660)</b>	-	-	<b>(3,920)</b>	<b>(90,580)</b>	<b>159,370</b>
Environmental Health Services	270,020	7,650	20,010	77,480			1,350	376,510	(67,920)				(67,920)	308,590
Hackney Carriages	38,257		15,600	13,513			4,000	71,370	(70,000)				(70,000)	1,370
Licencing	38,405		500	4,100				43,005	(71,000)				(71,000)	(27,995)
Flooding 2015/16	-	-	-	-				-	-				-	-
Environmental Health Services Service Unit								-	-				-	-
<b>Environmental Health &amp; Housing</b>	<b>346,682</b>	<b>7,650</b>	<b>36,110</b>	<b>95,093</b>	-	-	<b>5,350</b>	<b>490,885</b>	<b>(208,920)</b>	-	-	-	<b>(208,920)</b>	<b>281,965</b>
Private Sector & Housing Enabling				33,850				33,850	-				-	33,850
Aireview House	23,600	5,140	120	9,500			12,760	51,120	(7,500)				(7,500)	43,620
Homelessness	160,945		2,400	90,810				254,155	(9,210)				(9,210)	244,945
Housing Service Unit	16,190		1,000	4,980				22,170	(60)				(60)	22,110
<b>Housing Services</b>	<b>200,735</b>	<b>5,140</b>	<b>3,520</b>	<b>139,140</b>	-	-	<b>12,760</b>	<b>361,295</b>	<b>(16,770)</b>	-	-	-	<b>(16,770)</b>	<b>344,525</b>
Refuse Collection Domestic	512,868		152,730	26,600			25,077	717,275	(25,700)			(500)	(26,200)	691,075
Refuse Collection Commercial	164,988		58,990	353,610			18,943	596,531	(763,916)			(10,000)	(773,916)	(177,385)
Recycling	143,550	60	68,930	333,320			17,634	563,494	(271,054)				(271,054)	292,440
Street Cleansing	223,202	1,155	63,870	32,540			29,723	350,490	(2,000)			(37,000)	(39,000)	311,490
Cleaner Neighbourhoods	71,425	-	-	1,380				72,805	(2,000)				(2,000)	70,805
Mechanics Workshop	93,181	20,991	2,330	14,890			-	131,392	(4,000)			(127,392)	(131,392)	-
Waste Management Service Unit	200,391		1,820	16,670			1,309	220,190	-				-	220,190
Garden Waste Subscription Scheme	118,020		45,608	139,750			14,707	318,085	(417,280)				(417,280)	(99,195)
<b>Waste Management &amp; Recycling</b>	<b>1,527,625</b>	<b>22,206</b>	<b>394,278</b>	<b>918,760</b>	-	-	<b>107,392</b>	<b>2,970,261</b>	<b>(1,485,950)</b>	-	-	<b>(174,892)</b>	<b>(1,660,842)</b>	<b>1,309,420</b>
<b>TOTAL NET COST OF SERVICES</b>	<b>7,898,985</b>	<b>1,198,788</b>	<b>478,403</b>	<b>3,065,531</b>	<b>115,823</b>	<b>8,000,000</b>	<b>236,014</b>	<b>20,993,545</b>	<b>(14,994,643)</b>	<b>(275,680)</b>	<b>(97,000)</b>	<b>(263,782)</b>	<b>(15,631,105)</b>	<b>5,362,440</b>

**Craven District Council  
2017/18 Revenue Budget Bids**

Bid No	Section	Description	Description of Bid	2016/17 Amount continuing £	2017/18 Amount £	2018/19 Amount £	2019/20 Amount £	2020/21 Amount £	One off / Permanent / Fixed Term
1	Bereavement Services	Crematorium	Public can browse and purchase a range of services. First year set up cost £6.5k, on going support C.£0.2k. income based on sales of various items increasing each year.	-	5,675	(1,845)	(2,865)	(3,885)	P
2	Community Safety Partnership – Local Delivery Team	Community Safety Partnership	The Community Safety Co-ordinator (CSC) role was funded wholly by the partnership and has been responsible for the implementation of the Partnership’s Delivery Plan - <ul style="list-style-type: none"> <li>• conduct and publish an audit of local crime and disorder problems, taking into account the views of those who live and work in the area;</li> <li>• determine priorities for action;</li> <li>• devise and publish a strategy which tackles these priority problems, including objectives and some targets;</li> <li>• monitor progress, fine tuning the strategy as required. Funding will enable the Council to continue the Community Safety Co-ordinator.</li> </ul>	-	18,000				O
3	Assets & Commercial Services	Car Parks	Additional Payment to Car Parks Staff to compensate for the Out of Hours phone calls from the Public and occasional Car Park visits.	-	4,400	5,200	5,200	5,200	P
4	Human Resources	HR	The improvements to health and safety standards is ongoing across CDC, and is currently at the crucial stage of reviewing all of the risk assessments in place and revising them to ensure they meet the standards and requirements of CDC’s revised health & safety policies and procedures and legislative standards. A Health & Safety Advisor is currently engaged two days a week for which a growth in budget was agreed for 2016/17 of £19k. In order to maintain adequate levels of H&S provision across the Council and to ensure CDC moves to a position of legal compliance quicker, this additional budget will need to continue in order to maintain the Service either in house or from external services	-	21,000	21,000	21,000	21,000	P
5	Communications , Partnerships & Engagement	Skipton Triathlon	The tender for Skipton Triathlon, held in Aireville Park and Craven Pool and Fitness centre is up for renewal and so CDC is piloting delivering the event by an in house delivery team to try and maximise the income from the event rather than readvertise for an external event management company to run it.	-	(12,800)				O
6	Legal Services	Legal	It is proposed that the apprenticeship post is deleted and a new career graded post is created.	-	8,808	10,687	14,299	18,171	P
7	Environmental Services & Housing	Cleaner neighbourhoods	Purchase CCTV Cameras and Trail Cameras to assist us in collecting evidence	-	5,520	-	-	-	O
8	Planning and Building Control Services	Local Plan	Bid is to cover the additional costs to take the Local Plan through examination	-	230,000	-	-	-	FT
9	Cultural Services	Skipton Town Hall	<b>In Addition to the Line 2 16/17 Bid above:</b> Bid is made to fund staff required in order to develop the Skipton Town Hall Cultural Hub’s creative and special events programme and private hire offer	-	1,560	(55,100)	(98,440)	-	P
<b>Total Revenue Bids</b>				<b>-</b>	<b>282,163</b>	<b>(20,058)</b>	<b>(60,806)</b>	<b>40,486</b>	

**Income & Savings Plan Master 2016/17**  
**December 2016**

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	Notes	SLT Lead Update /Comments	Lead Member	CLT Lead	SLT Lead
Line No	Serv Ref	Description				2016/17	2017/18	2018/19	2019/20	2020/21							
2	PaSe	Review of parking charges	Green	H	H	0	100,000	100,000	100,000	100,000	Y	Y	Increased from £40k to £150k & additional £8k for permits by PE 21.11.16 - Updated by PE and NC to £100k 16.01.17	Report to Policy for December committee regarding changes to parking charges. Conservative estimated increase made to income across parking chargers & permits	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
10	PIRe	Land Charges - new commercial premises rate	Green	H	H	2,500	5,000	5,000	5,000	5,000	Y	N	Average costs to be estimated	Submitted as part of fees and charges paper due to Policy Committee in December			
14	EnSe	Alternative Waste Collection Methods & Further Review of Waste Management, Env Health & Hsg	Green	H	H	57,000	57,000	57,000	57,000	57,000	Y	Y	£106k deemed Capital on analysis and Revenue savings £57k	TEEP Assessment remains in progress that will assist the Council in making final decision on Alternative Waste Collection methods	Carl Lis	Paul Ellis	Wyn Ashton
16	DeSe	Printing and Stationary - Stop sending paper copies of agenda and reports to elected members. This could reduce printing and postage costs by estimated 75% (50% in first year)	Green	M	H	1,500	2,146	5,865	5,865	5,865	Y	N	To be successful this needs commitment from elected members. Preferably through a committee decision with very limited opt out e.g. disability. Members have been notified that papers will not be provided unless a specific request is made. - amount in 17/18 adjusted to £2,146 based on AM	There has been a disappointing response after informing members that they would not receive paper copies of agenda and reports unless they specifically requested them. Many members have opted to continue receiving paper. Savings in the current year are currently estimated approximately £1,500	John Dawson	Samia Hussain	Andrew Mather
20	LeSe	Increase Off Peak Usage of Gym	Green	M	M	0	1,500	1,500	1,500	1,500	Y	N	Review Gym Induction Charges replaced with Increase Off Peak Usage	Replaced original action with new one. Promotion for Month of January planned.	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
25	BuSu	50% of Car Parking Permits to be issued via email resulting in postage and officer time savings	Green	H	H	100	150	200	250	250	N	N	Cashable savings only relating to postage costs	Implement March/April 2017 JG 30.9.16	John Dawson	Samia Hussain	Joanne Garnett
26	HR	Encouraging applicants to submit recruitment forms online	Green	H	H	500	1,000	1,000	1,000	1,000	N	N	Subject to level of recruitment	Only 5 applications have been sent out this year – options continue to be explored.	John Dawson	Samia Hussain	Jacque Hodgson
27	DeSe	Elections - Preprepare election sundry packs in house from recycled equipment. 30 packs per year at a £10 saving per pack	Green	H	H	300	300	300	300	300	N	N	Reductions to be from Printing and Stationery budget	Sundry packs will be produced in January/February 2017. Expect to produce full savings target	John Dawson	Samia Hussain	Andrew Mather
28	BeSe	Introduce a week day cremation option for late afternoon services hold over only	Green	H	H	0	5,000	5,000	5,000	5,000	N	N	Implemented within restructure/job evaluation process	Subject to service review & additional staff resource approval	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
29	BeSe	Secondary sales/marketing campaign for jewellery memorials, flowers/wreaths	Green	H	H	0	7,000	10,000	12,000	12,000	N	Y	To be delivered by marketing project	Review of schemes, marketing materials and promotional outlets currently being developed	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
30	LeSe	Introduce chargeable fitness tests replaced by School Holiday Activity Promotions	Green	H	H	1,600	2,500	2,500	2,500	2,500	N	N	School Holiday Activity Promotions	Replaced original action with new one - already implemented and generating additional income, reflected in figures across	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
31	LeSe	Packages for Swimming Lessons	Green	H	H	0	2,500	5,000	5,000	5,000	N	N	Self financing	Currently benchmarking cost & packaging options. To be introduced in September 17 to fit with new teaching/school year. 17/18 figure amended to reflect introduction timing.	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
32	LeSe	Increase the number of pool parties	Green	H	H	0	9,000	9,000	9,000	9,000	N	Y		Café project to be completed and new staff in place. Project on track	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
33	LeSe	Establish external exercise classes/activities	Green	H	H	0	1,000	1,500	2,000	2,000	N	Y	Self funding	Areas/venues to be identified for start in 2017	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	Notes	SLT Lead Update /Comments	Lead Member	CLT Lead	SLT Lead
Line No	Serv Ref	Description				2016/17	2017/18	2018/19	2019/20	2020/21							
34	LeSe	Introduce summer sports camps	Green	H	H	0	3,000	5,000	7,000	7,000	N	Y	Self funding	To launch in Summer 2017. Other holiday period will be introduced following summer launch.	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
35	LeSe	Establish on-line services	Green	H	H	0	1,000	1,000	1,000	1,000	N	N		Literature savings and potential to generate additional income across Centre activities	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
36	LeSe	Introduce merchandise for sales eg logo/branded fitness kit, chest belts	Green	H	H	0	3,000	4,000	6,000	6,000	N	N	Linked to marketing	Fitness merchandise to be launched in conjunction with new spin room/kit/virtual classes	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
40	PrSe	Rationalise our supply chain to reduce costs	Green	H	H	0	1,000	1,000	1,000	1,000	N	N		Currently in the process of amalgamating Fire & Intruder Alarm, and Fire Extinguisher Maintenance and awarding via the NHC framework. Tender evaluation in progress. This will reduce 14 current individual contracts to just one	John Dawson	Paul Ellis	Ian Halton
41	PIRe	Building Control Resource Review	Green	H	H	5,000	16,201	16,201	16,201	16,201	N	N	Start after August	Member of staff retiring at end of year won't be replaced in full.			
43	IT	Syslog Management Solution Review	Green	H	H	3,340	3,340	3,340	3,340	3,340	N	N			John Dawson	Paul Ellis	Darrem Maycock
44	IT	VDI Replacement	Green	H	H	15,000	15,000	15,000	15,000	15,000	N	N			John Dawson	Paul Ellis	Darrem Maycock
46	IT	Homelessness Budget R343	Green	H	H	10,000	10,760	10,760	10,760	10,760	N	N	Consistent Underspend - amount increased to £10,760		John Dawson	Paul Ellis	Darrem Maycock
50	DeSe	Elections- Pilot Project - Hand deliver electoral registration forms in Skipton area using canvassing staff. Estimated saving of upto 50% on postage costs.	Green	M	H	2,000	800	800	800	800	N	Y	If successful could be extended to other urban areas and to poll cards and postal votes - Amount adjusted to £800 17.01.17	Pilot successfully completed however savings were not as great as anticipated because of high courier costs of printing and preferential postage rates which would otherwise have been available from printer. Overall saving is more like £800 never-the-less would repeat in 2017	John Dawson	Samia Hussain	Andrew Mather
51	CuSe	Promotion of DD and online payments as opposed to cheques	Green	M	H	2,000	2,000	2,000	2,000	2,000	N	N	Dependent upon upgrade of systems		John Dawson	Samia Hussain	
53	BuSu	Selling advertising space on the meeting room booklet	Green	H	M	300	300	300	300	300	N	N	rolling out May 16	New booklet to be designed JG	John Dawson	Samia Hussain	Joanne Garnett
55	BeSe	Promote Saturday services, review price	Green	H	M	0	5,000	5,000	5,000	5,000	N	N	Implemented within restructure/job evaluation process	Subject to service review & additional staff resource approval	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
56	BeSe	Increase the memorial options at Ingleton Cemetery & Chapel to generate additional revenue	Green	H	M	0	1,000	1,000	1,000	1,000	N	Y	To be delivered by marketing project	Schemes to be decided and then promotional materials can be developed. Planned implementation for 2017	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
57	BeSe	Improve the planting options for grave maintenance charged to grave owners	Green	H	M	0	500	500	500	500	N	N	To be incorporated within the next GM contract	Must be sure that GM contractor will undertake planting as required and in accordance with scheme	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
58	BuSu	Enhance income levels by £2k in 16/17 and 18/19 (Room bookings, refreshments, etc.)	Green	M	M	2,000	3,000	3,000	3,000	3,000	N	N	Dependent upon demand for services - Amount changed to £3k 17.01.17	I didn't put the figures in, please amend to £4k per year maximum JG	John Dawson	Samia Hussain	Joanne Garnett
63	LeSe	Operate training courses e.g. first aid	Green	M	M	0	7,200	7,200	9,000	9,000	N	N		To be launched and promoted in 2017	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
64	LeSe	Staff Uniform Sponsorship	Green	M	M	0	2,000	2,000	2,000	2,000	N	N		Potential to get uniforms supplied in return for advertising in Centre	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
66	LeSe	Revamp the Shop	Green	M	M	0	8,000	5,000	5,000	5,000	N	N		Remerchandising, revised range and regular promotions	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	Notes	SLT Lead Update /Comments	Lead Member	CLT Lead	SLT Lead
Line No	Serv Ref	Description				2016/17	2017/18	2018/19	2019/20	2020/21							
68	LeSe	Personal Training Services	Green	M	M	0	2,500	5,000	5,000	5,000	N	N		Launch & promote for Spring 2017. Promotion of personal training vouchers ideal Xmas present!	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
69	LeSe	Establish Turnstile System past reception	Green	M	M	0	1,000	1,000	1,000	1,000	N	N		Subject to capital bid approval. Access gate to gym has proved worthy, these figures may be a little on the light side, but difficult to gauge at present	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
70	LeSe	Offer additional pool space and time to Craven Energy	Green	M	M	0	500	500	500	500	N	N	Short/long term commitments	Some additional time has been accommodated.	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
71	LeSe	Review and promote park hire for external events, festivals, shows etc	Green	M	M	0	1,000	1,000	1,000	1,000	N	Y	Marketing Project	Park hire not currently included in fees & charges, further appraisals and discussions with CLT required	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
78	ReBe	Receiving full BID payment	Green	M	M	5,000	5,000	5,000	5,000	5,000	N	N	Agreements in Place - Essential Payment isn't written off in 2016/17 to achieve £5k.	New payment system in place to ensure payment is received.	John Dawson	Samia Hussain	David Carre
79	LeSe	Improve café facilities to raise quality standards, improve how food is prepared and served, introduce new menu's	Green	H	H	0	22,500	25,000	30,000	30,000	Y	N		Project on track	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
80	LeSe	Replacement of Spinning Bikes	Green	M	M	0	7,500	9,000	9,000	9,000	Y	N		Project on track and due for completion December 2016.	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
81	LeSe	Triathlon Retender	Green	M	M	0	5,000	5,000	5,000	5,000	N	N		Event opened for entries target is 850, had 115 after day 1.	Linda Brockbank	Paul Shevlin	Sharon Hudson
82	BeSe	Upgrade music system with additional features for sales opportunities e.g. DVD's, web casting etc.	Green	H	M	0	3,120	4,160	5,580	5,580	Y	N	Capital project approved	Project being delivered for launch in April 2017	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
83	BuSu	Reduce Business Support Budget by £5k in 16/17 and 18/19	Green	H	H	5,000	5,000	10,000	10,000	10,000	N	N	Salaries budget to be reduced by £10k over two years		John Dawson	Samia Hussain	Joanne Garnett
84	ReBe	Reduction in Printing Costs - due to e-forms, channel shift & printing in house	Green	H	M	600	700	800	900	900	N	N			John Dawson	Samia Hussain	Joanne Garnett
85	HR	Reduce Training budget (due to reductions in overall staffing)	Green	H	H	5,000	5,000	5,000	5,000	5,000	N	N	£5k saving will be made from 2016/17 training budget.	£5,000 to be transferred to savings	John Dawson	Samia Hussain	Jacque Hodgson
86	EnSe	Bring Site Review	Green	H	H	2,250	9,000	9,000	9,000	9,000	Y	N	Potential first site Airedale Avenue	Policy Committee approved the removal of all Bring sites Except for 6. The remaining bring sites will be removed in December 2016. Saving increased to £9k/annum rather than £5k/annum	Carl Lis	Paul Ellis	Wyn Ashton
87	EnSe	Mobile Homes Licensing, Hawkers Licences	Green	H	H	0	3,000	3,000	3,000	3,000	Y	N		Mobile Homes Licensing has been approved by Members. Now expected to generate £3k/annum rather than £500/annum as per previous prediction	Carl Lis	Paul Ellis	Wyn Ashton
88	IT	Replacement of Planning system	Green	H	H	0	14,000	14,000	14,000	14,000	N	N	Project underway to replace existing planning software which will lead to reduced licencing costs. Estimated project completion mid-2017.	Project underway to replace existing planning software which will lead to reduced licencing costs. Estimated project completion mid-2017.	John Dawson	Paul Ellis	Darrem Maycock
89	PIRe	Charge tourist attractions to display their materials	Green	H	H	1,650	1,500	1,500	1,500	1,500	N	N	Needs more research	Four attractions/tourism operators have paid for dedicated space within Settle TIC, which for this financial year has generated £1,650	Simon Myers	David Smurthwaite	Sharon Sunter
90	HR	Provision of HR services to other authorities and organisations	Green	M	M	1,000	700	700	700	700	N	N	£700 achieved in 2016/17 following services delivered to Richmondshire DC - figure changed to £700.17.01.17.	Discussions on going with Ryedale however, progress is slow	John Dawson	Samia Hussain	Jacque Hodgson

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	Notes	SLT Lead Update /Comments	Lead Member	CLT Lead	SLT Lead
Line No	Serv Ref	Description				2016/17	2017/18	2018/19	2019/20	2020/21							
91	PrSe	Skipton Town Hall	Green			1,940	60,410	76,660	76,660	76,660			First Floor Offices Let to Skipton Town Council. Lease agreed with Wildwood for ground floor unit. Landlord works scheduled Sept to Dec 16. Handover to tenant Jan 17.	Landlord works in progress, completion due in early February 2017	Simon Myers	Paul Ellis	Ian Halton
92	PrSe	Building Homes For Shared Ownership / To Rent	Green		Projects on existing savings plan reported to Policy Committee quarterly included for completeness	2,000	20,000	45,000	45,000	45,000			Purchased 3 commuted sum shared ownership properties which are now for sale. Evaluating tenders for pilot site - target start on site October 2016. HCA grant funding request for 3 further sites to be submitted Sept 2016.	Lords Close, Giggleswick is completed, tenants in occupation. Little Croft, Sutton, both on the market. Pilot scheme for S/O needs to go back out to Open Tender due to in excess of budget tenders received within the initial procurement. Two further Phase I sites awarded planning consent 24/10/16	Patrick Mulligan	Paul Ellis	Ian Halton
93	PaSe	HGV Parking	Green			1,000	2,000	2,000	2,000	2,000			Approved by Members, awaiting Parking Orders which will determine implementation date.	Ready to be implemented apart from variation of Parking Order - being worked on by Legal	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
94	PaSe	Craven Pool Parking	Green			500	1,000	1,000	1,000	1,000			Approved by Members, awaiting Parking Orders which will determine implementation date.	As above	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
95	IT	MFD Replacement	Green	H	H	8,586	8,586	8,586	8,586	8,586	N	N			John Dawson	Paul Ellis	Darrem Maycock
96	IT	Wide Format Printer Replacement	Green	H	H	1,000	1,000	1,000	1,000	1,000	N	N			John Dawson	Paul Ellis	Darrem Maycock
97	BuSu	Selling old MFD's/printer	Green	H	M	1,300	0	0	0	0	N	N	One off payment		John Dawson	Samia Hussain	Joanne Garnett
98	ReBe	Reviewing all external contracts as they expire.	Green	M	M	1,500	1,500	1,500	1,500	1,500	N	N	NAFN & LOCTA membership not renewed.		John Dawson	Samia Hussain	David Carre
<b>TOTAL</b>						<b>150,966</b>	<b>751,313</b>	<b>999,402</b>	<b>1,154,442</b>	<b>1,169,442</b>							

Total Green 141,466 458,713 522,372 537,242 537,242

**Key**

Business Support (BuSu)  
Revenues & Benefits (ReBe)  
Human Resources (HR)  
Licensing (Li)

Democratic Services (DeSe)  
Customer Services (CuSe)  
Bereavement Services (BeSe)  
Leisure Services (LeSe)

Parking Services (PaSe)  
Property Services (PrSe)  
Planning and Regen (PIRe)  
ICT (IT)  
Environmental Services & Housing (EnSe)  
Finance (Fi)

## **MAJOR BUDGETS RISK ASSESSMENT 2017/18**

### **1 Background**

- 1.1 This appendix provides a risk assessment for material items of revenue income and expenditure. It identifies those significant budgets where the risk of over or underachievement is greatest, including budgets which are particularly volatile or susceptible to fluctuation as a result of external factors, and attempts to quantify the financial risk to the Council.
- 1.2 Inflation is an important factor for the Council's budgets, and can have an impact when rates are high relative to income growth. The Council is also locked into some contracts which use the RPI for the rate of uplift, and these alone can add considerable risk to the relevant expenditure budgets.

### **2 Salaries and Wages**

- 2.1 Salaries and Wages form a major expenditure for the Council accounting for 37.4% of revenue expenditure with total budgets for 2017/18 being £7.826m.
- 2.2 Variances to the budgets can arise for a number of reasons such as:
- Vacancies (downward pressure).
  - Service pressures – unexpected requirement for overtime e.g. backlogs in work or cover for sickness absence (upward pressure).
  - Maternity leave (upward pressure – due mainly to reduced staffing resources).
  - Sickness absence – short term sickness generally has no financial implications. Long term sickness absence is likely to require posts to be covered to maintain service performance, for example by overtime or temporary staff (upward pressure).
- 2.3 The Service reviews in recent years have seen a reduction in employee numbers; this is seen to increase the risk on the budget, as there is less staff available to meet any subsequent pressures. Also, the size of the budget means that a minor change can result in a significant variance. However recent Service Reviews have aimed to boost the resilience of teams to deal with additional pressures or to improve Service performance.
- 2.4 Historically there has been an underspend in salaries and wages and the Council factors in a corporate vacancy allowance to its budget.

#### 2.5 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
7,825,686	7,903,943	8,216,970	8,608,255

Likelihood:	High
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Impact:	Low
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Risk:	High
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### **3 Local Government Pension Scheme**

- 3.1 The Local Government Pension Scheme and its funding have been and continue to be the subject of change. The main cost pressure is the under performance of the Fund, together with increases in pension fund membership, and although the latter has not been significant in the past, changes introduced in 2011/12 mean that employees who have previously opted out of the scheme will be automatically re- entered every 3 years, bringing a potential increase in cost if those employees do not choose to opt out again.
- 3.2 The next actuarial valuation is scheduled to be implemented in April 2017, and it is expected that the employer's contribution is based on a future service rate of 17.7% together with a lump sum of £596k. The back funding element is a fixed lump sum contribution, and is only liable to inflationary increases. Any variation over and above this will impact as per the figures below.

## 3.3 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
Current Cost 890,200	899,102	934,710	979,220
Back funding 596,000	601,960	625,800	655,600

Likelihood:	Low
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Impact:	Medium
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Risk:	Low
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4 **Housing Benefits**

4.1 The national roll out of Universal Credit has been phased in from February 2015. There are doubts over the inclusion of Housing Benefit within Universal Credit and the budget has been set assuming no change. There is a potential that Universal Credit would see a reduction in workload, but there has been no evidence to suggest this. Officers are working to understand the implications of Universal Credit on the Authority.

4.2 The Budget for Housing Benefit payments is estimated to be £8m in 2017/18. The calculation takes into account Rental Price Increases and the current economic climate. Housing Benefit roughly equates to the Government Grant, if we include money recovered from over payments (£0.120m). The recovery level is at risk in difficult economic times creating a risk factor.

## 4.3 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
8,000,000	8,080,000	8,400,000	8,800,000

Likelihood:	High
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Impact:	Low
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Risk:	High
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5 **Council Tax Support**

5.1 The estimated value of Council Tax Support for 2016/17 is £2.411m. Council Tax Support is funded as a discount on Council tax. Craven DC's risk is that any increased demand for Council Tax Support will result in a 13% liability to the Council of this additional amount. The rest is covered by the NYCC, Fire and Police Authority.

## 5.2 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
2,410,780	2,434,888	2,531,319	2,651,858

Likelihood:	Low
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Impact:	Low
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Risk:	Low
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6 **Energy Costs (various budgets)**

6.1 Energy costs are difficult to predict with precision as they are affected by both volume of consumption and price. The Council procures energy through a framework contract.

6.2 Through its capital programme the Council will install a new Building Energy Management System (BEMS) at the Craven Pool & Fitness Centre. This will make savings on the annual utilities at that site.

## 6.3 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
Electricity 122,102	123,323	128,207	134,312
Gas 125,302	126,555	131,567	137,832

Likelihood:	High
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Impact:	Medium
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Risk:	Medium
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## 7 Waste Collection

7.1 With effect from January 2010, the Council introduced an alternate weekly bin collection system. A sum of £691k is included in the 2017/18 budgets for Council waste collection costs and waste disposal charges made by the County Council.

### 7.2 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
691,075	697,986	725,629	760,183

Likelihood:	Medium
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Impact:	Medium
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Risk:	Medium
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7.3 Contained within the budget is an allowance for inflation on certain costs such as vehicle fuel. In addition growth in property numbers impacts on the services costs. The result of the Local Plan will impact the number of properties per year which will be built in the district which may lead to the need for additional resources (vehicles and staffing).

7.4 The County Council charges relate to the disposal of trade waste. In 2016/17 this was £110.42 per tonne. This is multiplied by the latest estimated tonnage figures which then form part of the pricing calculations which aim to return a small surplus. With regard to tonnage the estimates are based upon the latest information and to the extent that tonnage is not certain, there is the risk that there may be some variance to the original budget.

7.5 NYCC have confirmed that the Disposal Charge price per tonne will increase in 2017/18 by £7.52 to £117.94.

## 8 Recycling

8.1 A sum of £434k is included in the 2017/18 budgets for fees that the Council pays to process commodities for recycling. The main items for recycling are green waste, paper, glass, plastic containers/bottles and cans. The costs are variable as the price and tonnage can vary throughout the year due to seasonal trends (green waste) and market forces.

### 8.2 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
Disposal Costs 433,980	438,320	455,679	477,378

Likelihood:	Medium
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Impact:	Low
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Risk:	Medium
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8.3 As the cost per tonne charged and the recycling credit per tonne are not directly related, the correlation between expenditure and income is not direct. The County Council rate for 2016/17 recycling credit was £48.55 per tonne, it is estimated that this will increase by 2% to £49.52 for 2017/18. The assessment below analyses the risk of reductions in the tonnages.

### 8.4 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
Recycling Credits 426,554	422,288	405,226	383,899

Likelihood:	Medium
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Impact:	Medium
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Risk:	Medium
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## 9 Sale Of Recyclables

9.1 As a result of the collapse in the commodities markets for dry recyclates in 2016/17 Craven District Council (CDC) faced a significant loss of income from the sale of these materials collected at kerbside and from the Council's bring sites.. As a result the Council had to pay to send these materials for processing and recycling which means that there had been a huge budget swing for this area. 2017/18 is the second year of this arrangement.

## 10 Garden Waste Collection Service

10.1 The Council provides a garden waste collection service to householders who pay a subscription. This service commenced in 2013/14 and as an introductory offer the subscription paid covered 2014/15 as well. The subscription charge for 2017/18 has been increased by £3.50 to £29.50 pa.

10.2 This garden waste collection scheme generated over £230k of income in 2016/17 but this did not cover the cost of running of this service. The increase in the subscription charge should mean that more income is generated, but this still will result in a deficit for the Service as a whole.

10.3 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
260,780	258,172	247,741	234,702

Sensitivity:	Low
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Impact:	Medium
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Risk:	Low
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## 11 Planning Application Fees

11.1 The housing market is showing signs of improvement, and if this trend continues it may have a positive effect on application and income levels in 2017/18. Although lower value applications may increase, there is still considerable volatility in the submission of larger applications. This unpredictability means that this area has a high degree of sensitivity and therefore should continue to be monitored closely.

11.2 The budget for 2017/18 has been set at £418,500 as planning fees are very dependent on economic levels of activity, and as outlined above until the situation improves considerably, income levels may remain flat. The pattern over recent years is shown in Table1:

11.3 Table 1:

Year	Original Estimate	Actual/Projected Outturn	Variance	
			£ +ve/(-ve)	% +ve/(-ve)
	£	£		
2013/14	255,000	406,423	151,423	59
2014/15	263,500	465,344	201,844	77
2015/16	285,000	543,042	258,042	91
2016/17	388,500	460,000	71,500	18
2017/18	418,500	418,500	-	-

Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
418,500	414,315	397,575	376,650

Sensitivity:	High
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Impact:	Medium
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Risk:	High
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## 12 Building Control

12.1 The Council runs its own Building Control Service and as with many other Council's has experienced reduced levels of business due to the economic slowdown, with income levels down. The Council has had to make significant changes and savings to streamline the service to reduce costs to offset the shortfall in income.

12.2 It is anticipated that the Service will run after allocation of overheads at a deficit for 2016/17 however the improvement in fees experienced within development control is also being reflected within Building Control which would indicate the market is improving albeit slowly. The streamlining of the Service will also reduce this deficit for 2017/18. Table 2 below shows estimated and actual income levels since 2013/14.

12.3 Table 2:

Year	Original Estimate	Actual/Projected Outturn	Variance	
			£ +ve/(-ve)	% +ve/(-ve)
	£	£		
2013/14	153,000	140,967	(12,033)	(8)
2014/15	150,000	160,956	10,956	7
2015/16	175,000	149,533	(25,467)	(15)
2016/17	175,000	150,000	(25,000)	(14)
2017/18	175,000	175,000	-	-

Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
175,000	173,250	166,250	157,500

Sensitivity:	Medium	Impact:	Low	Risk:	Medium
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## 13 Land Charges Income

13.1 Land Charges fees are set in line to recover the cost of the service. In addition Land Charges income is particularly susceptible to external factors such as the movement in the property market, and the option for house buyers to facilitate gathering of information in the most economical way by undertaking elements of the searches themselves. For 2017/18 the Fees and Charges have been updated to create a charge rate for the non-residential searches, which take 50% longer than the residential searches. This means that the recovery of costs will be more accurate and there will be an increase in the anticipated income.

13.2 The housing market is continuing to recover. The budget for 2016/17 has been set at with a modest increase to reflect this expectation.

13.3 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
150,000	148,500	142,500	135,000

Sensitivity:	Low	Impact:	Low	Risk:	Low
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## 14 Council Tax Court Costs (income)

14.1 Owing to a more effective and embedded recovery procedure, accounts reaching the summons stage remain fairly consistent. This area is still fairly sensitive to the state of the economy.

## 14.2 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
90,000	89,100	85,500	81,000

Sensitivity:	Low
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Impact:	Low
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Risk:	Low
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15 **Commercial And Other Property Rents**

15.1 The Council has a small property portfolio which includes garages, industrial units and other commercial property which it rents out. Rents are reviewed on a regular basis. Table 3 below shows estimated and actual income levels since 2012/13.

## 15.2 Table 3:

Year	Original Estimate	Actual/Projected Outturn	Variance	
			£ +ve/(-ve)	% +ve/(-ve)
	£	£		
2013/14	144,040	156,229	12,189	8
2014/15	141,330	175,279	33,949	24
2015/16	141,330	175,514	34,184	24
2016/17	170,000	168,000	(2,000)	(1)
2017/18	150,700	150,700	-	-

## Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
150,700	149,193	143,165	135,630

Sensitivity:	Low
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Impact:	Medium
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Risk:	Low
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16 **Shared Ownership Scheme Income**

16.1 In 2014 the Council took the decision to allow investigation into the possibility of implementing a Shared Ownership Scheme. The principle of shared ownership is that occupiers buy a share of the property, for example 50%, and then pay a rent on the remainder. The owners then have the option of acquiring additional shares with a consequent reduction in the rental payment.

16.2 In order to generate an annual revenue stream of £100,000 from shared ownership, the council would need to build approximately 50 dwellings. A realistic programme of developing three to five sites per annum for 10 - 15 dwellings per year over the four years to 2019/20 is being considered

16.3 The major risk is that the development of sites is delayed or not possible. This will significantly reduce the income potential of the scheme. Budget for 2017/18 is set at £20,000 as currently the scheme is only being piloted on one site.

## 16.4 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
20,000	19,800	19,000	18,000

Sensitivity:	Low
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Impact:	Low
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Risk:	Low
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**17 Car Park Pay And Display Income**

- 17.1 Car parking income has a separate policy for increasing fees which is reviewed bi-annually in accordance with the policy agreed in July 2006.
- 17.2 A review of the Car Parking Charges in 2016/17, ahead of the 2017/18 financial year along with a consistent level of Car park usage, has resulted in an increase in anticipated income. The average overall tariff increase is 6.74%, with a range between 0% and 15%.
- 17.3 As part of the review it was resolved to introduce charges to the Craven Pool & Fitness Centre car park, in line with the approval granted by Policy Committee, December 2015. Also the residents and non-residents parking permit scheme be amalgamated. The average Increase for this proposed scheme is 25%. An assessment of the Car Parking Income is below.

17.4 Table 4:

Year	Original Estimate	Actual/Projected Outturn	Variance	
			£ +ve/(-ve)	% +ve/(-ve)
	£	£		
2013/14	1,215,000	1,216,686	1,686	0
2014/15	1,215,000	1,309,175	94,175	8
2015/16	1,215,000	1,344,155	129,155	11
2016/17	1,350,000	1,405,000	55,000	4
2017/18	1,445,000	1,445,000	-	-

**Assessment**

2017/18 Budget	1 % Variance	5% Variance	10% Variance
1,445,000	1,430,550	1,372,750	1,300,500

Sensitivity: 

Low
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Impact: 

High
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Risk: 

Medium
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**18 Income From Domestic And Trade Waste Collection**

- 18.1 Income is derived from two main sources, the collection and disposal of commercial waste from non-domestic premises, and the collection of bulky household waste from domestic properties. The commercial waste budgets for 2016/17 have been set to take into account the increased disposal costs from the County Council, and an inflationary increase, the result of which are prices that offer competitive services to customers within the district.
- 18.2 There should be little risk to the domestic waste income, as sales of bins and sacks, and use of the bulky refuse collection service are expected to achieve the budgets set.
- 18.3 Income from trade waste collection charges is now in the region of £707k per annum This is a £48k increase of the original 2016/17 estimate. Like any other business, income from this source is subject to increasing competition from other providers, and from the tough economic conditions currently being encountered. These prices are calculated to make the service a small surplus and are agreed as part of the annual fees and charges review
- 18.4 There has been a review of Fees and Charges in 2016/17 ahead of the 2017/18 financial year. This has resulted in an average increase of 3.2% in the charges for residual waste collection and disposal. There has also been an increase in the charges for recycle collection and disposal of 79.7%. The risk is that the significant increase may lead to the loss of the recycle contracts and potentially the residual also. The review also resolved to remove the domestic allowance afforded to those eligible.

## 18.5 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
754,166	746,624	716,458	678,749

Sensitivity:	Medium
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Impact:	Low
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Risk:	Medium
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19 **Licensing Act 2003 Income**

19.1 Licensing charges fees are set by central government and increases are governed by direction from them.

19.2 Licensing Act 2003 income which forms the largest element has the potential to be volatile as it depends on the number of applications for variables such as temporary events notices. Table 5 shows the income since 2013/14.

## 19.3 Table 5:

Year	Original Estimate	Actual/Projected Outturn	Variance	
			£ +ve/(-ve)	% +ve/(-ve)
	£	£		
2013/14	62,000	73,804	11,804	19
2014/15	65,000	76,507	11,507	18
2015/16	69,000	71,627	2,627	4
2016/17	69,000	69,000	-	-
2017/18	69,000	69,000	-	-

## Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
69,000	68,310	65,550	62,100

Sensitivity:	Low
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Impact:	Low
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Risk:	Low
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20 **Bereavement Services Income**

20.1 Bereavement services income is generated from crematorium fees at Waltonwrays and burial fees at Skipton, Ingleton and Waltonwrays. The Council is required to pay mercury abatement costs which are recharged as part of the cost of cremation. Table 6 analyses the total income compared to budget since 2013/14.

## 20.2 Table 6:

Year	Original Estimate	Actual/Projected Outturn	Variance	
			£ +ve/(-ve)	% +ve/(-ve)
	£	£		
2013/14	569,670	654,933	85,263	15
2014/15	608,120	713,757	105,637	17
2015/16	650,970	683,470	32,500	5
2016/17	676,680	700,940	24,260	4
2017/18	776,301	776,301	-	-

## Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
776,301	768,538	737,486	698,671

Sensitivity:	Low
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Impact:	Medium
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Risk:	Low
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**21 Craven Pool Income**

21.1 Craven pool generates a significant level of income thus ensuring that it only generates a modest deficit before capital charges. Table 7 analyses the income compared to budget since 2013/14.

21.2 Table 7:

Year	Original Estimate	Actual/Projected Outturn	Variance	
			£ +ve/(-ve)	% +ve/(-ve)
	£	£		
2013/14	1,089,800	1,155,383	65,583	6
2014/15	1,127,000	1,121,406	(5,594)	(0)
2015/16	1,127,000	1,211,120	84,120	7
2016/17	1,129,180	1,181,350	52,170	5
2017/18	1,266,720	1,266,720	-	-

## Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
1,266,720	1,254,053	1,203,384	1,140,048

Sensitivity:	Low
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Impact:	Medium
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Risk:	Low
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**22 Investment Interest**

22.1 The low bank base rate continues to challenge our investment returns. Investment rates are currently in the 0.3% - 1.0% range dependent on the length and counterparty involved. Due to the economic situation forecasters are not expecting a rise in the base rate until the April-June quarter of 2019. With this in mind 0.86 % has been used for budget calculations. If this level fails to be achieved the impact of reduced rates is shown below.

22.2 Assessment

2017/18 Budget	Average 0.3%	Average 0.5%	Average 0.7%
56,820	19,821	33,035	46,249

Sensitivity:	Low
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Impact:	Low
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Risk:	Low
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**23 Localisation of Business Rates**

23.1 The implementation of the Localisation of Business Rates means that the Council is now sharing the potential impact of the volatility of business rates funding and uncertainties around levels of and impact of appeals which are outside of its control. The impact is being mitigated by the creation of an earmarked reserve however this may not be adequate to cover the Councils liability.

23.2 Assessment

2017/18 Budget	1 % Variance	5% Variance	10% Variance
1,450,000	1,435,500	1,377,500	1,305,000

Sensitivity:	High
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Impact:	High
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Risk:	High
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**24 Skipton Town Hall**

- 24.1 Following the recent improvements to the Skipton Town Hall the Council has an opportunity to utilise the newly refurbished office space and other areas to achieve additional revenue. As this is a fairly new opportunity the full potential of the space is not yet certain but it is envisaged that there could be substantial income streams in 2017/18 and onwards.
- 24.2 It is assumed that the Concert Hall will continue to raise the same revenue as in previous years. In 2016/17 the revised budgeted income for the Concert Hall was £59k.
- 24.3 Further Income was anticipated from the letting of, and services charges for, the commercial units within the Town Hall. This was expected to generate £91k. Unfortunately due to delays in tenant occupation this is currently forecasted at £60k.
- 24.4 It is anticipated that the income for 2017/18 will be significantly improved by the letting of further units and full year effects of current tenants. The breakdown of this is below.
- 24.5 Assessment

2017/18 Budget		1 % Variance	5% Variance	10% Variance
Concert Hall	81,000	80,190	76,950	72,900
Commercial units	117,397	116,223	111,527	105,657
Service Charges	59,248	58,656	56,286	53,323

Likelihood:	Medium
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Impact:	High
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Risk:	High
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## **ROBUSTNESS OF THE BUDGET and ADEQUACY OF RESERVES ASSESSMENT 2017/18**

### **1.0 Robustness of the Budget – Local Government Act 2003 – Section 25 Report**

#### **1.1 Background**

1.1.1 Section 25 of the Local Government Act 2003 requires the Chief Finance Officer (section 151 Officer) to report to the Authority when it is making the statutory calculations to determine its Council tax or precept. The authority is required to take the report into account when making the calculations. The report must deal with the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides.

1.1.2 What is required is the professional advice of the Chief Finance Officer on these two questions. Both are connected with matters of risk and uncertainty. They are interdependent and need to be considered together. In particular, decisions on the appropriate level of reserves should be gained by advice based on an assessment of all the circumstances considered likely to affect the Authority.

1.1.3 In each Authority the Chief Finance officer alone must prepare the Section 25 report.

1.1.4 Section 25 requires the report to be made to the Authority when the decisions on the calculations are formally being made (i.e. Council). However, those decisions are the conclusion of a process involving consideration of the draft budget by various parts of the organisation, including Policy Committee and other member meetings / briefings and officers. During this process appropriate information and advice has been given at the earlier stages on what would be required to enable a positive opinion to be given in the formal report.

1.1.5 DCLG guidance states that “it should be possible to identify the sections of a composite report that are made under section 25, so that the Authority is able to discharge its duty to take account of the statutory report under section 25(2)”.

#### **1.2 Section 25 Report (Report of the Chief Finance Officer – Strategic Manager – Financial Services (s151 officer))**

1.2.1 Inflationary pressures – an appropriate estimate has been included for the provision of the impact of the national pay award which is expected to take effect from 1 April 2017. Budgets have been prepared at out-turn prices to take account of inflationary and usage pressures.

1.2.3 Income – increases to fees and charges were approved by Policy Committee in December 2016. Income budgets fee increases delegated to officers under the Council’s fees and charges policy have been reviewed. Income budgets have been reviewed to take into account both the increases and usage.

1.2.4 Savings – the savings proposals from the Council’s Income and savings plan are not without risk. Therefore only those identified as green are contained within the budget all projects still identified at Amber and Red status (those requiring additional resources, member approval and robust planning) have not been included. The additional income proposals for on-going services also carry risk but they are prudent. A risk assessment has been undertaken of the council’s major expenditure and income budgets.

1.2.5 Capital Programme Revenue Effects and Financing – The revenue budget includes all the effects of capital schemes. The Capital plan and capital programme are reviewed regularly. The availability of capital receipts are finite and the balance that the council currently holds will be spent by 2019/20. If the Council wishes to continue with funding its capital programme beyond 2018/19 then significant contributions will be required from the revenue account to appropriate reserves.

1.2.6 The overall level of reserves is considered in detail as part of this paper.

1.2.7 **S151 Officer Statement**

In setting the Revenue Budget for 2017/18 I consider that the proposed budget is robust, and reflects a realistic and prudent view of all anticipated expenditure and income.

**2.0 Adequacy of Funds & Reserves**

2.1 As part of the budget setting process it is necessary to give members an indication of the levels of reserves and balances and comment thereon. Annex 1 to this appendix sets out the projected major Funds and Reserves balances for 2017/18 to 2019/20 based on the Long Term Financial Strategy forecasts and Medium Term Plan. The Council's revenue budget for 2017/18 assumes no draw on the General Reserve to support the budget.

2.2 The rationale for each of these reserves and the level required in each has been reviewed. Recommendations regarding reserves are made within the body of the Budget Report.

2.3 The CIPFA guidance on reserves does not recommend a statutory minimum level of reserves. It states that "Local Authorities should make their own judgements on such matters taking into account all the relevant local circumstances which will vary between Authorities". The CIPFA Local Authority Accounting Panel (LAAP) has issued a guidance note on Local Authority Reserves and Balances (LAAP 77) to assist Council's in this process. This guidance is not statutory, but compliance is recommended in CIPFA's 2003 Statement on the Role of the Finance Director in Local Government. It would be considered best practice to follow this guidance.

2.4 The guidance states that no case has yet been made to set a statutory minimum level on general reserves, either as an absolute amount or a percentage of the budget. Each local authority should take advice from its Chief Finance Officer and base its judgement on local circumstances. A well run Council, with a prudent approach to budgeting should be able to operate with a relatively low level of general reserves.

2.5 Reserves can be held for three main purposes:

- a) general fund reserve to meet the potential costs of emergencies or unexpected events, including a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.
- b) a contingency to meet the costs of events that are possible but whose occurrence is not certain – this also forms part of the general fund reserve. For example the planning reserve which is to be used to help fund the work on the local development framework.
- c) earmarked reserves to meet known or predicted liabilities over a period of time usually more than one year. These earmarked reserves protect the Council against specific financial risks and this is a factor to be taken into account when assessing

the adequacy of the totality of balances and reserves and the level of the General Fund Balance.

- 2.6 In formulating my view on the adequacy of the Council's General Fund Unallocated Reserve and level of Earmarked Reserves, I have taken into account the risks facing the council, which includes items identified in closing the 2015/16 accounts which still exist, issues that have arisen in 2016/17, funding of the capital programme, prospects for inflation and the risks surrounding the budget as identified in the risk assessment in Appendix E and provision for bad debts.

**General Fund Unallocated Reserve**

- 2.7 The Council's unallocated General Fund Balance is currently at £995k. The 2017/18 budget does not require support from this balance. This represents 14.69% of the net revenue budget. Whilst this may seem high there are a number of risks which the Council faces some of which are identified below and therefore the balance in the current climate is appropriate.
- a) An adverse movement of 1% pay and prices on the budget estimates would cost the council an additional £210k.
  - b) The Council has a number of significant income streams and adverse movement of 5% would cost £338k
  - c) The council budgets contain no allowance for emergencies such as flooding, the council is expected to 0.2% of its budget available (£14k) and whilst there would be access to the Bellwin scheme it does not cover 100% of costs. It is prudent to have £50k.
  - d) The localisation of business rates is volatile and a movement of 5% would result in a reduction of £375k
  - e) Continued uncertainties for local government funding.
  - f) The Council has a reserve for the costs of its LDF however this assumes that there will be no unexpected (such as judicial reviews) costs over and above those already identified for its completion.
  - g) The Council faces continued costs for the national litigation in respect of Land Charges fees. These costs are at present unknown, but could be substantial.

**Significant Earmarked Reserves**

- 2.8 New Homes Bonus  
This reserve contains the grant received from the government and is being utilised for support of the revenue budget and specific projects under the headings of Infrastructure, Localism and Empty Homes. Use of the reserve is subject to reports to members. The reserve is adequate for the purpose for which it was set up and the projects that have already been approved. Going forward New Homes Bonus is required to support the budget.
- 2.9 Planning  
The planning reserve is to be used for the costs of the creation of the Craven District Local Plan (LDF). The forecasted balance at April 2017 will be £251k of which £230k is required in 2017/18. The budget does not contain any proposals to utilise further funds. Following consultation the proposals for the New Homes Bonus scheme is that further NHB awards will linked to progress with the completion of the local Plan. Additional resources may therefore be required. Should the costs exceed the reserve the Council will need to provide funds from other sources. The reserve is also available to fund challenges to planning decisions should they arise. The balance is considered adequate at this time, but will need to be reviewed during 2017/18.

2.10 Enabling Efficiencies

This reserve is used to fund revenue and capital projects that will generate efficiencies or additional income for the council. The 2017/18 budget contains net usage of £15k. A balance of between £200k and £300k is considered adequate for this reserve.

2.11 Vehicle Replacement

This reserve has been set up to provide resources for funding replacement vehicles. The current costings within the replacement programme far outweigh the resources within this fund. The 2017/18 budget contains a planned contribution of £30k and utilises £190k. The resources within this reserve are inadequate and this reserve in my opinion is a priority for additional contributions of at least £150k per annum.

2.12 ICT Projects

This reserve has been set up to provide resources for funding ICT projects both revenue and capital. The estimated balance at April 2017 is adequate for the commitments of the 2017/18 revenue budget and capital programme. The 2017/18 budget contains a planned contribution of £30k and utilises £185k. To ensure continued investment in IT the resources within this reserve are inadequate and this reserve in my opinion is a priority for additional contributions of at least £75k per annum.

2.13 Buildings

This reserve has been set up to provide resources for funding works to the Council's property portfolio both revenue and capital. The estimated balance at April 2017 is adequate for the commitments of the 2017/18 revenue budget and capital programme. The 2017/18 budget contains a planned contribution of £52k and utilises £111k. To ensure continued investment in the Council's property assets consideration should be given to increasing contributions to £200k per annum. A level of at least £750k should be the target.

2.14 Insurance

In order to keep insurance premiums at an affordable level the council agreed to increase its excess on public liability claims up to £5k per claim. Based on the current claim history, the contributions and forecasted balance on this reserve are adequate.

2.15 Business Rates Contingency

The forecast balance on the business rates contingency at April 2017 is estimated at £993k. The 2017/18 budget has a deficit of £484k declared for the Non Domestic Rates Collection Fund. The localisation of business rates has identified a number of issues of the volatility of the rates system which will impact on the council. The 2017/18 budget does not have a planned contribution. The LTFS indicated that a contribution of £120k was considered prudent in the current climate and therefore contributions in year should be considered if resources permit. Contributions in line with the LTFS should be maintained until at least 2020/21.

2.16 Elections Reserve

It is proposed to create an elections reserve as part of the 2017/18 budget to fund the costs of the District Council elections. The Council has one third of its members standing for election for three years out of four. This causes a yoyo effect within the revenue budget. It is therefore proposed that a constant contribution to a reserve is made each year and that the costs of elections will be funded from this reserve.

2.17 Future Year Budget Support

This reserve has been created to capture in-year savings from projects within the Council's Income and Savings Plan. The resources within the reserve are being held to support future years where there is a delay in a project coming on stream. Use of up to £100k of funds from this reserve will be required to balance the 2017/18 budget. In year contributions to this reserve should continue from projects within the Council's Income and Savings Plan.

2.18 S151 Officer Statement

I am satisfied that:-

Having conducted a review of the Council's requirement for the minimum General Fund Balance and taking into consideration various matters including:-

- a) the Council's spending plans for 2017/18 and the medium term financial position;
- b) a risk assessment of the main items of income and expenditure;
- c) a risk assessment of the savings plan;
- d) adequacy of estimates of inflation, interest rates
- e) treatment of demand led pressures;
- f) the need to respond to emergencies, and
- g) other potential calls on balances.

The balance of £995k on the General Fund is considered adequate for this purpose.

In addition that the Council's earmarked reserves are adequate for the Council's 2017/18 financial plans and to meet any known or predicted liabilities over the period which are expected to become due for payment.

## ANNEX 1

**Forecasted Balances and Reserves 2017/18 to 2020/21**

Reserve	2017 - 18			2018 - 19			2019 - 20			2020 - 21		Link to Council Plan / Priority	Purpose of Reserve (all reserves are revenue and their purpose is reviewed as part of the budget process each year)
	Estimated Balance Apr-17 £'000	Budgeted in Year Receipts £'000	Utilisation £'000	Estimated Balance Apr-18 £'000	Budgeted in Year Receipts £'000	Utilisation £'000	Estimated Balance Apr-19 £'000	Budgeted in Year Receipts £'000	Utilisation £'000	Estimated Balance Apr-20 £'000	Priority		
New Homes Bonus Projects	1,271	735	(476)	1,530	427	(212)	1,745	424	(97)	2,072	1,2,3	3 Overarching project areas - Infrastructure, Empty Homes & Localism. Plus support for budget.	
Planning	251		(230)	21			21			21	1,2	To contribute towards costs of LDF and contingency for planning enquiry costs / appeals	
Enabling Efficiencies	251	20	(35)	236	20		256	20		276	2,3	For use for projects to create future savings and efficiencies	
Vehicles	275	30	(190)	115	30	0	145	30	(100)	75	2,3	Set up to fund purchase of vehicles	
ICT	584	30	(185)	429	30	(90)	369	30	(40)	359	3	Set up to fund investment in IT (enabling technology)	
Buildings	260	52	(111)	201	30	(49)	182	30	(44)	168	3	Set up to fund maintenance, repairs and improvements to council properties	
Insurance	60	10		70	10		80	10		90	3	Fund excess on insurance claims	
Business Rates Contingency	993	0	(484)	509			509			509	3	To mitigate against deficits in the North Yorkshire Business Rates Pool £484k required 17/18	
Elections Reserve	0	35	0	35	0	(35)	0	0	0	0	3	Proposed new reserve to smooth funding of elections.	
Future Year Budget Support	105	0	(100)	5	0	0	5	0	0	5	3	Savings achieved as per savings plan in year to support future year budgets. 2017/18 utilisation is maximum available to contribute to budget.	
Edith Stead, Bishopdale Court, Etc	105	0	0	105	0	0	105	0	0	105		VAT equalisation, LABGI & ERDF & Building Control funds	
<b>Total Earmarked Reserves</b>	<b>4,155</b>	<b>912</b>	<b>(1,811)</b>	<b>3,256</b>	<b>547</b>	<b>(386)</b>	<b>3,417</b>	<b>544</b>	<b>(281)</b>	<b>3,680</b>			
General Fund	995	0	0	995	0	0	995	0	0	995	3	Unallocated GF reserve acts as contingency for unexpected expenditure	
<b>Total Revenue Reserves</b>	<b>5,150</b>	<b>912</b>	<b>(1,811)</b>	<b>4,251</b>	<b>547</b>	<b>(386)</b>	<b>4,412</b>	<b>544</b>	<b>(281)</b>	<b>4,675</b>			

**KEY Council Plan Priority Area**

1. Enterprising Craven. 2. Resilient Communities. 3. Financial Sustainability

# Budget Consultation 2017/2018

## Results Analysis for Budget Report



## Summary of Key Messages

- High level of support for current Council Priorities – Enterprising Craven, Resilient Communities and Financial Sustainability
- 65% of respondents strongly agree/tend to agree we provide value for money
- High level of support for Council Tax increases – 1% increase (79%), 2% increase (61%), £5 increase (60%)
- Statutory Services Spend – varying levels of support for the different options to spend same, reduce level of spend and leave fees changed, increase existing & introduce new fees for 6 services listed

<i>Environmental Health &amp; Licensing</i>	<i>Housing &amp; Homelessness</i>	<i>Planning &amp; Building Services</i>	<i>Refuse Collection &amp; Recycling</i>
<i>Revenues &amp; Benefits</i>	<i>Street Cleansing</i>		

**Note:** It is important to review detailed responses for each service area to ensure data is not misinterpreted.

<b>But when considering responses across all services highest support for...</b>	<b>Service</b>
maintaining spend	Refuse and Recycling 68% Street Cleansing 62%
reducing spend and leaving fees and charges unchanged	Revenues and Benefits 38%
increasing existing charges or introducing new ones	Planning & Building Control 39% Environmental Health 31%

- Discretionary Services Spend – varying levels of support for the different options to spend same, reduce level of spend and leave fees changed, increase existing & introduce new fees, stop providing service/transfer delivery for the 8 services listed

**Note: It is important to review detailed responses for each service area to ensure data is not misinterpreted.**

<i>Amenity Areas</i>	<i>Arts Development</i>	<i>Craven Museum and Gallery</i>	<i>Economic Development</i>
<i>Partnerships and Communications</i>	<i>Public Conveniences</i>	<i>Settle TIC</i>	<i>Skipton Bus Station</i>

<b>But when considering responses across all services highest support for...</b>	<b>Service</b>
maintaining spend	Skipton Bus Station 60% Amenity Areas 57%
reducing spend and leaving fees and charges unchanged	Partnerships and Communications 28%
increasing existing charges or introducing new ones	Public Conveniences 29%
stop providing/transferring delivery	Settle TIC 32% (though 50% said spend same) Arts Development 30% (though 36% said spend same)

- Discretionary Services Spend – low support for increasing fees in the following areas  
Bereavement Services – 33%, Car Parking 27%, Craven Pool – 42%
- Support/Back Office Function Spend - Priority for reducing spend based on the highest % response to high, medium and low for each service is shown below

<b>High Priority</b>	<b>Medium Priority</b>	<b>Low Priority</b>
Senior Management Costs (75%)	Legal Services (54%)	Customer Services (51%)
Democratic Services (54%)	Human Resources (49%)	Information Services (35%) (note fairly equally split across each high – low)
Corporate Costs (45%)	Assets and Projects (43%)	
Financial Service (45%)		
Central Business Support Services (44%)		

- Garden Waste – varied views on future charges  
Majority of current subscribers favour £27 charge (34%)  
Majority of Non-Subscribers favoured highest option given at £30 (54%)
- Transferring service delivery to voluntary/community orgs and communities - 63% in favour
- Using more volunteers - 64% in favour



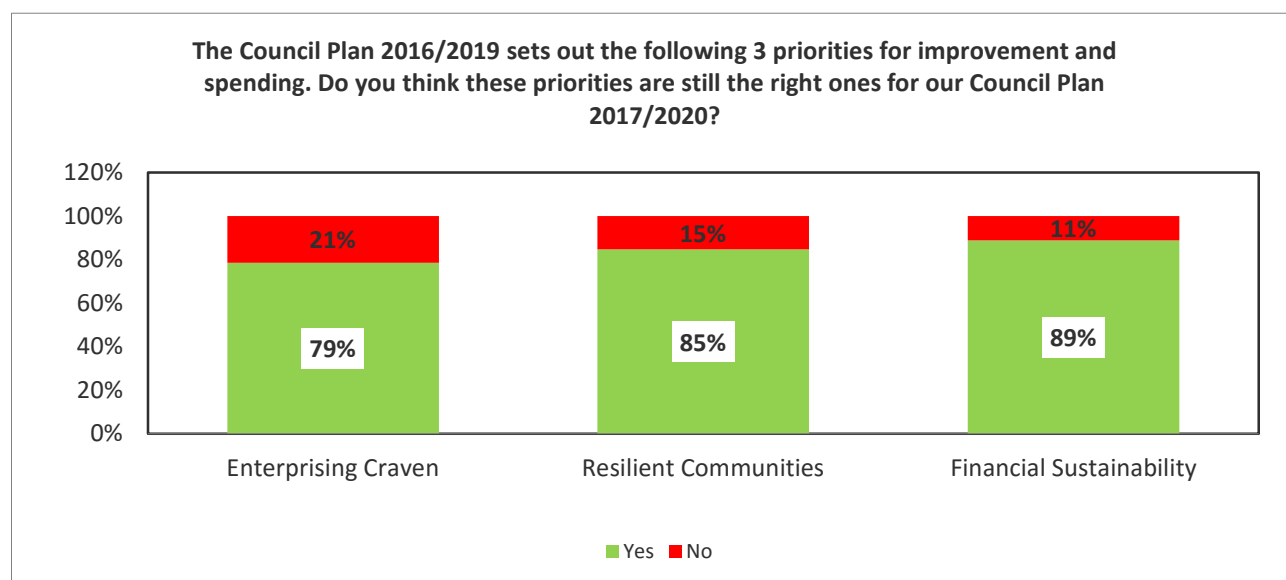
## Detailed Results - Overview of Approach

- Consultation took place between 19<sup>th</sup> September 2016 and 7<sup>th</sup> November 2016
- Details of consultation were directly sent via letter or email to:
  - Parish/Town Councils
  - The Council's Residents Panel
  - Local voluntary/community organisations and partners
  - Chambers of Trade
- Around 240 contacts were directly mailed or emailed (excluding CDC staff and Members)
- Details were press release, advertised and copies of the consultation document placed in main Council contact points, and information placed on the Council's website. Regular posts promoting the consultation were made to social media sites Twitter and Facebook.
- 156 responses were received to the main survey. In addition 4 open responses were received from organisations and these are detailed at page 18
- A breakdown of the 156 respondents is shown below.

<b>Answer Options</b>	<b>Response Count</b>	<b>Response %</b>
As a Craven District Council Resident - Council Tax Payer	69%	108
As a Craven District Resident - Non Council Tax Payer	2%	3
As a local business owner/local representative	1%	1
As a representative of a local community organisation	3%	4
On behalf of a Parish/Town Council or Meeting	1%	2
As a Craven District Council Member	1%	2
As a Craven District Council employee	1%	2
As a Local Councillor	0%	0
As a visitor to Craven	0%	0
Other (please state)	2%	3

## Detailed Results - Responses

**Council Priorities** - There is high level support for the current priorities. However, support for Enterprising Craven is lower than in 2016/17 consultation when 89% said yes.



The following descriptors were put in the consultation document

### **ENTERPRISING CRAVEN - facilitating economic growth across Craven**

**What we will do:**

Enable the provision of 290 homes per year across Craven to meet the needs of our current and future communities

Stimulate business growth

Improve the economic vitality of Craven's market towns and villages

### **RESILIENT COMMUNITIES - creating sustainable communities across Craven**

**What we will do:**

Enable active communities and improve quality of life

Create greener communities

### **FINANCIAL SUSTAINABILITY - ensuring a self-sustainable Council**

**What we will do:**

Eliminate the reliance on Government Revenue Support Grant by 2020

**We asked:**

**Is there a different priority you think the Council should focus on in future years?**

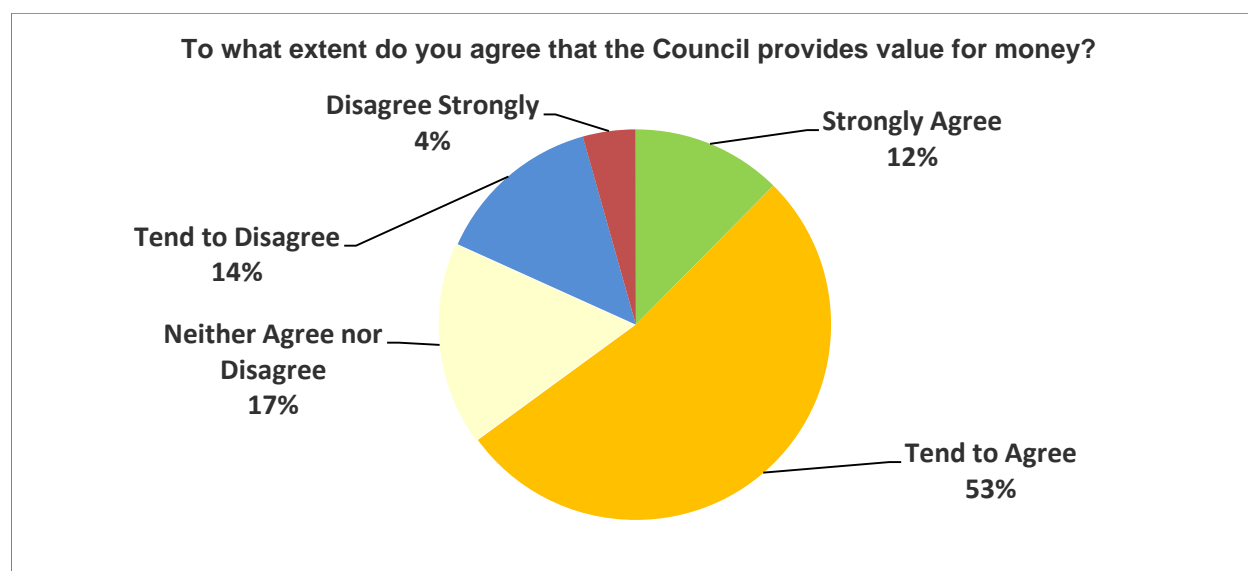
Comments received are shown at Page 11.

Many comments focus on employment, transport and affordable housing issues. These issues are encompassed in our Enterprising Craven priority.

## Value for Money

65% of respondents strongly agree/tend to agree CDC provides value for money. This has increased from last year when 58% strongly agreed/tended to agree. The movement is largely from those neither agreeing nor disagreeing as this has dropped to 17% from 23% the year before.

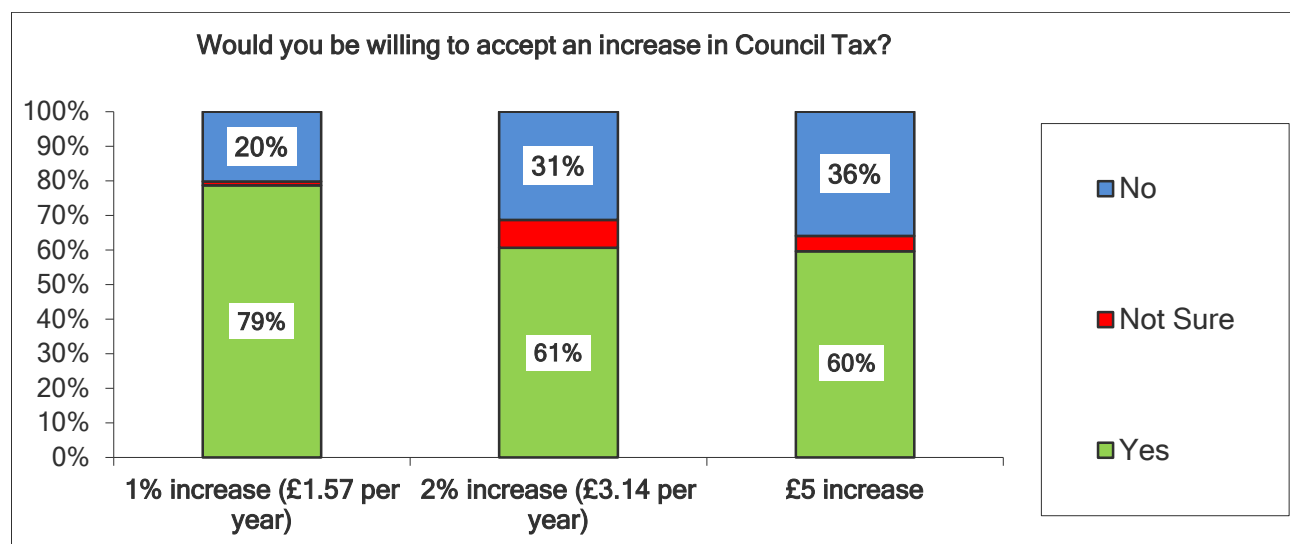
In the 2015/16 budget consultation (Nov 14) 64% strongly agreed/disagreed, so the current result is back to being comparable with this.



## Council Tax

High level support for a 1% increase in Council Tax, though slightly lower than in 2015/16. 3% increase has greater support than previously. Previous year's results are also shown below

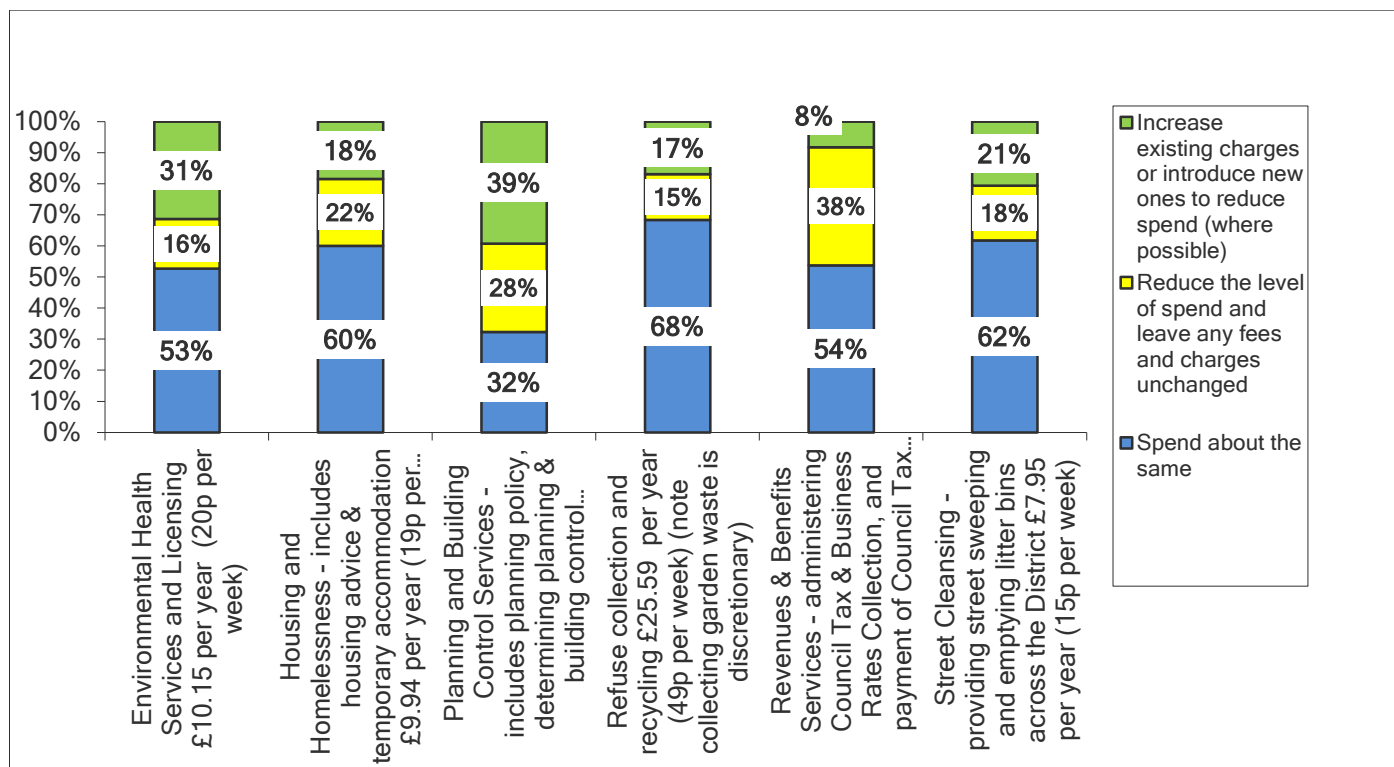
	Yes – 2017/18	Yes - 2016/17 comparison
1% increase	79%	65%
2% increase	61%	49%
3% increase	N/A	44%
£5 increase	60%	N/A – not asked



## Statutory Services

We asked:

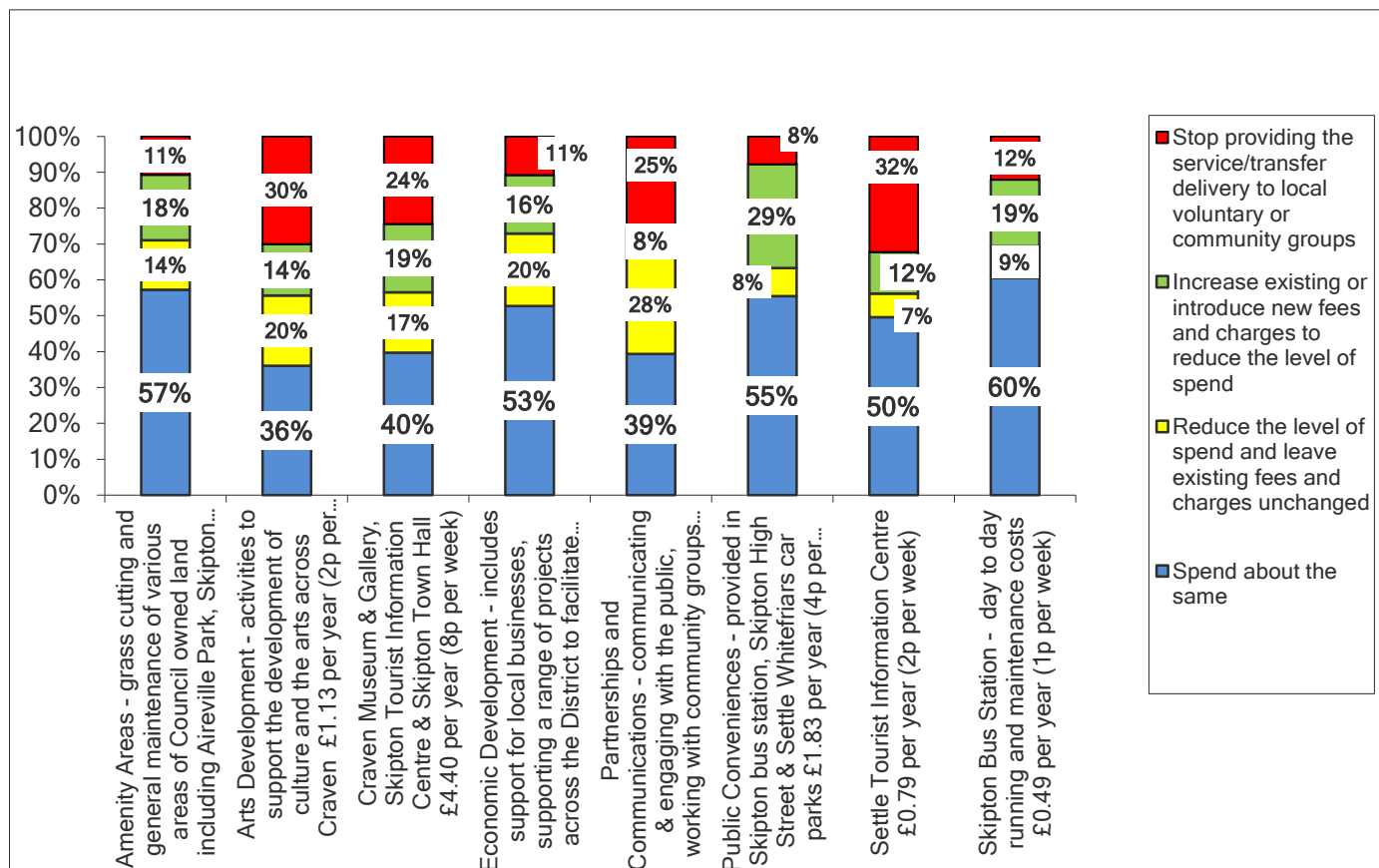
Below is a list of statutory services. We have shown in simple terms the amount of the £157.21 (based on average Band D) received in Council Tax from a Craven Council Tax payer spent on each service. For each service please tell us what you think we should do.



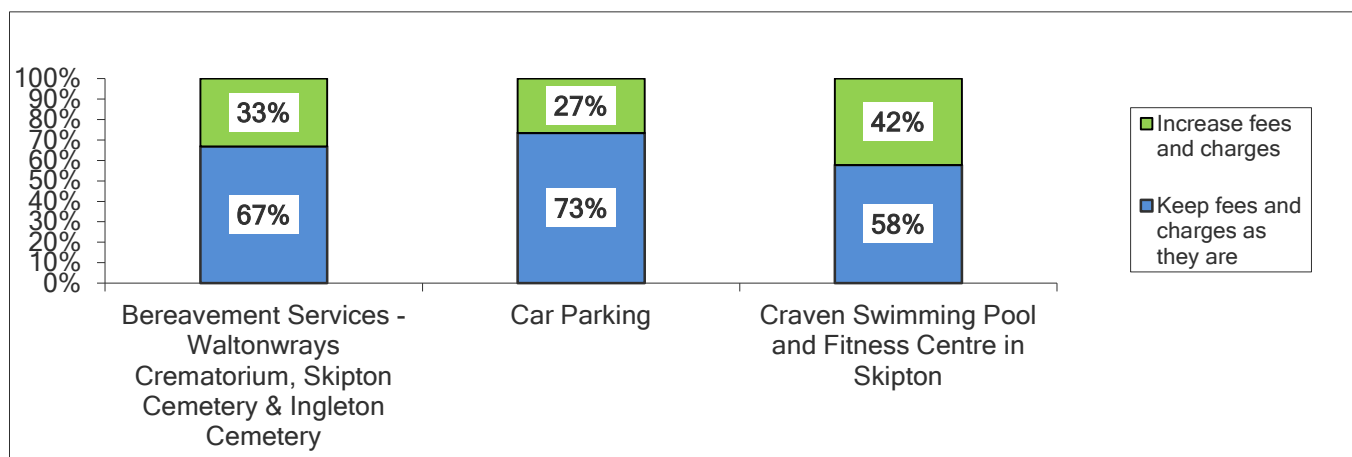
## Discretionary Services

We asked:

Below is a list of discretionary services. We have shown in simple terms the amount of the £157.21 (based on average Band D) received in Council Tax from a Craven Council Tax payer spent on each service. For each service please tell us what you think we should do.



We asked: Below is another list of discretionary services. Whilst we do not have to provide these services, the additional fees and charges paid to use these services generates income which covers the cost of providing them and is reinvested to support the delivery of these and other services. We could increase fees and charges for these services to help make the savings we need. For each service please tell us what you think we should do.



## Support/Back Office Functions

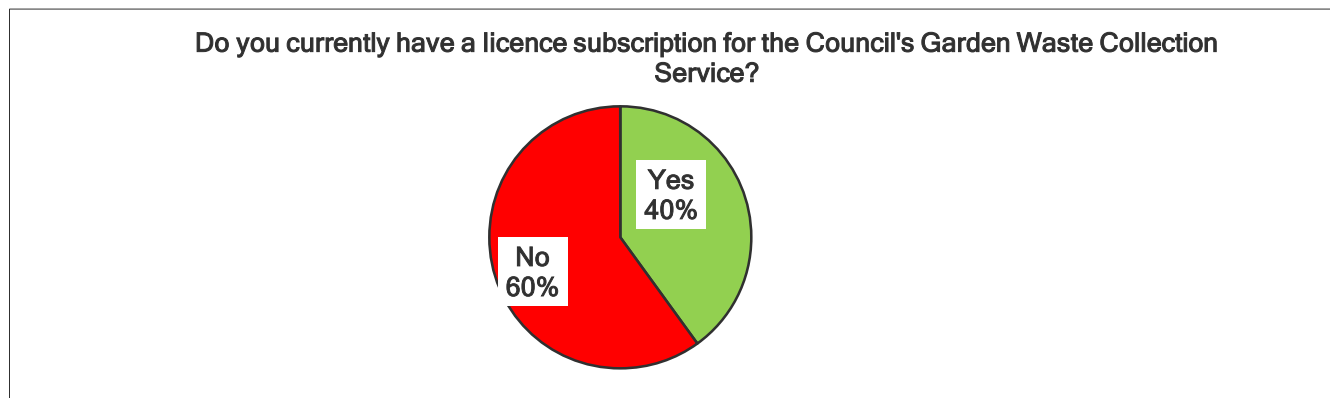
### We asked:

Below is a list of Support/Back Office functions which are needed to support the delivery of other services to our customers. We have shown in simple terms the amount of the £157.21 (based on average Band D) received in Council Tax from a Craven Council Tax payer spent on each service. Please tell us the level of priority you think we should give to reducing the spend on each service. (Note: There may be some costs included in here that the Council cannot influence)

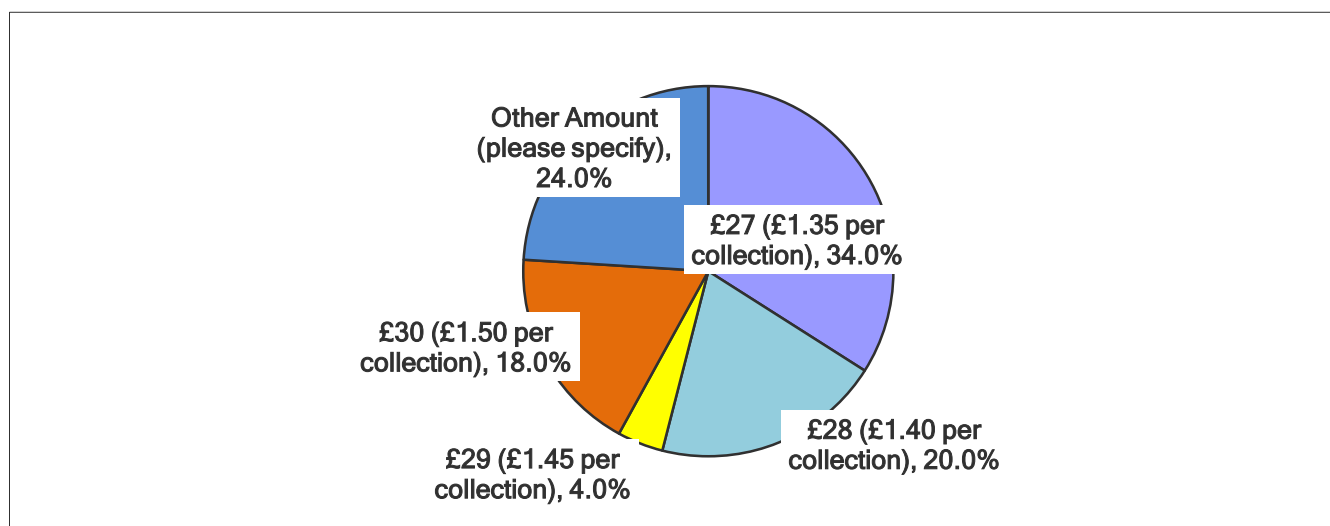
### % Results by service – based on individual service responses

Answer Options	High Priority to reduce spend	Medium Priority to reduce spend	Low Priority to reduce spend	Total %
Assets and Projects - includes the costs of managing Council owned land and buildings, and running costs of Belle Vue Square and the Council's waste management depots £14.50 (23p per week)	36%	43%	21%	100%
Central Business Support Services - PA support to the Corporate Leadership Team and administrative support to services across the Council £5.43 (10p per week)	44%	37%	20%	100%
Corporate Costs - includes external audit fees, insurance, bank charges and pension costs £26.43 (51p per week)	45%	39%	16%	100%
Customer Services - provision of telephone customer contact support and customer contact reception at our Belle Vue Square Offices £8.39 (16p per week)	11%	38%	51%	100%
Democratic Services - includes managing democratic processes and Committee meetings, elections and Councillor allowance payments £11.92 (23p per week)	54%	25%	21%	100%
Financial Services - includes paying the Council's creditors, raising debtor invoices, payroll, procurement, financial management, costs of financial software, and production of our statutory accounts £13.52 (26p per week)	45%	31%	24%	100%
Human Resources - includes personnel support, training and development costs, and health and safety provision £4.34 (8p per week)	32%	49%	19%	100%
Information Services - ensuring the ongoing availability, security and development of Council IT systems and telephony infrastructure £12.61 (24p per week)	33%	32%	35%	100%
Legal Services - dealing with the Council's day to day legal matters such as contracts and leases and ensuring the range of Council services operate within the law £4.43 (9p per week)	22%	54%	24%	100%
Senior Management Costs - the cost of the Council's Corporate Leadership Team £11.29 (22p per week)	75%	14%	11%	100%

### Garden Waste Collection Service

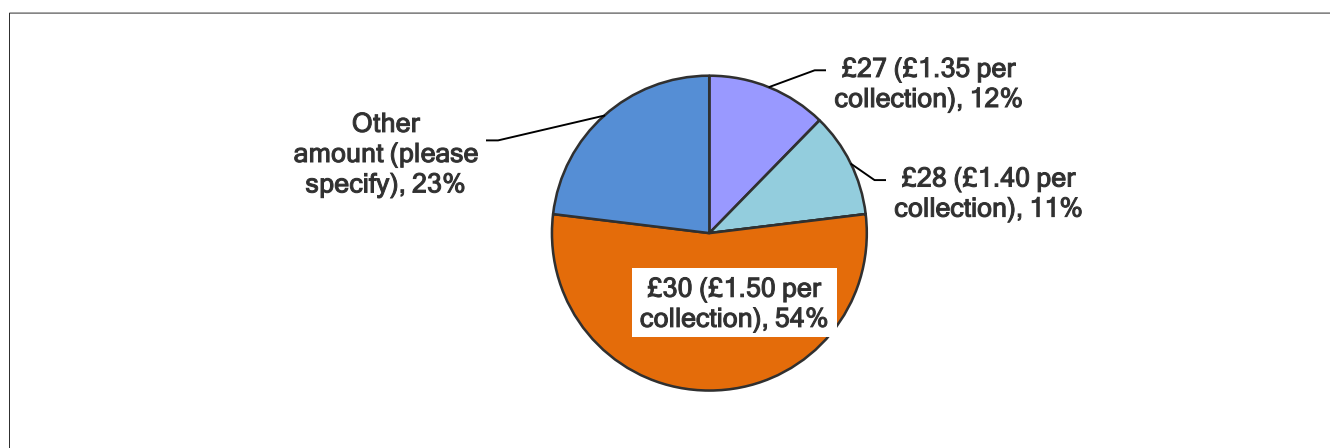


**CURRENT SUBSCRIBERS** - For 2016/17 we have charged £26 for the garden waste collection service. Based on the collection calendar this gives you 20 collections between 1 April 2016 to 31 March 2017, equivalent to £1.30 per collection. What is the maximum amount you would be willing to pay for a subscription for 1 April 2017 onwards?



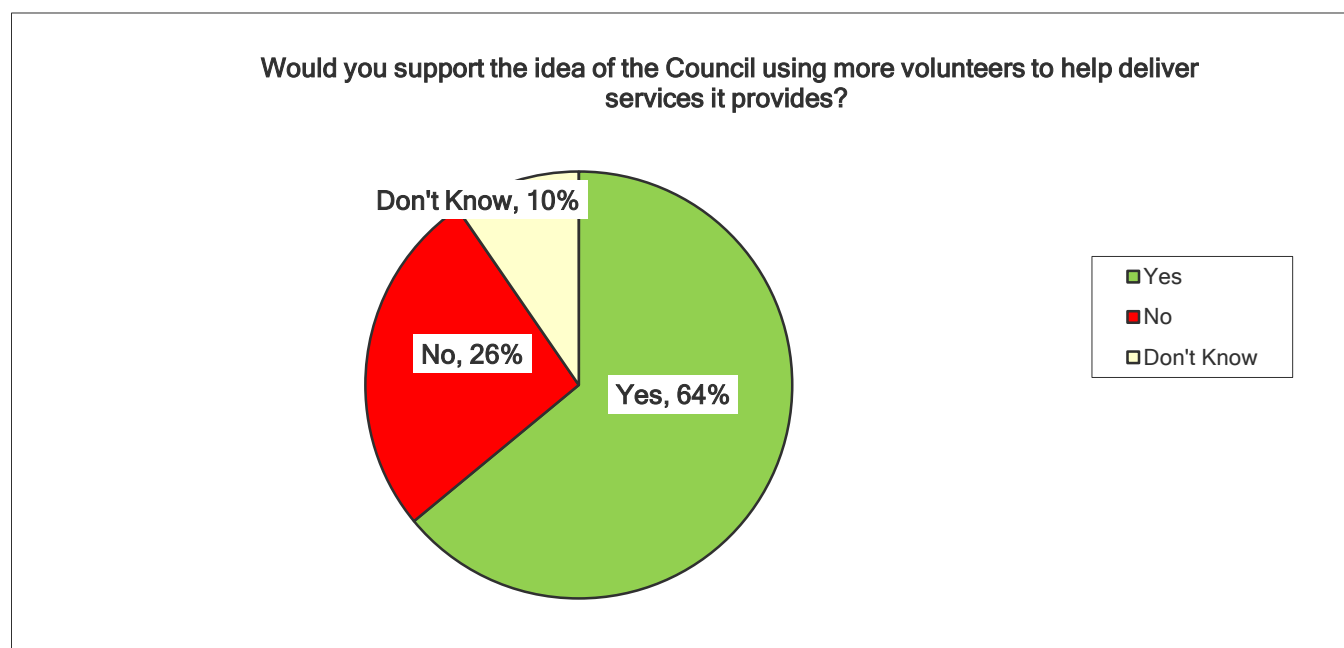
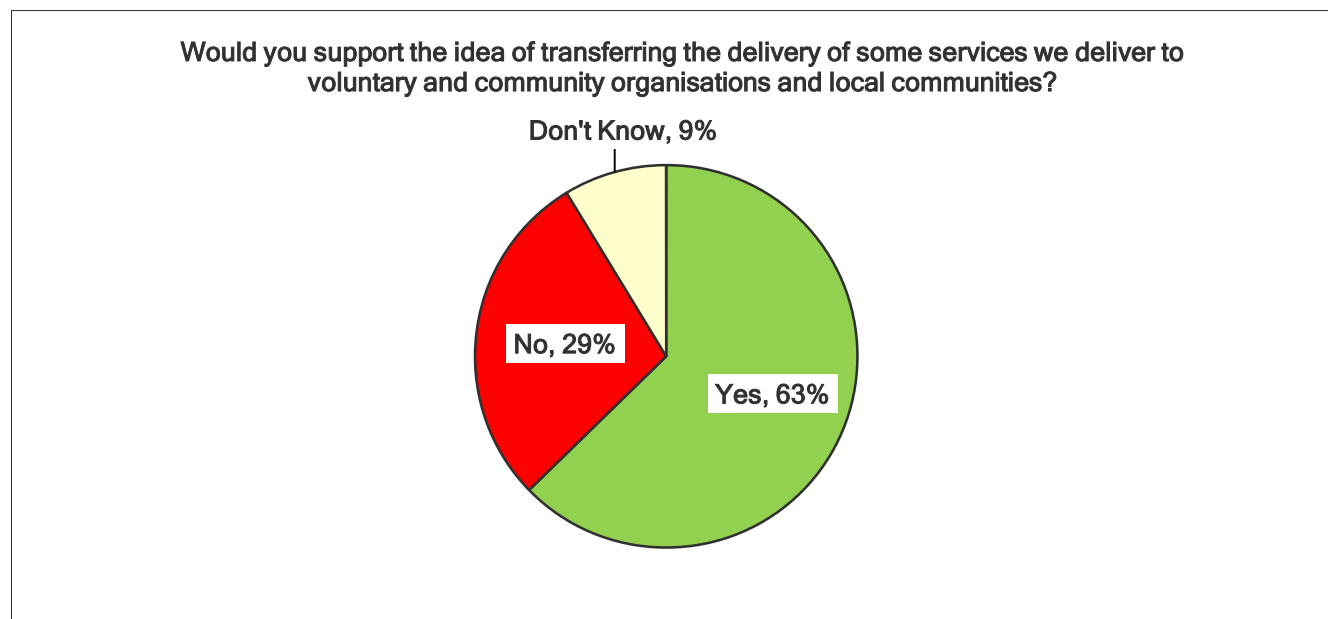
**Other amount responses** as follows 1 = £0, 1 = £15, 2 = £20, 2 = £24, 4 = £26, 1=£40, 1=£45, 1 no responses

**NON SUBSCRIBERS** - We currently charge £26 per year for our garden waste collection service. This gives 20 collections per year, equivalent to £1.30 per collection. For 2017/18 how much should we charge?



Other Amount Responses as follows: 10 =£0, 1=£20, 2=£26, 1 =£50 1=£100

### Working with Volunteers and Community Groups



### Other Views and Comments

We asked:

If you have any suggestions as to how the Council should save money or generate more income, please tell us.

52 comments received shown at page G13 to G15

We asked: If you have any other comments on the Council’s budget, please tell us.

35 comments received are shown at page G15 to G17



## Open Ended Questions – Comments Made

### Council Priorities

**If there is a different priority you think the Council should focus on in future years, please tell us.**

45 additional comments were made many of which related to issues that would come under the existing priorities or are dealt with as part of day to day service delivery. No common additional priority can be identified from these comments.

	Comments regarding Council Priorities
1)	Enterprising Craven - not sure about implications of building programmes and conflict with creating greener communities and preserving the beautiful local environment we have the provision of homes requires very careful thought and imaginative solutions which promote values of sharing, interdependence rather than based on individualism which can be to the detriment of the environment and against resilient communities .
2)	You can not build 290 homes and promote greener communities
3)	"Green" should have a clearer priority than a brief a mention under "resilient communities."
4)	Get the local plan in place!!!
5)	Off road parking
6)	Reduction of chemical use in environment, e.g. pesticides , weed killer, chlorine, air fresheners, use only natural products they are cheaper.
7)	Focus on sustainable/affordable housing in rural areas.
8)	We are not impressed by the above classification titles e.g. A) Enterprising Craven - We haven't detected much contribution to enterprise from the CDC. Private entrepreneurs are very good B) Resilient Communities - In 40 years they have not detected any CDC contributions to make or keep us resilient but in our village we are very resilient, a quality that was immediately evident when we located here 40 years ago and there are many examples and abundant evidence of how this is supported by villagers initiatives. Some even collect tourists' litters from roads and sweep autumn leaves off highways in default of CDC's services. C) Financial Sustainability - We can't comment on this if you advise further what this term means.
9)	Use brown field not green field which can never be replaced.
10)	Improving the health / fitness of Craven residents
11)	Improving the health of Craven residents
12)	How do you enable the provision of 290 homes across Craven per annum? Isn't this what building companies do and pay CDC for planning services? How do CDC stimulate business growth?
13)	Care for the elderly should be as big a priority as care for the young
14)	Lessening our carbon footprint
15)	All of the above make sense. But a lot of resources rely on volunteers who are dwindling in numbers. A balance is required to maintain services.
16)	Supporting young people and healthy lifestyles
17)	Less focus on new homes in unsustainable areas, particularly flood risk areas!
18)	We particularly support the resilient communities objective, although we also recognise the need for more homes to satisfy the needs of local people. We would like to see the resilient communities objective include provision of more natural greenspace for local people, including planting more trees and woods because of the wide range of benefits these have been shown to provide: e.g. helping to improve water quality and alleviate flooding, tackling air pollution, absorbing CO2 from the atmosphere and improving people's health and well-being by encouraging healthy exercise and contact with nature. Creation of new communities through house building is an ideal opportunity to put such green infrastructure in place before the houses are built. We hope that the Council will want to use funds from developers through CIL or Section 106 to provide some funds for creation of green infrastructure.
19)	Although I think these priorities are right I think more emphasis should be put on the resilience of Craven communities through support for community and voluntary initiatives.
20)	Upkeep of pavements especially Autumn and winter
21)	local houses for local people, young people who want to live where there from but are getting squeezed out the market.
22)	Make Craven tidier and cleaner, clean up areas where rubbish collects to stop it attracting other rubbish. Some Council's employ officers (like traffic wardens) who go around issuing fines to those who drop litter. Also increase patrol's to stop people parking where they shouldn't ( i.e. stopping on high street to access banks ) and others parking on double yellow lines, enforce parking restrictions and clamp down on drivers on mobile phones, you can see plenty using phones on the high street on a daily basis !

	<b>Comments regarding Council Priorities</b>
23)	Before building more homes in the area, ensure the sustainability of schools, doctors, and road management of the residents who already live here
24)	If we are considering building more properties we need to ensure that the infrastructure and services are there to support these properties.
25)	I think there should be something which encompasses front line mandatory services.
26)	As a Skipton resident I see there are a number of issues preventing business development because there is inadequate parking to attract more visitors to the area. Moreover, the costs for many are prohibitive. There are now some short stay spaces and this is an excellent idea. A park and ride scheme would enable more people to visit the town centre, therefore, increasing spending and raise awareness of what Skipton and the Dales has to offer. Albeit not a deprived area there are many people within our community who have problems with housing/poverty/purpose and there is a significant shortage of adequate housing. CDC should continue to support those people and the budget for housing/Citizens Advice should be increased where possible to enable those vulnerable people to be helped and therefore, make a worthwhile contribution to our community. Community policing has been pared down to a minimum and I would not wish to see this reduced further. Making use of volunteers to maintain our community is a cost cutting option. This could be street cleaning or litter collection, (much needed in Skipton). Local businesses could be encouraged to contribute to the costs for equipment etc. and in return allowed to advertise their community support efforts on local streets etc.
27)	The Council should concentrate its budget on its statutory services first then evaluate its funding of the non-statutory services it chooses to provide. Only those non statutory functions that can be proven to give significant added value and value for money should then get the Council's support but only to the point that it is affordable to do so. Keep it simple and don't try to achieve more than you are realistically capable of. The Council by anyone's view has a Planning Department which is performing poorly by any yardstick you choose to consider. This Department should be overhauled (or combined with another LA's high performing service) and reviewed to ensure that it gives high quality services across the board and makes sure it has staff that are competent and capable along with good management and leadership which it currently doesn't appear to have. The overall reputation of CDC is being severely affected by the poor performance and reputation that this part of the Council has in the minds of residents across the whole of the area.
28)	No
29)	Balancing the budget
30)	Craven should seek to help NYCC reduce the cost of highways by closing green lanes to recreational motor vehicles
31)	Housing, new housing, highways, verge maintenance, immigration, refuse collections, care in the community.
32)	Provision of housing for the elderly allowing them to be in a supportive environment
33)	Not building more houses in areas where there is not a network of public transport or shops
34)	Schools and education. children in some primary school have curriculum delivered entirely by Teaching ASSISTANTS and have very little interaction with a QUALIFIED TEACHER.. Ofsted reports vastly differ to those appraisals given by parents on 'parentview'
35)	Investment in arts and culture. Investment in making communities stronger and more resilient. It would be nice to create a strong identity for small communities and a reason for tourists to visit them. E.g. Skipton is the go to place for arts and culture in the North. Settle is the go to place for heritage etc. etc.
36)	Watch your spending. Why do you need refuse collection (bin men) working every bank holiday and weekends.....? This is ludicrous as they will be paid double time for something they should be doing during the week. that's a quick win and will save quite a bit of money
37)	Road repairs and public transport
38)	An environmentally friendly Craven, with an area that is an attractive place to work, live and enjoy life.
39)	The villages and smaller towns in Craven. Not everybody lives or works in Skipton and some of us rarely visit Skipton. There is no public transport in the evenings if we did wish to attend events there and parking is ridiculously expensive.
40)	Collaborating with other public sector organisations, working jointly to reduce costs.
41)	Think active communities and improve quality of life/creating greener communities should not be in the same overall objective. For me, greener communities is a very high priority. Active communities are an irrelevance. Focus overall should be on statutory obligations - remove all 'things that are nice', then work out what income is required to provide high quality statutory services and act accordingly.
42)	Skills and opportunities for young people. Access and usage of new technology.
43)	Compliance with legal obligations
44)	improving it's awful planning department Dog wardens
45)	Set a target for the increase in business rates due to new business

## Suggestions on Saving Money/Generating Income

	<b>Suggestions for Saving Money/Generating Income</b>
1)	Supply to the Parish Councils a list of the businesses in the area registered for business rates and require the PC to tell you if it knows of any businesses in the area run from home and not on the list/
2)	The council needs to reduce its external costs. Front line services and staff positions should not be lost
3)	Give the fiasco of the local plan exercise, an evaluation of the competence of the appropriate leadership personnel would be a good idea.
4)	Press for Government grant to local councils to be re-introduced. Raise business rates for large businesses in our area, stating what specifically the increase will go towards in our local area. Could be 'sponsored by - - -' by recipients. (advert for the business)
5)	Do away with questions on age, gender, ethnicity and disability. Charge market traders to leave vehicles on the setts when weather not bad. Collect blue bags/bins at the same time instead of 2 separate vehicles. Install ticket machine at Aireville Park with nominal charge say £1 for first 2 hours
6)	Unskilled tasks like grass cutting, general maintenance of public areas etc. - should be done by 'offenders' as community payback (thus saving council money)
7)	Restrict form filling
8)	Reduce duplication, share IT services, streamline procedures.
9)	Work more efficient and effectively.
10)	Council and its employees should think hard about decisions and study the options and how things will work, if there backup and all considerations have been looked at by people using service, e.g. market stall construction Skipton.
11)	Experience has taught me over 40-50 years that the least effective members of an organisation are typically those who are in overall control and paid extortionate salaries. All effective organisations are maintained in a viable operative state by middle management and the front line staff? Face troops/shop floor workers. Have appropriate cuts being made in top tier staff or cuts to absorbent salaries? We know from the last 40 years' experience that the CDC record in control/use of our taxes has been far from good. Millions of pounds wasted - when highlighted in letters published in the Craven Herald. There never seems to be a satisfactory explanation/response (or any!) except that our representatives who write these letters are reviled by the CDC.
12)	Cut back if possible the use of outside consultation. These are inevitably high charge areas of cost with probably no accountability.
13)	Do not spend years and years on local plan you have no intention of completing. Give the public more credit, I find it insulting the way you treat people. Years of wages, no result, if out of your own pocket would this happen?
14)	Tell all owners of land behind verge to mow the verge. Use many more volunteers like the hub in Grassington and the National Park Information Points. Amalgamation democratic services with Human Resources and Information services into one department.
15)	1. Stop providing huge grants for cycle club races e.g. in Settle in 2016 2. Significantly reduce senior management costs - why is more spent on Paul Shevlin + co than on street cleansing? 3. Either a) charge developers a lot more for advice or b) Don't waste any staff resources on talking to developers prior to/during applications.
16)	Selling compost made from recycled garden waste (brown bins)
17)	I do not recall seeing public toilets at the bus station anymore. This was a disastrous project (as was the design and build of the bus station and car park/taxi rank). It is a waste of space on the bus side - no buses! and more parking space is now needed and the roads re-routed for safety. - Question validity of Art in religion exhibition!!!
18)	Make sure you keep on top of NYCC and use no outside consultants. The staff should be able to work things out, poor do if they can't. Be open at all times, secrecy does belong in local councils. Maybe the residents should have a say on local election for all this. Settle TIC was run by volunteers but the Council took over the running. Could revert to status quo.
19)	Senior Management of all departments to consider pay and bonus reductions. This could be a positive thing in how people regard the Council.
20)	Improve website so that less time is spend on contacting council staff for information.
21)	Sort of the market in Skipton High Street. Visiting other artisan markets where visitors travel to get goods other than one provided by large stores. Jerry Croft access to the main car park is an accident waiting to happen. It is a real deterrent to visitors.
22)	Look at lowering all salaries. Less surveys that are ignored.
23)	It is reasonable for council tax to rise in line with inflation and it has been frozen for several years now. Any initiatives to increase income through higher charges and council tax should make allowance for those on low incomes

	<b>Suggestions for Saving Money/Generating Income</b>
24)	Turn the lights off at belle vue at night and weekends will save electricity bills! I live in the mills facing the building and constantly see the lights on and windows left open!! Encourage tourists to area, encourage investment in more good hotel options (rendezvous is poor). Encourage a few good names to high st (could do with and M&s) bringing more visitors into town. I actually think the council does a brilliant job here!
25)	Woodland Trust has produced an important report on management of greenspace by local authorities, entitled Trees or Turf <a href="http://www.woodlandtrust.org.uk/publications/search/?query=trees+or+turf">http://www.woodlandtrust.org.uk/publications/search/?query=trees+or+turf</a> The report shows clearly that by converting selected areas of intensively managed greenspace to woodland, councils can obtain the wide range of social and environmental benefits which woodland provides as well as delivering some significant savings in management costs. We would urge the Council to study the implications of this report and to carry out an audit of greenspace which you manage to see if there are any less well used areas which could produce savings by being converted to woodland.
26)	Please see comments sent in under a separate email.
27)	organisation of a flagship destination event to get more people in to Skipton/craven more innovating ideas less paper, a lot of applications for the council are still paper based with often a weak online application which puts people off using.
28)	Shared services with adjacent councils. In Beamsley/Nesfield/Langbar it is nonsensical that both Harrogate and Craven run refuse collections along the same roads (as the DC boundary runs through the area).
29)	Start taking proceedings or enforce actions on those who do not comply i.e. don't pay their council tax chase up people or go to court to collect monies owed rather than leave the problem to get bigger. Everybody is having to tighten their belts and some see paying the council as the last thing on their list, if it is shown that the council will take action then more people will pay their bills
30)	Because Craven is such a small authority I think the residents would be better served if Craven were combined with another authority such as Harrogate.
31)	I have detailed some suggestions in the first part of this online form.
32)	every household regardless of being in work or not should pay their fair share of council tax!
33)	You charge for garden waste collection on the basis that some households don't produce garden waste. However, some households also produce more household waste than others but we all pay the same in our council tax. My green bin could easily go 4 weeks before requiring emptying and the blue could go for 8 weeks or more. It is unfair to make this distinction for garden waste alone, either drop the charge, or reduce collections for other bins, and make similar charges to households which require more frequent collections.
34)	Improve efficiency and effectiveness of ALL services to get greater value for money all round.
35)	Decrease number of, and salaries of remaining, senior management team.
36)	Some sort of lottery? Corporate sponsorship by local businesses?
37)	Craven should go back to building houses for affordable rent
38)	run services more efficiently. do we really need lots of councillors
39)	sell all art works owned by the council demand punitive fines on anyone damaging council property or facilities
40)	Do you send all post by second class post? Do you send letters by post that could be hand delivered if they are close to the source of the post? Can the council make more use of email and websites to communicate locally?
41)	Charge parking on Christmas markets! Install turnstiles in public toilets. 20p a pee. Parking meters on Newmarket street and surrounding. Increase fees at crem and craven swimming pool.
42)	Spend less on District Councillor expenses!
43)	Why does the garden waste not get recycled now, mine is collected in the general waste truck.
44)	why do you need refuse collection (bin men) working every bank holiday and weekends.....? this is ludicrous as they will be paid double time for something they should be doing during the week.
45)	Privatise services for more efficiency Reduce pension benefits for CDC staff to compare with private sector CDC staff to work more efficiently as private companies example and reduce e staff levels
46)	In my opinion efficiencies with administration can always be made, as with the provision of contracts for office supplies etc.
47)	We live in a countryside area and are sure that the street lights are on all night. In rural areas, where people may not expect street lights (and to appreciate the 'dark skies'), could the lights be on a timer so that they are switched off from say midnight to 5am?
48)	Invest in promoting tourism in Craven to generate rural income. Develop indoor and outdoor activities across the Craven area for visiting young people and families, e.g. climbing, abseiling, caving, swimming, water sports, bush craft, rural crafts. Stop squandering money on developing Skipton Town Hall as an arts centre for the minority. Many people do not live in Skipton and are unable to get to these events, even if they wish to. Focus instead on funding services in smaller towns such as Settle, Ingleton, Crosshills, Grassington, Bentham. Skipton already has the Auction Mart as a centre for the arts. Why not develop this into a showcase

<b>Suggestions for Saving Money/Generating Income</b>	
	for the area? The Craven Museum could be given a new home too to enable them to update and attract visitors, perhaps a Beamish-style centre of Dales life with interactive displays and hands-on activities. Stop spending huge amounts on one-off cycle races which benefit only a few but disrupt life for many.
49)	Think jobs through where possible, rather than being seen as a one-off. These are examples we have witnessed in our village over the last month: A bench has been sited on the car park, under some trees. We understand this will have to be moved as anyone sitting on it would be covered in bird-mess. So, the job has to be done twice. I saw a man measuring a bridleway. He said that he was a contractor for NYCC and the bridleway is being resurfaced. Surely there are measurements held from last time this job was done. Sometimes, buying better quality products, such as signs, road-surfacing materials, is better economically than doing a job cheaply. A section of road round a grid near our house has been re-done 3 times in as many years.
50)	Are there more services which can be shared with neighbouring areas e.g. North Yorkshire/ Bradford / Lancashire. Craven using any spare capacity to take on services to raise income or vice versa. Council contact would seem to be one which could be shared. Making the most of revenue raising opportunities e.g. quality events which people will pay to attend. Again work with neighbours to build on economic impacts - complimentary events leading to longer stays, more money into the local economy.
51)	Far more fines for dog fouling And fine dog owners for dogs not being under control Permit parking for residents of certain streets Raise council tax (especially for higher bands if possible) Charge more from empty homes and second homes Sell any artwork or antiques which aren't on display Vote for a party that will reverse the austerity madness
52)	I think that services which benefit a limited segment of the community should be transferred to the relevant Parish/Town Council. The cost should then be included in the precept of that council.

**If you have any other comments on the Council's budget, please tell us.**

<b>Other Comments</b>	
1)	As a resident of Glusburn I sometimes wonder just what I get for my council tax as the roads are almost impossible. So all I get is out of light and my dust bin emptied. When will you look at my council tax and reduce it as I do not feel I get value for money.
2)	I think CDC provides better value for money than NYCC and Parish Councils. I think the split causes wastage.
3)	The council needs to remember that there is a Craven outside of Skipton. It appears rural services and support are always the first to go. Any increases in the area should be equally spent. i.e. Bentham's share should be spent in Bentham and not Skipton, poor example.
4)	The only way to maintain services by CDC is to raise council tax, to avoid disastrous consequences for most vulnerable.
5)	ensure everyone pays their council tax bill
6)	Not enough social workers for children and elderly, need help with alteration to the local environment for handicapped like pavement edges sloping to the ground (road/street) would also be easier for frames.
7)	Question 4 - Council Tax increase As pensioners we rely heavily on interest from savings to maintain our standard of life. Our savings interest is annually being reduced. So we cannot afford to pay for the previous Council Tax increases much less can we hope to pay for further increases. Question 5 - Statutory services spend Really we need to know more detail about the following, as pensioners we can't afford modern facilities such as Internet Housing and Homelessness - be more selective re individual cases. Do not finance anyone who has actively contributed to homelessness Planning and building control - Reduce cost to zero. Planning is now redundant because local decisions/recommendations are overruled by National Government - 100% of this expense can be saved. Abolish the Planning Dept. Any essential service can be provided by Parish Councils. Question 6 - Discretionary services spend Amenity Areas - from what I see in Embsay and Eastby, grass is cut where this is virtually no grass to cut, leaves are not always collected but blown from "here to there" without any benefit. This expense can surely be cut by at least 80%. And why does it take 2 men to cut or blow? Arts Development - This should be self-financing. For years we pensioners haven't been able to afford such luxuries. So 80 - 100% saving should be possible Craven Museum & Gallery, Skipton TIC and Town Hall - Do not discontinue because this would also be expensive Question 7 - Discretionary services fees and charges Car Parking - These have been uncompetitive in Craven for years. Other local authority's charges have been much less, no doubt because they have better financial control. Bereavement Services - the removal of Christian areas from the crematorium was an abominable outrage. The Christian foundation of Britain is of priority importance. Question 8 - priority areas for reducing spend We need to know more detail. But probably this is the area where savings should be High Priority. Human resources - This expenditure can be wholly avoided. Up to the 1950s managers were required to maximise production whilst maintaining product quality, personnel safety production costs, personnel relations and training subordinates. In the 1960s encouraged by Government Training Boards, functions like training, safety and human relations were gradually taken over by separate specialist departments headed by expensive managers/directors in grossly inflated personnel

	Other Comments
	<p>and development empires. As predicted by many, this tended to be counterproductive: with safety no longer integral to front line staff thinking, incidents maximised. Similarly, product quality becomes secondary to production output and staff morale declined. By the 1980s H.R. staff were struggling to promote front line staff to regard safety, training and personnel relations to be more integral to their control function, apparently unaware that their own H.R. influence had contributed to this problem in the first place. These detriments become the company's incentives for increasing the influence of H.R. departments still further enabling the growth of personnel development into a massive national organisation that eventually achieved professional status with Royal Charter on the Chartered Institute of Personnel Development. Perhaps the most pernicious effect was the rapid growth of systematic quality schemes, Investors in People which while based on sound logic were often badly administered, again detracting from effective management and spawned the often scored "tick box" technique. The work of executive managers, especially, becomes more bureaucratic, leaving less time for essentially central executive responsibilities. Today we are continually being told that British Industry and commerce have a very low level of productivity - lower than our European competitors. The growth and influence of HR specialists are partly responsible for this. Information services - more detail is needed to reply to this question Legal services - more detail needed, but the well known extortionate assets associated with legal services suggests that opportunities for savings are probably huge. Comments on Question 9 - garden waste Garden materials are NOT WASTE. They are far too valuable as feed for compost to give them away. Why did the CDC save the small cost of acknowledging my letter when I wrote on this subject? Why have I a brown bin I didn't ask for and have no use for? Comments on Question 11 - use of volunteers It is morally wrong to expect the public to do work for nothing, just because the people, we are paid handsome salaries/wages, are too incompetent to operate a financially viable service. How can the CDC have such "brass necks" Comment on Question 12 - transferring services Yes - only if the charities elected are viable and make an offer/initiative, most enthusiastically, BUT are the CDC management capable of doing this competently, so setting contracts to ensure that private practice provides real savings whilst maintaining, or even improving quality and reducing cost of service? There is a wealth of evidence since the 1950s that this is generally possible, thus avoiding the tendering for public services providers to regard the public as a permanent bottomless source of unlimited money. Why do public employers and employees never seem to realise that they minimally expect to be able and allowed to spend to the levels defined by rising financial inflation, when we who pay their salaries and wages steadily become poorer at the same rate? Question 14 comments 1) Why have some councillors and council staff received steadily increasing salaries and expenses, during Mr Gordon Browns recession when tax payers have been forced to bail out banks and political organisations? When e.g. ( name redacted for data protection) complained justifiably in letters to the press, the CDC has not heeded . We public rely on the Craven Ratepayers Action Group group to fight out battle for us but all CRAG earns is contempt from the CDC. 2) Why is council tax not increased significantly on houses own by people as 2nd holiday residences (e.g. standard tax rate x20) ? House shortage is one of the greatest material problems and a solution must be found. 3) We are far from sure that council financial support for cycle events is money well spent. Financial report about benefit seem to be equivocal at best and there is over whelming evidence that these events can be disastrous for some private businesses and residents and some people have even been forced to walk long distances home from work because of road closures and dislocated businesses.</p>
8)	Make people accountable to achieve targets therefore saving monies.
9)	You could cut the amount you spend of our money by 10% without any problem. Make all services that are discretionary pay, make a profit.
10)	1. It would be useful if Craven DC could benchmark costs against other authorities (or an average) - are Craven DC more/less efficient than other authorities.
11)	Although there is a need to save money it is important that CDC continues to support events that bring more visitors to the area such as cycling events, sheep day, puppet festival, waterways festival. Promotion and providing facilities to encourage people of all ages to be more active will bring many benefits and should be a priority.
12)	Coaches parking in Skipton - this is now getting out of control with coaches driving in and out most days, dropping passengers off near the toilets and not always enough space for all of the coaches. Has the cost/benefit of encouraging coaches visiting for short periods being assessed as part of our economic development? Can we charge coaches more on Saturdays to reduce the numbers and congestion for residents? Or charge more for short 'passing through' visits and reduce risk of a pedestrian being killed
13)	Simple arithmetic, according to your figures show that it costs much more to provide services, i.e., support/back office functions £112.86 than the statutory and discretionary services actually cost, which looks even incredible when some discretionary services seem to make money. Statutory services total cost per annum - £61.88 Discretionary services total cost per annum - £22.00 Total = £83.88 Discretionary services?? income - £39.55 Total cost of both services - £44.33 How come it costs £112.86 to deliver a total cost of £44.33 for the services provided? I accept that this is not as simple as the figures attempt to indicate.

	<b>Other Comments</b>
14)	Council every 4/5 years, not council members. Democracy needs to be seen to work for all the electorate.
15)	Maintain and/or increase spending on voluntary agencies such as Citizens Advice Bureau.
16)	Any amount of money spent on cleaning up the ginnels around Skipton would be appreciated. 1 man with a trolley is very mean. The Bus Station is a disgrace most day's and the garden outside the pound store. The post office exterior is disgusting, pigeon droppings and rubbish where people stand to cross the road, fag ends everywhere. Go and have a look!!
17)	None - fairly satisfied
18)	I volunteer as an advisor for Citizens Advice and this has given me an insight into the problems encountered by many of the residents of Craven. The CA service is efficient due to its extensive use of volunteers and is effective in the strategic aim of building resilient communities by assisting residents to deal with their problems, particularly managing debt and benefit claims. This is delivered by training and supporting members of the community to act as volunteer advisors. The current CDC grant is essential to enable this service to continue.
19)	I think they currently do brilliantly with the budget received
20)	See separate email
21)	Review current fees and charges - many are very out of date and minimal compared to other neighbouring LA's.
22)	I fear, if not handled correctly that too many cuts will be made and have the worst effects on those in our community who are most in need. Basic grassroots services should be maintained, these are not a luxury, they are essential to ensure all in this community feel proud of our towns and villages and feel part of that community, whether they are rich or poor. We are on a slippery road if we don't continue to care and support those who need our advice services and community help.
23)	Leadership of the Council needs improving as does service management to ensure the best possible quality of service is given to residents by staff providing them on the "front line".
24)	Stop spending/wasting so much money on meetings and away days etc. Focus on providing cost effective services by getting on with the relative jobs - and reward the front line staff who deliver the Council's services in these challenging times.
25)	It is very sad the central grant is being cut in the way it is. Such a small amount of money overall but a potential big impact.
26)	We have a fragmented council everyone blames someone else. They expect everyone to be volunteers this is not possible. Money is always an issue and Skipton squander money on visitors not Skiptonians. Skipton is not just the high street.
27)	Well done for putting this out there. Do people good to see what you're against.
28)	Invest as much as possible in community groups and arts and culture!!!
29)	Why do you need refuse collection (bin men) working every bank holiday and weekends.....? This is ludicrous as they will be paid double time for something they should be doing during the week.
30)	Staffing efficiencies in CDC are the answer to cuts not services which need to be maintained
31)	There was a story in the news recently about a Gargrave resident being taken to court over a sign that he had painted. From what I read, this could have been dealt with a lot quicker and cheaper by not involving the court system and therefore saving on time and money, also harming the image of the Council.
32)	It is upsetting for those of us who do not live in Skipton to see our smaller towns' services dwindle in order to promote this one town. This is grossly unfair!
33)	Working with NYCC together, could work on some projects, to share resources such as IT, phones, manpower etc. If any council tax money goes to the courts service, reduce the amount of meal expenses paid to jurors. This is being raised from personal experience & seeing the money wasted.
34)	I feel for you guys - this govt is killing local authorities But please crack down on dog fouling and awful dog owners - a real blight on Skipton
35)	I am pleased to see this use of online technology to support the budget consultation and hope that it results in a much broader range of responses than in prior years.

## Other Responses Received

**Response 1** - I have completed the survey as a resident of Craven, but I just wanted to add a plea, that grants that you make to Citizens Advice in Craven are not part of the budget cuts.

In 2015/16 we saw a total of 1,472 clients from the Craven area. The majority of the people we see require help with benefits (more so with the introduction of universal credit), money advice, consumer and housing. For every £1 invested we generated at least £2.36 in fiscal benefits, £13.76 in public value, £17.75 in benefits to individuals.

Without the grant the service would no longer exist in the Craven area. Many people still value the face to face interview, the help that is available especially helping clients of all ages through the maze of benefits. Outreach work is conducted at both Ingleton and Settle, although is done by volunteers, these sessions require the back-up of paid workers, and office space to use computers etc.

**Response 2** - Citizens Advice Craven and Harrogate Districts has an interest in the budget consultations because we are both inextricably involved in the Craven community through the clients we advise and also because we are recipients of a revenue grant.

In respect of the cost of services generally by Craven District we would comment the following in respect of fund raising decisions:

- The relative wealth of the Craven District indicates that there could be a modest increase in council tax. This would generate some more income and given the structure of council tax bands and the availability of council tax support it would have a relatively lower effect on the lower bands.
- There are definitely some areas where fees could be increased. In another capacity I had reason to deal with your planning office and was very impressed by the modest fees charged and the excellent service received.
- Likewise Craven has a higher level of garden waste collection for no more than I would pay as a Bradford resident and I would suggest therefore a higher charge could be made or a less frequent service (10 times per year in Bradford).
- I am surprised by the cost of democratic services.
- I am convinced that the voluntary sector could provide better value for some services (particularly tourist information).
- I am not sure if the council would be able to manage more volunteers of its own account as volunteer management is in itself time consuming and if there are only a few then better value would probably be achieved by handing over the whole of some services to an organisation.

This leads me on to the discussion on the value that the CAB provides:

- Craven CAB works with 20 volunteers and 2 paid staff at 1.3 full time equivalent. The value our volunteers deliver is in the region of £120,000
- The overall cost for the service from all our grants in Craven is £43 per client or £1.37 per head of population in Craven.
- The cost from our grant from Craven District Council is £11.30 per client or £0.35p per head of population.
- This enables us to advise 1600 - 1700 clients per year, which will impact on many more families. The principle topic of our advice is now Welfare benefits and Craven advisers are a crucial link in the chain regarding the roll out of the full service of Universal Credit.

**Response 3** - I live in Ilkley in the Bradford District, but come over to Skipton to shop and visit friends. I also help on a volunteer basis with Craven CAB. I sympathise with all Councils like Craven faced with ever more serious cuts. However, I hope that Craven Council will maintain its present financial support for Craven CAB. The service has recently had to cut staff, and it is a bit "bare bones" now. If you cut their grant further they will probably go under. This would be a sad loss for Craven residents, with some knock on effect for the Council itself, dealing directly with more residents not able to cope on their own.



## Response 4 -

The gradual reduction in the Revenue Support Grant that Craven District Council (CDC) currently receives from Central Government will undoubtedly have consequences for the population of Craven. Whilst I appreciate that CDC has very little ability to influence national policy, there are areas that I consider need to be further investigated and evaluated for cost efficiencies.

Firstly, I question the potential for the Corporate Leadership Team to be streamlined. Progressively, the number of front-line staff employed by Craven have been reduced, and the number of services provided by CDC have diminished. Therefore, does the Council not consider that the management team should also be reduced? Far greater cost efficiencies can be made by removing positions that command higher salaries, and it is hard to justify retaining a similar sized Leadership Team when the number of front-line staff has been reduced. Furthermore, many of the residents of Craven will likely question the role of each of the current Leadership Team, their daily duties and whether they represent value for money, particularly in today's economic climate.

Additionally, I have briefly analysed the Statement of Accounts for CDC Spending from January 2016 to August 2016, and the following expenditures stand out. I appreciate that some of these may appear trivial compared to the efficiency savings that need to be made; however, these are just examples of potential savings that could be applied which would naturally sum up to a significant amount.

1. A total of £26,280.17 was paid to G4S Cash Services for collection of monies **solely** from car parks.

Surely, there must be a potential for this expenditure to be reduced; for example, a discount for those patrons paying by card, which would encourage a move away from cash for car parking payments? Incidentally, this would also attenuate the security risks associated with the holding of cash in car parking meters.

2. At least £13,098.63 was paid to Vodafone Ltd, solely for what appears to be mobile phone usage.

Whilst the above expenditure is for a relatively small amount, it has simply been highlighted in order to provide an example of potential areas that stand out as relatively large charges for a Council of the size of Craven. These expenses are necessary for Council business; however, one questions whether an alternative more cost-efficient supplier could be tendered, or whether Council process needs to be evaluated to ensure that the use of such services are prudent.

3. At least £230,351.53 has been spent on Information Technology Services at CDC, which represents a significant expense. Information Technology is necessary for the functioning of the Council; however, one questions whether more could be done to evaluate other suppliers that could offer more economical solutions. Nonetheless, alongside being cost-effective, it is important to consider IT solutions within the context of a longer-term strategy and that will not require continual replacement and hence significant running expenditure.

Finally, and rather contentiously, I would like to discuss CDC expenses that relate to cycling events that have taken place within Craven, for which the following expenses have been noted:

4. £19,000.64 was paid to Velo29 Ltd. (*Not categorised as an expense attributed to the Tour de Yorkshire; however I assume for the Skipton Criterium*).

This expenditure is unjustified. The event was held of the evening of a weekday, and consequently, would not have attracted large crowds from outside of the area other than those few that had an interest in cycling. Car parking is not chargeable after 6 pm and many businesses closed at their regular time. It is hard to comprehend how CDC considered that this event would have generated income. For the majority of people that work a 5-day week, they would have watched the race and returned home without any expenditure. Without prejudice, many cyclists that take part in such events are from relatively affluent backgrounds, and such funding should have come from the cyclists or one of their respective member organisations, not from the residents of Craven that benefitted nothing.

5. £175,369.79 has so far been paid for Tour de Yorkshire, presumably for the 2017 event?

Whilst in more economically buoyant times, *rational* and *appropriate* levels of expenditure should be encouraged for such sporting and cultural events, today's climate means that such expenditure should be carefully considered. It is not my opinion (which happens to be shared by a significant number of people that I have spoken to) that CDC should be providing *such levels of funding* to such events due to the following reasons.

- a. North Yorkshire County Council (NYCC) are providing £180,000 of funds to Tour de Yorkshire in 2017. It is hard to understand why Craven are providing a comparable amount given that the amount that CDC receive from Council Tax receipts is only approximately 10% of that taken by NYCC.
- b. Only a minority of residents of Craven have any interest in cycling. The Tour de France and perhaps the first Tour de Yorkshire was attended by many people who, including myself, wanted to witness a "once in a lifetime" event, rather than because of any interest in cycling. A large proportion of the audience, including myself, have no particular interest in watching the Tour de Yorkshire, and I imagine that the audience will progressively dwindle over the forthcoming years.
- c. According to independent research, the Tour de Yorkshire increased the economy of Yorkshire; however, such statements apply to the whole county. If CDC are to invest such significant amounts of money into the Tour de Yorkshire, then they must be 100% confident that the economy of Craven will benefit. Regardless of the Tour de Yorkshire, Craven has never failed to attract tourists and visitors, and accommodation is frequently saturated. If accommodation is already frequently saturated, then how does the Tour de Yorkshire boost accommodation spend by the 27.8% advertised on the Tour de Yorkshire website? This is perhaps not a true representation of the situation in Craven, but more of those areas of the county that fail to regularly attract such numbers of visitors.

Whilst these are only the areas of expenditure that are immediately apparent to me, there are likely a plethora of other potential savings, and I do hope that other residents will provide critical evaluation of CDC expenditure.