

**Policy Committee – 17<sup>th</sup> February  
2015  
Revenue Budget 2015/16 and  
Medium Term Financial Plan  
2015/16 to 2017/18**



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

Ward(s) affected: All

**1. Purpose of Report**

1.1 The purpose of this report is to:

- identify a fully funded Revenue Budget for 2015/16
- recommend a prudent level of General Fund Revenue Balances for the financial year.
- outline the medium term financial plan (MTFP) to 2017/18

**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 2015/16 of £7,168k detailed at Appendix A be approved.
- 2.3 The schedule of growth bids £351k as identified in Appendix C, be approved.
- 2.4 The savings of £130k in Appendix D be incorporated into the budget.
- 2.5 The Revenue Budget incorporates the £942k contributions to earmarked reserves and £1,993k contributions from earmarked reserves a net contribution of £1,051k as detailed in Table 3 paragraph 7.2 and Appendix A.
- 2.6 A contribution from the General Fund Balance of £35k is made to support the 2015/16 budget.
- 2.7 The estimated sum of £995k as identified as the General Fund Balance as at 31 March 2015 in Paragraph 10 and Appendix F be approved
- 2.8 That Council Tax is frozen at the 2014/15 level of £152.21 (at Band D).

- 2.9 That the Council accepts the Governments Offer of the 2015/16 Council Tax Freeze Grant Estimated at £35k.
- 2.10 That should additional resources be available through the Retained Business Rates scheme contributions to the Business Rates Contingency Reserve are increased to at least the level recommended in the LTFS of £120k
- 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	1,148
b)	Non Domestic Rates share	925
c)	Other Grants	794
d)	S31 Government Grants	825
e)	2015/16 Council Tax Freeze Grant	35
f)	Council Tax Collection Fund Surplus	63
g)	Business Rates Collection Fund	(960)
h)	Council Tax	3,252
i)	Contribution from General Fund Balance	35
j)	Contributions (to)/from Reserves	1,051
	Total Funding	7,168

### **3. Background Information**

- 3.1 This report presents a balanced budget for Members to set for 2015/16 and prepares the Council to achieve a balanced budget over the medium term to 2017/18. Details are included at Appendix A.
- 3.2 The budget is based on the final grant settlement as announced on 10 February 2015, no increase in council tax leaving a Band D at £152.21 and accepting the Governments offer of Council Tax Freeze Grant estimated at £35,250 equivalent to a 1% increase in council tax.
- 3.3 In relation to business rates income, the figures in this report have been taken from the NDR1 which was completed on the deadline of 31 January 2015. This will be the third year of the Business Rates Retention Scheme and the second year that the Council will be part of the North Yorkshire Business Rates Pool. The information on the NDR1 is an estimate and the actual financial position may vary from the estimate.
- 3.4 A budget consultation exercise has been undertaken and a summary of the

feedback is included at Appendix E.

#### **4. Review of the 2014/15 Financial year**

- 4.1 Monitoring of the 2014/15 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 18 November 2014, an underspend of £111k was forecast for 2014/15. This included £72k 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 confirms that there will be an underspend against budget for 2014/15, reflecting the target savings that have already been achieved during the current year.
- 4.4 The Council had an unallocated General Fund Balance of £1.030m 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 2015/16 Revenue Budget and MTFP**

##### Pay and Prices Inflation

- 5.1 The budget for 2015/16 includes the impact of the pay award for officers announced in the Autumn which took effect from 1 January 2015 to 31 March 2016.
- 5.2 Prices inflation has been applied at a cost centre level based on known inflationary pressures, for example in relation to utility costs and changes to the NNDR multiplier and charges.
- 5.3 In total cost pressure of £230k arising from inflation has been incorporated into the 2015/16 budget.
- 5.4 In line with the Long Term Financial Strategy (LTFS) approved in September 2014 2% inflation has been allowed for in the MTFP for 2016/17 and 2017/18 indicative budgets.

##### Fees & Charges

- 5.5 Increases to fees and charges were agreed by Policy Committee at its meeting on 18 November 2014. The impact of these increases has been included in the relevant budget lines. It is forecast that the increase in fees will generate an additional £47k of income.

##### Financing of Capital Expenditure

- 5.6 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 2015/16. Consequently, there is no need to increase the Revenue Budget in respect of increased external loan costs.

- 5.7 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 increased contributions to reserves, in year revenue funding to the programme or increased external loans (which will have a revenue impact). A summary of the Capital Programme forecasts is shown in Table 1

Table 1: Capital Programme Forecast 2015/16 – 2017/18

	<b>2015/2016 Estimate £'000</b>	<b>2016/2017 Indicative £'000</b>	<b>2017/2018 Indicative £'000</b>
Capital Expenditure	1,328	3,887	1,072
<u>Funding Resources</u>			
Capital Receipts	380	1,153	121
Grants	239	1,976	191
Contribution from Reserves (IT, Vehicles, Buildings)	409	90	90
Borrowing MRP Capacity	300	668	547
Additional Borrowing to Fund Programme	0	0	123

## 6. 2015/16 Revenue Budget Funding

### Grant Settlement and Specific Grants

- 6.1 The Draft Local Government Finance Settlement for 2015/16 was announced on the 18 December 2014, with the information arriving over the subsequent days. Consultation on the draft settlement closed on 15 January 2015 and the final settlement was confirmed on 10 February 2015. The budget report has been based on the draft announcement with the final announcement not expected to differ materially.
- 6.2 The Council already had an indicative announcement of Revenue Support Grant (RSG) for 2015/16 provided last year around which the LTFS was constructed. The draft announcement on the 18 December was slightly better than expected through the increase of the grant for rural and sparse authorities by £21k to £54k (£33k 2014/15) and a small increase in RSG of £7k. The overall RSG for the Council is £1,148k a reduction of 27.9% from 2014/15, a loss in cash terms of £443k in cash terms.
- 6.3 Further changes to business rates were announced in the autumn statement which included further assistance to small businesses. Councils have been assured that they will not lose financially from this announcement, 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).

- 6.4 The Government has again offered a grant equivalent to a 1% increase in Council Tax for council's that do not increase their Council tax. Currently this funding is for one year only with no guarantee that the grant will continue in the settlement going forward. For this Council the grant is estimated to be £35k.

**Retained Business Rates**

- 6.5 For 2015/16 the Council estimates that it will collect £17.754m in business rates. Members will be aware that from 2013/14 the Council retains a percentage of business rates. The Council retains 40% of the rate income it collects, £7.050m (2014/15 £7.287m); it then pays a fixed tariff to the Government of £5.827m (£5.718m in 14/15) giving a net £1.223m (2014/15 £1.569m). 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 information is summarised in Table 2 below.
- 6.6 Members are also aware that the Council formed a business rates pool with North Yorkshire County Council (NYCC), Hambleton District Council, Richmondshire District Council, Ryedale District Council, and Scarborough Borough Council (who act as host). The pool will continue for 2015/16. 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. See Table 2.

**Table 2: Estimated Business Rates**

	£'000
Retained Rates Share	7,050
Tariff	(5,827)
Net Rates	1,223
Small Business Relief	825
CDC Retained Rates	2,048
Rates Target	(1,348)
Rates above target	700
Levy 50%	(350)
CDC Retained Rates	1,698
Contribution From North Yorkshire Rates Pool	52
CDC Adjusted Rates	1,750

- 6.7 An estimate of the business rate income based around the current position is included in the budget. The impact of appeals remains an issue for 2015/16 and a prudent approach to the income receipt in respect of business rates has been included in the budget. The benefit of being in the business rates pool is to enhance this income further. 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 2015/16 budget includes a contribution of £29k to the Business Rates Contingency Reserve which is below the LTFS planned figure of £120k. Should the opportunity arise then additional contributions will need to be made. The purpose of the contingency reserve is to help mitigate against the risk of fluctuations.

- 6.8 The Council has declared that there will be a deficit on the NDR collection fund at the end of 2014/15 and that its share will be £960k to repay. At the end of 2013/14 the Council recognised this potential deficit caused partly by the changes to relief given to small businesses (reimbursed through s31 grant) and outstanding valuation appeals identified by the Valuation Office Agency (VOA). The Business Rates Contingency Reserve is holding these funds pending repayment to the NDR Collection Fund.
- 6.8 The Government has implemented a number of measures to assist small businesses, the autumn statement confirmed that these would continue and to compensate for these measures the Council will receive s31 grant income. This grant is estimated at £825k

#### Localisation of Council Tax

- 6.9 Financial support to assist the Council with the Localisation of Council Tax Scheme is contained within the RSG. The amount however is not identifiable.
- 6.10 As part of the budget setting process for 2014/15 and subsequent approval of the LTFS in September 2014 the Council confirmed that it would continue to provide assistance to parishes. The assistance for parishes will reduce in line with the reduction in the Council's RSG. For 2015/16 £57k will be made available to parishes for assistance should they require it. This figure has been included within the budget.

#### New Homes Bonus

- 6.11 The new Homes Bonus allocation for 2015/16 is £794k. This year five instalment is £90k less than forecast in the LTFS due to an increase in the number of empty properties. The increase has arisen due to the changes in classification of empty properties and the discounts available for them which has resulted in more properties falling into the category of long term empty, which affects the New Homes Bonus allocation until they are re-occupied.
- 6.12 Contributions to the New Homes Bonus Reserve are in line with priority spending areas that have already been approved by Policy Committee.

### **7.0 Revenue Budget 2015/16 – Proposals**

- 7.1 Appendix A, attached, identifies the proposed budget for 2015/16 at £7,168 including support to parishes (£7,306 2014/15). Indicative budgets are also shown for 2016/17 and 2017/18. The budget includes £141k of New Homes Bonus funded projects, £351k of revenue bids (£85k 2014/15) and £409k (£726k 2014/15) of support to the capital programme which will be funded from earmarked reserves. Overall the net cost of services (excluding bids

and projects) has reduced by £229k.

- 7.2 The summary budget for 2015/16 and indicative budget for 2016/17-2017/18 are shown in Table 3 below.
- 7.3 Appendix B gives a subjective analysis of the net cost of service by cost centre.
- 7.4 The net revenue budget includes a corporate contingency of £75k. This is in line with the original budget set for 2014/15. The contingency for 2014/15 was increased to £100k as part of the closedown of the 2013/14 accounts.

Table 3 Summary Budget 2015/16 and Indicative Budget 2016/17-2017/18

	2015/16 £'000	2016/17 £'000	2017/18 £'000
Net Cost of Services	5,731	5,734	6,001
Revenue Growth Bids	351	100	100
Interest Payable	256	256	256
Investment Income	(61)	(105)	(130)
Minimum Revenue Provision	350	359	381
Revenue Contribution to Capital Programme	409	90	90
Corporate Contingency	75	75	75
Support to Parishes	57	53	49
Net Revenue Expenditure	7,168	6,562	6,822
Contributions to/(from) Reserves	(1,051)	916	1,073
Contribution General Fund Balance	(35)	0	0
Ctax Collection Fund Surplus	(63)	(40)	(40)
NDR Collection Fund Deficit	960	0	0
Government Grants – RSG / NHB / s31	(2,767)	*(1,983)	*(2,081)
2015/16 Freeze Grant	(35)	0	0
Non Domestic Rates	(925)	*(1,900)	*(1,900)
Council Tax	(3,252)	*(3,342)	*(3,434)
Savings	0	*213	*440

\*Adjusted figures from LTFS based on impact of decisions for 2015/16.

- 7.5 During 2013/14 the Council developed an income and Savings plan to assist it in focussing on the projects that it needed to implement to address the reductions in Government Support. Savings achieved in 2014/15 equate to £130k for 2015/16 and this is included within the budget. For 2014/15 the cumulative total savings are £541k rising to £624k in 2015/16. This information is shown at Appendix D
- 7.6 Information on the indicative 2016/17 and 2017/18 budgets are included as part of Appendix A. This information will be used to inform the LTFS when it is refreshed in 2015/16.
- 7.7 The budget provides for contributions to reserves of £943k and contributions from reserves of £1,994k giving net contributions from reserves of £1,051k as detailed in Table 4 below.

Table 4 Contributions to/(from) Reserves

Reserve	Contribution To £	Contribution From £	Net Movement £
New Homes Bonus	793,950	(315,795)	478,155
Business Rates Contingency	28,645	(960,000)	(931,355)
Insurance Fund	10,000	0	10,000
Buildings	30,000	(40,000)	(10,000)
IT Projects	30,000	(144,540)	(114,540)
Vehicles	30,000	(225,000)	(195,000)
Enabling Efficiencies	20,000	0	20,000
Planning	0	(264,300)	(264,300)
Future Year Budgets	0	(44,050)	(44,050)
Total	942,595	(1,993,685)	(1,051,090)

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

- 8.1 Subject to the agreement of the Budget, the Council's 2015/16 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 2015/16 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 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 2015/16. 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. There has been no increase to car parking charges, which continue to be held at 2011/12 rates.

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

- 9.1 The draft budget is based on the assumption that the Council will not increase the Council tax for 2015/16 and accept the Council Tax Freeze Grant estimated at £35,250 equivalent to a 1% increase. Council Tax at Band D will remain at £152.21
- 9.2 The freeze grants which the council accepted for 2011/12, 2013/14 and 2014/15 are included within the RSG and total £118k. The freeze grant for 2012/13 of £85k was for one year only. The Autumn Statement confirmed that a council tax freeze grant for 2015/16 would also be available. It is expected that the 2015/16 freeze grant will also be “rolled in” to RSG. Whilst it is hoped that the Council will not face a “cliff edge” effect from the freeze grant being withdrawn in the next parliament it is expected that it will reduce over time in line with the overall reduction in RSG.
- 9.3 The referendum limit of 2% was also announced as part of the Autumn Statement.

## **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 2015 will be £1,030k. No further contribution will be made in 2015/16. The level of £1,030k 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 2015/16, as required by Section 25 of the Local Government Act 2003.

## **11. Budget Consultation**

- 11.1 A budget consultation exercise was undertaken between 29 September and 12 December. The consultation focussed on areas of expenditure, income, savings and Council priorities. The return rate was 17% which is at the top end of the expected response range of 10% to 20% for this type of survey. 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. The top 5 important services were Street Cleansing, Refuse Collection & Recycling, Environmental Health Services, Car Parking and Planning & Building Control. 64% of respondents felt the Council offers value for money and 54% indicated that they would be prepared to accept increased service charges. 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 2015/16 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 2014

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

Nicola Chick, Strategic Manager – Financial Services (s151 officer)  
Tel: 01756 706418  
Email: NChick@cravendc.gov.uk

## 15. **Appendices**

Appendix A – Summary Revenue Budget 2015/16 – 2017/18  
Appendix B – Subjective Analysis 2015/16  
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 2015/16

2014/15 Original Budget Pre-Recharges & Depreciation £	2014/15 Forecast Pre- Recharges & Depreciation £	2014/15 Variance £	Cost Centre	2015/16 Original Budget Pre-Recharges & Depreciation £	2016/17 Indicative Budget £	2017/18 Indicative Budget £
Col 2	Col 3	Col 4		Col 5		
499,270	424,910	(74,360)	CLT	446,990	452,560	463,540
175,152	137,900	(37,252)	Business Support	192,970	197,670	201,480
162,092	169,240	7,148	Human Resources & Training	160,690	162,150	164,010
319,380	292,230	(27,150)	Customer Services	318,110	351,060	359,320
179,890	255,825	75,935	Revenues & Benefits Services	134,740	144,240	156,810
<b>1,335,784</b>	<b>1,280,105</b>	<b>(55,679)</b>	<b>Chief Executive's Department</b>	<b>1,253,500</b>	<b>1,307,680</b>	<b>1,345,160</b>
413,620	407,334	(6,286)	Information Services	424,970	423,290	432,590
202,880	202,140	4,260	Communications, Partnerships & Engagement	225,100	160,310	197,230
36,150	49,210	13,060	Tour De France	-	-	-
<b>652,650</b>	<b>658,684</b>	<b>11,034</b>	<b>Director Of Services</b>	<b>650,070</b>	<b>583,600</b>	<b>629,820</b>
49,380	21,105	(28,275)	Democratic Services	38,650	37,230	38,720
256,330	252,353	(3,977)	Democratic Representation	248,140	250,070	252,120
81,870	86,717	4,847	Elections	84,770	86,030	87,330
53,920	75,101	21,181	Electoral Registration	78,640	79,670	80,750
135,380	141,809	6,429	Legal Services	159,030	161,620	164,500
<b>576,880</b>	<b>577,086</b>	<b>206</b>	<b>Legal &amp; Democratic Services</b>	<b>609,230</b>	<b>614,620</b>	<b>623,420</b>
1,056,580	1,054,136	(2,444)	Corporate Costs	986,460	1,025,570	1,064,220
469,690	516,023	46,273	Financial Services	491,410	501,250	511,370
<b>1,526,270</b>	<b>1,570,159</b>	<b>43,829</b>	<b>Financial Services</b>	<b>1,477,870</b>	<b>1,526,820</b>	<b>1,575,590</b>
123,850	126,083	2,233	Skipton Town Hall	82,230	77,610	74,610
31,520	32,630	1,110	Miscellaneous Property	22,160	22,700	23,300
18,210	18,210	-	Bus Station	17,320	18,000	18,710
(24,870)	(8,320)	16,550	Private Garage Sites	(24,870)	(24,870)	(24,870)
40,770	40,770	-	Skipton Depot	41,110	42,200	43,350
790	790	-	Settle Depot	680	680	680
-	-	-	Granville Street	-	-	-
239,380	253,958	14,578	Belle View Square	245,510	251,970	258,800
(1,003,960)	(1,015,853)	(11,893)	Crematorium Lodge	-	-	-
62,440	85,966	23,526	Car Parks	(1,018,960)	(1,147,610)	(1,141,020)
108,040	109,540	1,500	Public Conveniences	67,840	66,000	67,240
(96,130)	(91,692)	4,438	Amenity Areas	102,350	103,750	105,090
5,000	5,000	-	Estates Services	(88,070)	(87,835)	(87,595)
209,200	259,581	50,381	Skipton Developments	5,000	5,000	5,000
(285,760)	(183,337)	102,423	Assets & Projects Service Unit	211,240	208,480	229,510
<b>1,817,390</b>	<b>1,963,908</b>	<b>146,458</b>	<b>Assets &amp; Projects Services</b>	<b>(336,460)</b>	<b>(463,925)</b>	<b>(427,195)</b>
(5,000)	(12,131)	(7,131)	Street Signs & GIS	(5,000)	(5,000)	(5,000)
3,000	3,020	20	Historic Buildings & Conservation	3,000	3,000	3,000
41,600	37,901	(3,699)	Building Control - Non Fee Earning	36,220	36,830	37,500
(25,960)	(36,415)	(10,455)	Building Control - Fee Earning	(67,690)	(65,780)	(63,680)
172,470	163,015	(9,455)	Local Development Framework	163,430	168,710	172,210
(68,860)	(66,436)	2,424	Local Land Charges	(79,340)	(78,555)	(77,700)
190,050	156,075	(33,975)	Development Control	180,950	193,970	203,310
51,500	56,873	5,373	Head of Planning & Building Control	51,020	54,450	55,650
<b>358,800</b>	<b>301,902</b>	<b>(56,898)</b>	<b>Planning Services</b>	<b>282,590</b>	<b>307,625</b>	<b>325,290</b>
39,017	38,490	(527)	Arts Development	39,450	39,990	40,580
24,300	22,300	(2,000)	Attraction of Trade & Tourists	24,300	24,300	24,300
16,740	36,990	20,250	Industrial Development & Promotion	157,680	16,740	16,740
34,070	33,970	(100)	Settle Tourist Information Centre	37,210	37,800	38,430
158,360	122,760	(35,600)	Economic & Community Development Service Unit	121,260	128,530	130,820
<b>272,487</b>	<b>254,510</b>	<b>(17,977)</b>	<b>Economic &amp; Community Development Services</b>	<b>379,900</b>	<b>247,360</b>	<b>250,870</b>
<b>10,820</b>	<b>23,615</b>	<b>12,795</b>	<b>Craven Swimming Pool &amp; Fitness Centre</b>	<b>21,080</b>	<b>40,770</b>	<b>56,670</b>
(233,070)	(198,752)	34,318	<b>Bereavement Services</b>	<b>(259,510)</b>	<b>(269,600)</b>	<b>(256,720)</b>
171,914	164,440	(7,474)	Museums	149,100	153,050	157,140
<b>171,914</b>	<b>164,440</b>	<b>(7,474)</b>	<b>Museums</b>	<b>149,100</b>	<b>153,050</b>	<b>157,140</b>
416,223	340,566	(75,657)	Environmental Health Services	381,920	390,160	396,570
(22,860)	(16,752)	6,108	Hackney Carriages	2,300	3,280	4,060
(34,400)	(28,292)	6,108	Licencing	(36,370)	(28,210)	(26,770)
14,380	12,420	(1,960)	Environmental Health Services Service Unit	14,550	14,840	15,050
<b>373,343</b>	<b>307,942</b>	<b>(65,401)</b>	<b>Environmental Health &amp; Housing</b>	<b>362,400</b>	<b>380,070</b>	<b>388,910</b>
25,900	25,900	-	Private Sector & Housing Enabling	36,450	37,520	38,050
21,700	(1,210)	(22,910)	Aireview House	33,560	46,670	47,240
194,440	223,740	29,300	Homelessness	250,100	284,640	271,330
77,850	44,710	(33,140)	Housing Service Unit	47,810	48,630	49,530
<b>319,890</b>	<b>293,140</b>	<b>(26,750)</b>	<b>Housing Services</b>	<b>367,920</b>	<b>417,460</b>	<b>406,150</b>
745,907	759,126	13,219	Refuse Collection Domestic	799,300	827,810	852,640
(165,240)	(173,038)	(7,798)	Refuse Collection Commercial	(183,950)	(188,250)	(191,430)
(229,960)	(165,748)	64,212	Recycling	(276,570)	(202,370)	(202,450)
281,050	280,981	(69)	Street Cleansing	285,160	294,300	302,610

GRAVEN DISTRICT COUNCIL SUMMARY BUDGET 2015/16

2014/15 Original Budget Pre-Recharges & Depreciation £	2014/15 Forecast Pre- Recharges & Depreciation £	2014/15 Variance £	Cost Centre	2015/16 Original Budget Pre-Recharges & Depreciation £	2016/17 Indicative Budget £	2017/18 Indicative Budget £
Col 2	Col 3	Col 4		Col 5		
4,030	36,825	32,795	Mechanics Workshop	20,380	18,810	17,230
164,280	157,767	(6,513)	Waste Management Service Unit	205,590	210,200	214,110
-	(73,577)	(73,577)	Garden Waste Subscription Scheme	(76,980)	(71,990)	(66,920)
<b>800,067</b>	<b>822,336</b>	<b>22,269</b>	<b>Waste Management &amp; Recycling</b>	<b>772,930</b>	<b>888,510</b>	<b>925,790</b>
<b>2,074,251</b>	<b>1,969,132</b>	<b>(105,119)</b>	<b>Community Department</b>	<b>2,076,410</b>	<b>2,165,244</b>	<b>2,254,101</b>
<b>5,880,075</b>	<b>5,871,829</b>	<b>(3,306)</b>	<b>TOTAL NET COST OF SERVICES</b>	<b>5,730,620</b>	<b>5,734,040</b>	<b>6,000,896</b>
			<b>Corporate Items and Financing</b>			
			<b>Corporate Income and Expenditure</b>			
255,710	255,710	-	Interest Payable (Incl Premia/Discount)	255,710	255,710	255,710
(19,410)	(55,000)	(35,590)	Investment Income	(61,400)	(105,000)	(130,000)
311,310	318,000	6,690	MRP for Capital Financing	350,570	359,000	381,000
726,250			Revenue Contributions to Capital Outlay	409,540		
75,000	100,000	25,000	Corporate Contingency	75,000	75,000	75,000
77,430	77,430	-	Top Up Grant to Parishes -CDC Contribution	56,595	53,000	49,000
			Revenue Growth Bids to Allocate	351,035	100,000	100,000
<b>7,306,365</b>	<b>6,567,969</b>	<b>(7,206)</b>	<b>NET REVENUE EXPENDITURE</b>	<b>7,167,670</b>	<b>6,471,750</b>	<b>6,731,606</b>
			<b>Contributions to/(from ) Reserves/Other</b>			
(90,855)		90,855	Contribution (from) Enabling Efficiencies Fund Reserve	-		
(14,000)	(14,000)		Contribution (from) Planning Reserve	(264,300)		
(408,030)	(188,030)	220,000	Contribution (from) New Homes Bonus Reserves	(315,795)		
			Contribution (from) Business Rates Contingency	(960,000)		
(62,700)			Contribution (from) Future Budgets Reserve	(44,050)		
(202,695)			Contribution (from) Buildings Reserve	(40,000)		
(150,000)			Contribution (from) IT Reserve	(144,540)		
			Contribution (from) Vehicle Reserve	(225,000)		
(40,160)	(40,160)	-	Contribution (from) General Fund Reserve	(35,000)		
			Transfer from CtaxCollection Fund	(62,700)		
796,450	796,450	-	Transfer from NDR Collection Fund	960,000		
120,000	120,000		Contribution to New Homes Bonus Reserves	793,950		
30,000	30,000		Contribution to Business Rates Contingency	28,645		
50,000	50,000		Contribution to Insurance Fund	10,000		
50,000	50,000		Contribution to Buildings Reserve	30,000		
130,000	130,000		Contribution to IT Reserve	30,000		
20,000	20,000		Contribution to Vehicle Reserve	30,000		
			Contribution to Enabling Efficiencies	20,000		
<b>7,534,375</b>	<b>7,522,229</b>	<b>303,649</b>	<b>AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement)</b>	<b>6,978,880</b>		
			<b>Central Government Support</b>			
(1,522,400)	(1,522,400)	-	Revenue Support Grant (ex prior year ctax freeze)	(1,147,410)		
(34,350)	(34,350)		Grant for 0% CT Increase	(35,250)		
(32,830)	(32,830)		Sparse Grant			
(796,450)	(796,450)	-	New Homes Bonus	(793,950)		
(477,000)	(477,000)	-	S31 Grant (Business Rates)	(825,000)		
(1,447,540)	(1,447,540)	-	Redistributed National Non-Domestic Rates	(925,000)		
<b>3,223,805</b>	<b>3,211,659</b>	<b>303,649</b>	<b>CRAVEN AMOUNT TO BE MET FROM COUNCIL TAX</b>	<b>3,252,270</b>		
			<b>PAYMENTS TO PARISHES</b>			
<b>3,223,805</b>	<b>3,211,659</b>	<b>303,649</b>	<b>TOTAL AMOUNT TO BE MET FROM COUNCIL TAX</b>	<b>3,252,270</b>		
1,089,067	1,089,067	-	Parish Precepts to be Raised from Ctax Charges			
			<b>Deficit/(Surplus)-Calculation</b>			
7,534,375			Amount to be met from Govt Grant & Council Tax	6,978,880		
(1,522,400)			<b>Financed By</b>			
(1,340,630)			Revenue Support Grant	(1,147,410)		
(1,447,540)			Other Grants	(1,654,200)		
(3,223,805)			Redistributed National Non-Domestic Rates	(925,000)		
<b>0</b>			Council Tax	(3,252,270)		
			<b>Deficit/(Surplus)</b>	<b>(0)</b>		
21180				21,367		
152.21				152.21		155.24 is 1.99% incre
<b>3223808</b>				<b>3,252,271</b>		

**CRAVEN DISTRICT COUNCIL**  
**2015/16 BUDGET**  
**SUBJECTIVE ANALYSIS**

Cost Centre	Employees	Premises	Transport	Supplies/ Services	Agency/ Contracted	Transfer Payments	Internal Rcharge	Total Costs	External Income	Govt Grants	C/Tax NNDR	Total Income	Net Cost of Service
Chief Executive	436,730		1,200	9,300				447,230	(240)			(240)	446,990
Business Support	186,450	280	1,100	6,460				194,290	(1,320)			(1,320)	192,970
Human Resources & Training	151,380		110	9,300				160,790	(100)			(100)	160,690
Customer Services	303,520	40	1,500	25,550				330,610	(12,500)			(12,500)	318,110
Revenues & Benefits Services	421,310		4,500	198,720		9,600,000		10,224,530	(8,500)	(275,690)	(9,805,600)	(10,089,790)	134,740
<b>Chief Executive's Department</b>	<b>1,499,390</b>	<b>320</b>	<b>8,410</b>	<b>249,330</b>	<b>-</b>	<b>9,600,000</b>	<b>-</b>	<b>11,357,450</b>	<b>(22,660)</b>	<b>(275,690)</b>	<b>(9,805,600)</b>	<b>(10,103,950)</b>	<b>1,253,500</b>
Information Services	323,180	1,670	1,500	238,750				565,100	(140,130)			(140,130)	424,970
Communications, Partnerships & Engagement	133,230	-	700	92,920				226,850	(1,750)	-		(1,750)	225,100
Tour De France	-	-	-	-				-	-	-		-	-
<b>Director of Services</b>	<b>456,410</b>	<b>1,670</b>	<b>2,200</b>	<b>331,670</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>791,950</b>	<b>(141,880)</b>	<b>-</b>	<b>-</b>	<b>(141,880)</b>	<b>650,070</b>
Democratic Services	29,140		200	9,310				38,650	-			-	38,650
Democratic Representation	221,880	90	-	26,170				248,140	-			-	248,140
Elections	24,260	6,150	-	54,360				84,770	-			-	84,770
Electoral Registration	41,770		2,500	35,770				80,040	(1,400)	-		(1,400)	78,640
Legal Services	132,530		250	41,250				174,030	(15,000)			(15,000)	159,030
<b>Legal &amp; Democratic Services</b>	<b>449,580</b>	<b>6,240</b>	<b>2,950</b>	<b>166,860</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>625,630</b>	<b>(16,400)</b>	<b>-</b>	<b>-</b>	<b>(16,400)</b>	<b>609,230</b>
Corporate Management	714,650			275,760				990,410	(3,950)			(3,950)	986,460
Financial Services	381,890	880	500	108,140				491,410	-			-	491,410
<b>Financial Services</b>	<b>1,096,540</b>	<b>880</b>	<b>500</b>	<b>383,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,481,820</b>	<b>(3,950)</b>	<b>-</b>	<b>-</b>	<b>(3,950)</b>	<b>1,477,870</b>
Skipton Town Hall	72,080	76,650	120	16,500			1,880	167,230	(85,000)			(85,000)	82,230
Miscellaneous Property		20,800		1,360				22,160	-			-	22,160
Bus Station		26,980		-			5,340	32,320	(15,000)			(15,000)	17,320
Private Garage Sites		5,000		5,400			30	10,430	(35,300)			(35,300)	(24,870)
Skipton Depot	1,510	37,820		1,780				41,110	-			-	41,110
Settle Depot		680		-				680	-			-	680
Belle Vue Square	-	219,050		27,630			3,330	250,010	(4,500)			(4,500)	245,510
Car Parks	17,850	196,630	2,870	52,840			27,350	297,540	(1,316,500)			(1,316,500)	(1,018,960)
Public Conveniences	4,800	43,440		25,600				73,840	(6,000)			(6,000)	67,840
Amenity Areas	-	29,050		800	77,600		4,900	112,350	(10,000)			(10,000)	102,350
Estates Services		8,050		12,410				20,460	(108,530)			(108,530)	(88,070)
Skipton Developments				5,000				5,000	-			-	5,000
Assets & Projects Service Unit	209,170	10	1,500	8,460				219,140	(7,900)			(7,900)	211,240
<b>Projects &amp; Facilities Management</b>	<b>305,410</b>	<b>664,159</b>	<b>4,490</b>	<b>157,780</b>	<b>77,600</b>	<b>-</b>	<b>42,830</b>	<b>1,252,269</b>	<b>(1,588,730)</b>	<b>-</b>	<b>-</b>	<b>(1,588,730)</b>	<b>(336,461)</b>
<b>Resources Department</b>	<b>1,851,530</b>	<b>671,279</b>	<b>7,940</b>	<b>708,540</b>	<b>77,600</b>	<b>-</b>	<b>42,830</b>	<b>3,359,719</b>	<b>(1,609,080)</b>	<b>-</b>	<b>-</b>	<b>(1,609,080)</b>	<b>1,750,639</b>
Street Signs & GIS		7,000		-				7,000	(12,000)			(12,000)	(5,000)
Historic Buildings & Conservation				3,000				3,000	-			-	3,000
Building Control - Non Fee Earning	30,940		2,900	2,380				36,220	-			-	36,220
Building Control - Fee Earning	95,460		9,000	2,850				107,310	(175,000)			(175,000)	(67,690)
Local Development Framework	159,410		1,500	2,520				163,430		-		-	163,430
Local Land Charges	25,510	2,650		27,500				55,660	(135,000)			(135,000)	(79,340)
Development Control	401,320	-	11,500	61,630				474,450	(293,500)			(293,500)	180,950

APPENDIX B

Cost Centre	Employees	Premises	Transport	Supplies/ Services	Agency/ Contracted	Transfer Payments	Internal Rcharge	Total Costs	External Income	Govt Grants	C/Tax NNDR	Total Income	Net Cost of Service
Head of Planning & Building Control	33,010		250	17,760				51,020	-	-		-	51,020
<b>Planning Services</b>	<b>745,650</b>	<b>9,650</b>	<b>25,150</b>	<b>117,640</b>	-	-	-	<b>898,090</b>	<b>(615,500)</b>	-	-	<b>(615,500)</b>	<b>282,590</b>
Arts Development	26,710		740	12,000				39,450	-	-		-	39,450
Attraction of Trade & Tourists				24,300				24,300	-	-		-	24,300
Industrial Development & Promotion				157,680				157,680				-	157,680
Settle Tourist Information Centre	33,020	8,980	150	6,810				48,960	(11,750)			(11,750)	37,210
Economic & Community Development Unit	131,240	30	1,700	18,180				151,150	(29,890)			(29,890)	121,260
<b>Economic &amp; Community Development Services</b>	<b>190,970</b>	<b>9,010</b>	<b>2,590</b>	<b>218,970</b>	-	-	-	<b>421,540</b>	<b>(41,640)</b>	-	-	<b>(41,640)</b>	<b>379,900</b>
<b>Craven Swimming Pool &amp; Fitness Centre</b>	<b>517,740</b>	<b>383,320</b>	-	<b>244,020</b>	-	-	<b>3,000</b>	<b>1,148,080</b>	<b>(1,127,000)</b>	-	-	<b>(1,127,000)</b>	<b>21,080</b>
<b>Bereavement Services</b>	<b>114,170</b>	<b>149,140</b>	<b>1,620</b>	<b>92,530</b>	<b>31,580</b>	-	<b>2,540</b>	<b>391,580</b>	<b>(651,090)</b>			<b>(651,090)</b>	<b>(259,510)</b>
Museums	135,170	22,000	-	36,030				193,200	(44,100)			(44,100)	149,100
<b>Museum &amp; Arts</b>	<b>135,170</b>	<b>22,000</b>	-	<b>36,030</b>	-	-	-	<b>193,200</b>	<b>(44,100)</b>	-	-	<b>(44,100)</b>	<b>149,100</b>
Environmental Health Services	330,270	11,130	19,120	66,870			12,900	440,290	(58,370)			(58,370)	381,920
Hackney Carriages	35,220		15,300	11,780			4,000	66,300	(64,000)			(64,000)	2,300
Licencing	35,380		500	3,950				39,830	(76,200)			(76,200)	(36,370)
Environmental Health Services Service Unit			1,190	12,420			940	14,550	-			-	14,550
<b>Environmental Health &amp; Housing</b>	<b>400,870</b>	<b>11,130</b>	<b>36,110</b>	<b>95,020</b>	-	-	<b>17,840</b>	<b>560,970</b>	<b>(198,570)</b>	-	-	<b>(198,570)</b>	<b>362,400</b>
Private Sector & Housing Enabling				36,450				36,450	-	-		-	36,450
Aireview House	10,700	33,900	670	18,190			100	63,560	(30,000)			(30,000)	33,560
Homelessness	171,610		3,460	83,980				259,050	(7,560)	(1,390)		(8,950)	250,100
Housing Service Unit	40,370		1,000	6,500				47,870	(60)			(60)	47,810
<b>Housing Services</b>	<b>222,680</b>	<b>33,900</b>	<b>5,130</b>	<b>145,120</b>	-	-	<b>100</b>	<b>406,930</b>	<b>(37,620)</b>	<b>(1,390)</b>	-	<b>(39,010)</b>	<b>367,920</b>
Refuse Collection Domestic	571,040		187,000	39,060			23,500	820,600	(21,300)			(21,300)	799,300
Refuse Collection Commercial	103,770		65,630	313,420			4,300	487,120	(671,070)			(671,070)	(183,950)
Recycling	180,550	60	61,260	8,560			12,500	262,930	(539,500)			(539,500)	(276,570)
Street Cleansing	218,420	1,120	64,510	18,110			(16,000)	286,160	(1,000)			(1,000)	285,160
Mechanics Workshop	101,930	18,600	1,060	11,790			(94,000)	39,380	(19,000)			(19,000)	20,380
Waste Management Service Unit	175,710		1,520	27,360			1,000	205,590	-			-	205,590
Garden Waste Subscription Scheme	58,530		61,240	10,750			12,500	143,020	(220,000)			(220,000)	(76,980)
<b>Waste Management &amp; Recycling</b>	<b>1,409,950</b>	<b>19,780</b>	<b>442,220</b>	<b>429,050</b>	-	-	<b>(56,200)</b>	<b>2,244,800</b>	<b>(1,471,870)</b>	-	-	<b>(1,471,870)</b>	<b>772,930</b>
<b>Community Department</b>	<b>3,737,200</b>	<b>637,930</b>	<b>512,820</b>	<b>1,378,380</b>	<b>31,580</b>	-	<b>(32,720)</b>	<b>6,265,190</b>	<b>(4,187,390)</b>	<b>(1,390)</b>	-	<b>(4,188,780)</b>	<b>2,076,410</b>
<b>TOTAL NET COST OF SERVICES</b>	<b>7,544,530</b>	<b>1,311,200</b>	<b>531,370</b>	<b>2,667,920</b>	<b>109,180</b>	<b>9,600,000</b>	<b>10,110</b>	<b>21,774,310</b>	<b>(5,961,010)</b>	<b>(277,080)</b>	<b>(9,805,600)</b>	<b>(16,043,690)</b>	<b>5,730,620</b>

**Craven District Council  
Summary of Growth Bids  
2015/16 Revenue Budget**

Section	Description	Description of Bid	2015/16 Amount £	2016/17 Amount £	2017/18 Amount £	2018/19 Amount £	One off / Permanent / Fixed Term	Comments
Planning	Local Plan	2015/16 Costs associated with the local Plan	264,300	0	0	0	0	2015/16 Costs associated with production of the Local Plan for Craven. Funding is in earmarked reserve
Environmental Health & Housing	Aireview House	Expanded concierge service at Aireview House	11,650	0	0	0	0	There will be a significant impact to neighbouring residents should the bid not be approved with a significant increase in anti-social behaviour, risks to the hostel structure itself which could lead to increased capital / revenue expenditure for the Council, reputational risk to the Council in that the Council was not seen addressing the issues.
Communications	Communications	Funding for a Marketing and Communications Officer	16,930	17,785			Fixed Term	Risk: The action plan in approved Building Trust plan will not be delivered and commercial services will not be marketed effectively and income generation will not be maximised, less income for the Council leading to more pressure on the Council budget.
Economic Development	Industrial Development & Promotion	Provide match funding for the appointment of a SME Account Manager to work within Craven District as part of the Leeds City Region Business Growth Hub.	12,500	0	0		0	A significant risk of the bid not being approved is a loss of an opportunity for an enhanced service provision for businesses within Craven District. The risk is that businesses within Craven District will be placed at a competitive disadvantage to businesses located elsewhere in the Leeds City Region.



Section	Description	Description of Bid	2015/16 Amount £	2016/17 Amount £	2017/18 Amount £	2018/19 Amount £	One off / Perman ent / Fixed Term	Comments
Economic Development	Industrial Development & Promotion	Increase in the Council's annual subscription fee to the York, North Yorkshire and East Riding Local Enterprise Partnership (YNYERLEP).	12,400	12,400	12,400		P	A significant risk of the bid not being approved is the possibility of Craven District being marginalised from the European and Local Growth Deal investment planning process.
Economic Development	Industrial Development & Promotion	Purchase the services of a multi-disciplinary civil engineering team to support the development and delivery of a wide variety of capital projects designed to make a direct contribution to achieving the Council's priority for an Enterprising Craven.	30,000	30,000	30,000		P	A significant risk of the bid not being approved is the inability to deliver works and associated investment proposed in the New Homes Bonus Infrastructure Reserve, specifically those projects covering 'Job Creation', Revitalising Towns and Villages' and the 'Leeds & Liverpool Canal Corridor'.
Museum & Arts & Town Hall	Museum / Skipton Town Hall	Improve marketing by the re-branding of Skipton Town Hall as a theatre and performance venue.	2,200	1,020	1,040	1,060	P	The Council is making a significant capital commitment to Skipton Town Hall. It is therefore important to take this opportunity to ensure that the improvements are well publicised and that the perceptions local people have about the building can be changed for the better.
Museum & Arts	Museum	Tri-annual professional insurance valuation of Museum objects and artwork.	1,200	0	0	1,270	P	The Council may be unable to make a claim following the loss of, or damage to, a valuable asset.

Section	Description	Description of Bid	2015/16 Amount £	2016/17 Amount £	2017/18 Amount £	2018/19 Amount £	One off / Perman ent / Fixed Term	Comments
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**Revenue Impact of Capital Bids**

Craven Pool	Craven Pool	Revenue costs of Skatepark capital project	1,700	1,400	1,400	1,400		Revenue costs to support funding application to Sport England for Skatepark Capital Project.
Finance	Financial Management	Revenue costs of Agresso upgrade to version 5.6 Milestone 4	-9,725	23,320	24,380			The Council is under an obligation to upgrade, as the current version of Agresso we have is now out of support. Therefore further updates and fixes etc cannot be applied if we have an issue with the main software operation.
Finance	Financial Management	Revenue costs of iTrent Payroll System (Roll-out of self serve)	7,880	8,020	8,150			Self-serve would increase efficiency of administration for payroll. 2013/14 audit reports recommended roll out of self serve as potential for improving payroll administration. No significant risks as we would continue to operate as we do now. However, it would provide significant efficiencies in payroll processing.
		<b>Total Of Agreed Growth Bids 2015/16</b>	<b>351,035</b>	<b>93,945</b>	<b>77,370</b>	<b>3,730</b>		

<b>Funding</b>	<b>Future Year Budget Reserve</b>	<b>12,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NHB</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>
	<b>Planning</b>	<b>264,300</b>			
	<b>Revenue Budget</b>	<b>44,235</b>	<b>63,945</b>	<b>47,370</b>	<b>3,730</b>

## Craven District Council Income & Savings Plan

APPENDIX D

### Income & Savings Action Plan 2014/15 - 2017/18 Achievements at January 2015

**Key:**



Income / Savings  
achieved - low  
risk

Line No	<u>Additional Income / Proposed Saving</u> <u>Service Area</u>	<u>Status</u>	Actual	Target	Target	Target	<u>Progress /</u> <u>Comments</u>
			2014/15 £	2015/16 £	2016/17 £	2017/18	
1	Skipton Town Hall	Green	34,410	32,070	32,070	32,070	Completed
2	Building Control Review	Green	37,000	37,000	37,000	37,000	Completed
3	Crematorium - Running Costs	Green	8,000	10,000	10,000	10,000	Completed
4	Business Support service provision	Green	4,500	0	0	0	Completed
5	Revenues and Benefits Review	Green	5,000	5,000	5,000	5,000	Completed
6	Democratic Services - service provision	Green	3,000	9,000	9,000	9,000	Completed
7	Technology for Members & CLT	Green	2,500	5,000	10,000	10,000	Completed
8	ICT Wide Area Network	Green	15,000	15,000	15,000	15,000	Completed
9	Sports Development	Green	5,000	5,000	5,000	5,000	Completed
10	Employer Pension Contributions	Green	12,000	12,000	12,000	0	Completed
<b>TOTAL GREEN SAVINGS 2014/15</b>			<b>126,410</b>	<b>130,070</b>	<b>135,070</b>	<b>123,070</b>	
<b>TOTAL GREEN SAVINGS 2013/14</b>			<b>415,050</b>	<b>494,250</b>	<b>506,570</b>	<b>506,570</b>	
<b>TOTAL GREEN SAVINGS TO 31 MARCH 2015</b>			<b>541,460</b>	<b>624,320</b>	<b>641,640</b>	<b>629,640</b>	

**MAJOR BUDGETS RISK ASSESSMENT 2015/16**

**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**

Salaries and Wages form a major expenditure for the Council accounting for 33% of revenue expenditure with total budgets for 2015/16 nearing £7.3m.

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).

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 are 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.

Historically there has been an underspend in salaries and wages and the Council factors in a corporate vacancy allowance to its budget.

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
7,288,710	7,361,597	7,653,146	8,017,581

Likelihood: High

Impact: Low

Risk: High

**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. In 2015/16 the employer's contribution is based on a future service rate of 14% together with a lump sum of £708k.

- 3.2 The next actuarial valuation is scheduled to be implemented in April 2017, and it is expected that this will bring a further increase in rates. The back funding element is a fixed lump sum contribution, and is only liable to inflationary increases. The predicted 4% has been included in the budget. Any variation over and above this will impact as per the figures below.

**Assessment**

2015/16 Budget		1% Variance	5% Variance	10% Variance
Current Cost Element	643,490	649,925	675,665	707,839
Backfunding Element	707,500	714,171	742,875	778,250

Likelihood: Low

Impact: Medium

Risk: Low

**4 Housing Benefits**

- 4.1 The national roll out of Universal Credit will be phased 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. 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 £9.6m in 2015/16. 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 (£0.13m). The recovery level is at risk in difficult economic times creating a risk factor.

**Assessment**

2015/16 Budget	1% Variance	5% Variance	10% Variance
9,600,000	9,696,000	10,080,000	10,560,000

Likelihood: High

Impact: Low

Risk: High

**5 Council Tax Support**

- 5.1 The estimated value of Council Tax Support for 2015/16 is £2.594m. Council Tax Support is funded as a discount on Ctax. Craven DC's risk is that any increased demand for Council Tax Support will result in a 13.18% liability to the Council of this additional amount. The rest is covered by the NYCC, Fire and Police Authority.

**Assessment**

2015/16 Budget	1% Variance	5% Variance	10% Variance
2,594,000	2,619,940	2,723,700	2,853,400

Likelihood: Low

Impact: Low

Risk: Low

## 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 is installing where possible Photovoltaic Cells on appropriate buildings to help mitigate against the rising costs of electricity.

### Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
Electricity 129,196	130,488	135,656	142,116
Gas 171,570	173,286	180,149	188,727

Likelihood: High

Impact: Medium

Risk: Medium

## 7 Waste Collection

- 7.1 With effect from January 2010, the Council introduced an alternate weekly bin collection system. A sum of £745,907 is included in the 2014/15 budgets for Council waste collection costs and waste disposal charges made by the County Council.
- 7.2 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 and estimates are that an extra 150 properties per year will be built in the district which may lead to the need for additional resources (vehicles and staffing).
- 7.3 The County Council charges relate to the disposal of trade waste. Currently these are £80.00 (Land Fill Tax) and £30.72 (Disposal Charges). Both items are 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.
- 7.4 It is expected that the land fill price per tonne will increase in 2015/16 by £2.60 (3.25% increase), and disposal charges will increase by £0.92 (3% increase).

### Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
799,300	807,293	839,265	879,230

Likelihood: Medium

Impact: Medium

Risk: Medium

## 8 Recycling

- 8.1 A sum of £1,500 is included in the 2015/16 budgets for fees that the Council pays to the various companies that 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 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 have decided that the 2015/16 recycling credit will be £45.67 per tonne. This rate is increased by 3% year on year until amended by government guidance.

- 8.3 Taking the External Fees and Recycling Credits together, the fixed costs of the Council do not fluctuate relevant to the volume collected. Therefore the remaining risk is with charges levied by other contractors to process waste. This is assessed as follows:

**Assessment**

2015/16 Budget	1% Variance	5% Variance	10% Variance
Contractor Costs 1,500	1,515	1,575	1,650
Recycling Credits 300,000	297,000	285,000	270,000

Likelihood: Medium

Impact: Low

Risk: Medium

**9 Sale Of Recyclables**

- 9.1 The Council sells the material collected through its recycling service. Due to major fluctuations in the market price, and the on-going volatility in the level of demand and amounts recycled, there could well be pressure on this budget for the foreseeable future.

**Sensitivity Analysis**

2015/16 Budget	1% Variance	5% Variance	10% Variance
239,000	236,610	227,050	215,100

Likelihood: High

Impact: low

Risk: Medium

**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 2015/16 has been maintained at 2013/14 level.

**Sensitivity Analysis**

2015/16 Budget	1% Variance	5% Variance	10% Variance
220,000	217,800	209,000	198,000

Sensitivity: Low

Impact: Medium

Risk: Low

**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 2015/16. 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 2015/16 has been set at £285,000 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:

Table 1

Year	Original Estimate	Actual / Projected Outturn	Variance	
			£	%
2012/13	270,000	237,555	- 32,445	- 12%
2013/14	255,000	406,423	+ 151,423	+ 59%
2014/15	263,500	350,000	+ 86,500	+ 32%
2015/16	285,000	285,000	Nil	Nil

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
285,000	282,150	270,750	256,500

Sensitivity: High

Impact: Medium

Risk: High

**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 2014/15 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. Table 2 below shows estimated and actual income levels since 2012/13.

Table 2

Year	Original Estimate	Actual / Projected Outturn	Variance	
			£	%
2012/13	180,000	151,146	- 28,854	- 16%
2013/14	153,000	140,967	- 12,033	- 8%
2014/15	150,000	169,227	+ 19,227	+ 13%
2015/16	175,000	175,000	Nil	Nil

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
175,000	173,250	166,250	157,500

Likelihood: Medium

Impact: Low

Risk: Medium



**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.
- 13.2 The housing market is continuing to recover. The budget for 2015/16 has been set at with a modest increase to reflect this expectation.

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
135,000	133,650	128,250	121,500

Likelihood: Low

Impact: Low

Risk: Low

**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.

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
95,000	94,050	90,250	85,500

Likelihood: Low

Impact: Low

Risk: Low

**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.

Table 3

Year	Original Estimate	Actual / Projected Outturn	Variance	
			£	%
2012/13	142,860	150,147	+ 7,467	+ 5%
2013/14	144,040	156,229	+ 12,189	+ 9%
2014/15	141,330	141,330	Nil	Nil
2015/16	141,330	141,330	Nil	Nil

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
141,330	139,917	134,264	127,197

Sensitivity: Low

Impact: Low

Risk: Low

**16 Car Park Pay And Display Income**

- 16.1 Car parking income has a separate policy for increasing fees which is reviewed bi-annually in accordance with the policy agreed in July 2006.
- 16.2 A review of car parking charges was agreed by the Council in July 2011. An increase of 20% on long and short stay charges was agreed, with implementation in December 2011, after changes to the machines and signage. It was envisaged that these increases, together with investigating other opportunities for charging for parking would generate additional income. Due to the economic climate there may be some pressure in maintaining these levels of income in the future, as there is no expected price increase during 2015/16, with the next review due in 2016/17. Table 4 below shows the estimated and actual income since 2012/13.

Table 4

Year	Original Estimate	Actual / Projected Outturn	Variance	
			£	%
2012/13	1,295,000	1,204,327	- 90,673	- 7%
2013/14	1,215,000	1,216,686	+ 1,686	+ 0.1%
2014/15	1,215,000	1,215,000	Nil	Nil
2015/16	1,215,000	1,215,000	Nil	Nil

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
1,215,000	1,202,850	1,154,250	1,093,500

Likelihood: Low

Impact: Medium

Risk: Medium

**17 Income From Domestic And Trade Waste Collection**

- 17.1 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 2014/15 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.
- 17.2 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.
- 17.3 Income from trade waste collection charges is now in the region of £621k per annum This is an increase of £14k over the 2014/15 latest 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

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
671,700	664,983	638,115	604,530

Likelihood: Medium

Impact: Low

Risk: Medium

**18 Licensing Act 2003 Income**

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

18.2 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 2012/13.

Table 5

Year	Original Estimate	Actual / Projected Outturn	Variance	
			£	%
2012/13	64,000	67,943	+ 3,943	+ 6%
2013/14	62,000	73,804	+ 11,804	+ 19%
2014/15	65,000	75,000	+ 10,000	+ 15%
2015/16	69,000	69,000	Nil	Nil

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
69,000	68,310	65,550	62,100

Likelihood: Low

Impact: Low

Risk: Low

**19 Bereavement Services Income**

19.1 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 2012/13.

Table 6

Year	Original Estimate	Actual / Projected Outturn	Variance	
			£	%
2012/13	557,680	614,984	+ 57,304	+ 10.28%
2013/14	569,670	654,933	+ 85,263	+ 14.97%
2014/15	608,120	608,120	NIL	NIL
2015/16	650,970	650,970	NIL	NIL

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
650,970	644,460	618,421	585,873

Likelihood: Low

Impact: Medium

Risk: Low

**20 Craven Pool Income**

20.1 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 2012/13.

Table 7

Year	Original Estimate	Actual / Projected Outturn	Variance	
	£		£	%
2012/13	998,800	1,103,777	+ 104,977	+ 10.51%
2013/14	1,089,800	1,155,383	+ 65,583	+ 6.02%
2014/15	1,127,000	1,127,000	NIL	NIL
2015/16	1,127,000	1,127,000	NIL	NIL

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
1,127,000	1,115,730	1,070,650	1,014,300

Likelihood: Low

Impact: Medium

Risk: Low

**21 Investment Interest**

21.1 The low bank base rate continues to challenge our investment returns. Investment rates are currently in the 0.4% - 1.70% range dependent on the length and counterparty involved. Due to the economic situation forecasters are not expecting a rise in the base rate until late 2015 early 2016. With this in mind 0.57 % has been used for budget calculations. If this level fails to be achieved the impact of reduced rates is shown below.

Assessment

2015/16 Budget	Interest Rate		
	0.25% Average interest rate	0.75% Average interest rate	1.0% Average interest rate
61,000	61,153	61,458	61,610

Likelihood: Low

Impact: Low

Risk: Low

**22 Localisation of Business Rates**

22.1 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.

Assessment

2015/16 Budget	1% Variance	5% Variance	10% Variance
1,750,000	1,732,500	1,662,500	1,575,000

Likelihood: High

Impact: High

Risk: High

## **ROBUSTNESS OF THE BUDGET and ADEQUACY OF RESERVES ASSESSMENT 2015/16**

### **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 – provision has been made for the impact of the national pay award which took effect from 1 January 2015 until March 2016. The Chief Officers pay award is still in negotiation and an appropriate estimate has been included. 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 November 2014. 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 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 2017/18. If the Council wishes to continue with funding its capital programme beyond 2016/17 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 2015/16 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 2015/16 to 2017/18 based on the Long Term Financial Strategy forecasts. The Council's revenue budget for 2015/16 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 2013/14 accounts which still exist, issues that have arisen in 2014/15, 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 £1.030m. The 2015/16 budget requires £35k of support from this balance to leave £995k. This represents 13.9% 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 £235k.
  - b) The Council has a number of significant income streams and adverse movement of 5% would cost £270k
  - 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 £100k
  - e) Uncertainties for local government funding in the next parliament. The council has £150k of cumulative CTax freeze grant within its settlement and no guarantee has been given for this beyond 2015/16.
  - f) The Council has a reserve for the costs of its LDF however this assumes that there will be no unexpected costs.
  - g) The Council faces 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 specific projects under the headings of Infrastructure, Localism and Empty Homes for which it was set up in the report to Council in July 2011. Use of the reserve is subject to reports to members. Reserve is adequate for the purpose for which it was set up.
- 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 2015 will be £276k and the budget contains proposals to utilise £264k. Should the costs exceed the reserve the Council will need to provide funds from other sources. The balance is considered adequate at this time, but will need to be reviewed during 2015/16.
- 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 2015/16 budget contains a planned contribution of £20k. The balance of between £250k 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 2015/16 budget contains a planned contribution of £30k and utilises £225k. The resources within this reserve are inadequate and this reserve in my opinion is a priority for additional contributions of at least £140k 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 2015 is adequate for the commitments of the 2015/16 revenue budget and capital programme. The 2015/16 budget contains a planned contribution of £30k and utilises £145k. 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 £70k 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 2015 is adequate for the commitments of the 2015/16 revenue budget and capital programme. The 2015/16 budget contains a planned contribution of £30k and utilises £40k. To ensure continued investment in the Council's property assets consideration should be given to increasing contributions should resources be available. A level of £500k 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 2015 is estimated at £1,080k. The 2015/16 budget has a deficit of £960k 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 2015/16 budget has a planned contribution of £28k. The LTFS indicated that a contribution of £120k was considered prudent in the current climate and therefore additional contributions in year should be considered if resources permit. Contributions in line with the LTFS should be maintained until at least 2017/18.

2.16 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. It is expected that this reserve will be required from 2016/17 onwards. The balance on this reserve is adequate.

2.17 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 2015/16 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 2015/16 financial plans and to meet any known or predicted liabilities over the period which are expected to become due for payment.

**Estimated Balances and Reserves**

Reserve	2015/16				2016/17			2017/18			Purpose of Reserve (all reserves are revenue and their purpose is reviewed as part of the budget process each year)
	Estimated Balance Apr-15 £'000	Receipts £'000	Forecasted Utilisation £'000	Apr-16 £'000	Receipts £'000	Forecasted Utilisation £'000	Apr-17 £'000	Receipts £'000	Forecasted Utilisation £'000	Apr-18 £'000	
New Homes*	1,130	794	(316)	1,608	885	(89)	2,404	1,059	(106)	3,357	3 Overarching project areas - Infrastructure, Empty Homes & Localism.
Planning	276		(264)	12			12			12	To contribute towards costs of LDF and contingency for planning enquiry costs / appeals
Enabling Efficiencies	262	20		282	20		302	20		322	For use for projects to create future savings and efficiencies
Vehicles	230	30	(225)	35	30	(50)	15	35	(50)	0	Set up to fund purchase of vehicles
ICT *	159	30	(144)	45	30	(40)	35	30	(40)	25	Set up to fund investment in IT (enabling technology)
Buildings	162	30	(40)	152	30		182	30		212	Set up to fund maintenance, repairs and improvements to council properties
Insurance	40	10		50	10		60	10		70	Fund excess on insurance claims
Business Rates Contingency	1,080	28	(960)	148	120		268	120		388	To mitigate against deficits in the North Yorkshire Business Rates Pool
Future Year Budget Support	291	0	(44)	247	0		247	0		247	2013/14 savings achieved as per savings plan to support future year budgets
Building Control	25			25			25			25	
Partial Exemption	17			17			17			17	Offset costs of VAT implications
LABGI & ERDF	57			57			57			57	Balance of grant from previous projects

Reserve	Estimated Balance Apr-15 £'000	2015/16			2016/17			2017/18			Purpose of Reserve (all reserves are revenue and their purpose is reviewed as part of the budget process each year)
		Receipts £'000	Forecasted Utilisation £'000	Apr-16 £'000	Receipts £'000	Forecasted Utilisation £'000	Apr-17 £'000	Receipts £'000	Forecasted Utilisation £'000	Apr-18 £'000	
Edith Stead Bequest & Bishopdale Court	7			7			7			7	
<b>Total Earmarked Reserves</b>	<b>3,736</b>	<b>942</b>	<b>(1,993)</b>	<b>2,685</b>	<b>1,125</b>	<b>(179)</b>	<b>3,631</b>	<b>1,304</b>	<b>(196)</b>	<b>4,739</b>	
General Fund	1,030		(35)	995			995			995	Unallocated GF reserve acts as contingency for unexpected expenditure
<b>Total Revenue Reserves</b>	<b>4,766</b>	<b>942</b>	<b>(2,028)</b>	<b>3,680</b>	<b>1,125</b>	<b>(179)</b>	<b>4,626</b>	<b>1,304</b>	<b>(196)</b>	<b>5,734</b>	

# Budget Consultation 2015/2016 – Results



## Overview

Consultation took place between end September and 12 December 2014.

Details of consultation were directly sent via letter or email to:

- Parish/Town Councils
- Residents Panel
- Local voluntary/community organisations and partners

Articles were also placed in Community News; details were press released and copies placed in main Council contact points, information was posted via a banner on the main website page and posts to twitter and facebook were made. Staff were also notified.

Around 400 contacts (excluding staff) were directly mailed/emailed. 68 responses were received. This represents a return rate of 17% – a typical response rate for this kind of survey is between 10% and 20%.

A breakdown of respondents is shown below, including from the following organisations.

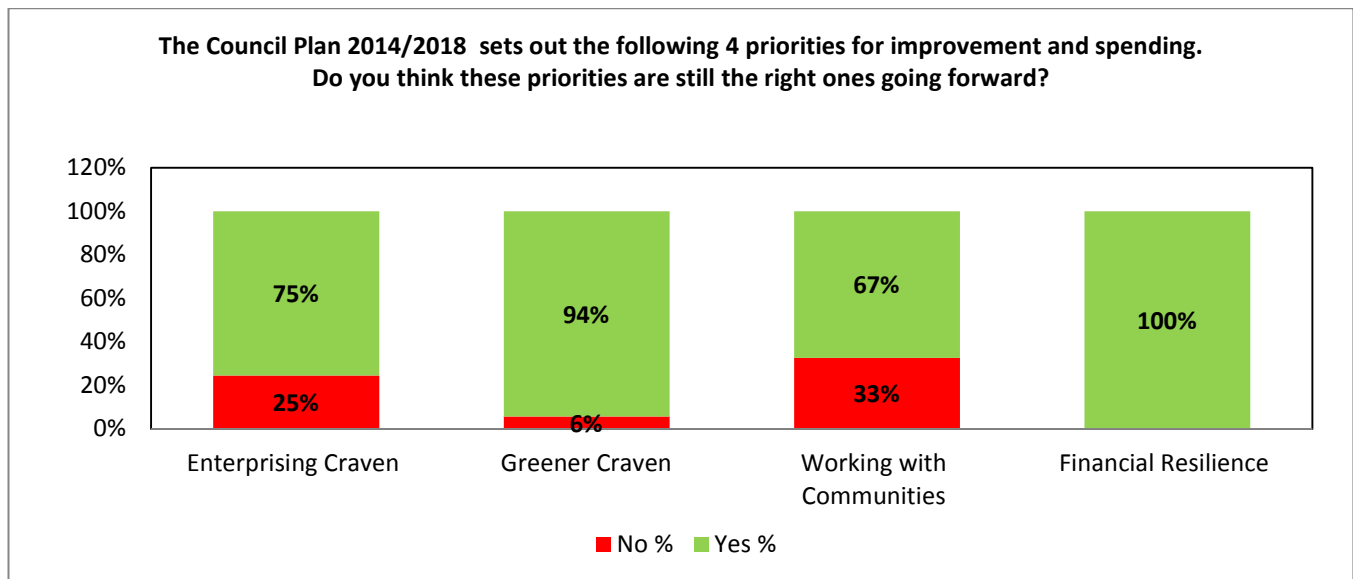
- Friends of Aireville Park
- YDNPA
- Garage in Sutton in Craven
- Burnsall Car Park
- North Craven Networking Group
- Bentham Town Council
- Carleton in Craven Parish Council
- Airton Parish Meeting
- Draughton Parish Council

Answer Options	Response Percent
A Craven District Council Resident - Council Tax Payer	71.4%
A Craven District Resident - Non Council Tax Payer	7.9%
A local business owner/local business representative	7.9%
On representative of a local community organisation	3.2%
On behalf of a Parish/Town Council or Meeting	6.3%
A Craven District Council employee	3.2%

As well as being using to inform budget setting processes, the results of the consultation will also be used to inform service planning and improvement..

## Council Priorities

There is a high level of support for the current priorities.



The following descriptors were put in the consultation document.

**Enterprising Craven** - working with partners to address the impact of the recession, determine future land allocations for housing and employment across the District outside the National Park, secure affordable housing, facilitate the development of business and employment sites subject to planning approval and improve infrastructure throughout the district.

**Greener Craven** - reducing energy consumption across Council operations and reducing waste and increasing recycling levels within the district.

**Working with Communities** - supporting local citizens to become more actively involved in their communities, improving the opportunities available to residents of Greatwood and Horse Close, South Skipton and increasing partner and community involvement in service delivery.

**Financial Resilience** - ensuring the Council remains financially sustainable and has robust arrangements in place for securing value for money and implementing major projects in the Asset Management Plan to support the achievement of value for money.

Working with Communities and Enterprising Craven had greater support in last year's consultation with 84% and 92% respectively saying yes. Support for Greener Craven has increased from 74%. Financial Resilience scored 99% yes last year.

We also asked 'Is there a different priority you think is important for future years?' Comments received are shown at Page 10. Understanding of the responsibilities of the District Council remain an issue.

## Importance of Services

Results exclude 'Don't Know' responses. Results are very similar to last year with the result for very/fairly important for most services being within 5% point differences.

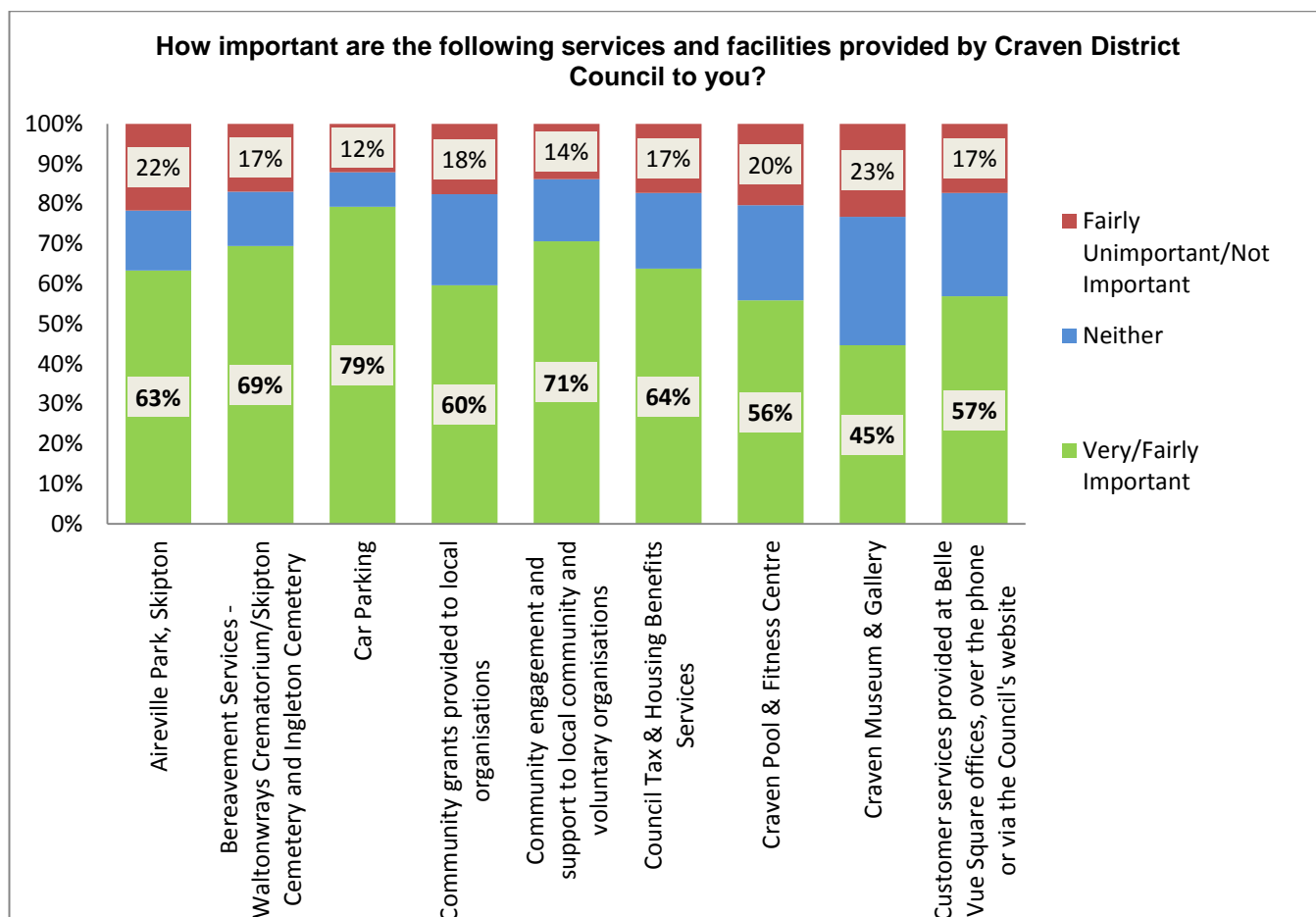
### Top 5 Important - % saying very/fairly important

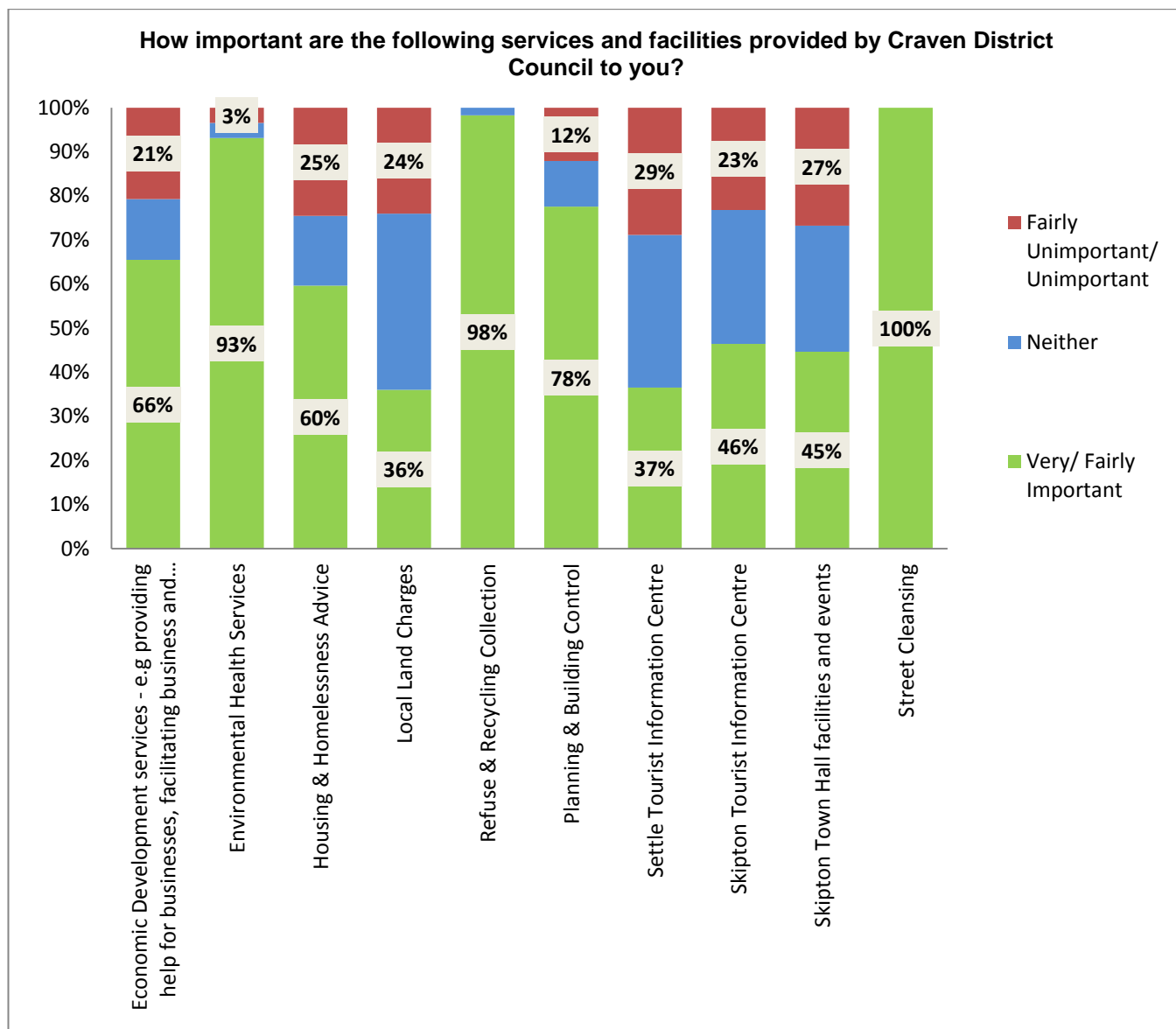
- 100% Street Cleansing
- 98% Refuse & Recycling Collection
- 93% Environmental Health Services
- 79% Car Parking
- 78% Planning & Building Control

The greatest change has been Aireville Park with a 14% point increase to 63% saying very/fairly important compared to 49% - however, it is likely this is due to a high level of responses from members of the Friends of Aireville Park. Greater increases are also identified

Land charges has seen an increase of 8% points from 28% to 36%.

Customer services has seen a drop of 8% points from 65% to 57%. Skipton Town Hall facilities and events a drop of 9% points from 54% to 45%.







## Satisfaction with Services

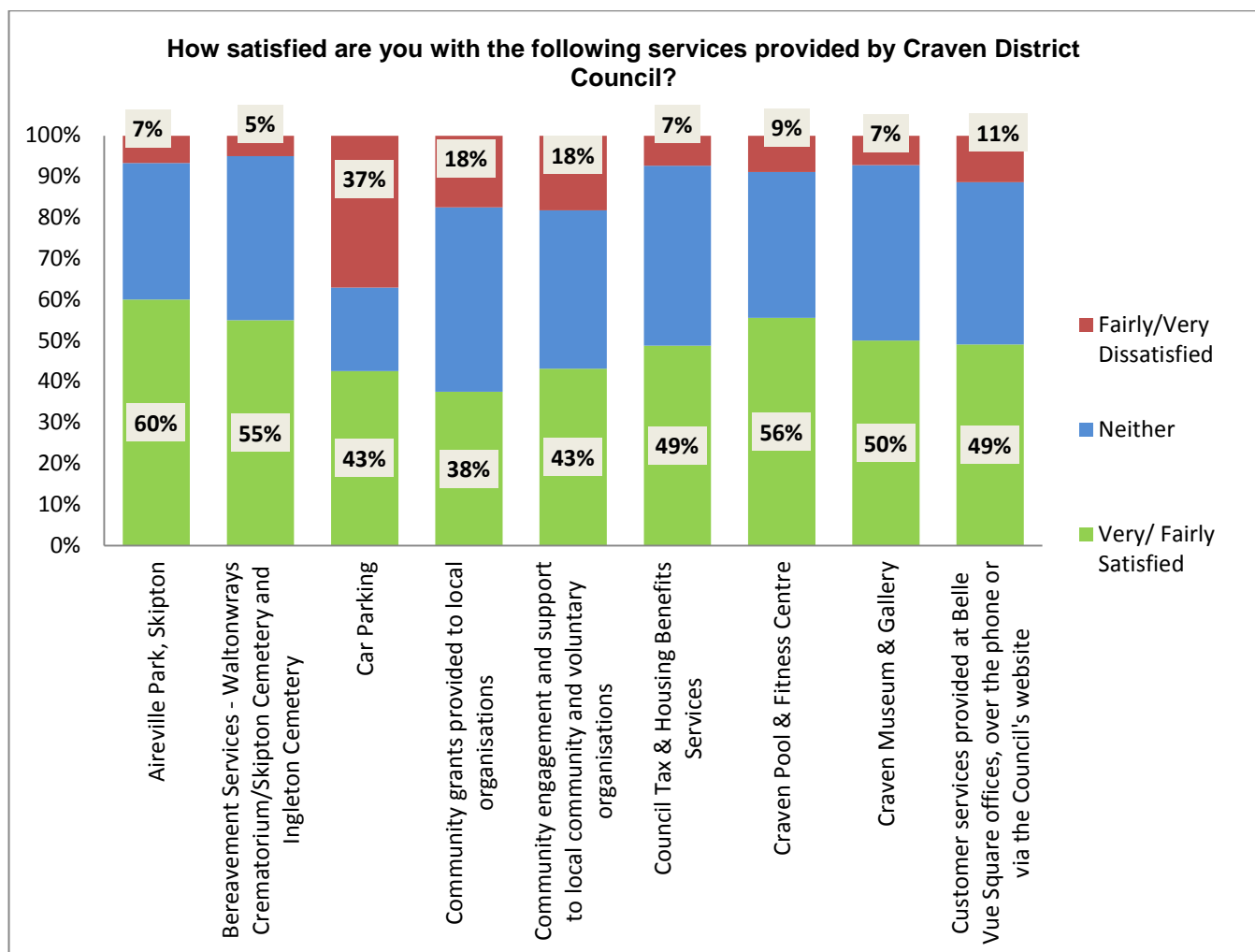
Results exclude 'Don't Know' responses. Results are very similar to last year with the result for very/fairly important for most services being within 5% point differences. In a number of circumstances exactly the same

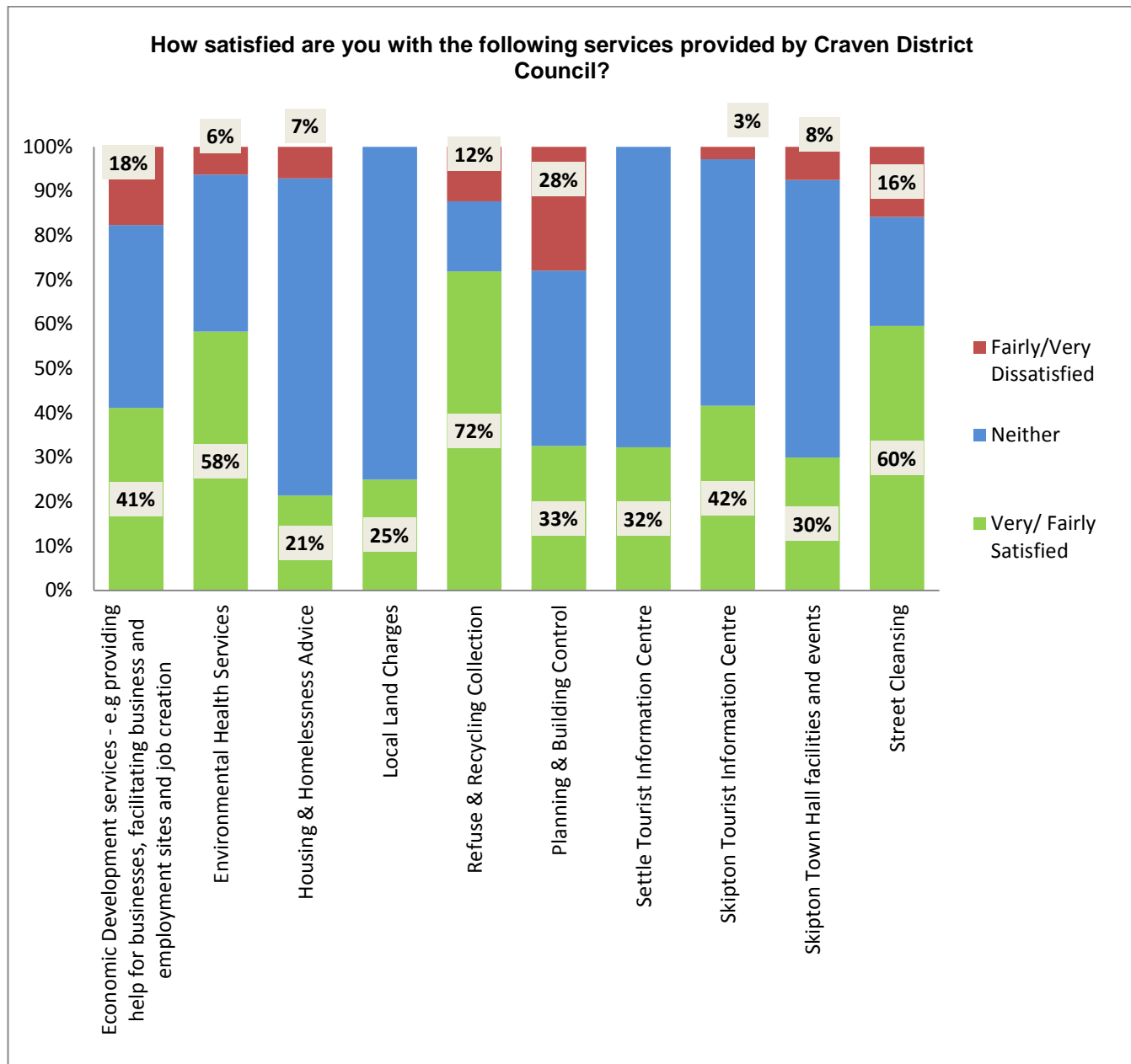
### Top 5 Satisfied - % saying very/fairly satisfied

- 72% Refuse & Recycling Collection
- 60% Street Cleansing
- 60% Aireville Park, Skipton
- 58% Environmental Health Services
- 56% Craven Pool & Fitness Centre

The greatest increases in satisfaction are Community Engagement +12% points we believe this is likely to be reflective of responses from residents involved with Friends of Aireville Park, Economic Development + 9% points, Land Charges +8% points, and Aireville Park +6% points.

Areas seeing a reduction in those very/fairly satisfied are - Housing and Homelessness Advice less 12% points, Skipton Town Hall Facilities and Events less 12% points, Skipton TIC less 10% points, and Street Cleaning less 10% points. Though the shift is to neither satisfied or dissatisfied. Dissatisfaction for all services remains largely comparable to last year.

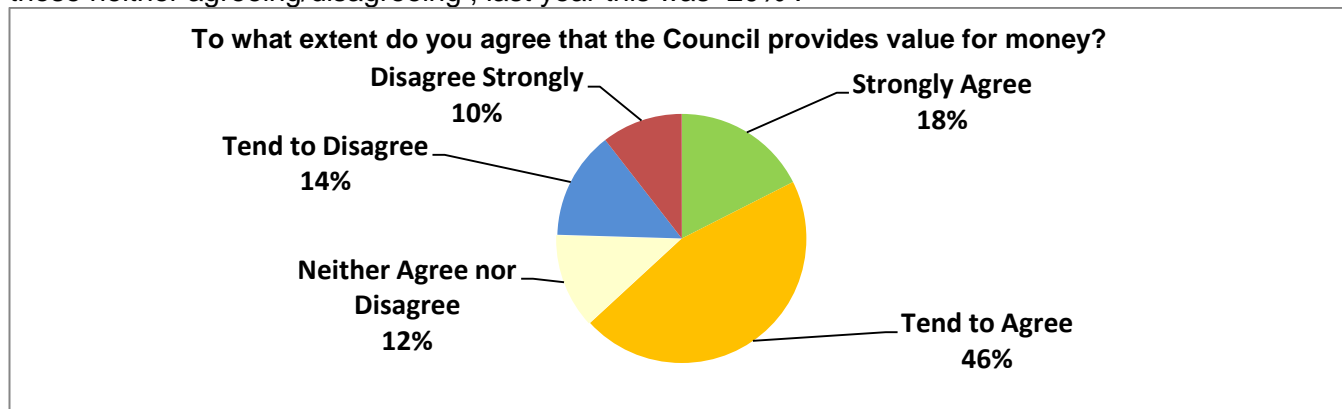




We also asked 'If you said you are fairly or very dissatisfied with any services please tell us why.' Comments received are shown at Page 11 .

### Value for Money

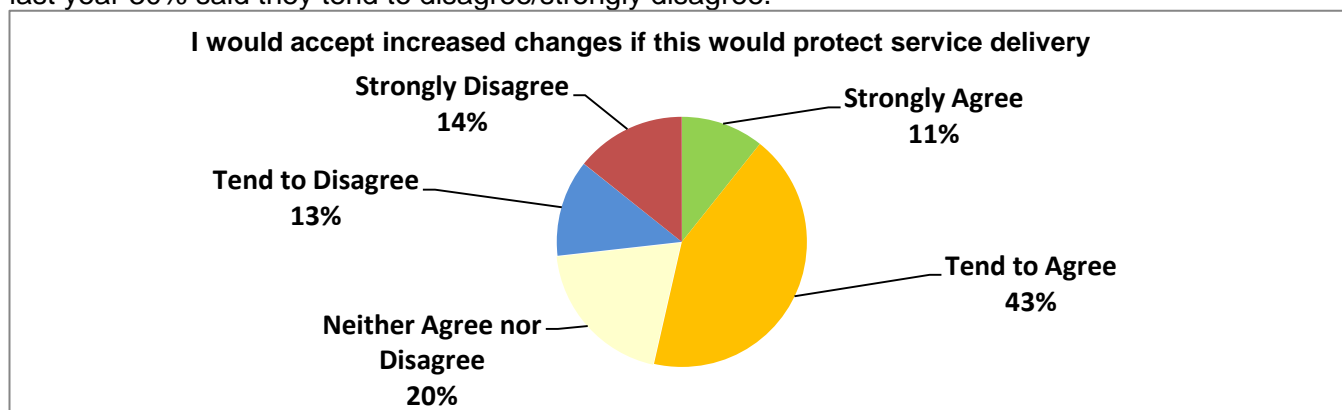
64% of respondents strongly agree/tend to agree CDC provides value for money. This has improved since last year when 57% strongly agreed/tending to agree. The improvement is down to a drop in those neither agreeing/disagreeing, last year this was 20%.



We also asked 'If you Tend to Disagree or Disagree Strongly that Craven District Council provides value for money. In what areas do you think we can improve value for money?' Responses are shown at page 13.

### Funding Services – Increased Service Charges

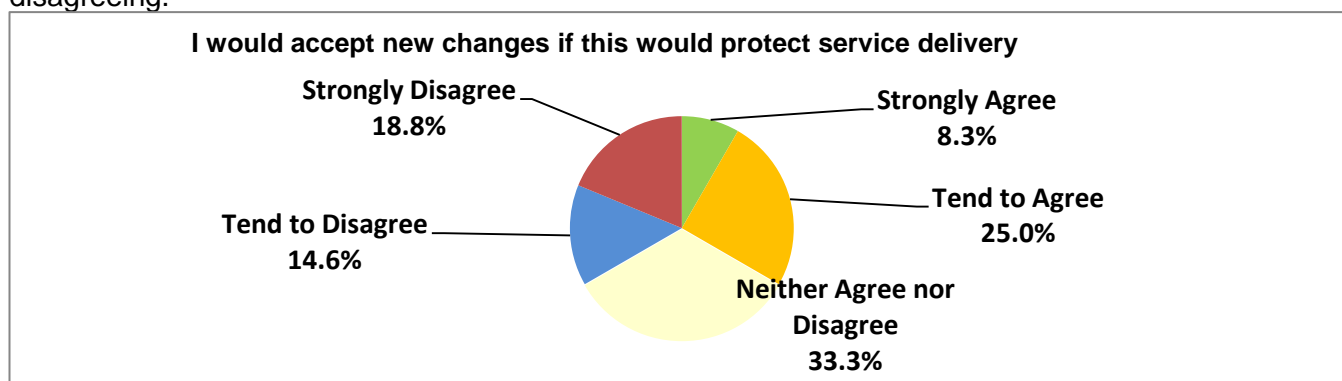
54% strongly agree/tend to agree that they would accept increased charges. This is higher than last year when 41% strongly agreed/tended to agree. The increased support in 2015/16 is due a shift in the % neither agree or disagreeing, last year this around 29%, those disagreeing has also dropped slightly, last year 30% said they tend to disagree/strongly disagree.



We also asked 'If you agreed with the statement, could you tell us the services you would be willing to accept increased charges for?.' Responses are shown at page 14

### Funding Services – New Service Charges

Only 33% strongly agree/tend to agree. This is slightly higher than last year's result of 27%. Though as last year not steer in any direction, given an equal split between those agreeing, indifference and those disagreeing.



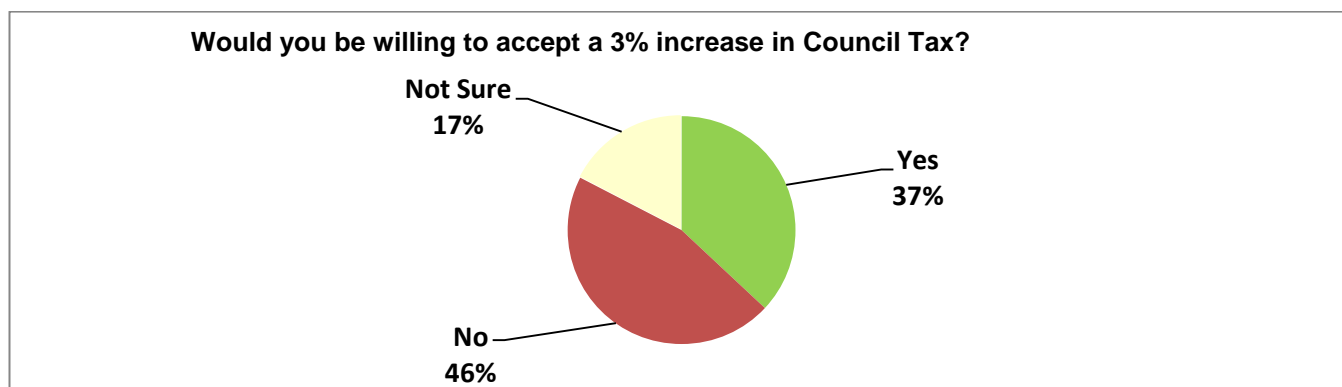
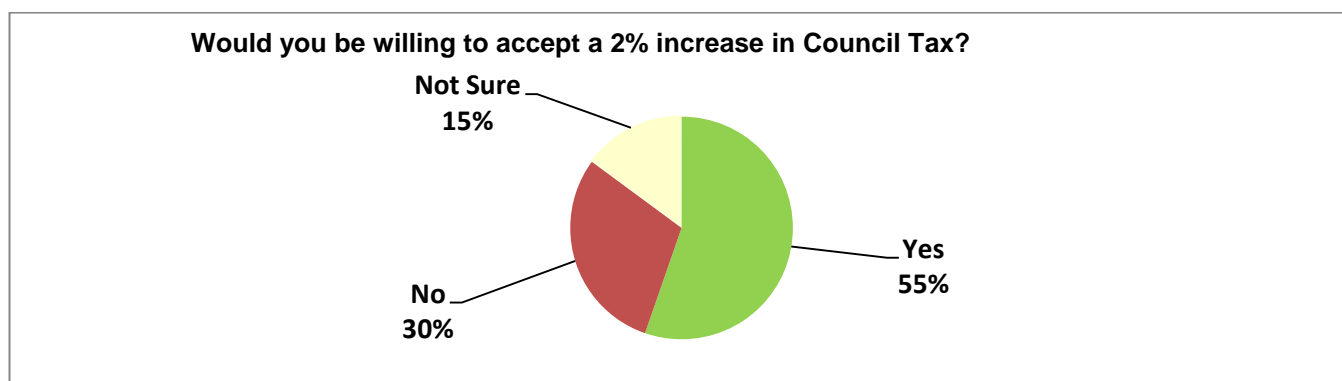
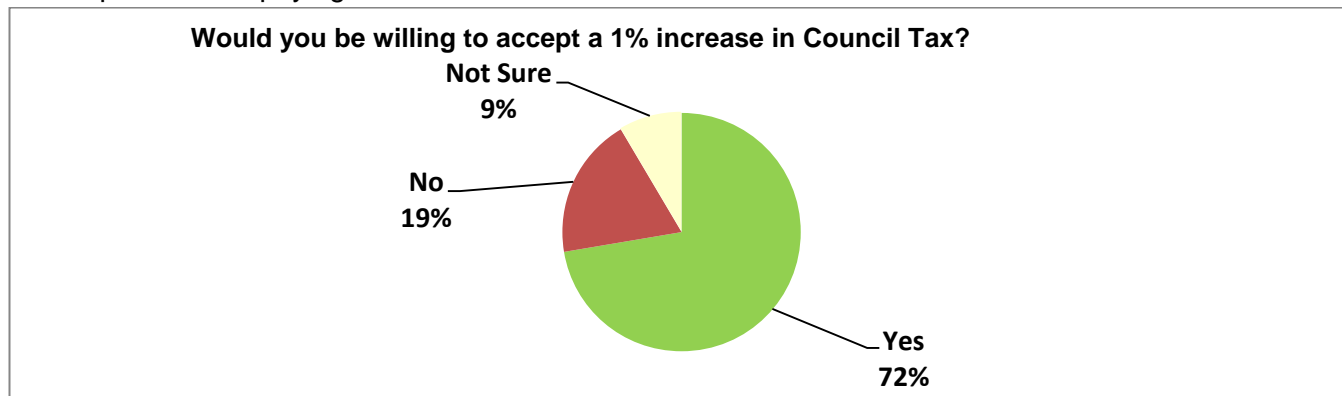
We also asked 'If you agreed with the statement, could you tell us the services you would be willing to accept new charges for?.' Responses are shown at page 15.

## Funding Services – Council Tax

High level of support for 1% increase. Some support for 2%. Little support for 3%. Very similar to last year. Results from last year were:

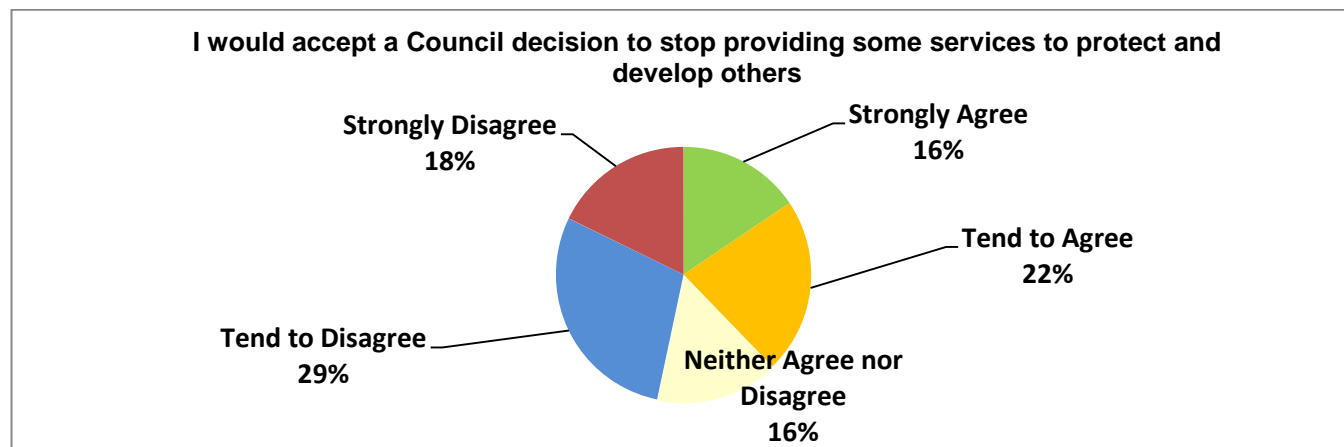
**1%** - 71% yes, 21% no, 8% not sure - **2%** - 52% yes, 34% no, 14% not sure - **3%** - 34% yes, 57% not, 9% not sure

Responses should only be from those who pay Council Tax, as the question included an option of 'am not responsible for paying Council Tax'



### Funding Services – Stopping Providing Some Services

37% strongly agree/tend to agree for stopping providing some services to protect others. Really same as last year at. 36%. 47% tend to disagrees/strongly disagree. The % strongly disagreeing has increased from 10% last year



We also asked if respondents had any other comments to tell us. These are shown at page 16.

## Responses to Open Ended Questions

### 'Is there a different priority you think is important for future years?'

1. Stringently evaluating everything you do on a cost basis, checking for provable improvements to people's lives.
2. No to affordable housing. Infrastructure yes - on point of collapse
3. On Enterprising Craven- to more carefully balance the interest of businesses with the need to protect Skipton and the Craven area from over development. Planning Applications are too easily passed for businesses to expand or set up on the promise of jobs for local people that do not materialise in either the numbers or quantity stated.
4. -Proper dignified caring of people particularly the old in their own homes. -Dealing with the appalling condition of our roads. -Bringing in business to generate wealth and job for people. Your breakdown pie-chart gives the Council thinking away. The real priorities i.e. people priorities are bundled together as 'other services'. You forget who pays your salaries and pension etc. etc.! -Practical measurable and timed list of projects that benefit us the tax payers.
5. Working with communities needs to be increased to areas outside of Skipton. It is very Skipton biased.
6. Offer more support to outlying villages particularly with respect to road improvements and house building, and especially to listen to what residents really want and comply with their wishes.
7. I am concerned that enterprising Craven addresses too many topics which should be paid for by applicants, businesses etc.
8. Better transport facilities to Skipton for outside villages
9. Affordable Housing should only be for people who have lived in the district and worked a good number of years. Why only improve opportunities in Greatwood Horseclose and South Skipton I think we get forgotten most things i.e. road repairs street lights etc.
10. None come to mind
11. Getting back to providing basic services. No big plans or 'fancy' ideas required. Less time spent on training days, except training in a common sense and flexible approach to all Council work and responsibilities. Financial 'ignorance' needs addressing within Council practice.
12. Honesty and accountability
13. Need to look at how you develop businesses no benefit in more national / multi- nationals at expense of existing / local firms. Stop building big unaffordable housing for southerners. Stop building so much housing in south craven which just imports people and adds to congestion
14. A new playground for Aireville Park is much needed. It really does not match the high quality of the rest of the town. Excited to see the skate park is happening too. The park is a very large space much used and loved and any funding for it is always used well.
15. The only focus for the future is a greener, more sustainable one.
16. Continuing to support those in need in the community
17. To secure affordable housing for local people by building on Brownfield sites first. To retain above all else village identity and character.
18. Providing free parking for shoppers. Sorting out the market / pedestrianisation of High Street on market days to increase size of market. This will revitalise the town centre and lessen the impact of any future out-of-town developments
19. Reduce number of managers in head office and GET an honest capable financial officer
20. Greener Craven is important for future years, and could be a more ambitious priority around mitigating and reducing the impacts of climate change in Craven (and not just council operations)
21. Stop wasting money on schemes to make the council look good without any real benefit to the people providing the money! Skipton bus shelter/poly tunnel is a prime example of past mistakes. Try considering the area as a whole instead of cherry picking leaving some parts at a disadvantage to help another
22. Local education facilities
23. Very little help for small and micro businesses.
24. To concentrate on the council's core statutory responsibilities only and hence reduce staffing levels/costs associated with fringe activities as for example item 3 above.
25. Care for the elderly and dementia awareness training for all council employees.
26. Care for the elderly especially training in dementia awareness of all council staff.

**If you said you are fairly or very dissatisfied with any services please tell us why.**

1. Craven pool is too cold to use with my disabled children and would like to see carer discounts on fitness memberships. Craven museum is unappealing and the town hall has had erratic disabled access whenever I have tried to visit things there with my children
2. Parking charges are far too high already, and these, coupled with proposals to charge for disabled drivers, discourage visitors. Thus losing revenue. I also strongly disagree with disabled having to pay if no designated space is available. In such a situation I would not pay but would immediately leave the town centre.
3. LDF why after several years have people not secured Craven with a sustainable plan. Benefits - if there is a single job available why pay benefits?
4. Customer Services is not effective at Craven Council. Any savings made from a centralised number are at the cost of residents not being able to speak to a certain officer or even an office. Call handlers do not answer for several minutes, do not stay on the phone to ensure a call is connected correctly and are not able to help with anything that is not a simple enquiry. The recorded message asking callers to 'dial the 5 digit code if they have it now' is wasted as I have been told that it is council policy not to put these on letters to residents. Why is this when these are automatically included in emails!?.
5. You persist in wanting to build on greenfield land to bridge distinct villages in spite of roads, health centre, hospital, sewerage, education already unable to cope with the existing population. As a motorcyclist I take my life in my hands as the roads are in a terrible condition, it was years ago freeze damage nothing has been done.
6. Car parking in Skipton is just too different and the permit basic is far too short a time. The setts need to remain at 2hrs. Customer Services at Belle Vue -no parking - the desk last time I went looked a mess and not at all professional. Community Engagement appears to be very lip service in style.
7. Car parking - not enough and too expensive (Keighley only charge 60p ph). Community Engagement - a lot of residents feel they are not being listened to. Street cleaning - there is litter wherever you go. Perhaps a campaign to bring awareness to the public might work
8. Has any thought been given to a park and ride scheme? Pity the Skipton Music Society can't use the Town Hall this year because audiences are limited to 100.
9. There are two areas of grass up Shortbank Rd by the railway bridge that are not being mown. Why?
10. Street cleaning (what street cleaning?). I sweep my own part of our street; a street cleaning machine is as rare as hen's teeth. Planning - can't put what I really think but I will say this - there is no need to object to lots of stuff as permission is usually granted. No such thing as local people can choose.
11. Street cleansing - Skipton seems to get a daily service whilst other parishes see very little action at all even though everybody pays the same.
12. -To me 'fairly satisfied' is good enough. Therefore 'fairly dissatisfied is the opposite'. -Approach to car parking situation is totally abominable -Park and Ride should have been implemented years ago -Control and running of car parks should be brought back in-house -The rest of my 'ticks' relate to the very poor attitude to the public and community in general. Inflexible and high handed manner, where money is wasted by CDC and 'taken out' on the individuals.
13. Planning has not yet got available local plan, the recommendations to build 15% in south craven is too much, no account is taken of recent developments and impact on communities and village life, they are the wrong buildings, we don't need 4 bed detached at £50000 when average income of a young person is about £15000
14. Our street is always full of wrappers/rubbish
15. Haven't used these services.
16. The Craven Local Plan for new housing is well behind schedule giving land developers the opportunity to submit planning applications without restriction or proper control. Some of these major developments have been given planning permission such as Shires Lane in Embsay against the wishes of hundreds of villagers. This has and continues to cause much stress and worry for the many residents within the villages of Craven. It is felt that there is little real progress being made. It's decision time for Craven District Council. Please get on and make a positive decision and protect our many rural villages. Thank you.
17. Car parking - not enough, especially on market days and for short term errands. E.g. before 10am and after 4pm. Residents would like to have free parking.
18. Would like garden refuse collection all year. I have never seen a street cleansing vehicle in Burnsall.
19. Not really.. But think economic development especially for small businesses in rural areas is really important. The internet has transformed the way people work and think councils and other organisations are slow to keep up with this. These businesses earn and spend money locally and are vital to local economies. More access to

things like hot desking, small office space, meeting rooms and flexible work units could help these small businesses grow locally

20. I don't think council taxes should be paying for these services
21. Planning is a DISGRACE! You keep building dozens of houses including masses of affordable homes in our small rural village of Sutton-In-Craven, flooding our village with anti-social criminals who are blighting the community, and you are now trying to allocate greenfield land that is currently grazing land for livestock and which is a green wedge between us and Eastburn for even more buildings. We DO NOT NEED more - we have had over 300 dwellings built in our village in the past 5 years. Put THOSE in your local plan and leave us alone! Councillors from Cowling are quick to point the finger and shout "Nimbi-ism", or to point out that our green fields are perfect "in-fill" sites. Perhaps they should count how many houses THEY have had built in THEIR village over the past 5 years and count how many in-fill sites they have available before pointing their fingers in our direction.
22. Lighting in Cavendish Street car park could be improved. Despite big flood lights, find areas of car park poorly lit. Think one light might still be out and has not been working for a while. Forgotten to report it. Know would be responded to if I remembered to do so. But this kind of thing should be being picked up in checks. Also we seem to be getting large puddles in parts after heavy rain due to poor surface drainage. Pool - though I haven't used in a while, I have to admit so things might have improved. Shower areas not always as immaculate as I think they could and should be. Toilets in reception not great at times either - attention to detail needed. We can do better! Also used to see quite a few customers walking into the changing rooms in shoes, no shoes issue needs to be reinforced.
23. I think the Town Hall could be a great event space but at the moment there is very little that interests the public to the building apart from flea markets, which isn't to everyone's taste.
24. I think the Town Hall has potential to be a great, exciting building with various things going on but at the moment there are very few events for young people and there is nothing to interest me from going in.
25. Parking - not enough and charges too high. First 30 mins should be free to allow for short errands. Build a multi-storey on Coach Street. Refuse collection - back to weekly collections please! Aireville park - is a vastly under-used amenity that could provide so much more (take a look at Happy Mount Park at Morecambe - it's what a park should be).
26. I wish you would stop charging to park in Ingleton. It would mean the community centre car park would be much better used as now it is almost empty during the week. Hopefully it would make the street less congested and encourage walkers to park sensibly and safely. I find the paper bag a real nuisance for paper collection. It is not easy to keep in the house and is a fire hazard. It would be better amalgamated with the blue bin. Fortnightly collection of non-recyclable waste is not good enough as the bin can get very smelly by the time it is collected.
27. Waste Recycling - I no longer have a garden waste collection as I refuse to pay extra on top of my council tax. I am more than happy to travel to our local tip and sort everything into various skips as required but I object to the fact that we are now charged to bring any rubble.
28. You are hopeless at recycling; very poor indeed, and it will only get worse now you have used H&S as an excuse to have operatives emptying less bins. To say it is repetitive strain injury is pathetic... go to New Zealand and watch them
29. I received a letter from customer services - the contact number to follow up was switchboard number, it would have been quicker to have a direct line number, rather than having to listen to automated messages. There was no email address on the letter to respond to either.
30. Apart from the fact that a lot of the services are of no use to my household at the moment and we have had no involvement with them, the general impression of the services provided is room for improvement.
31. Insufficient information released. Short notice for public consultations
32. Planning is a very poor service, with plans passed for some and the same plans refused for others very suspicious!!!! I do not believe the planning actually help all small businesses they are actually encouraging us to close the business with up to 18 jobs lost.
33. Failure to deliver a timely local plan resulting in not being able to defend against planning applications that are inappropriate.
34. The street in Settle are never cleaned, the grass verges and public paths are a disgrace. In winter the gritting is non-existent on Settle town centre footpaths, UNLESS a COUNCILLOR lives on the street, it is a disgrace!!!!!!!!!!



**If you 'Tend to Disagree' or 'Disagree Strongly' that Craven District Council provides value for money. In what areas do you think we can improve value for money?**

1. An enquiry revealed that the most senior and highly paid officers at CDC averaged 22 days 'sickness' absence last year, with the next highest group averaging around 16 days- both double the average for local government. This should be investigated and addressed as a matter of urgency as the total cost to CDC and council taxpayers is not acceptable.
2. You have cut back on bin collections. I have to pay extra for my brown bin collection and I pay nearly £2k Council Tax not good value what do you think far too much money is spent on 'public services' who get far higher rewards for spending our money than the 'private sector' who earn the wealth in the first place. Is that value I think not.
3. In areas outside Skipton, car park charges are too high and therefore car parks are half empty or less. Reduce the charge by 50% and you might make more money.
4. -Fight to keep more money back from NYCC -Waste collection back to weekly, for green bin, brown bin every 2 weeks and no charge. Blue bin and bag every 2 weeks. Encourage sharing of bins - less bins to collect. -I'd have to say all areas can always be improved upon. It's something that's never ending.
5. Rationalise mileage allowance, ineffective highly paid managers, Belle Vue is too expensive and poor customer reception,
6. Refuse collection services are inconsistent. We have to pay extra for garden waste on the basis that not all households require the service, but all other collections also have varying needs; my general waste and my blue bins only requires emptying every four to six weeks, but are emptied fortnightly. Why do I have to pay for a fortnightly service just because others need it?
7. Cut the wages of those at the top! The executive members are highly overpaid and seem to totally lack any effective purpose. How long has CDC been without effective planning for vital areas such as Planning and Affordable Housing. This lack of planning has led to our rural village being flooded with a surplus of affordable housing which has pushed down the value of property, and created issues of anti-social behaviour and crime in the village. And you intend to build more! Totally irresponsible!
8. Because Ingleton is at the far end of the area, I feel we are marginalised. We do not have our road gritted, our facilities are very limited. It would be good if The Looking Well centre in Bentham which provides very useful arts related health service had more council support. This would balance the fact that Skipton services like Aireville Park, the swimming pool and the museum are not near enough to be of benefit to most Ingleton residents.
9. See previous point re. recycling. One of the council's priorities is to become greener yet they are creating a system where those who can afford to pay can be greener. Surely this leads to an increase in fly tipping.
10. It is just a third rate service, go and watch them in Northumberland or Devon
11. If the figure is accurate I tend to agree, but it sounds ridiculously small in the circumstances
- 12.1 By ensuring the delivery of timely local plans for the district that runs consecutively. 2 Stick to 'Core' business.
13. Councillors are out of touch with the community, receive too much money in the form of allowances etc. to warrant their existence.

**If you agreed with the statement, could you tell us the services you would be willing to accept increased charges for?**

1. It would be the things that you don't 'have' to do so planning and building control, taxi licensing, street naming, hire of rooms etc. I would be strongly against raising fees at the pool (it is expensive already for those on limited incomes) garden waste collection (ditto) and burials and cremations (simply too expensive already for families at a time of sorrow)
2. Council Tax
3. Car Parking, Museum
4. small amounts across all
5. I would accept higher charges only if the matter of high staff absence was addressed at a strategic level as the continued cost to the council is too high.
6. Your mind set is we must protect public services you mean you not us
7. Bulky waste collections/make services more cost effective
8. I would pay more Council Tax if even more effort was made to recycle all plastics, protect green environments in urban situations and keep car parking free in places which need this for viable trade.
9. Community grants
10. Recycling
11. Tree work applications and increased street cleansing operations outside of Skipton.
12. All
13. Parking, hire of rooms, planning and building control
14. As answer to Q.8
15. All by a small percentage
16. Planning & Building applications, street naming and numbering.
17. Hiring rooms at Belle Vue Square, garage rentals, swimming pool.
18. A small increase across all would provide a significant increase in CDC revenue to provide services and mostly acceptable for the residents of Craven. A spike increase in any one service usually causes some kind of bad reaction with negative PR, so a small increase across all services would generate sufficient funds to protect and maintain services. E.G. don't increase parking in Skipton from £1.20 to £2.00 per hour, maybe go to £1.40 per hour instead.
19. Garden waste collection
20. Refuse collection
21. more economic development to encourage things like local trade and support small business
22. Allotments, local land charges, private water supply sampling, hackney carriage licensing, garage rentals, street naming and numbering, hire of rooms/facilities and events at Skipton Town Hall plus hire of rooms at Belle Vue Square.
23. Depends on the size of the increase.
24. Improving our towns and villages
25. Rates increased if it improved basic and essential services
26. As long as the services were improved by efficiency on the part of the council as well ... e.g. no decline in refuse collection where bin men were paid more for doing less ... No car parking charges that might destroy businesses, which the council claims to want to support
27. Planning applications. Water sampling. Anything other than car parking charges, which are a lot more than most places.
28. Open to any suggestions after public consultation and factual details
29. I would only agree to increased charges if none of the increase found its way into councillor's pockets.

**If you agreed with the statement, could you tell us the services you would be willing to accept new charges for?**

1. possible but it would depend on what services were proposed again I would be strongly against charges on things which people have little or no choice over whether to use but would be more likely to be in favour of charges for elective services which would not unduly affect people's quality of life if unable to afford. If there were arrangements in place to still provide services for those on low income - certain benefits/carers then I would support wider ranging charges
2. Can only decide when informed
3. Again , only where a sustained effort had been made to address high staff absence rates
4. This exercise is academic we need to see the real life examples and where the competition and cost cutting and efficiency drives are?
5. Recycling, refuse collection, planning
6. Tree work applications.
7. Street cleansing. Housing & Homeless help.
8. sorry.. but that is a really woolly question.. what sort of services?? I would happily contribute to ensure there are paid knowledgeable staff in places like libraries but don't want to pay for council managers to have a private helicopter!!
9. I think that all services which are not used by all council tax payers should be charged to those who use the services.
10. Thinking as a visitor. If I were to bring my nephew to an event /activity at the museum I would be willing to pay a small activity charge of say £2/3 to cover materials etc. This would not put me off then spending a few pounds in the gift shop too. though I appreciate it is a balance as not everyone would be willing to do this and it could be to the detriment of income. but might be worth a trial or some more market research with customers.
11. Don't know but if good quality and poorest are protected in some way
12. It depends on which service?
13. This would depend on what hair brained schemes councillors thought up, valid services should be adequately funded.

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

1. As the Friends of Aireville Park we appreciate that the council faces continued cuts and financial pressures and we would like to take this opportunity to state that, as a local community interest group, we will continue to support the Council and fundraise toward the capital costs of improving Aireville Park. We would however like to see a continued commitment and financial forecasting from the Council, as landowner, to cover the ongoing revenue and maintenance costs of both existing and any new assets identified by the Aireville Park master plan that may be delivered within the period covered by the Long Term Financial Strategy (2015/16 to 2021/22), such as the new skate park, pump track and children's play area. As we highlighted with our consultation response to the Draft Local Plan, Craven District Council now have an agreed Master Plan for the park, developed after widespread stakeholder consultation. With increased development proposed for the District we want to ensure that as well as improvements to the park for local people there are sufficient resources for these to be managed in a sustainable way so that any increased pressures in the future from a growing population does not have a negative impact on the park.
  
2. YDNPA Response- The Council plays a vital role in delivering the objectives agreed by the National Park Authority and its partners, and set out in the National Park Management Plan 2013-18. The Plan includes several objectives for which Craven District Council is the lead body or has an important supporting role (summary attached for ease of reference). We recognise that – like all public authorities – the Council is having to make very difficult decisions. In simple terms, therefore, our priorities for CDC in 2015/16 would be:
  - Encouraging and supporting high quality economic development, including tourism, in the National Park (e.g. at Threshfield Quarry);
  - Supporting the provision of new affordable housing on sites in the National Park
  
3. A SETTLE RESIDENT'S - RESPONSE TO CDC 2015/16 BUDGET CONSULTATION

Thank you for the opportunity to comment on the 2015/16 Budget. While it is appreciated that the information is presented with honesty and openness, it is difficult to comment on productivity or efficiency without some supporting data on scale, scope, user numbers, quality or outcomes for each service.

The tick-box approach to satisfaction hints at the possibility that services perceived as "less good" will be cut rather than improved by additional spend. The current economic context is well understood along with recognition that public spending must reduce. In this context, the over-riding priority for CDC should be "Enterprising Craven": Supporting new and growing businesses locally. This will improve business rates income and higher employment should bring a greater willingness to pay for expanded council services.

Settle is a vibrant and thriving small town with a strong business base with many local entrepreneurs increasingly reliant on Tourism. CDC's spend profile suggests that the only direct support for this industry is funding for Whitefriars toilets (approx. £30,000 pa) and a share of £175,100 spend on Economic Development. This despite Settle contributing significantly to CDC's £1 million car park income. Further support may well be embedded in other central/core services but does not feel visible "on the ground" locally. We need supported joint initiatives based on the sharing of expertise in new mechanisms such as LEPS, BIDs, Social Enterprises and related topics. This would encourage and inform local businesses and voluntary sector organisations to grow, innovate and win new and profitable contracts and sales. An expanding local economy, generating jobs and new spend, is the way forward, not "death by a thousand cuts" that will destroy Craven.

Unpicking CDC's figures identifies a possible major way to improve ,audit, insurance, pension liabilities financial services £0.470m, accounting revenues & benefits £0.499, income collection total £2,026m/34% of £5.880m budget! Mention is made of Shared IT services with another council, further savings must be possible by centralising or out-sourcing other "back office" services? Please accept these comments as constructive, considered and concerned.

All Settle residents have a pride in their town and surrounding villages and wish to remain a strong local economy. To this end, we would welcome a strengthening of partnership working with CDC and the opportunity

to identify mutually beneficial investment and growth opportunities.

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4. Thank you for your letter of 29 September regarding the Budget Consultation 2015/16, which the Council has now had full chance to consider and discuss. Being situated at the far end of the District, with poor public transport into Craven, Bentham has little opportunity to experience many of the services listed on your response questionnaire. The Council felt therefore, there was little point in responding on the form provided and that a letter would be more informative. With regard to the Council Plan priorities the Council felt that, whilst they were worthy ambitions, some of the points were somewhat vague such that any improvement or otherwise would be difficult to prove or disprove. 'Enterprising Craven' and 'Working with Communities' appear to be 'catch all' categories which are difficult to analyse within a budget consultation. Having been told by officers of the District Council that the implementation of parking charges in Bentham was necessary as funds should be raised where they are spent, the Council was very interested to see the breakdown of Craven's spending and those services listed for discussion. As already mentioned many of these services are based in parts of the District seldom visited by most Bentham residents despite being paid for by them within their council tax - and perhaps this should be remembered in future discussions about the supply of services in Bentham. The Council noted that the biggest costs appeared to be corporate and management, such as Corporate Costs and Executive and Business Support which account for some 30% of the budget and that Craven should be encouraged to reorganise and cut management before making any changes to frontline services. It recognises that some of these costs, e.g. insurance etc. are unavoidable but was sure that some economies of scale could be made. The need to maintain essential frontline services must be met, and it was felt that the budgets for the provision of Environmental Health Services, Refuse & Recycling Collection and Street Cleansing in particular had been cut to the limit. The current economic climate is a difficult one and whilst Councils have seen their funding cut, residents have also seen stagnation in wages and increases in spending due the inflation. Everything possible should be done to protect the provision of universal services- i.e. those supplied across the District and used by the majority of residents, and to keep the Council Tax at its current level.
  5. Community grants to local organisations. Many of them spend time raising money for charity which they could use to fund themselves. Possibly reduce advice to businesses etc. and encourage business to business support
  6. Cut cost by people producing at a comparison to normal business i.e. LDF All involved would be sacked in normal company jobs have to produce at a competitive rate - not add years to the job
  7. I would like to see a detailed review of staff terms and conditions to ensure maximum savings on staffing costs as these are high and repeating costs to the council.
  8. Baker sells loafs, he must ensure it is fresh, tasty and crisp and stays fresh. He cannot charge £1.10 because baker down the road charges £1 yet he/she still has to produce the quality loaf so efficiently he earns profit to pay for the support of his/her family. Public service is missing this fundamental discipline. Private enterprise provides a better service at a lower cost and earns profit.
  9. I do feel that we should have more of our Council Tax under our own control and this would enable us to prioritise what our area needs instead of central government making decisions for us from a great distance.
  10. It strikes me that major costs are included in corporate costs, Executive and Business Support, Legal and Democratic Services and Assets & Projects and these should be priorities for cuts. The budget set out does not specify staff costs, nor costs of rent for Council offices - cost reduction opportunities.
  11. Please cease trying to impose charges on car parks where this will adversely affect retail and commercial viability in local areas - such as Bentham.
  12. I would agree to an increase in the budget but the Council must be more open and no more meetings behind closed doors. When value for money is not achieved we the rate payers should know at once and out in the open
  13. Why before Xmas has the main entrance to the car park had to be closed when the Town Hall could have waited until Jan/Feb/March i.e. after Xmas till Easter. Who is the idiot who agreed to this? Someone wants sacking. Reply to Craven Herald
  14. Previous history tells me that CDC made very poor decisions in the recent past, which has led to their present precarious predicament. Gung-ho attitude to budget money must change. Affordable office accommodation should be sought and down sized. Bus Station disaster and underused!! Don't waste money on endless meetings. Action speaks louder than words. -My honest opinion is you shouldn't need to be told how to operate and if you do you're in the wrong job. -These questions are not well written for providing true opinions.

15. Need to look at effectiveness / cost of district councillors    Need to look at effectiveness of planning, boost legal expertise and stop being challenged which costs money    Need to spend all Homeless prevention budget on homelessness    Need to look at viability of Craven DC and consider becoming a NY unitary authority    Need to stop selling off / charging for local assets e.g. Crosshills car park
16. Dog Warden Service - this service presumably includes the cost of the special waste dog bins and emptying and cleansing of these. It would seem that these costs could be offset by a contribution dog owners, this should have the further advantage of making owners more responsible by some form of annual licensing fee in the way that brown bins are costed.    Car parking - the southern section of the Lower Greenfoot Car Park would, from frequent observations, appear to be underutilised. Some arrangement with the new car home might be possible to increase usage and provide additional funding.    Planning - Some of the adjacent sites being considered for residential development are certain to put additional pressure on parking problems in the area. Consideration does not seem to have been given to the existing overload on the sewage outfall and the provision of additional capacity.    Other services - these would appear to cost more than 60% of the Council's budget. Is it not possible to provide a list of what these other services are so more useful comments could be made? ( was in literature - respondent emailed to re provide a summary - in case they want to provide additional comments)
17. I would like to see you protect any services you provide for those in need such as the old, the infirm, those with special needs, those out of work.
18. Once again reduce your top heavy management bill
19. My income is decreasing and council should not be putting up taxes
20. Too often we see evidence of waste .... poor quality in results, again Skipton's bus shelter is a prime example ... poorly thought out, cost a packet then cost more to correct problems that should never have arisen and there must be a continued cost for repairs on the often broken doors. The Council really needs to consider how they are spending our money before they commence any more grandiose schemes.
21. An Ombudsman local service would improve my reactions across the board.
22. I believe there is a great deal more the council could do to help small businesses, I have a business and want to expand will not in craven I am looking to move to Bradford as they look after business better than craven who seem to penalise them.