

## Policy Committee – 7<sup>th</sup> March 2017

### REVENUE BUDGET MONITORING REPORT - QUARTER 3 2016/17



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

Lead Member – Finance: Councillor Mulligan

Ward(s) affected: All

#### 1. **Purpose of Report**

- 1.1 To advise members of the revenue budget position of the Council, based on the Quarter 3 review of income and expenditure to the end of December 2016.

#### 2. **Recommendations**

- 2.1 Members note the revenue budget a monitoring position as at 31<sup>st</sup> December 2016.
- 2.2 Members note that £132.5k of the savings expected to be achieved this year are identified as green in Appendix B and that these savings will be carried forward for support future years budgets.
- 2.3 Members approve the transfer of £120k to the Future Years Budget Reserve from the Income and Savings Plan Projects
- 2.4 Members approve the transfer of £100k of the forecasted budget surplus to earmarked reserves as detailed in paragraph 5.6 of the report.

#### 3. **Background Information**

- 3.1 On 16<sup>th</sup> February 2016 the Council approved its Net Revenue Budget at £7,896 for 2016/17. This was subsequently increased by 2015/16 revenue budget slippage amounting to £195k and capital programme slippage and additions £319k. Giving a revised Net Revenue Budget at £8,410k for 2016/17.
- 3.2 The budget included:
- A contribution of £18k to Parishes to assist them with the impact of the localisation of council tax.
  - A contribution of £72k from previous years Council Tax Collection Fund surpluses.
  - A contribution of £364k to the Business Rates Collection Fund Deficits
  - New Homes Bonus Grant of £1,086k
  - Net Contributions to/from Earmarked Reserves of £1,451k
  - A Corporate Contingency of £75k plus additional slippage of £25k.
  - Member Grants for their Wards £15k plus additional slippage of £15k.

#### 4. **Quarter 3 Financial Performance – Revenue Budget**

- 4.1 Based on the December budget monitoring exercise the Council's performance against budget is a projected underspend of £274k for the full financial year. This includes £132.5k from the Council's Income and Savings Plan shown at Appendix B.
- 4.2 The revised budget figure includes a draw on the corporate contingency This includes £25k allocated to cover the increased use of temporary staff working on the Local Plan and £15k to Legal Services for additional support.
- 4.3 Projected financial performance at the end of Q3 is summarised in Table 1 below and shown in detail at Appendix A.

**Table 1: Summary Of Q3 Forecasted Outturn Position As At 31 December 2016**

<b><u>Services</u></b>	Revised Budget £	Expected Outturn £	(Under) / Overspend £
Chief Executive / Director of Services	1,825,078	1,725,002	(100,076)
Resources Department	1,722,316	1,718,858	(3,459)
Community Department	2,415,005	2,244,235	(170,770)
<b>Total Service Related Costs</b>	<b>5,962,399</b>	<b>5,688,094</b>	<b>(274,305)</b>
<b><u>Corporate Costs</u></b>			
Investment Income	(59,880)	(100,000)	(40,120)
Interest Payable	255,710	255,710	0
MRP for Capital Financing	321,000	321,000	0
Revenue Funding For Capital Programme	987,028	987,028	0
Corporate Contingency	25,000	25,000	0
Support to Parishes	17,760	17,760	0
NHB Projects Approved to Commence	687,120	687,120	0
<b>Potential Slippage 2016/17 into 2017/18</b>	<b>0</b>	<b>102,000</b>	<b>102,000</b>
<b>Revenue Budget</b>	<b>8,196,137</b>	<b>7,983,712</b>	<b>(212,425)</b>
Contributions To / (From) Earmarked Reserves	(1,237,247)	(1,237,247)	0
<b>Amount to be met from C.Tax, Rates &amp; Grant</b>	<b>6,958,890</b>	<b>6,958,890</b>	<b>0</b>
<b>Forecast Net (Surplus) / Deficit *</b>	<b>0</b>	<b>0</b>	<b>(212,425)</b>

\* This will be available to be transferred to earmarked reserves to support the future years budgets.

#### 4.4 **Service Related Costs**

Services are currently showing a projected favourable variance of £274k.

Details of the variances are set out in Appendices A1 to A4. The variances are analysed below – firstly the Salaries and Wages as a whole then other areas under the reporting headings.

- 4.5 Salaries and Wages – Salaries and Wages form a major expenditure for the Council accounting for approximately 34% of revenue expenditure. Net savings in salary costs so far this year total £413k across all services; this is subsequent to known savings being transferred to reserves at quarter 2. However agency and contract staff have been used to fill some of the gaps and as such these costs are estimated at £424k by quarter 3. The use of Agency staff is not sustainable going forward and in the long term will end up costing the Council more than substantive members of staff. A further risk is that if the ‘vacant’ posts are not being filled either by permanent or temporary staff – is work not being done, is there a potentially statutory duties not being completed in a timely manner.

Due to late invoicing by the County Council for the Retired Officer Pension Costs for 2014/15 and the payment of the unaccrued 2015/16 costs there is a overspend of £19.5k within the Corporate Pension costs for the Council.

- 4.6 Chief Executive/Director of Services
- ✓ Reduction in the use of External Services in HR, £(7k)
  - ✓ Increased income in Revenues & Benefits £(28)k however there has been,
  - ✗ Increased expenditure in Revenues & Benefits in External Services £20k
  - ✓ Underspend of the carried forward Member Grants £(15k) this will be carried forward into 2017/18
  - ✓ Street sign and GIS income performing well £(9k)

4.7 Resources Department

✓ Increased rental income in Industrial Estate properties £(23k) but this is offset by,  
✗ Build to Rent expenditure £50k for the cost of the interim officer to prepare the project. This cost will be covered by staffing cost savings within assets & property.

4.8 Community Department

✗ Bulky Waste costs of collecting increased due to hire vehicle – but income not achieving target compounding the deficit as a result.

- ✓ Savings in vehicle costs in Commercial Waste, £(6k)
- ✓ Local Authority Reimbursements above expected £(43k)

Unbudgeted income £(8k), Supplies and services savings £(7k) in

✗ Environmental Health, offset by Flooding Expenditure £23k.

- ✓ Homelessness, Overspend on supplies & services £5k; unbudgeted income £(8k)
- ✓ Planning fee income well exceeding budget - revised target, £(125k)
- ✓ Underspend on budget for LCR projects, £(62k) this funding will need to be carried forward to 2017/18 for completion of the project, the delivery of which is outside of the control of the Council.
- ✓ Underspends in Supplies & Services and premises costs in Cultural Services, Museum & Town Hall, £(21k).
- ✓ Bereavement Services, One off saving in NNDR, £(10k), forecasted underspend in Maintenance, £(18k) & increase in forecasted income, £(23k).

4.9 Corporate costs not included Services;

At the end of the third quarter Corporate Costs outside of the Net Cost of Services are showing a projected Outturn as originally forecasted, with the exception of investment income which is showing an expected outturn of £100k. This additional income is as a result of better than forecast cash flows together with the utilisation of longer dated investment periods.

4.10 As part of the quarter 3 budget monitoring process there have been three potential areas that will require budget carry forward into 2017/18. These currently equal £102k but this amount may change and will be formally requested as part of the year end processes.

4.11 Other significant Issues;

The Local Plan – Due to the revised timescales for Craven's Local Plan there has been an increased cost incurred in 2016/17. In addition to the supplementary estimate for £42k requested at quarter 2, a further £25k was earmarked for allocation from contingency to partially fund the temporary staff that are being used to deliver this. There has also been a growth bid requested as part of the 2017/18 budget setting process, which will fund all costs associated with taking the Plan through examination. To deliver the required elements of the local plan it is forecast that additional staffing resources may be required of £60k to end of 2016/17. This cost can be met from additional planning income

4.12 Savings and Income Plan

The Council's financial pressures for its budgets will continue. The current estimate from the 2016/17 Medium Term Financial Plan (MTFP) is that as a result of expected savings or estimated additional income the 2017/18 budget has achieved the savings required. It predicts savings or income of £584k is required for 2018/19 and £545k for 2019/20. However there is a risk that this could increase. The Long Term Financial Strategy (LTFS) reflects this and forecasts by 2020/21 additional savings of £959 will be required.

4.13 Work on identified projects is continuing in 2016/17 to ensure delivery of them. £132k has been delivered by Q3 (£120k in Q3). However, this is £168k short of the current suggested target set for 2016/17 and this shortfall will need to be recovered in 2017/18. This information is summarised at Appendix B. Work has commenced on identifying a number of further projects to deliver the savings required, these will be added to the plan as they are confirmed as suitable, affordable and achievable.

4.14 As detailed in Appendix B currently £132k of savings had been achieved by the end of December. It is intended that these savings are transferred to reserves to support budget pressures in future years. Budgets have been adjusted in Quarter 3 by £120k to reflect these latest savings.

4.15 Main Risk Areas

The 2016/17 Revenue Budget report highlighted the main risk areas to the Council as sustaining income levels in the current economic climate, and implementing the savings that have been built into the budget. These risks will continue in to 2017/18 and beyond.

4.16 The Local Plan works are a major area of risk for the Council. These spending patterns over the last year have increased significantly. It is

important that these costs be monitored carefully and accurate predictions of the costs must be made. Not only to properly resource the project, but also to control the expenditure so as not impact of the resources available for other Service provision..

- 4.17 The achievement of additional income streams and or efficiencies is critical to the council if it is to balance its budget from 2017/18 and beyond and is a major risk to the council as it sees its revenue support grant reduced from £1.183m in 2015/16 to nil by 2018/19.
- 4.18 **Income Streams**  
All income streams are monitored on a monthly basis and at the end of Quarter 3 overall were 9.2% ahead of target. As a result of this performance there has been an increase to the expected income reflected in the 2017/18 budget.
- 4.19 Budget monitoring clinics are held with budget holders on a quarterly basis.
- 4.20 Statistics showing performance against income and salary budgets are also presented to CLT on a monthly basis.
- 4.21 Additional information relating to Car Parking income is provided only as an appendix to this report. This is Appendix C.

## **5. Financial Position**

- 5.1 The Council has a General Fund unallocated balance of £995k at 1 April 2016. It is expected that this balance will remain during 2016/17.
- 5.2 The Council's policy was to maintain the General Fund Balance at a prudent level. This is essential in order to mitigate against the risk of unplanned movements from budgeted net expenditure levels and to cover for day to day cash flow variances. Moreover, a robust level of reserves will help the Council mitigate against the risks of ongoing funding cuts. For 2016/17 this level was agreed as adequate. The current LTFS and MTFP have assumed this balance will be maintained.
- 5.3 The 2016/17 revenue budget is not without pressures, and as a consequence the contingency was set at £75k. The Council had a surplus on its 2015/16 revenue budget and it was agreed to utilise £25k for 2016/17 contingency thereby increasing the budget to £100k. £75k has been allocated by the end of quarter 3 as detailed previously in this report.
- 5.4 The funding for the 2016/17 capital programme was agreed as part of the budget setting. Members agreed that £668k from earmarked reserves would be utilised to fund the capital programme. This has been included in the revenue budget. This has increased to £987k as a consequence of the slippage and its funding from the 2015/16 capital programme.
- 5.5 As part of the year end accounts processes members agreed to £170k of budget slippage from 2015/16 to 2016/17. This has been included within the revised budget.
- 5.6 The forecasted revenue budget surplus at the end of Quarter 3 after slippage is £212k. Slippage is estimated at £102k. Due to the uncertainty of costs

arising from the Local Plan works and planning challenges it is proposed that a £100k contribution is made to the Planning Reserve.

## 6. **Summary**

- 6.1 The impact of the economy on the Council's income streams and their volatility is a risk to the Council and will need to be managed closely going forward.
- 6.2 The Council had £5,786k in earmarked reserves at 1 April 2016 and estimates contributions of £1,745k will be made to them during the year. £2,956k will be utilised in 2016/17. Table 2 shows the details.

**Table 2 - Earmarked Reserves**

<u>Description</u>	<u>Opening Balance</u> 1 April 2016	<u>Contributions From</u>	<u>Contributions To</u>	<u>Forecasted Available Balance</u> 31 March 2017
	£'000	£'000	£'000	£'000
New Homes	1,259	(1,074)	1,086	1,271
Planning	370	(119)	175	426
Enabling Efficiencies	418	(188)	20	251
Vehicles	580	(335)	80	325
ICT	731	(176)	30	584
Buildings	465	(235)	80	310
Insurance	50		10	60
Business Rates Contingency	1,250	(364)	132	1,018
Future Year Budget Support	364	(271)	132	225
Contingency & Slippage	194	(194)	0	0
Other	105	0	0	105
<b>Total</b>	<b>5,786</b>	<b>(2,956)</b>	<b>1,745</b>	<b>4,575</b>

- 6.3 The General Fund Revenue Balance currently stands at £995k. This will assist in mitigating against the risk of unplanned movements from budgeted net expenditure levels, as well as the impact of changes in local government funding.

## 7. **Implications**

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

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

### 7.2 **Legal implications**

None as a direct result of this report. The Council set a balanced budget for

2015/16, and going forward it is a further requirement that the budget is balanced.

**7.3 Contribution to Council Priorities**

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

**7.4 Risk Management**

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

The Council is required to set a balanced budget for its financial year. The loss of RSG and subsequent savings required present a risk to future year's budgets.

**7.5 Equality Impact Assessment**

The Council's Equality Impact Assessment Procedure **has been** followed. An Equality Impact Assessment **has not** been completed on the proposals as completion of **Stage 1- Initial Screening** of the Procedure identified that the proposed policy, strategy, procedure or function **does not have** the potential to cause negative impact or discriminate against different groups in the community based on •age • disability •gender • race/ethnicity • religion or religious belief (faith) •sexual orientation, or • rural isolation.

**8. Consultations with Others**

None

**9. Access to Information : Background Documents**

None

**10. Author of the Report**

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**11. Appendices**

Appendix A – Revenue Budget - analysis of projected outturn by Department.  
Appendix B – Income and savings plan.  
Appendix C – Car Park Income Performance

**Summary Report**

Appendix Reference	Description	Original Budget 2016/17 £	Virements 2016/17 £	Slippage Requests from 2015/16 £	Supplementary Estimates 2016/17 £	Virements, Slippage & Supplementary Estimates 2016/17 £	Revised Budget 2016/17 £	Projected Outturn December 2016/17 £	(Under)/Overpend 2016/17 £	Comments
A2	Chief Executive/Director of Services	1,836,538	(11,460)	0	0	(11,460)	1,825,078	1,725,002	(100,076)	
A3	Resources Department	1,655,610	66,706	0	0	66,706	1,722,316	1,718,858	(3,459)	
A4	Community Department	2,303,392	111,613	0	0	111,613	2,415,005	2,244,235	(170,770)	
<b>Total Service Related Costs</b>		<b>5,795,540</b>	<b>166,859</b>	<b>0</b>	<b>0</b>	<b>166,859</b>	<b>5,962,399</b>	<b>5,688,094</b>	<b>(274,305)</b>	

**Corporate Costs**

Investment Income	(59,880)	0	0	0	0	(59,880)	(100,000)	(40,120)	Additional income from improved cash flows
Interest Payable	255,710	0	0	0	0	255,710	255,710	0	
Minimum Revenue Provision	321,000	0	0	0	0	321,000	321,000	0	
Revenue Funding of Capital Programme	667,550	0	319,478	0	319,478	987,028	987,028	0	
Corporate Contingency	75,000	(75,000)	25,000	0	(50,000)	25,000	25,000	0	£75k vired to Services
Support To Parishes	17,760	0	0	0	0	17,760	17,760	0	
Revenue Bids	136,100	(136,100)	0	0	(136,100)	0	0	0	Vired to services
NHB Projects Approved to Commence	687,120	0	0	0	0	687,120	687,120	0	
Potential Slippage Amounts from 16/17 to 17/18	0	0	0	0	0	0	102,000	102,000	
<b>Total Revenue Budget 2016/17</b>	<b>7,895,900</b>	<b>(44,241)</b>	<b>344,478</b>	<b>0</b>	<b>300,237</b>	<b>8,196,137</b>	<b>7,983,712</b>	<b>(212,425)</b>	



**Chief Executive/Director of Services**

Description	Original Budget 2016/17	Virements 2016/17	Slippage Requests from 2015/16	Supplementary Estimates 2016/17	Virements, Slippage & Supplementary Estimates 2016/17	Revised Budget 2016/17	Projected Outturn December 2016/17	(Under)/Over spend 2016/17	Comments
	£	£	£	£	£	£	£	£	
CLT	416,321	14,775	0	0	14,775	431,096	425,056	(6,040)	(£6k) savings salaries & related
Business Support	200,166	(23,925)	0	0	(23,925)	176,241	153,364	(22,877)	(£23.5k) savings to salaries & related, (£5k) income from EU referendum room hire
Human Resources & Training	160,150	17,966	0	0	17,966	178,116	167,105	(11,012)	(£4k) savings to training, (£7k) savings to external services, (£2.6k) savings to direct computer charges, (£2.5k) savings to salaries & related.
Craven Crime Reduction + Safer Stronger Communities	0	16,740	0	0	16,740	16,740	(9,912)	(26,652)	R348 - £(25k) increase in income (contributions/ external funding) To be carried forward into 2017/18
Customer Services	309,360	(21,301)	0	0	(21,301)	288,059	264,255	(23,804)	£(24k) underspend in employment costs
Revenues & Benefits Services	113,880	(40,551)	0	0	(40,551)	73,329	87,346	14,017	£18k overspend on employment costs, £(28k) increase in income, net £20k overspend on external services - in relation to empty property and other ctax discounts investigations.
Partnerships & Communications	176,790	20,687	0	0	20,687	197,477	161,615	(35,862)	staff cost savings £(20k); underspend on community & member grants £(15k) balance will need carrying forward into 2017/18; FOAP project money held pending expenditure £9k; surplus from events £(7k)
Tour De Yorkshire	0	0	0	0	0	0	0	0	
ICT & Transformation	464,870	4,149	0	0	4,149	469,019	489,674	20,655	Salary and Agency costs £19k
Street Signs & GIS	(5,000)	0	0	0	0	(5,000)	(13,500)	(8,500)	Income exceeding target set
<b>Total Chief Executive/Director of Services</b>	<b>1,836,538</b>	<b>(11,460)</b>	<b>0</b>	<b>0</b>	<b>(11,460)</b>	<b>1,825,078</b>	<b>1,725,002</b>	<b>(100,076)</b>	

Description	Original Budget 2016/17	Virements 2016/17	Slippage Requests from 2015/16	Supplementary Estimates 2016/17	Virements, Slippage & Supplementary Estimates 2016/17	Revised Budget 2016/17	Projected Outturn December 2016/17	(Under)/Over spend 2016/17	Comments
	£	£	£	£	£	£	£	£	
Democratic Services	37,310	(678)	0	0	(678)	36,632	38,343	1,711	
Democratic Representation	249,601	(1,574)	0	0	(1,574)	248,027	242,998	(5,029)	
Elections	85,670	(300)	0	0	(300)	85,370	83,713	(1,657)	
Electoral Registration	66,910	(800)	0	0	(800)	66,110	68,084	1,974	
<b>Total Member Services</b>	<b>439,490</b>	<b>(3,352)</b>	<b>0</b>	<b>0</b>	<b>(3,352)</b>	<b>436,138</b>	<b>433,137</b>	<b>(3,001)</b>	
Properties (incl. Build to rent)	310,590	(74)	0	0	(74)	310,516	334,628	24,112	
Shared Ownership Scheme	0	(2,000)	0	0	(2,000)	(2,000)	(1,000)	1,000	
Car Parks	(1,130,660)	(1,644)	0	0	(1,644)	(1,132,304)	(1,127,975)	4,329	
Public Conveniences	67,520	0	0	0	0	67,520	69,222	1,702	
Amenity Areas/Aireville Park	104,720	0	0	0	0	104,720	105,570	850	
Assets & Commercial Service Unit & Estates	218,120	21,044	0	0	21,044	239,164	239,886	722	R212 - £(55k) underspend on Employment costs (sals & agency), offset by £20k overspend on external services and £3k overspend on equipment. R425 - £23k reduction in income and £10k increase in external services
<b>Total Assets &amp; Commercial Services</b>	<b>(429,710)</b>	<b>17,326</b>	<b>0</b>	<b>0</b>	<b>17,326</b>	<b>(412,384)</b>	<b>(379,669)</b>	<b>32,715</b>	
Legal Services	163,290	14,625	0	0	14,625	177,915	184,894	6,980	Large increase in external services costs - advice and external support costs
Corporate Costs	974,260	49,500	0	0	49,500	1,023,760	1,003,868	(19,892)	£(8k) of DCLG grant relating to Transparency code requirements. £(22k) saving on Bad Debt provision. Savings on Audit Fees £(5k). Offset by additional pension costs £19k
Community Services (Credit Unions)	10,000	0	0	0	0	10,000	10,000	0	
Financial Services	498,280	(11,393)	0	0	(11,393)	486,887	466,627	(20,260)	Savings relating to vacancies now filled.
<b>Total Resources Department</b>	<b>1,655,610</b>	<b>66,706</b>	<b>0</b>	<b>0</b>	<b>66,706</b>	<b>1,722,316</b>	<b>1,718,858</b>	<b>(3,459)</b>	

Description	Original Budget 2016/17	Virements 2016/17	Slippage Requests from 2015/16	Supplementary Estimates 2016/17	Virements, Slippage & Supplementary Estimates 2016/17	Revised Budget 2016/17	Projected Outturn December 2016/17	(Under)/Over spend 2016/17	Comments
	£	£	£	£	£	£	£	£	
Refuse Collection - Domestic	787,140	(48,152)	0	0	(48,152)	738,988	757,112	18,124	Increase costs in Bulky waste collection combined with reduced income
Refuse Collection - Commercial	(146,980)	(33,307)	0	0	(33,307)	(180,288)	(201,422)	(21,134)	Trade waste income exceeding revised target £(9k). Salary savings £(13k) and vehicle cost savings £(13k)
Street Cleansing	293,190	(21,503)	0	0	(21,503)	271,687	295,113	23,426	Increase in Traffic Management costs recharges by NYCC.
Recycling	124,250	67,781	0	0	67,781	192,031	204,268	12,237	
Mechanics Workshop	26,570	16,319	0	0	16,319	42,889	53,549	10,660	
Waste Management Service Unit	216,310	2,444	0	0	2,444	218,754	208,042	(10,712)	Salary savings £66k offset by external manager costs £41k
Garden Waste Scheme	(64,060)	(53,601)	0	0	(53,601)	(117,661)	(164,679)	(47,018)	Landfill Tax above estimate £75k offset by disposal costs under estimated £10k.
<b>Total Waste Management</b>	<b>1,236,420</b>	<b>(70,019)</b>	<b>0</b>	<b>0</b>	<b>(70,019)</b>	<b>1,166,401</b>	<b>1,151,983</b>	<b>(14,417)</b>	
Environmental Health Services	387,342	(9,970)	0	0	(9,970)	377,372	361,820	(15,553)	underspend on vehicle £(1k); underspend on supplies & services £(7k); additional income £(8k)
Environmental Health Service Unit	11,780	(995)	0	0	(995)	10,785	9,650	(1,135)	
Flooding	0	0	0	0	0	0	22,840	22,840	
<b>Total Environmental Health</b>	<b>399,122</b>	<b>(10,965)</b>	<b>0</b>	<b>0</b>	<b>(10,965)</b>	<b>388,157</b>	<b>394,310</b>	<b>6,152</b>	
Aireview House	26,979	0	0	0	0	26,979	29,570	2,591	
Homelessness	253,929	(39,150)	0	0	(39,150)	214,779	204,635	(10,144)	staff cost savings £(6k); underspend on supplies & services £(5k)
Private Sector & Housing Enabling	36,710	0	0	0	0	36,710	43,870	7,160	
Housing Service Unit	48,980	(27,770)	0	0	(27,770)	21,210	18,524	(2,686)	
<b>Total Housing Services</b>	<b>366,598</b>	<b>(66,920)</b>	<b>0</b>	<b>0</b>	<b>(66,920)</b>	<b>299,678</b>	<b>296,599</b>	<b>(3,079)</b>	

**Community Department**

Description	Original Budget 2016/17	Virements 2016/17	Slippage Requests from 2015/16	Supplementary Estimates 2016/17	Virements, Slippage & Supplementary Estimates 2016/17	Revised Budget 2016/17	Projected Outturn December 2016/17	(Under)/Over spend 2016/17	Comments
	£	£	£	£	£	£	£	£	
Hackney Carriages	2,490	(128)	0	0	(128)	2,362	(4,358)	(6,719)	
Liquor Licencing	(27,370)	0	0	0	0	(27,370)	(28,007)	(637)	
<b>Total Licensing Services</b>	<b>(24,881)</b>	<b>(128)</b>	<b>0</b>	<b>0</b>	<b>(128)</b>	<b>(25,009)</b>	<b>(32,365)</b>	<b>(7,356)</b>	
Historic Buildings	3,000	0	0	0	0	3,000	3,000	0	
Building Control - Non Fee Earning	39,290	0	0	0	0	39,290	38,583	(707)	
Building Control - Fee Earning	(59,060)	19,042	0	0	19,042	(40,018)	(11,887)	28,131	Reduced income forecast £25k due to reduction in inspections
Local Plan	180,920	176,829	0	0	176,829	357,749	463,365	105,616	
Local Land Charges	(79,680)	(7,292)	0	0	(7,292)	(86,972)	(77,081)	9,891	
Development Control	88,680	(13,267)	0	0	(13,267)	75,413	(49,260)	(124,673)	Income exceeding estimate £72k by 31.12.2016
Planning (Service unit)	22,180	(667)	0	0	(667)	21,513	14,673	(6,840)	
<b>Total Planning &amp; Building Control Services</b>	<b>195,330</b>	<b>174,645</b>	<b>0</b>	<b>0</b>	<b>174,645</b>	<b>369,975</b>	<b>381,393</b>	<b>11,418</b>	
<b>Total Economic Development</b>	<b>271,909</b>	<b>72,339</b>	<b>0</b>	<b>0</b>	<b>72,339</b>	<b>344,248</b>	<b>266,320</b>	<b>(77,928)</b>	underspend on budget allocated for LCR projects £(62k) This will require carrying forward into 2017/18
<b>Total Leisure Services</b>	<b>(10,300)</b>	<b>(1,975)</b>	<b>0</b>	<b>0</b>	<b>(1,975)</b>	<b>(12,275)</b>	<b>(10,619)</b>	<b>1,656</b>	
<b>Total Cultural Services incl. Museum &amp; Skipton TH</b>	<b>162,211</b>	<b>(13,562)</b>	<b>0</b>	<b>0</b>	<b>(13,562)</b>	<b>148,649</b>	<b>119,590</b>	<b>(29,059)</b>	staff cost savings £(5k); underspend on supplies & services £(12k); Utilities and Maintenance costs reduced £(9k)
<b>Total Bereavement Services</b>	<b>(293,018)</b>	<b>28,198</b>	<b>0</b>	<b>0</b>	<b>28,198</b>	<b>(264,820)</b>	<b>(322,976)</b>	<b>(58,156)</b>	£(10k) underspend re NNDR, £(18k) underspend re maintenance, £(23k) increase in income
<b>Total Community Department</b>	<b>2,303,392</b>	<b>111,613</b>	<b>0</b>	<b>0</b>	<b>111,613</b>	<b>2,415,005</b>	<b>2,244,235</b>	<b>(170,770)</b>	

## Craven District Council Income &amp; Savings Plan - Quarter 3

## Income &amp; Savings Action Plan 2016/17 - 2018/19 Forecast of Savings Update At December 2016

## Reporting Spreadsheet

## Key:

Green	Income / Savings achieved - low risk
Amber	Income / Savings in progress- further work required - medium risk
Red	Income / Savings aspirational or not commenced - high risk (may require a change in council policy &/or member approval)

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	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						
1	BeSe	Replacement of the two cremators to increase efficiencies in gas usage & reduce mercury abatement payments	Red	H	H	0	0	37,000	37,000	37,000	Y	N	As per capital bid replacement planned for 18/19 when existing cremators come to the end of their life.	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
2	PaSe	Implement pay & display machines and other infrastructure upgrades to create cost effective payment options	Red	H	H	0	2,000	5,000	5,000	5,000	Y	N	Yes, 4 more new machines installed in 16/17 which include card payment. Looking to carry out some promotions on paying by card.	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
3	PaSe	Rationalise free car parks. Consider sales, developing them or charging to park in them	Red	H	H	0	5,000	5,000	5,000	5,000	Y	N	Currently undertaking parking surveys at Crosshills car parks - will be undertaken over a 6 month period.	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton
4	PrSe	Estate Rationalisation	Red	H	H	0	1,500	2,000	2,000	2,000	Y	N	Saving forecast at £2,250. List of property in attached paper	Patrick Mulligan	Paul Ellis	Ian Halton
5	PrSe	Redevelop sites of marginal value to increase our rents and rates returns	Red	H	H	0	0	0	10,000	20,000	Y	N	Will partially be achieved via the forthcoming Regeneration Joint Venture that is about to enter the Competitive Dialoge stage of procurement	Patrick Mulligan	Paul Ellis	Ian Halton
6	PrSe	Purchase Investment Properties	Red	H	H	0	0	0	10,000	10,000	Y	N	Currently looking at the purchase of a Funeral Director business	Patrick Mulligan	Paul Ellis	Ian Halton
7	PrSe	Develop Land for Market Rent Housing	Red	H	H	0	0	0	25,000	30,000	Y	N	CDC land at Airedale Avenue/Elseley Croft, Skipton is currently undergoing appraisal	Patrick Mulligan	Paul Ellis	Ian Halton
8	PIRe	Claim 5% charge on S106 project to recover delivery costs	Red	H	H	5,000	25,000	25,000	25,000	25,000	Y	N	Seeking views from other Council's			
9	PIRe	Stop Sending Neighbour notification letter	Red	H	H	2,000	4,000	4,000	4,000	4,000	Y	Y	Under discussio at conservative group			
10	PIRe	Settle TIC Review	Red	H	H	0	30,000	30,000	30,000	30,000	Y	N	Report to CLT and Leadership Team being prepared for the purpose of establishing which options are preferable and warrant the time needed to do a detailed assessment with business case. Options to be agreed by December 2016; business case(s) prepared for March 2017			
11	PIRe	NNDR & Council Taxbase Initiatives	Red	H	H	0	0	0	0	0	Y	N				
12	EnSe	Revised Collection Xmas Waste Collection	Red			0	2,500	2,500	2,500	2,500	Y	N		Carl Lis	Paul Ellis	Wyn Ashton
13	Fi	Additional Income Ctax at £5 compared to 1.99%	Red	M	H	0	41,100	81,530	121,200	121,200	Y	N		Patrick Mulligan	Nicola Chick	Claire Hudson
14	HR	Review of Car Mileage terms and conditions	Red	M	M	0	8,000	8,000	8,000	8,000	Y	N	Awaiting comments from cLT meeting 08.11.17	John Dawson	Samia Hussain	Jacque Hodgson

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	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							
15	BeSe	Purchase an existing Funeral Directors and run as an arm's length company	Red	M	M	0	30,000	50,000	50,000	50,000	Y	Y	Currently looking at the purchase of a Funeral Director business - see row above	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton	
16	LeSe	Review the pitch & putt course for options to improve and increase income	Red	M	M	0	0	5,000	5,000	5,000	Y	Y	9 hole golf course being planned and developed				
17	PaSe	Review partnering/management opportunities for third party car parks	Red	M	M	0	0	10,000	10,000	10,000	Y	Y	No opportunities currently exist, income predicated for 18/19. May need to revisit in 17/18				
18	PrSe	Build and run Bentham Station Car Park	Red	M	M	0	0	0	10,000	10,000	Y	N	Part of a master plan that may be moved forward either by the Regeneration Joint Venture or the Social Infrastructure Development framework?				
19	Li	Review of Licensing Fees underway - income/savings to be highlighted as part of the review process	Red	M	H	0	0	0	0	0	Y	N					
20	LeSe	Consider corporate days for hire (could be a mixture of internal/external events and the use of a studio including refreshments)	Red	H	H	0	0	0	2,500	2,500	N	N	Subject to space - currently impossible as all spaces are utilised - subject to masterplan				
21	PaSe	Improve the advance and directional signing to encourage more use of Coach Street & Cavendish Street car parks in Skipton for example	Red	H	H	0	10,000	10,000	10,000	10,000	N	N	Town centre survey of current signage to be undertaken				
22	PaSe	Advertising on car parks	Red	H	H	0	3,000	4,000	4,000	4,000	N	N	Planning consent withheld so revised application to be made for fixed/static signs only				
23	PIRe	Planning Policy Team Resource Review	Red	H	H	0	38,000	38,000	38,000	38,000	N	N					
24	IT	Network / Firewall Replacement	Red	H	H	0	0	2,000	2,000	2,000	N	N		John Dawson	Paul Ellis	Darrem Maycock	
25	EnSe	Primary Authority Status for Food Businesses	Red	H	H	0	1,000	1,000	1,000	1,000	N	N	Not currently progressed	Carl Lis	Paul Ellis	Wyn Ashton	
26	ReBe	To increase Ctax and NDR bases	Red	M	H	0	20,000	60,000	100,000	100,000	N	Y	CTB1 shows 1% increase this year. Work done to maximise empty home bonus done (net gain 180 props and SPD review underway 28k in total so far so 28k).				
27	ReBe	To work more closely with Economic Development re utilising NDR discretion to link in with Enterprising Craven initiatives	Red	M	H	0	0	0	0	0	N	N	Ongoing. A new group has been set to discuss this in detail.				
28	BuSu	Procure Vending Machine in reception area	Red	H	M	1,000	1,500	2,000	2,500	2,500	N	N	Proposals sent to Finance for their input Sept. 16	John Dawson	Samia Hussain	Joanne Garnett	
29	BeSe	Establish a floral fund donation scheme to contribute to a grounds planting scheme and be undertaken as part of grounds maintenance contract to off-set GM costs	Red	H	M	0	1,000	1,000	1,000	1,000	N	N	Can be launched in 2017, but need to ensure GM contractor can react and provide improved flower planting across site	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton	
30	ReBe	To explore automation of merging bills and benefit notifications	Red	M	M	0	2,000	2,000	2,000	2,000	N	Y	Not feasible at this stage due to UC but have purchased ebilling from NG to replace and bring in same savings				
31	HR	Reviewing all external contracts as they expire	Red	M	M	1,500	0	0	0	0	N	N	£1,500 has been saved to date in compassion with previous year	John Dawson	Samia Hussain	Jacque Hodgson	
32	BeSe	Offer memorial testing to other cemeteries/church yards to include re-fixing by an external contractor	Red	M	M	0	500	500	500	500	N	N	subject to service review & additional staff resource approval	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton	
33	BeSe	Option for memorial maintenance to memorial owners at Waltonwrays and Ingleton e.g. cleaning on a fixed term contract to maintain memorials	Red	M	M	0	500	500	500	500	N	N	Subject to service review & additional staff resource approval	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton	

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	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	Membership Advisor	Red	M	M	0	0	20,000	22,500	22,500	N	Y	Growth bid to be made for 18/19. No other capacity within team/marketing			
35	LeSe	Internal Advertising Contract Renewal	Red	M	M	0	0	5,000	5,000	5,000	N	N	Up for renewal in November 2017. Looking to bring together/package one contractor to run radio, walls, TV and top of drive advertising.			
36	PIRe	Back scan documents so can reduce building and retrieval costs	Red	M	M	0	10,000	10,000	10,000	10,000	N	Y				
37	EnSe	Housing / Env Health & Waste Management Review	Red	Projects on existing savings plan reported to Policy Committee quarterly included for completeness		0	6,000	6,000	6,000	6,000			See savings above re waste management	Carl Lis	Paul Ellis	Wyn Ashton
38	PrSe	Engine Shed Lane	Red		0	10,000	10,000	10,000	10,000	10,000			Review and options appraisal in progress with report to CLT in January 2017			
39	EnSe	Aireview House	Red		0	10,000	10,000	10,000	10,000	10,000			Partly slipped to 2017/18. Awaiting HCA match funding application due in December 2016 before progressing	Carl Lis	Paul Ellis	Wyn Ashton
40	EnSe	Commercial Waste	Red		0	10,000	10,000	10,000	10,000	10,000				Carl Lis	Paul Ellis	Wyn Ashton
<b>TOTAL RED SAVINGS</b>						<b>9,500</b>	<b>272,600</b>	<b>457,030</b>	<b>597,200</b>	<b>612,200</b>						

41	ReBe	2017 review CTR and local discount schemes	Amber	H	H	0	20,000	20,000	20,000	20,000	Y	N	Proposals approved at policy and currently under consultation			
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**TOTAL AMBER SAVINGS****0 20,000 20,000 20,000 20,000**

42	PaSe	Review of parking charges	Green	H	H	0	100,000	100,000	100,000	100,000	Y	Y	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
43	PIRe	Land Charges - new commercial premises rate	Green	H	H	0	5,000	5,000	5,000	5,000	Y	N	Submitted as part of fees and charges paper due tp Policy Committee in December			
44	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	TEEP Assessment remains in progress that will assist the Council in making final decision on Alternative Waster Collection methods	Carl Lis	Paul Ellis	Wyn Ashton
45	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	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
46	LeSe	Increase Off Peak Usage of Gym	Green	M	M	0	1,500	1,500	1,500	1,500	Y	N	Replaced original action with new one. Promotion for Month of January planned.			
47	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	Implement March/April 2017 JG 30.9.16	John Dawson	Samia Hussain	Joanne Garnett



Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	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							
48	HR	Encouraging applicants to submit recruitment forms online	Green	H	H	500	1,000	1,000	1,000	1,000	N	N	Only 5 applications have been sent out this year – options continue to be explored.	John Dawson	Samia Hussain	Jacque Hodgson	
49	DeSe	Elections - Preapare 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	Sundry packs will be produced in January/February 2017. Expect to produce full savings target	John Dawson	Samia Hussain	Andrew Mather	
50	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	Subject to service review & additional staff resource approval	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton	
51	BeSe	Secondary sales/marketing campaign for jewellery memorials, flowers/wreaths	Green	H	H	0	7,000	10,000	12,000	12,000	N	Y	Review of schemes, marketing materials and promotional outlets currently being developed	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton	
52	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	Replaced original action with new one - already implemented and generating additional income, reflected in figures across				
53	LeSe	Packages for Swimming Lessons	Green	H	H	0	2,500	5,000	5,000	5,000	N	N	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.				
54	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				
55	LeSe	Establish external exercise classes/activities	Green	H	H	0	1,000	1,500	2,000	2,000	N	Y	Areas/venues to be identified for start in 2017				
56	LeSe	Introduce summer sports camps	Green	H	H	0	3,000	5,000	7,000	7,000	N	Y	To launch in Summer 2017. Other holiday period will be introduced following summer launch.				
57	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				
58	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	Fitness merchandise to be launched in conjunction with new spin room/kit/virtual classes				
59	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 amaganting 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				
60	PIRe	Building Control Resource Review	Green	H	H	0	16,201	16,201	16,201	16,201	N	N	Member of staff retiring at end of year won't be replaced in full.				
61	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	
62	IT	VDI Replacement	Green	H	H	15,000	15,000	15,000	15,000	15,000	N	N		John Dawson	Paul Ellis	Darrem Maycock	
63	IT	Homelessness Budget R343	Green	H	H	10,000	10,760	10,760	10,760	10,760	N	N		John Dawson	Paul Ellis	Darrem Maycock	
64	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	800	800	800	800	800	N	Y	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	
65	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		John Dawson	Samia Hussain		
66	BuSu	Selling advertising space on the meeting room booklet	Green	H	M	300	300	300	300	300	N	N	New booklet to be designed JG	John Dawson	Samia Hussain	Joanne Garnett	
67	BeSe	Promote Saturday services, review price	Green	H	M	0	5,000	5,000	5,000	5,000	N	N	Subject to service review & additional staff resource approval	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton	



Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	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	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	Schemes to be decided and then promotional materials can be developed. Planned implementation for 2017	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton	
69	BeSe	Improve the planting options for grave maintenance charged to grave owners	Green	H	M	0	500	500	500	500	N	N	Must be sure that GM contractor will undertake planting as required and in accordance with scheme	Patrick Mulligan	Paul Ellis	Hazel Smith / Ian Halton	
70	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	I didn't put the figures in, please amend to £4k per year maximum JG	John Dawson	Samia Hussain	Joanne Garnett	
71	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				
72	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				
73	LeSe	Revamp the Shop	Green	M	M	0	8,000	5,000	5,000	5,000	N	N	Remerchandising, revised range and regular promotions				
74	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!				
75	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				
76	LeSe	Offer additional pool space and time to Craven Energy	Green	M	M	0	500	500	500	500	N	N	Some additional time has been accommodated.				
77	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	Park hire not currently included in fees & charges, further appraisals and discussions with CLT required				
78	ReBe	Receiving full BID payment	Green	M	M	5,000	5,000	5,000	5,000	5,000	N	N	New payment system in place to ensure payment is received.				
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				
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.				
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.				
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	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		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					
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	£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	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.	John Dawson	Paul Ellis	Darrem Maycock	

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	SLT Lead Update /Comments	Lead Member	CLT Lead	SLT Lead	
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89	PIRe	Charge tourist attractions to display their materials	Green	H	H	1,650	1,500	1,500	1,500	1,500	N	N	Four attractions/tourism operators have paid for dedicated space within Settle TIC, which for this financial year has generated £1,650				
90	HR	Provision of HR services to other authorities and organisations	Green	M	M	700	700	700	700	700	N	N	Discussions on going with Ryedale however, progress is slow	John Dawson	Samia Hussain	Jacque Hodgson	
91	PrSe	Skipton Town Hall	Green	Projects on existing savings plan reported to Policy Committee quarterly included for completeness		1,940	60,410	76,660	76,660	76,660			Landlord works in progress, completion due in early February 2017				
92	PrSe	Building Homes For Shared Ownership / To Rent	Green			2,000	20,000	45,000	45,000	45,000				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			
93	PaSe	HGV Parking	Green			1,000	2,000	2,000	2,000	2,000				Ready to be implemented apart from variation of Parking Order - being worked on by Legal			
94	PaSe	Craven Pool Parking	Green			500	1,000	1,000	1,000	1,000				As above			
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		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					
<b>TOTAL GREEN SAVINGS</b>						<b>132,466</b>	<b>458,713</b>	<b>522,372</b>	<b>537,242</b>	<b>537,242</b>							

		<b>TOTAL</b>				<b>141,966</b>	<b>751,313</b>	<b>999,402</b>	<b>1,154,442</b>	<b>1,169,442</b>						
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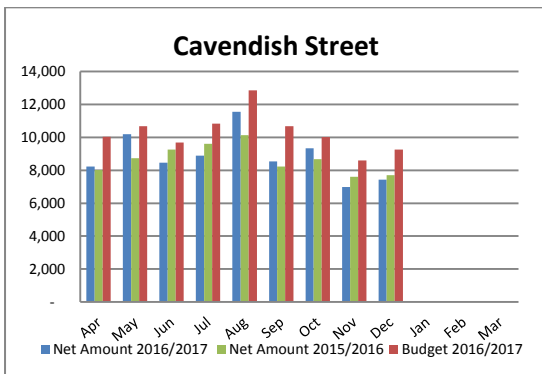
Total	Red	9,500	272,600	457,030	597,200	612,200
Total	Amber	0	20,000	20,000	20,000	20,000
Total	Green	132,466	458,713	522,372	537,242	537,242
		141,966	751,313	999,402	1,154,442	1,169,442
<b>TARGET</b>						
		300,000	650,000	800,000	1,200,000	1,400,000
	Target to Balance Following Year Budget Worst Case Scenario from Sept 16 LTFS	626,000	894,000	1,017,000	1,351,000	1,378,000
	<b>GAP TO TARGET</b>	<b>(158,034)</b>	<b>101,313</b>	<b>199,402</b>	<b>(45,558)</b>	<b>(230,558)</b>

Parking Fees Apr – Dec 2016 (2016/2017 FYR)

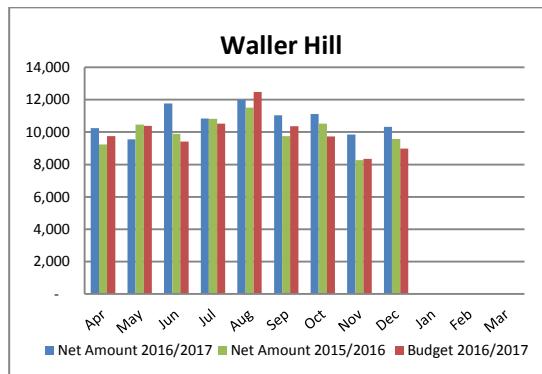
2016/17	Cavendish Street			Waller Hill			Coach Street			High Street			Bunkers Hill		
	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £
Month															
April	£ 8,015	£8,219	£10,033	£ 9,241	£10,253	£9,747	£ 33,264	£33,492	£33,444	£ 47,794	£54,288	£47,778	£ 1,347	£1,652	£1,529
May	£ 8,736	£10,184	£10,687	£ 10,473	£9,545	£10,381	£ 33,415	£36,100	£35,622	£ 51,642	£55,287	£50,889	£ 1,549	£1,107	£1,628
June	£ 9,259	£8,461	£9,683	£ 9,895	£11,775	£9,407	£ 31,315	£34,071	£32,278	£ 49,690	£51,823	£46,111	£ 1,695	£1,429	£1,476
July	£ 9,603	£8,898	£10,838	£ 10,819	£10,841	£10,529	£ 37,334	£40,139	£36,128	£ 53,825	£59,400	£51,611	£ 1,525	£1,889	£1,652
August	£ 10,138	£11,563	£12,857	£ 11,505	£11,992	£12,489	£ 40,708	£45,587	£42,856	£ 59,688	£65,841	£61,222	£ 1,907	£1,664	£1,959
September	£ 8,222	£ 8,543	£10,675	£ 9,759	£11,036	£10,370	£ 34,235	£37,415	£35,583	£ 57,334	£53,215	£50,833	£ 1,548	£ 1,659	£1,627
October	£ 8,677	£9,343	£10,021	£ 10,527	£11,118	£9,735	£30,976	£35,573	£33,406	£ 52,744	£56,362	£47,772	£ 1,775	£ 1,544	£1,527
November	£ 7,599	£6,987	£ 8,598	£ 8,277	£ 9,856	£8,352	£ 21,650	£25,653	£28,661	£ 41,317	£45,807	£40,944	£ 620	£ 1,382	£1,310
December	£ 7,693	£ 7,425	£ 9,252	£ 9,573	£10,322	£8,987	£ 25,670	£31,170	£30,839	£ 57,890	£60,482	£44,056	£ 1,717	£ 1,132	£1,409
January															
February															
March															
	£77,942	£79,623	£92,644	£90,069	£96,738	89,997	£ 288,568	£319,200	£308,817	£ 471,924	£502,505	£441,216	£13,683	£13,458	£14,117
Variance		1,681	(£13,021)		6,669	6,741		30,632	10,383		30,581	61,289		(225)	(659)

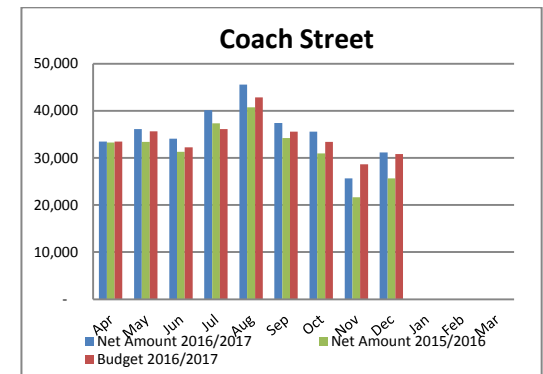
2016/17	Ashfield Road			Whitefriars			Greenfoot			Backgate & Community Centre		
	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £
Month												
April	£ 4,556	£4,976	£4,778	£ 5,492	£5,875	5,064	£ 2,276	£1,671	1,720	£ 1,855	£1,590	2,007
May	£ 4,528	£4,344	£5,089	£ 5,596	£5,275	5,394	£ 1,725	£1,818	1,832	£ 1,970	£1,432	2,137
June	£ 4,107	£5,488	£4,611	£ 5,327	£6,339	4,888	£ 1,713	£2,853	1,660	£ 1,361	£2,437	1,937
July	£ 5,127	£5,669	£5,161	£ 6,024	£6,135	£5,471	£ 2,132	£2,352	£1,858	£ 2,199	£2,637	£2,168
August	£ 5,985	£6,559	£6,122	£ 6,656	£8,150	£6,490	£ 3,013	£3,895	£2,204	£ 3,328	£2,818	£2,571
September	£ 4,854	£5,544	£5,083	£ 4,964	£5,683	£5,388	£ 2,824	£ 2,393	£1,830	£ 2,555	£ 3,126	£2,135
October	£ 4,571	£ 5,399	£4,772	£ 4,770	£ 5,113	£5,059	£ 1,935	£ 2,038	£1,718	£ 2,556	£1,609	£2,004
November	£ 2,548	£ 4,217	£4,094	£ 2,474	£ 4,217	£4,340	£ 1,104	£ 1,668	£1,474	£ 358	£ 684	£2,720
December	£ 4,123	£ 3,259	£4,406	£ 2,213	£ 2,736	£4,670	£ 810	£ 706	£1,586	£ 498	£ 413	£1,850
January												
February												
March												
	£ 40,400	£45,455	£44,117	£ 43,516	£49,523	£46,764	£ 17,532	£19,393	£15,882	£ 16,680	£16,746	£19,529
Variance		5,055	1,338		6,007	2,759		1,861	3,511		66	(2,783)



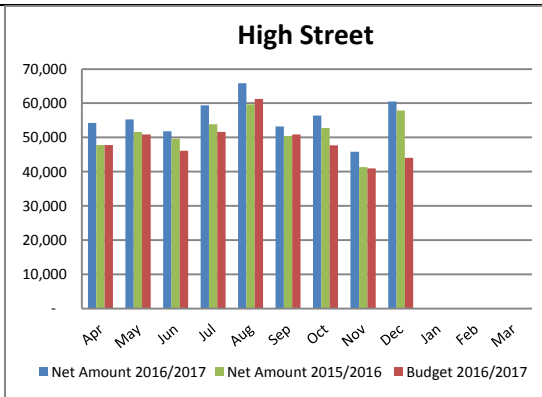
Comments: Income increased by 2.16% (£1,681) over same period last Year and down by 14.44% (£13,021) on budget



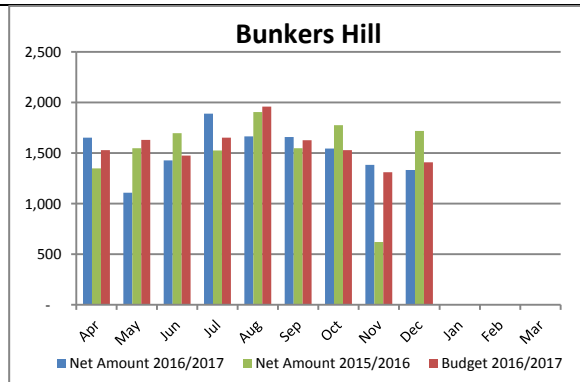
Comments: Income increased by 7.04% (£6,669) over same period last year and up by 7.4% (£6,741.) on budget



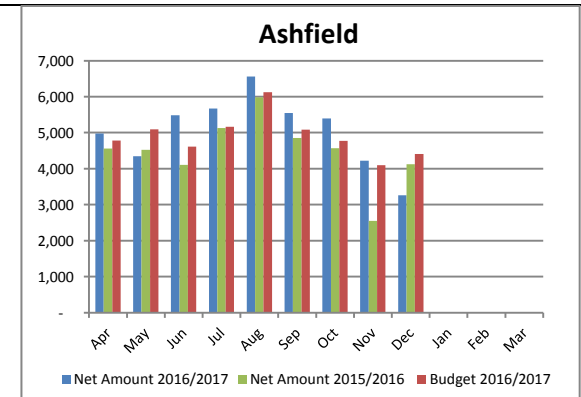
Comments: Income increased 10.62% (£30,632) over same period last year and up by 3.36% (£10,383) on budget



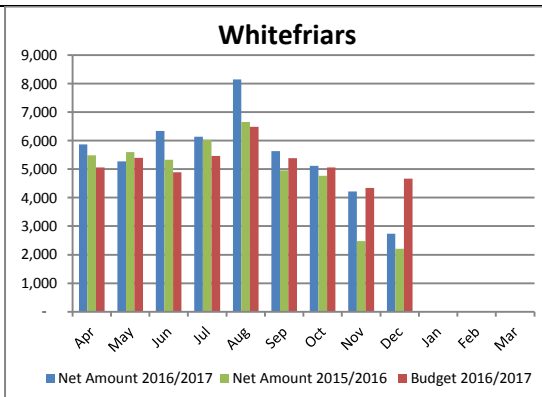
Comments: Income increased by 6.48% (£30,581) over same period last year and up by 13.89% (£61,289) on budget



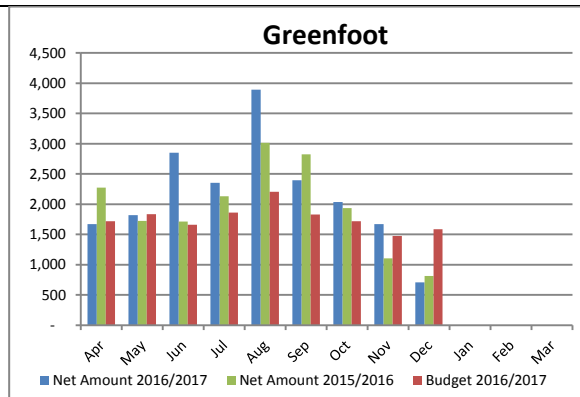
Comments: Income decreased by 1.64% (£225) over same period last year and down by 4.67% (£659) on budget



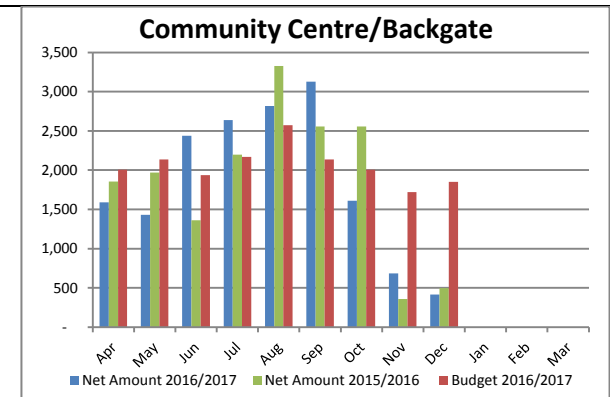
Comments: Income increased by 12.51% (£5,055) over same period last year and up by 3.03% (£1,338) on budget



Comments: Income increased by 13.80% (£6007) over same period last year and up by 5.90% (£2,759) on budget



Comments: Income increased by 10.61% (£1,861) over same period last year and up by 22.10% (£3,511) on budget



Comments: Income increased by 0.40% (£66) over same period last year and decreased by 14.25% (£2,783) on budget